Q3 - 2026



City of BRANDON

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 on 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

Council resolution to support Community Safety & Wellbeing Plan passed at July meeting. Occupancy for JHS transitional housing (24 units). Gambler First Nation transitional housing site (50 units) awaiting funding support from upper levels of government. RFP process underway for Rideau affordable/transitional housing project.



On Track

Strategy #2: Actively lobby for continuum of care treatment

Proponent for Mobile Harm Reduction Outreach providing service to community. Sobering Centre RFP delayed until funding clarity from province. Community Safety & Wellbeing Plan presented to Council including eight key areas with many having a focus on continuum of care. Memorandum of understanding for navigation centre submitted to the province for consideration.



Behind

Strategy #3: Ensure the safety of people

BPS has been recently challenged with a number of protests and numerous online attacks of our members. We are carefully enforcing the rule of law while being respectful of a person's right to have a peaceful protest. We have taken a number of steps to ensure the physical and psychological safety of BPS staff is maintained.



On Track

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

Commissioning of the 34th Street Lift Station is complete. Water modeling for south growth area received with implementation strategy underway. Annual permit value at end of August of over $115 million with 100 dwelling units issued.



On Track

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

Implementation of growth strategy and measurable tracking moving forward. Zoning By-law draft nearing completion.



On Track

Strategy #6: Encourage the redevelopment of downtown

Market housing construction underway at Pacific Avenue priority site with multiple other market housing projects to begin this fall. Tank removal tender at 402 Rosser moving forward with BDDC development to proceed in 2027. Pacific Pickleball under construction to be opened in 2026.



On Track

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

Water and wastewater development charge under review with PUB.



Behind

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

Input of 2026 capital budget underway using asset management evaluation criteria. Final asset management plans for transportation and underground utility infrastructure nearing completion with plans to be undertaken for Facilities.



On Track

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 long-term 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 RFP for design of an Outdoor Aquatics Facility was released, and closes on October 19, 2026. Negotiations with the Keystone are ongoing. Design work is expected to take place over the winter, with construction to start in the spring of 2027.



On Track

Strategy #10: Expand the cultural aspects of the community

The tender for construction of the Sawatzky Pathway Spur Trails was released, and closes on October 6, 2026. Tender results will determine whether the work takes place in late 2026, or early 2027.



On Track

Strategy #11: Address recreation and service gaps in neighborhoods

Work on this project has continued, though at a slower pace than anticipated due to several higher-priority initiatives requiring immediate attention, and impacting the long term plans for Recreation amenities within the City. Administration will continue to refine the final report to ensure it reflects the most accurate, up-to-date information for future planning of Recreation amenities.



Behind

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

The Vision Zero recommendations were adopted by Council. Council resolution passed for province to consider granting municipalities ability to determine the default speed limit. Implementation underway in 2026 with focus on pedestrian crossings and intersection improvements.



On Track

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. A 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 opportunities to expand 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

The Transit website has been successfully integrated into the main brandon.ca website, further advancing ITC's efforts to consolidate City websites under a consistent platform. We have also been conducting communication workshops to identify opportunities to increase operational capacity and streamline processes, enabling more efficient and responsive communications support across the organization.



On Track

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

BPS executives are working closely with the police board, which includes two councillors, the Mayor and the City Manager as an ex-officio, to prepare and present the draft 2027 police budget. In October, the municipal election will drastically change the make-up of the police board.



On Track

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

Recent incremental progress including, installation of electric vehicle charging stations, landfill methane capture, efficient lighting upgrades in city buildings, naturalized pond construction, protected areas, and asset management.



At Risk

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

Active Transportation included in Movement strategy to proceed with background work in second half of 2026 with completion in 2027.



At Risk

Strategy #17: Evaluate the transit system to increase ridership

Routes 3-7 are being implemented on October 5, 2026. Additional service strategies planned for 2027 budget deliberations.



On Track

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.



City of
BRANDON