

Q1 - 2025



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.



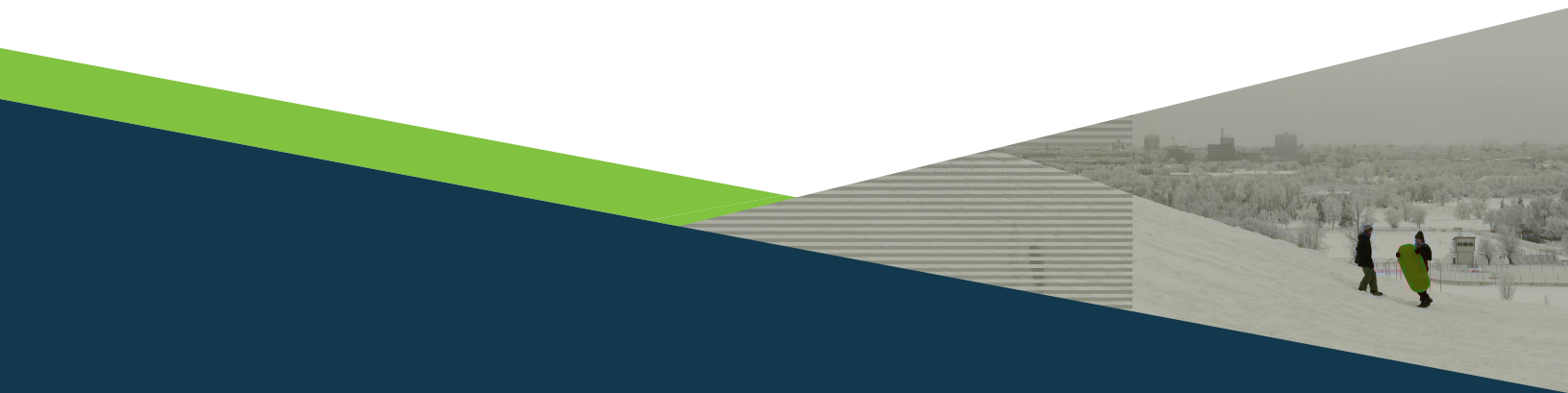
Financial
Sustainability



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 & Wellbeing Planning is in the beginning stages of creating the plan based on the profile created by months of engagement and data collection - housing and homelessness are high priorities. Working on the creation of a new Housing Strategy approved by Council with a Net-Zero homelessness plan being a separate but supported plan. The 24 units of Transitional Housing are on track for fall opening.



Strategy #2: Actively lobby for continuum of care treatment

Continuing of design and costing of sobering centre to align with provincial funding realities.
RFP for operator to be posted in Q1 2025 once extended agreements signed with the Province.



Strategy #3: Ensure the safety of people

Brandon Police Service is in the process of hiring a Psychologist to provide mental health care to all staff. Additionally, we have our own first aid instructor and are in the process of training all BPS staff. Also, we have 2 tactical first aid instructors and are training patrol members as staffing allows.



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

Infrastructure planning and construction continue to be advanced to support growth in the southwest. Additional efforts are being considered to advance infrastructure planning in the industrial area.



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

Following approval by Province City Plan By-law given third reading. Staff continuing work on implementation initiatives including Zoning By-law update.



Strategy #6: Encourage the redevelopment of downtown

Market housing funding agreements for priority development sites on Princess and Pacific Avenues to support the creation of over 150 market units. Pacific pickleball under construction to be opened in fall 2025.



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

BY-Law No. 7397 has been adopted with new rates for Transportation and Land Drainage being implemented in June of 2025. By-Law No. 7406 is going back to council for ammendment followed by submission to the PUB.



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

The original consultant assignment to create an Asset Management Program is nearing completion. With this, Administration remains in the infant stages of growing our program and plan. An additional assignment is under consideration for our current consultant for strategic investment planning. An enhanced approach to prioritize infrastructure investment would be the outcome.



Promote community well-being

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

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

The outdoor aquatic facility feasibility study has been completed. While the facility is not currently included in the City of Brandon's 10-year capital plan, administration will continue to pursue potential capital funding opportunities to support its development.



Strategy #10: Expand the cultural aspects of the community

The preparation for the installation of the Sawatzky Sculptures continues. A grand opening event for the Peter Sawatzky Sculpture Gardens is being organized for October 2025. The "Caribou Gateway Plaza" base was completed last fall and the sculpture pieces will be placed in May. The "Curious Black Bear" will be placed sometime this summer. The "Wetlands Lovebirds" (herons) will be placed sometime this summer.



Strategy #11: Address recreation and service gaps in neighborhoods

Data and analysis have been completed by Administration with assistance from Brandon University Students as part of their community wellness program. Administration is currently working towards the completion of the GIS maps in order to present the completed project to City Council.



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

Considerations are being made to VZ being an advisory group rather than the intended task force working group. Following the path of an advisory group, more efforts and resources would be required by City administration.



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

We continue to review options to increase capacity in Corporate Communications. The website refresh is on schedule for a June completion which should improve online information sharing with Citizens.



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

On June 5, Brandon Police Service Executive will host a 2.5 hour meeting along with the Police Board & City Council to answer any question and to discuss any issues that any of the parties involved want to discuss.



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

Internal alignment to implement climate change big moves behind schedule. Incremental progress made in supporting grant requests for tree planting, efficient buildings, alternative fuels for light duty fleet, and naturalized ponds. Council adopted initial designation of natural floodplain areas to be included in Manitoba’s Network of protected areas.



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

It is recommended that administration pause on capital infrastructure for existing streets until a more wholesome AT plan and strategy can be developed. This will include purpose, need and design standards to meet the desire of Brandon.



Strategy #17: Evaluate the transit system to increase ridership

Phase 2 is 85% complete, with the second round of engagement held in early February. Feedback from the second survey, public open houses and stakeholder meetings has been compiled in the most recent version of the 'What we Heard' report recently made public. The remaining work to be completed includes finalizing the Transit Master Plan, including recommendations for route enhancements and presenting to council for review and approval. Detailed route planning including potential exchange (terminal) locations is ongoing, including discussions with affected stakeholders. We anticipate presenting the Master Plan to council in early June.



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.



