

# 2012



Renaissance Brandon

Annual Report

1/15/2013

## *Message from Chairman of the Board*

On behalf of the board of directors of Renaissance Brandon it is a pleasure to provide this Annual Report. In 2012, Renaissance Brandon continued to evolve as an organization by stepping into the land acquisition “arena” as was intended through its original mandate.

Now in our fifth full year of operations, Renaissance Brandon, a not for profit corporation, continues to work toward creating positive development and opportunity in Downtown Brandon.

Through our on-going funding partnerships with the City of Brandon and the Province of Manitoba, our board has been pleased to expand our operations and assist in the renewal of the heart of our community.

Throughout this report you will find highlights of this year’s new projects and partnerships including the acquisition of the Brandon Inn parking lot and Brandon Real Estate Board, the initiation of the Downtown HUB Zoning By-Law, the emergence of the Arts and Entertainment District through grants provided to Abby Rose, the Wildflower Café and the Global Market, the completion of a downtown parking assessment, the completion of a downtown vacant building inventory, the initiation of an analysis on downtown building codes and development challenges and continuing support of downtown programming, such as Rock the Block, Wednesdays By the Fountain, the summer Multi-Cultural Festival and Caroller’s In the Park.

Moving into 2013, Renaissance Brandon and The Downtown HUB are strategically positioned to attract a destination venue and more downtown residents, fill the remaining empty storefronts in the Entertainment and Shopping District, implement enhanced parking strategies, and improve marketing and promotion of the HUB while enhancing our communication with the public and funding partners.

Thank you for taking the time to review our report and we welcome your feedback as we look ahead to 2013.

Sincerely,

Shaun Cameron  
*Chairman*  
*Renaissance Brandon*

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## **Operations**

### ***Current Board Members:***

Randy Brown – V.P Business Development  
Shaun Cameron (Chairman) – Community Programmer  
Michael Cox – Architect  
Shari Decter-Hirst – Mayor  
Barry Hartley (Secretary/Treasurer) – Manager, Personal Banking  
Steve McMillan (Vice-Chairman) – Real Estate Developer  
Tyler Rice – Real Estate Developer  
Corey Roberts – City Councillor

### ***2012 Outgoing Members:***

Dianne Hastings-Fotheringham  
Len Isleifson – City Councillor  
Willmar Lopez- Business Owner

### **Staff:**

Braden Pilling, Downtown Development Specialist

### **Ex-officio Board Members:**

Scott Hildebrand, Acting City Manager  
Sandy Trudel, Director of Economic Development

## ***Sub-Committees***

### **Business Attraction Committee**

Develops and evaluates resources and programs to strengthen and broaden the economic base of the Downtown HUB. Current incentive programs: Rent Abatement and the Redevelopment Program - [http://renaissancebrandon.ca/?page\\_id=25](http://renaissancebrandon.ca/?page_id=25)

#### Members:

<b>Randy Brown</b>	<b>Tyler Rice</b>
<b>Barry Hartley</b>	<b>Shari DecterHirst</b>
<b>Derek Woychyshyn (Public at Large)</b>	

### **Community and Culture Committee**

Develops and evaluates resources and programs to encourage new projects or activities in the creative arts, culture and heritage sectors. Current program: Arts and Cultural Grant Program - [http://renaissancebrandon.ca/?page\\_id=25](http://renaissancebrandon.ca/?page_id=25)

#### Members:

<b>Michael Cox</b>	<b>Steve McMillan</b>
	<b>Dianne Hastings-Fotheringham (Public at Large)</b>

### **Communication Committee**

Identifies, Researches, Evaluates and Implements policies and communication strategies to convey our vision and key messages to the general public, stakeholders, and funding partners.

#### Members:

<b>Corey Roberts</b>	<b>Shaun Cameron</b>
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## **Strategic Advisory Committee**

The Strategic Advisory Committee provides leadership and direction to staff and strategic recommendations to the board of directors.

### Members:

**Shaun Cameron**  
**Shari Decter-Hirst**

**Steve McMillan**  
**Barry Hartley**

## **1.0 PURPOSE:**

This report is the fifth, annual report reviewing the achievements and challenges facing our downtown (The Downtown HUB). Its purpose is threefold: to provide an overview of the prior year's highlights, to assess the current state of the downtown, and to outline future strategic initiatives to ensure the ongoing health of The Downtown HUB.

## **2.0 WHAT HAS HAPPENED in 2012 – Downtown Projects:**

The Canadian Mental Health Association (CMHA) / Brandon Friendship Centre partnership opened the Massey Harris project to its new residents. This project is comprised of 58 low income and affordable rental units. The Community Futures incubator attracted new tenants bringing total tenants to nine (9), with only a few remaining offices for rent. The YMCA expansion project is well under way with completion planned for the end of 2013.

The former Radics dealership is now home to Rolling Spoke, who moved their first street office to the downtown in 2012.

The Kristopher Campbell Skateboard Plaza continues to be a well-used park and bring visitors from across Brandon and the Westman area. The skate park also received some added color and vibrancy with a full size mural being painted on the Community Future building. In addition, outdoor lighting has been installed, which will extend the use times of the skate park.

In addition to downtown programming supported financially from Renaissance Brandon, Cruise Night continues to attract thousands of visitors to the HUB throughout the summer months, Music in the Park utilizes Princess Park and the Winter Festival hosts multiple pavilions in the downtown.

There were several new businesses that opened downtown in the HUB without financial assistance from Renaissance Brandon, including, Foxy'z Restaurant, Maluga's Sports Memorabilia, The Dock on Princess (formerly Clancy's), the development of both sides of Rosser Avenue and 18<sup>th</sup> Street and the Mauritian Restaurant in the old Canadian Inn Hotel on 5<sup>th</sup> Street.

Several businesses changed downtown locations; Bromley's Menswear moved across the street allowing TC Goldsmith to move into the vacated Bromley's location. Karla's International foods moved down the street to the former Great Canadian Deli location leaving the Double Decker with an opportunity to expand their business.

The HUB was confirmed as home to several new projects that are currently in the works, including, the Robins Doughnuts and 2 for 1 Pizza at 10<sup>th</sup> Street and Victoria Avenue and the acquisition of 29-10<sup>th</sup> Street (Formerly Street Love) by Alberta real estate investors.

The developer of the former McKenzie Seeds building teamed up with a Manitoba company to re-position the business model for the development of the property, a call for proposals was issued on the former Fire Hall on Princess Avenue to determine a future use for the property. The City of Brandon continues to work on the re-development of the Convergys building as office space for its Engineering, Development Services and Community Services staff.

### **3.0 RENAISSANCE BRANDON HIGHLIGHTS:**

#### **Internal Projects and Initiatives**

##### **1. Secondary Land Use Plan**

The Downtown HUB secondary land use plan was adopted by city council in February, 2012. This plan is a foundational component for aligning the future development of our downtown with the vision for the HUB, which guides land use, urban design, zoning, transportation and economic development. This initiative was led by Renaissance Brandon with strong support and assistance from the City of Brandon's Planning Department.

To further describe the importance and the basis for developing the HUB secondary plan and the pending zoning by-law we are providing some additional background information

According to the American Planning Association, "the goal should be to assure that key areas, such as downtown business districts provide a variety of uses that serve local residents and visitors, as well as various income levels. Furthermore, one of the most significant features of vibrant downtowns and central business districts is diversity, or a robust mix of land uses, whether local, national, small or large.

In many cases, the businesses contributing to an ideal mix are the smaller, locally serving and locally owned. Ultimately, the identity of a community comes from not only the history, architecture and the built environment generally, but from the businesses located within the district. Local governments are beginning to use zoning regulations as a powerful tool to create a balanced mix of land uses downtown and in business districts. In doing so, they are correctly recognizing a vital component of creating and maintaining a vibrant and sustainable downtown."

##### **2. Downtown HUB Zoning By-Law**

Renaissance Brandon in partnership with the City of Brandon Planning Department developed a new Downtown zoning by-law based on the HUB vision and the secondary land use plan. The by-law received first reading by city council in the fall of 2012 and will go for second and third reading, which includes a public hearing in January, 2013.

##### **3. Downtown HUB Parking Assessment**

Renaissance Brandon hired Level G Associates, who specialize in parking studies and plans across North America to conduct an evaluation of our current parking situation and make recommendations on how to improve parking in downtown Brandon. The consultant held several focus groups with city officials and downtown stakeholders to record any parking issues and potential solutions. The outcome

of this assessment led to ten parking recommendations, which Renaissance Brandon will begin to implement in 2013.

In addition, Renaissance Brandon initiated the exploration of shared parking arrangements on city owned parking lots in the downtown with the city property department. Renaissance Brandon also facilitated a shared parking arrangement between the city and a downtown business.

#### **4. Downtown, Vacant Upper Floors, Property Inventory**

Renaissance Brandon completed a property assessment inventory of all vacant properties in the core of the HUB, which identified 47 properties with potential vacant upper floor space. The inventory is the basis for developing an initiative to redevelop these spaces into residential housing, which will move us towards our goal of increasing the downtown population long term by 1,800 people. Based on 2011 Census data, the population of the Downtown HUB Secondary Land Use Plan boundaries is, 1,549. When Renaissance Brandon's residential goal is realized, this population count will be approximately 3,300. The next step in the process is to contact the 47 property owners to collect information and data (2013 project), which will identify redevelopment issues and potential solutions to encourage the redevelopment of these spaces.

Renaissance Brandon and the province of Manitoba held a joint focus group with city, provincial and local stakeholders to discuss and identify any existing building code issues with redeveloping downtown properties and to gather any potential solutions and ideas to remove challenges and/or encourage redevelopment in the Downtown HUB.

#### **5. Real Estate Acquisition**

Renaissance Brandon was established through a city of Brandon initiated process that included a downtown summit attended by approximately 150 private stakeholders. Based on feedback obtained during the public session, the Renaissance Brandon business model adopted was based on the Centre Venture model (City of Winnipeg) that includes the power to buy and sell real estate. A desired outcome for Renaissance Brandon's work was attracting a destination venue to downtown Brandon.

In late 2011, Renaissance Brandon acquired the Brandon Inn parking lot and in 2012 Renaissance Brandon acquired the Brandon Real Estate Board property. These two properties combined with the city owned Brandon Inn Hotel provide a land mass that will serve as a starting point for attracting a destination venue to downtown Brandon. The land assembly is ideally positioned in the heart of the HUB. Identifying the highest and best use for the properties, identifying and reaching out to potential regional or national end users for the parcel of land, conducting further environmental testing and examining conceptual plan possibilities are a top priority for Renaissance Brandon in 2013.

Renaissance Brandon assumed direct management of the Brandon Inn parking lot. Doing so has provided the organization with insights into downtown parking and generates sufficient revenue to offset land holding fees.

#### **6. City of Brandon and the Province of Manitoba Revenue Generation**

One measurement of return on investment for the funds invested into Renaissance Brandon is the impact the organization produces relative to tax assessment and taxes paid within its geographical area of focus. Below are figures for 2008 – 2012.

<b>Year</b>	<b>Assessment</b>	<b>Taxes</b>
2008	122,698,300	3,784,809
2009	136,121,180	4,232,895
2010	170,829,300	*3,834,773
2011	174,850,200	3,976,519
2012	190,066,400	4,037,678

\*In 2010 (despite most assessments going up), the overall tax rate decreased, making some tax bills less than previous years.

Renaissance Brandon began operations in 2008. The table appearing above tracks total tax revenue generated through property taxes payable to the province and the City of Brandon. At this time, the total tax revenue cannot be split to solely identify tax accruing to the City of Brandon. Although Renaissance Brandon cannot take full responsibility for positive tax assessment trends within the Downtown HUB, it is clear that the organization’s efforts are producing an environment that is conducive to attracting real estate and business investment which in turn creates a positive return on investment for our funding partners.

**7. Renaissance Brandon Note Worthy Public Presentations**

Renaissance Brandon regularly presents information relative to the vision for the area. In 2012 three presentations warranted special mention due to importance of the audience and message delivered. A summary of these presentations appears below.

The first presentation was at the Manitoba Community Planners conference that included a downtown mobile tour of significant HUB assets. This presentation gave Renaissance Brandon an opportunity to share our vision and secondary land use plan with other Manitoba cities and towns, which enhanced our image as a proactive, progressive community.

The second was a presentation to the MLCC/province during their provincial wide tour of Manitoba cities collecting liquor related issues and ideas prior to making changes to Manitoba liquor laws. Renaissance Brandon shared our vision, plans to encourage more outdoor patios, existing issues downtown Brandon businesses that serve liquor are having and the possibility of a downtown brew pub being developed to ensure decision makers were aware of our situation.

The final presentation was to the judges of the Communities in Bloom contest where the HUB was incorporated into the City of Brandon promotion strategy. This presentation was a significant contribution to the City of Brandon’s application and an opportunity to bring additional regional and national awareness to the HUB.

**8. Downtown Dining Page**

Renaissance Brandon initiated development of a web based downtown Dining Page in order to showcase Downtown’s unique restaurant offerings. The dining page showcases 25 downtown restaurants on a mobile phone friendly webpage that is linked from a new landing page that everyone using the downtown wireless network will see when they log on to use the Internet. The landing page provides visitors a quick snapshot of what is going on downtown and an opportunity to subscribe to future downtown announcements and promotions.



## **9. Downtown HUB Flyer**

Renaissance Brandon partnered with Leech Printing for the second consecutive year to print approximately 15,000 Downtown HUB marketing flyers that promote downtown businesses, the HUB vision and bring awareness to downtown projects. The success of this partnership may lead to a semi-annual production of this downtown Brandon promotional tool.

## **10. HUB at a Glance**

As a means to increase awareness of Renaissance Brandon's efforts to revitalize Downtown and to promote Downtown successes and activities, Renaissance Brandon established a monthly update of our organization's activities called HUB at a Glance. This document is generated using information shared during our monthly board meeting and is posted on our website early the following month – <http://downtownhub.ca>.

## **11. Strand Performance Theatre Agreement**

Renaissance Brandon approved a new agreement with the Brandon Folk Music and Arts Society (BFMAS) to continue our support in the amount of \$374,000 conditional on the BFMAS securing federal and provincial support. Additional details can be found on our website by reviewing our media release - [http://renaissancebrandon.ca/?page\\_id=29](http://renaissancebrandon.ca/?page_id=29).

## **12. Graffiti Pilot Program**

Renaissance Brandon researched graffiti incidences in Brandon as well as approaches to graffiti removal being used by other cities. The research included several meetings with City of Brandon departments to determine current processes. From the research a potential, pilot project for addressing graffiti in the Downtown HUB was developed. Due to Renaissance Brandon strategic priorities for the 2013 year, the pilot project will be revisited later in the year as a possible 2014 strategic priority.

## **13. Derelict Building By-Law**

Given the potential impact this by-law could have on several downtown properties, Renaissance Brandon conducted several meetings with Building Inspection and requested a presentation from the city's senior building inspector to clarify the bylaw and understand its implications. Renaissance Brandon recognizes the need for the City of Brandon to address derelict buildings within the city but wants to ensure that this need is balanced against the preservation of architecturally significant downtown buildings. Renaissance Brandon will be taking a pro-active approach with property owners who may be impacted by this by-law to ensure they are aware of this by-law and understand how their property may be impacted in the future.

## **14. Heritage Restoration Project**

As part of the Abby Rose project (described in the Renaissance Brandon Incentives Section), Renaissance Brandon partnered with the owner of the building to have the sheet-metal removed from the upper floors, the first step towards returning the building to its original appearance. It has been a long-standing goal of Renaissance Brandon to return the entire south side of Rosser Avenue between 9<sup>th</sup> and 10<sup>th</sup> Streets to as close to the original appearance of these heritage buildings as possible. In the second and final phase of this project which will occur in 2013, the actual restoration of the façade masked by the sheet metal will be completed.

## **15. The Arts and Entertainment District's First Outdoor Patio**

Renaissance Brandon assisted Komfort Kitchen in the process of getting an outdoor patio approved through the city of Brandon. The organization will be using the knowledge gained through this

experience to create a checklist for other downtown establishments that wish to add outdoor patios to their businesses.

#### **16. The Wireless HUB Network**

2012 was the first full year of operation for the wireless network. 4,500 people used the free service during the year. The service continues to be trouble free. The network is operated at no charge to Renaissance Brandon and all technical support is handled by iNetLink. There will be increased marketing efforts in 2013 to ensure Downtown visitors are aware of the Wireless HUB and the online Dining Page.

#### **17. Seasonal Concert Series**

Attendance at the popular Wednesdays by the Fountain continues to increase annually. Over 3,500 people attended the 2012 series of events, which is a 14% increase from 2011 despite one of the 10 dates being cancelled due to rain. The last event of the season set a new record for attendance as over 500 people in attendance. The nine events that occurred all utilized local artists and bands for entertainment.

In 2012, Renaissance Brandon purchased a tent to be used for the event. The purchase will reduce annual operating costs going forward and provided event organizers with a quality tent that is in good condition. A sponsorship package added in 2012 generated additional revenue for the concert series.

The family oriented aspect of the concert series continues to be extremely popular. The horse and carriage rides which included a guided tour during and the inflatable children's bouncer were a huge hit. At times there were close to 100 children on the inflatable bouncers.

Caroler's in the Park was held in conjunction with the Santa Day Parade again in 2012. The layout was altered to re-position the singing to the middle of the park, which made the music more apparent. At one point during the event, over 1,000 people were counted. There were over 1,100 cups of beverages served.

### **4.0 RENAISSANCE BRANDON INCENTIVE PROGRAMS**

Currently, there are three Renaissance Brandon incentive programs that either encourages business to start-up, relocate to downtown or expand their existing operations or programming that attracts visitors to the downtown HUB. The following programs continue to be an effective way to stimulate economic activity in downtown Brandon.

- Rent Abatement Program – Commercial Leases (Business Attraction Committee)  
The Rent Abatement Program provides a grant to approved applicants, which is based on the term of the lease (2 to 5 year lease) and requires a matching contribution from the landlord. Our Business Attraction committee reviews completed applications and provides a recommendation to the Renaissance Brandon Board based on the merits and viability of the project.

Two, rent abatement program applications were received in 2012, with both being approved on 5 year leases.

***Gain(s):*** Abby Rose and the Wildflower Café both received grant dollars through the Rent Abatement Program in 2012. These two businesses are a perfect fit for the Arts and Entertainment District; specialty retail and a café. Abby Rose filled the recently vacated

space of the Marquis Project and the Wildflower Café filled the former Scarlett's location.

- **Redevelopment Program – Building Renovations (Business Attraction Committee)**  
The Redevelopment Program provides a grant up to \$175,000 to approved applicants, which is based on the amount of equity the developer has in the project and the merits and viability of the business plan and projections.

Five redevelopment program applications were received in 2012, with four being approved.

***Gain(s):*** In order to help secure Abby Rose and the Wildflower Café, extensions of the successful Lady of the Lake business operations Renaissance Brandon approved both projects under the Redevelopment Program. The Global Market received approval with a portion of the grant released in 2012 and the remaining approved amount held until phase one of the projected is completed. The fourth approved grant is for the property formerly known as Chicken Paul's. This project began renovations in 2012 with work scheduled to be completed in 2013. Grant funds will not be released till an occupancy permit has been granted.

***Empty Storefront update in the core of Downtown Brandon (as of December 2012):***

In 2008, when Renaissance Brandon began operations there were nearly 30 empty storefronts in the core area of downtown Brandon. Today, they are approximately 15.

**Rosser and Princess Avenue (In More Detail)**

There are two empty, main floor commercial spaces along Rosser between 7<sup>th</sup> and 11<sup>th</sup> Streets; Fraser Block (Formerly Pennywise Bookstore) and the previous location of Karla's International Food Store (Future expansion of Double Decker is being planned).

There are three empty, main floor commercial spaces along Princess between 7<sup>th</sup> and 11<sup>th</sup> Streets; the Revolution Clothing property adjacent to the Komfort Kitchen, the space vacated by Westman Immigrant Services and a small storefront next to Samson Engineering.

- **Cultural Grant Program – Downtown Programming (Community Committee)**  
The Cultural Program provides approved applicants with a grant up to \$2,500 for organizing and hosting downtown HUB events that attract visitors and align with Renaissance Brandon strategic priorities.

Three cultural grant applications were received and approved in 2011.

***Gains:*** Renaissance Brandon continued their support of and retention of the highly successful Rock the Block event, organized by BUSU and the Son Latino Band's summer, multi-cultural festival in Princess Park. The third event was the Earth Day festival held in Princess Park.

## 5.0 ORGANIZATIONAL

Shaun Cameron was appointed chairman of the board and Steve McMillan was appointed vice-chairman of Renaissance Brandon.

There were a few Renaissance Brandon board member changes that occurred in 2012. Randy Brown was re-appointed for his second term as a board member, Willmar Lopez was appointed, but due to time constraints was not able to remain on the board. He continues to be active in the Renaissance Brandon Business Committee as a member at large. Councilor, Len Isleifson resigned from the board due to time constraints generated by his many other community obligations. The Renaissance Brandon sub-committee structure was amended to allow public-at-large members to join the sub-committees.

Given Renaissance Brandon's operational evolution and following somewhat in the "footsteps" of Centre Venture our organizational by-laws and policies have been reviewed to ensure relevance and efficient operations. Based on the review, organizational changes will be presented to city council for consideration in 2013.

### *Strategic Planning:*

Two internal strategic planning sessions were conducted in the fourth quarter of 2012 to review current strategic priorities and establish the 2013 strategic priorities. The agenda included a decision of whether the Board would continue its broad approach to revitalization or to narrow the focus in order to concentrate activities and results into key areas of revitalization. The Board decided to adopt a more focused strategic approach for 2013. Additional information can be found in the Looking Forward to 2013 section near the end of this report.

### *Downtown HUB Social Media Presence*

Renaissance Brandon continues to grow its social media presence through Facebook and the Downtown HUB Fan Page as well as Twitter and the downtownhub.ca website. These platforms allow us to broaden our Internet reach online, to deliver our key messages and to encourage public participation in the revitalization of our downtown.

## 6.0 Downtown HUB Demographics

By utilizing PCensus, a data resource housed with the Economic Development Brandon office, Renaissance Brandon maintains a **demographics** package for the Downtown HUB. The 2006 data serves as the benchmark for measuring key indicators of growth and/or decline within the Downtown HUB secondary land use boundaries. The map below depicts the secondary land use boundaries. When reporting on commercial growth or decline, Renaissance Brandon uses a tighter geographic area commonly referred to as the "core" or the "Downtown HUB". This area is defined as the area bounded by Lorne Avenue and Pacific Avenue and 6<sup>th</sup> Street to 13<sup>th</sup> Street.

The data below shows a shift to a younger demographic living in the area. It is interesting to note the shift from a female majority in 2006 to a male majority in 2011.

## 2011 Census Population and Dwelling Counts

Downtown HUB secondary land use boundary

2011 Census Population and Dwelling Counts	2006	2011
<b>Population</b>	1290	1,549
<b>2006-2011 Population Change</b>		
Persons		259
Percent Change		20.03%
<b>2011 Private Dwellings</b>		
	N/A	933

The HUB saw a modest increase in population during the last five years. It is anticipated that the completion of the, Massey Harris and McKenzie Towers projects along with an increased focus on facilitating the redevelopment of upper floors within the HUB will attract a significant number of new residents in the future.

## 2011 Census Population By Age and Sex

Downtown HUB secondary land use boundary

2011 Census Population by Age and Sex	2006		2011	
	Population	%	Population	%
<b>Population by Sex</b>	<b>1,208</b>		<b>1,547</b>	
Males	594	49%	797	51%
Females	613	51%	750	49%
<b>Population by Age</b>	<b>1,208</b>		<b>1,547</b>	
0 to 4 years	65	5%	88	6%
5 to 9 years			78	5%
10 to 14 years			75	5%
15 to 19 years	165	14%	78	5%
20 to 24 years	161	13%	199	13%
25 to 29 years			180	12%
30 to 34 years	150	12%	157	10%
35 to 39 years			129	8%
40 to 44 years	150	12%	90	6%
45 to 49 years			100	6%
50 to 54 years	157	13%	111	7%
55 to 59 years			74	5%
60 to 64 years	130	11%	72	5%
65 to 69 years			48	3%
70 to 74 years	69	6%	32	2%
75 to 79 years			21	1%
80 to 84 years	58	5%	25	2%

2011 Census Population by Age and Sex	2006		2011	
	Population	%	Population	%
85 years and over	29	2%	19	1%
65 years and over	N/A		147	9%
<b>Average age</b>	38.2		35.7	
<b>Median age</b>	34.4		32.8	
<b>Dominant age group</b>	25 to 34 years		20 to 24 years	

## 6.0 FINANCIAL MATTERS

IN 2012, Renaissance Brandon received \$250,000 from the City of Brandon, and funding approval of \$250,000 from the Province of Manitoba. \$225,000 of the Provincial funding was received in 2012 with the remaining \$25,000 held back until the 2012 projects are finished. A financial review of the organization's financial affairs will be conducted by BDO Dunwoody in the first quarter of 2013.

### REVENUE:

Province of Manitoba	\$225,000
Accounts Receivable	(\$25,000)
City of Brandon	\$250,000
Wednesdays By The Fountain Revenue	\$850
<b>TOTAL REVENUE</b>	<b>\$475,800</b>

### EXPENSES: (as of December 6, 2011)

Projects	\$36,813
Land Acquisition	\$339,226
Grants Programs	\$45,173
Operations	<u>\$67,024</u>
<b>Total Expense</b>	<b>\$488,236</b>

NET 2012 Loss: **\*\*\$-12,436**

**\*\*Surplus from 2011 was utilized to cover 2012 expenses. In addition, \$25,000 from the province was held back until 2012 projects are finalized.**

## 7.0 LOOKING FORWARD to 2013

We saw some great things happen in the HUB in 2012 with the opening of the Global Market, the emergence of the Arts and Entertainment District with the addition of Abby Rose and the Wildflower Café, the completion of the Massey Harris building and the continued development of the YMCA.

Renaissance Brandon also evolved as an organization by proactively acquiring, underutilized property to increase the chances of attracting redevelopment and another destination venue to the heart of the HUB.

Looking ahead towards 2013, Renaissance Brandon will begin an operational shift from a broad revitalization approach to a more targeted approach. The Renaissance Brandon board has identified the following five strategic priorities as our focus for the coming year.

#### 2013 Strategic Priorities:

1. A continued effort to re-develop and market the 9<sup>th</sup> Street land assemblage, which includes enhancing a working relationship and understanding with the city of Brandon on roles and responsibilities.
2. A proactive approach to business attraction and retention within the Downtown HUB. This approach will include enhancing relationships with the real estate community, expanding the property inventory and marketing investment opportunities for Downtown. The Board will also be reviewing internal grant programs and marketing to ensure relevance.
3. Downtown Improvements, including parking plan assessment implementation and 9<sup>th</sup> and 10<sup>th</sup> Street Jersey barrier removal.
4. Monitor the Strand Performance Theatre application process.
5. Residential Development. Work will include development of a complete upper floor inventory which will include making contact with all property owners, determining any building code issues for each property, developing incentive programs to address any identified redevelopment barriers, and continue to assist and support the McKenzie towers project.

Renaissance Brandon is confident that its focus on the 2013 strategic priorities identified above will result in notable positive enhancements to both the economics and appearance of the area. Confidence in the downtown by both internal and external investors has increased throughout 2012 and we look forward to a continuation of this confidence in 2013.

## 8.0 CONCLUSION

Given the apparent progress in the revitalization of Downtown Brandon, optimism is high and investor confidence is strong.

Key foundational pieces such as the secondary land use plan (adopted in February, 2012), and the pending, supporting Zoning By-Law will help guide all future development towards the transformation of downtown into a destination neighborhood. It will also complete the framework needed to establish land uses that complement each other and create an effective commercial mix.

By obtaining the right commercial mix, increasing our downtown resident population, attracting a destination venue and enhancing the arts, recreational and entertainment opportunities in the HUB the stage will be set for an even greater prosperous and exciting downtown Brandon.

Combining the progress to date, projects underway or planned, a focused approach to revitalizing Downtown and with ever growing investor excitement and confidence in the Downtown HUB, Renaissance Brandon anticipates continued measurable success towards our goals in 2013.

## APPENDIX A

### Renaissance Brandon Project List (Past and Present)

Project Name	Location	Support
Beaubier Hotel	8 <sup>th</sup> Street and Princess Avenue	Demolition Dollars



<b>Strand Theatre</b> <b>Mecca Productions</b> <b>World Financial Group</b> <b>Kristopher Campbell Skate Park</b> <b>Community Futures Incubator</b> <b>BNRC Partnership-Store Front</b> <b>Hispano Grocery and Bakery</b> <b>Kitchen Gallery on 9<sup>th</sup> Street</b> <b>Steppin Time Dance Studio</b> <b>Brandon School of Dance</b> <b>McKenzie Seeds TIF</b> <b>Reactive Massage</b> <b>Hao Bedding and Drapery</b> <b>Kennedy Block</b> <b>Abby Rose</b> <b>Wildflower Café</b> <b>Global Market</b> <b>Komfort Kitchen Outdoor Patio</b> <b>Heritage Restoration Project</b> <b>LG Rocks Your City</b> <b>Rock The Block</b> <b>Summer Multi-Cultural Festival</b> <b>Earth Day Festival</b> <b>Cruise Night</b>	<b>10<sup>th</sup> Street</b> <b>12<sup>th</sup> Street and Princess Avenue</b> <b>Town Centre</b> <b>9<sup>th</sup> Street and Princess Avenue</b> <b>10<sup>th</sup> Street and Princess Avenue</b> <b>Downtown HUB</b> <b>9<sup>th</sup> Street and Rosser Avenue</b> <b>9<sup>th</sup> Street</b> <b>9<sup>th</sup> Street</b> <b>10<sup>th</sup> Street</b> <b>9<sup>th</sup> Street</b> <b>7<sup>th</sup> Street and Rosser Avenue</b> <b>Rosser Avenue</b> <b>7<sup>th</sup> Street and Rosser Avenue</b> <b>Rosser Avenue</b> <b>Rosser Avenue</b> <b>12<sup>th</sup> Street and Rosser Avenue</b> <b>9<sup>th</sup> Street and Princess Avenue</b> <b>912 Rosser Avenue</b> <b>Princess Park</b> <b>Rosser Avenue</b> <b>Princess Park</b> <b>Princess Park</b> <b>Princess Park</b>	<b>Redevelopment Program</b> <b>Rent Abatement</b> <b>Rent Abatement</b> <b>Redevelopment Grant</b> <b>Redevelopment Grant</b> <b>Special Project</b> <b>Rent Abatement</b> <b>Redevelopment Program</b> <b>Redevelopment Program</b> <b>Redevelopment Program</b> <b>Project Assistance</b> <b>Rent Abatement</b> <b>Rent Abatement</b> <b>Redevelopment Program</b> <b>Rent Abatement/Redevelopment</b> <b>Rent Abatement/Redevelopment</b> <b>Redevelopment Program</b> <b>Project Assistance</b> <b>Redevelopment Program</b> <b>Project Assistance</b> <b>Community Grant</b> <b>Community Grant</b> <b>Community Grant</b> <b>Community Grant</b>
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**Renaissance Brandon Internal Projects**

<b>Project Name</b>
<b>Downtown Brandon Background Report</b>
<b>Downtown HUB Branding</b>
<b>Downtown HUB Vision Plan</b>
<b>Downtown HUB Secondary Land Use Plan</b>
<b>Downtown HUB Zoning By-Law</b>
<b>Downtown HUB Street and Park Furnishings</b>
<b>Downtown HUB Wireless Network</b>
<b>McKenzie Seeds TIF</b>
<b>Downtown Parking Assessment</b>
<b>Acquisition – Brandon Inn Parking Lot</b>
<b>Acquisition – Brandon Real Estate Board</b>
<b>Wednesdays By The Fountain</b>
<b>Caroler's In the Park</b>