



2023 - 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

Behind



At Risk



On Track



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

Health and wellness supporting creation of safety and wellness plan. Province will fund consultant to complete strategy to compile list of ongoing initiatives to move toward net zero homelessness and other social challenges.

City held lands on 16th Street north lands zoned for transitional housing development by The John Howard Society. Rapid housing funding approved by the Canadian Mortgage and Housing Corporation with a provincial decision pending. Goal is to have the lands transferred and construction started this fall.



Strategy #2: Actively lobby for continuum of care treatment

Sobering assessment centre plan is complete and funding application has been submitted to the province, with a near future positive outcome anticipated. Lobbying for improved addiction services has yet to be initiated in a big way, however, governments have made recent funding announcements.



Strategy #3: Ensure the safety of people

Trauma Informed training to be actioned in late 2023 in conjunction with the HR Corporate Officer.



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

Actively working with developers on industrial subdivision within Victoria Full Service Node. Additional planning and investment needed to continue growth in south.



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

Drafting final document as per community engagement. Final draft for public engagement and council consideration in the fall.



Strategy #6: Encourage the redevelopment of downtown

Working with developer on Princess Development Site. Market housing incentive for downtown to be created concurrently with overall city affordable housing incentive.



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

Draft Land Drainage Levy Policy is underway. Consultant retained to complete a sustainable funding model, considering alternate sources of revenue.



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

The engineering department is planning to implement the first formal Asset Management Plan in support of the 2025 budget. An asset management consultant will be hired in 2023 to assist in the compilation of existing data creating levels of service and risk assessment documents. This, along with increasing asset condition data and historic expenditure trends, will help mold the 2025 plan. A revised and next level plan will be prepared for the 2026 budget year with improved confidence in asset management data. The city will attempt to advance in 2027 independent of consulting supports.



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

Applied for grant funding and actively seeking facility sponsorships for phase 2 of the Outdoor sport facility, completed a long-term funding plan for the Keystone Centre, Auditorium sustainability planning is actively being worked on, Sportsplex plan is scheduled to be complete in early fall and applied for funding for a new Library conceptual plan.



Strategy #10: Expand the cultural aspects of the community

Currently working with the Riverbank Discover Centre on identifying opportunities for funding of the Sawatzky sculptures. In regard to new community events, a budget is in the process of being established for 2024.



Strategy #11: Address recreation and service gaps in neighborhoods

Currently identifying the scope of the information to be collected and defining what constitutes a shortfall or gap in neighborhoods.



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

The Vision Zero Task Force has commenced meeting in 2023 with the intent to meet monthly. With the Project Charter established, the task force will first identify Items of concern which may include, safe pedestrian street crossing, safe school pathways for students or safe bicycle commuting pathways, all in an effort to reduce fatality and serious injury on transportation networks. There is a desire to meet with corporations such as Manitoba Public Insurance who maintains good statistical data used in decision making.



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

Phase 1 planned for late 2023. Not actioned as of yet.



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

Board Chair and Mayor discussions regarding a facilitator.



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

Climate Action Plan adopted by Council. Next task is implementation and budget considerations.



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

Active transportation has been part of recreation, transportation and healthy living discussions for years. Strategies to support these initiatives will start with discussions amongst community planners, transportation planners and engineers. As part of a larger Transportation Master Plan, an Active Transportation plan will start with considerations of origin destination studies and select transportation corridors to accommodate active users such as cyclists, scooters or motorized wheel chairs. Upon selection of corridors, an analysis will be conducted on integrating protected user pathways within existing right of way limits. The needs and use of existing streets are unique and present many challenges to be considered.



Strategy #17: Evaluate the transit system to increase ridership

A formal review of the the Transit System by a consultant is about to go to Council for approval. The review will begin once approval has been given to proceed.



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.



