



STRATEGIC PLAN

2010 -2013

2010 01 20

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 others' 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.”

To date, 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 follows:

- a.** a successful banner program that raised considerable funds for Brandon Salute's activities and raised the public's awareness by getting the “brand” into the community;
- b.** a signage program placing billboards on Highway 10 North and South and at the junction of Veterans' Way and 1st Avenue;
- c.** a “Salute” program that recognizes community members who contribute to the aims and objectives of Brandon Salutes;
- d.** major departure and homecoming events for soldier deployments; and
- e.** a successful business incentive program providing soldiers with additional savings.

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, Deployment Support Group, Personnel Support programs).

STRATEGIC ANALYSIS CONTNUED

Weaknesses of Brandon Salutes:

- a.** no non-partisan community members. All members have some form of attachment to at least one of the partners;
- b.** no dedicated source of resources. Must be provided by the partners, grants, and donations by businesses or individuals. There have been specific fundraising activities in the past, e.g. the Banner Sale. There was considerable debate about whether this was a weakness since fundraising/support initiatives recently have focussed on specific activities; and
- c.** 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.** our activities depend on a relatively strong economy;
- b.** potential for saturation in the community of military issues, events, and sponsorship requests; and
- c.** potential change in perception of the military when Afghan mission ends in 2011.

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
- ➡ 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 businesses to participate in the business incentive programme. A goal of five additional participants per year;
- c.** conduct at least three information sessions per year at the Shoppers Mall, Chamber of Commerce luncheon or other suitable venue 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;
- d.** assist others in conducting activities such as the "Heroes Gala Dinner". This should be done on a case-by-case basis;
- e.** review the selection and application criteria of the Salute to ensure that suitable recipients are nominated and selected; and
- f.** develop a media/promotional plan for Brandon Salutes.

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.** Red Shirt Friday promotions;
- b.** Military Film Festival;
- c.** Military Appreciation Day;
- d.** Wheat Kings Military Night;
- e.** Adopt A Deployed Soldier - letter program; and
- f.** Recognition of Military volunteers in the community.

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 – 2010 01 20

Approved by Motion of the Military Relations Steering Committee – 2010 10 27