

A photograph of a skateboarder in mid-air, performing a trick at a skate park. The skateboarder is wearing a black t-shirt, dark shorts, and a black helmet. The skateboard is blue and yellow. The background shows a concrete skate park with ramps and rails, surrounded by trees and a fence. A white car is visible in the distance. The overall scene is bright and sunny.

STRATEGIC PLAN

JUNE 2022 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, and Social Issues / Community Safety**. To ensure success in these five strategic pillars, specific strategies have been developed and determine what drives departmental work plans. They also form 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.

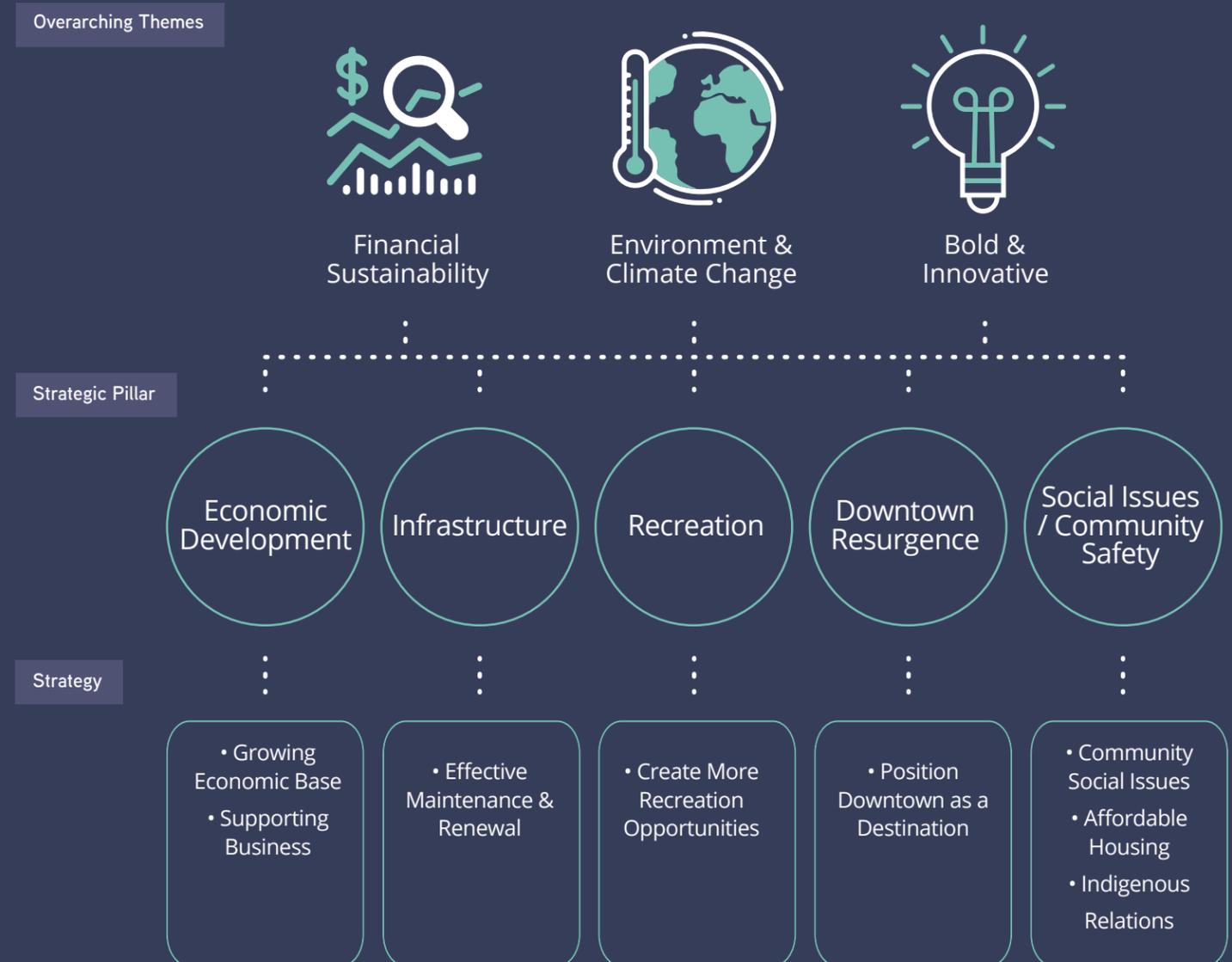
Even though COVID-19 threw a twist in some plans and goals, we are proud to say that while we've had to adjust along the way, we were able to continue to deliver key services, both online and in-person as it was safe to do so. We are getting through this pandemic together and will continue to remain focused on Serving and Building Community through 2022 and beyond. On behalf of Council and all of 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, 2024



Land Acquisition Policy

The updated Land Acquisition Policy has been adopted by City Council. City staff will implement the Land Acquisition Policy 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: December 31, 2022



Strategy: Growing Economic Base (continued...)

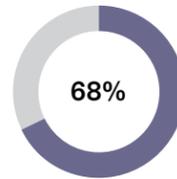
Key Initiatives: Business Growth

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 November 30, 2022.

Expected date of completion: *December 31, 2022*



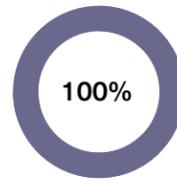
Strategy: Supporting Business

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 were 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.

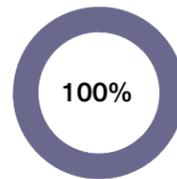
Expected date of completion: *Completed*



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: *Completed*



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 Subsidy 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. Assessments for the domestic sewer and storm sewer are underway. The initial assessment for water mains will commence later this year.

Expected date of completion: *December 31, 2022*



Backlane Strategy Policy

Classification of backlane inventory is complete with assessments yet to be done. The next step in the process is to determine the level of service. The Backlane Strategy Policy will be incorporated into the Asset Management Program.

Expected date of backlane strategy: *December 31, 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. This policy is connected to the Condition Assessments and Asset Management Policy.

Expected date of completion: *Winter 2022*



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

Key Initiatives: Water Treatment

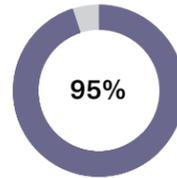
Upgrade Water Treatment Facility

The design for the upgraded facility is expected to be completed by December 31, 2022.

The chemical building construction is 95% complete, with a December 31, 2022, 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.

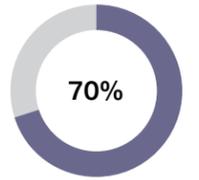
Expected date of completion: Chemical Building - December 31, 2022



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.

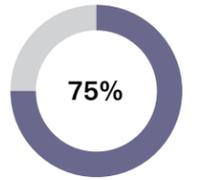
Expected date of completion: Fall 2022



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: Fall 2022



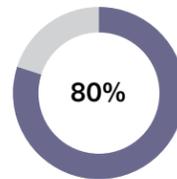
Key Initiatives: Drainage Capacity

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 three-pronged approach to mitigating drainage issues, including:

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

Expected date of completion: December 31, 2022



Key Initiatives: Loss Prevention - Flood Protection Program

Private Home Flood Protection Grant Program

The 2021 Flood Protection Subsidy Program provided financial support for the installation of 200+ backwater valves/sump pump fixtures to help Brandon residents be more resilient to high water events. City Council approved \$100,000 for the 2022 Flood Protection Subsidy Program. Work is underway by City staff to roll out this year's program.

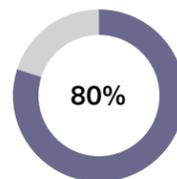
Expected date of completion: Completed



Drainage Infrastructure Upgrades

This current phase includes the planning, initiation, and design stage. As of June 30, the planning and initiation stage is completed, and the design stage is at 80%. Phased construction is planned to commence in 2022 with a potential completion of 2025.

Expected date of completion: December 31, 2022



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 (BDDC).

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

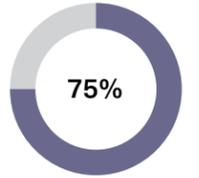
Strategy: Position Downtown as a Destination

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 BDDC from Brandon University earlier this year. Property is currently listed for sale.

Expected date of completion: August 31, 2022



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

Conceptual redesign of the Library/Arts Building at 710 Rosser Avenue is complete. Project budget and detailed design for consideration in 2023.

Expected date of completion: December 31, 2024



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 analyzing 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 Task Force has been established with terms of reference being adopted on September 6, 2021. The taskforce recommended and council adopted 12 preliminary solutions. The taskforce is on track to make long-run recommendations in 2022.

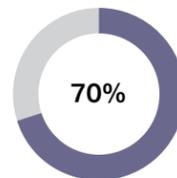
Expected date of completion: *December 31, 2022*



Downtown Incentive Program

This project is underway with consultants bringing recommendations to BDDC and the City on what other jurisdictions are doing.

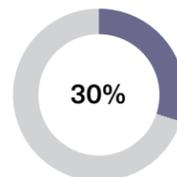
Expected date of completion: *December 31, 2022*



Downtown Parking Improvements

Downtown angled parking is put on hold pending recommendations from the Downtown Wellness and Safety Task Force.

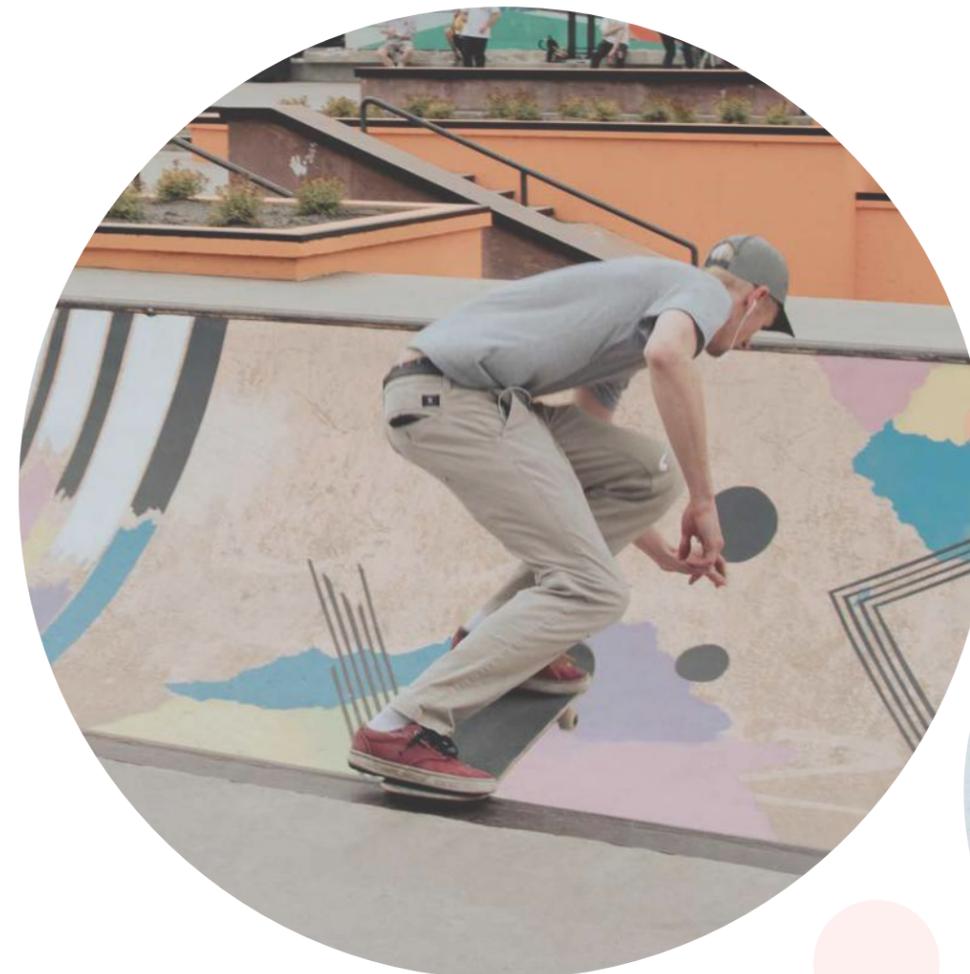
Expected date of completion: *Deferred*



Patio Program

The City rolled out a successful no-fee patio program during the summer of 2021. This program has been brought back for more community buy-in in 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 creating and communicating new opportunities to the public has been implemented. Our program guides and social media presence are being leveraged to address this strategy. We have successfully launched programs, and their associated program guides for each session.

Expected date of completion: December 31, 2022

90%

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

100%

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 is being developed.

Expected date of completion: December 31, 2022

60%



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. An RFP (Request for Proposal) for the delivery of hot food service will be released in summer 2022.

Expected date of completion: *September 30, 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. The detailed design will be completed in 2023 with the final project expected to be completed by 2026.

Expected date of completion: *December 31, 2022*

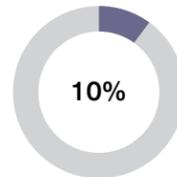


Key Initiatives: Pedestrian Bridge

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: *Deferred*

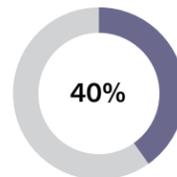


Key Initiatives: Outdoor Field Complex

Outdoor Field Complex Project

Consultation with community partners completed in January 2022. Detailed design for Phase 1 will be completed in Summer 2022, then Phase 1 construction will be tendered, with construction to begin in Fall 2022. Future design and construction phases will occur over several years, with the entire project to be completed in early 2025.

Expected date of completion: *March 31, 2025*



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 rests 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

The Province of Manitoba has provided \$2 million towards a Sobering Centre for Brandon. They have also set up an internal team and are having active conversations with the City on next steps.

Expected date of completion: December 31, 2022

15%

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

60%

Key Initiatives: Poverty and Wellness

Be Informed of Social Issues and Manage or Support Solutions Holistically

The Community Housing and Wellness Coordinator continues to work regularly with community groups that are addressing issues with poverty and wellness, as well as the Poverty Committee of Council, and the Downtown Wellness and Safety Task Force. Recommendations from the Task Force are being implemented.

Expected date of completion: December 31, 2022

60%

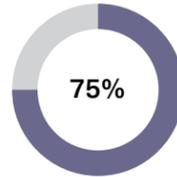
Strategy: Affordable Housing

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.

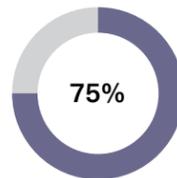
Expected date of completion: December 31, 2022



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

The City is partnering with higher levels of government, and has 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, By-law No. 7294 Affordable Housing Incentive Program was adopted in January 2021.

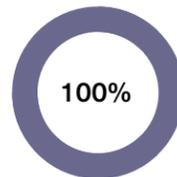
Expected date of completion: December 31, 2022



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: Completed



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



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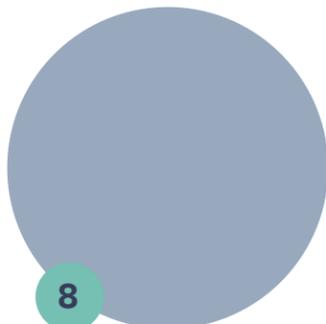
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