

2024/25

CBRM Regional Enterprise Network  
Semi-Annual Board Report

Q2 and Q3 (H2) (FINAL), FY 2024/25  
(October 2024 - March 2025)



CAPE BRETON  
REGIONAL MUNICIPALITY



# CBRM Regional Enterprise Network

## Board of Directors 2024/25 (as of June 2025)

Regional  
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- Ron Blinkhorn, Casino Nova Scotia (Sydney) (Chair)
- Tracey Boutilier – Secretary, Vibe Creative Group (Past Chair)
- Darrell Gallant, Marine Atlantic
- Nicole Morrison, Mabel Systems
- Shaowei Xu, SW East International Trading & Consulting
- Howie Doiron, Lindsay Construction
- Mary Jane Morrison, Cape Breton University

# Update from the President and CEO

## Semi-Annual Report (H2 - FINAL) 2024/25

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June 20<sup>th</sup>, 2025

To the CBRM REN Board, partners, and collaborators.

It is a great pleasure to present our 2024/25 Semi-Annual (H2 - FINAL) Report.

Over the last year, much progress has been made on the goals stated in the CBRM REN Business Plan, as well as the goals of our key partners – the CBRM, the Province of Nova Scotia, and the Investors of the Cape Breton Partnership. The CBRM REN has shown resilience through some board changes, staff changes, and opportunities to take advantage of programming changes and some changes in direction from our funders.

For greater “colour” in the achievements of the past year, please refer to the quarterly reports provided regularly published on our website (<https://capebretonpartnership.com/initiative/cape-breton-regional-municipality-regional-enterprise-network/>)

We are grateful for you – our partners - as together we work towards our vision of the CBRM becoming a hub of economic opportunity and prosperity. In 2024/25, it is obvious that we are closer to that vision as a result of our collective efforts.

Sincerely,

Tyler Mattheis  
President & CEO



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# CBRM Regional Enterprise Network



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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.





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# 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.



# Cape Breton Partnership

## Semi-Annual Report (H2 - FINAL) 2024/25



### Cape Breton Partnership Values

#### 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 in 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.

### Cape Breton Partnership Strategic Priorities:

#### Grow Strategic Sectors of Our Economy

Supporting the growth of STRATEGIC SECTORS that are key to Unama'ki – Cape Breton's economy.

#### Increase Productivity

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

#### Support Investment in Innovation and Entrepreneurship

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

#### Grow Our Communities

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

#### Corporate Leadership

Being a regional LEADER in Economic Development and Organizational Management.



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# CBRM Direction: Strategic Vision and Priorities

## 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



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# CBRM Direction - CBRM's Economic Development Network

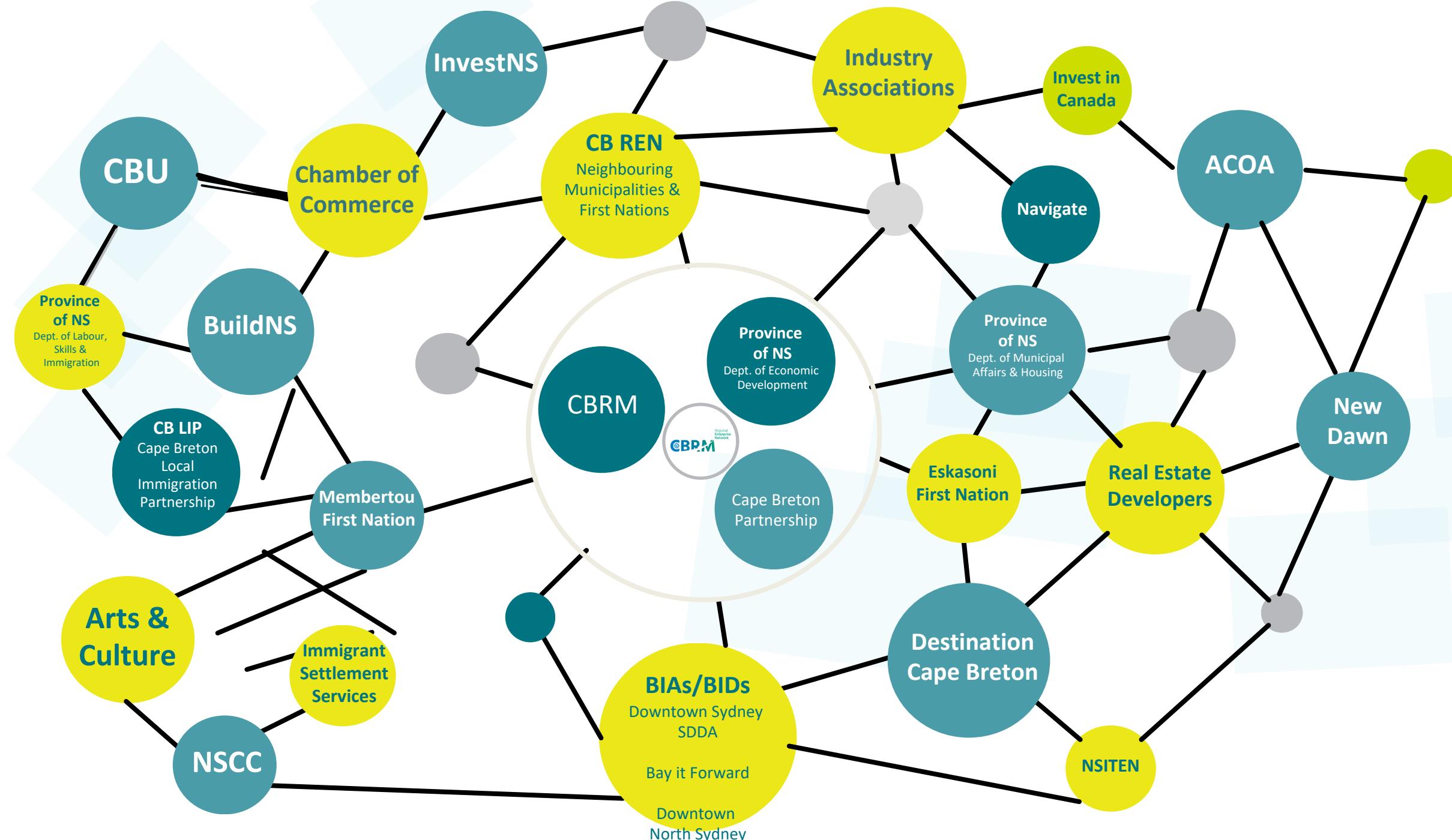


Figure 1 in the CBRM Forward Economic Development Strategy is shown here. As stated in the strategy, *“Economic development is much broader than providing the staff and budget for an economic development department.”* It goes on to state that *“A strong regional and provincial economy will also provide positive benefit to the CBRM.”*

In 2024/25, the CBRM REN will continue to work to achieve both the goals of CBRM Forward and *Forward. Together.* for the benefit of all of Unama'ki – Cape Breton, and the CBRM as its most populous and urban area.



Learn more about the *Forward. Together.* plan here:  
<https://capebretonpartnership.com/research-report/forward-together-unamaki-cape-breton-economic-development-population-growth-plan/>

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Economic Development Capacity	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<b>Establish a 'no wrong door' approach where all prospective investors and existing businesses are directed to the Cape Breton Partnership.</b> <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>CBRM Process to refer business inquiries to CBP.</li> <li>Weblinks from CBRM to CBP.</li> <li>NEW in 2024/25 – Electronic Screen in the Customer Service Centre</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>Growing relationships with new Planning Staff.</li> <li>New web links will be explored when the new CBRM Website is established.</li> <li>ACTION for H2 - work to get in on the staff working group.</li> <li>Electronic Screen in the Customer Service Centre is purchased, and planned to be installed in December.</li> </ul>	<ul style="list-style-type: none"> <li>Planning Staff meetings initiated.</li> <li>CBRM Website appears to be stalled - exploring a new build for CBRM instead.</li> <li>Electronic Screen in CSC installed.</li> <li>Bus Insights program ready to launch with collaboration with Chamber in near future.</li> </ul>	CBP, CBRM, Chamber, BIA (SDDA, Bay it Forward, Downtown North Sydney)	- CBRM REN EDOs
	<b>Establish a minimum three-year agreement for CBRM REN.</b> <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Multi-year agreement between CBRM and 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>High priority of previous LOC.</li> <li>To be re-established at next LOC meeting (tentatively December 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Low priority of current LOC.</li> <li>To be re-visited regularly</li> </ul>	CBRM, CBP, Province of NS	- CBP CEO - LOC Co-Chairs - CAO - Mayor
	<b>Establish a business visitation (BR&amp;E) program</b> to proactively identify and address businesses challenges and opportunities. <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Expanded economic development data.</li> <li>NEW in 2024/25 – Goal of 36 interviews this first year of operating BR&amp;E program.</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>Lots of research done with other REN partners, including the CB REN.</li> <li>Various sizes / lengths of surveys considered.</li> <li>Learnings from the Partnership Investor Roundtables were applied.</li> <li>Launch expected for Q4</li> </ul>	<ul style="list-style-type: none"> <li>Launched, with data being collected in Insightly</li> </ul>	CBP, CBRM	- CBRM REN EDOs
	<b>Compile and promote an inventory of available sites and buildings</b> for new business investment and expansion. <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Inventory of available properties/buildings created and maintained.</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>Informal inventory is internally created.</li> <li>Discussions with CBRM Planning staff on the REN's participation in tax sale property has commenced.</li> <li>Updated Northside Business Park sales process (with sector lens) is in process.</li> </ul>	<p><b>Continued work from H1 plus:</b></p> <ul style="list-style-type: none"> <li>Increased participation in tax sale property process</li> <li>Improved model for Northside Business Park sales approved by CAO Katchafanas.</li> </ul>	CBP, CBRM, developers, property owners	- CBRM REN EDOs - CBRM Planning Dept
	<b>Adopt a Province-wide REN Metrics protocol.</b> <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Application of the REN metrics protocol to provincial agreements and reporting requirements. (continued from creation of the protocol in last fiscal)</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>New metrics model is being implemented with quarterly data provided to the Provincial Department of Economic Development.</li> </ul>	<ul style="list-style-type: none"> <li>New metrics model almost ready to use - should be good for Q1.</li> </ul>	CBP, NS RENS, DED, LSI	- CBP CEO

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



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CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Economic Development Capacity	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	Update, augment and promote EntrepreneurCB as the primary directory of funding and business resources for CBRM businesses.	• New collaborative management framework in place	• Increased ability to collaborate amongst entrepreneurial serving partners in the CBRM	<ul style="list-style-type: none"> <li>• Entrepreneurial partners work to revive / retook EntrepreneurCB</li> <li>• Experimentation with a shared entrepreneurial events calendar: <a href="https://www.eventrally.ca/">https://www.eventrally.ca/</a></li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with CEED to implement an AI driven Chatbot. Possible launch in H1 of 25/26</li> <li>• Experimentation continues with a shared entrepreneurial events calendar:</li> </ul>	CBP, ACOA, CEED, Navigate,	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- CBP CEO</li> <li>- CEED Cape Breton</li> </ul>
	Continue and expand existing marketing programs to create awareness and attract investment to the CBRM	<ul style="list-style-type: none"> <li>• New CBRM Focused Podcasts Produced, with high download / performance rates</li> <li>• Expanded Travel for specific opportunities for the CBRM</li> <li>• Applications to funding opportunities for larger marketing initiatives</li> <li>• Creation of a CBRM specific investment / community page on WelcomeToCapeBreton.com</li> </ul>	<ul style="list-style-type: none"> <li>• Greater local, regional, national and international awareness of investment opportunities in the CBRM</li> <li>• Stronger relationships between proponents of local investment opportunities and the CBRM REN</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent new podcasts focused on CBRM opportunities!</li> <li>• Travel to promote CBRM has increased</li> <li>• Invest In Canada application is in process.</li> <li>• Creation of a CBRM specific investment / community page on WelcomeToCapeBreton.com is deferred to a wider discussion on community profiles and data, and a new CBRM Website.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest In Canada application successful</li> <li>• Creation of a CBRM specific investment / community page on WelcomeToCapeBreton.com is has evolved to become a priority for 2025/26.</li> <li>• Plans to leverage REN conference next year, plus video, print and web assets.</li> </ul>	CBP, ACOA, CBRM, NSDED, Investors in the Cape Breton Partnership, Cape Breton Capital Group	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- CBRM REN Director of Communications</li> </ul>
	Economic Development Training for CBRM Council and Staff	<ul style="list-style-type: none"> <li>• Interactive Training Workshop on progress towards CBRM Forward, and other economic development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Greater local, regional, national and international awareness of investment opportunities in the CBRM</li> </ul>	<ul style="list-style-type: none"> <li>• to discuss with new planning director</li> <li>• Invite for more information sent to every councillor</li> <li>• potential to schedule in Q3.</li> </ul>	Not completed. Deferred to next fiscal.	CBP, CBRM, CBRM REN Board, Entrepreneurial Agency Partners	<ul style="list-style-type: none"> <li>- CEO</li> <li>- CBRM REN EDOs</li> <li>- Strategic Relations Advisor</li> </ul>

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Leveraging Local Strengths	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<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>• <i>Continued work from 2023/24 Business Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Redesigned Building Tomorrow Campaign.</li> <li>• Support for Developers.</li> <li>• Support for BIA initiatives such as Downtown Sydney</li> <li>• Attend strategic events such as MPIM and ICSC to attract new investment</li> </ul>	<ul style="list-style-type: none"> <li>• Greater density, more development, and more investment in CBRM's urban core areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Support for Developers is ongoing.</li> <li>• Support for Downtown Sydney is ongoing through relationships with the EDOs.</li> <li>• MPIM attendance is planned for next year, ICSC is delayed to shift to Toronto from Vancouver.</li> </ul>	<ul style="list-style-type: none"> <li>• Support for Developers is ongoing.</li> <li>• Support for Downtown Sydney is ongoing through relationships with the EDOs.</li> <li>• Successful MPIM attendance</li> <li>• Research for Tax relief commenced.</li> </ul>	NSLI, CBRM, SDDA, CBP, Province, ACCA,	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- CBRM REN Director of Communication</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.</p> <ul style="list-style-type: none"> <li>• <i>Continued work from 2023/24 Business Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Annual Update with Entrepreneurial Support Partners.</li> <li>• Annual Partner Day, Small Business Week collaborations, etc.</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>	<ul style="list-style-type: none"> <li>• Entrepreneurial Support Partners relationship is re-starting</li> </ul>	<ul style="list-style-type: none"> <li>• With Launch of Unam'aki - Cape Breton Business Insights, we can now collaborate with the chamber for a state of entrepreneurship / report card initiative in 2025/26</li> </ul>	CBP, CBDC, Navigate, CEED, BDC, Chamber	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- Strategic Relations Advisor</li> <li>- CBRM REN Director of Communications</li> </ul>

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Leveraging Local Strengths	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
 <b>POST-SECONDARY EDUCATION (PSE):</b> Support workforce development efforts to retain local PSE graduates. • <i>Continued work from 2023/24 Business Plan</i>	<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> <li>Ensure local settlement services are available to assist the international student community (and spouses/children).</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>Ongoing work and meetings with employers to attract and retain international graduates and other newcomers. 56 of the immigration files we supported since April 1, 2024 were for international graduates already working with employers in Unama'ki-Cape Breton.</li> <li>We also support international graduates with the International Graduate Entrepreneur Stream (under the NSNP) where possible to start their own business and remain in Nova Scotia long-term.</li> <li>Job fairs hosted in Sydney in April 2024.</li> <li>Regularly attend job fairs and service fairs with partners such as high schools, post-secondary institutions, settlement services, and other employers to provide information on Cape Breton Partnership services.</li> <li>Entrepreneurship presentation to CBU students in partnership with CEED in October 2024. Approximately 10 attendees with plans to start business.</li> <li>Intend to plan another session in partnership with EDOs in January.</li> <li>Referrals to settlement services for candidates under the AIP (40 to YREACH, 9 to CBICI, 1 to Next Stop Canada). These regular referrals ensure candidates receive the services they need and also ensure an open line of communication with partners.</li> <li>The Cape Breton Local Immigration Partnership (CBLIP) has local settlement partners on the Council, as well as unconventional settlement services such as the Cape Breton Regional Library and both centres for education located in Cape Breton.</li> </ul>	<p>In Q3, the Cape Breton Partnership hosted a Work Permit Options for Employers immigration session on October 2, 2025 in Sydney. On October 18th, The Immigration Engagement Coordinator and the People and Labour Market Immigration Advisor hosted an information session at CBU, outlining the international graduate Entrepreneur stream of the provincial nominee program to assist prospective grads in navigating immigration pathways that may be available once they have graduated. On November 19th, 2024, the Cape Breton Partnership hosted a Work Permit Options for Employers virtual session, where CBRM employers were in attendance.</p>	CBU, NSCC, CBP, CBRM	- Labour Market & Immigration Advisor - Human Resources Advisor - CBRM REN Director of Communications - CBLIP Manager	

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Leveraging Local Strengths	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<b>BIO-ECONOMY &amp; MARINE:</b> Develop a harbour strategy to maximize the economic development potential of the ports and harbour communities of CBRM. ▪ <i>Continued work from 2023/24 Business Plan</i>	<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 - building a relationship with Lorna Campbell. Strategy to be likely led by the Port of Sydney and other partners, including the Cape Breton Partnership.</li> <li>▪ Louisbourg VEES discussions are underway. All partners appear to be focused on individual pursuits. CBRM REN EDOs are re-grouping and connecting one-by-one with partners, including the community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sydney Harbour - work underway to start a Sydney Harbour Sustainable Energy Promotion Group in Q1/Q2 of 2025.</li> </ul>	Port of Sydney, CBRM, CBP, ACOA, First Nations	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- Port of Sydney CEO</li> <li>- LOC Co-Chairs</li> <li>- CAO</li> </ul>
	<b>BIO-ECONOMY &amp; MARINE:</b> Prepare a detailed strategy to develop the potential of its marine/ocean industries including aquaculture, offshore energy, value-added fisheries products, and services, etc.	<ul style="list-style-type: none"> <li>▪ Complementary strategy to the Sydney Harbour Strategy Application to funders.</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>▪ No progress. Dependant on CBRM Political direction, Port of Sydney, and Verschuren Centre.</li> <li>▪ Green Cement Study has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No progress. Dependant on CBRM Political direction, Port of Sydney, and Verschuren Centre.</li> <li>▪ Green Cement Study has been completed.</li> </ul>	CBP, CBP Investors, Port of Sydney, JA Douglas McCurdy, Airport InvestNS, CBU, ACOA, First Nations, NSSA	<ul style="list-style-type: none"> <li>- CBRM REN EDOs</li> <li>- NSSA Executive Director</li> </ul>
	<b>ARTS &amp; CULTURE:</b> Continue to implement the CBRM Creative Economy Growth Plan and invest in the creative economy. ▪ <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>▪ Tactical support for specific initiatives</li> <li>▪ Targeted support for creative sector entrepreneurs</li> <li>▪ Ongoing support for the Culture Sector Team</li> <li>▪ Ongoing support for the Unama'ki Motion Picture Cooperative</li> <li>▪ Progress made towards the goals and outcomes of the CBRM Creative Economy Growth Plan</li> <li>▪ Progress made towards the Cape Breton Island Culture Sector Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Growing and more sustainable Creative Businesses</li> <li>▪ New private sector investment in the creative sector</li> <li>▪ Stronger creative sector organizations and institutions</li> <li>▪ A more empowered and organized Culture Sector Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tactical support for specific initiatives continues - many film initiatives for example.</li> <li>▪ Ongoing support for the Culture Sector Team continues, though the Chair has been absent.</li> <li>▪ Ongoing support for the Unama'ki Motion Picture Cooperative</li> <li>▪ Progress made towards the goals and outcomes of the CBRM Creative Economy Growth Plan</li> <li>▪ Invest Tab for the Creative Economy created - <a href="https://welcometocapebreton.ca/invest/creative-economy/">https://welcometocapebreton.ca/invest/creative-economy/</a></li> </ul>	<ul style="list-style-type: none"> <li>▪ Tactical support for specific initiatives continues - many film initiatives for example.</li> <li>▪ Culture Sector Team disbanded due to lack of progress.</li> <li>▪ Ongoing support for the Unama'ki Motion Picture Cooperative</li> <li>▪ Progress made towards the goals and outcomes of the CBRM Creative Economy Growth Plan</li> </ul>	CBP, Culture Sector Team, CBRM, NSITEN, First Nations	Creative Economy Development Officer

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Population Growth	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<b>Consult with local businesses on local workforce development needs in collaboration with local and provincial workforce development organizations.</b> • <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Profile workforce demand by sector within CBRM.</li> <li>Integration of workforce demand questions within BRE questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>More efficient use of CBP and partner resources to minimize forecasted labour challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce demand by sector within CBRM - exploring how to partner with other agencies to make this happen.</li> <li>Workforce demand questions within BRE questionnaire is being explored.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Questions cooked into the Unama'ki - Cape Breton Business Insights program.</li> </ul>	CBP, Chamber, trade & professional associations, CBU, NSCC, InvestNS, NSDLSI	<ul style="list-style-type: none"> <li>- Labour Market &amp; Immigration Advisor</li> <li>- Human Resources Advisor</li> <li>- CBRM REN EDOs</li> </ul>
	<b>Develop a population retention and attraction plan to attract the workers and residents needed to support the local economy.</b> • <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Application for funding to complete a population retention and attraction plan</li> <li>Population retention and attraction plan</li> </ul>	<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 annual population growth of 1.2% which is calculated to in turn enable annual workforce growth of 0.5%</li> </ul>	<ul style="list-style-type: none"> <li>No work on this to date. Will start to explore funding and partnerships in Q4.</li> </ul>	<ul style="list-style-type: none"> <li>Immigration Services Expansion work completed. Plan to launch "Immigration Access +" in 2025, to augment "Immigration Readiness Services"</li> </ul>	CBP, CBRM	<ul style="list-style-type: none"> <li>- Labour Market &amp; Immigration Advisor</li> <li>- CBRM REN EDOs</li> </ul>
	<b>Build on the CBRM's tourist appeal by encouraging visitors to consider moving to the CBRM.</b> • <i>Continued work from 2023/24 Business Plan</i>	<ul style="list-style-type: none"> <li>Marketing plan as part of the population retention and attraction strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Plan in place with appropriate success metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Deferred.</li> </ul>	<ul style="list-style-type: none"> <li>Deferred.</li> </ul>	CBP, DCB	<ul style="list-style-type: none"> <li>- Labour Market &amp; Immigration Advisor</li> <li>- CBRM REN EDOs</li> <li>- CBRM REN Director of Communications</li> </ul>

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Strategic Partnerships	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<b>Identify key provincial initiatives where CBRM can benefit from greater collaboration.</b> • <i>Continued work from 2023/24 Business Plan</i>	• Key provincial initiatives Identified.	• Greater provincial collaboration on various projects.	<ul style="list-style-type: none"> <li>Working with InvestNS on key industries:</li> <li>- Green Energy</li> <li>- Technology</li> <li>- Green Cement</li> <li>- MIPIM / Mixed Use / Housing</li> </ul>	Continued from H1	CBP, CBRM, InvestNS, NSDED	- Strategic Relations Advisor - CBRM REN EDOs - CEO
	<b>Engage and inform key provincial stakeholders of all CBRM economic development initiatives with a focus on those with the potential for provincial collaboration.</b> • <i>Continued work from 2023/24 Business Plan</i>	• 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>Work TBD with new Council and many new CBRM Staff.</li> </ul>	<ul style="list-style-type: none"> <li>Connection with JRTA / Link Nova Scotia</li> <li>Established meetings with CAO</li> <li>Board Chair and Mayoral Meetings started.</li> </ul>	CBP, CBRM, NSI, NSLSI, NSFA, NSCCTH	- CEO - Strategic Relations Advisor - CBRM REN EDOs
	<b>Explore opportunities to share resources with Eskasoni and Membertou Mi'kmaw Nations for entrepreneurship development and other economic development programming.</b> • <i>Continued work from 2023/24 Business Plan</i>	• Collaborations with Eskasoni and Membertou.	• More specific project collaboration between CBRM, Eskasoni and Membertou.	<ul style="list-style-type: none"> <li>CBRM REN has encouraged through:</li> <li>- Eskasoni Shipyard promotion</li> <li>- Green Cement Promotion</li> <li>- Collaboration between the CB REN and CBRM REN on retail hub development (Downtown Sydney and 7th Exchange for example)</li> </ul>	Continued from H1	Eskasoni, Membertou, CBP, NSBI, NSITEN, etc.	- Strategic Relations Advisor - CBRM REN EDOs - CEO
	<b>Explore opportunities to create additional tourism offerings, experiences, and excursions in consultation with private sector and industry groups, Destination Cape Breton and other tourism stakeholders.</b>	<ul style="list-style-type: none"> <li>Collaborations with Destination Cape Breton</li> <li>Collaboration with the Port of Sydney</li> <li>Collaboration with CBU World Tourism Institute</li> </ul>	• More tourism offerings in the CBRM	<ul style="list-style-type: none"> <li>Collaborations with Destination Cape Breton - including work with promoting Kitpu Air and Pascan Aviation.</li> <li>Collaboration with the Port of Sydney - new and growing relationship with the new CEO, collaboration on video assets with Membertou.</li> <li>Collaboration with CBU World Tourism Institute - many opportunities.</li> <li>NSITEN collaboration is growing, like with the new podcast.</li> </ul>	Continued from H1 Plus: <ul style="list-style-type: none"> <li>MUCU Sydney Market Collaboration</li> </ul>	CBP, DCB, TIANS, CBRM businesses, Port of Sydney	- CBRM REN EDOs

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Optimizing Regional Projects	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	Support the development of larger regional projects through economic impact analyses, inputs to the business case, etc. • <i>Continued work from 2023/24 Business Plan</i>	• # of larger projects with CBRM participation.	• More investment and development activity in CBRM.	<ul style="list-style-type: none"> <li>• Rail promotion support continues</li> <li>• Green Cement</li> <li>• Collaboration with NovaPorte</li> <li>• Exploring mineral potential when identified, and working to explore interaction with other community assets and priorities in those areas, as well as share information with community stakeholders.</li> </ul>	<p><b>Continued from H1 Plus:</b></p> <ul style="list-style-type: none"> <li>• Prep for World Hydrogen</li> <li>• Requesting support from InvestNS for Bulk Commodity Export support</li> <li>• Discussions with NSPI regarding data centre feasibility</li> </ul>	CBRM, CBP, Port of Sydney, COVE, CBU, NSCC, DCB, developers	- CBRM REN EDOs - CEO
	Advocate for regional projects with other levels of government and other stakeholders. • <i>Continued work from 2023/24 Business Plan</i>	• # of meetings with provincial, federal decision makers.	• More investment and development activity in CBRM.	<ul style="list-style-type: none"> <li>• Much work on green energy and other projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Much work on green energy and other projects.</li> </ul>	CBP, CBRM, ACOA, Province, Federal Government, partners	- CEO - Strategic Relations Advisor - CBRM REN EDOs
	Identify opportunities for local businesses to benefit from large projects. • <i>Continued work from 2023/24 Business Plan</i>	• Regional project opportunities analysis/ workshops completed.	• Higher levels of local supplier involvement.	<ul style="list-style-type: none"> <li>• C200 Economic Impact Analysis</li> <li>• Collaboration with the CB REN to determine opportunities with the Green Energy Engagement Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued from previous</li> <li>• launch of Business Insights Program.</li> </ul>	CBP, ACOA, Chamber, NSBI, etc.	- CBRM REN EDOs

# Progress on the 2024-25 Business Plan

## Semi-Annual Report (H2 - FINAL) 2024/25



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CBRM REN Business Plan (part of the Cape Breton Partnership Business Plan)							
CBRM REN Optimizing Regional Projects	2024/25 CBRM REN Strategic Actions	Planned Outputs	Anticipated Outcomes	H1 Update (April 1st - Sept 30th)	H2 Update (October 1 - March 31st)	Key Partners	Key People
	<p>Work with post-secondary education providers to address workforce needs.</p> <ul style="list-style-type: none"> <li>• <i>Continued work from 2023/24 Business Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Skills needs assessment completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced workforce challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to align CBRM REN work with that of PSEs, including CBU, NSCC, and others.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to align CBRM REN work with that of PSEs, including CBU, NSCC, and others.</li> </ul>	<p>CBP, NSCC, CBU, Dalhousie, business community</p>	<p>- CBRM REN EDOs</p>
	<p>Provide support to large projects in CBRM and across Cape Breton.</p> <ul style="list-style-type: none"> <li>• <i>Continued work from 2023/24 Business Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Engagement in regional projects outside CBRM.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional collaboration to enable successful large projects to have wide benefits across the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement in Offshore Wind potential Projects</li> <li>• Engagement in Hydrogen projects that will positively effect the CBRM Workforce</li> <li>• Engagement with Cape Smokey which will have an enormous impact on our tourism sector, and support Sydney as the Urban Hub.</li> </ul>	<ul style="list-style-type: none"> <li>• Started "Polar Partners" roundtable.</li> <li>• Connected Louisbourg Seafoods with Sydney Airport</li> <li>• Advocated for Sydney Harbour designation</li> <li>• Advocated for Sydney Harbour designation</li> <li>• Advocated for Sydney Airport</li> </ul>	<p>CBRM, CBP, NSNRR, NSNRR, NSEM, NSED, NSA, NSFA, Port of Sydney</p>	<p>- CBRM REN EDOs</p>



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