

BEAUSEJOUR BROKENHEAD DEVELOPMENT CORPORATION

BUILDING A BETTER TOMORROW TOGETHER

2025-2030 Strategic PLAN

July 31, 2025



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Dear Community Members,

On behalf of the Beausejour-Brokenhead Development Corporation (hereinafter referred to as "BBDC"), we are proud to present the **2025-2030 Strategic Plan**—a roadmap designed to guide our efforts in building a vibrant, resilient, and inclusive local economy.

This plan is the result of meaningful collaboration among the BBDC, Town of Beausejour, Rural Municipality of Brokenhead, Beausejour District Chamber of Commerce and Brokenhead River Planning District — the primary partners driving economic development in our region. Each of these stakeholders brought valuable knowledge, insights, and expertise to the process, helping shape a shared vision that reflects both the priorities and the potential of our community.

Together, we engaged in thoughtful discussions, shared perspectives, and explored the evolving needs and aspirations of the Beausejour-Brokenhead Region. We also examined current economic and demographic data to identify trends, challenges, and opportunities. This evidence-based approach helped ensure our planning is rooted in both local experience and data-driven insight—supporting informed decision-making throughout the strategic planning process.

The **2025-2030 Strategic Plan** reflects a unified vision and clear priorities to guide the work of the BBDC and its economic development partners over the next five years. It is designed to be a living document—one that provides clarity of purpose while allowing for flexibility and innovation as our community continues to grow and change.

We invite all community members, stakeholders and partners to engage with this plan and contribute to its success. By working together with intention and shared commitment, we can continue to strengthen our local economy and build a resilient future for the Beausejour-Brokenhead Region.

Sincerely,

BBDC Board, Staff and Partners in Economic Development



OUR PROCESS

In April 2025, the BBDC Board and staff initiated a strategic planning process in consultation with Community Futures Winnipeg River (CFWR), involving members of the Town of Beausejour, Rural Municipality of Brokenhead, Beausejour District Chamber of Commerce and Brokenhead River Planning District.

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 following planning outcomes were determined and achieved through the strategic planning process:

- Review and assess the community's economic landscape.
- Leverage the collective expertise of the group to inform decision-making and ensure alignment.
- Evaluate current capacity and identify potential gaps.
- Identify key priorities to drive sustainable economic development.
- Develop actionable strategies to address community needs and capitalize on opportunities.
- Establish a shared vision for economic development that aligns all stakeholders.

The strategic plan covers the timeframe of May 2025–May 2030 and is overseen by the BBDC Board and staff. A series of steps were outlined to guide this process:

April 7, 2025 - First Planning Session

Board members, staff, and key partners met with CFWR to discuss goals and services, review community profiles, analyze data, identify opportunities and challenges, and brainstorm strategies/activities.

April 2025 - Documentation

Meeting notes and the first draft Strategic Plan were developed by CFWR and provided to the Board, staff, and partners for review.

April 29, 2025 - Second Session

The Board, staff, and key partners met with CFWR a second time to review the draft Strategic Plan, ensure goals and services align with the mission and vision of the BBDC, and to select strategies.

July 2025 - Documentation

Strategic Plan was updated to reflect meeting discussion and provided to the Board, staff, and key partners for review.

August 2025 - Review and Adoption

Final review and editing of the Strategic Plan took place and was adopted by BBDC Board.

2025-2030 - Implementation

Strategic plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.

Annually - Annual Planning

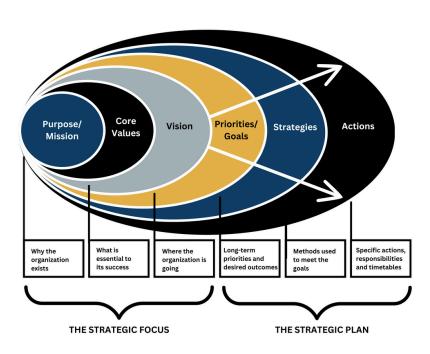
Strategic Plan is reviewed and considered within operational planning and budgeting processes each year.



How it works

PROCESS MODEL

A strategic plan is essential for organizations to ensure their strategies, operations, and goals are aligned with their mission, vision, values, and core functions. By accurately identifying and prioritizing key areas of focus, organizations can maximize their potential and achieve their desired goals. The Strategic Plan will be used to provide guidance to the BBDC Board as they select annual activities and set corresponding budgets. It will be reviewed and updated again in May 2030. The following planning model was developed to visually depict the various planning components:



Planning Process:

- 1. The planning components are shared among all Board members, staff, volunteers, and key partners to guide decisions and actions.
- 2. The Board and staff will review and determine goals and strategies on a regular basis (e.g. annually).
- 3. Board and staff to track progress made towards the goals and strategies determined within the Strategic Plan.
- 4. Specific projects, strategies, and other initiatives can be planned and tracked in more detail in annual or project plans.

Growth Process:

This model depicts the key phases of the local growth cycle that the BBDC will lead. The process is circular because it is continual, and the phases are all interconnected. Primarily, the phases will be followed in order, but the work may be conducted in multiple phases at the same time as needed. Each stakeholder whether the BBDC, municipal leaders, the chamber of commerce, public works, or the planning district—plays a vital role in this growth.





Beausejour-Brokenhead Region Social Economic

COMMUNITY PROFILE

Nestled in eastern Manitoba, Beausejour-Brokenhead is a welcoming and growing region that blends small-town charm with the promise of progress. Home to the Town of Beausejour and the surrounding Rural Municipality (RM) of Brokenhead, this vibrant area offers a high standard of living supported by effective leadership, reliable public services and access to quality amenities. As the gateway to the Whiteshell's stunning lakes and trails, and located just northeast of Winnipeg along Provincial Trunk Highway 44, the region gives residents, businesses, and visitors easy access to urban amenities, while enjoying the affordability and sense of community that come with rural living.

Regional Advantages

The Beausejour-Brokenhead Region boasts a diverse and resilient economy, sustained by agriculture, manufacturing, transportation, public services, and tourism. This blend of sectors fosters a balanced economic landscape that supports both urban and rural communities.

Agriculture remains a cornerstone of the region's economy. The RM of Brokenhead, is renowned for its fertile agricultural lands, particularly those along the Brokenhead River basin. This region benefits from a combination of fertile soil and an extensive drainage system, making it one of the most productive agricultural areas in the province. The region's agricultural activities are complemented by a network of agri-services and supply industries that provide essential tools, supplies, and expertise to the farming community.

The region's strategic location, with direct access to rail lines, natural gas, hydro, and a four-lane highway, enhances its appeal for industrial development. Beausejour's fully serviced industrial park and proximity to Winnipeg's logistics network—including CentrePort and cross-border routes make it a prime location for distribution, warehousing, and expansion. The Town of Beausejour continues to lead commercial and industrial development in eastern Manitoba, creating space for business innovation and community prosperity.

Essential services in healthcare, education, and recreation enhance the region's livability. Beausejour hosts a 30-bed hospital, primary care centre, medical clinics, and a range of social supports that serve both local residents and neighbouring communities. Combined with a stable tax environment and high-quality amenities, these features make Beausejour-Brokenhead an attractive place to live, work, and grow.







Tourism is an integral part of the Beausejour-Brokenhead Region's identity and economic vitality. Its central location and year-round accessibility make it a natural destination for exploring the beauty of eastern Manitoba. Just a short drive from Whiteshell Provincial Park, the region is renowned for its rich blend of outdoor recreation, cultural heritage, and community events, drawing visitors seeking everything from peaceful nature escapes to adrenaline-fueled recreation. Local shopping destinations also provide unique finds, giving visitors the chance to support small businesses and take home something special from Beausejour-Brokenhead.

The area also comes alive with community events that celebrate its local spirit and attract national attention. Beausejour-Brokenhead proudly hosts the Canadian Power Toboggan Championships the longest-running snowmobile race in the world—drawing crowds from across the country and injecting energy and economic activity into the community each winter. The Double B Agricultural Festival is a highlight, featuring a semi-pro rodeo, antique tractors, a petting zoo, and a fireworks display, offering fun for all ages. Shades of the Past Car Show transforms Beausejour's main streets into a showcase of classic cars, drawing automotive enthusiasts from across the region. These events, among others, contribute to the region's dynamic atmosphere, making it a destination where community pride and hospitality shine.



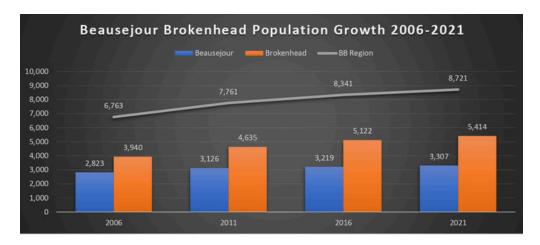




Demographics

Source: Statistics Canada, Census of Population

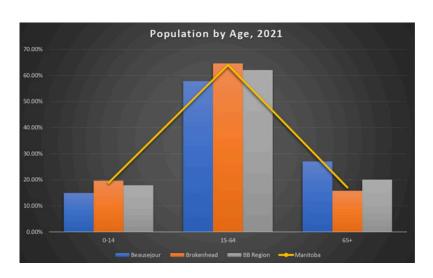
The Beausejour-Brokenhead Region has experienced strong population growth over the past 15 years, with a combined increase of 29%—well above the provincial average. Beausejour saw a modest but steady 17.1% growth, while the RM of Brokenhead led the region with a significant 37.4% increase. Over the past 5 years, the combined regional growth rate was 4.6%.





Collectively, the region's youth (ages 0-14) make up 18% of the population, signaling a rising base of young families and strong potential for long-term sustainability. The youth demographic in Beausejour has grown modestly by 5% over 15 years (2006-2021) while the Rural Municipality of Brokenhead has seen a significant increase of 43% in the same time period.

The region also shows a marked contrast in the senior population (ages 65+). In Beausejour, the senior population has increased by 17% over 15 years (2006-2021) and 6% over 5 years (2016-2021), comprising 27% of Beausejour's population. In the RM of Brokenhead, the senior population increased by 63% over 15 years (2006-2021) and 22% over 5 years (2016-2021), comprising 16% of the RM of Brokenhead's total population. Across the region, seniors represent 20% of the population.



Among working-age residents (ages 15–64), Beausejour has experienced a 21% increase over 15 years (2006–2021), and 1.3% between 2016-2021 (2016–2021). Working-age residents now represent 58% of the Town's population. In the RM of Brokenhead, the working-age group has grown steadily, rising by 31% over 15 years (2006-2021) and 1.3% over 5 years (2016-2021). The working-age group comprise 65% of its population, closely aligning with the provincial average of 64%. Together, 62% of the Beausejour-Brokenhead Region's residents fall within the working-age category.

Educational attainment in the Beausejour-Brokenhead Region reflects a strong focus on hands-on, practical training, particularly in fields that align with the region's industrial and agricultural strengths. In Beausejour, 49.8% of residents aged 25-64 have a postsecondary certificate, diploma, or degree, while Brokenhead saw a slightly higher rate of 54.5%. While the region has fewer residents with bachelor's degrees or higher compared to the provincial average of 59.3%, there is potential for growth in these areas by expanding educational offerings and fostering further skill development. A notable strength across the region is the high rate of residents holding post-secondary credentials below the bachelor level—39% in Beausejour and 43% in Brokenhead, while the provincial average is 30.5%.

Architecture, engineering, and related trades are the most common field of study in the region, with 15.5% of residents aged 25 to 64 pursuing these areas, compared to 11.2% provincially. This reflects the region's focus on trades and technical fields, which are vital to supporting its agricultural, industrial, and service sectors. In Beausejour, health and related fields are well-represented, with 10.5% of residents studying in these areas, matching the provincial rate. Fields such as social and behavior sciences and law, humanities, education, mathematics and computer sciences, visual/performing arts, and physical life sciences and technologies are less represented in the Beausejour-Brokenhead region compared to the provincial average, offering opportunities for future growth and development.



Between 2016 and 2021, the region saw positive growth in household incomes. Beausejour experienced the highest percentage increase in median after-tax household income in the region at 17.4%, rising from \$52,128 to \$61,200. Brokenhead households are more concentrated in higher income brackets, with nearly one-third (32.8%) earning over \$100,000 annually.

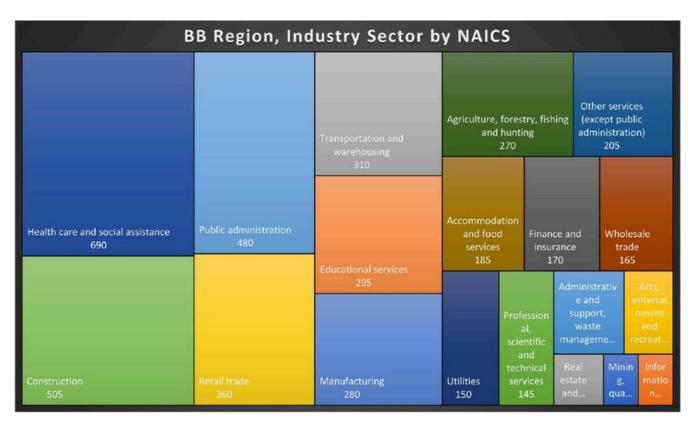
In 2021, 76% of occupied private dwellings in Beausejour were single-detached houses. 72% of private households are occupied by 1-2 people, and 28% are occupied by 3 or more people. In Brokenhead, 95% of homes were single-detached houses. Household sizes were more evenly divided, with 59% having 1-2 people and 41% having 3 or more people.

Labour Force

Source: Statistics Canada, Census of Population

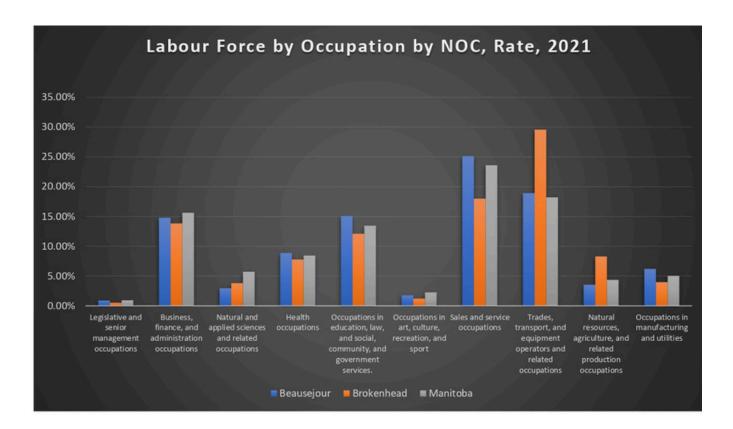
In 2021, the labour force participation and employment rates were slightly higher in Brokenhead compared to Beausejour. Brokenhead had a participation rate of 67.0% and an employment rate of 61.8%, while Beausejour had rates of 61.3% and 55.3%. Both communities had relatively low unemployment rates, with Brokenhead at 7.8% and Beausejour at 10.1%.

The labour force in the Beausejour-Brokenhead Region reflects a strong presence in public service, trades, and resource-based industries. In 2021, the region had a combined labour force of 4,580 people aged 15 and over. Health care and social assistance was the largest industry sector, employing 15% of the local workforce—slightly above the provincial average. Brokenhead had particularly high employment in construction (12.6%) and transportation and warehousing (8.1%), both exceeding provincial rates. Public administration across the region also stood out at 10.5%, well above Manitoba's 6.7%. Beausejour had a stronger concentration in retail trade at 9.8%, closely aligning with Manitoba. The chart below indicates number of workers in each sector in 2021.





The Beausejour-Brokenhead Region's labour force shows a strong presence in trades, transport, and equipment operator occupations, making up 25.7% of the workforce—significantly higher than the provincial average of 18.2%. Employment in natural resources, agriculture, and related production is also more prominent in the region at 6.6%, compared to 4.4% across Manitoba. Sales and service roles account for 20.6% of the workforce, while employment in health occupations (8.2%) and in business, finance, and administration (14.2%) are closely aligned with provincial trends.



Industries by Business Location and Size

Source: Statistics Canada, Census of Population

From December 2016 to December 2024, the total number of businesses in the Beausejour -Brokenhead Region rose from 701 to 868, which is 167 businesses and a 23.8% increase. The four industries with the largest gains in businesses in the region over this time period are Agriculture, forestry, fishing and hunting with 59 new businesses; followed by Health care and social assistance with 35 new businesses; Other services (except public administration) with 22 new businesses; and Real estate, rental and leasing with 21 new businesses.

In December 2024, the three industries with the most businesses in the region are Agriculture, forestry, fishing and hunting with 183, followed by Construction with 131, and Real estate, rental and leasing with 102. Of 868 businesses in the region, 624 are sole proprietors, having no employees which makes up 71.9% of the business community. 16.5% or 143 businesses employ 1-4 people. There is only one business that employs over 500 people and there are only two businesses that employ 200-499 people.



Beausejour Brokenhead Development Corporation

ABOUT US

The Beausejour Brokenhead Development Corporation (BBDC) has proudly served the Beausejour-Brokenhead region for over 30 years. BBDC was established in 1986 through a regional partnership between the Town of Beausejour and Rural Municipality of Brokenhead. BBDC is a locally based, non-profit corporation guided by a diverse Board of Directors that includes representatives from the municipalities and business community. BBDC is dedicated to identifying, developing, and implementing sustainable economic development opportunities that position the region as a vibrant, thriving place to live and do business.

MISSION STATEMENT | Our purpose

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 desire for the future

The Beausejour Brokenhead Region has a thriving, diverse and resilient economy where business and community grow together. Entrepreneurs are empowered and supported in fostering sustainable development, job creation, and long-term prosperity. Community services and amenities align with residential and commercial growth to ensure high quality living.

VALUE PROPOSITION | Our distinct value

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 guiding 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.



SERVICES SERVICES

The Beausejour Brokenhead Development Corporation (BBDC) is committed to driving sustainable economic growth in the region through a range of tailored services. By fostering partnerships and connecting stakeholders, the BBDC helps create an environment where businesses can thrive and the community can prosper. With a focus on supporting local development, attracting investment, and enhancing the region's overall economic capacity, the BBDC is a key player in ensuring Beausejour-Brokenhead remains a dynamic and competitive place to live, work, and invest. Our services include:

Leading and partnering on community economic development initiatives that drive growth across private and public sectors.

We lead and collaborate on local economic development initiatives that drive growth, foster partnerships, and encourage long-term sustainability. By strengthening collaboration among local municipalities, chambers of commerce, planning district, businesses, schools, and community organizations, we build trust and improve coordination, creating a more connected, inclusive, and resilient economic environment.

Providing business and organizational support, acting as the central hub for insight, guidance, and access to key resources, tools, and information.

We offer personalized support to businesses and non-profits, serving as a central hub for advice, resources, and referrals. Through a friendly and solutions-focused approach, we build strong relationships with clients, assist with grant writing and business planning, and connect them to funding, training, and other vital tools that promote long-term success.

Promoting the region through strategic marketing that supports tourism, attracts investment, and drives economic development.

We promote the region through targeted, multi-channel marketing campaigns that showcase local strengths, investment and residential opportunities, key assets, employment options, and unique attractions like local markets. With a "meet them where they're at" approach, we aim to raise awareness, support tourism, and attract new growth to the area.

Serving as a community liaison to raise public awareness and support of community economic development.

We act as a community liaison to strengthen collaboration across sectors and to raise public awareness of community development projects. We work collectively to enhance knowledge and support of the local economy.



Beausejour Brokenhead Development Corporation

SERVICES

Conducting research and building local capacity to strengthen investment readiness and development potential.

We support local development by conducting research and gathering data to better understand community needs, opportunities, and priorities. We track annual progress through performance indicators. We maintain records of local non-profits, businesses and industries to promote availability, and to aid with strategic investment attraction, and required infrastructure development.

Promoting and supporting business relocation and immigration to the Beausejour-Brokenhead Region.

We actively support and promote business relocation and immigration from near and far. We foster inclusive communities and accessible services through our efforts to welcome newcomers, promote housing availability, and help new residents integrate into the social and economic fabric of the region.





A Shared Vision for Regional Prosperity

COMMUNITY GOALS

Community economic development is a collective effort that requires alignment, collaboration, and shared leadership. Local governments, the BBDC, Brokenhead River Planning District, Beausejour District Chamber of Commerce, as well as our community's businesses and service providers all play crucial roles in shaping our region's economic future. Together, through coordinated efforts and a unified vision, we can foster a resilient, inclusive, and prosperous community.

These goals stem from the shared vision of the Beausejour-Brokenhead Development Corporation and will serve as a strategic compass for guiding collective economic development efforts. Coordinated efforts and contributions by key stakeholders will collectively advance progress. towards achieving our seven shared community economic development goals.

An **investment-ready region** with streamlined zoning and permitting processes, available business and industrial spaces, and a clear path for development that supports both commercial and industrial growth.

A **strong and viable business sector** that offers a diverse range of products and services, fosters active B2B collaborations, and evokes a proud entrepreneurial-based culture.

A **stable, skilled, and adaptable workforce** fostered through education, training, and partnerships.

Sustainable population growth of 1% annually that aligns with infrastructure and service development.

Quality social services for a connected and accessible region that are responsive to community growth and to the changing needs of all residents.

A **vibrant volunteer culture** that enhances local services, strengthens community connections and promotes civic engagement.

A **sought-after tourist destination** known for unique events, cultural assets, and natural attractions that draw visitors year-round.



Our Roadmap to Success

GOALS AND STRATEGIES

Goals are broad statements that describe outcomes the organization wants to accomplish. Goals stem from the mission and vision and can be long-term, short-term, or medium-term in nature. There are four types of goals - time-based; performance based; qualitative or quantitative; and outcome or process based. **Strategies** are the methods or directions the organization will embark on to help reach the desired goals. The goals and strategies will be reviewed each year while selecting annual projects/activities and budget items.

The following section outlines the specific strategies aligned with each community economic development goal. These strategies provide a clear roadmap for implementation, helping to guide day-to-day decision-making, resource allocation, and collaborative efforts. Together, the goals and strategies serve as a foundation for measurable progress and long-term community impact.

GOAL 1 | Investment-Ready Region

Strategies	Lead	Partners
1.1: Conduct an asset inventory and needs analysis to identify gaps and opportunities (e.g. real estate, workforce, capacity, etc.)	BBDC	Local Government
1.2: Stay informed about commercial, industrial, and residential expansion plans and support/promote municipal development efforts as required.	BBDC	
1.3: Support Planning District and local governments in zoning bylaw and land us policy initiatives that strengthen the development process.	Local Government	Planning District BBDC
1.4: Develop and implement a structured approach for public communications and engagement in community economic development activities.	BBDC	Local Government Planning District
1.5: Develop key performance indicators (KPI's) and use to track progress towards CED goals and impacts on the local economy.	BBDC	Local Governments Planning District Chamber of Commerce
Revise and update community profile data annually. Use to inform planning and development. Promote and share information widely.	BBDC	Local Governments Planning District Chamber of Commerce

GOAL 2 | Strong and Viable Business Sector

Strategies	Lead	Partners
21: Promote and encourage entrepreneurship and the importance of small businesses.	BBDC	Chamber of Commerce
2.2: Enhance the business climate in Beausejour- Brokenhead to attract a variety of businesses that serve both residents and travelers.	BBDC	Local Governments
2.3: Promote local businesses to both residents and visitors.	BBDC	Chamber of Commerce Local Governments
2.4: Develop and implement a business retention and expansion plan.	BBDC	Chamber of Commerce
2.5: Support local business expansion to meet demand for products and services.	BBDC	Local Governments
2.6: Introduce and implement B2B education, messaging, and mutual support strategies.	BBDC	Chamber of Commerce
2.7: Promote and market available commercial and industrial infrastructure and lands for business growth.	BBDC	Local Governments Planning District Chamber of Commerce
2.8: Work with local governments and businesses to update Main Street infrastructure for functionality and aesthetics.	Local Governments	BBDC Main Street Businesses

GOAL 3 | Stable, Skilled, and Adaptable Workforce

Strategies	Lead	Partners
3.1: Provide access to relevant workforce training locally or nearby, particularly to sustain the top employment sectors in Beausejour-Brokenhead which are healthcare, construction, public administration, and retail trade.	BBDC Eastman Vocational Training Centre	Chamber of Commerce
3.2: Promote available local career/job opportunities through various methods and partnerships.	BBDC	Chamber of Commerce
3.3: Create business succession and mentorship programs to connect entrepreneurs with local business owners.	BBDC Chamber of Commerce	
3.4: Continue providing administrative support to the Eastman Vocational Training Centre to maintain this community focus.	BBDC	



GOAL 4 | Sustainable Population Growth

Strategies	Lead	Partners
4.1: Leverage Beausejour-Brokenhead's position as a bedroom community and commuter hub to the city.	BBDC	Local Governments
4.2: Support the Chamber in establishing a "Welcome Wagon" to introduce new residents to local businesses, community services and attractions.	Chamber of Commerce	BBDC Local Government Realtors
4.3: Utilize existing local and regional services to support newcomers to the community and continually develop further support services.	BBDC	Local Governments
4.4: Support local government in planning for increased housing demand with a focus on non-rental units.	Local Governments	BBDC Planning District
4.5: Create workforce and social development strategies that encourage youth population retention.	BBDC	Local Governments Chamber of Commerce

GOAL 5 | Quality Social Services for a Connected and Accessible Region

Strategies	Lead	Partners
5.1: Enhance services for the aging population (e.g. senior housing, personal care homes, social services, etc.) to aid in developing a retirement friendly community.	Local Governments	BBDC Chamber of Commerce
5.2: Maintain and enhance local medical services. Encourage attraction and retention of doctors and healthcare professionals.	BBDC	Local Governments
5.3: Encourage and support efforts to increase daycare spaces within the region.	BBDC	Local Governments
5.4: Provide support to community groups and committees to encourage community enhancement and quality services.	BBDC	Local Organizations
5.5: Encourage and support efforts to improve transportation options by addressing accessibility and transport needs for residents and businesses.	BBDC	Local Governments



GOAL 6 | Vibrant Volunteer Culture

Strategies	Lead	Partners
6.1: Actively promote civic involvement through volunteer opportunities.	BBDC	Local Organizations
6.2: Aid in the development of strong volunteer organizations and networks.	BBDC	Local Organizations

GOAL 7 | Sought-After Tourist Destination

Strategies	Lead	Partners
7.1: Position Beausejour as a travel destination and regional hub and capture cottage traffic.	Tourism Committee	BBDC Local Governments Chamber of Commerce
7.2: Widely promote local attractions, events, and cultural assets through targeted advertising campaigns and various marketing formats.	Tourism Committee BBDC	Local Governments Chamber of Commerce
7.3: Continue to provide administrative support to the Beausejour-Brokenhead Tourism Committee to maintain this community focus.	BBDC	







