

Q1 - 2024



2022 - 2026
**CITY OF BRANDON
STRATEGIC PLAN**

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Land Acknowledgment

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



Message From The Mayor

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

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

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



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

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

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

On behalf of Council and Management,

Jeff Fawcett

Mayor, City of Brandon



Background

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

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

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

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

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



Financial
Sustainability



Environment &
Climate Change



Bold &
Innovative

Council Priorities



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



Foster an environment that supports economic growth and development



Explore alternative sustainable service delivery models



Promote community well-being



Improve the communication and collaboration amongst stakeholders



Address the long-term impact and sustainability of the environment

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

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

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

Community safety and well being plan steering committee is established, and actively working on terms of reference, shared values and engagement process. Construction to start for 16th Street North transitional housing this spring. City property on 12th Street North listed to meet net zero homelessness goal with multiple letters of intent received.



Strategy #2: Actively lobby for continuum of care treatment

Design of sobering centre underway to align with provincial funding realities. RFP for operator to proceed in Spring.



Strategy #3: Ensure the safety of people

Creation of the Downtown Operational Team to collaboratively tackle downtown challenges. Police and Fire had mandatory training of Four Seasons of reconciliation which was offered to other staff through the other city departments. City of Brandon and community leaders who form the Community Safety and Wellbeing Plan Steering Committee meet regularly.



Foster an environment that supports economic growth and development

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

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

The scope of a water capacity study has been completed with the RFP currently under development. Funding has been proposed in the 2024 annual budget to undertake this study. The study will look at operational modifications of the existing network in addition to capital improvements in order to support growth in the south of Brandon. The study is anticipated to take approximately 10 months.



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

Final City Plan engagement completed in March with plan circulated for review to province. First reading to proceed in May.



Behind

Strategy #6: Encourage the redevelopment of downtown

Market housing incentive given second reading with third reading pending federal funding announcement. Exploring options with potential developer of Princess and 10th Street Site. Library/arts design options to proceed to council for consideration in May.



On Track

Explore alternative sustainable service delivery models

A big part of what makes a community attractive, is how well it is able to continually manage the balance between sustaining existing assets (both above and below ground), meeting the health and environmental standards for things like water and sanitation, making investments in new community assets like recreation, and managing growth, while being aware of the cost of these and the overall impact to residents. To continue to manage this balance it requires a focus on innovative approaches to how services are provided and funded and the collection of information to be able to make sound decisions both in the short and long terms.

Strategy #7: Explore alternate revenue models

Collecting new revenues through a land drainage levy is anticipated for 2025. Public consultation and a new by-law is anticipated in 2024.



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

An asset management consultant (KPMG) is currently working with City Administration to enhance and advance an asset management plan. An initial assessment of maturity and a 3 year plan has been developed through collaboration with city staff. This process will include a capital investment strategy. The City also continues to work with Cityworks advancing operational planning and financial tracking.



Promote community well-being

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

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

There were some delay's in the final preparation of the report, however it has been completed. The results of the study will be presented to Council on March 4, 2024.



Strategy #10: Expand the cultural aspects of the community

Riverbank Inc. is working on an overall design for the gardens with construction to start in 2024. Parks also has funds proposed in 2024 Budget to assist in the construction of this project with the main pathway.



Strategy #11: Address recreation and service gaps in neighborhoods

The mapping and inventory process is ongoing, in collaboration with GIS. A report of findings and recommendations will be brought before council in late 2024.



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

Vision Zero recently launched a media campaign with a focus on unmarked crosswalks and crosswalk protocol. Brandon School Division and Vision Zero will develop a model around Pathways to School to identify, assess and improve key designated pedestrian routes to and from schools. The movement to consider the reduction of speed limits within the City continues.



Improve the communication and collaboration amongst stakeholders

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

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

With Corporate Communications budget reduced, we are re-accessing our focus for the year. This will result in changes to our service levels and needing to revise timelines on this project.



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

Two additional regular Police Board Meetings were scheduled for 2024 to facilitate information sharing between the Police Service and Police Board (which has three City Council Members on it). A regular Police Board Meeting was held on February 23rd.



Address the long-term impact and sustainability of the environment

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

Strategy #15: Adopt the Climate Change Action plan

Council has recently created an Environment and Climate Change Committee.



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

City Planning, Engineering and Environmental Initiatives will be collaborating with the residents of Brandon to discuss a modal shift in transportation. Options for a dedicated bike lane on 26th Street are being considered and will be taken to the public for comment in the near future. Other pop up lanes are being considered in other areas of the city.



Strategy #17: Evaluate the transit system to increase ridership

Project is going well and on schedule, phase 1 is now 52% complete. Focus at this stage is learning and analyzing data and planning for engagement. The timeline is still on schedule for phase 1 to be completed in full by end of year, with work then beginning on phase 2 shortly after. Some key take aways:

- Detailed analysis continues on all routes including ridership statistics, bus stops, low performing routes, etc.
- Exploring short term solutions that can be implemented more easily to ease overcrowding and improve on time performance.
- Finalizing the engagement plan, there will be information distributed to the stakeholders & general public next week.
- 1st round engagement will begin in late April and will wrap up by end of May. Engagement plan includes surveys (on-line and paper, in person and virtual interviews, stakeholder meetings, public sessions, and rider/employee feedback). Intent for first round is for WATT to listen to feedback, ensure clear understanding of issues & opportunities and sharing council's vision (from the February session).
- From these engagement sessions and the data collection from past several months, the information will be consolidated, and WATT will begin looking at network design options. This will be over the summer months with WATT and Transit project team working closely together.
- A second meeting is planned for council before the second round of engagement (planned for September, 2024) to review proposed options that will be presented to the public.



Conclusion

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

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

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



