



# **CITY OF BRANDON STRATEGIC PLAN**

## **2023 – 2026**

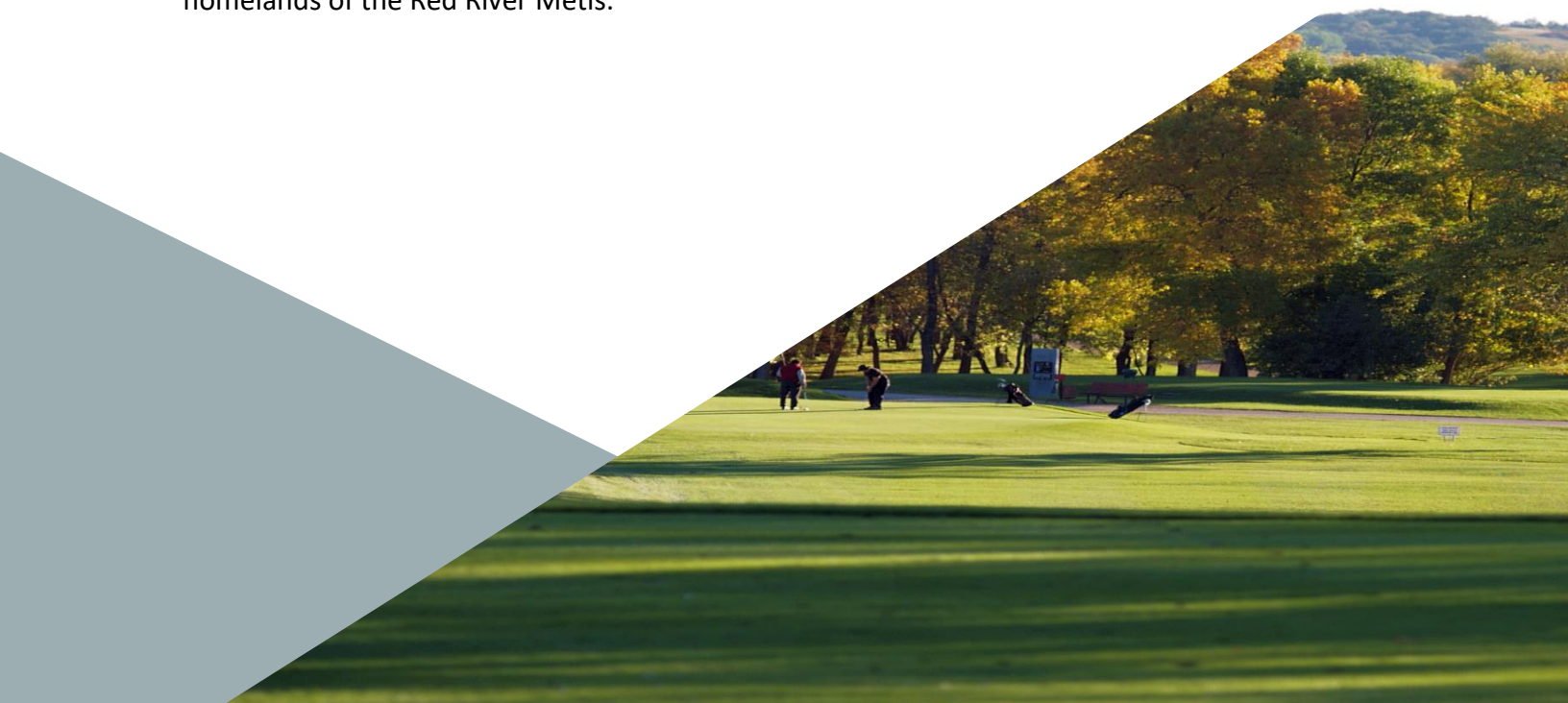
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## Land Acknowledgment

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:

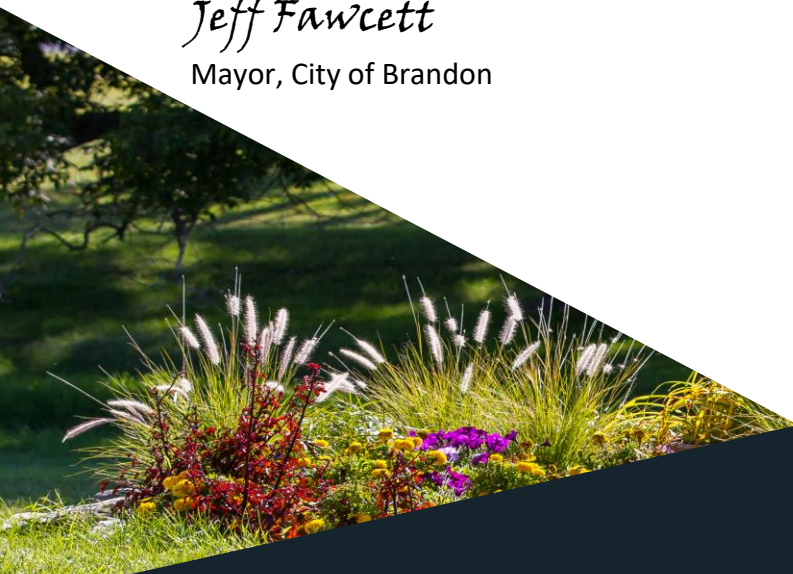
1. addressing social needs
2. economic growth and development
3. affordability
4. community well-being
5. communication and collaboration
6. environmental sustainability

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

#### Tactics

Partner with community advisors, non-profit entities, Indigenous organizations, government and those with lived experiences to develop a plan to achieve net zero homelessness, including the need for supportive and transitional housing.	2023 - 2024
Identify roles for implementation of the plan and seek out support and commitments from senior levels of government through lobbying efforts.	2025 - 2026
Provide annual community updates on the progress of the plan.	2023 - 2026

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

#### Tactics

Actively lobby the Province of Manitoba for funding to see the construction and operation of a community Sobering Assessment Centre.	2023 - 2024
Work with Brandon Aboriginal People's Council (BUAPC) to engage with the Indigenous community to explore opportunities to build an Indigenous Wellness Centre.	2023 - 2025
Lobby governments for mobile service navigation outreach.	2023 - 2025
Lobby governments for timely addiction services, combined with mental health supports.	2023 - 2025

### Strategy #3 – Ensure the safety of people

#### Tactics

Develop a trauma-informed training program for frontline staff.	2023
Train staff (Brandon Police Service, Brandon Fire and Emergency Services, Parks and Recreational Services, etc.) and provide other non-profits access to trauma-informed training.	2023 - 2024

## **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.**

#### **Tactics**

Develop a greenfield expansion site(s) to ensure ongoing residential development is in place to meet community need.	2023 - 2026
Determine how to fund the investment and servicing of heavy industrial land development ie. incentives, fees, etc.	2024 - 2026
Develop a greenfield expansion site (s) to ensure ongoing commercial development is in place to meet community need.	2023 - 2026

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

#### **Tactics**

Review and adopt the City Plan.	2023
Implement the key elements of the City Plan.	2024 - 2026

### **Strategy #6 – Encourage the redevelopment of downtown.**

#### **Tactics**

Move forward on the development of the downtown priority sites.	2023 - 2026
Develop a residential market housing incentive for downtown.	2023 - 2026
Develop an incentive program to encourage property renewal and / or implement bylaw changes to address derelict buildings.	2023 - 2024
Implement the recommendations from the Downtown Wellness and Safety Strategy.	2023 - 2024



## Explore alternative sustainable service delivery models

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

### Strategy #7 – Explore alternate revenue models

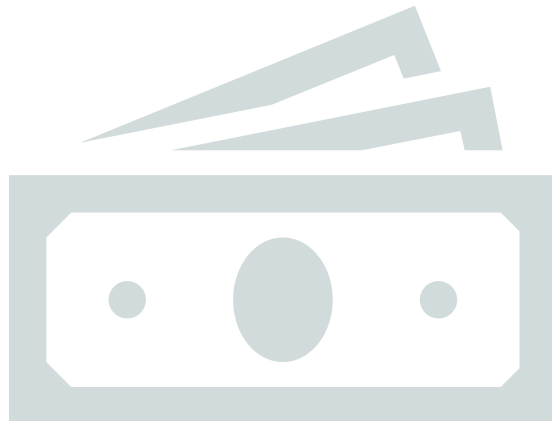
#### Tactics

Review and evaluate the Solid Waste Service Delivery Model.	2024 - 2025
Review and evaluate the Stormwater Levy Model.	2024 - 2025
Review approach to parking fees for city owned properties	2023 - 2024
Review and adjust user and permit fee increase schedules and the criteria used in determining fees.	2023 - 2024
Review and evaluate increasing Development Charge Rates in support of increasing capital investments.	2023 - 2024

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

#### Tactics

Complete the critical infrastructure assessment and adopt service levels for select asset groups.	2023 - 2026
Integrate AMP data into the annual budget process.	2024 - 2025
Implement the Back Lane Maintenance and Repair Strategy.	2023 - 2026





## 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 long-term 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.

#### Tactics

Complete the Outdoor Sports Complex (Phase 2).	2023 - 2025
Develop a plan for the long-term sustainability of the Keystone Centre.	2024 - 2026
Develop a plan for the long-term sustainability of the Western Manitoba Centennial Auditorium.	2024 – 2025
Develop a long-term plan for the Sportsplex.	2024 - 2025
Develop a long-term plan for an outdoor Aquatic Park.	2023 - 2024
Seek funding for the Library Arts Building renovation.	2023 - 2024
Partner with Indigenous groups to explore creating an Indigenous Cultural Centre.	2024 - 2026

### Strategy #10 – Expand the cultural aspects of the community.

#### Tactics

Partner with the arts community to develop a large-scale music / cultural event in the community.	2024 - 2026
Develop a “tourist attractive” landmark for the City.	2024 - 2026

### Strategy #11 – Address recreation and service gaps in neighborhoods

#### Tactics

Identify community recreation and leisure shortfalls in each ward and develop a plan on how those short falls will be addressed.	2023 - 2025
Develop a neighborhood inventory of community livability services (i.e. gas stations, corner store, coffee shops, etc.) and identify the gaps.	2025 - 2026

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

#### Tactics

Develop a taskforce to define a Vision Zero Strategy plan to present to Council for approval.	2023 - 2024
Incorporate the elements / principles of the Vision Zero Strategy into municipal operation and practices.	2024
Design and implement the citizen engagement element of the strategy.	2024 - 2025



## 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.

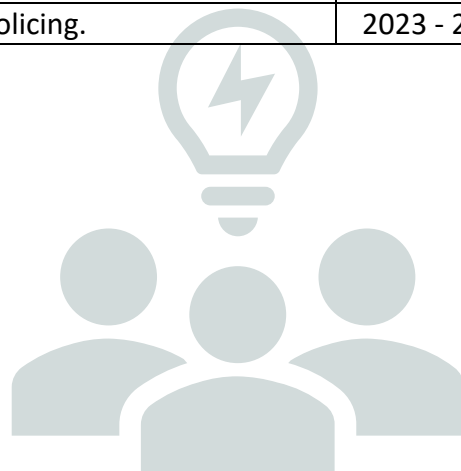
#### Tactics

Define and implement a single enquiry point for residents to communicate with the City.	2023
Define the various communication channels, the types of information provided in the channel and the frequency of updates and communicate this to the larger community.	2023
Develop a construction communication plan that provides visibility to residents of upcoming construction projects.	2024
Develop a communication method to celebrate city successes.	2024

### Strategy #14 – Explore collaboration between the Police Board and Council.

#### Tactics

Conduct an education session on policy and oversight related to the Police Act.	2023
Conduct semi-annual meetings between the Police Board and Council to explore opportunities that will mutually benefit all stakeholders.	2023 - 2026
Jointly discuss the impact and efficiencies of tiered policing.	2023 - 2024



## **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.**

#### **Tactics**

Review and adopt the Climate Change Action Plan.	2023
Implement the agreed upon elements of the Climate Change Action Plan.	2024 - 2026
Develop a communication plan that shows and measures progress for Climate Change Action Plan initiatives.	2024 - 2026

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

#### **Tactics**

Review and adopt an Active Transportation Strategy.	2024
Implement the elements of the plan in conjunction with the operating and capital budget allocations.	2024 - 2026

### **Strategy #17 – Evaluate the transit system to increase ridership.**

#### **Tactics**

Conduct a public consultation process to understand the barriers to transit and how to address those.	2023 - 2024
Explore various fee structures / subsidies and the economic impact of various models.	2024
Develop a plan to increase ridership based on public input and present to Council.	2024 - 2026



## 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.



