

Q3 - 2025



2022 - 2026

CITY OF BRANDON STRATEGIC PLAN

Table of Contents

| | |
|---|----|
| Land Acknowledgment | 2 |
| Message From The Mayor | 3 |
| Background | 4 |
| Council Priorities | 5 |
| Work collaboratively to address the evolving trauma-informed opportunities within the community | 6 |
| Foster an environment that supports economic growth and development | 7 |
| Explore alternative sustainable service delivery models | 8 |
| Promote community well-being | 9 |
| Improve the communication and collaboration amongst stakeholders | 10 |
| Address the long-term impact and sustainability of the environment | 11 |
| Conclusion | 12 |

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 final stages of finalizing key themes that may include racism & discrimination, improving outcomes for Indigenous Peoples, addressing mental health, substance use and addiction, and access to housing. JHS transitional housing to be completed Nov 2025 (24 units). Gambler First Nation finishing pre-development planning for transitional housing site (potentially 50 units).



Strategy #2: Actively lobby for continuum of care treatment

Proponent for Mobile Harm Reduction Outreach selected. Sobering Centre RFP to go out following direction from Province. Community Safety & Wellbeing Plan will address 7 key areas, with many having a focus on continuum of care. City engaging with consultants to create proposal to the Province for funding for a service navigation centre to increase supports in community.



Strategy #3: Ensure the safety of people

BPS is working with Manitoba Justice as they look at amending the IPDA from 24 hours up to 72 hours and the implications that change will bring.



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

Construction of the 34th Street Lift Station continues, while the gravity sewer and forcemain are complete. Detailed design is nearing completion on the 18th Street Lift Station. Approximately \$130 million in permit construction value, with 400 residential units issued prior to end of September.



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

Implementation of growth strategy moving forward, including aligning capital planning with growth projections. Zoning By-law update and development guides to proceed in 2026.



Strategy #6: Encourage the redevelopment of downtown

Market housing funding agreements executed for priority development sites on Princess and Pacific Avenues to support the creation of over 150 market units. Environmental testing complete at former gas station at 402 Rosser Ave. Pacific pickleball under construction, to be opened in winter/spring 2026.



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. Continuing to manage this balance 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

Internal reviews of the PUB submission are being finalized. Submission is expected in November.



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

Formalizing methodology and criteria for prioritizing capital investment. Incremental approach for 2026 capital, building on criteria used in 2025. Final asset management plans for transportation and underground utility infrastructure are being reviewed. Additional funds for AMP's are included in the proposed 2026 budget to allow for formal plans to be developed for additional asset classes.



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

In July of 2025, a Council report was brought forward directing administration to investigate a reduced scale outdoor aquatic facility. Administration has been working with CARM and local pool contractors to determine a conceptual plan with budgetary pricing. A report from Administration to Council will be brought forward prior to 2026 budget deliberations.



Strategy #10: Expand the cultural aspects of the community

The Peter Sawatzky Sculpture garden held its grand opening on October 9, 2025. The grand opening showcased several sculptures, including the caribou crossing, curious bear and blue herons. The main trail has been installed, and spur trails will be installed in 2026.



Strategy #11: Address recreation and service gaps in neighborhoods

The GIS maps have been completed and a report is being finalized. Administration will present its findings to Council prior to 2026 budget deliberations.



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

The Vision Zero working group is finalizing its strategy recommendations. As we prepare to move into the implementation phase, the role of the committee is being reviewed to ensure it aligns with upcoming needs. Internal discussions have taken place to support this transition.



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 are actively working with various departments to bring them up to speed on the new website and demonstrate how the news feed functions. With winter fast approaching, we will be heavily relying on the new site, which will truly test its communication capabilities with our residents.



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

There has been change in the Police Board, with a recent resignation of a city councillor from the board. The Mayor will formally appoint a new city councillor to replace the resigned member on the board.



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 with recent positive incremental progress including installation of electric vehicle charging stations, efficient lighting upgrades in city buildings, naturalized pond construction, protected areas, and asset management.



Behind

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

Active Transportation included in Movement strategy for consideration in Engineerings 2026 operating budget submission.



At Risk



Strategy #17: Evaluate the transit system to increase ridership

The project is nearing completion. Minor revisions are being made before council reviews the updated master plan in November. Route enhancement options, costing estimates and a multi-year implementation plan are included for council's review and approval in advance of 2026 budget deliberations.



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.



