



# **STRATEGIC PLAN**

**2020 – 2023**

## **BACKGROUND**

Brandon Salutes has been in existence since 2004 when established as a working committee of the Brandon Military Relations Committee. A need was identified to establish a committee that could undertake community based initiatives in a timely fashion. At that time, Brandon Salutes activities and functions were based upon the goal of strengthening the community connection that exists between Brandon, R.M. of Cornwallis and CFB Shilo communities. Brandon Salutes would highlight how our communities are already intertwined, and provide opportunities for our communities to grow closer. The Committee would encourage awareness of the different lifestyles that exist in the military and civilian communities, and through understanding of each other's viewpoints, build stronger relations between all, based on a long-term strategy that will connect our shared community for years to come. This concept was encapsulated in the following mission statement:

***“Brandon Salutes fosters unity of the military and civilian communities in the Brandon area based upon a mutual respect of their unique contributions toward a strong and proud partnership.”***

Brandon Salutes has been very successful at raising community awareness and generating good levels of support and participation for its activities. A listing of key activities that have been recently undertaken are as follows:

- a.** Maintenance of the existing billboards on Highway 10 North and at the junction of Veterans' Way and 1<sup>st</sup> Street;
- b.** a “Salute” program that recognizes community members and military members who contribute to the aims and objectives of Brandon Salutes;
- c.** an annual concert featuring military musical acts honouring veterans. To be held in November in close conjunction with the annual Brandon Military Ball;
- d.** a successful business incentive program providing soldiers and their families with additional savings;
- e.** the “We Care” soldier package program, which provides soldiers serving in small groups overseas with a personalized care package from home;
- f.** recognizing the work of Cadet youth to promote their valuable community work and how that promotes the relationship between the military and civilian communities;
- g.** postcard campaigns encouraging the community to send a note from home to soldiers deployed overseas; and

- h.** assisting the visits to Brandon by the crew of the HMCS BRANDON.

Given the relative success of these initiatives, Committee members thought that a need existed to revise or fine-tune its objectives to provide a roadmap for the future and to ensure continued relevance within the communities.

### **MISSION, VISION and VALUES**

#### **Brandon Salutes Mission Statement:**

*“Brandon Salutes fosters unity of the Military and Civilian communities in Westman based upon a mutual respect of their unique contribution toward a strong and proud partnership.”*

#### **Brandon Salutes Vision Statement:**

*“To have a cohesive community that reflects our collective strength and pride in each other.”*

#### **Brandon Salutes Values:**

- a.** a sense of community and connections;
- b.** mutual respect and pride in our communities and their accomplishments;
- c.** acceptance and empathy/understanding for differing views;
- d.** education; and
- e.** recognition.

### **STRATEGIC ANALYSIS**

An analysis of Brandon Salutes characteristics was carried out as well as external issues that might impact on this strategic plan.

#### **Strengths of Brandon Salutes:**

- a.** our people including enthusiasm, capability, contacts and experience;
- b.** ability to provide the activity to the community in some cases or enable others to do it in other situations;

- c. ability to garner corporate support; and
- d. excellent support from the “partners” as well as related agencies (e.g. Military Family Resource Centre, Personnel Support programs and units).

**Weaknesses of Brandon Salutes:**

- a. limited non-partisan community members. Most members have some form of attachment to at least one of the partners;
- b. a small pool of members to plan, organize and conduct activities, especially those of a large scale.

**Opportunities in the Community:**

- a. there is a relatively large pool of resources that have not been accessed;
- b. 26<sup>th</sup> Fd Regt RCA, largely untapped resource and relatively unknown in the wider community;
- c. there is tremendous support for the military community, in particular CFB Shilo; and
- d. given the stature of the partners, there are opportunities for further partnering with other entities.

**Threats in the Community:**

- a. changes in corporate donation philosophies;
- b. potential for saturation in the community of events, and sponsorship requests; and
- c. diminished interest in military issues and activities.

## **GOALS AND OBJECTIVES**

The analysis resulted in the definition of three overall goals and a number of objectives to be used to achieve those goals. The Brandon Salutes Committee's goals are as follows:

### **Goal #1**

Strengthen the community connection between Westman and Military Personnel including CFB Shilo, 26<sup>th</sup> Field Regiment RCA, Cadets and HMCS BRANDON by:

- ➡ producing an effective communications plan to inform all participants;
- ➡ increasing participation in activities/programmes by:
  - i. communication
  - ii. increased volunteerism, and
  - iii. establish broad-based activities that encourage and enable people to get involved;
- ➡ highlighting how members of the military community participate in activities originated by others, and
- ➡ encouraging more engagement by the area business community.

### **Goal #2**

Raise awareness amongst and engage different people from the community groups by:

- ➡ effective communication, and
- ➡ different avenues created for participation either as the lead agency (doer) or facilitator (enabler)

### **Goal #3**

Recognize the efforts of those who further the vision and mission of Brandon Salutes by the use of recognition programmes such as;

- ➡ Salutes presentations;
- ➡ Chamber of Commerce e-letter;
- ➡ ads in print or electronic media;
- ➡ use of our web-site and social media; and
- ➡ congratulatory letters from Brandon Salutes.

## **ACTION PLAN**

The following activities will assist the organization in meeting its strategic goals for the next three years. The list is not exhaustive and will require updating throughout the period as conditions change in the community.

- a.** continue existing programmes such as the “Salute to Veterans Concert” and care packages for deployed soldiers ;
- b.** encourage the units at CFB Shilo, 26<sup>th</sup> Field RCA and HMCS Brandon to invite civilian participation in their events throughout the year and work in partnership with them to encourage that participation;
- c.** encourage businesses to participate in the business incentive programme;
- d.** conduct information sessions as opportunities arise to provide information, generate a volunteer database and increase participation by others through providing ideas for activities they may wish to undertake or participate in to support the Committee’s goals;
- e.** create and continue relationships with the academic institutions in Brandon and encourage their involvement in our activities;
- f.** assist others in conducting activities such as the Brandon Military Ball. This should be done on a case-by-case basis;
- g.** review the selection and application criteria of the Salute to ensure that suitable recipients are nominated and selected;
- h.** continue our media/promotional plan for Brandon Salutes to run throughout the year; and
- i.** conduct a meeting once a year to review current initiatives and to “brainstorm” potential new activities, events or initiatives.

The Brandon Salutes Committee takes its direction from the Military Relations Steering Committee, both of which are made up of representatives from the:

City of Brandon;  
Rural Municipality of Cornwallis;  
Brandon Chamber of Commerce; and  
Canadian Forces Base Shilo.

Sanctioned by Motion of the Brandon Salutes Committee – 2021 – 03 - 19

Approved by Motion of the Military Relations Committee – 2021 – 12 - 02