

2023/24

Cape Breton Regional Municipality REGIONAL ENTERPRISE NETWORK Business Plan



CAPE BRETON
REGIONAL MUNICIPALITY

CBRM Regional Enterprise Network



The CBRM Regional Enterprise Network is funded by the Province of Nova Scotia and the Cape Breton Regional Municipality.

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



CAPE BRETON
REGIONAL MUNICIPALITY

CBRM Strategic Vision

CBRM Vision

An inclusive, prosperous, vibrant community through culture, diversity, and innovation.

CBRM Mission

To work with the community to create a safe and welcoming CBRM that fosters wellbeing and inclusive opportunity.

CBRM Values

Inclusion. Innovation. Community Pride. Collaboration. Accountability.

Priority Areas

1. Economic Development
2. CBRM Charter
3. Development of Harbours
4. Population Growth & Inclusivity
5. Diversified Revenue Streams

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.

CBRM Regional Enterprise Network

CBRM's Economic Development Vision and Mission were crafted as part of the comprehensive CBRM Forward initiative.

CBRM's Economic Development Vision

The CBRM is a hub of economic opportunity and prosperity.

CBRM's Economic Development Mission

Together, we are building community, growing economic opportunity, and fostering an environment where business and residents thrive.



MESSAGE FROM BOARD CHAIR
TRACEY BOUTILIER



On behalf of the Cape Breton Regional Municipality Regional Enterprise Network Board (CBRM REN), I am pleased to share with you the 2022-2023 CBRM REN Business Plan.

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

As CBRM 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 CBRM REN business plan is, for the first time, guided by a the CBRM Forward Economic Development Strategy. The Strategy 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 CBRM REN team, and supported and augmented by the broader Cape Breton Partnership team.

We are pleased to work closely with CBRM Council and staff to build the municipality'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 in the CBRM, and throughout Unama'ki – Cape Breton

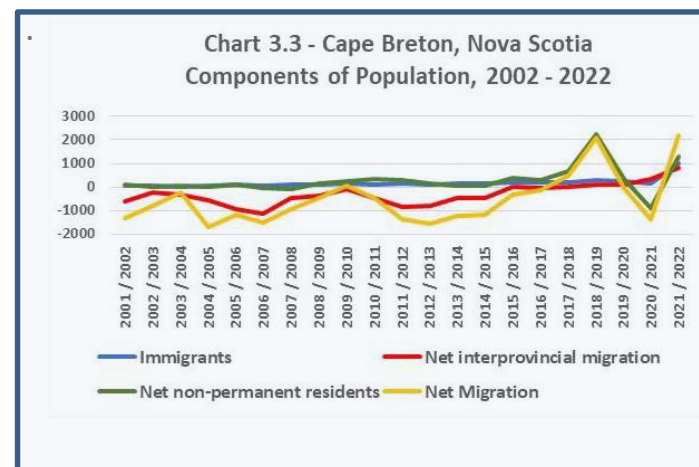
People: CBRM's Growth Imperative

After decades of decline, the CBRM and 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 2,330 non-permanent residents in CBRM, which includes the large number of international students. There is a large population of international students in the CBRM, creating huge 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, the CBRM needs to grow intentionally and aggressively. **The goal of the CBRM REN is to help the CBRM achieve annual population growth of 1.2% and annual workforce growth of 0.5%.** A growth rate of this pace will result in a population of 124,818 by 2040, and a workforce of 53,493 by 2040 (translating to a population of 158,449, and a workforce size of 59,104 by 2060.

Download "[CBRM: The Growth Imperative](#)" here for more information.



← 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 CBRM 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 24th, Hurricane Fiona struck Nova Scotia with sustained winds of 155km/h. It became the costliest weather event in Atlantic Canadian history. Its impact on both residents and families was widespread; as of Spring 2023 recovery work continues in CBRM. 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.

Infrastructure

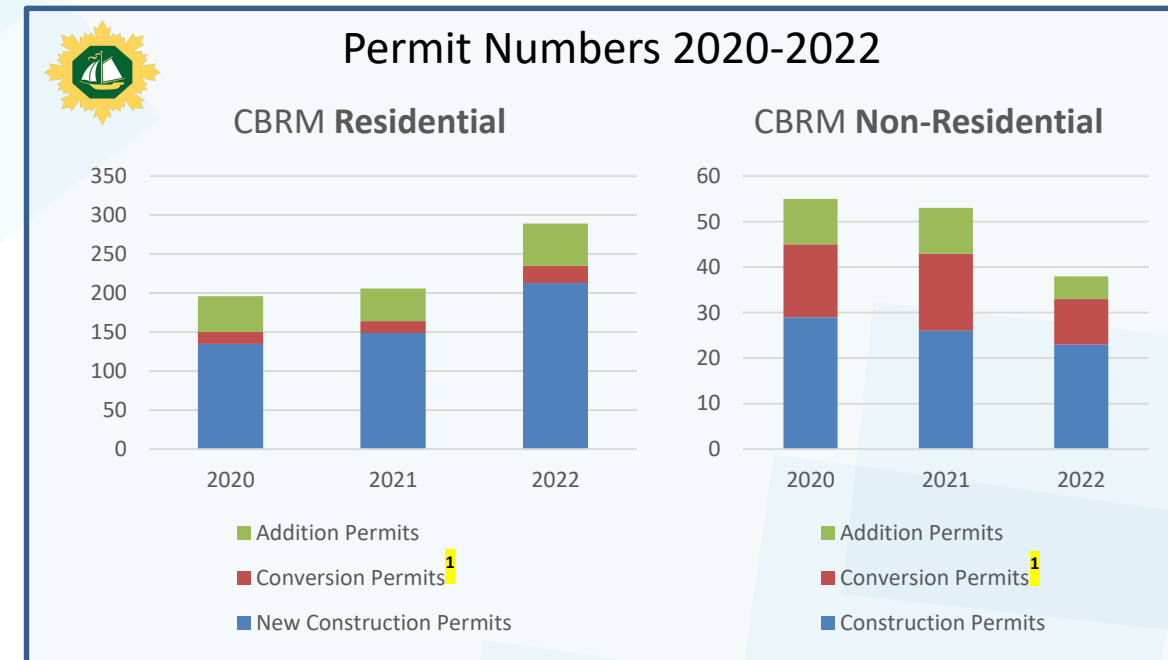
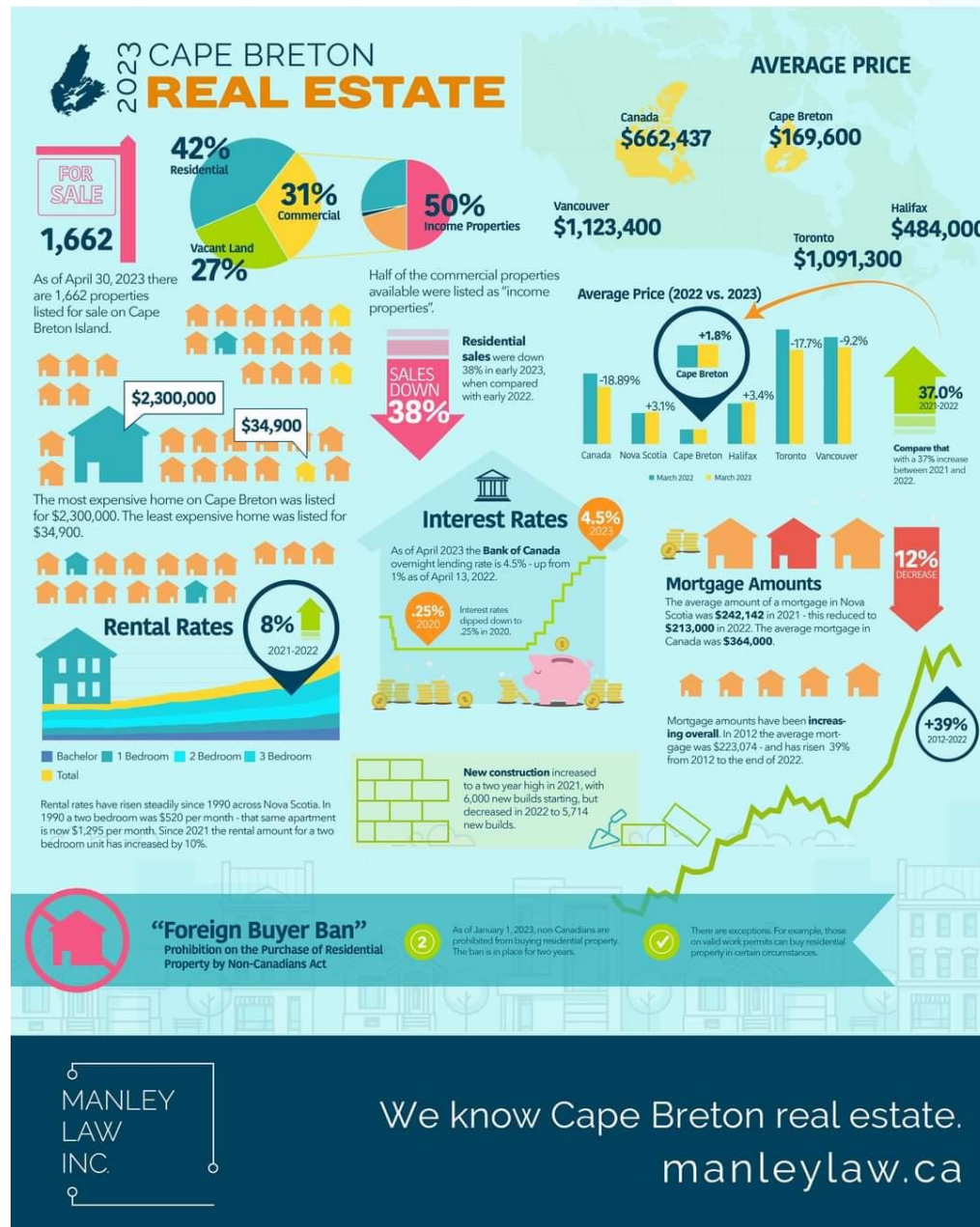
The CBRM remains in significant infrastructure deficit, with many documented needs in rail, airport and harbour assets, as well as road and public transit needs.

Progress has been made, however, with significant municipal investments in wastewater treatment, unprecedented provincial investments in education and medical infrastructure, and growth in transit services.

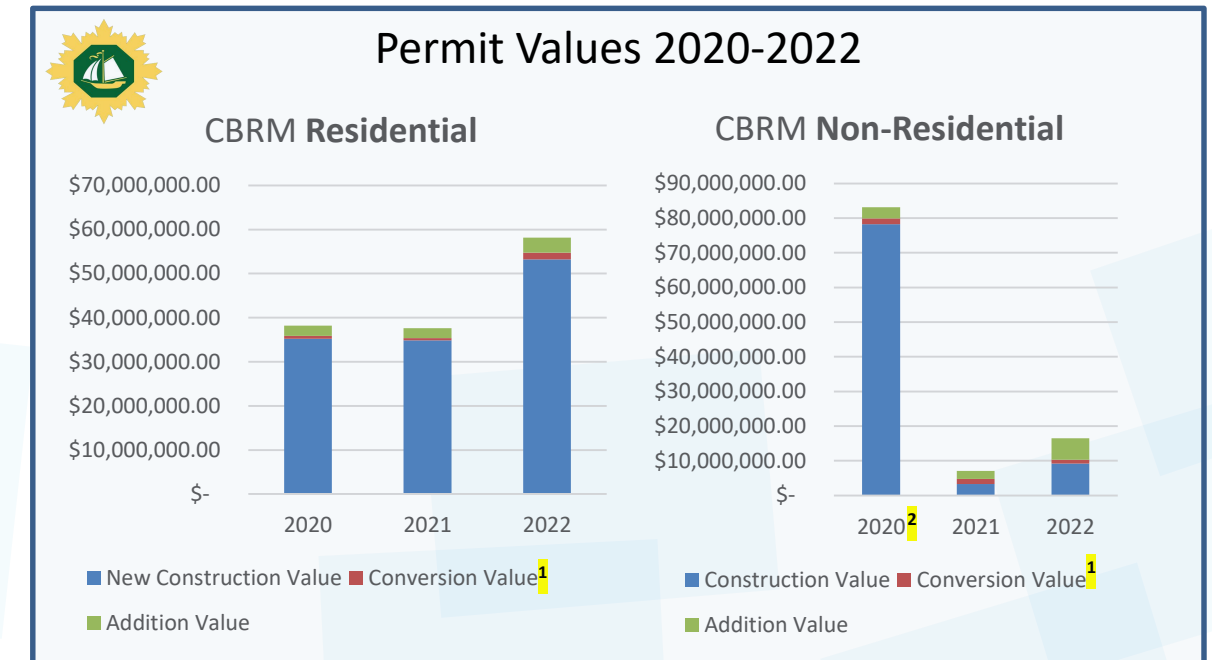
Without accelerated infrastructure development, planned population growth will be difficult to achieve and maintain.

CBRM Economic Development Realities

Real Estate and Residential and Non-Residential Development



¹ An example of a conversion is when a structure is converted from a single unit to two unit



² 2020 non-residential value includes the new NSCC Waterfront Campus permit

In 2022, residential permit numbers and values continued to increase, despite rising interest rates. Prices also increased on the residential side, though overall the price of residential real estate in Cape Breton is extremely competitive compared to Nova Scotia and the rest of Canada. As a result, the Sydney area in particular has seen strong growth – and made [#6 on U-haul's 2022 Top 25 Canadian Growth Cities](#).

Non-residential construction was significantly up between 2021 and 2022, and early indications in 2023 show a continuation of that trend. The Construction Association of Nova Scotia recognized at its 2023 Spring Fling event in Ben Eoin that activity in the CBRM is on an upward trend, and the completion of CBRM Forward is expected to create a pathway for projects waiting for an easier regulatory path for their development plans.

Despite these encouraging trends, Dr. Levitan Reid reminded Council on May 10th 2023 that the CBRM's vacancy rate remains critically low, at 1.5%, and that 10% of homeowners and 32% of renters are spending more than 30% of their income on shelter (6,815 households in CBRM).

CBC LISTEN

"Building Boom" on Mainstreet Cape Breton, January 13th, 2023, featuring Paul Burt, CBRM's Manager of Building, Planning and Licensing Laws.

Unama'ki – Cape Breton Labour Market

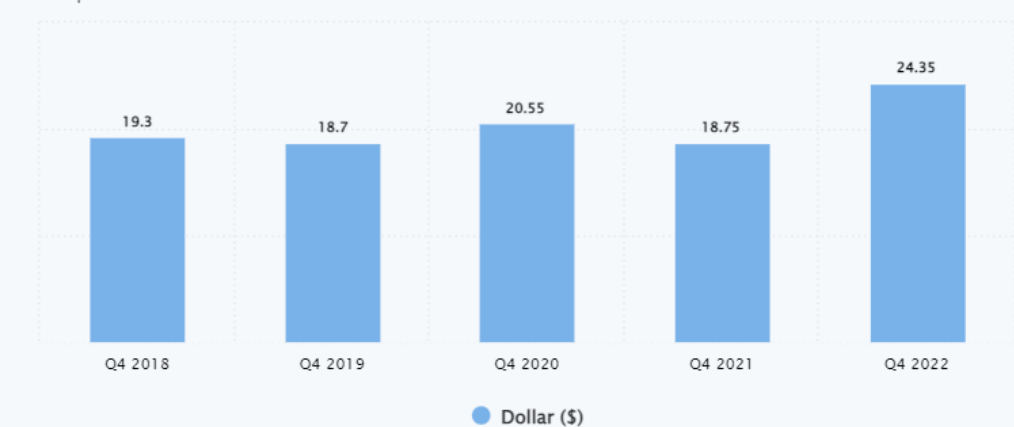
Invest
In Cape Breton

Labour Market Indicators Dashboard
Q1 2023 Update

- The population expanded in 2022 - up nearly 1%.
- Immigrants were an important part of the growth - 1007 landed in 2022 - up over 500% over 2021.
- The region had positive interprovincial migration in 2022 (788 more moved in than out).
- Cape Breton still had negative interprovincial migration in 2022 (863 more moved out than in).
- The natural population growth rate is still negative (294 more deaths than births in 2022).
- The size of the workforce declined by 2% between February 2022 and February 2023.
- The region has not returned to the pre-pandemic employment level.
- The unemployment rate in February 2023 was 10.4%, down from 12.7% in the previous year.
- Manufacturing employment dropped by 32% year-over-year.
- Construction employment is up 28% year-over-year in February.
- Primary industry employment is up in February 2023 compared to the previous year.
- K-12 school enrolment was up again in 2022-2023. It is up +2.9% in the past two years.
- Employment Insurance (EI) usage was down 18% in February compared to the previous year.
- The number of job vacancies is still double the number before the pandemic (Q4 2022).
- The Cape Breton job vacancy rate was the lowest in the province (3.6%) in Q4.
- The average wage on offer jumped 30% year over year in February - the highest in the province at \$24.35/hour.

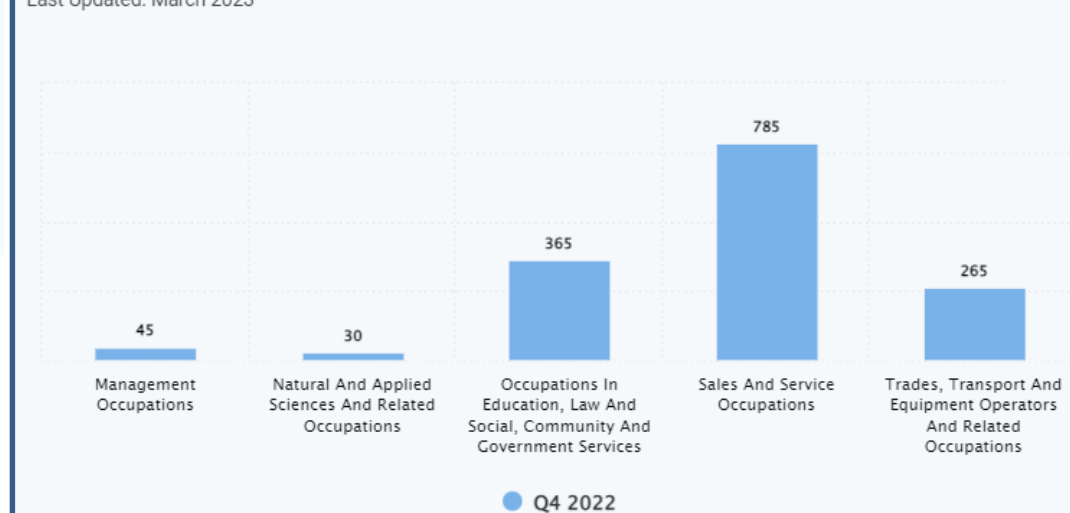
Average Offered Hourly Rate- Cape Breton, NS

Source: [Statistics Canada, Table 14-10-0325-01](#).
Last Updated: March 2023



Top 5 Occupations by Need- Cape Breton, NS

Source: Statistics Canada for Victoria, Richmond, Inverness & Cape Breton counties
Last Updated: March 2023



Full Labour Market Indicators and Local Economic Data available on the “Invest Tab” of [WelcomeToCapeBreton.com](https://welcometocapebreton.com).

<https://welcometocapebreton.ca/invest/invest-in-cape-breton-unamaki/cape-breton-unamaki-economic-data/>

WELCOME TO
Cape Breton

Invest
In Cape Breton



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



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/>

Regional Economic Development Realities



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

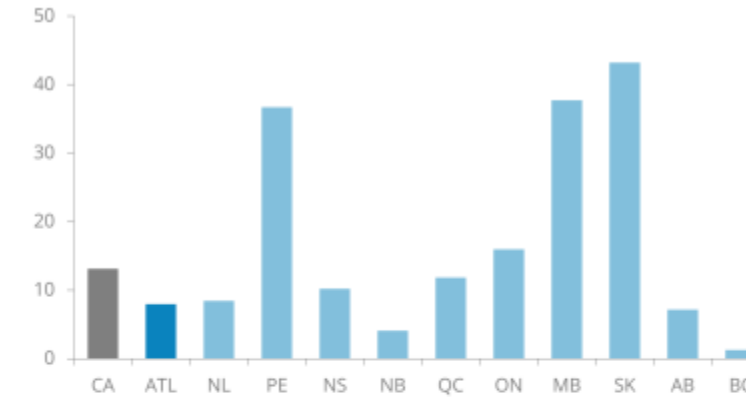
Change in average weekly wages, year-to-date in February 2023 (%)



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

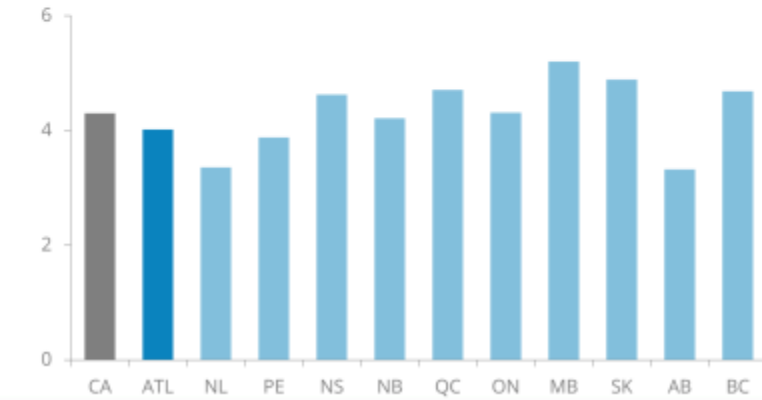
Change in non-energy exports, year-to-date in February 2023 (%)



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

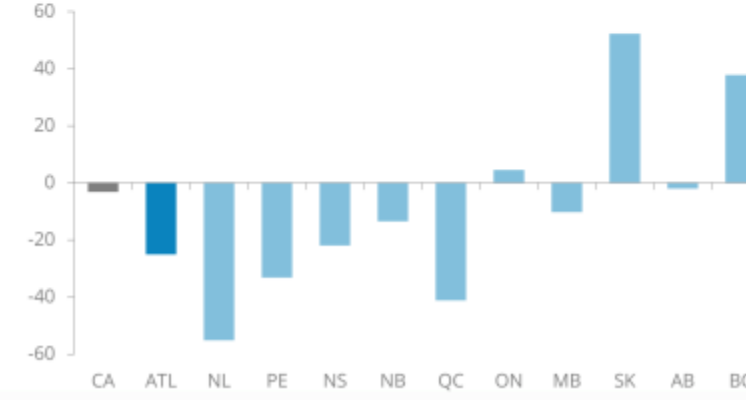
Change in retail sales, year-to-date in February 2023 (%)



Source: [Statistics Canada](#)

Housing starts are falling across most of Canada

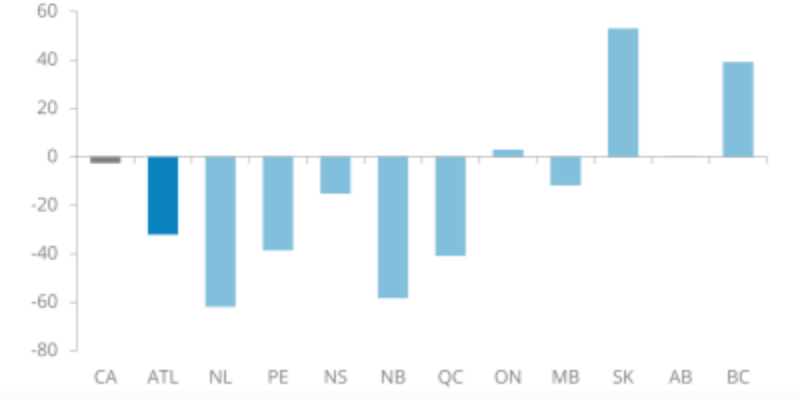
Change in total housing starts, year-to-date in March 2023 (%)



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](#)

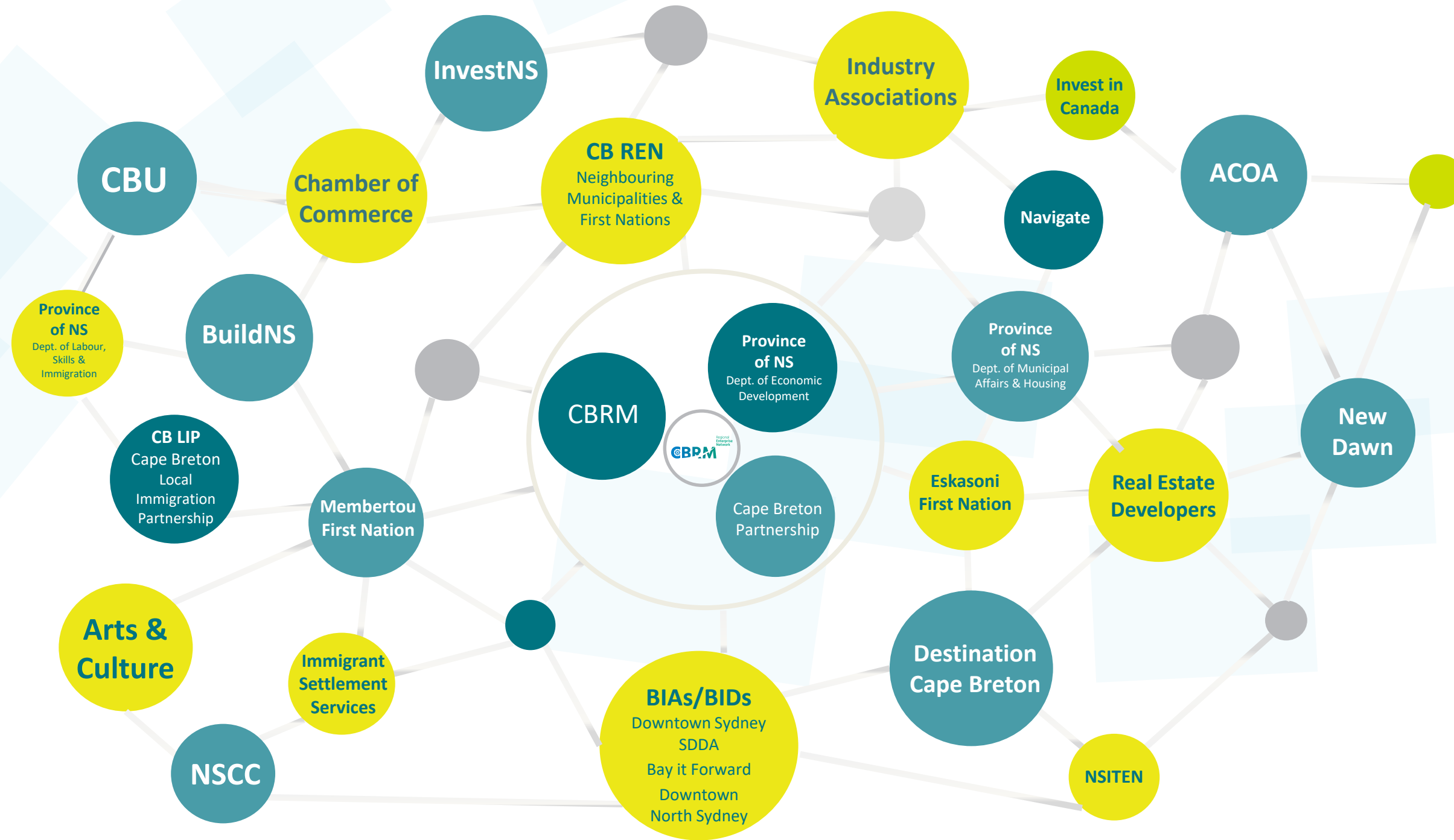
CBRM Strategic Priorities

Five Strategic Priorities were identified in phase 1 of the CBRM Forward planning process in 2022, and are outlined in CBRM's Economic Development Strategy, adopted by Council on August 23rd, 2022.



- Economic Development Capacity
- Leveraging Local Strengths
- Population Growth
- Strategic Partnerships
- Optimizing Regional Projects

Economic Development Partners



Economic Development Capacity



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

* To be clear, CBRM REN staff are not the best expert in every instance. However, having a common practice to refer to the REN will enable better client tracking and the processes will also seek to refer clients to the experts whether they be Municipal staff, partner organizations or provincial agencies.

Leveraging Local Strengths



2023/24 CBRM REN Actions	Outputs	Anticipated Outcomes	Key Partners
URBAN HUB: Support major infrastructure projects in CBRM’s urban core leveraging the local population density.	<ul style="list-style-type: none"> Ongoing Building Tomorrow Campaign. Support for Developers. Support for BIA initiatives such as Downtown Sydney 	<ul style="list-style-type: none"> Greater density, more development, and more investment in CBRM’s urban core areas. 	CBRM, SDDA, CBP, Province, ACOA,
ENTREPRENEURSHIP: 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"> Joint Annual Update with Entrepreneurial Support Partners. 	<ul style="list-style-type: none"> Greater support for entrepreneurs. Greater awareness among partners of support for entrepreneurs. 	CBP, CBDC, Navigate, CEED, BDC, Chamber
POST-SECONDARY EDUCATION (PSE): Support workforce development efforts to retain local PSE graduates.	<ul style="list-style-type: none"> Support employers to hire and retain PSE graduates (international and local). Host 4 job fairs per year to connect graduates to careers in Cape Breton. Promote Provincial entrepreneurship pathways to international students as an option to stay in CBRM (2 sessions/events per year). 	<ul style="list-style-type: none"> Higher retention rates of new PSE graduates. 	CBU, NSCC, CBP, CBRM
BIO-ECONOMY & MARINE: Develop a harbour strategy to maximize the economic development potential of the ports and harbour communities of CBRM.	<ul style="list-style-type: none"> Sydney Harbour Strategy Successful launch of the Louisbourg VEES. 	<ul style="list-style-type: none"> Greater collaborative effort to maximize the economic potential of our harbours for current and future industries. 	Port of Sydney, CBRM, CBP, ACOA, First Nations
ARTS & CULTURE: Continue to implement the CBRM Creative Economy Growth Plan and invest in the creative economy.	<ul style="list-style-type: none"> Ongoing Support for the Culture Sector Team. Tactical Support for specific initiatives. Targeted support for creative sector entrepreneurs. 	<ul style="list-style-type: none"> Growing and more sustainable Creative Businesses. Stronger creative sector organizations and institutions. 	CBP, Culture Sector Team, CBRM, NSITEN, First Nations

Population Growth



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

* Because of an aged population, accelerated population growth is required for only modest workforce growth. Details are in the document “CBRM: The Growth Imperative” located here: <https://capebretonpartnership.com/research-report/cbrm-forward-economic-development-strategy/>

Strategic Partnerships



2023/24 CBRM REN Actions	Outputs	Anticipated Outcomes	Key Partners
Identify key provincial initiatives where CBRM can benefit from greater collaboration.	<ul style="list-style-type: none"> Key provincial initiatives Identified. 	<ul style="list-style-type: none"> Greater provincial collaboration on various projects. 	CBP, CBRM, InvestNS, DED
Engage and inform key provincial stakeholders of all CBRM economic development initiatives with a focus on those with the potential for provincial collaboration.	<ul style="list-style-type: none"> More effective communication lines between CBRM and key provincial stakeholders. 	<ul style="list-style-type: none"> Successful municipal-provincial initiatives that lead to greater community prosperity. 	CBP, CBRM, NSI, NSLSI, NSFA, NSCCTH
Explore opportunities to share resources with Eskasoni and Membertou Mi'kmaw Nations for entrepreneurship development and other economic development programming.	<ul style="list-style-type: none"> Collaborations with Eskasoni and Membertou. 	<ul style="list-style-type: none"> More specific project collaboration between CBRM, Eskasoni and Membertou. 	Eskasoni, Membertou, CBP, NSBI, NSITEN, etc.

Optimizing Regional Projects



2023/24 CBRM 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"> # of larger projects with CBRM participation. 	<ul style="list-style-type: none"> More investment and development activity in CBRM. 	CBRM, CBP , Port of Sydney, COVE, CBU, NSCC, DCB, developers
Advocate for regional projects with other levels of government and other stakeholders.	<ul style="list-style-type: none"> # of meetings with provincial, federal decision makers. 	<ul style="list-style-type: none"> More investment and development activity in CBRM. 	CBP, CBRM , ACOA, Province, Federal Government, partners
Identify opportunities for local businesses to benefit from large projects.	<ul style="list-style-type: none"> Regional project opportunities analysis/ workshops completed. 	<ul style="list-style-type: none"> Higher levels of local supplier involvement. 	CPB , ACOA, Chamber, NSBI, etc.
Work with post-secondary education providers to address workforce needs.	<ul style="list-style-type: none"> Skills needs assessment completed. 	<ul style="list-style-type: none"> Reduced workforce challenges. 	CBP, NSCC, CBU, Dalhousie , business community
Provide support to large projects in CBRM and across Cape Breton.	<ul style="list-style-type: none"> Engagement in regional projects outside CBRM. 	<ul style="list-style-type: none"> Regional collaboration to enable successful large projects to have wide benefits across the region. 	CBRM, CBP, NSNRR, NSNRR, NSEM, NSED, NSA, NSFA , Port of Sydney

REN Investment and Core Services

Municipal Investment in CBRM REN

+

Provincial Investment in CBRM REN

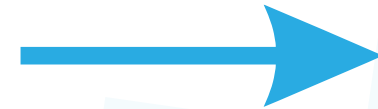


CBRM REN Core Services:

- Sector Development
- Investment Attraction
- Business Planning & Advising
- Business Growth
- Succession Planning
- Immigration Consultation & Engagement
- Human Resources Advisory
- Creative Economy Development
- Marketing & Communications

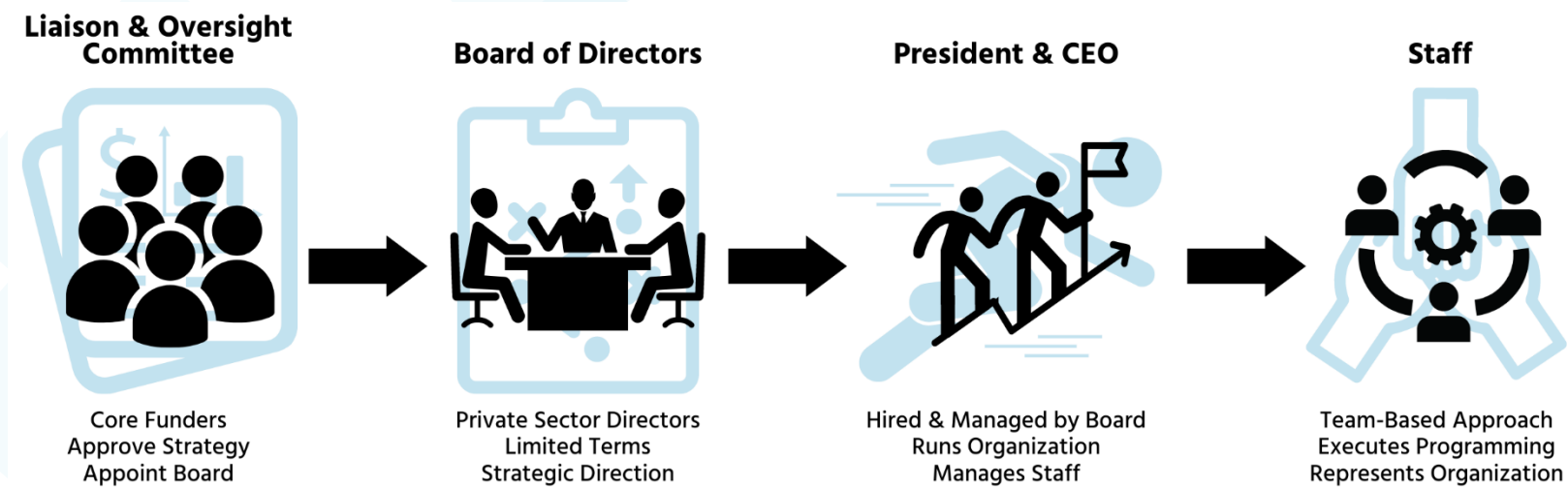
Leveraged Investment and Services

Leveraged CBRM
REN Funding and
Services to Provide
Additional Services &
Initiatives to CBRM



Example Additional Services and Initiatives:

- Digital Storefront Program
- Rail Study
- Atlantic Immigration Program
- Nova Scotia Nominee Program
- CBRM District Energy
- SMED / 5S Training
- Louisbourg Project with Build NS
- Strait of Canso Gateway Project
- CBU Transportation Pilot
- CanExport Projects
- Connector Program
- LMI Dashboard
- Mitacs Accelerate Program
- Destination Canada
- Creative Sector Job Creation Partnership
- United Way Transportation Pilot
- Works for You Public Safety Program



CBRM 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 CBRM.

CBRM REN Board of Directors

- Tracey Boutilier, Vibe Creative Group
- Brad Jacobs, Colbourne Auto Group
- Shaowei Xu, SW East International Trading & Consulting
- Howie Doiron, Lindsay Construction
- James Wooder, JBW Consulting
- Ron Blinkhorn, Casino Nova Scotia - Sydney

CBRM REN Liaison Oversight Committee (LOC)

- Steve Gillespie, CBRM Councillor, District 4
- Steve Parsons, CBRM Councillor, District 7
- Michael Ruus, CBRM Director of Planning
- Jennifer Campbell, CBRM Chief Financial Officer
- Joe Brown, Province of Nova Scotia
- Ross MacDonald, Province of Nova Scotia

CBRM REN Employee Team

Dedicated CBRM Economic Development Officers (EDOs)



Lan Zheng
CBRM EDO



Denis Thibeault
CBRM EDO

Primary CBRM Staff Collaborators



Marie Walsh
CAO



Michael Ruus
Director of
Planning



Karen Neville
Senior Planner



Jennifer Campbell
CFO



Wayne MacDonald
Director of
Engineering &
Public Works



[Vacant]
Manager of Building,
Planning and
Licensing Laws



William Roy
Community
Development Officer

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)



Lynn MacLennan
EDO, Inverness
County



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



Parker Horton
EDO, Victoria
County



Martin Thomsen
InEDO Richmond
County & Town of
Port Hawkesbury



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



Regional
Enterprise
Network



cbpartnership



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