

2023/24

Cape Breton

REGIONAL ENTERPRISE NETWORK

Business Plan



# CB Regional Enterprise Network



The Cape Breton Regional Enterprise Network is funded by the Province of Nova Scotia four Indigenous Nations and 4 municipalities in Unama'ki - Cape Breton.

It is administered by the Cape Breton Partnership which maximizes the value of the funders' investment, leverages that investment to have a greater impact, and collaborates with other partners, funders, and projects that it is responsible for (like the *Cape Breton Local Immigration Partnership*) to deliver operational synergies across Unama'ki – Cape Breton.



# Cape Breton Partnership

The Cape Breton Partnership is Unama'ki – Cape Breton's private sector led economic development organization, powered by over 130 private sector companies from across all sectors, communities, geographies, and cultures.

## VISION

A thriving Unama'ki - Cape Breton

## MISSION

To transform Unama'ki – Cape Breton into the most creative and prosperous place on earth

## PROMOTE

Our Island as a great place to live, work, and invest.

## GROW

A culture that values and celebrates creativity, innovation and entrepreneurship

## CONNECT

Entrepreneurs and companies to the resources they need to succeed

# Provincial REN Key Areas

The Nova Scotia Department of Economic Development is responsible for creating the climate for broadbased economic growth and prosperity including establishing plans and policies for economic growth and community economic development in the Province.

The Department will work with the RENs on community economic development and the implementation of the following key areas in 2023/24 to ensure communities experience growth and prosperity:

## Strategic Sectors

- Growing strategic sectors of our economy.

## Increase Productivity

- Work with all sectors to become more productive and prosperous.

## Innovation and Entrepreneurship

- [Provide] support and investment in innovation and entrepreneurship.

## Vision\*

A strong economic foundation and growing population that supports thriving urban and rural communities throughout Unama'ki - Cape Breton.

## Mission\*

To foster economic and population growth across Unama'ki – Cape Breton in collaboration with our partners.

## Guiding Principles\*

1. Collaboration & Community:  
*we are all in this together*
2. Relationships & Reconciliation:  
*we are all treaty people*
3. Energy & Optimism:  
*a better future begins with better attitudes*
4. Inclusion & Diversity:  
*the economy works best when it works for everyone*
5. People & Environment:  
*our greatest assets working together*
6. Innovation & Creativity:  
*our creative spirit is the key to our success*

\* As the Island-Wide Strategic Plan is not yet complete, the following vision, mission and strategic directions are tentative and subject to change, upon the adoption of the Strategy by the Liaison Oversight Committee later this year. We are confident that the final versions will be well within the spirit of the above.



MESSAGE FROM BOARD CHAIR  
**OSBORNE BURKE**



On behalf of the Cape Breton Regional Enterprise Network Board (CB REN), I am pleased to share with you the 2023-2024 CB REN Business Plan.

This plan outlines the strategic actions the CB REN will focus on in 2023/24, in addition to the regular work of our economic development team, as we work to promote the region, grow investment in our communities, and connect entrepreneurs to the resources they require to grow their businesses over time.

As the CB REN Board Chair, I am excited to continue working with the Cape Breton Partnership team on this important work in the year ahead.

FROM CHIEF EXECUTIVE OFFICER  
**TYLER MATTHEIS**



The 2023/24 CB REN business plan is guided by work done in the almost-complete Island Wide Economic Development Strategy, set to be released in the fall of 2023. The work done on this strategy, plus the work from the previous effort prior to the COVID-19 pandemic, provides this annual business plan with strategic directions for population growth and retention as well as economic growth and diversification.

This plan will inform our workplans and task priorities throughout the year, which will be carried out by the CB REN team, and supported and augmented by the broader Cape Breton Partnership team.

We are pleased to work closely with all our partners to build the region's capacity and seize the opportunities presented by demographic and economic shifts, and also to collaborate with all partners including business and industry, academia, and other levels of government for the benefit of all communities throughout the CB REN, Unama'ki – Cape Breton, and the whole of the North-Eastern regions of Nova Scotia.

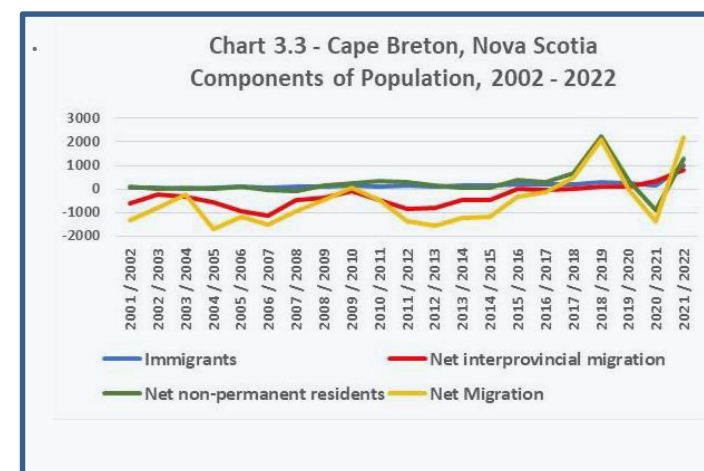
# Unama'ki – Cape Breton Economic Development Realities

## People: Cape Breton's Growth Imperative

After decades of decline, Unama'ki – Cape Breton now has a growing population. The Dept. of Labour Skills and Immigration (LSI) reports that in 2022, there were over 800 Permanent Residents attracted to Cape Breton, up from 660 in the previous year. This is the right trajectory, but we need to do more.

In the 2021 Census, there were 2565 non-permanent residents in Northeastern Nova Scotia (635 in the federal riding of Cape Breton-Canso and 1,930 in Sydney-Victoria), which includes the large number of international students. There is a large population of international students available to the Cape Breton workforce, creating opportunity for employers to fill labour gaps. According to OneNS, only 7% of these students stay in Nova Scotia. This is a missed opportunity for retention in the area.

To ensure a growing workforce to overcome demographic challenges and growing industries, Cape Breton's population needs to grow intentionally, and aggressively. **The goal of the CB REN is to help the region achieve annual population growth of 1.2% and annual workforce growth of 0.5%.** A growth rate of this pace will result in a combined population of Inverness, Victoria and Richmond Counties of 42,147 by 2040, and a workforce of 14,023 by 2040 (translating to a population of 53,503, and a workforce size of 15,494 by 2060).

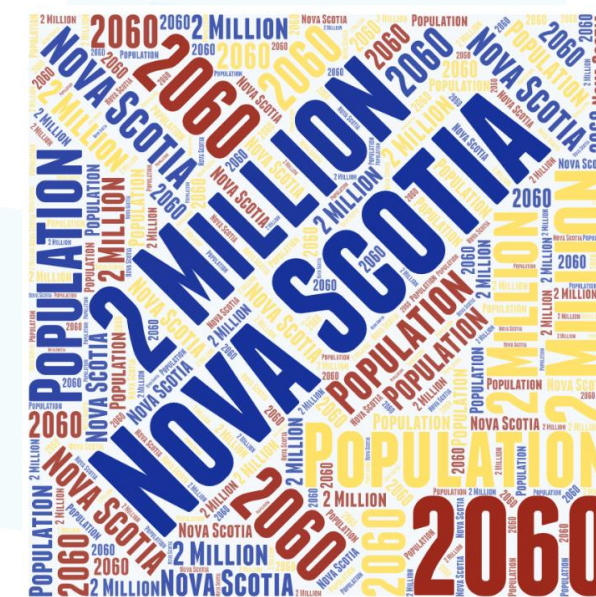


← Chart 3.3 from **Canmac Economics Ltd's** Demographic Outlook 2023 – 2041 shows “the significant transformational change in Cape Breton's population dynamics brought about by recent net migration trends.”

## Nova Scotia: 2 Million by 2060

In late 2021, the Province of Nova Scotia committed to an overall strategy to double the current population to two million people by 2060 – adding an average of 25,000 more people to Nova Scotia each year.

Efforts to date of the CB REN, members of the Cape Breton Local Immigration Partnership, and many programs of the Cape Breton Partnership strongly align with this strategy.



## Climate Change

On September 24<sup>th</sup>, Hurricane Fiona struck Nova Scotia with sustained winds of 155km/h. It became the costliest weather event in Atlantic Canadian history. Though the storm tracked directly across CB REN member communities, its impact was most severely felt on either side of the region in Pictou and CBRM. The next storm however, may have equally devastating effects on communities in southern and northern Unama'ki – Cape Breton.

Climate change is also affecting our harbours, key industries such as fishing and fish processing in particular, and industry and government efforts to transition to green energy development such as offshore wind hydrogen and ammonia development and production opportunities.

## Green Energy

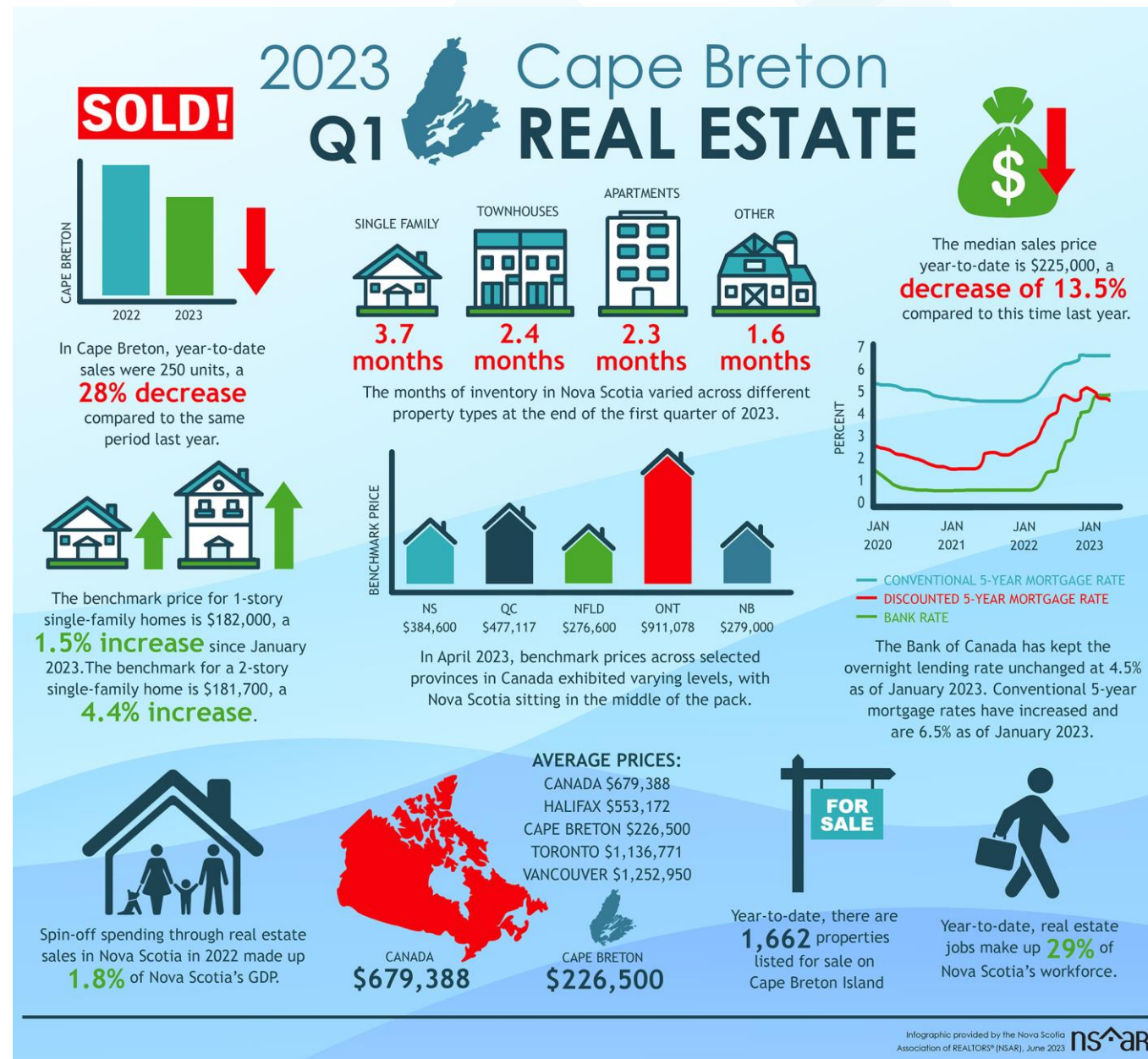
On September 10<sup>th</sup>, 2022 with the Strait of Canso Offshore Wind Task Force in attendance, the Province of Nova Scotia sent a target to offer leases for five gigawatts of offshore wind energy by 2030 to support its budding green hydrogen industry. In the Strait of Canso, the first two permitted Hydrogen producers, Everwind and Bearhead, join efforts from established companies like Port Hawkesbury Paper to secure green and reliable energy sources.

In addition, efforts continue for the greening of buildings, transportation, and the larger grid across Nova Scotia and the continent.



# Unama'ki – Cape Breton 2022/23 Economic Development Realities

## Real Estate and Residential and Non-Residential Development



The region served by the Eastern District Planning Commission (EDPC) experienced a stronger fiscal year in 2021-22 than the previous year, with an overall increase in the number of permits issued, and a noticeable increase in the overall value of construction.

Overall, the Provincial State of Emergency regarding the world-wide pandemic had minimal impact on construction activity between 2020 and 2022.

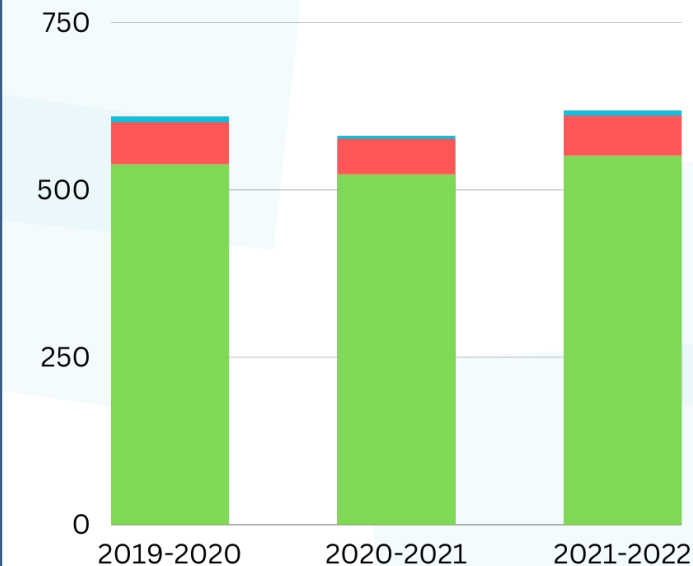
All information and data from [Eastern District Planning Commission Annual Reports](#)

### Regional Permit Information

Inverness Co, Richmond Co, Victoria Co, and Port Hawkesbury

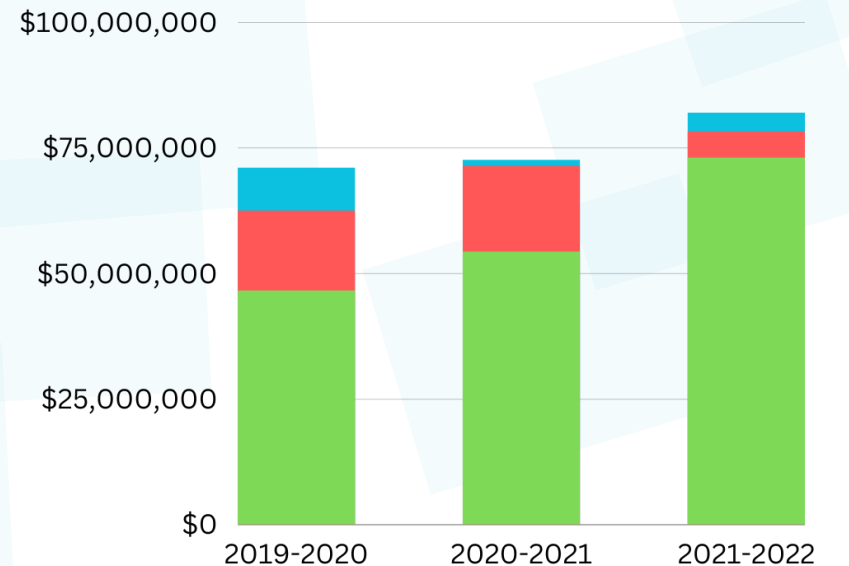
#### Permit Numbers

- Residential
- Agricultural, Commercial, or Industrial
- Institutional



#### Permit Values

- Residential
- Agricultural, Commercial, or Industrial
- Institutional



**PORT HAWKESBURY**  
Opportunities Await

**CANADA'S MUSICAL COAST**  
Inverness County

**THE MUNICIPALITY OF THE COUNTY OF RICHMOND**  
LA MUNICIPALITÉ DU COMTE DE RICHMOND

**Victoria County**  
Naturally Connected



# Unama'ki – Cape Breton 2022/23 Economic Development Realities

## Real Estate and Residential and Non-Residential Development

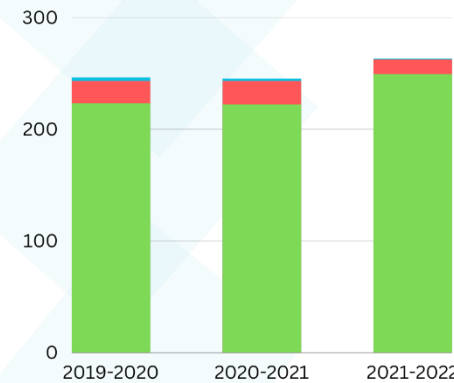


All information and data from [Eastern District Planning Commission Annual Reports](#)

### Inverness County

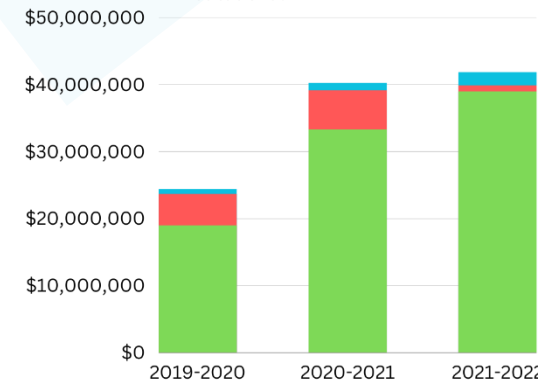
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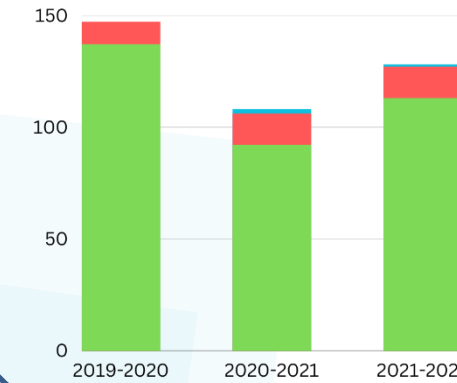


The total value of permits in Inverness County continue to increase, with residential permit construction values more than doubling in value from \$18M in 2019/20 to \$38M in 2021/22.

### Victoria County

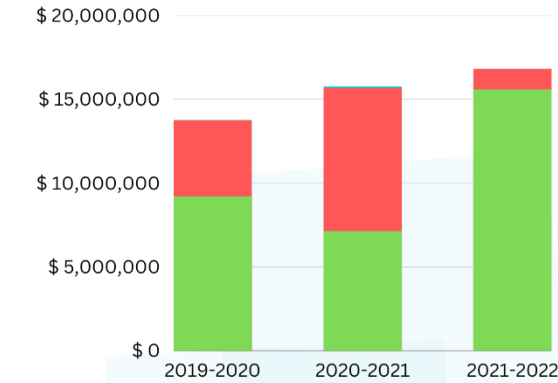
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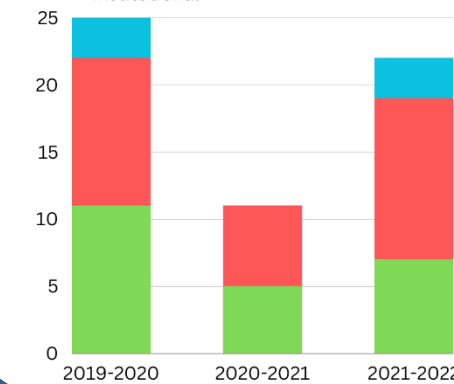


Victoria County continues to see steady increases in permit values, with a substantial increase in construction value noted for the 113 residential permits issued in 2020/21.

### Town of Port Hawkesbury

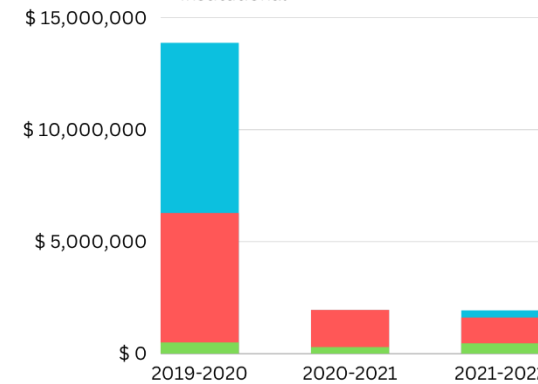
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#### Permit Values

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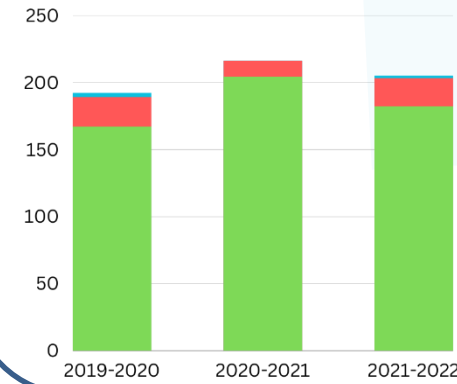


The new Nova Scotia Community College Port Hawkesbury Campus Residence was a major multimillion-dollar project that added to the increase in construction value in the region in 2019-20.

### Richmond County

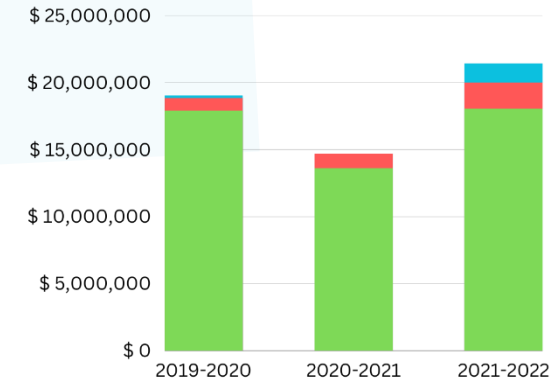
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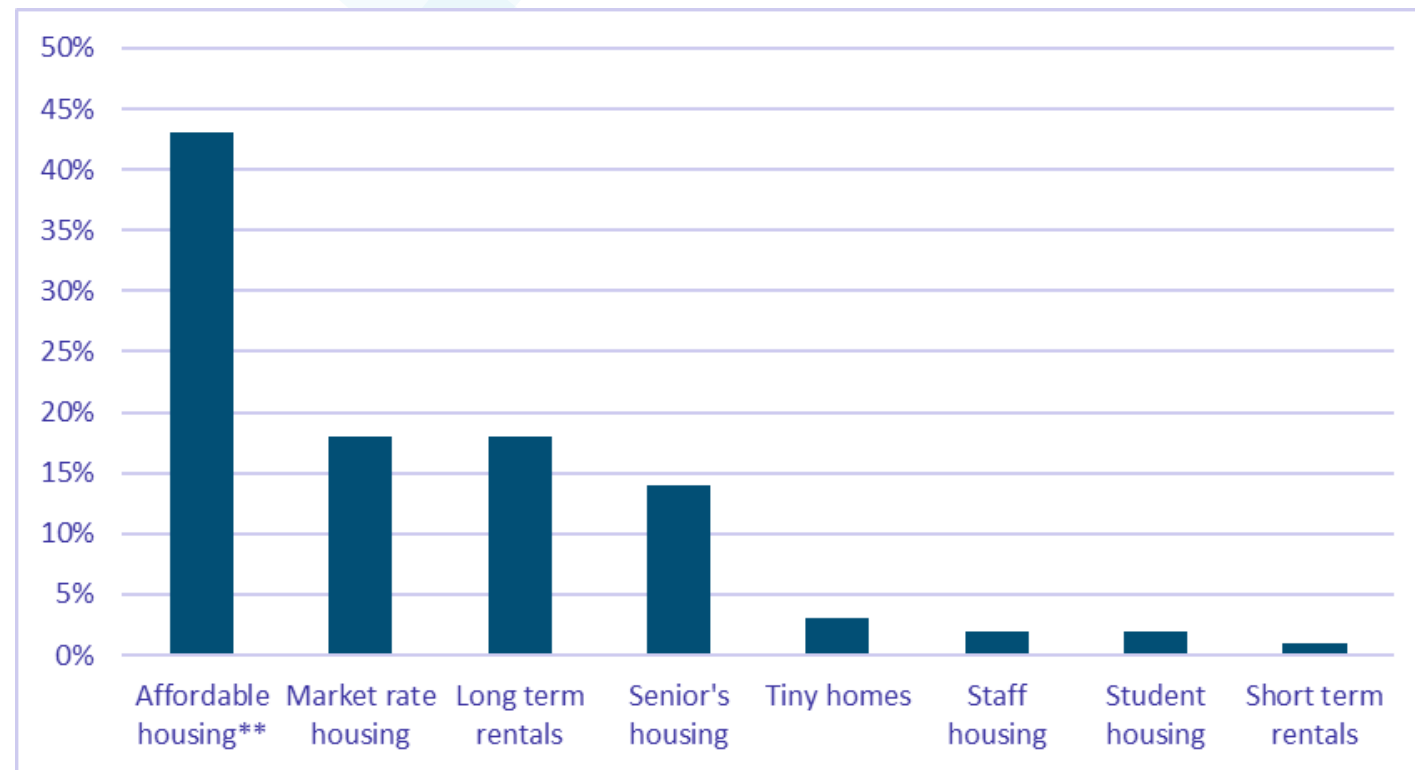
Institutional permits related to health care construction was a major contributor to Richmond County's permit value in 2021/22 (the "blue" bar), while strong residential performance drove overall permit value last year.

# Unama'ki – Cape Breton 2022/23 Economic Development Realities



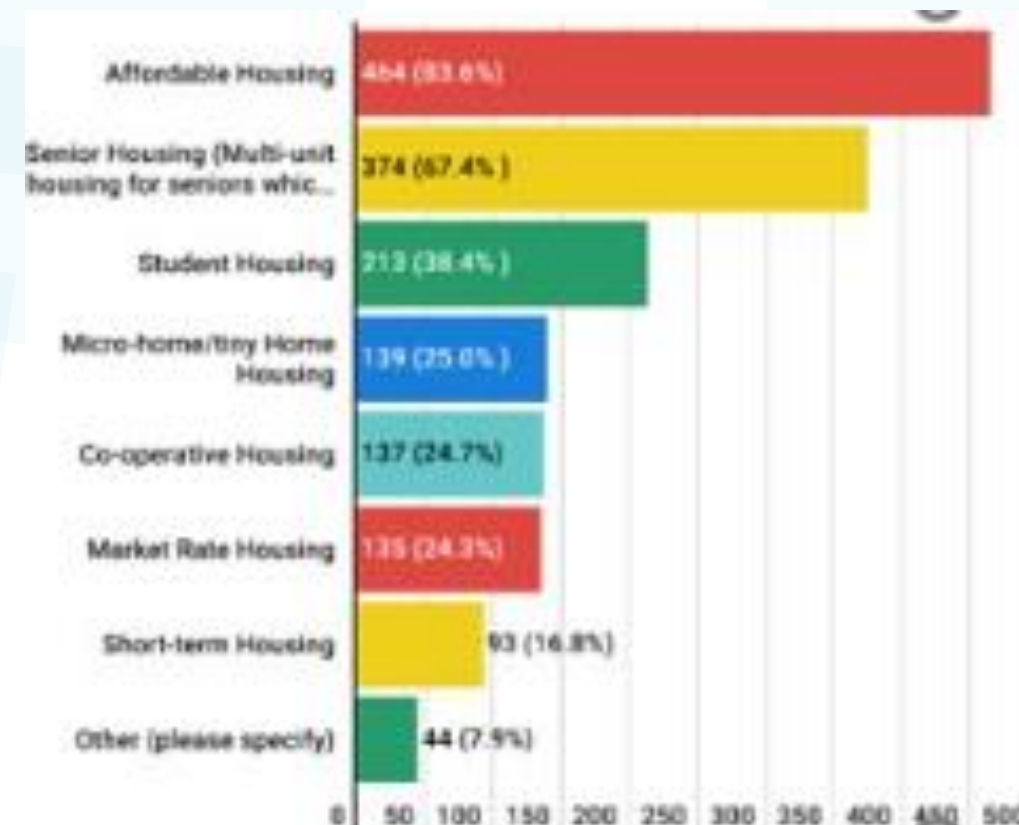
## Inverness Housing Survey

- Launched in May of 2022
- Captured 879 responses
- Purpose: to identify housing needs and trends to help inform future development.



## Port Hawkesbury Housing Survey

- Launched in January 2021.
- Captured 555 responses
- Purpose: to identify housing needs and trends to help inform future development.





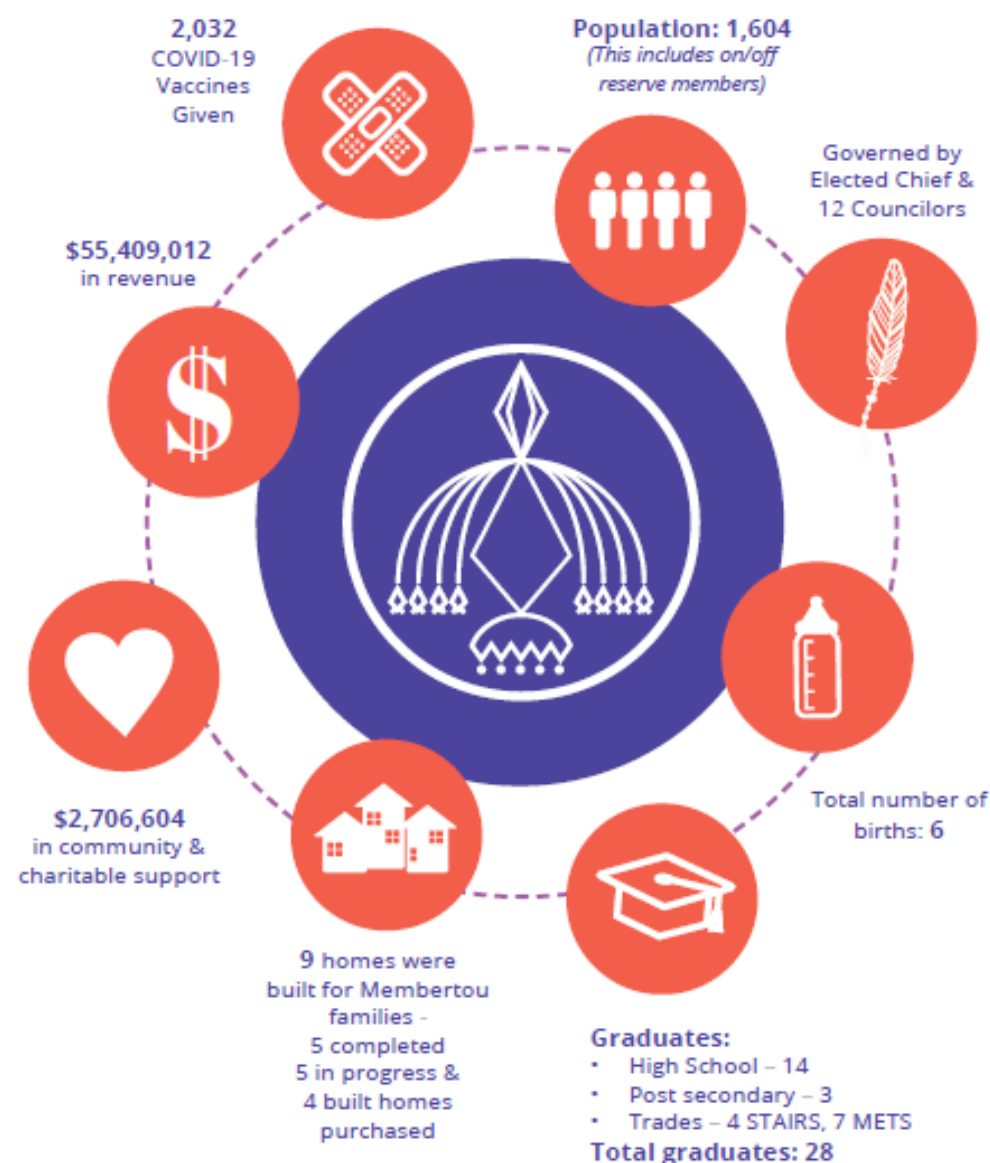
# Unama'ki – Cape Breton 2022/23 Economic Development Realities



“In the past year, we worked together to ensure our community could safely get back on track. We were able to reopen our businesses, school, and government departments and welcome the world back to Membertou. We were also able to welcome growth in 2021-2022.

We saw the opening of Membertou Place, continued success with the Clearwater Seafoods acquisition, and development work at Seventh Exchange as Green Diamond prepares to open in the fall. We also had many chances to honour the community including the Cape Breton Eagles Heritage Hockey Game, and the inaugural National Day for Truth and Reconciliation.”

Chief Terry Paul &  
Membertou Council



In 2022/23, the community of Eskasoni led by Eskasoni Band Council had many success stories.

The CB REN works most closely with Eskasoni Corporate Division, led by General Manager Steve Parsons and Business Development Manager Alyssia Jeddore, who also sits on the board of the CB REN.

The following projects are just two examples of the many exciting initiatives underway in Eskasoni.

## Kiknu Long-term Care Home

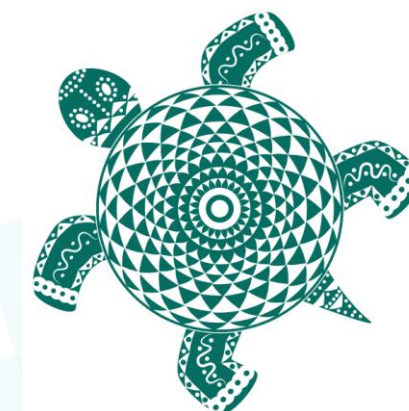
- Last year the construction continued at the Kiknu Long-term Care Home in Eskasoni. When complete this long-term care home will be the first licensed nursing home in a First Nations community and will house up to 48 individuals.
- This new home for elders will offer holistic health care and services that reflect First Nations culture, values and attitudes. It allows residents to live comfortably and with dignity. The facility is slated to open in 2024.

[Read more...](#)

## Preserving traditional Mi'kmaw knowledge

- An infrastructure project valued at \$4.8 million will help Unama'ki - Cape Breton's five Indigenous communities collect and preserve traditional Mi'kmaw knowledge.
- The building will be constructed along Crane Cove in Eskasoni and will house both the Unama'ki Institute of Natural Resources and the Mi'kmaq Environmental Learning Centre.

[Read more...](#)



Read the full Membertou 2021 – 2022 Annual Report from which the abridged quote and infographic above was taken at <https://membertou.ca/annual-reports/>.



# Unama'ki – Cape Breton 2022/23 Economic Development Realities



We'koqma'q First Nation is a growing and successful community located on the shores of the Pitu'poq / Bras D'or Lake. We'koqma'q is known for its modern commercial properties including a Tim Horton's on highway 105, and the continued success of WFN fisheries, which operates steelhead trout facilities in multiple locations in Nova Scotia.

In 2022, the good news continued with a new moderate livelihood fishery, and new community signage to the benefit of both We'koqma'q community members and travelers on highway 105.

## We'koqma'q gets federal approval for moderate livelihood fishery

- We'koqma'q First Nation in Cape Breton reached an understanding with the Department of Fisheries and Oceans in 2022.
- The livelihood fishery will be managed through We'koqma'q's and Potlotek's amended Netukulimk Livelihood Fisheries Plan, according to DFO, with help from Potlotek First Nation, the Assembly of Nova Scotia Mi'kmaw Chiefs and Kwilmu'kw Maw-klusuaqn Negotiation Office.

[Read more...](#)



## Canada Community Revitalization Fund

- In 2022, the Government of Canada announced total investments of \$340,556 through the Canada Community Revitalization Fund.
- The support received will help We'koqma'q to install signage for special events, community information, and ads promoting local attractions and businesses.

[Read more...](#)



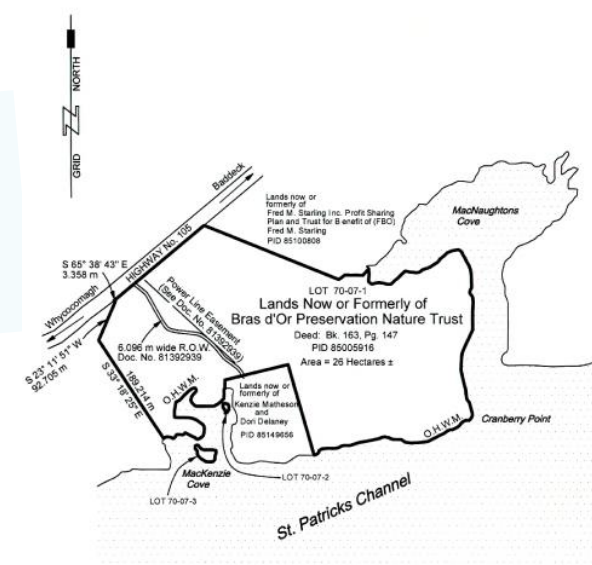
Wagmatcook First Nation is located along the shores of the Pitu'poq / Bras D'or Lake and is known for its beauty.

Two major announcements in 2022 related to active transportation and conservation reflect both the values and the opportunities in Wagmatcook.

## Mary Harper Nature Reserve

- The Mary Harper Nature Reserve, which was one of the Bras d'Or Preservation Nature Trust properties, was transferred to Wagmatcook First Nation and Sespit'e'tmnej Kmitkinu Conservancy at a Mawiommi (gathering) in the community on October 5, 2022.
- Originally Wagmatcook land before colonization, the 60-acre parcel has 1.8 km of shoreline and vegetation important to Mi'kmaq culture and medicines such as black ash, sweet grass and cedar.

[Read more...](#)



## Funding for Active Transportation

- The community of Wagmatcook received funding through the Connect2 program, an initiative that encourages active transportation in communities.
- Wagmatcook First Nation, which is divided by the Trans-Canada Highway, will use its Connect2 funding to complete a feasibility report on two projects: a highway passageway and a multi-use trail design and all-terrain vehicle prioritization plan. The consultant will assess how the projects could help people move around the community safely.

[Read more...](#)



## May 2023 Economic Update for Atlantic Canada

The Atlantic Canadian economy is off to a good start in 2023 thanks to population and employment gains. However, economic growth in the Maritime provinces is expected to be lower than in 2023 due to high interest rates and inflation, according to APEC's Spring ATLANTIC Economic Update.

The Maritimes' population growth outpaced Canada year-over-year up to January 1, 2023. Newfoundland and Labrador's population grew the fastest in 50 years. Housing starts across the region fell year-over-year in the first quarter of 2023. Elevated interest rates are reducing housing market activity. Labour shortages are easing while employment is expanding.

Full Article: <https://www.apec-econ.ca/publications/view/?do-load=1&publication.id=497&site.page.id=51004>



## NS International Goods Exports, March 2023

**Thomas Storning, Director – Economics and Statistics:** The US is by far Nova Scotia's largest destination for international goods exports. For the January-March 2023 period, Nova Scotia exports to the United States were up 5.6% to \$1,046.2 million. China is Nova Scotia's second largest export destination and exports increased 41.8% to \$284.5 million in the first three months of 2023.

The fastest growth was in relatively small export destinations of Indonesia, Switzerland, and Brazil. Year to date, the largest declines in exports were in Mexico, South Korea, and Netherlands.

Full Article: [https://novascotia.ca/finance/statistics/archive\\_news.asp?id=18834&dg=&df=&dto=0&dti=3](https://novascotia.ca/finance/statistics/archive_news.asp?id=18834&dg=&df=&dto=0&dti=3)



## BDC 2023 Economic Outlook

**Pierre Cl  roux, Vice President, Research and Chief Economist:** "In the Maritimes, the slowdown will be offset in part by population growth and by a vibrant fishing and food-processing industry. Nonetheless, they will still register some of the lowest growth rates in the country."

Full Article: <https://www.bdc.ca/en/articles-tools/blog/2023-economic-outlook-cause-caution-not-alarm>



## March 2023 Atlantic Canada Momentum Index: The Wind in Our Sails

Atlantic Canadians have always taken care of each other. Conditions, from the weather to the economy, have made us resilient and entrepreneurial, shapers of our own destiny.

It is apparent to us as former leaders in the region that a new day is dawning. Our focus on education is reaping dividends. We are now widely recognized for our cluster of great universities and colleges, which provide springboards to prosperity in an information economy. During the early stages of the pandemic, our Atlantic bubble formed quickly. Fueled by a hard-wired concern for our neighbours, our social cohesion was the envy of the country. Our vaccination rates were high; our infection rates were low.

"All of us are better," the great Alistair MacLeod wrote, "when we're loved." We are, and we do.

It is no surprise to us that, finally, more people are coming down the road than going.

Yet something even more profound is happening — an explosion in innovation led by a new generation of entrepreneurs, combined with our existing economic base and enviable lifestyle, to supercharge opportunity.

As the Public Policy Forum convincingly documents in its Atlantic Canada Momentum Index: Population? Up. Immigration? Up. GDP per capita? Up. Education, employment rate, productivity, housing starts, life satisfaction? Up.

This report produced by PPF is the beginning of what we hope will be a joyous repositioning of the Atlantic provinces within Confederation.

We believe in the future of Atlantic Canada. The wind is in our sails.

Full Article: <https://ppforum.ca/publications/the-atlantic-canada-momentum-index/>



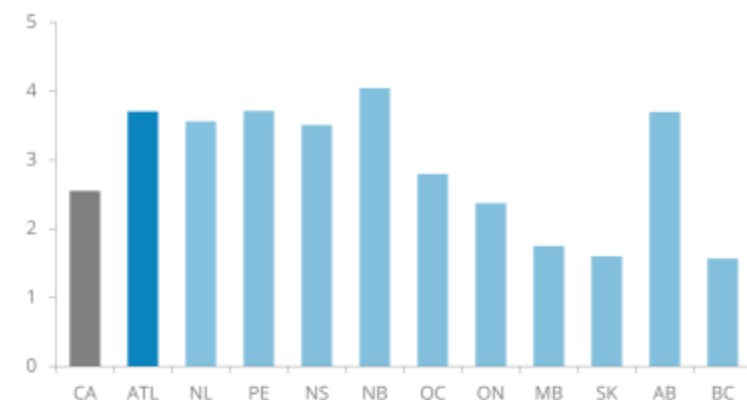


## Key Economic Indicators: May 2023 Economic Update for Atlantic Canada

Full Article: <https://www.apec-econ.ca/publications/view/?do-load=1&publication.id=497&site.page.id=51004>

### Atlantic job growth outpaces almost all other provinces

Change in employment, year-to-date in April 2023 (%)



Source: [Statistics Canada](#)

### Highest wage growth is in Atlantic Canada and Manitoba

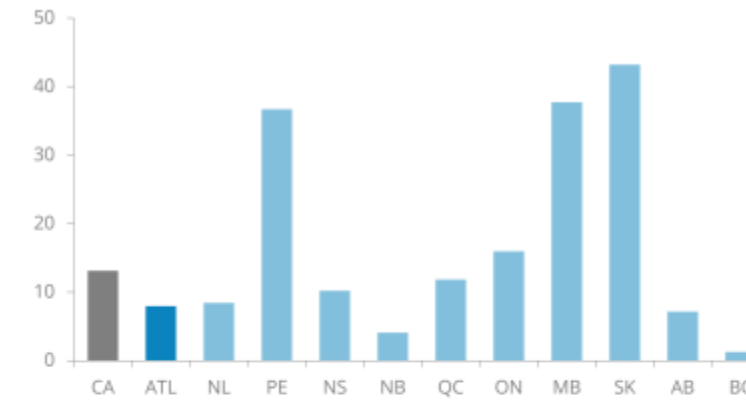
Change in average weekly wages, year-to-date in February 2023 (%)



Source: [Statistics Canada](#)

### Atlantic exports generally lagging the national pace

Change in total exports, year-to-date in February 2023 (%)



Source: [Trade Data Online](#)

### PEI leading the Atlantic region in non-energy export growth

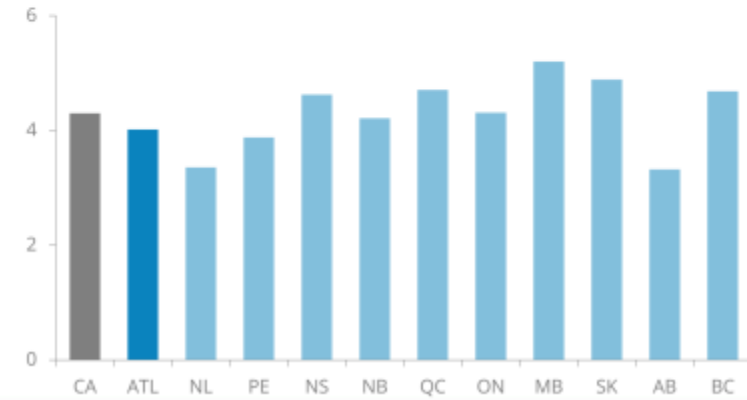
Change in non-energy exports, year-to-date in February 2023 (%)



Source: [Trade Data Online](#)

### Inflation is cooling faster in the Atlantic provinces

Change in consumer price index, year-to-date in March 2023 (%)



Source: [Statistics Canada](#)

### Atlantic and Prairie provinces surpass Canada retail sales growth

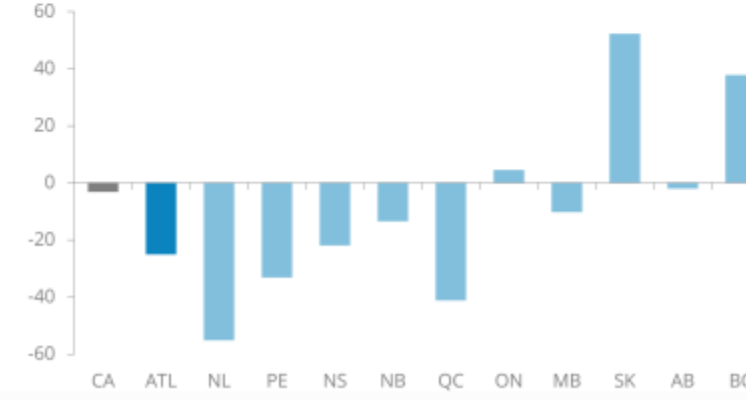
Change in retail sales, year-to-date in February 2023 (%)



Source: [Statistics Canada](#)

### Housing starts are falling across most of Canada

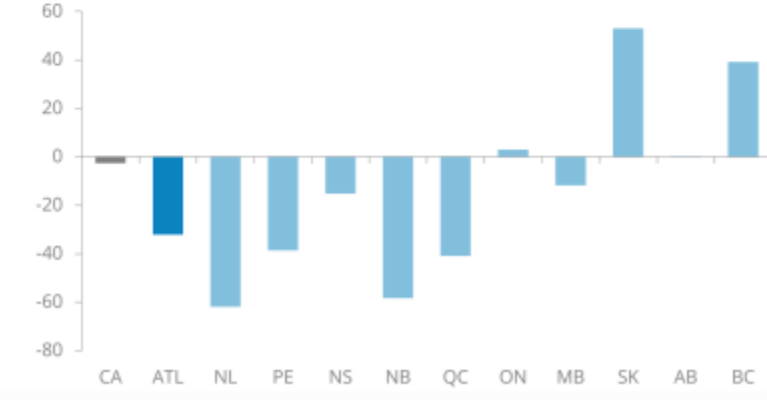
Change in total housing starts, year-to-date in March 2023 (%)



Source: [Statistics Canada](#)

### Decline in urban starts is larger in Atlantic region than nationally

Change in urban housing starts, year-to-date in March 2023 (%)



Source: [Statistics Canada](#)



# Strategic Priorities

These preliminary Strategic Priorities have emerged from the work done pre-Covid by Group ATN and the work done in 2022/23 by Jupia and Mellor Murray Consulting.

1. Economic Development and Community Capacity
2. Entrepreneurship Development and Local Business Growth
3. Population and Talent Pipeline
4. Sector Development
5. Optimizing Regional Projects

## 1 - Economic Development and Community Capacity

2023/24 CB REN Actions	Outputs	Anticipated Outcomes	Key Partners
Establish a <b>'no wrong door' approach</b> where all prospective investors and existing businesses are directed to the Cape Breton Partnership who can triage and direct inquires appropriately*.	<ul style="list-style-type: none"> <li>Improved CB REN processes to refer business inquiries to CBP*</li> <li>Weblinks from all CB REN websites to CBP / WelcomeToCapeBreton.com.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of referrals from CB REN partners to CBP.</li> <li>Higher customer satisfaction.</li> </ul>	<b>CBP, REN members,</b> Strait Chamber, BIAs
Establish a <b>minimum three-year agreement</b> for CB REN.	<ul style="list-style-type: none"> <li>Multi-year agreement between REN partners and the CBP.</li> </ul>	<ul style="list-style-type: none"> <li>Increased ability to attract and retain quality staff.</li> <li>Increased ability to leverage multi-year funding from other sources.</li> </ul>	<b>CB REN LOC Chair,</b> <b>CBP, Province of NS</b>
Establish a <b>business visitation (BR&amp;E) program</b> to proactively identify and address businesses challenges and opportunities.	<ul style="list-style-type: none"> <li>Expanded economic development data.</li> </ul>	<ul style="list-style-type: none"> <li>More efficient use of staff resources.</li> <li>Alignment of programming with other RENs .</li> <li>Higher customer satisfaction.</li> </ul>	<b>CBP, CB REN</b> members
Compile and promote an <b>inventory of available sites and buildings</b> for new business investment and expansion.	<ul style="list-style-type: none"> <li>Inventory of available properties/buildings created.</li> </ul>	<ul style="list-style-type: none"> <li>Higher rates of commercial real estate transactions.</li> <li>Higher customer satisfaction (developers, investors, etc..).</li> </ul>	<b>CBP, CB REN</b> members, developers, property owners
Adopt a <b>Province-wide REN Metrics</b> protocol	<ul style="list-style-type: none"> <li>Creation of a REN metrics protocol.</li> </ul>	<ul style="list-style-type: none"> <li>Greater ability to see and respond to province-wide trends.</li> <li>Standardization of common programs (like BRE).</li> </ul>	<b>CBP, NS RENS, DED,</b> LSI

\* To be clear, CB REN staff are not the right expert in many instances. However, having a common practice to refer to the REN will enable better customer tracking and the processes will also seek to refer clients to the experts whether they be First Nation or Municipal staff, provincial, or other partners.

## 2 - Entrepreneurship Development and Local Business Growth

2023/24 CB REN Actions	Outputs	Anticipated Outcomes	Key Partners
<b>AMMENITY CENTRE PROMOTION:</b> Support infrastructure projects in community cores to leverage the local population density.	<ul style="list-style-type: none"> <li>Expanded Building Tomorrow Campaign.</li> <li>Support for Developers.</li> <li>Developer packages.</li> <li>Improved WelcomeToCapeBreton.com for commercial development information.</li> </ul>	<ul style="list-style-type: none"> <li>Greater density, more development, and more investment in urban and community cores throughout the CB REN.</li> </ul>	<b>CB REN Municipal and First Nations</b> , CBP, Province, ACOA,
<b>ENTREPRENEURSHIP:</b> Provide annual updates on the state of entrepreneurship and the efforts to grow the share of small businesses in the CBRM.	<ul style="list-style-type: none"> <li>Joint Annual Update with Entrepreneurial Support Partners.</li> </ul>	<ul style="list-style-type: none"> <li>Greater support for entrepreneurs.</li> <li>Greater awareness among partners of support for entrepreneurs.</li> </ul>	<b>CBP</b> , CBDC, Navigate, CEED, BDC, Chamber
<b>POST-SECONDARY EDUCATION (PSE):</b> Support workforce development efforts to retain local PSE graduates.	<ul style="list-style-type: none"> <li>Support employers to hire and retain PSE graduates (international and local) .</li> <li>Host 4 job fairs per year to connect graduates to careers in Cape Breton.</li> <li>Promote Provincial entrepreneurship pathways to international students as an option to stay in CBRM (2 sessions/events per year).</li> </ul>	<ul style="list-style-type: none"> <li>Higher retention rates of new PSE graduates.</li> </ul>	CBU, NSCC, <b>CBP</b> , CBRM



## 3 - Population and Talent Pipeline

2023/24 CB REN Actions	Outputs	Anticipated Outcomes	Key Partners
Consult with local businesses on <b>local workforce development needs</b> in collaboration with local and provincial workforce development organizations.	<ul style="list-style-type: none"> <li>Profile workforce demand by sector within CBRM.</li> </ul>	<ul style="list-style-type: none"> <li>More efficient use of CBP and partner resources to minimize forecasted labour challenges.</li> </ul>	<b>CBP</b> , World Tourism Institute, Strait Chamber, trade & professional associations, CBU, NSCC, St. FX, InvestNS, NSDLSI
Develop a <b>population retention and attraction plan</b> to attract the workers and residents needed to support the local economy.	<ul style="list-style-type: none"> <li>Population retention and attraction plan.</li> </ul>	<ul style="list-style-type: none"> <li>Annual population growth (#, %).</li> <li>Annual workforce growth (#, %).</li> <li>The goal of the CB REN is to help the region achieve <b>annual population growth of 1.2% and annual workforce growth of 0.5%.</b></li> </ul>	<b>CBP</b> , REN Partners
Build on the Cape Breton's tourist appeal by <b>encouraging visitors to consider moving to the Cape Breton.</b>	<ul style="list-style-type: none"> <li>Marketing plan as part of the population retention and attraction strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Plan in place with appropriate success metrics.</li> </ul>	<b>CBP</b> , DCB
Promote <b>Cape Breton as a desirable destination</b> for migrants from elsewhere in the province and country and immigrants.	<ul style="list-style-type: none"> <li>Marketing plan as part of the population retention and attraction strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Annual population growth (#, %).</li> <li>Annual workforce growth (#, %).</li> <li>The goal of the CB REN is to help the region achieve <b>annual population growth of 1.2% and annual workforce growth of 0.5%.</b></li> </ul>	<b>CBP</b> , REN Partners

## 4 - Sector Development

2023/24 CB REN Actions	Outputs	Anticipated Outcomes	Key Partners
<b>GREEN ENERGY:</b> Support Green Energy developments and investors in ways that support existing industries, supply chains, and communities	<ul style="list-style-type: none"> <li>Support to specific green energy companies;</li> <li>Successful green energy community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Successful development of green energy projects that support new investment and benefits local communities and existing industries.</li> </ul>	<b>CBP, NetZero, OFWTF, CB REN partners, InvestNS, DED, NRR</b>
<b>BIO-ECONOMY &amp; MARINE:</b> Support the development and execution of harbour and port strategies to maximize the economic development potential of ports and harbour communities of CB REN.	<ul style="list-style-type: none"> <li>Strait of Canso Harbour and related strategies.</li> <li>Support for specific harbor initiatives by partners.</li> </ul>	<ul style="list-style-type: none"> <li>Greater collaborative effort to maximize the economic potential of our harbours for current and future industries.</li> </ul>	<b>CBP, Strait Superport, OFWTF, ACOA, InvestNS, NRR, First Nations</b>
<b>ARTS &amp; CULTURE:</b> Continue to implement the CB Creative Economy Growth Plan and invest in the creative economy.	<ul style="list-style-type: none"> <li>Ongoing Support for the Culture Sector Team.</li> <li>Tactical Support for specific initiatives .</li> <li>Targeted support for creative sector entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>Growing and more sustainable Creative Businesses.</li> <li>Stronger creative sector organizations and institutions.</li> </ul>	<b>CBP, DCBA, Tourism NS, Municipalities, NSITEN, First Nations,</b>
<b>TOURISM:</b> Support tourism developments and investments to support the growth of the industry throughout the region, in accordance with the Rise Again 2030 strategy and individual municipal tourism and recreation strategies.	<ul style="list-style-type: none"> <li>Support to specific tourism companies.</li> <li>New tourism destination investments.</li> </ul>	<ul style="list-style-type: none"> <li>Successful development of tourism (specifically new destination) projects that support new investment and benefits local communities and existing industries.</li> </ul>	<b>Destination CB, World Tourism Institute, REN partners, InvestNS, CBP</b>

## 5 - Optimizing Regional Projects

2023/24 CB REN Actions	Outputs	Anticipated Outcomes	Key Partners
Support the development of larger regional projects through economic impact analyses, inputs to the business case, etc.	<ul style="list-style-type: none"> <li># of larger projects supported by CB REN activities.</li> </ul>	<ul style="list-style-type: none"> <li>More investment and development activity in CB REN jurisdictions, and in the larger north-eastern NS region.</li> </ul>	REN Partners, <b>CBP</b> , Port entities, COVE, CBU, NSCC, DCB, developers
Advocate for regional projects with other levels of government and other stakeholders.	<ul style="list-style-type: none"> <li># of meetings with provincial, federal decision makers.</li> </ul>	<ul style="list-style-type: none"> <li>More investment and development activity throughout the region.</li> </ul>	<b>CBP, REN partners</b> , ACOA, Province, Federal Government, partners
Identify opportunities for local businesses to benefit from large projects.	<ul style="list-style-type: none"> <li>Regional project opportunities analysis/ workshops completed.</li> </ul>	<ul style="list-style-type: none"> <li>Higher levels of local supplier involvement.</li> </ul>	<b>CPB</b> , ACOA, Strait Chamber, InvestNS, etc.
Work with post-secondary education providers to address workforce needs.	<ul style="list-style-type: none"> <li>Skills needs assessment completed.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced workforce challenges.</li> </ul>	CBP, <b>NSCC, CBU, Dalhousie, St. FX</b> , business community
Provide support to large projects in Cape Breton both inside and adjacent to the members of the CB REN	<ul style="list-style-type: none"> <li>Engagement in regional projects with positive impacts in the north-eastern NS region.</li> </ul>	<ul style="list-style-type: none"> <li>Regional collaboration to enable successful large projects to have wide benefits across the region.</li> </ul>	<b>REN Partners, CBP</b> , NSNRR, NSEM, NSED, NSA, NSFA, Port entities



# REN Investment and Core Services

First Nation  
& Municipal  
Investment in  
CB REN

+

Provincial  
Investment in  
CB REN



## CB REN Core Services:

- First Nation and Municipal Priority Economic Development Projects
- Sector Development
- Investment Attraction
- Business Planning & Advising
- Business Growth
- Succession Planning
- Immigration Consultation & Engagement
- Human Resources Advisory
- Creative Economy Development
- Marketing & Communications
- and More

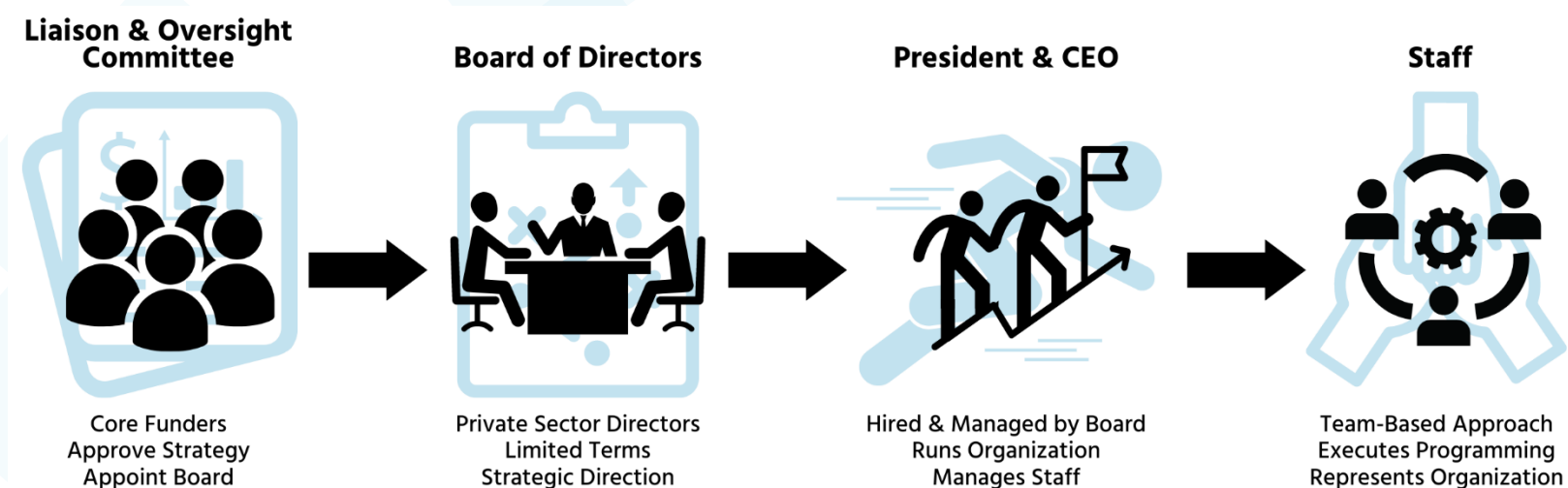
# Leveraged Investment and Services

Leveraged CB REN  
Funding and  
Services to provide  
additional Services &  
Initiatives



## Example Additional Services and Initiatives:

- Digital Storefront Program
- Atlantic Immigration Program
- Nova Scotia Nominee Program
- SMED / 5S Training
- Strait of Canso Gateway Project
- TheStrait.ca website
- Impact Assessment Agency of Canada
- CanExport Projects
- Connector Program
- LMI Dashboard
- Mitacs Accelerate Program
- Destination Canada
- Creative Sector Job Creation Partnership
- Works for You Programs
- CBU Transportation Pilot



CB REN activities are delivered by the Cape Breton Partnership with oversight from a private-sector Board of Directors approved by the Liaison Oversight Committee (LOC).

The LOC consists of funding representatives from the Province of Nova Scotia and the First Nations and Municipalities of the CB REN.

## CB REN Board of Directors

- Adam Bateman, Business Development Bank of Canada (BDC)
- Alyssia Jeddore, Eskasoni Corporate Division
- Geoffrey Clarke, Port Hawkesbury Paper
- Jen Ryan, Quincy Street Market
- Kelsea MacNeil, Membertou Development Corporation
- Osborne Burke, Victoria Co-op Fisheries
- Pearlene Cormier, East Coast Credit Union
- Vivek Saxena, NSCC Strait Area Campus

## CB REN Liaison Oversight Committee (LOC)

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Eskasoni First Nation               <ul style="list-style-type: none"> <li>• Chief Leroy Denis</li> <li>• General Manager Steve Parsons</li> </ul> </li> <li>• Membertou First Nation               <ul style="list-style-type: none"> <li>• Chief Terry Paul</li> <li>• VP Bus. Dev't Jennifer Deleskie</li> </ul> </li> <li>• We'koqma'q First Nation               <ul style="list-style-type: none"> <li>• Chief Annie Daisley</li> <li>• CEO Gioia Usher</li> </ul> </li> <li>• Wagmatcook First Nation               <ul style="list-style-type: none"> <li>• Chief Norman Bernard</li> <li>• Sr. Manager Donald Hanson</li> </ul> </li> <li>• Province of Nova Scotia               <ul style="list-style-type: none"> <li>• Joe Brown, LSI</li> <li>• Ross MacDonald, DMAH</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Inverness County               <ul style="list-style-type: none"> <li>• Warden Bonny MacIsaac</li> <li>• CAO Keith MacDonald</li> </ul> </li> <li>• Victoria County               <ul style="list-style-type: none"> <li>• Warden Bruce Morrison</li> <li>• CAO Leanne MacEachen</li> </ul> </li> <li>• Richmond County               <ul style="list-style-type: none"> <li>• Warden Amanda Mombourquette</li> <li>• CAO Troy MacCulloch</li> </ul> </li> <li>• Town of Port Hawkesbury               <ul style="list-style-type: none"> <li>• Mayor Brenda Chisholm-Beaton</li> <li>• Terry Doyle</li> </ul> </li> </ul> |
|--|---|



# Staff Serving the CB REN

## Dedicated Economic Development Officers (EDOs)



Lynne MacLennan  
EDO, Inverness  
County



Martin Thomsen  
InEDO Richmond County  
& Town of Port  
Hawkesbury



Parker Horton  
EDO, Victoria  
County

## Primary First Nation and Municipal Staff Collaborators



Donald Hanson  
Senior Manager



Gioia Usher  
CEO



Steve Parsons  
General Manager



Jennifer Deleskie  
VP, Business  
Development



Terry Doyle  
CAO



Keith MacDonald  
CAO



Troy MacCulloch  
CAO



Leanne MacEachen  
CAO

## REN Shared Staff

(Cost Shared positions between the  
CBRM REN and the CB REN and other partners)



Tyler Mattheis  
President and  
CEO



Blayr Billard  
Chief Operating  
Officer



Colleen Wheeliker  
Strategic  
Relations  
Advisor



Kelly MacKinnon  
Labour Market &  
Immigration Advisor



Jeremy Martell  
Director of  
Communications



Carly Appleton  
Communications  
Coordinator



Jessica MacDonald  
Human Resources  
Advisor



Bill Culp  
Creative Economy  
Development Officer



Ashton Bishop  
Finance &  
Administration Advisor



Jennifer MacNeil  
Green Energy  
Engagement  
Coordinator



Kate Collinet  
Digital Marketing  
Specialist



Shannon McNeil  
Business Planning  
Advisor

## Additional Cape Breton

## Partnership Coordinated Support

(Not funded by the CB REN but whose roles benefit the REN)



Michaela Epifano  
Communications  
& Investor Relations  
Coordinator



Kailea Pedley  
CB LIP  
Program  
Manager



Dani  
Mombourquette  
Immigration  
Engagement  
Coordinator



Connector  
Program  
Coordinator



Kris Kolanko  
NS LSI  
Community Navigator



Denis Thibeault  
CBRM EDO



Lan Zheng  
CBRM EDO



Jessica Fogarty  
Welcome Network  
Coordinator



Garrett Whittle  
Bookkeeper /  
Payroll



Student  
Researchers and  
Interns



Student  
Researchers and  
Interns



Mitacs Accelerate  
Program Researchers



Works for You  
Program  
Coordinators

# CBREN

Cape Breton  
Regional  
Enterprise  
Network



**cbpartnership**



**cbpartnership**



**cbpartnership**



**cape-breton-partnership**



**CapeBretonPartnership.com/CBREN**