



# Cape Breton Partnership Three-Year Strategic Plan 2025-2028

*Adopted by the Cape Breton Partnership Board of Directors*

Version 1.0  
October, 2024

## Introduction

This Three-Year Strategic Plan is the culmination of work with the Cape Breton Partnership Board of Directors over the last two years (2022 to 2024).

This Plan reflects the unique direction of the Cape Breton Partnership as an entity separate from the many programs and partnerships it is proud and privileged to enable. It also supports the regional direction laid out in *Forward. Together.*, Unama'ki – Cape Breton's Economic Development and Population and Growth Strategy, and the strategies of entities the Cape Breton Partnership enables and supports such as the Cape Breton Local Immigration Partnership's strategy, and CBRM Forward Economic Development Strategy.

Through the support of outside advisors such as Rob Greenwood, the work and direction of the Board of Directors, and the hard work of the staff of the organization, this final succinct document reflects the values of the Cape Breton Partnership, the aspirations of its Investors (members) and partners, and its vision of a stronger and more prosperous Unama'ki - Cape Breton that leads the surrounding region into the future.

The Cape Breton Partnership looks forward to applying the lens of this Three-Year Strategic Plan to its annual business plans, the related annual business plans of its initiatives and partnerships, and to its day-to-day decision making.

Sincerely,



Tyler Mattheis  
President and CEO



Brian Purchase  
Board Chair

## 2024/25 Cape Breton Partnership Board of Directors

- **Chair** - Brian Purchase, Schwartz Furniture
- **Vice-Chair** – Dan MacDonald, DMDE Engineering Ltd.
- **Treasurer** – Alisha Mombourquette, Doane Grant Thornton
- **Secretary** – Tracey Boutilier, Vibe Creative Group
- **Executive Committee Member** – Alyssia Jeddore, Eskasoni Corporate
- **Past Chair** – Sandra Kanchuk, Nova Scotia Power
- Adam Bateman, Business Development Bank of Canada (BDC)
- Paul Breski, Nova Scotia Power
- Pearlene Cormier, East Coast Credit Union (Chéticamp)
- Darrell Gallant, Marine Atlantic
- Brad Jacobs, Colbourne Auto Group
- Nicole Morrison, Mabel Systems
- Jen Ryan, Quincy Street Market
- Ron Blinkhorn, Casino Nova Scotia (Sydney)
- Geoffrey Clarke, Port Hawkesbury Paper
- Howie Doiron, Lindsay Construction
- Storm Gould, We’koqma’q Corporate
- Kelsea MacNeil, Membertou Corporate
- Mary Jane Morrison, Cape Breton University
- Capt. Vivek Saxena, NSCC Strait Area Campus
- Shaowei Xu, SW East International Trading & Consulting

## Adoption of this Strategic Plan

This 2024/25 Cape Breton Partnership Board of Directors has adopted version 1.0 of this Strategic Plan at their October 23, 2024 Meeting, as recorded in the minutes of that meeting.

## Version History

Brief descriptions of past and current versions of this Strategic Plan, as adopted by the Board of Directors over time, will be placed in this section as changes are made.

Version #	Date Adopted by the Cape Breton Partnership Board of Directors	Highlights of Changes Made
1.0	October 23, 2024 (Baddeck)	First Version. Appendix 1 is not yet complete.

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# Three Year Strategic Plan for the Cape Breton Partnership (2025 – 2028)

## Mission Statement

To support the growth of Unama’ki - Cape Breton’s economy through the sustainable attraction and retention of investment, population, and innovation.

## Vision Statement

A stronger and more prosperous Unama’ki - Cape Breton that leads the surrounding region into the future.

## What is the Cape Breton Partnership?

To help inform the major priorities, goals, and objectives of the Cape Breton Partnership, it was important for the team’s Leadership and Board to consider the Cape Breton Partnership’s identity and role in the community that has evolved over the last 20 years, and what it may look like in the next 20 years to come. Through a variety of exercises, several core functions and values of the Cape Breton Partnership were identified. It is through these functions and values that our 2025-2028 Strategic Plan has taken shape and been refined.

## Core Functions and Competencies of the Cape Breton Partnership

### Island-Wide Collaboration

- Collaborate with Indigenous Communities, Governments, municipalities, and like-minded organizations;
- Build and maintain a non-partisan reputation to secure trust and guarantee objectivity;
- Bring a unique multi-party solution-focused approach to program and product development;
- Lead efforts to continuously improve as a region that welcomes new residents, businesses, and approaches;
- Grow and maintain a strong Investor (member) base for diverse support throughout the Island;
- Collaborate and support the growth of Chambers of Commerce;
- Promote our region to the world, making Unama’ki - Cape Breton a known player on the global stage;

### Support Existing Businesses in Unama’ki – Cape Breton

- Create and deliver programs and services to overcome barriers to success;
- Connect businesses to necessary tools and resources;
- Build relationships with the Island-wide business community;
- Leverage Investor (member) network to identify and overcome barriers to success and growth;
- Support local efforts to address workforce and labour challenges, connecting employers and jobseekers in the process;

## Support New Investors and Entrepreneurs across Unama'ki – Cape Breton

- Create and deliver programs and services to overcome barriers to new business success;
- Connect newcomer entrepreneurs to necessary tools and resources;
- Connect the wider entrepreneurial ecosystem and the service providers who exist to support it to ensure a connected network with fewer redundancies and confusions;
- Proactively seek to attract investment to our region from national and international representatives;

## Administrative Strength and Organizational Competency

- Demonstrate capability, professionalism, and resilience;
- Lead the region's aligned organizations on matters of relationship building, inclusive approaches, and embracing our shared future;
- Build diverse revenue streams and sound financial and administrative functions;
- Support our staff in professional and personal development;

## Core Values of the Cape Breton Partnership

### Sustainability

...support the sustainable growth of our communities, population, and economy.

### Reconciliation

...be a respectful partner in economic reconciliation, working with local and regional Indigenous partners.

### Inclusivity

...work to enable the equitable and inclusive representation of all residents of this region.

### Optimism

...be an ambassador of optimistic and open-minded attitudes that seek real-world solutions to real-world problems.

### Innovation

...build on Unama'ki - Cape Breton's innovative past and present to further grow a culture that values creative thought and entrepreneurship.

## The Cape Breton Partnership’s Five Strategic Priorities for 2025 - 2028

To carry out our mission and achieve our vision over the next three years, the Cape Breton Partnership will focus on the following 5 priorities, using the identified objectives to keep on the Strategic Plan’s path.

For the expanded objectives list with more details on metrics, measurables, and deliverables, see the 2025 – 2028 Strategic Plan Action Plan document, attached as [Appendix 1 - Implementation and Action Plan](#), which is planned to be updated from time to time. Additionally, [Appendix 2 – Business Plans and Reporting](#) has links to business plans and reporting available to help with progress tracking.

### Strategic Priority 1: Growing Strategic Sectors of Our Economy



Supporting the growth of *STRATEGIC SECTORS* that are key to Unama’ki - Cape Breton’s economy.

- **Objective 1.1:** Advocate for improvements to, and development of, key infrastructure.
- **Objective 1.2:** Advocate for increased transportations services, including air service, rail development, roadway/highway improvements, and port development.
- **Objective 1.3:** Facilitate Island-wide organization collaboration (e.g., post-secondary, Indigenous communities, municipalities, service providers, etc.).
- **Objective 1.4:** Inventory strategic assets and communicate that the region is open for business (e.g., database, map, website).
- **Objective 1.5:** Advocate for large industries while maintaining a non-partisan stance.

#### Forward. Together. Connection Points

This Strategic Priority is in alignment with the **Priority Industry Opportunities** as described in section 5 of the *Forward. Together.* plan (starting on page 27), the **Entrepreneurship and Business Growth Pillar** (Pillar 5, starting on page 42), and the **Strong Communities Pillar** (Pillar 4, starting on page 40).

<https://capebretonpartnership.com/forward-together>

### Strategic Priority 2: Increase Productivity



Connecting *BUSINESSES* of every size to the supports and resources they need to succeed and thrive.

- **Objective 2.1:** Link industry with educational institutions to advance research, development, and innovation.
- **Objective 2.2:** Identify and promote AI (artificial intelligence) and immersive technology opportunities across sectors.
- **Objective 2.3:** Identify and promote Island-wide future of work and remote work opportunities.

#### Forward. Together. Connection Points

This Strategic Priority is in alignment with the **Innovation Pillar** (Pillar 6, starting on page 44) of the *Forward. Together.* plan.

<https://capebretonpartnership.com/forward-together>

## Strategic Priority 3: Support Investment in Innovation and Entrepreneurship



Developing current investments and investors in Unama'ki - Cape Breton and attracting new INVESTMENT to the region.

- **Objective 3.1:** Facilitate access to supports for entrepreneurs and existing businesses (e.g., expand start-up and entrepreneur services, access to funding and mentoring, business start-up process information, trade fairs, etc).
- **Objective 3.2:** Foster links between the entrepreneurs and businesspeople of priority industry sectors, as well as links between those individuals and other sector connections in sector-specific supply chains and economic ecosystems.
  - In Appendix 1, This objective will have additional key sector areas for action items.

### Forward. Together. Connection Points

This Strategic Priority is in alignment with **Entrepreneurship and Business Growth Pillar** (Pillar 5, starting on page 42), and the **Innovation Pillar** (Pillar 6, starting on page 44) of the *Forward. Together.* plan (starting on page 27).

<https://capebretonpartnership.com//forward-together>

## Strategic Priority 4: Growing Our Communities



Growing the region's COMMUNITIES by promoting Unama'ki - Cape Breton as the best place to live, work, and invest.

- **Objective 4.1:** Align with educational institutions to stabilize and grow an inclusive labour force for the future.
- **Objective 4.2:** Support the development of an Indigenous employment strategy.
- **Objective 4.3:** Support businesses in consulting with Indigenous communities.
- **Objective 4.4:** Advocate for quality of life enhancements to improve population attraction and retention.
- **Objective 4.5:** Support the integration of newcomers and advocate for programs to support their integration.
- **Objective 4.6:** Share immigration success stories and develop communications campaigns to enhance immigration.

### Forward. Together. Connection Points

This Strategic Priority is in alignment with the **People Pillar** (Pillar 1, starting on page 35), the **Inclusion Pillar** (Pillar 2, starting on page 37), the **Strong Communities Pillar** (Pillar 4, starting on page 40), and the **Reconciliation Pillar** (Pillar 3, starting on page 38) of the *Forward. Together.* plan.

<https://capebretonpartnership.com//forward-together>



## Strategic Priority 5: Corporate Leadership



*Being a regional LEADER in Economic Development and Organizational Management.*

- **Objective 5.1:** Communicate value to current and future Investors (members) of the Cape Breton Partnership.
- **Objective 5.2:** Establish and continuously improve the Investor (member) attraction and retention strategy, strengthening the existing Investor (member) Relations function.
- **Objective 5.3:** Enhance physical presence across the Island with expansions of Cape Breton Partnership office locations, staff placements, etc.
- **Objective 5.4:** Facilitate collaboration with off-Island border communities and regions.
- **Objective 5.5:** Establish annual action priorities to advance the strategic plan and monitor, evaluate, and report results.
- **Objective 5.6:** Strengthen internal capacity to enable effective functioning, growth, and resilience (i.e., improved administrative function, continuous IT infrastructure and document management upgrades, improved employee training system, etc.).
- **Objective 5.7:** Increase financial independence and service revenues opportunities.

### Forward. Together. Connection Points

The Cape Breton Partnership has committed to take a leadership role to champion the *Forward. Together.* plan in our own activities, and in the operations of our many partners as shown in the Island Wide Growth network (Figure 1, page 6).

In order to excel in this commitment, consistent attention to the strength, resilience, and optimization of the organization is critical.

<https://capebretonpartnership.com/forward-together>

## Next Steps - How this Three-Year Strategic Plan will be Used

### **This Three-Year Strategic plan will be used by the Cape Breton Partnership in the following ways:**

- Provide guidance to the organization when considering new initiatives and activities, or the continuation of existing initiatives and activities
  - o This guidance will be critical in the development of new business plans, as well in decisions required in the course of regular operations.
- Provide guidance for new policy development, either administrative (staff led), or board-led
- Inform decision making when significant new partnerships, investments, or organizational opportunities present themselves during the course of the next three years.

### **Implementation and Action Plan (Appendix 1) will be used in the following ways:**

- Provide a critical lens and the “tool of first resort” for the organization to use in the creation of annual business plans of the Cape Breton Partnership over the next three years.
- Inform the management of existing and new contracts and services in the course of the execution of the business plans.
- Inform reporting, progress tracking, and similar activities to continuously improve the effectiveness of the organization.