

An aerial photograph of a city street during sunset, with a green color overlay. The street is filled with cars and lined with trees. In the background, there are buildings and a hillside. The text 'STRATEGIC PLAN' is overlaid in large white letters on a dark blue background.

# STRATEGIC PLAN

---

SEPTEMBER 2021 UPDATE



The City of Brandon's organizational vision is one of Serving and Building Community. This vision is brought to life every day by the most valuable resource any organization could have: its people. The City of Brandon is proud to serve our community with professionalism, respect, integrity, diversity, and excellence (P.R.I.D.E.).

In 2018, Brandon City Council placed specific focus on the strategic areas of **Economic Development, Recreation, Infrastructure, Downtown Resurgence, Social Issues / Community Safety**. To ensure success in these five strategic pillars, specific strategies have been developed and determine what drives departmental work plans. It also forms direction for long term planning and annual budgeting.

The overarching themes of **Financial Sustainability, Environment & Climate Change** and **Bold & Innovative** have also been incorporated across the City of Brandon's organizational culture to help achieve success in these important areas of focus.

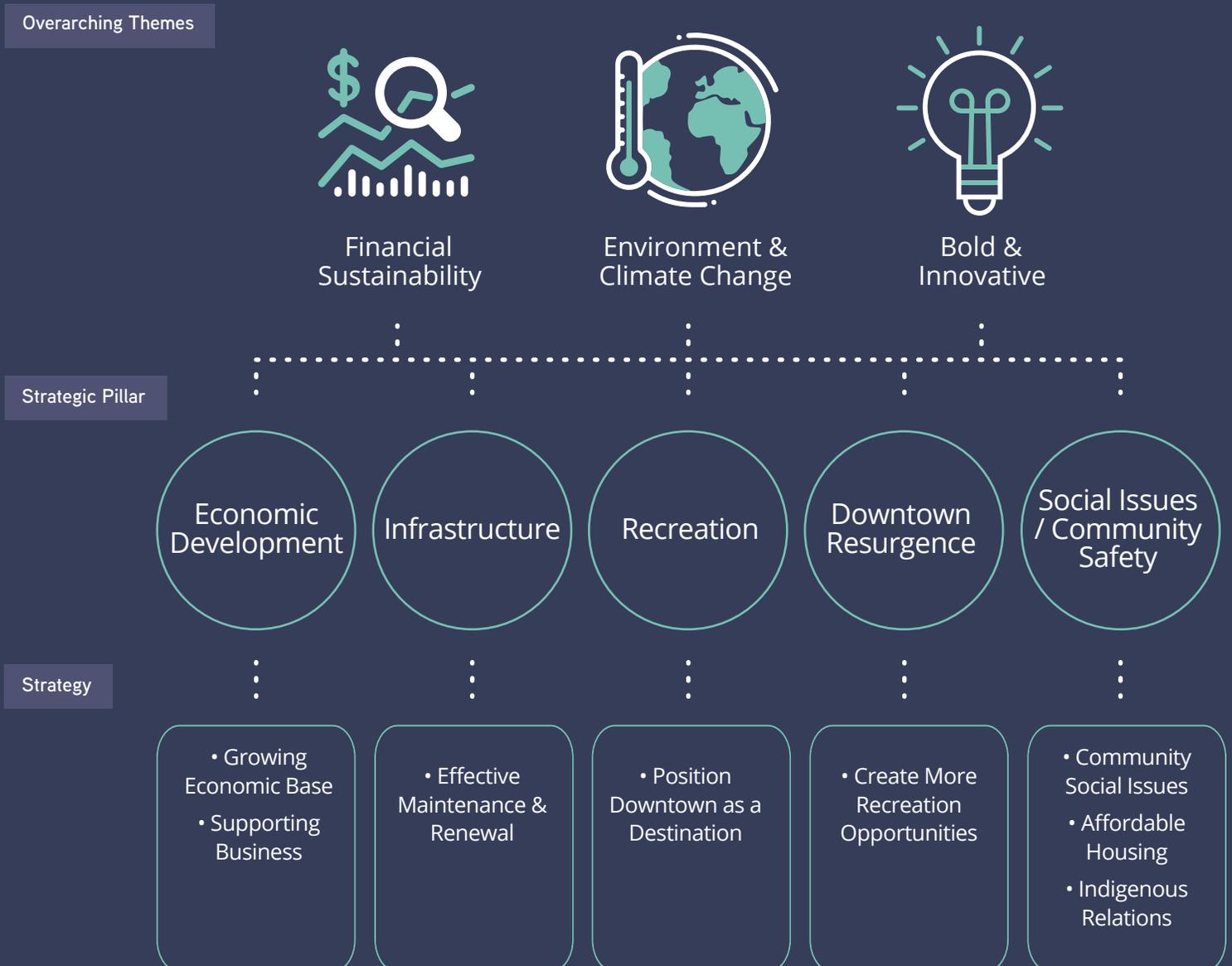
Even though COVID-19 has thrown a twist in some plans and goals, we are proud to say that while we've had to adjust along the way, we were able to continue to deliver key services, both online or in-person as it was safe to do so. We are getting through this pandemic together, and will continue to remain focused on serving and building our community through 2021 and beyond. On behalf of Council and all our administration who continue to work so diligently on making our community better, I'm pleased to present our update of the Strategic Plan.

*Mayor Rick Chrest*

The Overarching Themes, Financial Sustainability, Environment & Climate Change, and Bold & Innovative drive the five strategic pillars:

1. Economic Development
2. Infrastructure
3. Recreation
4. Downtown Resurgence
5. Social Issues / Community Safety

In this report, each pillar is broken down by strategies. Strategies are organized by key initiatives. Each initiative may have one or multiple projects included. Each project has a description and percent completed.



# Economic Development

1

Council endorsed a re-focus of Economic Development Brandon's responsibilities and resources to be more purely focused on economic development. Leveraging various existing Brandon growth-oriented strategies, Council will lead the creation of a community-wide economic strategy. Council continues to proactively work to strengthen existing relationships with Provincial and Federal governments to ensure strategic efforts at those levels support and drive industrial growth, diversity of jobs, and innovation.

Economic Development Brandon remains focused on three strategic areas: Growing the Economic Base, Growing the Population and Supporting Local Businesses.

Key Initiatives include:

- employment lands development
- business retention, attraction and growth
- post COVID-19 Economic Recovery



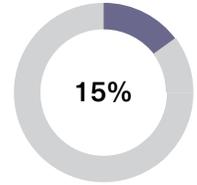
# Strategy: Growing Economic Base

## Key Initiatives: Employment Lands Development

### Industrial Land Supply

The City recently acquired 270 acres of land in the industrial area to facilitate completion of large scale drainage improvements to improve our resiliency to high rainfall events. The City will be evaluating the development potential of any residual lands for future servicing expansion and economic growth.

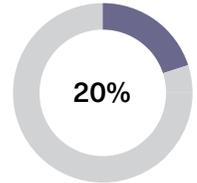
Expected date of completion: *December 31, 2022*



### Industrial Capital

The Infrastructure Plan to service the industrial area was recently updated and included in the overall City Capital Plan for growth. The City is currently evaluating priorities and options to recover the costs for investing in infrastructure to service the industrial area.

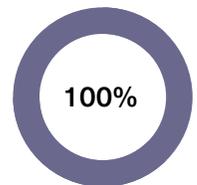
Expected date of completion: *December 31, 2022*



### Land Acquisition Policy

The updated Land Acquisition Policy has been adopted by City Council. The update includes a more proactive approach to land acquisition, including downtown and industrial development. The first budgeting process will occur in 2022.

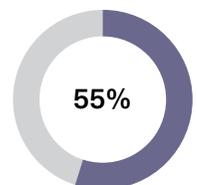
Expected date of completion: *Completed*



### Industrial Servicing Constraints - Lobbying MB Hydro For Investment

In-depth analysis, research and stakeholder consultation have taken place with strategic priorities identified. The City and the Brandon Chamber of Commerce will collaborate on rolling out a proactive lobbying campaign.

Expected date of campaign to begin: *Summer 2022*



## Strategy: Growing Economic Base (continued...)

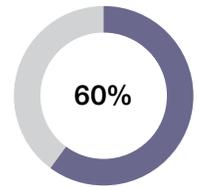
### Key Initiatives: Business Growth

#### Economic Incentive Program

A one-on-one outreach to key businesses and a series of four focus groups has been conducted to form input on a draft policy.

A draft policy will be presented to City Council by late fall, with a new incentive policy to be formally adopted prior to December 31, 2021.

Expected date of completion: *December 31, 2021*



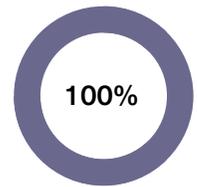
## Strategy: Supporting Business

### Key Initiatives: Post COVID-19 Economic Recovery

#### Economic Recovery Grant Program

The Brandon Economic Restart Program (BERP) was launched in summer 2021 providing a maximum one-time grant of up to \$2,500 to eligible local businesses that have been negatively impacted by COVID-19.

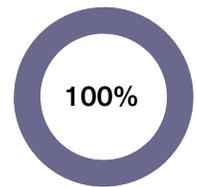
Expected date of completion: *Completed*



#### Entrepreneurial Resource Guide

An Entrepreneurial Resource Guide was developed in 2021 to pull together multiple resources and contacts relevant to businesses and individuals who are starting or growing an existing business. This resource contains information such as where an entrepreneur can obtain business loans, how to register a business, key contacts and other business supports.

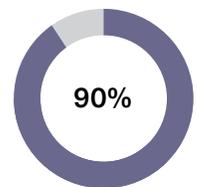
Expected date of completion: *Completed*



#### Annual Business Retention And Expansion Visits

Business retention and expansion visits continue, with an emphasis on businesses and sectors most negatively affected by the COVID-19 pandemic.

Expected date of completion: *December 31, 2022*





# Infrastructure

2

Infrastructure maintenance and renewal continues to be one of Council's main priorities, with increasing levels of investments made above and below the ground (roads, sidewalks, back lanes, sewer and water utilities).

Specific focus has been placed on the multi-year renewal of the municipal water treatment plant – a phased project for which construction began in the fall of 2019 and is estimated to require \$115 million in capital investment by the time it is completed several years from now.

Infrastructure has been focused on this strategic area: Effective Maintenance & Renewal.

Key initiatives include:

- asset management
- water treatment
- drainage capacity
- loss prevention through the flood protection program



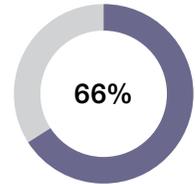
# Strategy: Effective Maintenance & Renewal

## Key Initiatives: Asset Management

### Condition Assessments

Condition Assessments will be a continual process as defined in the Asset Management Protocol. To date, assessments have been completed for roads, sidewalks, pathways, and City buildings. The next phase will concentrate on underground infrastructure including domestic sewers, water mains, and storm sewers.

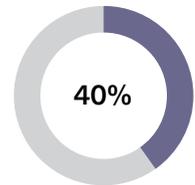
*Expected date of completion: December 31, 2022*



### Backlane Strategy Policy

Classification of back lane inventory is complete with assessments yet to be done. The next step in the process is to determine the basis for prioritization of lane maintenance.

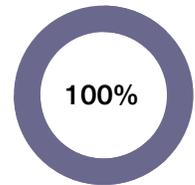
*Expected date of backlane strategy: Fall 2022*



### Asset Management Policy

With assistance from external consultants, the Asset Management Policy for the City was completed in 2019.

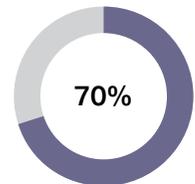
*Expected date of completion: Completed*



### Asset Management Service Levels Policy

The majority of this policy has been completed with the assistance from external consultants. The next step is to determine how this component will relate back to the infrastructure prioritization in the Capital Plan.

*Expected date of completion: Winter 2022*



# Strategy: Effective Maintenance & Renewal (continued...)

## Key Initiatives: Water Treatment

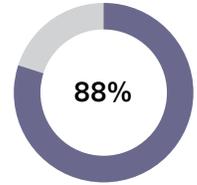
### Upgrade Water Treatment Facility

The design for the upgraded facility is expected to be completed by December 31, 2021.

The chemical building construction is 88% complete, with a December 31, 2021 completion date.

Future phases include a funding partnership announced with the Federal, Provincial, and Local governments for \$115 million to construct intake & ponds, membrane building, and existing facility upgrades.

*Expected date of completion: Chemical Building - December 31, 2022*



---

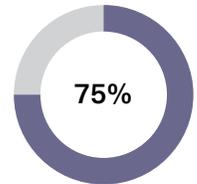
## Key Initiatives: Drainage Capacity

### Drainage Long And Short Term Plans

These include both infrastructure maintenance and renewal due to development and climate change. The multi-departmental Drainage Task Force has a four-pronged approach to mitigating drainage issues, including:

- Understanding impacts of climate change
- Design of drainage infrastructure systems
- Maintenance of drainage systems
- Private property mitigation efforts

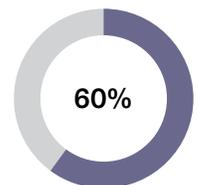
*Expected date of completion: Spring 2022*



### Drainage Infrastructure Upgrades

Upgrades will be identified in the long and short term drainage plans. Afterwards the infrastructure upgrades will be prioritized in the 10 year Capital Plan.

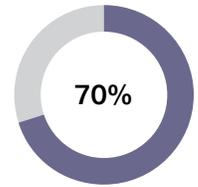
*Expected date of completion: Fall 2022*



### **Proactive Annual Drainage Maintenance Program**

Areas identified by the Drainage Task Force as having the potential to be problematic in regards to overland drainage will have a response plan formulated. Within budget and where possible, maintenance of drainage infrastructure will be undertaken to reduce the risk.

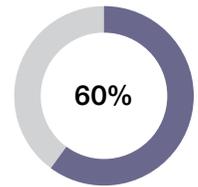
*Expected date of completion: Late Spring 2022*



### **Emergency Management Plan For Rain Events**

An Emergency Plan is being formulated, which will help define an improved level of service and an overall process for response during rain events.

*Expected date of completion: Spring 2022*



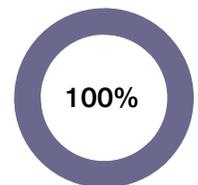
---

## **Key Initiatives: Loss Prevention - Flood Protection Program**

### **Private Home Flood Protection Grant Program**

The 2021 Flood Protection Program provided financial support for the installation of 200+ backwater valves/sump pump fixtures to help Brandon residence be more resilient to high water events. The City is currently reviewing the program and looking to bring it back in 2022.

*Expected date of completion: Completed*



# Downtown Resurgence

3

Council continues to lend its support to the efforts of motivated proponents of downtown development and will continue to channel resources into the work of the Brandon Downtown Development Corporation.

Strategies around community safety, empty storefronts, signage, event hosting, and the 8th Street active transportation corridor will be explored. Work will continue on introducing new comfort amenities such as public washrooms and pet-friendly environments into the downtown.

Downtown Resurgence has been focused on this strategic area: Position Downtown as a Destination.

To accomplish this, the key initiatives are:

- undeveloped or publicly owned properties
- holistic downtown approach considering the economic, social and infrastructure requirements



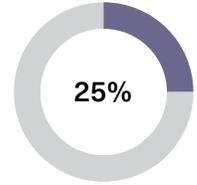
# Strategy: Position Downtown as a Destination

*Key Initiatives: Underdeveloped or Publicly Owned Properties*

## Princess Avenue Site Development Strategy

Land to the north of Princess Avenue between 9th and 10th Street was transferred back to the City and Brandon Downtown Development Corporation from Brandon University earlier this year. Analysis is currently underway to explore incentives and options for development.

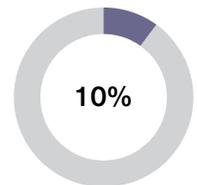
*Expected date of completion: A new RFP to be released by December 31, 2021*



## Priority Development Sites

This includes completing risk analysis and business cases for priority development sites downtown, including the McKenzie Seeds site, with the goal of identifying and reducing gaps to investment.

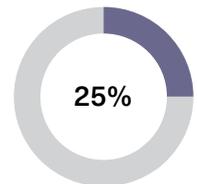
*Expected date of completion: December 31, 2022*



## Library / Arts Building Redevelopment Strategy

Proposal for the conceptual redesign of the first floor of the Library/Arts Building at 710 Rosser Avenue is currently underway. The goal is to establish a new vision for the first floor that better integrates the cultural uses in the building and draws residents downtown.

*Expected date of completion: December 31, 2022*



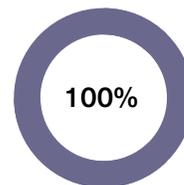
## Strategy: Position Downtown as a Destination (continued...)

### Key Initiatives: Holistic Downtown Approach (Economic, Social, Infrastructure)

#### Increase Policing In Downtown

Brandon Police Service has added dedicated patrols on foot, bike and vehicles as well as analysing hot spots for preventative patrols. Our assigned officers liaise with contracted security which provides an additional level of security for those who work, live and enjoy our historic district.

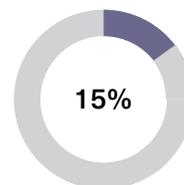
Expected date of completion: *Completed*



#### Downtown Wellness And Safety Strategy

The Downtown Wellness and Safety taskforce has been established with taskforce terms of reference being adopted on September 6, 2021.

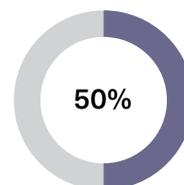
Expected date of completion: *December 31, 2022*



#### Downtown Incentive Program

This project is underway with consultants bringing recommendations to Brandon Downtown Development Corporation (BDDC) and the City on what other jurisdictions are doing.

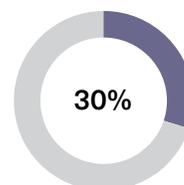
Expected date of completion: *December 31, 2022*



#### Downtown Parking Improvements

The City continues evaluating how to increase the supply of angled street parking downtown, with 7th and 10th Street planned for completion in the coming years. Improved maintenance is planned for city held parking lots including painting, signage, planting beds, and lighting.

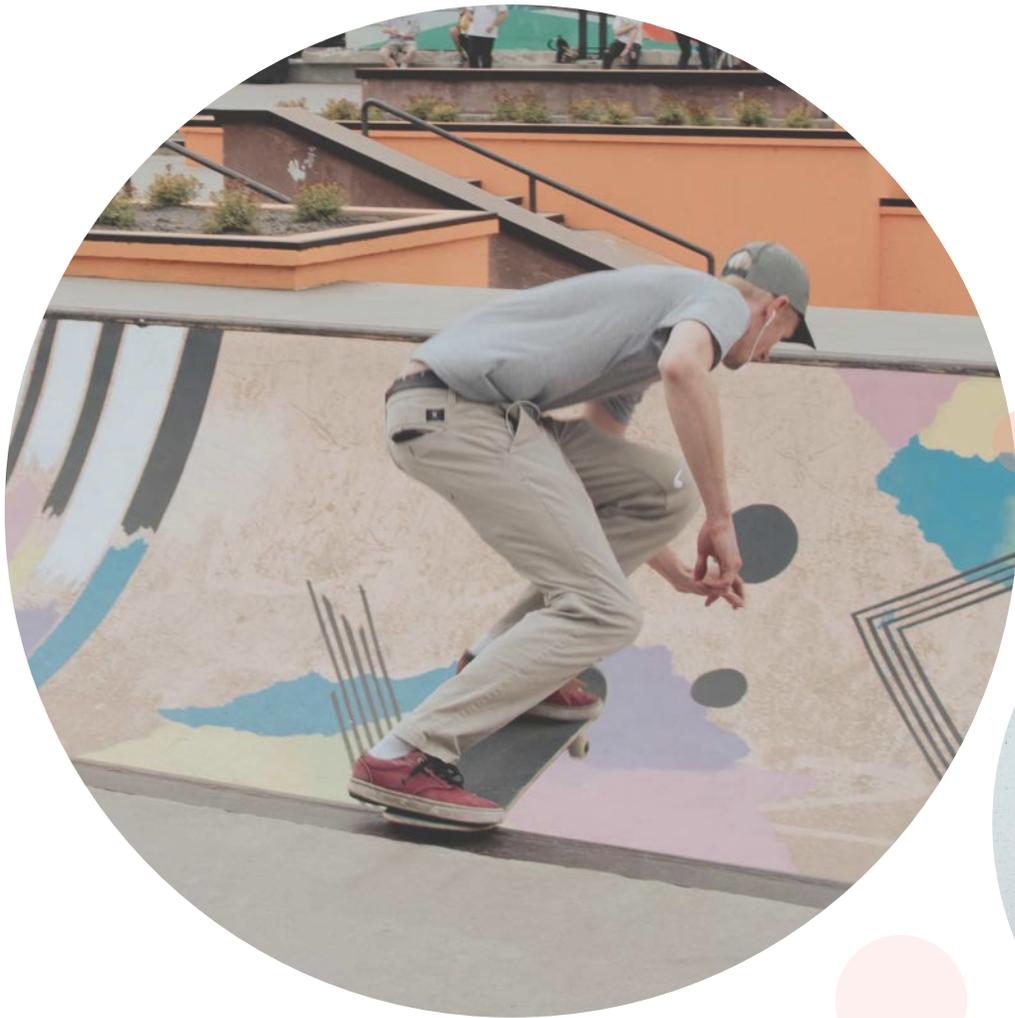
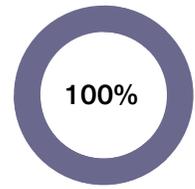
Expected date of completion: *December 31, 2022*



## Patio Program

The City rolled out a successful no-fee patio program during the summer of 2021. This program is currently being evaluated with plans of bringing it back with more community buy-in for 2022.

*Expected date of completion: Completed*



# Recreation

4

The Recreation Master Plan was adopted in the fall of 2019 and included determining staffing needs, and recreation hub locations. In 2020, COVID-19 had a major impact on implementation of the plan, as staff were redeployed.

Recreation has been focused on this strategic area: Creating More Recreation Opportunities.

The initiatives include:

- execute recreation master plan
- access / pricing / affordability policy
- Sportsplex
- pedestrian bridge
- outdoor field complex
- outdoor water recreation



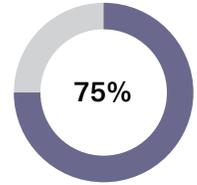
# Strategy: Create More Recreation Opportunities

## Key Initiatives: Execute Recreation Master Plan

### Recreation Shift - From “Facilitators” To “Providers” Of Programming

A strategic direction of the Recreation Master Plan is to improve public participation in recreation programs and services. A strategy for communicating opportunities to the public and engaging with the public has been implemented. Our program guides are being leveraged to address this strategy, with the Fall 2021 program guide having been released. This will be followed by the Winter 2022 program guide to be released in November.

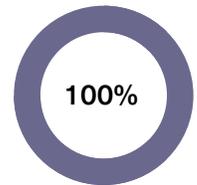
Expected date of completion: *December 31, 2022*



### Parks and Recreation Structure - Changed To Facilitate Programming Shift

The City implemented an organizational restructuring in 2020, allowing staff resources to be reallocated to support a growth in recreation opportunities, and to strengthen partnerships with recreation providers in the community.

Expected date of completion: *Completed*



---

## Key Initiatives: Access / Pricing / Affordability Policy

### Pricing Policy

A pricing policy for Parks and Recreation Services has been developed, and implemented. The policy allows staff to be flexible and responsive to recreation trends and community needs as they arise. An affordable access program will be developed in the future.

Expected date of completion: *December 31, 2022*



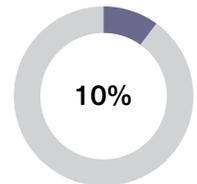
## Strategy: Create More Recreation Opportunities (continued...)

### Key Initiatives: Sportsplex

#### Sportsplex Canteen

There is currently a contract in place for food vending services within the facility. Next steps include an expression of interest for the delivery of hot food service, and renovation of the current canteen space.

Expected date of completion: *December 31, 2022*

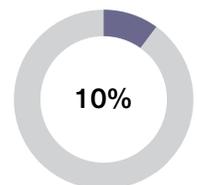


### Key Initiatives: Pedestrian Bridge

#### Pedestrian Bridge - Project Budget And Charter

The City continues to search for available and applicable grants for the 8th Street Pedestrian Bridge, however, we have been unsuccessful in finding something that would adequately fund this project at this time. The City will continue to search for available grants and work them into a funding strategy for this project for Council to consider.

Expected date of completion: *Delayed*

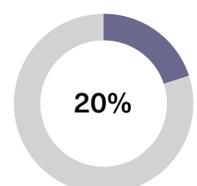


### Key Initiatives: Outdoor Field Complex

#### Outdoor Field Complex Project

Funding has been approved by Federal and Provincial partners. The detailed design was awarded on September 28, 2021, and that work will be completed by this winter so that the RFP for construction can be issued in the spring of 2022. Consultation with community partners is ongoing.

Expected date of completion: *Spring 2022*

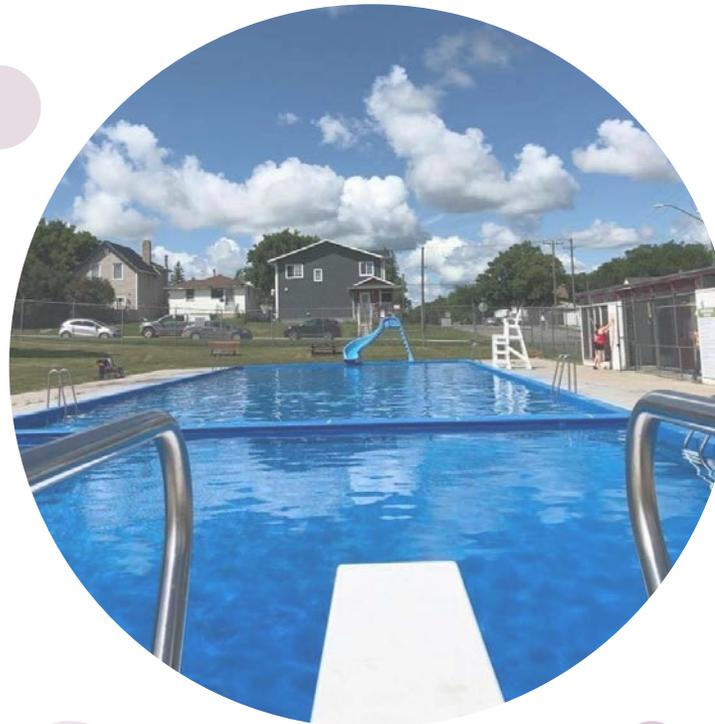
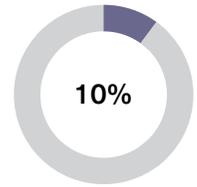


## Key Initiatives: Outdoor Water Recreation

### Outdoor Water Recreation Facility - Identify The Location

A grant application was submitted to the Investing in Canada Infrastructure Program. A feasibility study to determine land requirements and location are included in the 2022 Capital Plan.

Expected date of completion: *December 31, 2022*



# Social Issues / Community Safety

5

Council continues to advocate for community-wide responsiveness when it comes to addressing the complex social challenges facing Brandon. While Council recognizes the majority of the responsibility for many of these social programs rest with senior levels of government, collaboration with those levels of government and local agencies is key to ensuring all members of our community can thrive.

Social Issues / Community Safety has been focused on these strategic areas: Community Social Issues, Affordable Housing, and Indigenous Relations.

The initiatives include:

- harm reduction and addictions
- mental health & addictions
- poverty and wellness
- increase affordable housing
- awareness & support for Indigenous interests



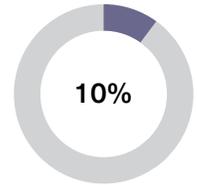
## Strategy: Community Social Issues

### Key Initiatives: Harm Reduction and Addictions

#### Provincial Government Discussion Strategy - Advocate For A Local Solution For People Dealing With Addictions

Province has provided \$2M towards a Sobering Centre for Brandon. Work has not commenced on this project yet.

Expected date of completion: *December 31, 2022*

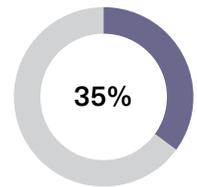


### Key Initiatives: Mental Health and Addictions

#### Coordinate And Support Local Non-Profits

The City has provided financial assistance to other entities to address social issues. Also, the City created a new Community Housing and Wellness Coordinator position in August 2021. This individual is working with the Community Wellness Collaborative and other service providers who are collectively and individually working toward addictions and mental health issues solutions.

Expected date of completion: *December 31, 2022*



### Key Initiatives: Poverty and Wellness

#### Be Informed Of Social Issues And Manage Or Support Solutions Holistically

The City is coordinating cleanups of unauthorized homeless encampments in partnership with local service providers until such time as a long term solution is implemented.

Expected date of completion: *December 31, 2022*



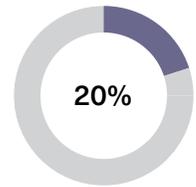
# Strategy: Affordable Housing

## Key Initiatives: Increase Affordable Housing

### Support and Collaboration With Partners

Ongoing networking outreach with non-profit agencies, private developers and partners that develop, operate and support affordable housing continues.

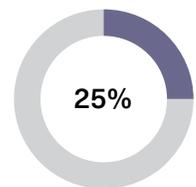
*Expected date of completion: December 31, 2022*



### Affordable Housing Incentives - Premised On Tax Offsetting Grants And Land Contributions

The City is partnering with higher levels of government to facilitate the development of new affordable housing units. The City received just over \$4 million from Manitoba Housing Renewal Corporation to facilitate the development of new affordable housing units. A request for expressions of interest related to the development of new affordable units was released by the City in the fall of 2021 to allocate the residual provincial funding received. Regulatory and policy changes to reduce barriers to developing affordable housing are in process. In addition, Bylaw 7294 Affordable Housing Incentive Program was adopted in January 2021.

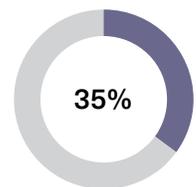
*Expected date of completion: December 31, 2022*



### Facilitate New Affordable Housing Initiatives On Municipal Or Private Land

Through a Request for Expression of Interest (REOI) issued in the fall of 2021, the City is making two municipally owned sites, capital funding and tax offsetting grants available to developers to generate interest in developing new affordable rental units. Projects are planned to be completed in the spring of 2023. With funding support from the Province of Manitoba, 48 new affordable two- and three-bedroom units were confirmed in the summer of 2021 with a targeted spring 2023 completion date.

*Expected date of completion: December 31, 2022*



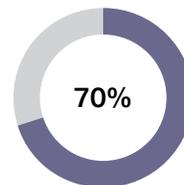
## Strategy: Indigenous Relations

*Key Initiatives: Awareness and Support for Indigenous Interests*

### Initiatives As Per the Brandon Urban Aboriginal Peoples' Council (BUAPC).

Coordination on Indigenous relations is ongoing with the Brandon Urban Aboriginal Peoples' Council (BUAPC) as well as Brandon institutions, organizations, agencies, and various levels of government.

*Expected date of completion: December 31, 2022*



Truth & Reconciliation Week Events

# Contact Your Councillor



**Mayor Rick Chrest**  
*mayor@brandon.ca*



**1**  
**Jeff Fawcett**  
Assiniboine  
*ward1@brandon.ca*



**2**  
**Kris Desjarlais**  
Rosser  
*ward2@brandon.ca*



**3**  
**Barry Cullen**  
Victoria  
*ward3@brandon.ca*



**4**  
**Shaun Cameron**  
University  
*ward4@brandon.ca*



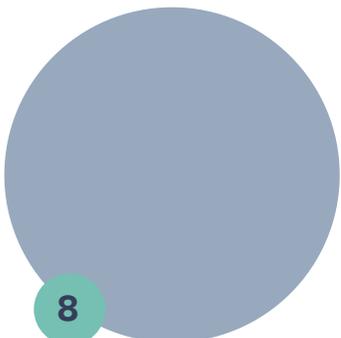
**5**  
**Sunday Frangi**  
Meadows-Waverly  
*ward5@brandon.ca*



**6**  
**Bruce Luebke**  
South Centre  
*ward6@brandon.ca*



**7**  
**Shawn Berry**  
Linden Lanes  
*ward7@brandon.ca*



**8**  
**On Leave**  
Richmond  
*\*contact other councillors*



**9**  
**Glen Parker**  
Riverview  
*ward9@brandon.ca*



**10**  
**Jan Chaboyer**  
Green Acres  
*ward10@brandon.ca*

