

Q4 - 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 & Well-being plan engagement process is complete. Framing of 16th St N transitional housing complete with occupancy anticipated for fall 2025. Proponent shortlisted for 12th St N property with grant applications underway. Seasonal community resource drop-in centre to open at 725 Princess Avenue.



Strategy #2: Actively lobby for continuum of care treatment

Preliminary design and costing of sobering centre underway to align with provincial funding realities. RFP for operator to be posted in February 2025.



Strategy #3: Ensure the safety of people

All sworn members, cadets and Bylaw staff attended hearing testing. Conducted 25 psychological check-ins with staff as part of mental health wellness strategy.



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

Progress has been recognized in the expansion of wastewater servicing in SW Brandon with 34th St lift station and associated force main. The water servicing study in south Brandon is also underway with some results anticipated in early 2025.



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

Council gave City Plan By-law second reading and forwarded to province for review. The Municipal Board has approved the City of Brandon's City Plan and that the Plan will be going for 3rd reading at the March 3rd Council Meeting.



Strategy #6: Encourage the redevelopment of downtown

Downtown market housing incentive approved. Funding agreement signed for first phase of Princess Development site. Construction underway of pacific avenue pickleball facility. Library/ Arts renovation grant applications made.



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

Development Charges rate study is now complete. Two amending by-laws including the new rates have been presented to council, both receiving first reading. By-law 7937 has passed second reading as in front of council for 3rd and final reading. Council has postponed final reading to March 3, requesting more information be heard from industry. By-law 7406 will be submitted to the Public Utilities Board for review with an anticipated 1 year review period.



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

Asset management has recent advancements in documenting levels of service and criticality of core city infrastructure. Advancements in the configuration and use of City works are leading to more efficient and effective field operations.



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 feasibility study has been completed. The facility is not included in the City of Brandon's 10-year capital plan; however, administration will continue to seek out capital funding opportunities for this facility.



Strategy #10: Expand the cultural aspects of the community

The preparation for the installation of the sculptures continues. First one to be installed this spring.



Strategy #11: Address recreation and service gaps in neighborhoods

Data and analysis has 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

Vision Zero has recently made great strides in the adoption of a charter and priority tasks. Individual groups will commence focus discussions and action plans for the priorities.



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

A plan has been put in place to address the staffing shortage in 2025. In addition with a focus to improve communications with the community, we have launched a major website refresh. This will be completed by the 2nd quarter of 2025 with a focus on simplified and improved navigation that is more standardized with municipalities across Canada.



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

Police board, city council and BPS executive participated in an information sharing session where there was continued dialogue regarding policing initiatives.



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 request for tree planting, efficient buildings, and naturalized ponds.



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

Active Transportation may require a reset to further understand a city-wide plan to fulfill the desire of effective alternate mode of transportation. This would include identification of a city wide network and the standards of future AT facilities.



Strategy #17: Evaluate the transit system to increase ridership

Phase 1 is completed in full, and work is progressing on the tasks in Phase 2. The largest milestones in this next phase include another round of public engagement including a public survey, stakeholder and employee meetings as well as, open houses. During this engagement phase, two options are being considered with feedback collected on the pros and cons of each option. Watt Consultants will once again be onsite the week of February 3rd with the survey also opening that day for public comment. Following the public engagement, a transit master plan will be finalized and presented to council for the decision-making stage. The project is still on track for completion by late spring.



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.



