



STRATEGIC PLAN

2017 – 2019

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, 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.** a signage program placing billboards on Highway 10 North and at the junction of Veterans' Way and 1st Street
- b.** a “Salute” program that recognizes community members who contribute to the aims and objectives of Brandon Salutes;
- c.** major departure and homecoming events for soldier deployments;
- d.** a successful business incentive program providing soldiers 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.** working with various media outlets to develop the Westman Salutes program which highlights the achievements of soldiers in their community; and

- g.** recognizing the work cadets do in promoting the relationship between the military and civilian communities by developing the Cadet Salute Award to be handed out annually.

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).

STRATEGIC ANALYSIS (CONTINUED)

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. there is tremendous support for the military community, in particular CFB Shilo; and
- c. 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 post-Afghanistan.

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, 26th Field Regiment RCA, Cadet Instructor Cadre 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) – see page 7

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 deployment departures, welcome home and family support activities;
- b.** encourage the units at CFB Shilo, 26th 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. A goal of five additional participants per year;
- d.** conduct at least three information sessions per year to provide information, generate a volunteer database and increase participation by others through providing ideas for activities they may wish to undertake in support of the Committee's goals. Examples include a display at the Shoppers Mall, Chamber of Commerce luncheon, outreach presentations to service groups, Royal Canadian Legion, Army, Navy & Air Force Veterans Assoc. or other suitable venues.
- e.** create a relationship with the academic institutions in Brandon and encourage their involvement in our activities;
- f.** assist others in conducting activities such as the "Heroes Gala Dinner". 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; and
- h.** develop a media/promotional plan for Brandon Salutes and commence a media awareness campaign to run throughout the year.

POTENTIAL PROJECTS FOR ENABLER GROUPS

The following is a list of potential projects that could be undertaken by civilian community groups, under the direction and encouragement of Brandon Salutes, which would further the goals and objectives of the committee and also engage them in being directly involved in connecting our communities:

- a.** Military Film Festival;
- b.** Military Appreciation Day;
- c.** Wheat Kings Military Night;
- d.** Adopt A Deployed Soldier - letter program;
- e.** Recognition of Military volunteers in the community;
- f.** Recognition of deployed military members; and
- g.** Recognition of the support provided by soldiers' families.
- h.** Visits from HMCS Brandon

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 – 2017 02 17

Approved by Motion of the Military Relations Committee – 2017 05 17