

Regional  
Enterprise  
Network



CAPE BRETON REGIONAL MUNICIPALITY  
REGIONAL ENTERPRISE NETWORK  
Year End Report

Fiscal 2023-2024

(APRIL 1, 2023 – MARCH 31, 2024)

Date Prepared: May 22<sup>nd</sup>, 2024



CAPE BRETON  
REGIONAL MUNICIPALITY



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## ABOUT THE CBRM REGIONAL ENTERPRISE NETWORK

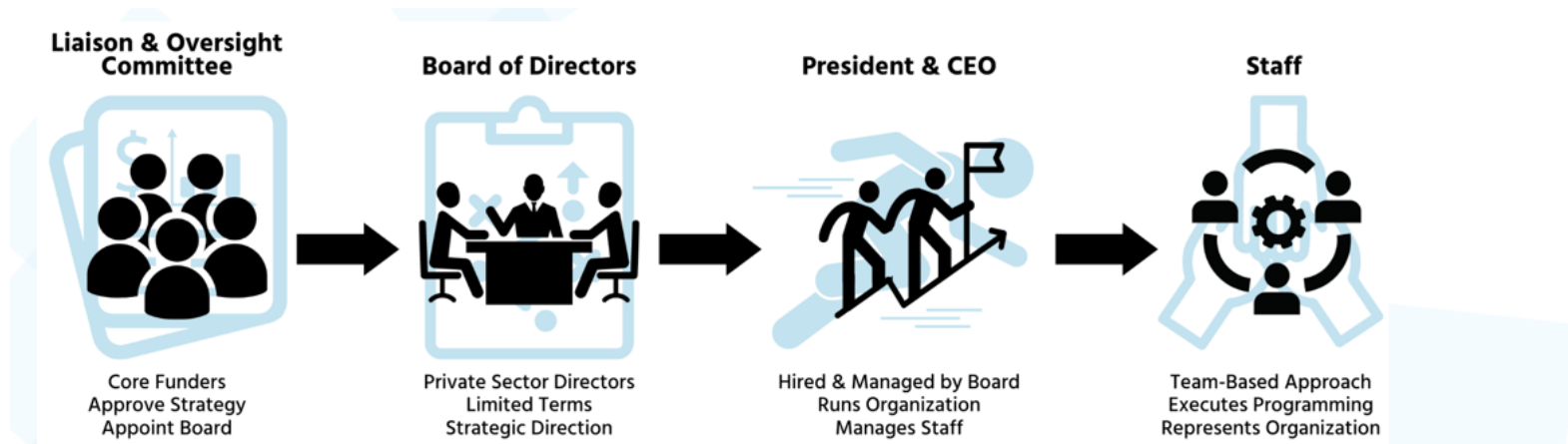
The CBRM Regional Enterprise Network (CBRM REN) is funded by the Province of Nova Scotia and the Cape Breton Regional Municipality.

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.

The CBRM REN team and the Partnership are pleased to share highlights and milestones achieved for the CBRM REN in the last fiscal, dating April 1, 2023 – March 31, 2024.



# CBRM REGIONAL ENTERPRISE NETWORK BOARD OF DIRECTORS AND LIAISON OVERSIGHT COMMITTEE



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
- Howie Doiron, Lindsay Construction
- Darrell Gallant, Marine Atlantic
- Ron Blinkhorn, Casino Nova Scotia
- Nicole Morrison, Mabel Systems

## CBRM REN Liaison Oversight Committee (LOC)

- Co-Chair Steve Gillespie  
CBRM Councillor, District 4
- Steve Parsons, CBRM Councillor, District 7
- Karen Neville, CBRM Acting Director of Planning
- Co-Chair Jennifer Campbell,  
CBRM Chief Financial Officer
- Vacant, Province of Nova Scotia
- Ross MacDonald, Province of Nova Scotia

# THE CAPE BRETON PARTNERSHIP TEAM

The Cape Breton Partnership team is known for its energy, enthusiasm, and one-on-one tailored approach when working with clients. As an organization, the Cape Breton Partnership is committed to building a culture of appreciation, awareness, trust, and professionalism. We are creating opportunities for cultural awareness and professional development training, enhancing mentorship and career/succession planning discussions, and encouraging employees to act as ambassadors for the organization and of Unama'ki – Cape Breton. In the table shown above is the talented staff who support the CBRM REN.

Dedicated CBRM Economic Development Officers (EDOs)	REN Shared Staff (Cost Shared positions between the CBRM REN and the CB REN and other partners)	Additional Cape Breton Partnership Coordinated Support (Not funded by the CB REN but whose roles benefit the REN)
<p><b>Primary CBRM Staff Collaborators</b></p> <div style="display: grid; grid-template-columns: repeat(4, 1fr); gap: 10px;"> <!-- Row 1 --> <div data-bbox="157 852 262 950"></div> <div data-bbox="283 852 388 950"></div> <div data-bbox="409 852 514 950"></div> <div data-bbox="535 852 640 950"></div> <div data-bbox="157 958 262 1006">Marie Walsh CAO</div> <div data-bbox="283 958 388 1006">John MacKinnon Deputy CAO</div> <div data-bbox="409 958 514 1023">Karen Neville Acting Director of Planning</div> <div data-bbox="535 958 640 1006">Jennifer Campbell CFO</div> <!-- Row 2 --> <div data-bbox="157 1039 262 1136"></div> <div data-bbox="283 1039 388 1136"></div> <div data-bbox="409 1039 514 1136"></div> <div data-bbox="157 1144 262 1226">Wayne MacDonald Director of Engineering &amp; Public Works</div> <div data-bbox="283 1144 388 1226">John Crane Manager of Building, Planning and Licensing Laws</div> <div data-bbox="409 1144 514 1209">William Roy Community Development Officer</div> </div>	<div style="display: grid; grid-template-columns: repeat(4, 1fr); gap: 10px;"> <!-- Row 1 --> <div data-bbox="756 609 861 706"></div> <div data-bbox="882 609 987 706"></div> <div data-bbox="1008 609 1113 706"></div> <div data-bbox="1134 609 1239 706"></div> <div data-bbox="756 714 861 771">Tyler Mattheis President and CEO</div> <div data-bbox="882 714 987 771">Blayr Billard Chief Operating Officer</div> <div data-bbox="1008 714 1113 787">Colleen Wheeliker Strategic Relations Advisor</div> <div data-bbox="1134 714 1239 771">Kelly MacKinnon Labour Market &amp; Immigration Advisor</div> <!-- Row 2 --> <div data-bbox="756 812 861 909"></div> <div data-bbox="882 812 987 909"></div> <div data-bbox="1008 812 1113 909"></div> <div data-bbox="1134 812 1239 909"></div> <div data-bbox="756 925 861 982">Jeremy Martell Director of Communications</div> <div data-bbox="882 925 987 982">Carly Appleton Communications Coordinator</div> <div data-bbox="1008 925 1113 982">Jessica MacDonald Human Resources Advisor</div> <div data-bbox="1134 925 1239 982">Bill Culp Creative Economy Development Officer</div> <!-- Row 3 --> <div data-bbox="756 1023 861 1120"></div> <div data-bbox="882 1023 987 1120"></div> <div data-bbox="1008 1023 1113 1120"></div> <div data-bbox="756 1136 861 1193">Garrett Whittle Finance and Payroll Coordinator</div> <div data-bbox="882 1136 987 1201">Jennifer MacNeil Green Energy Engagement Coordinator</div> <div data-bbox="1008 1136 1113 1193">Kate Collinet Digital Marketing Specialist</div> </div>	<div style="display: grid; grid-template-columns: repeat(5, 1fr); gap: 10px;"> <!-- Row 1 --> <div data-bbox="1333 625 1438 722"></div> <div data-bbox="1459 625 1564 722"></div> <div data-bbox="1585 625 1690 722"></div> <div data-bbox="1711 625 1816 722"></div> <div data-bbox="1837 625 1942 722"></div> <div data-bbox="1333 738 1438 795">Lynn MacLennan EDO, Inverness County</div> <div data-bbox="1459 738 1564 812">Michaela Epifano Communications &amp; Investor Relations Coordinator</div> <div data-bbox="1585 738 1690 812">Kailea Pedley CB LIP Program Manager</div> <div data-bbox="1711 738 1816 828">Dani Mombourquette Immigration Engagement Coordinator</div> <div data-bbox="1837 738 1942 812">Ocean Le Connector Program Coordinator</div> <!-- Row 2 --> <div data-bbox="1333 844 1438 941"></div> <div data-bbox="1459 844 1564 941"></div> <div data-bbox="1585 844 1690 941"></div> <div data-bbox="1711 844 1816 941"></div> <div data-bbox="1837 844 1942 941"></div> <div data-bbox="1333 958 1438 1015">Kris Kolanko NS LSI Community Navigator</div> <div data-bbox="1459 958 1564 1015">Parker Horton EDO, Victoria County</div> <div data-bbox="1585 958 1690 1031">[vacant] EDO, Richmond County &amp; Town of Port Hawkesbury</div> <div data-bbox="1711 958 1816 1031">Danielle Casagrande Welcome Network Coordinator</div> <div data-bbox="1837 958 1942 1015">Ashish Joy Administrative Assistant</div> <!-- Row 3 --> <div data-bbox="1333 1055 1438 1153"></div> <div data-bbox="1459 1055 1564 1153"></div> <div data-bbox="1585 1055 1690 1153"></div> <div data-bbox="1711 1055 1816 1153"></div> <div data-bbox="1333 1161 1438 1218">Student Researchers and Interns</div> <div data-bbox="1459 1161 1564 1218">Student Researchers and Interns</div> <div data-bbox="1585 1161 1690 1193">Mitacs Accelerate Program Researchers</div> <div data-bbox="1711 1161 1816 1218">Works for You Program Coordinators</div> </div>

## UPDATE FROM THE PRESIDENT & CEO

May 22<sup>nd</sup>, 2024

Investors, Partners and friends,

It is a great honor to present our 2023/24 Year End Report.

Throughout the year, CBRM REN staff have focused on a report on Strategic Actions that encompass the goals of the CBRM REN, as well as the goals of the key partners – the CBRM, the Province of Nova Scotia, and the private sector investors of the Cape Breton Partnership.

To balance the anecdotal progress on the Strategic Actions, metrics are tracked by our staff through our Insightly Customer Relationship System (CMS). This data augments the more anecdotal data of the Strategic Actions update.

Thank you for sharing this exciting time with us, and putting your trust in the Cape Breton Partnership to administer the CBRM REN as we build a thriving Unama'ki – Cape Breton together.

Sincerely,



Tyler Mattheis  
President & CEO

## ADDITIONAL INFORMATION AND REPORTING

### Quarterly Reporting to Regional Enterprise Networks

Augmenting this report are the quarterly reports to the CBRM, a practice that was instituted this year. The two completed in 2023/24 will be loaded on our website here in the near future (after presented to Council), and new reports added as they are produced and approved in the future.






- <https://capebretonpartnership.com/initiative/cape-breton-regional-municipality-regional-enterprise-network/>

### Cape Breton Local Immigration Partnership

The Cape Breton Local Immigration Partnership (CB LIP) has a custom reporting template to comply with our funders. To learn more about the CB LIP, please review its mandate and work on our website here:



- <https://capebretonpartnership.com/initiatives-services/cape-breton-local-immigration-partnership/>

# CBRM REN STRATEGIC ACTIONS




1 - Economic Development Capacity						
CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	Establish a <b>'no wrong door'</b> approach where all prospective investors and existing businesses are directed to the Cape Breton Partnership.	<ul style="list-style-type: none"> <li>•CBRM Process to refer business inquiries to CBP.*</li> <li>•Weblinks from CBRM to CBP.</li> </ul>	<ul style="list-style-type: none"> <li>•Increased number of referrals from CBRM and other partners to CBP.</li> <li>•Higher customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>•With the reset of relationships with the Strait Chamber, ACCOA, InvestNS and others, progress is being made.</li> <li>•CBRM processes are improving. Exploration of physical material in the CBRM Main Foyer.</li> <li>•Weblinks are improving, partner by partner. TheStrait.ca will be linked as well..</li> </ul>	<ul style="list-style-type: none"> <li>•Greater collaboration between chamber representatives in multiple areas.</li> <li>•Specific lead collaboration with InvestNS improving.</li> <li>•CBRM front display unit ordered and to be installed in April/May 2024.</li> <li>•Collaboration with CBRM Planning continues.</li> <li>•Weblinks are improving, partner by partner. TheStrait.ca expected to go live in April / May 2024.</li> </ul>	CBP, CBRM, Chamber, BIAs (SDDA, Bay it Forward, Downtown North Sydney)
	Establish a <b>minimum three-year agreement</b> for CBRM REN.	<ul style="list-style-type: none"> <li>•Multi-year agreement between CBRM 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>	<ul style="list-style-type: none"> <li>•Draft agreements constructed for both RENs.</li> <li>•Progress made with NS RENs agreement on a standard 5 year term for initial requests.</li> <li>•NS DED Advised of new agreements likely.</li> </ul>	<ul style="list-style-type: none"> <li>•NS RENs have agreed on a standard 5 year term for initial requests.</li> <li>•NS DED advised of new agreements.</li> <li>•CBRM REN agreement has gone for CBRM legal review as per LOC direction.</li> </ul>	CBRM, CBP, Province of NS
	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>	<ul style="list-style-type: none"> <li>•Best Practice research has commenced.</li> <li>•Insightly integration research has commenced.</li> <li>•Plan is to launch service April 1st, 2024.</li> </ul>	<ul style="list-style-type: none"> <li>•Best Practice and Insightly integration research still in progress</li> <li>•Lynne MacLennan still project lead, supported by new EcoDev Team Lead Parker Horton</li> <li>•Plan is to launch service before the summer, with a goal of 60 interview in the next fiscal year.</li> </ul>	CBP, CBRM
	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>	<ul style="list-style-type: none"> <li>•Inventories of available properties/buildings in both RENs, broken down by general area has been started.</li> <li>•Previous plan to utilize an online mapping service has been abandoned, in lieu of using realtor and other partners to maintain custom in-house lists for clients.</li> </ul>	<ul style="list-style-type: none"> <li>•No Change.</li> </ul>	CBP, CBRM, developers, property owners
	Adopt a <b>Province-wide REN Metrics protocol</b>	<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>	<ul style="list-style-type: none"> <li>•The completion of a NS REN - wide discussion paper on metrics is nearing completion at the end of H1</li> <li>•Our team has already begun re-configuring our CRM system to align more closely with NS REN consensus on measurement.</li> </ul>	<ul style="list-style-type: none"> <li>•NS REN - wide discussion paper on metrics complete and submitted.</li> <li>•Partnership CRM system continues to be edited to align more closely with NS REN consensus.</li> <li>•Quarterly reports are using this standard.</li> </ul>	CBP, NS RENs, DED, LSI







## 2 -Leveraging Local Strengths




CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	<p><b>URBAN HUB:</b> Support major infrastructure projects in CBRM's urban core leveraging the local population density.</p>	<ul style="list-style-type: none"> <li>•Ongoing Building Tomorrow Campaign.</li> <li>•Support for Developers.</li> <li>•Support for BIA initiatives such as Downtown Sydney</li> </ul>	<ul style="list-style-type: none"> <li>•Greater density, more development, and more investment in CBRM's urban core areas.</li> </ul>	<p><b>H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)</b></p> <ul style="list-style-type: none"> <li>•<b>Building Tomorrow Campaign expanded</b> to private sector promotion.</li> <li>•<b>Support for developers</b> is robust especially in Glace Bay and Sydney.</li> <li>•<b>Actively supporting Downtown Sydney</b> and developers in the Tax Exemption area specifically.</li> <li>•Planning for <b>ICSC Whistler</b> underway.</li> </ul>	<p><b>H2 Update - Prepared April, 2024 (October 1 - March 31st)</b></p> <p><b>MIPIM Attendance</b> – (Le Marche International de Professionels de l'Immobilier (MIPIM) in Cannes, France – The CBRM REN was invited by NSAR to join the Canadian delegation. CBRM REN helped host the Canadian booth, attended seminars, networked, and secured nvestment and immigration leads for the region.</p> <p><b>ICSC Attendance</b> – International Council of Shopping Centers Conference in Whistler, BC 21-23 January – Cape Breton Partnership representatives attended this retail conference to secure mixed use development leads.</p> <p><b>Spotlight on Nova Scotia</b> – Invest in Canada Webinar, 31 January – Cape Breton Partnership presented to Canadian Trade Commissioners around the world on investment opportunities in the CBRM and the potential for Sydney Harbour development.</p> <p><b>Invest in Cape Breton Podcast</b> – In March another episode of the Invest in Cape Breton Podcast aired. This episode covers the current state of Cape Breton's housing market,featuring two prominent developers in CBRM.</p>	<p><b>CBRM, SDDA, CBP, Province, ACCOA</b></p>
	<p><b>ENTREPRENEURSHIP:</b> Provide annual updates on the state of entrepreneurship and the efforts to grow the share of small businesses in the CBRM.</p>	<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>	<p><b>H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)</b></p> <ul style="list-style-type: none"> <li>• Greater collaboration between Entrepreneurial Partners has commenced with a regular "Partners" meeting.</li> <li>• Collaboration on EntrepreneurCB commenced.</li> <li>• Micro-Lending Program successful - paused until December for re-tooling</li> <li>• Business and Succession Planning on track - transitioning to multi-partner model in H2</li> </ul>	<p><b>H2 Update - Prepared April, 2024 (October 1 - March 31st)</b></p> <ul style="list-style-type: none"> <li>• EDOs including the Creative Economy Development Officer continue to support entrepreneurship development across the island.</li> <li>• Labour Market &amp; Immigration Advisor continues to provide service for international entrepreneurs.</li> <li>• Regular "Partners" meetings continue</li> <li>• Continued involvement on Navigate Board.</li> <li>• EntrepreneurCB Updating as able to.</li> <li>• Micro-Lending Program second re-launch.</li> <li>• Business and Succession Planning moving to a contractor model. Service description to be up on the website soon.</li> <li>• Participation with CBU and CEED on entrepreneurial support for international entrepreneurs.</li> </ul>	<p><b>CBP, CBDC, Navigate, CEED, BDC, Chamber</b></p>

## 2 -Leveraging Local Strengths




CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	<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>	<ul style="list-style-type: none"> <li>•Employers regularly supported to hire / retain PSE students through programs and support from the HR Advisor</li> <li>•4 Job Fairs completed in April</li> <li>•3 Immigration for Employers Sessions held in July.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Job Fairs completed in March/April Inverness, Port Hawkesbury, Sydney</li> <li>• 2 Immigration for Employers sessions held in February &amp; March – Port Hawkesbury/Sydney</li> <li>• 1 Immigration for Students session in March – Sydney.</li> </ul>	CBU, NSCC, CBP, CBRM
	<b>BIO-ECONOMY &amp; MARINE:</b> Develop a harbour strategy to maximize the economic development potential of the ports and harbour communities of CBRM.	<ul style="list-style-type: none"> <li>• Sydney Harbour Strategy.</li> <li>• Successful launch of the Louisbourg VEES</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>	<ul style="list-style-type: none"> <li>•Sydney Harbour Strategy discussions have occurred with the Port, Chamber and others for a potential application / funding.</li> <li>•Louisbourg VEES work has continued. Costs have been challenging, causing a need to rethink the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Conversations have restarted with key stakeholders in the Louisbourg VEES project after a full stop was put on the initial proposal by funding partners.</li> <li>•Awaiting approval of a Nova Scotia Community Economic Development Fund application which will study the CBRM's transportation networks, including harbour development opportunities.</li> <li>• The CBRM REN is again supporting Port Days (to happen next fiscal), and eager to start more collaborations with the new CEO of the Port of Sydney.</li> <li>• The CBRM REN continues to support (and celebrate) individual private ventures such as Atlantic Canada Bulk Terminal, NovaPorte, and others in promotion of the region, navigation of bureaucracy, and connection to community contacts when needed.</li> </ul>	Port of Sydney, CBRM, CBP, ACOA, First Nations
	<b>ARTS &amp; CULTURE:</b> Continue to implement the CBRM 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 e and more sustainable Creative Businesses.</li> <li>•Stronger creative sector organizations and institutions.</li> </ul>	<ul style="list-style-type: none"> <li>•Culture Sector Team Terms of Reference completed, elections occurring soon.</li> <li>•Strong tactical support for Umcoop and other groups.</li> <li>•Continued work to re-work CapeBreton.shop e-commerce site with Scotia Logic.</li> </ul>	<ul style="list-style-type: none"> <li>•Culture Sector Team elections completed.</li> <li>•Strong tactical support for Umcoop, Theatre Baddeck, ICCA, Telile TV, Louisbourg Playhouse, CBU, and others.</li> <li>•CapeBreton.shop e-commerce site project abandoned.</li> <li>•Very good collaboration with Screen Nova Scotia, Unama'ki Motion Picture Co-operative, REN partners and the Culture Sector Team to host a film studio trip (second organized) with major film studios represented.</li> <li>•Funding Applications made on behalf of the Culture Sector Team – some successful, others not.</li> <li>•Continued support of UMPCoop, leading up to a new Indigenous Board of Directors.</li> </ul>	CBP, Culture Sector Team, CBRM, NSITEN, First Nations

3 - Population Growth						
CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	Consult with local businesses on <b>local workforce development needs</b> in collaboration with local and provincial workforce development organizations.	•Profile workforce demand by sector within CBRM.	•More efficient use of CBP and partner resources to minimize forecasted labour challenges.	<ul style="list-style-type: none"> <li>• Continuous consultation with local businesses through our services (See metrics below)</li> <li>• Specific profile work to be established as more information is gathered.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous consultation with local businesses through our services (See metrics below).</li> <li>• Workforce development issues will be further addressed through the launch of recruitment services in fiscal year 2024-25.</li> </ul>	CBP, Chamber, trade & professional associations, CBU, NSCC, NSDLI
	Develop a <b>population retention and attraction plan</b> to attract the workers and residents needed to support the local economy.	•Population retention and attraction plan.	<ul style="list-style-type: none"> <li>•Annual population growth (1.2%).</li> <li>•Annual workforce growth (0.5%).</li> <li>• The goal of the CBRM REN is to help the region achieve <b>annual population growth of 1.2% which is calculated to in turn enable annual workforce growth of 0.5%.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Working off the "Case for Growth" appendices of Forward, Together, and CBRM Forward strategies, and working from the CB Local Immigration Partnership strategy, work will continue to be planned, executed, and reported to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Forward, Together.</i> Strategy has been accepted</li> <li>• Work from previous half continued.</li> </ul>	CBP, CBRM
	Build on the CBRM's tourist appeal by <b>encouraging visitors to consider moving to the CBRM</b>	•Marketing plan as part of the population retention and attraction strategy.	•Plan in place with appropriate success metrics.	<ul style="list-style-type: none"> <li>• Work has not yet started on this collaboration with Destination Cape Breton.</li> </ul>	<ul style="list-style-type: none"> <li>• Work has not yet started on this collaboration with Destination Cape Breton.</li> </ul>	CBP, DCB
	Promote <b>CBRM as a desirable destination</b> for migrants from elsewhere in the province and country and immigrants.	•Marketing plan as part of the population retention and attraction strategy.	<ul style="list-style-type: none"> <li>•Annual population growth (1.2%).</li> <li>•Annual workforce growth (0.5%).</li> <li>•The goal of the CBRM REN is to help the region achieve <b>annual population growth of 1.2% and annual workforce growth of 0.5%.*</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continuous promotion / assistance to migrants, immigrants and others through our services (See metrics below)</li> <li>• Work with the CB LIP partners and the Welcome Network</li> <li>• Welcome to Cape Breton Podcast</li> <li>• Continuous improvement of the "Welcome Site", and promotion on social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous promotion / assistance to migrants, immigrants and others through our services (See metrics below)</li> <li>• Work with the CB LIP partners and the Welcome Network</li> <li>• Welcome to Cape Breton Podcast</li> <li>• Continuous improvement of the "Welcome to Cape Breton" site, and promotion on social media.</li> </ul>	CBP, CBRM
			<p>* Because of an aged population, accelerated population growth is required for only modest workforce growth. Details are in two documents:  1) "Unama'ki - Cape Breton: The Growth Imperative, and  2) "CBRM: The Growth Imperative".</p>			



#### 4 - Strategic Partnerships

CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	Identify key provincial initiatives where CBRM can benefit from greater collaboration.	•Key provincial initiatives Identified.	•Greater provincial collaboration on various projects.	<ul style="list-style-type: none"> <li>•Monitoring NS Loyal program for opportunities.</li> <li>•Green Energy Engagement Program Launch</li> <li>•Green Energy Engagement Program Coordinator visit to Germany.</li> <li>•Growing InvestNS relationships with newly amalgamated NSBI and Innovacorp.</li> </ul>	<ul style="list-style-type: none"> <li>•NS Loyal program is progressing - CBRM initiatives expected with the Food Hub and others.</li> <li>•Green Energy Engagement Program has continued with a lot of synergies with the Regional Assessment Committee.</li> <li>•Louisbourg Project collaboration with BuildNS.</li> <li>• InvestNS collaboration with investment attraction missions, studies, and other work for Offshore Wind, port development, and specific company support</li> <li>• Continued with with LSI and BuildNS on the Building Tomorrow campaign, focussing largely on CBRM based projects.</li> <li>• World Hydrogen conference collaboration (for next year).</li> </ul>	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.	•More effective communication lines between CBRM and key provincial stakeholders.	•Successful municipal-provincial initiatives that lead to greater community prosperity.	<ul style="list-style-type: none"> <li>•Negotiating new long term CBRM REN funding.</li> <li>•Promoting CBRM Forward to provincial agencies.</li> <li>•Collaborating with LSI on Community Navigator position embedded in the Sydney Office.</li> </ul>	<ul style="list-style-type: none"> <li>•Progress made on long term CBRM REN funding - LOC support, now going to CBRM Legal for review.</li> <li>•Promoting CBRM Forward to provincial agencies.</li> <li>•Creative Economy Development Officer is working closely with Film Nova Scotia, CCTH, and other partners to collaborate on Film Tax Credit concepts to the benefit of CBRM creative economy businesses and entrepreneurs.</li> </ul>	CBP, CBRM, NSI, NSLSI, NSFA, NSCCTH
	Explore opportunities to share resources with Eskasoni and Membertou Mi'kmaq Nations for entrepreneurship development and other economic development programming.	•Collaborations with Eskasoni and Membertou.	•More specific project collaboration between CBRM, Eskasoni and Membertou.	<ul style="list-style-type: none"> <li>•Joint training with Membertou.</li> <li>•YESS programming connections.</li> </ul>	<ul style="list-style-type: none"> <li>•Green Energy Engagement Program collaborated with Eskasoni, Membertou, UINR, NetZero and others for shared community benefit.</li> <li>•Business referrals to sites and opportunities in Eskasoni, Membertou and CBRM locations</li> <li>•Cape Breton Job Board Opportunities for all communities</li> </ul>	Eskasoni, Membertou, CBP, NSBI, NSITEN, etc.

## 5 - Optimizing Regional Projects

CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	Support the development of larger regional projects through economic impact analyses, inputs to the business case, etc.	•# of larger projects with CBRM participation	•More investment and development activity in CBRM	<ul style="list-style-type: none"> <li>• CBRM REN Support to CBRM and Nova Copper to supply information and community engagement assistance.</li> <li>• CBRM REN connects Ronds Technologies to CBRM potential business partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking a vendor to complete an Economic Impact Assessment of the Cape Breton Eagles and Centre 200 events centre on the CBRM</li> <li>• Finalizing Sector Pages for the WelcomeToCapeBreton.ca website which highlight key areas for investment and development on the Island</li> </ul>	CBRM, CBP, Port of Sydney, COVE, CBU, NSCC, DCB, developers
	Advocate for regional projects with other levels of government and other stakeholders.	•# of meetings with provincial, federal decision makers.	•More investment and development activity in CBRM	<ul style="list-style-type: none"> <li>• CBRM REN was engaging with Build Nova Scotia and other stakeholders on the Louisbourg Waterfront Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to coordinate efforts for waterfront development projects in Louisbourg with CBRM, Government of NS, Parks Canada, community organizations and private industry partners</li> <li>• Assisting both Novaport and Atlantic Canada Bulk Terminal in their efforts to attract offshore wind marshalling to Sydney Harbour</li> </ul>	CBP, CBRM, ACOA, Province, Federal Government, partners
	Identify opportunities for local businesses to benefit from large projects.	•Regional project opportunities analysis/workshops completed.	•Higher levels of local supplier involvement.	<ul style="list-style-type: none"> <li>•The CBRM REN team had worked on the content for the Industry Sector Pages on the Welcome to Cape Breton website's Invest Tab. These pages highlight key areas of focus for investment on the Island. New pages covering residential real estate, commercial real estate, agriculture, farming and food processing, innovation and technology, fisheries and aquaculture, tourism, green energy, and the creative economy will be launching in Spring 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Planning an event with the Cape Breton Regional Chamber of Commerce and Scotia Rail Development Society in May 2024 that highlights the impact of transportation costs on local businesses and cost of living</li> </ul>	CBP, ACOA, Chamber, NSBI, etc.

## 5 - Optimizing Regional Projects

CBRM REN	2023/24 Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update - Prepared Oct. 2023 (April 1st - Sept 30th)	H2 Update - Prepared April, 2024 (October 1 - March 31st)	Key Partners
	Work with post-secondary education providers to address workforce needs.	•Skills needs assessment completed.	•Reduced workforce challenges.	<ul style="list-style-type: none"> <li>•Green Energy Engagement Program Launch.</li> <li>•Growing a relationship with CBU to improve collaboration across departments.</li> <li>•Celebrating NSCC and other institutional success in microcredentialling and similar actions.</li> </ul>	<ul style="list-style-type: none"> <li>•International Student Session held in March 2024. Topics included job search, immigration programs, starting a business as an international graduate, and presentation on the Connector Program.</li> <li>•Participated in a session with CEED and CBU for students. Discussed entrepreneur/immigration program and HR aspects.</li> </ul>	CBP, NSCC, CBU, Dalhousie, business community
	Provide support to large projects in CBRM and across Cape Breton	•Engagement in regional projects outside CBRM.	•Regional collaboration to enable successful large projects to have wide benefits across the region.	<ul style="list-style-type: none"> <li>• CBRM REN Support to CBRM and Nova Copper to supply information and community engagement assistance.</li> <li>• CB Partnership - BlueFloat MOU</li> </ul>	<ul style="list-style-type: none"> <li>• CBRM REN in collaboration with the Scotia Rail Development Society completed the rail study.</li> <li>• CBRM REN initiating a port marketing opportunity with the Provincial Dept. of EcDev, based on the rail study completed with Scotia Rail Development Society.</li> <li>• CBRM REN worked with the Chamber and other partners on a transportation event (delayed until May 2024)</li> <li>• CBRM REN supported two reports in collaboration with KPMG, Smokey, CBU w/TL, DCB and others to outline the major impact of Smokey's planned investments across Unama'ki - Cape Breton.</li> <li>• CBRM REN support to Wagmatcook in their celebration / organization / announcement of Kiptu Air based at the JA McCurdy Sydney Airport.</li> </ul>	CBRM, CBP, NSNRR, NSEM, NSED, NSA, NSF, Port of Sydney

# CBRM REN ACTIVITIES METRICS

CBRM REN Metrics powered by *insightly* CRM


			CBRM REN (Final Report, 2023-24 Fiscal)				
Activities	Brand/Details	Items Counted	Total Start	Total In Prog	Total Complete	Highlights	Expected Future Outcomes
<b>Business Support, Sustainability, &amp; Growth</b>			<b>27</b>	<b>81</b>	<b>33</b>		
Business Retention & Expansion (BRE)	e.g. BusinessNow Program	Clients assisted				- Project Researched, launch planned in 2024/25 fiscal)	- Better Data, enabling more responsive programming and services to business
Continuous Improvement & Business Advisory	General advice and assistance	Clients assisted	15	17	15	EDOs continue to provide clients with advisory services and support, connections to internal and external resources, and assistance navigating red tape.	Businesses and entrepreneurs are able to easily access the tools and programs available, and better equipped to grow and succeed throughout Unama'ki - Cape Breton
Business Quick Support	Outreach, business phone calls, connections, external referrals, etc.	Number of quick support tickets	3		5	EDOs efficiently offer referrals, advice, and answers to client inquires. (This is a new way of tracking quick tasks, and yes not yet been fully operationalized. There have been many more than 5 instances of Business Quick Supports.	Businesses and entrepreneurs are able to receive quick and confident advice to grow their business successfully in Unama'ki - Cape Breton.
Succession Planning		Clients assisted		5	2	- Excellent support in newcomer transitions in particular, with business advice complementing immigration advice from our People and Labour Force Team.	- More successful business transitions - Less loss of value when a business closes rather than transitioning to new ownership
Business Planning & Startup/Entrepreneurship		Clients assisted	1	47	1	-Business Planning advisory services under revision, re-launch planned in 2024/25 fiscal	Modified approach to streamline existing services and leverage in house expertise
Productivity, Growth, and Accelerator Programs		Participants in programs	2	4	2	All participants in the program found tangible changes to be implemented that increased productivity and efficiency	If program funding becomes available every opportunity should be made to entertain the sustainment of this initiative, as there are many businesses that would benefit
Investment Attraction & Business Attraction Projects		Number of projects	4	4	5	- Continued interest in external investment in green energy projects in solar, onshore wind, and offshore wind sectors, and supporting infrastructure. - Support of Doucette Developments. - Moving mixed-use and housing investment inquiries in CBRM.	- Increased interest in investing in green energy projects in the region as the Regional Assessment recommends sites in Sydney Bight area. - increased land development in year-round tourism, and other traditional industries, as well as mixed-use development in urban areas. - More investment from outside Unama'ki - Cape Breton.
Other Business Support Services	Micro-Lending	Clients assisted	2	4	3	The Micro-loan program webpage had updated to Micro loan program for Women+ entrepreneur and relaunched to become a permanent program.	Streamline and simplify the process

		CBRM REN (Final Report, 2023-24 Fiscal)						
Activities	Brand/Details	Items Counted	Total Start	Total In Progr	Total Comple	Highlights	Expected Future Outcomes	
<b>Business Support, Sustainability, &amp; Growth</b>			27	81	33			
<b>Economic Development Projects &amp; Strategic Sector Support</b>			5	10	4			
Sector Task Forces	e.g. Task Forces convened and/or supported by the REN	Number of task forces				Culture Sector Team, SOCOSWTF, Ingonish Development TF, Louisbourg Waterfront TF, NovaPorte Council Committee	Strong communities and collaborations that enable change, progress and growth in local communities and sectors with minimal government support and maximum local buy-in.	
Strengthening Sectors for Investment & Attraction Sector Analysis (Strength & Weaknesses)	e.g. Specific studies or initiatives	Number of projects						
Investment Readiness Projects	e.g. Land & Asset Database, identifying priority sectors, regional issues; Readyng the region for investment rather than businesses	Number of projects	5	10	4	- We did not break out these projects into sections, but they include Cape Breton Eagles EIA, CBU Collaborations, Tourism Summit Support, and Scotia Rail Society initiated studies.	- A body of knowledge that enables rapid response to opportunities, and tools for private investors. A full list of publically available CBP / REN initiated studies is available here: <a href="https://capebretonpartnership.com/reports/">https://capebretonpartnership.com/reports/</a>	
Other Economic Development Projects		Number of projects						
<b>Addressing Talent Needs (Labour &amp; Population)</b>								
Human Resources Advisory		Businesses assist	68	84	6			
Human Resources Advisory Services	General advice and assistance	Businesses assisted	1	2	1	- Began supporting specific businesses with HR Advice, and connecting them to specific HR Resources.	- Stronger local businesses, able to better attract and retain talent for business growth.	
Business Human Resources Quick Support	Outreach, business phone calls, connections, external referrals, etc.	Number of quick support tickets						
Immigration Advisory			67	82	5			
Business Immigration Consultancy	Official applications as RCIC	Number of application	20	8	1	- Began submitting applications for employers as representation.	- More employers using and understanding programs, resulting in greater retention of employees.	
Immigration Advisory Services	General advice and assistance	Businesses assisted	45	73	2	- Expanded our services to support the Temporary Worker Program		
Business Immigration Quick Support	Outreach, business phone calls, connections, external referrals	Number of quick supp	2	1	2			
		<b>Other Projects</b>	<b>79</b>	<b>0</b>	<b>78</b>			
Job Fairs		Number of job fairs	1			- 1 Job Fair held (in conjunction with 2 others in Port Hawkesbury and Inverness, with the CB REN) - Over 700 attendees across the three job fairs - Over 60 employer tables across the three job fairs	- more job seekers finding local employment and filling local labour gaps.	
People Attraction Missions		Number of missions a	1			- Destination Canada (France and Morocco)	- more high skilled positions filled with qualified workers - population growth - increased numbers of french speakers (francophones)	
Retention Activities			77	0	77			
New Connectors		Number of Connector	19		19	- New Connector Program Coordinator established excellent rapport with connectors and connectees	- Local workforce has stronger professional networks	
New Connectees		Number of Connectees	58		58		- Established residents and newcomers feel more equipped and able to stay in Unama'ki - Cape	
Welcome Network	Number of groups in highlights	Number of volunteers				- New Welcome Network Coordinator hired, assessment of the Welcome		
Workforce Training Programs	e.g. YESS Program, WIPSI, etc.	Number of cohorts						
Other Activities Addressing Talent Needs		Number of projects						



							CBRM REN (Final Report, 2023-24 Fiscal)		
Activities	Brand/Details	Items Counted	Total Start	Total In Progi	Total Comple	Highlights	Expected Future Outcomes		
<b>Business Support, Sustainability, &amp; Growth</b>			27	81	33				
<b>Economic Development Projects &amp; Strategic Sector Support</b>			5	10	4				
<b>Addressing Talent Needs (Labour &amp; Population)</b>									
		<b>Businesses assist</b>	68	84	6				
		<b>Other Projects</b>	79	0	78				
<b>Communication &amp; Engagement</b>			0	0	0				
Events/Workshops	e.g. Small Business Week	Number of events/workshops				Details captured in quarterly reports to municipalities.			
Success Stories	e.g. News story series, podcast, etc.	Number of articles, episodes, etc.							
Surveys & Consultations	e.g. Green energy survey, Disaster recovery survey	Number of surveys and workshops							
New sletters		Number of editions							
Partner Meetings, Roundtables		Number of meetings							
Other Communication & Engagement Activities		Number of projects							
<b>Organizational Strength &amp; Sustainability</b>			16	1	26				
Quarterly reports	Reports to Boards or other stakeholders	# of reports	2		2	<ul style="list-style-type: none"> <li>- Better reporting structures (including this format) have been developed in collaboration with NS RENs, NSDED, and other partners.</li> <li>- CBRM Council Quarterly Reporting initiated</li> <li>- use of Insightly Expanded</li> </ul>			
Council presentations	Municipal or First Nations presentations	# of presentations	4	<i>Conservative estimate --&gt;</i>	4				
Other stakeholder engagement and presentations	Presentations at conferences or partner meetings	# of presentations or meetings		<i>Conservative estimate --&gt;</i>	10				
Governance initiatives and policy reviews	e.g. Internal HR policies, Board governance policies, etc.	Number of projects	3	<i>estimate --&gt;</i>	3				
REN Board Meetings		Number of meetings	4		4				
LoC Meetings		Number of meetings	1		1				
REN-wide organizational initiatives	e.g. Partners for Progress, REN Metrics Project	Number of projects	2		2				
Other Activities Supporting Organizational Strength & Sustainability		Number of projects			1				

# CBRM REN 2023-2024 OUTCOME AGREEMENT PROGRESS

 <b>CBRM Regional Enterprise Network - 2023-2024 Outcome Agreement Progress</b>		
<b>Presented to:</b> Nova Scotia Department of Economic Development (NS DED)		<b>Presented By:</b> Tyler Mattheis, CEO <b>Fiscal Year End Date:</b> March 31, 2024
<i>In addition to the above reporting to the CBRM REN annual business plan, and the shared REN Reporting Structure, the following items are pulled from the broader information above to demonstrate progress to the three outcomes the CBRM REN is working to work towards, in accordance with the 2023-2024 Outcome Agreement, and the overall work of the Nova Scotia Department of Economic Development.</i>		
Outcome	Activities	Activity Details
<b>#1</b>	<b>GROW STRATEGIC SECTORS: Growing strategic sectors of our economy</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>Continued support of Cape Breton University's World Tourism Institute initiatives</li> <li>CBRM EDOs have been invited to join the WTI's Tourism Training Network's session kick-off at an upcoming event on April 19th to share the recent economic impact study on the Island's tourism industry</li> <li>EDOs are supporting tourism operators in the region, notably around the cruise industry with excursion development</li> <li>Completed the Year Round Tourism study</li> <li>Successful best practice mission to Charlevoix (QC), in collaboration with DCBA, TIANS, and local operators. The mission provided insights on how to best develop and grow our winter tourism sector.</li> </ul>
	<b>ARTS &amp; CULTURE:</b> Continue to implement the CBRM Creative Economy Growth Plan and invest in the creative economy across the region.	<ul style="list-style-type: none"> <li>Supporting CBU, Umcoop, Louisbourg Playhouse, and other regional venues to optimize their operations</li> <li>CBRM EDOs are supporting the Creative Economy Development Officer and Culture Sector Team to organize a film studio trip to the Island, identifying locations to film different types of content around CBRM</li> <li>Culture Sector Team elections completed.</li> <li>CapeBreton.shop e-commerce site project abandoned.</li> <li>Very good collaboration with Screen Nova Scotia, Unama'ki Motion Picture Co-operative, REN partners and the Culture Sector Team to host a film studio trip (second organized) with major film studios represented</li> <li>Funding Applications made on behalf of the Culture Sector Team - some successful, others not</li> </ul>
	<b>BIO-ECONOMY &amp; MARINE:</b> Develop a harbour strategy to maximize the economic development potential of the ports and harbour communities of CBRM.	<ul style="list-style-type: none"> <li>Conversations have restarted with key stakeholders in the Louisbourg VEES project after a full stop was put on the initial proposal by funding partners</li> <li>Awaiting approval of a Nova Scotia Community Economic Development Fund application which will study the CBRM's transportation networks, including harbour development opportunities</li> <li>The CBRM REN is again supporting Port Days (May 2024), and eager to start more collaborations with the new CEO of the Port of Sydney.</li> <li>The CBRM REN continues to support (and celebrate) individual private ventures such as Atlantic Canada Bulk Terminal, Novaporte, and others in promotion of the region, navigation of bureaucracy, and connection to community contacts when needed.</li> </ul>
	<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>Carried out 11 OSW info sessions across Unama'ki with NZA (3 CBRM Specific Sessions); approximately 175 attended.</li> <li>What we heard document with survey results to be published in spring.</li> <li>Supported Regional Assessment (feedback and insights) and attended open houses (5).</li> <li>Proposal for future community solar engagement for municipalities.</li> <li>Multiple letters of support for academia and future partners.</li> <li>Letter of support as partner for NZA's application to NRC's SREP's application to secure additional funding for GEEP past 2025.</li> <li>Conceptual planning for OSW webinar series.</li> <li>Attended, with CBRM Mayor Amanda McDougall and NovaPorte, Wind Europe in the spring of 2023, to explore wind marshalling opportunities in Sydney Harbour and European examples such as Es</li> </ul>

## CBRM Regional Enterprise Network - 2023-2024 Outcome Agreement Progress

**Presented to:** Nova Scotia Department of Economic Development (NS DED)

**Presented By:** Tyler Mattheis, CEO    **Fiscal Year End Date:** March 31, 2024

*In addition to the above reporting to the CBRM REN annual business plan, and the shared REN Reporting Structure, the following items are pulled from the broader information above to demonstrate progress to the three outcomes the CBRM REN is working to work towards, in accordance with the 2023-2024 Outcome Agreement, and the overall work of the Nova Scotia Department of Economic Development.*

Outcome	Activities	Activity Details
<b>#2</b>	<b>INCREASE PRODUCTIVITY AND PROSPERITY: Work with all sectors to become more productive and prosperous</b>	
	<b>CAPE BRETON LOCAL IMMIGRATION PARTNERSHIP (CB LIP):</b> The CB LIP maintains its own strategy, workplan and reporting according to federal (IRCC) funding requirements.	<ul style="list-style-type: none"> <li>• As per CB LIP documents</li> </ul>
	<b>BUSINESS RETENTION &amp; EXPANSION:</b> Business Visitation program to proactively identify and address businesses challenges and opportunities.	<ul style="list-style-type: none"> <li>• Best Practice and Insightly integration research still in progress</li> <li>• Plan is to launch interviews before the summer, with a goal of 60 interviews in the next fiscal year Island-wide</li> <li>• Plan to utilize CBU summer students in the future to enhance reach of the program</li> </ul>
	<b>SMED / 5S:</b> Reducing changeover or setup time	<ul style="list-style-type: none"> <li>• 4 CBRM-based businesses have completed the SMED 5S Workplace Theory Training: Protocase, Copol International, Louisbourg Seafoods, and Island Cabinets</li> <li>• Currently wrapping up the reporting requirements of the funders</li> </ul>
	<b>POST-SECONDARY EDUCATION (PSE):</b> Support workforce development efforts to retain local PSE graduates.	<ul style="list-style-type: none"> <li>• Job fair to be hosted at Port of Sydney in early April</li> <li>• Immigration for Employers session held in March in Sydney</li> <li>• Immigration for Students session hosted in March in Sydney.</li> </ul>

## CBRM Regional Enterprise Network - 2023-2024 Outcome Agreement Progress

**Presented to:** Nova Scotia Department of Economic Development (NS DED)

**Presented By:** Tyler Mattheis, CEO     **Fiscal Year End Date:** March 31, 2024

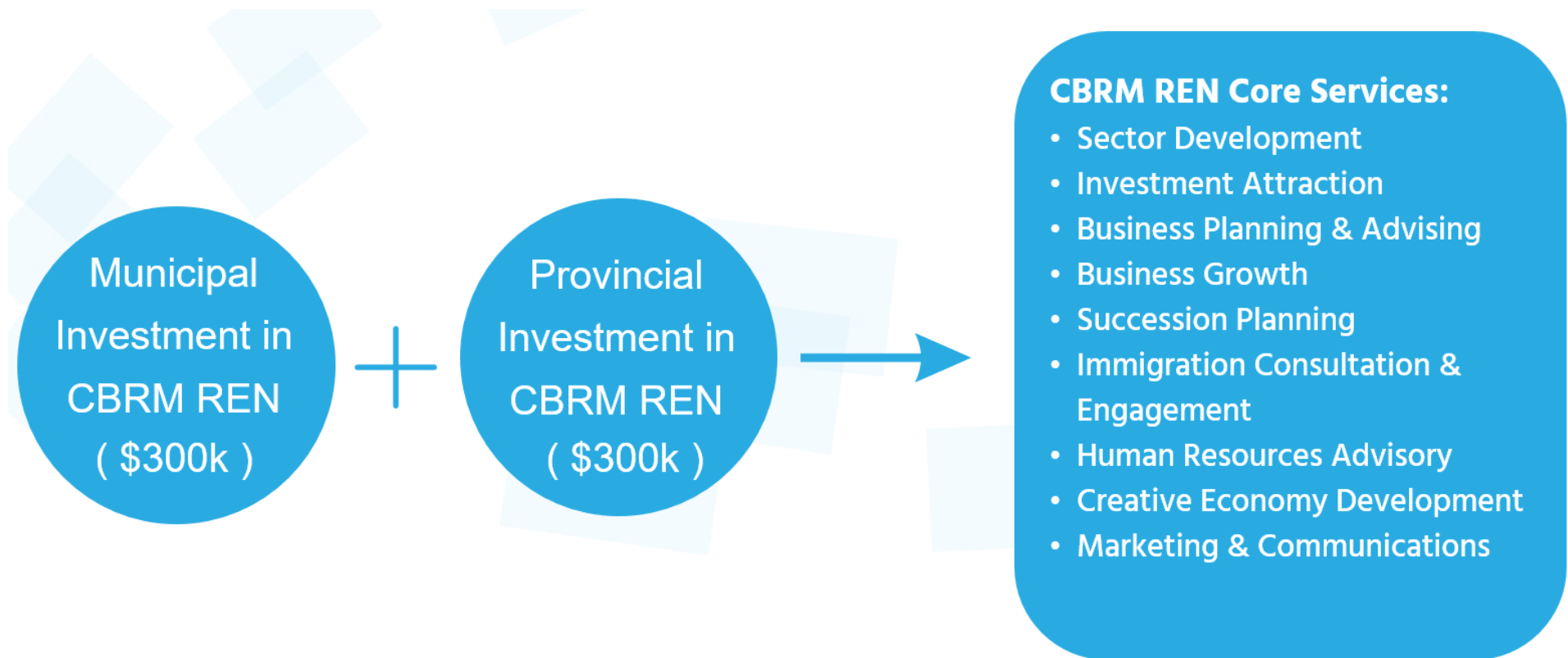
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Outcome	Activities	Activity Details
<b>#3</b>	<b>SUPPORT AND INVESTMENT IN INNOVATION AND ENTREPRENEURSHIP</b>	
	<p><b>NEW DEVELOPMENT SITES &amp; BUILDINGS:</b> Inventory of available sites and buildings for new business investment and expansion</p>	<ul style="list-style-type: none"> <li>• Inventories of available properties/buildings in both RENs, broken down by general area has been started.     • CBRM REN is assisting the CBRM in selling development-ready land in the Northside Business Park</li> </ul>
	<p><b>URBAN HUB:</b> Support major infrastructure projects in CBRM's urban core leveraging the local population density</p>	<ul style="list-style-type: none"> <li>• MIPIM - Le Marche International de Professionels de l'Immobilier (MIPIM) in Cannes, France, March 12-15 - The CBRM REN was invited by NSAR to join the Canadian delegation. CBRM REN helped host the Canadian booth, attended seminars, networked, and secured investment and immigration leads for the region.</li> <li>• ICSC - International Council of Shopping Centers conference in Whistler, BC, January 21-23 - CBRM REN representatives attended this retail conference alongside colleagues and regional stakeholders to secure mixed use development leads.     • Spotlight on Nova Scotia - Invest in Canada Webinar, January 31 - CBRM REN representatives presented to Canadian Trade Commissioners around the world on investment opportunities in the CBRM and the potential for Sydney Harbour development.</li> <li>• Invest in Cape Breton Podcast - In March, another episode of the Invest in Cape Breton Podcast aired. This episode covers the current state of Cape Breton's housing market, featuring two prominent developers in CBRM.</li> </ul>
	<p><b>ENTREPRENEURSHIP:</b> Provide annual updates on the state of entrepreneurship and the efforts to grow the share of small businesses in the CBRM. Continue to maintain and grow the EntrepreneurCB.com database region-wide.</p>	<ul style="list-style-type: none"> <li>• EDDs including the Creative Economy Development Officer continue to support entrepreneurship development across the island.</li> <li>• Labour Market &amp; Immigration Advisor continues to provide service for international entrepreneurs.     • Regular Entrepreneurial Partners meetings alongside regional stakeholders continue</li> <li>• Continued involvement on Navigate Board.</li> <li>• EntrepreneurCB website updates as able to.</li> <li>• Micro-Lending Program continuing to operate and take on new clients</li> <li>• Business and Succession Planning services are moving to a contractor model. Service description to be up on the website soon.</li> <li>• Participation with CBU and CEED on entrepreneurial support for international entrepreneurs</li> </ul>

## CBRM REN FINANCIALS

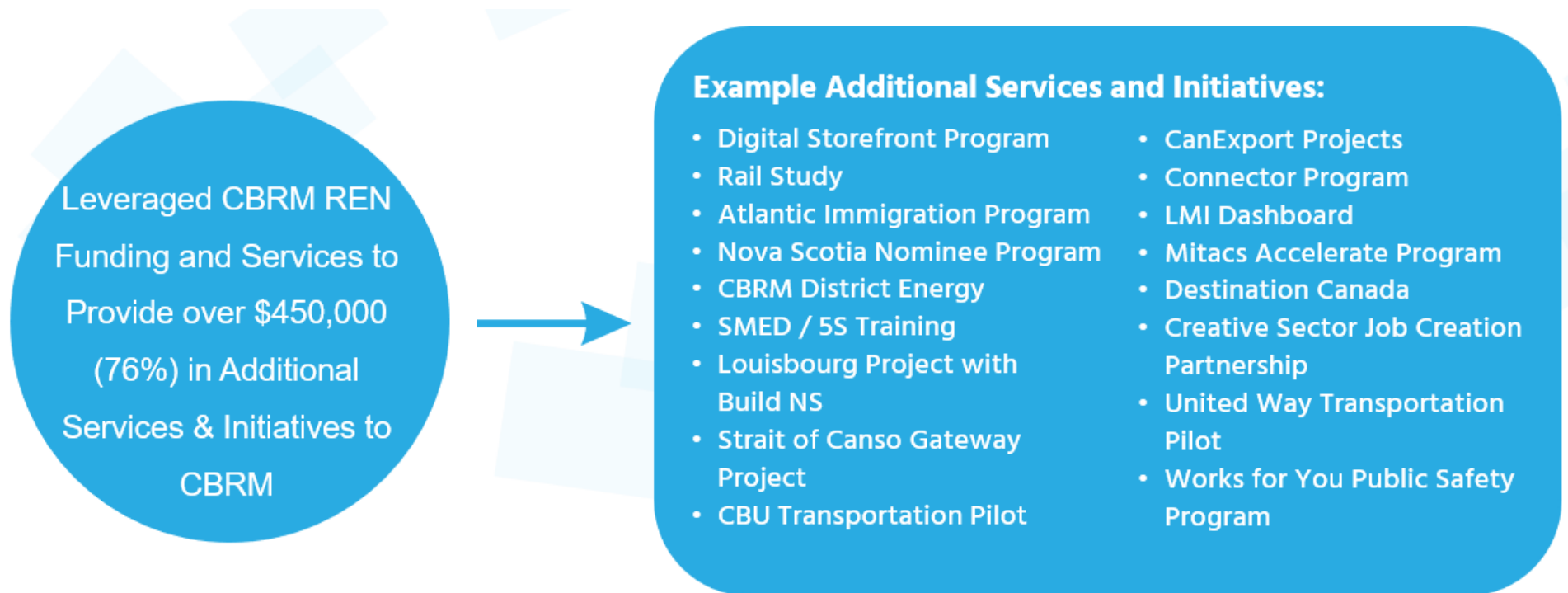
### REN Investment and Core Services

The Cape Breton Partnership provides a full suite of economic development services using the core budget provided by the CBRM and the Nova Scotia Department of Economic Development.



## Leveraged Investment and Services

The Cape Breton Partnership team works diligently to not only maximize the investment made directly in the CBRM REN, but to use that investment to enable more services through additional funders and finding synergies with the other programs we administer. In 2023/24, the CBRM REN was able to provide over 76% more in additional services and initiatives in the CBRM than would have been available using only our core budget.



CBRM REN Year End Report

CAPE BRETON PARTNERSHIP

Fiscal 2023-2024  
(APRIL 1, 2023 – March 31, 2024)

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