



BEAUSEJOUR BROKENHEAD DEVELOPMENT CORPORATION

BUILDING A BETTER TOMORROW TOGETHER

2019-2024 STRATEGIC PLAN

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FORWARD

The Beausejour-Brokenhead Development Corporation (hereinafter referred to as “BBDC”) Board & Staff are very pleased to share **2019-2024 Strategic Plan**; our vision, mission, guiding principles, priorities, and planned strategies/activities for the next five years.

A collaborative approach was taken within the planning process, and it resulted in a wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

The **2019-2024 Strategic Plan** is the result of thorough review and discussions that took place in February & March, 2019 with the Board and Staff for the purpose of establishing a clear, unified sense of priorities and direction.

On March 24, 2022, the board and staff met to review and update the strategic plan. Much had changed since the plan was originally developed given shifting community dynamics following the Covid-19 pandemic and new staff and board members coming onboard. The strategic plan review process was a good opportunity to reengage everyone and to determine ways to move forward together.

It is our hope that all people associated with BBDC take some time to review the Strategic Plan. The vision, mission, guiding principles and priorities of the organization will be considered within all future planning efforts associated with BBDC.

By directing multiple efforts of many people towards these priorities, together we will make the significant impacts we seek.

Sincerely,

2019 BBDC Board & Staff:

Fred Kazina, Chair
Kim Hyde, Vice-Chair
Debashish Mukherjee, Vice-Chair
Rick Stefansson, Secretary/Treasurer
Kim MacAulay, Director
Randy Bialek, Director
Susan Greschuk, Beausejour & District Chamber of Commerce
Brad Saluk, Reeve, RM of Brokenhead
Ray Schirle, Mayor, Town of Beausejour
Anna W. Mondor, Marketing Director
Kerry Bialek, Office Administration

2022 BBDC Board & Staff:

Fred Kazina, Chair
Kim Hyde, Vice-Chair
Debashish Mukherjee, Vice-Chair
Rick Stefansson, Secretary/Treasurer
Kim MacAulay, Director
Walter Sanclemente, Director
Susan Greschuk, Beausejour & District Chamber of Commerce
Bruce Modrzejewski, RM of Brokenhead
Candice Holigroski, Town of Beausejour
Chantelle Parrott, Economic Development & Marketing Officer
Kerry Bialek, Office Administration

STRATEGIC PLANNING PROCESS

In February & March 2019 the BBDC staff and board conducted a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

The BBDC Staff and Board determined the following planning outcomes to achieve through the strategic planning process:

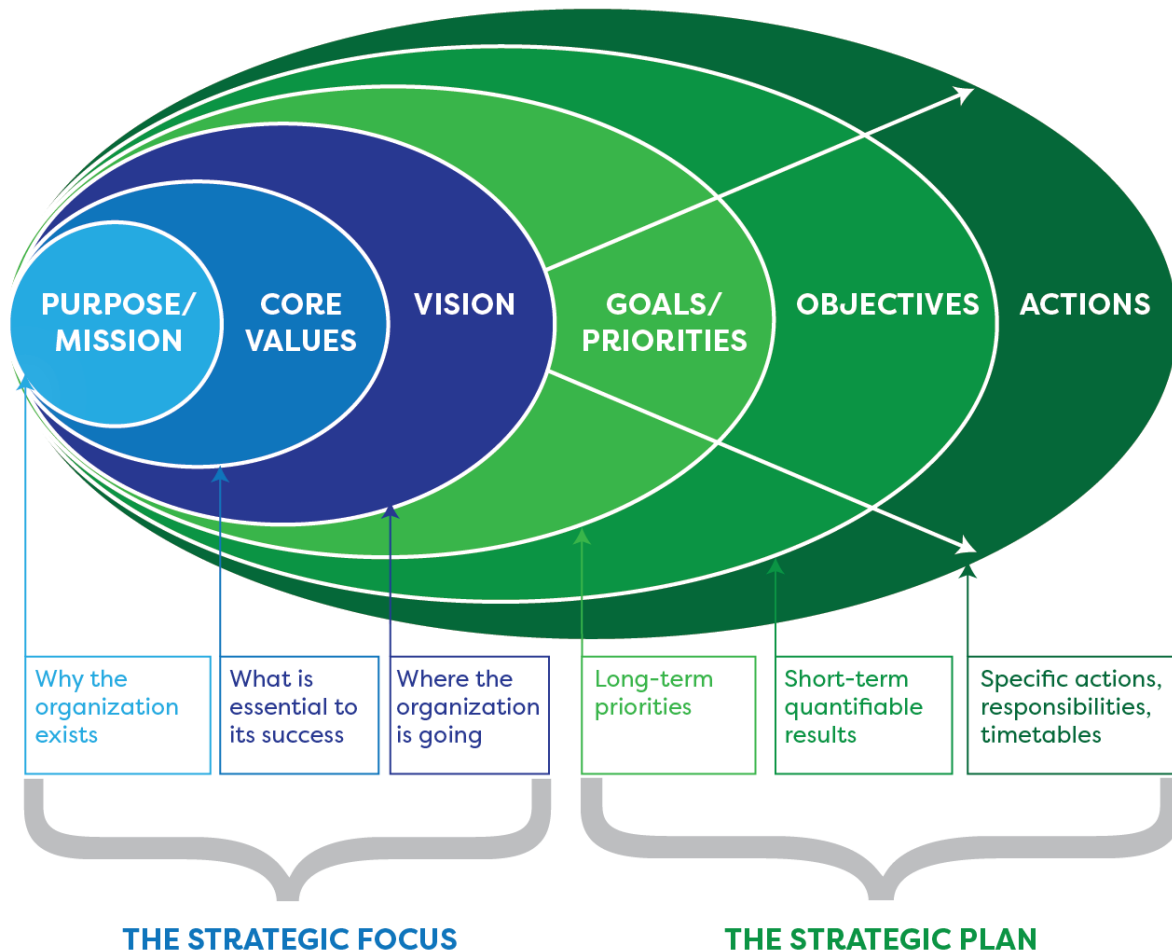
- To determine if the existing mission and vision statements for BBDC are still relevant today.
- To determine priorities, strategies and key activities to focus on for the next 5 years, with an execution plan.

The strategic plan covers the timeframe of April 1, 2019 – March 31, 2024 and is overseen by the BBDC Staff and Board. The following chart outlines the key steps in the strategic planning process and the corresponding timeframe for each step:

TIMEFRAME	PROCESS STEP
February 2019	Process Outline – An overview/guideline of the strategic planning process was developed.
February & March 2019	Strategic Planning Sessions – Staff and Board met to discuss existing conditions, and to determine the mission, future vision, priorities, objectives, strategies, and activities of the organization. Meeting notes and draft Strategic Plan was presented to the Board of BBDC for review.
April 2019	Review & Adoption – The Board and Staff reviews the draft strategic plan. Other internal methods of review are determined and implemented. Plan is revised based on input and adopted by the Board following the final review.
March – May 2022	Review & Documentation Updates – Progress to date was reported and the strategic plan was reviewed and updated to reflect current needs and board direction.
April 1, 2019 to March 31, 2024	Implementation – The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Yearly Basis	Annual Planning – The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year.
January 2024	Strategic Planning – Strategic planning process review with the Staff and/or Board to plan for the next term.

PLANNING MODEL

The following planning model was developed to visually depict the various planning components:



PLANNING MODEL NOTES

1. The planning components are shared among all Board members, Staff, and Volunteers of the organization.
2. The Staff and Board will review and determine objectives and strategies on a regular basis (see **Annual Plan Template** included as a separate document). *NOTE: The objectives and strategies within the Strategic Plan were identified in February and March 2019. Additional objectives and strategies (related to the priorities) identified should be added to the Strategic Plan at regular times (i.e. quarterly).*
3. Staff and Board to track progress made towards the objectives and strategies determined within this Strategic Plan (see **Annual Report Template** included as a separate document).
4. Specific projects, strategies or other initiatives can be planned and tracked in more detail using the **Action Plan Template** included as a separate document.

ABOUT BBDC

The guiding statements in this section set a strong foundation upon which the community goals, strategic priorities and activities are built.

MISSION STATEMENT | OUR PURPOSE, WHY WE EXIST

BBDC is a community based, non-profit organization that facilitates and promotes economic development to enhance growth and the quality of life within Beausejour Brokenhead.

VISION STATEMENT | WHAT WE ARE STRIVING TO CREATE

The Beausejour Brokenhead Region is a viable, sustainable, strong, family-oriented community. It provides business, housing, education and services for all ages.

OUR VALUE PROPOSITION | HOW WE ARE PERCEIVED

Rooted in agriculture, Beausejour-Brokenhead is the cornerstone of Eastern Manitoba and your commercial development destination. With stable population growth and low operational costs, position your businesses for success in our investment ready community.

VALUE STATEMENTS | OUR ORGANIZATIONS CORE PRINCIPLES

TEAMWORK

Through unity, we can achieve more together. Our actions are based on trust, responsibility and decisions which we reach and realize together by using the potential and professionalism of all members of our team.

CHANGE/FORWARD PROGRESS

We embrace change and are forward thinking in our approach.

COLLABORATION/PARTNERSHIPS

We build relationships with like-minded partners and team members to foster new opportunities.

COMMUNICATION

We strive to keep members and the public informed and we value input from all.

LEADERSHIP

We provide clear vision, goals and response to economic opportunities and challenges.

BBDC SERVICES & COMMUNITY GOALS

OUR SERVICES | WHAT WE OFFER

- Leading and partnering on local economic opportunities for private and public sector growth
- Business counselling to provide insight, direction and encouragement for business development
- Marketing the Beausejour Brokenhead Region for economic development and tourism
- Promoting and supporting immigration to the Beausejour Brokenhead region
- Research and capacity building for investment and development readiness
- Assisting local organizations to locate and apply for grants and funding

COMMUNITY GOALS are broad statements that describe the positive changes the organization wants to see occur in the community as a result of their work. Goals stem from the mission and vision and can be long-term, short-term, or medium-term in nature.

- A strong viable business sector that provides a diverse range of products and services to the community
- A solid economic base built on a variety of industries
- A stable workforce with varied skills and education
- Sustainable population growth that aligns with required infrastructure development
- Quality services that meet the needs of residents as the population grows and changes
- A sought-after tourist destination known for our events and attractions

PERFORMANCE INDICATORS

PERFORMANCE INDICATORS are the measures/changes the organization will monitor to help evaluate whether the organization's activities are having the desired effect on the desired community goals over time.

The following economic indicators, recommended by Millier, Dickinson and Blais Inc. (MDB), will be monitored by the BBDC to measure changes realized from one census to the next:

- **Population Change** to indicate historical growth and/or decline trends.
- **Population by Age** in the community compared to the province in various age ranges.
- **Educational Attainment** compared to provincial educational attainment levels to identify the skill levels of the community or region.
- **Major Field of Study** compared to provincial levels to identify where expertise exists.
- **Household Income** compared to the province, to identify the number of households within different income levels.
- The number of people in the **Labour Force**, along with the **Employment and Unemployment Rates** to indicate the labour force attributes of a community.
- **Labour Force by Industry** shows how many people are employed in each of the 20 industry categories (as defined by the North American Industry Classification System), as well as labour force growth or decline within each industry sector.
- **Labour Force by Occupation** shows the number of people employed in the region according to their occupation classification (as defined by the North American Occupation Classification System), as well as occupation growth or decline.
- **Business by Industry** shows the number of businesses in the region in each of the 20 industry categories and the number of people they employ.

STRATEGIC PRIORITIES

PRIORITIES reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. Priorities are the things that matter most and they align with the positive outcomes the organization wishes to see in the community. They are additional to the day-to-day operations. Priorities are not listed in order of importance. They represent specific areas in which the organization must focus energies in order to succeed.

FROM 2019-2024 THE BBDC WILL STRATEGICALLY FOCUS EFFORTS AROUND THE FOLLOWING PRIORITIES:

- 1 • **MARKET & STRENGTHEN THE BEAUSEJOUR BROKENHEAD BRAND**
- 2 • **COMMERCIAL & INDUSTRIAL GROWTH**
- 3 • **BUILDING SUSTAINABLE COMMUNITIES**
- 4 • **TOURISM DEVELOPMENT & PROMOTION**

TIMELINE PHASES

To achieve success, the BBDC will move forward in a deliberate and systematic manner. The broad strategic direction for the organization will occur in a logical progression. Many activities build on one another. Some activities are more pressing and need to be addressed first.

Activities have been assigned timelines to indicate when they will be addressed within the 5-year plan:

PHASE 1 – EARLY are the first activities that will take place.

PHASE 2 – MID-RANGE are the second group of activities that will occur.

PHASE 3 – LATE-TERM are the last activities that will be addressed.



EARLY ACTIVITIES

Early activities are those that are most important or timely. Some first activities will lead and build into activities in later phases.

MID-RANGE ACTIVITIES

Mid-range activities are those that build from early activities or can wait until more time or resources are available to plan and implement.

LATE-TERM ACTIVITIES

Late-term activities are those that can wait, require more time to plan, or need other activities to occur before they can be implemented.

PRIORITIES, OBJECTIVES & ACTIVITIES

For every priority, objectives and activities are identified to indicate where the work will focus. Once complete, it is hoped that the activities conducted have achieved the outcomes envisioned at the beginning of the strategic planning process. The following charts provide clear direction for the board and staff.

1

• MARKET & STRENGTHEN THE BEAUSEJOUR BROKENHEAD BRAND

1.1 REDEFINE THE BBDC BRAND & UPDATE PROMOTIONAL MATERIALS

ACTIVITIES	TIMEFRAME
a. Establish a clear and unique identity by further developing brand assets to revitalize the Beausejour-Brokenhead image.	Early/Ongoing
b. Work with Community Futures Winnipeg River to develop a value proposition.	Early/Complete
c. Push out the new branding and replace brand on all exciting promotional materials, websites, digital applications, signage, etc.	Early/Ongoing

1.2 MARKET COMMUNITY ASSETS, OPPORTUNITIES, & BBDC SERVICES

ACTIVITIES	TIMEFRAME
a. Develop a Marketing Plan to promote a) BBDC services; b) commercial and industrial growth; c) community economic development opportunities; and d) Beausejour Brokenhead as a destination.	Early
b. Promote and showcase local businesses.	Early/Ongoing
c. Encourage residents to purchase locally through shop local initiatives and promotions.	Early/Ongoing
d. Create a plan/package to welcome and showcase new businesses to the community.	Early
e. Continue to develop and maintain the BBDC Biz website to promote the community and to provide easy access to information for commercial and industrial development.	Early/Ongoing
f. Ensure the Community Profile is kept up-to-date online and assessed quarterly.	Early/Ongoing

• COMMERCIAL & INDUSTRIAL GROWTH

2.1 BUSINESS & INVESTMENT ATTRACTION & DEVELOPMENT

ACTIVITIES	TIMEFRAME
a. Host business workshops and work with schools and community partners to deliver to educate entrepreneurs and business owners.	Early/Ongoing
b. Support workforce development needs of local and regional employers.	Ongoing
c. Develop a system and source list to access up to date information for effective response to inquiries regarding available industrial lots, commercial lands and buildings, and other lands suitable for development.	Mid
d. Market available commercial/industrial spaces and properties as board determines.	
e. Explore development of a Business Incubator, an inexpensive start up environment for new local companies.	Late
f. Identify potential investors and network for potential future developments based on community needs/inquires. *Primary focus is on entrepreneurs and companies close to home (local, regional, provincial).	Late
g. Host investment forum (if needed).	Late
h. Work with site selectors (as needed).	Ongoing

2.2 BUSINESS RETENTION & EXPANSION

ACTIVITIES	TIMELINE
a. Enhance the Business Visitation Program to better support businesses who want to expand. Conduct visits to get to know business owners and to discuss specific business needs/plans.	Mid
b. Conduct a BR&E survey as needed. (CFWR)	Late
c. Work with business owners who want to sell or buy businesses and assist as possible (i.e. Business matching, succession planning). Advertise this as a service.	Mid/Ongoing
d. Explore and identify areas for business-to-business partnerships and new opportunities for providing services, products and supply chains (i.e., growing manufacturing sectors leveraging local products and services).	Mid

3

• BUILDING SUSTAINABLE COMMUNITIES

3.1 POPULATION & IMMIGRATION GROWTH

ACTIVITIES	TIMEFRAME
a. Promote the Provincial Nominee Program (PNP).	Early/Ongoing
b. Develop a strategy to target immigration for business development and population growth (i.e. partnering with province). Reengage BBDC Immigration Committee. Address housing needs, labor needs, etc.	Mid

3.2 SUSTAINABLE COMMUNITY DEVELOPMENT

ACTIVITIES	TIMEFRAME
a. Reengage with EVTC project partners, the province, and the committee to get the vocational school operational.	Early
b. Develop working relationship with neighboring communities who have common economic development issues and goals.	Early/Ongoing
c. Conduct a community assessment to identify needs for additional services, products, supplies, types of businesses, etc. within the community (i.e., Day Care, Recreation, Senior Housing, Health Services)	Mid
d. Work to ensure community services are sustained and match growth.	Ongoing
e. Explore opportunities and work with partner agencies for business/downtown and neighborhood revitalization.	Late
f. Identify needs and supports for revitalization of community facilities and assets and partner with community groups to implement.	Late

• TOURISM DEVELOPMENT & PROMOTION

4.1 POSITION & MARKET BEAUSEJOUR-BROKENHEAD AS A DESTINATION

ACTIVITIES	TIMELINE
a. Develop a Tourism Strategic Plan and community-based tourism partnerships with the Beausejour-Brokenhead Tourism Committee.	Early/Complete
b. Implement activities in the Tourism Strategic Plan.	Ongoing
c. Develop tourism marketing strategies to promote the Beausejour-Brokenhead area to potential visitors.	Early/Ongoing
d. Partner with other agencies to provide training to entrepreneurs and workers employed within the tourism industry.	Early/Ongoing
e. Identify and promote area assets and opportunities attractive to various travelers (arts, culture, sports, events, trails, historic landmarks, community garden, etc.)	Early/Ongoing