

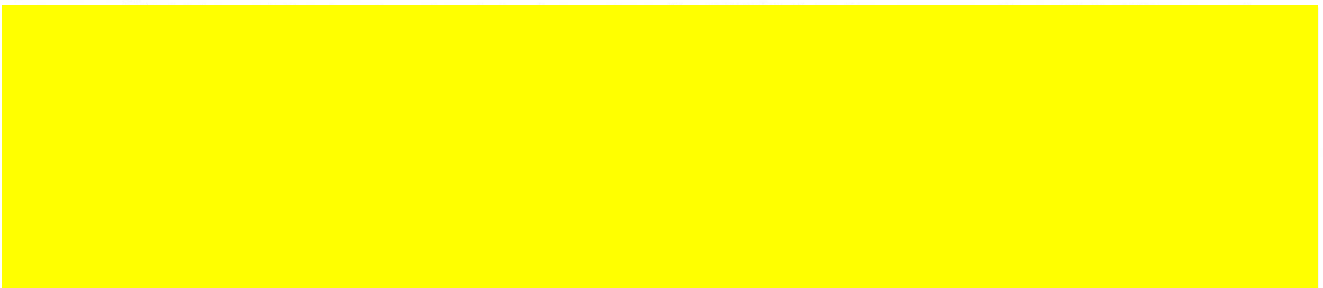
Daily Issue Summary (Advice to Ministers) June 13, 2016

Lead: MUNICIPAL AFFAIRS

S.14(1)



Messages:



From: Gillis, Sarah A
Sent: Wednesday, June 15, 2016 11:59 AM
To: Dean, Kelliann M; Peck, Mark A; Lawlor, Shawn G; 'Hon. Zach Churchill'; Bennett, Shannon; Pond, Emily A
Cc: Grant, Carla; Poirier, Adele; Errington, Lori A
Subject: CBC article - CBRM leaving REN

Hi Minister, Deputy, All,

Please see media article from CBC NS pasted below.

Cape Breton Regional Municipality pulls out of economic development network

Mayor Cecil Clarke says framework 'cumbersome' and costly

By Peggy MacDonald, [CBC News](#) Posted: Jun 15, 2016 11:19 AM AT Last Updated: Jun 15, 2016 11:19 AM AT

Cape Breton Regional Mayor Cecil Clarke says the island's municipalities will continue to co-operate. (Joan Weeks/CBC)

The Cape Breton Regional Municipality has withdrawn from a fledgling, island-wide economic development network, citing unwieldy administration and unexpected costs.

The seven-month-old regional enterprise network (REN) was created to replace multiple regional development agencies defunded by the previous Conservative government.

The Cape Breton REN was composed of CBRM, and Inverness, Victoria and Richmond counties. The Town of Port Hawkesbury planned to join nearby municipalities on the mainland.

'Cumbersome'

CBRM Mayor Cecil Clarke told CBC News the municipality withdrew because "the process around the REN was becoming cumbersome."

"In the whole process, Business Cape Breton was representing the interests of the CBRM and a lot of the delivery for the other three municipal units was being done by the Cape Breton Partnership," Clarke said.

Because the municipalities were contracting the services of the two agencies, HST had to be charged, said Clarke. That meant municipalities were spending "tens of thousands of dollars" that did nothing to create economic development.

CBRM will continue funding Business Cape Breton with \$125,000 a year.

Streamlined

"What changes is it's streamlined and more efficient," said Clarke.

"So it was just a burden of administration, a lot of meetings from an oversight committee to a board and it was just a challenge to bring all the pieces together."

The other municipalities will maintain the REN, with the Cape Breton Partnership providing services, said Clarke.

He said co-operation between the municipal units will not change.

He hopes an island-wide municipal conference in the fall will produce an agreement "that just builds on the collaboration and co-operation, but a different structure was required."

Thanks,
Sarah

Sarah Gillis
Media Relations Advisor
Nova Scotia Department of Justice, Municipal Affairs & Office of Immigration
t: 902-424-3313 | c: 902-266-8554 | e: Sarah.Gillis@novascotia.ca

Peck, Mark A

From: Gillis, Sarah A
Sent: Tuesday, June 14, 2016 1:17 PM
To: Peck, Mark A; Smith, Gordon T
Cc: Grant, Carla
Subject: FW: DMA Media calls - CB REN

Hi Mark, Gordon,

I have updated below with higher level messages.

See you soon Mark.

S.20(1)

Reporters/Outlets: Nancy King / Cape Breton Post – Mary Campbell / Go Cape Breton

Topic: CBRM RENs

Background: At a CBRM regional council meeting last Tuesday, the Mayor announced that the CBRM would be leaving the CB Regional Enterprise Network. He said Business Cape Breton would be servicing the CBRM and the CB Partnership would focus on Inverness, Victoria and Richmond Counties.

Questions:

- Has the province signed off on this arrangement?
- Will it be providing funds directly to the CBRM, as mentioned by the Mayor?
- What are the implications in terms of reporting?
- How does this impact municipal funding from the province? And CBRM in general?

Strategy

S.14(1)

Information:

Timeline: end of day

Thanks!
Sarah

Sarah Gillis
Media Relations Advisor

* Response combined w/
M355

Hann, Sarah M

Subject: M292 (Mark) Mayor Cecil Clarke
Start Date: Thursday, July 21, 2016
Due Date: Thursday, July 21, 2016

Status: Not Started
Percent Complete: 0%

Total Work: 0 hours
Actual Work: 0 hours

Owner: Hann, Sarah M
Requested By: Bellefontaine, Laura

Letter to Minister from Mayor Cecil Clarke advising that CBRM wishes to proceed with as a separate REN and seeking funding assistance to do so.

Mark: Please have a response drafted for the Minister's signature by July 21/16.



M292 (Mark)
Mayor Cecil Clar...

Gordon
July 12/16

Hann, Sarah M

Subject: M355 (Mark) Mayor Cecil Clarke
Start Date: Tuesday, August 23, 2016
Due Date: Tuesday, August 23, 2016

Status: Not Started
Percent Complete: 0%

Total Work: 0 hours
Actual Work: 0 hours

Owner: Hann, Sarah M
Requested By: Bellefontaine, Laura

Letter to Minister from Mayor Cecil Clarke, CBRM, following up on request/discussion for a 50/50 contribution towards economic development - would like to consider 2016/17 a pilot year.

Mark: Please have a response drafted for the Minister's signature by August 23/16.



M355 (Mark)
Mayor Cecil Clar...

Shannon
Aug. 11/16



**Municipal Affairs
Office of the Minister**

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

08-16-0007

AUG 25 2016

Mayor Cecil P. Clarke
Cape Breton Regional Municipality
VIA E-MAIL: mayor@cbrm.ns.ca

Dear Mayor Clarke:

I am responding to your correspondence of July 4, 2016, and August 9, 2016, in which you requested that the province provide a 50/50 contribution toward economic development in Cape Breton Regional Municipality, and that 2016/17 be considered a pilot year.

Thank you for writing to share the *Business Cape Breton Proposed Business Plan 2016-2017*. The Department of Municipal Affairs is currently in the process of reviewing CBRM's funding request.

Sincerely,

Zach Churchill
Minister of Municipal Affairs

M292 / M355

Drafted by SBennett

Jennings, Jacinda E

From: Minister, DMA
Sent: Thursday, August 25, 2016 11:34 AM
To: 'Mayor's Office'
Subject: RE: Correspondence from Mayor Cecil P. Clarke - Regional Economic Development Cooperation - 2016/17 Pilot Project

August 25, 2016

Mayor Cecil P. Clarke
Cape Breton Regional Municipality
VIA E-MAIL: mayor@cbrm.ns.ca

Dear Mayor Clarke:

I am responding to your correspondence of July 4, 2016, and August 9, 2016, in which you requested that the province provide a 50/50 contribution toward economic development in Cape Breton Regional Municipality, and that 2016/17 be considered a pilot year.

Thank you for writing to share the *Business Cape Breton Proposed Business Plan 2016-2017*. The Department of Municipal Affairs is currently in the process of reviewing CBRM's funding request.

Sincerely,

Originals signed by:

Zach Churchill
Minister of Municipal Affairs

From: Mayor's Office [mailto:Mayor@cbrm.ns.ca]
Sent: Tuesday, August 09, 2016 4:23 PM
To: Minister, DMA <DMAMIN@novascotia.ca>
Cc: Dean, Kelliann M <Kelliann.Dean@novascotia.ca>; Michael J. Merritt <mjmerritt@cbrm.ns.ca>; Marie J. Walsh <mjwalsh@cbrm.ns.ca>; Peck, Mark A <Mark.Peck@novascotia.ca>
Subject: Correspondence from Mayor Cecil P. Clarke - Regional Economic Development Cooperation - 2016/17 Pilot Project

Dear Minister Churchill: Mayor Clarke has requested that I forward the attached correspondence and supporting documentation to you for your consideration.

Regards,

Toni DeLorenzo
Manager - Mayor's Office
Cape Breton Regional Municipality
320 Esplanade

Sydney, NS BIP 789

Phone: 902-563-5000 Fax: 902-563-5585

From: Dean, Kelliann M
Sent: Friday, October 07, 2016 3:34 PM
To: 'Michael J. Merritt'
Cc: Bennett, Shannon; Smith, Gordon T
Subject: Re request for funding
Attachments: M292 - Michael Merritt.pdf

October 7, 2016

Hi Michael,

Please see the attached correspondence regarding CBRM's request for funding.

Kelliann

Kelliann Dean
Deputy Minister
Department of Municipal Affairs

OCT 07 2016

Mr. Michael Merritt
Chief Administrative Officer
Cape Breton Regional Municipality
VIA E-MAIL: mjmerritt@cbrm.ns.ca

Dear Mr. Merritt:

The Department of Municipal Affairs has reviewed the July 4, 2016, funding request from the Cape Breton Regional Municipality (CBRM). As the Regional Enterprise Network (REN) model does not support the creation of a separate REN for the Cape Breton Regional Municipality, we are pleased to offer the following to encourage long-term prosperity in your Municipality:

- Department of Municipal Affairs staff support to identify and map assets of significance to CBRM by collecting and analyzing provincially housed data and information. This is an important step toward being able to use land-use plans as a tool to promote business development.
- As per recommendation 17 of the 2014 Fiscal Review, the Department of Municipal Affairs will provide up to \$100,000 in funding for a process to examine the viability issues facing CBRM. The Department would like to work with CBRM in engaging the community to examine, discuss, and develop solutions at large for the future viability of CBRM. Engaging the business community, non-profit community, citizens, and the federal and provincial government to develop innovative solutions to the issues, both economic and other, facing CBRM will help ensure an approach to viability that is community lead and supported. Our department is eager to work with CBRM in developing a Terms of Reference for this project.
- At the conclusion of the community engagement exercise, the Department would be pleased to fund up to an additional \$125,000 for necessary studies to implement recommendations/ solutions as determined from the process noted above; for example, funding could be used to support a wastewater infrastructure study that would examine the cost of meeting the Canadian Council of Ministers of the Environment (CCME) wastewater effluent standards in CBRM.

We are pleased to support you in this worthwhile endeavour.

Yours truly,



Kelliann Dean
Deputy Minister of Municipal Affairs

cc: Shannon Bennett, Director, Governance & Advisory Services, DMA
Gordon Smith, Provincial Director of Planning, DMA

Bennett, Shannon

From: Bennett, Shannon
Sent: Wednesday, February 1, 2017 1:57 PM
To: Pohlkamp, Gretchen G
Subject: RE: CBRM Visioning Committee

No, this is the \$225k that was committed to CBRM to do a viability study

-----Original Message-----

From: Pohlkamp, Gretchen G
Sent: Wednesday, February 1, 2017 1:56 PM
To: Bennett, Shannon <Shannon.Bennett@novascotia.ca>
Subject: RE: CBRM Visioning Committee

Shannon

Sorry - Visioning for what exactly? Is this related to the Charter?

Gretchen

Gretchen Pohlkamp, LL.B.
Executive Director
Corporate Policy, Planning and Strategic Initiatives Department of Municipal Affairs Maritime Centre Suite 14N
1501 Barrington Street
Halifax, NS
B3J 2M4

Cell: 902-222-7114
Office: 902-424-6690

-----Original Message-----

From: Bennett, Shannon
Sent: February-01-17 1:51 PM
To: Pohlkamp, Gretchen G <Gretchen.Pohlkamp@novascotia.ca>
Subject: CBRM Visioning Committee

hey Gretchen,

The meetings in CBRM went well yesterday and Monday. We are going to work to set up a joint project group with staff from DMA and CBRM to move this forward. We had chatted before about Mico working with myself and Emily on this project, and I was wondering if you had the opportunity to chat with him about this yet?

Thanks,
Shannon

Sent from my iPhone

Bennett, Shannon

From: Michael J. Merritt <mjmerritt@cbrm.ns.ca>
Sent: Tuesday, February 21, 2017 9:31 PM
To: Bennett, Shannon
Subject: RE: Follow up to meeting

Shannon,

Sorry, today was council day in the CBRM, so I apologize for the lateness of getting back to you. Yes we have a Director's meeting scheduled for the 28th as mentioned and you are invited to attend. If you are available we can meet the Monday afternoon. I will send you a draft agenda. I have not had an opportunity to discuss the team that could work on the TOR for the viability initiative, however hopefully by Monday afternoon we may have this in place. I have spoken to the Mayor and we are keen on having all training modules delivered to the CBRM, so we can discuss the timing when you are here.

Mike

From: Bennett, Shannon [mailto:Shannon.Bennett@novascotia.ca]
Sent: Tuesday, February 21, 2017 3:03 PM
To: Michael J. Merritt
Subject: FW: Follow up to meeting

Hi Mike,

N/R

I just wanted to check in with you on a few items. First off, I wanted to confirm that the Director's meeting is next Tuesday? If so, I would be happy to attend, and will likely come up Monday if you wanted to meet that afternoon for a quick check in/update on the MGA changes, etc.

Secondly, I am keen to get going on the CBRM Viability project. From our Department, myself, Emily and Mico will be dedicated resources, and we can bring in others as need be. Have you had the opportunity to identify who we could meet with to start developing a TOR for the project? We would be happy to come up your way to meet with some staff from CBRM to get the ball rolling.

Thanks,
Shannon

From: Bennett, Shannon
Sent: Wednesday, February 8, 2017 11:39 AM
To: 'Michael J. Merritt' <mjmerritt@cbrm.ns.ca>
Subject: Follow up to meeting

Hi Mike,

It was great seeing you guys last week to touch base on a few things. As a follow up to our conversation, please see attached the "menu" of presentations that the Advisory team have been presenting to Councils. Please let me know which items would be of interest to your group, and a few dates that would work best for you.

In addition, the policy team and I are free to meet at 2:30 tomorrow, if that works for you guys.

See you then,

Bennett, Shannon

From: Bennett, Shannon
Sent: Tuesday, March 21, 2017 11:54 AM
To: Bellefontaine, Laura
Subject: Agenda for Mayor Clark Meeting with Minister Churchill
Attachments: Agenda for Mayor Clark Meeting with Minister Churchill.docx

Please see attached.

Agenda for Mayor Clark Meeting with Minister Churchill

N/R

1.

2.

3. Economic Development-

- a. CBRM would like a funding commitment in this area; will we fund their REN like activity?

4. Viability Study-

- a. Next steps (DMA is waiting to hear who the municipality wants to have on the committee responsible for drafting the Terms of Reference. DMA has committed an advisor, policy analyst, and planning support).

5.

6.

Bellefontaine, Laura

From: Mayor's Office <Mayor@cbrm.ns.ca>
Sent: Monday, July 04, 2016 3:16 PM
To: Minister, DMA
Cc: Dean, Kelliann M; Michael J. Merritt; Marie J. Walsh; Peck, Mark A
Subject: Request for CBRM REN Funding
Attachments: ministerchurchilljuly4renfunding.pdf; businesscapebretonbusinessplan.pdf

Dear Minister Churchill: On behalf of CBRM Mayor Clarke, I am attaching correspondence (and supporting documentation) with respect to CBRM's request for REN funding for your consideration.

Kind regards,

Toni DeLorenzo
Manager - Mayor's Office
Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9
Phone: 902-563-5000 Fax: 902-563-5585



CAPE BRETON REGIONAL MUNICIPALITY
OFFICE *of the* MAYOR

July 4, 2016

The Hon. Zach Churchill, Minister
Department of Municipal Affairs
PO Box 216
Halifax, NS B3J 3K5
Email: dmamin@novascotia.ca

Dear Minister Churchill:

Re: Request for CBRM REN Funding

Further to our discussions, the CBRM wishes to proceed as a separate R.E.N. and is asking for the same level of 50/50 matching contributions of \$223,956.00 from the Province and City.

The total budget for the 2016/17 fiscal year has not changed at \$465,912.00 to be delivered through Business Cape Breton (BCB). The additional \$18,000.00 is cost recovery dollars received by BCB.

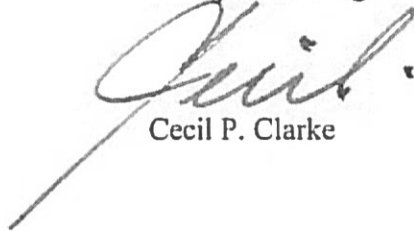
The decision of the CBRM is based on the complexity of structure and process. This in no way is a reflection of the positive and proactive relationship that the four counties of Cape Breton Island share. The collaboration and cooperation achieved over the past four years shall be the basis of an island-wide cooperation agreement to build on our collective successes to date.

Moreover, the CBRM is truly a regional enterprise as it was formerly a city, county and six towns that now work together to deliver regional planning, policing, public works and water utility services to name just a few. Therefore, it is only natural that we comprise one of the largest RENs in terms of size and population.

CBRM's Chief Administrative Officer, Michael Merritt, has met with Mark Peck of your office and has presented our perspective in person in addition to my communications with my municipal colleagues in R.E.N. No. 6. Attached please find a copy of the approved Business Plan for the CBRM through Business Cape Breton.

I hope that under your leadership, the positive economic development we have forged will continue between the Province and the City as we continue to advance and achieve more positive change. My CAO will follow-up with your Deputy Minister and Mark Peck to provide any other information or substantiation you may require.

Kind personal regards,

A handwritten signature in dark ink, appearing to read 'Cecil', with a long, sweeping horizontal line extending from the bottom left of the signature.

Cecil P. Clarke

CPC/rfd

Attachment - 1

c: Ms. Kelliann Dean, Deputy Minister, DMA
Mr. Michael Merritt, CAO, CBRM
Ms. Marie Walsh, CFO, CBRM
Mr. Mark Peck, Exec. Dir., DMA



BUSINESS CAPE BRETON

Proposed Business Plan 2016-2017

Submitted by:
Eileen Lannon Oldford, CEO
Business Cape Breton

April 2016

77 Kings Road, Sydney, Nova Scotia, Canada, B1S 1A2

TELEPHONE 902-562-2201 | TOLL FREE 1-800-818-2201 | FAX 902-562-2866

www.businesscapebreton.ca

Business Plan Format:

In preparing this Business Plan, Business Cape Breton has used the Program Logic Model, a performance-based model that is used by Treasury Board of Canada. Using this format, the plan is presented in a very clear and precise manner that allows the emphasis to be placed on the core components and their evaluation.

This model identifies what work BCB will accomplish for the upcoming fiscal year (**implementation of core component objectives**), what the potential results (**outputs – key indicators/deliverables**) will be, and the differences these results will make in our region (**outcomes**). Business Cape Breton will use the same format when reporting on the results of the Business Plan at the end of each fiscal year. Members of BCB's staff have been trained and have used the application of the Program Logic Model for over twelve years. Specific projects, initiatives, and activities will be identified and assessed by the model in BCB's Year-In-Review Report.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
REGIONAL OVERVIEW	1
LOGIC MODEL	3
Strategic Objective	3
Core Component	3
Logic Model with Core Components	4
• Business Development	4
• Economic Development	8
• Community Economic Development	11
PROJECTIONS	12
EVALUATION	12
ORGANIZATIONAL STRUCTURE	13
Board of Directors	13
Board Governance	13
Staff	13
Organizational Competencies	14
Accountability Process	15
APPENDIX A	16
Business Cape Breton Core Operations Budget	
Notes to BCB Budget	
Small Business Development Program Budget	
Notes to SBDP Budget	
April 1, 2013 – March 31, 2016 Municipal Report: Start Up's/Expansions	
Business Retention	



EXECUTIVE SUMMARY

BCB will guide and navigate regional economic development projects and initiatives on behalf of CBRM while providing support to businesses, operating as connectors among economic development partners, supporting business growth and retention, and providing support and leadership on CBRM economic priorities.

Supporting small, local businesses and economic development initiatives, BCB will bring together business communities, the province, the municipality, and other groups involved in economic development. Led by Board of Directors with extensive business experience, BCB will operate as connectors among economic development partners, support business growth and retention, and provide support and leadership to CBRM and their economic development priorities.

The *Business Cape Breton Association* (referred to as *Business Cape Breton or BCB*) will deliver specific strategic priorities that include programs, projects, and initiatives that will work to move the mandate of the CBRM forward and will be tied into the various strategies for the region. As mentioned in the opening, Business Cape Breton's business plan is developed based on the Logic Model. Business Cape Breton's representatives will work with the CBRM'S municipal unit to identify their priorities and to determine how they can assist their economic development direction for: *Business Development, Economic Development, and Community Economic Development*.

BCB will prepare a Communication Plan that is focused on effectively communicating the importance of what has been accomplished through cooperation with demonstrated partners (public/private/community) by using examples of the accomplishments that will be achieved through the implementation of the core components outlined in this business plan.

REGIONAL OVERVIEW

Nova Scotia is a dynamic and creative province, with skilled and ambitious people and an entrepreneurial spirit. We are capable of taking bold measures and risks, and of coming together as a unified community to build a better future. We are welcoming of newcomers to Nova Scotia, supportive of our disadvantaged citizens, committed to our students and youth, and champions of our entrepreneurs and businesses. We believe in education, skills and innovation, and we compete and win globally. Nova Scotians have a shared commitment to investing in our people and growing our one economy to build a unified, progressive, innovative, and change-oriented society. Nova Scotia is a small province, but it has tremendous assets – most notably, the capabilities of its people and their spirit and determination to make this province the best place in the world to start and grow a business, live and work, and raise a family. (Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014)

In the Province of Nova Scotia, a coalition has been set up to develop an action plan for Nova Scotia's New Economy based on the vision and goals outlined in the *Now or Never: An Urgent Call to Action for Nova Scotians*. This report clearly states the challenges and opportunities faced by Nova Scotians.

If Nova Scotia's economy were performing well today in providing jobs, sustaining communities and supporting high quality public services, the wise advice would be to stay the course and avoid major changes. But this is not our situation, nor does the future outlook promise relief.

The economic and population challenges we now face in Nova Scotia, and dramatically so in our rural regions, demand new vision, innovative approaches, greater collaboration and a greater willingness to take on the risks associated with economic change and progress. (Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014)

With continued out-migration, an aging population, and high unemployment, Cape Breton is facing some very serious economic and social challenges. According to the Nova Scotia Labour Market Report (Employment Insurance – January 2015), the number of Nova Scotians receiving regular EI benefits increased in seven (7) counties (Yarmouth, Digby, Hants, Colchester, Richmond, Cape Breton and Victoria) compared to the same month a year ago (three of these counties being on Cape Breton Island).

As a region, we need to work together to address these very serious challenges by identifying, assessing, and implementing viable opportunities that will have the greatest impact on the region. Cape Breton is known around the world as a tourism destination. It continues to win awards and recognitions as a destination of choice. It is also attracting attention as an event destination for various size events. Cape Breton has the third largest urban area in Atlantic Canada (Cape Breton Regional Municipality) with the potential of developing the Port of Sydney. Tourism and natural resources are key to future development in other regions of Cape Breton.

Business Cape Breton is presenting within this Business Plan the role it will take in assisting partners in moving CBRM forward. Business Cape Breton will work with partners to address some of these issues through Business Development, Economic Development, and Community Economic Development.

In summary, the significant turnaround in the Nova Scotia economy that the Commission feels is necessary will require much stronger business growth than we are seeing in the province. We need more start-ups and, in the larger scheme of things, it does not matter whether they are goods producers, service sector firms, or creative sector enterprises. And their size doesn't matter or whether they are conventional private businesses, or co-operatives or social enterprise. We just need them to grow, employ more people, and participate in out-of-province trade. (Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014)

As mentioned in the opening, Business Cape Breton has used the Program Logic Model, a performance-based model, to develop this plan. Using this format, the plan is presented in a very clear and precise manner that allows the emphasis to be placed on the core components and their evaluation. The following section will outline the components of the Logic model by identifying what Business Cape Breton will work to accomplish (**implementation objectives**), what the potential results (**outputs – key indicators/deliverables**) will be, and the **outcomes** (the differences these results make in the region) for the fiscal year – April 1, 2016, to March 31, 2017. Business Cape Breton will use this same format when preparing the Year-In-Review Report that will outline the results and level of success of the activities under each core component.

Business Cape Breton works diligently to align its efforts to support the endorsed strategic direction of the CBRM in creating prosperous growth for Cape Breton. Business Cape Breton will deliver programs and initiatives outlined under the following BCB core components to assist CBRM in guiding, supporting, and navigating regional economic development while providing support to businesses, operating as connectors among economic development partners, supporting business growth and retention, and providing leadership on economic priorities components.

Note: Business development services are provided under two processes; The Small Business Development Program and Business Cape Breton Operations. The remaining two core components are completed only under Business Cape Breton Operations.

Objective: *To support the successful creation, operation, and growth & retention of small business on Cape Breton Island.*

Objective: *To promote and facilitate regional economic development goals of CBRM while providing leadership, support and navigation on targeted economic development initiatives & support to businesses, operating as connectors among economic development partners, and supporting business growth & retention.*

COMMUNITY ECONOMIC DEVELOPMENT

Objective

- *To develop, promote, and implement projects and initiatives specific to CBRM.*

Logic Model with Core Components

Each of the Core Component sections will present activities and measurement of results, projects and initiatives including immediate and medium-term outcomes (difference made in the region).

CORE COMPONENT: BUSINESS DEVELOPMENT

OBJECTIVE:

- *To support the successful creation, operation, and growth & retention of small business on Cape Breton Island.*

ACTIVITIES:

- **Services under the Cape Breton Small Business Development Program:**
 1. Entrepreneurship Awareness
 2. Productivity and Business Skills Training
 3. Business Counselling

OUTPUTS (RESULTS - ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):

- **Services under Cape Breton Small Business Development Program**
 1. Entrepreneurship Awareness:
 - # of individuals who participate in 'Entrepreneurial Awareness' activities.
 - # of activities planned, coordinated, and hosted to attract individuals who are considering entrepreneurship or individuals who are currently engaged in the process of becoming an entrepreneur.
 - # of topics covered during these activities that help increase the understanding and interest in entrepreneurship.
 - # of inquiries from individuals who are interested in starting a business.
 - # of surveys completed that indicate that the client is 'Somewhat or Very Much' satisfied with the activity.
 - Build on BCB's network for referrals (banks, community groups, municipal reps, MLAs, etc.)
 2. Productivity and Business Skills Training:
 - # of programs, initiatives, or sessions held that assist existing or potential business owners with specific training.
 - # of individuals who participate in the programs, initiatives, or sessions.

3. Business Counselling

- # of individuals engaged in business plan development with the Business Counsellors.
- # of individual clients who are seeking information to start up, expand, or refocus an existing small business.
- # of referrals to other individuals, agencies, and organizations for particular expertise.
- # of referrals to internal training coordinator.

OUTCOMES (DIFFERENCE IT MAKES - IMMEDIATE AND MEDIUM-TERM)

• Cape Breton Small Business Development Program

1. Entrepreneurship Awareness:

- Awareness increases understanding and interest in entrepreneurship.
- Keeps the idea of entrepreneurship in the forefront of individuals seeking to explore a business opportunity.
- Provides the opportunity through events, networking, seminars, conferences, workshops, and projects to become aware of entrepreneurial information. Individuals are linked into the process that can help them if they wish to pursue this direction.
- Awareness can pave the way for new ideas engagement and overall success with the potential to develop future entrepreneurs.
- Encourages the current mindset and culture to think in a more business friendly way and become less risk adverse.
- Creates an environment with a positive attitude towards entrepreneurship. A positive attitude can mean the ability to try again after taking a big gamble even if you failed before.
- Provides the opportunity to work in groups and utilize creativity and business skills.
- Increases capacity, interest, and competence among young people thinking about entrepreneurship as a viable career option.
- Provides an environment to take on leadership roles, responsibility, utilize the abilities of others, to think about new challenges, and to foster a desire to exceed expectations.
- Makes contacts that provide practical help to those who want to make the transition from employment to self-employment.
- Exposes individuals to the benefits of entrepreneurship and encourages discussion of challenges.
- Creates a predisposition to pursue entrepreneurship as a career option.
- Creates awareness of the resources in our region that support the creation of business ventures.
- Provides opportunity for generating business ideas.

2. Productivity and Business Skills Training:

- Develops the skills needed to plan and launch a business.
- Maintains a network of speakers and workshop leaders in business topics.

- Helps one to understand the personal traits and behaviors associated with successful entrepreneurial performance; i.e., risk taker, independent, commitment, goal oriented, focused, organized, time manager, etc.
- Provides the opportunity to start a long-term effort to increase the number of entrepreneurial individuals in society and provides training programs based on the client's needs.
- Shares with participants the knowledge, business skills, and team building methods that are perceived as essential leadership attributes required of successful entrepreneurs.
- Provides occasions for individuals to learn about various types of business structures.
- Increases understanding by general public or very specific targeted groups regarding entrepreneurship concepts from the most basic to the very complex.

3. Business Counselling:

- Informed individual clients who are seeking to start up, expand, or refocus a small business.
- Individuals with the capacity to develop and monitor their business plan including the dimensions of marketing, sales, financing, etc.
- Clarifies operational requirements.
- Informed individuals with regards to application process for licensing, patents, leasing of property, agreements for new products.
- Individuals trained in what it takes to apply for bank loans and/or government funded programs.
- Sets realistic and timely goals.
- Understanding of the resources available through referrals to other individuals, agencies, and organizations with particular expertise – lawyers, accountants, exporting, patents, licensing, etc.

ACTIVITIES

Services under Business Cape Breton Operations:

Projects & initiatives that support and assist the creation, operation, and growth of small business on Cape Breton Island:

1. Tracking Reports (Municipal)
2. Developing, supporting, managing, and/or implementing CBRM business projects & initiatives, business recruitment efforts
3. Develop and launch 'Think Cape Breton First' Program for support to island-wide local businesses.
4. Port-Related Businesses, marketing and Foreign Trade Zone.

OUTPUTS (RESULTS – ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE)

Services under Business Cape Breton Operations

1. Tracking Reports (Municipal)

- Business Start-Ups and Expansions
 - Projected Investment
 - Projected Jobs
 - Projected Payroll
 - Counties – Location of Business
 - Business Retention Reports – September/March
2. Develop, support, manage, and/or implement projects & initiatives that support creation, operation, retention and growth within the region:
- # of projects & initiatives that Business Cape Breton has developed, managed, and/or implemented that impact and support the business sector across Cape Breton.
 - Depending on the project or initiative, identify the impact it has had on the region.
 - Business recruitment efforts identified.
3. Develop and launch 'Think Cape Breton First' Program.
- A new brand developed based on 'Think Cape Breton First.'
 - Promote new brand and guidelines for the program.
 - Development of the promotional materials.
 - # of promotions developed and implemented.
 - # of businesses, organizations, or sectors requesting to be involved with promoting and using the new 'Think Cape Breton First' brand.
4. Port-Related Businesses.
- # of Port-Related Businesses that BCB works with in helping establish, expand, or locate to the region.
 - Support to the Port Team with branding and development of marketing materials.
 - Type of support provided to Port-related businesses whether new or existing.
 - Promotion of CBRM Foreign Trade Zone.

OUTCOMES (DIFFERENCE IT MAKES - IMMEDIATE AND MEDIUM-TERM)

■ Business Cape Breton Operations

1. Tracking Reports (Municipal)
- A region building an entrepreneurial spirit.
 - Cape Bretoners investing in themselves and Cape Breton.
 - Job Creation
 - Creating an entrepreneurial environment within our region.
2. Develop, support, manage, and/or implement projects & initiatives that support creation, operation and growth within the region:

- Demonstrated partnerships for researching, assessing, developing, and implementing viable projects and initiatives.
- A region informed on the latest opportunities, trends, and resources available.
- Enhanced awareness for focused impact and communications.
- Priorities identified and supported based on resources available.

3. Develop and launch 'Think Cape Breton First' Program:

- Consumers investing in the economy by supporting local businesses.
- Positive economic impacts received by the local business community within various sectors of the economy.
- Awareness by the residents of the importance of spending locally and how they can help make a difference.
- Awareness of the contributions made to the local economy by local businesses for charity drives, sports teams, school projects, etc.

4. Focus on Port-Related Businesses.

- Increased productivity in companies and businesses by identifying opportunities with Port development.
- Increased number of new entrepreneurs receiving information to assist them in having the confidence to invest in their own business and take advantage of port-related activities.
- Increased new businesses offering new services to the region and/or increased employment opportunities.
- New businesses contributing to the overall wealth of the community and assisting in strengthening the region. (Municipal Report)
- Survival rate of new businesses increased and Retention Report (September/March).

CORE COMPONENT: ECONOMIC DEVELOPMENT

Business Cape Breton Operations

OBJECTIVE:

- *To promote and facilitate regional economic development goals of CBRM units while providing regional leadership on targeted economic development initiatives & support to businesses, operating as connectors among economic development partners, and supporting business growth & retention (island-wide).*

ACTIVITIES:

Services under Business Cape Breton Operations:

1. Identify economic development initiatives, programs, or projects that support the direction of the CBRM.

2. Provide marketing and promotions support to the Port Team for the commercialization of the Port of Sydney.
3. Provide branding & promoting of Business Cape Breton and its role throughout Cape Breton.

OUTPUTS (RESULTS-ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):

1. Identify economic development initiatives, programs, or projects that support the direction of our municipal partner.
 - # of initiatives, projects, and programs being evaluated or in process.
 - # of initiatives, projects, and programs completed within budget and on time.
 - # of partnerships leveraged.
 - Type of support received from BCB – facilitation, coordination, or management.
 - Sectors impacted by the initiative, projects, and programs; i.e., labour or construction (infrastructure); tourism (business related), etc.
2. Provide marketing and promotions support to the Port Team for the commercialization of the Port of Sydney.
 - Development of promotional materials, presentations, information packages, etc.
 - # of 'business visits' organized, planned, and implemented.
 - Promotional projects or initiatives supported by Business Cape Breton during the fiscal year.
 - # of events, meetings, tradeshow, etc. to market and promote the commercialization of the Port of Sydney and local businesses.
3. Provide branding & promoting of Business Cape Breton.
 - Implementation of Communication Plan.
 - # of promotions developed and implemented.
 - # of presentations, meetings, and information sessions held to promote the work of BCB.
 - Development of promotional materials with new brand.
 - #'s reached through the development and circulation of news releases through traditional and social media outlets.
 - # of partnerships, committees, special meetings, etc., that BCB staff is invited and participated.

OUTCOMES (DIFFERENCE IT MAKES- IMMEDIATE AND MEDIUM-TERM)

Services under Business Cape Breton Operations

1. Identify economic development initiatives, programs, or projects that support the direction of CBRM.
 - Partners working toward common goals with regard to development opportunities in order to build a stronger CBRM and Cape Breton.

- Promoted our region that is unified with one voice, focused, and ready to work together to address major challenges facing the area.
 - Attract investment, create sustainable wealth, and establish long-term competitive advantage.
 - An integrated approach among partners to work together on identifying opportunities and the economic development impact to our region.
 - Strengthen the private/public sector investment proposition.
 - Communities supporting the development of priority and CBRM's key economic driver – Port of Sydney.
2. Provide marketing and promotions support to the Port Team for commercialization of the Port of Sydney.
- A region with the ability to collect timely and relevant information including statistics and details on businesses, local workforce, and issues of interest to attract new business opportunities.
 - New wealth development by investors along with an increased awareness and use of Cape Breton data.
 - Businesses encouraged to establish or to relocate bringing new investment and improving economic conditions by providing opportunities for a different set of skilled individuals.
 - Strong relationships developed between business and the community to provide a regional view to potential companies.
 - A region monitoring its progress through use of recognized economic indicators.
 - A region retaining youth by identifying jobs (direct) and by filling employer requirements with spin offs jobs (indirect).
3. Branding & promoting of Business Cape Breton.
- Through the implementation of the Communication Plan, the credibility of the organization and its relevance to the economic growth of the region will be reinforced.
 - Better understanding of the role of Business Cape Breton and how it assists businesses (potential, new, and/or existing) through its various programs.
 - A region working together to identify and address issues for CBRM and the betterment of all of Cape Breton.
 - A region without duplication of efforts.
 - New strategic partnerships.
 - Cooperation among partners working together.

CORE COMPONENT: COMMUNITY ECONOMIC DEVELOPMENT
Business Cape Breton Operations

OBJECTIVE:

- *To develop, promote, and implement projects and initiatives specific to CBRM.*

ACTIVITIES:

Services under Business Cape Breton Operations:

- Develop and implement specific deliverables identified by CBRM.

OUTPUTS (RESULTS – ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):

1. Develop and implement specific deliverables identified by the CBRM.
 - # of projects or initiatives supported by Business Cape Breton during the fiscal year.
 - The extent of BCB's involvement in these projects or initiatives.
 - The total amount of project dollars managed by BCB for the region.
 - # of partners BCB works with on the various projects & initiatives it supports.
 - Demonstration of the number of partners that BCB is able to bring to the table to deliver projects & initiatives for the various municipal units within the region.

OUTCOMES (DIFFERENCE IT MAKES – IMMEDIATE AND MEDIUM-TERM)

1. Develop and implement specific deliverables identified by the CBRM.
 - Identified priorities within the CBRM.
 - Demonstrated partners working together to study, assess, develop, and implement viable projects or initiatives.
 - Initiatives built on past projects that received support from government and stakeholders.
 - A region that is informed on the latest opportunities, trends, promotions that are available.
 - Consensus in economic development priorities for the CBRM.
 - Relationships nurtured that lead to the development of opportunities.
 - Improved capacity for development of opportunities.
 - An environment for success is created and is working to ensure a healthy future.
 - Focused approach to CBRM priorities.
 - Increased effective use of limited resources.
 - Regions supporting the direction of key stakeholders through creating projects or initiatives that support their direction.
 - An environment will be created where leadership skills are nurtured and skill transfer occurs.
 - Acceptance & application of due process and accountability.
 - Enhanced communications between CBRM and BCB to increase awareness of the establishment, progress, outcome, and benefits of projects affecting the entire island.

PROJECTIONS APRIL 1, 2016 - March 31, 2017

PROJECTIONS – SMALL BUSINESS DEVELOPMENT PROGRAM

1. Entrepreneurship Awareness	# of Participants 250
2. Productivity and Business Skills Training	# of Participants 200
3. Business Counselling/Business Plan Engagement	# of Participants 60
4. Surveys	# of Participants 200

PROJECTIONS – BUSINESS CAPE BRETON OPERATIONS (Municipal Business Report)

1. Business Start Ups and Expansions	28
2. Projected Investment	\$2.8M
3. Projected Job Creation	50
4. Projected Pay Roll	\$2.2M
5. CBRM Projects & Initiatives:	# Implemented - 8
6. Think Cape Breton First:	# of Promotions 4
7. Port Related Businesses	# of Marketing Initiatives 5
	# of Business Visits – Port Related 5
8. Foreign Trade Zone	
a. To Be Established	May 2016
b. Promotion	Acquire Approval FTZ Marketing Program

Note: *Average payroll \$78,262 per business

*Average Investment \$100K per business

EVALUATION

In using the Logic Model, Business Cape Breton has been very clear and concise in explaining exactly what the intended results (outputs) of these core components will be and the potential impact on our region (outcomes). As mentioned, Business Cape Breton will track the progress of each core component to ensure that the proposed activities are completed and the outputs are recorded. In analyzing the results (outputs) of each core component. The results (outputs) will then be examined to determine if these implementation objectives are continuing to meet the objectives of the core components and CBRM. Specific projects, initiatives, and activities will be recorded and assessed by the model in Business Cape Breton's Year-In-Review Report. During this examination, other variables that are out of Business Cape Breton's control or management will be taken into consideration.

ORGANIZATIONAL STRUCTURE

Board of Directors

- LeRoy Peach, Chair - Director
- Parker Rudderham, Vice Chair - Director
- Marlene Lovett, Secretary/Treasurer - Director
- Duke Fraser - Director
- David Podborski - Director
- Danny Ellis - Director
- Brad MacDonald - Director
- Cecil Saccary - Director
- Alastair MacLeod - Director
- Eileen Lannon Oldford, CEO - (Staff - Ex. Officio Member)

Board Governance

Business Cape Breton has a Policy Governance Board of Directors with broad representation of business and community individuals. These members have knowledge and experience with human resources procedures, contracts & proposals, finance, business, and economic development along with leadership skills. Board members are committed to Business Cape Breton's strategic objective and core components and have signed on to commit their time and are open to learning. Leadership and decision making in areas of policy, due diligence, and strategy are under the authority of the Board. A succinct balance of accountability, respect, and trust exists between board, management, and staff.

Staff

- Eileen Lannon Oldford, CEO
- Joyce MacDougall, Training Coordinator
- Shannon McNeil, Business Counsellor
- Sara Salter-Burke, Business Counsellor
- Barb Vallis, Senior Financial Officer
- Jo-Lanna Murray, Senior Development Officer
- Wayne Scott, Development Officer
- Joanne Boland, Development Officer

All members of Business Cape Breton's staff are graduates from Bachelor and/or MBA programs with five members having over 20 years' experience and three with almost 10 years' experience. Members have experience in the fields of Public Relations, Management, Private Sector, Government, and Economic Development; as well, many staff members are also very active community volunteers.

Organizational Competencies

The members of Business Cape Breton staff bring to this organization many years of experience in economic development. Working in similar organizations has provided individuals with the necessary skills to succeed in a multi-task environment. Examples of the core competencies that are sustainable advantages or strengths include:

- Team attitude focused to deliver and work with all stakeholders.
- Ability to listen, organize, facilitate, coordinate, and implement projects, initiatives, and programs of strategic value.
- Possess a variety of project development capabilities including proposal writing and implementation.
- Demonstration of respect for process and inclusion.
- The qualifications and abilities to work well with many diverse entities and groups.
- Ability to manage expectations.
- Positive attitude and always looking for ways to achieve the end goal that will work for all partners.
- Ability to assume a leadership role when necessary but also able to act as a trainer, coordinator, facilitator, navigator, or connector.
- Capable of assuming a variety of roles and adept at multitasking.
- Ability to bring partners in economic development together to address specific issues of concern to the region.
- Experience in being accountable and transparent to all partners and practicing good governance.
- Proven ability for establishing a vision, objectives, goals, and project leveraging capabilities.
- Successful track record in delivery of special initiatives, business development, and project implementation.
- Experiences include:
 - Project Management
 - Communication Processes/Planning
 - Project Proposals
 - Financial Management
 - Administrative/Support Services

- Project Tracking
- Business Counselling
- Business Training Programs
- Funding Applications
- Annual Business Plans/Business Plan Development
- Board Training
- Business Recruitment Efforts
- Research
- Event Hosting
- Committee Services
- Planning
- Human Resource Development and Management
- Public Relations
- Marketing/Promotion
- Facilitation – Stakeholders/Partners/Groups/Organizations
- Entrepreneurship Awareness
- Host Job Fairs/Organize Regional Business Tours
- Recruitment of Businesses Investment in Cape Breton
- Risk Management

Accountability Process

- Full Internal & External Audits (Financial)
- Board Governance Training
- Logic Model – designed & used by Treasury Board of Canada
- Staff Training
- Public Presentations
- Regular Reports (capturing contract deliverables)
- Legislated under Society Act of Nova Scotia

APPENDIX A
BUSINESS CAPE BRETON -
CORE OPERATING BUDGET
INCLUDING NOTES TO BUDGET

Business Cape Breton - Operations

April 1, 2016 to March 31, 2017

BUDGET ITEMS		PROPOSED
Revenues		
CBRM		\$223,956
PNS		223,956
Cost Recovery		18,000
Total Revenues		\$465,912
Expenses		
Rent		\$41,000
Board Expense		\$8,000
Salaries/Benefits		\$329,539
Supplies Services		\$8,000
Travel – Staff		\$10,000
Prom./Market./Partnership Initiatives		\$20,000
Telecommunications		\$6,000
Office Furniture/Equip.		\$8,000
Professional Services		\$17,000
Professional Development		\$3,000
Printing		\$4,000
Postage		\$573
Miscellaneous		\$500
Bank Charges		\$1,200
Insurance		\$4,000
Contingency		\$5,000
Total Expenses		\$465,912
March/16		

Business Cape Breton Operations

Budget

April 1, 2016 – March 31, 2017

Notes to Budget:

The budget presents proposed allotment for fiscal year April 1, 2016 – March 31, 2017.
The budget amount is \$465,912

Rent - \$41,100

Board Expense - \$8,000

Expenses applicable to board travel, accommodations, representation at conferences and meetings, etc. for BCB Board.

Salaries/Benefits - \$329,539

Applicable to five staff members, two positions cost shared through another program. Group benefits adjusted (historically group benefits have an increase each year by service provider).

Supplies Services - \$8,000

Basic office supply inventory and other service providers ie. Recycling, shredding, etc.

Travel - \$10,000

CEO and Staff travel cost recorded as per travel policy.

Marketing/Promotion – Partnership Initiatives - \$20,000

Costs applicable towards marketing effort engaged with partners for business promotion, support, addressing of business issues or concerns, plus sponsorships, ads, features, etc.

Telecommunications - \$6,000

Contributions towards phone, fax, internet, etc.

Furniture/Equipment - \$8,000

Costs applicable to upgrades when necessary, postage machine, copier rental, computers, etc.

Professional Services - \$17,000

Costs applicable to audit/network support/legal/website enhancement, etc.

Professional Development - \$3,000

Staff Development – Applicable seminars/conferences and training, networking luncheons, memberships approved by CEO.

Printing - \$4,000

Copier printing/cost for outside printing

Postage/Misc/Bank Charges/ - \$2,273

Basic costs plus any applicable increase.

Insurance - \$4000

General Office Package and Board Liability Insurance.

Contingency - \$5,000

Cost recovery of \$18,000 is applied against the overall budget.

Small Business Development Program	
Proposed Budget	
April 1, 2016 - March 31, 2017	
Budgeted Item	
Revenues	YEAR 16/17
Municipal Contribution	\$63,562
ACOA	\$285,080
Revenues	\$8,108
InKind	\$23,356
Total Revenues	\$380,106
Expenses	
Operations	\$123,114
Training Initiatives	\$34,480
Marketing Promo	\$26,512
Salaries/Benefits	\$196,000
Total Expenses	\$380,106

Notes to Budget

Operations:

Cost to provide financial administration, reception, oversight, management, human resources, travel, rent, telecommunications, office furniture, equipment, bank charges, postage, supplies, services, audit.

Salaries/Benefits:

Costs applicable to wages and benefits for three employees (2 Business Councillors, 1 Training Coordinator)

Training Initiatives:

Costs applicable to the following:

- \$10,000 - WIB Conference
- \$6,480 - Off Island guest speakers for events -WIB Conference, Dinners, cost applicable to travel, fee, and sundry costs
- \$ \$18,000 - Business Luncheons
 - Dinners
 - BIZ at Breakfast Speaker Series

Leadership Training Program - Sundry costs only

- Mentorship Program
- EIA Video Series Training
- Entrepreneurial Workshops - Island Wide
- Cape Breton Victoria School Board - Proposed Initiatives
- New Business Basics Program

Costs applicable to facility costs, equipment rentals, light refreshments, materials, audio, and any costs to have an entrepreneurial client involved in workshop/presentations and/or new initiatives.

Marketing/Promotions:

Costs applicable to:

- Cable/Radio/Print Ads
- Entrepreneurial billboards/booth displays, etc.
- Poster/Banners/Video/Table Displays (pictures/testimonials, print articles, etc.)

BCB Business Cape Breton

BUSINESS DEVELOPMENT – Municipal Report

Start-Ups and Expansions - April 1, 2013 to March 31, 2016

County	Businesses	Start Ups	Expansions	Projected Payroll	Projected Job Potential	Projected Value of Investment
CBRM	82	58	24 (13 completed)	\$3,609,802	183	\$7,876,926
Inverness (Port Hawkesbury)	6	5	1	\$123,750	7	\$375,900
Richmond	8	5	3	\$315,000	14	\$1,162,243
Victoria	12	7	5 (1 completed)	\$805,195	36	\$1,271,800
TOTALS	108	75	33 (14 completed)	\$4,853,747	240	\$10,686,869

BUSINESS DEVELOPMENT – Municipal Retention Report

County	Businesses	Start Ups	Expansions	Projected Payroll	Projected Job Potential	Projected Value of Investment
CBRM	76	52	24 (13 completed)	\$3,374,198	173	\$7,766,926
Inverness (Port Hawkesbury)	5	4	1	\$98,750	6	\$170,900
Richmond	8	5	3	\$315,000	14	\$1,162,243
Victoria	10	6	4 (1 completed)	\$736,651	30	\$1,171,800
TOTALS	99	67	32 (14 completed)	\$4,524,599	223	\$10,271,869

Bellefontaine, Laura

From: Mayor's Office <Mayor@cbrm.ns.ca>
Sent: Tuesday, August 09, 2016 4:23 PM
To: Minister, DMA
Cc: Dean, Kelliann M; Michael J. Merritt; Marie J. Walsh; Peck, Mark A
Subject: Correspondence from Mayor Cecil P. Clarke - Regional Economic Development Cooperation - 2016/17 Pilot Project
Attachments: ministerchurchillaug9pilotproject.pdf; foreigntradezoneinformation.pdf

Dear Minister Churchill: Mayor Clarke has requested that I forward the attached correspondence and supporting documentation to you for your consideration.

Regards,

Toni DeLorenzo
Manager - Mayor's Office
Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9
Phone: 902-563-5000 Fax: 902-563-5585

RECEIVED
AUG 9 2016
M355
PRINCIPAL AFFAIRS
OFFICE OF THE MINISTER



CAPE BRETON REGIONAL MUNICIPALITY
OFFICE of the MAYOR

RECEIVED
AUG 9 2016
M355
MUNICIPAL AFFAIRS
OFFICE OF THE MINISTER

August 9, 2016

The Hon. Zach Churchill, Minister
Department of Municipal Affairs
PO Box 216
Halifax, NS B3J 3K5
Email: dmamin@novascotia.ca

Dear Minister Churchill:

Re: Regional Economic Development Cooperation – 2016/17 Pilot Project

Further to my previous request and follow-up discussions for a 50/50 contribution towards economic development, I would like to recommend we consider 2016/17 as a pilot year. The pilot would include the inclusion of trade and marketing, building on the accomplishment of a Foreign Trade Zone as well as tourism and cultural-based industry development.

These two areas are major growth areas in addition to traditional economic development within the Municipality. The City has written to confirm further investment cost-shared with the federal government on the Foreign Trade Zone, and a copy of the most recent marketing initiative is attached. The CEO of Destination Cape Breton, Mary Tulle, is working with City officials on a go-forward basis for a new tourism and cultural industry strategy that will affect all sectors of the local market phase.

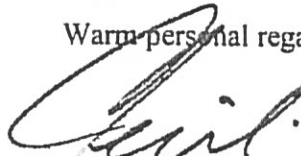
In addition, the cruise terminal expansion project will require many new supports to foster and support expanded opportunities. This public infrastructure project will necessitate a coordinated economic strategy in addition to proposed downtown revitalization initiatives.

August 9, 2016

I look forward to your response and advancing the cost-share request that requires no new dollars in addition to the 2016/17 economic development budget the CBRM as a region would be eligible for under the current funding formula.

Thank you for your continued interest and leadership.

Warm personal regards,



Cecil P. Clarke

CPC/tfd

Attachment - 1

c: Ms. Kelliann Dean, Deputy Minister, DMA
Mr. Michael Merritt, CAO, CBRM
Ms. Marie Walsh, CFO, CBRM
Mr. Mark Peck, Exec. Dir., Policy, Planning & Advisory Services, DMA

MEMO

To: Michael Merritt, Chief Administrative Officer, CBRM

Cc: Cecil Clarke, Mayor, CBRM

From: Eileen Lannon Oldford, CEO, Business Cape Breton

Date: July 28, 2016

Re: Foreign Trade Zone Marketing Plan Application – Funding Request

Dear Mr. Merritt,

Business Cape Breton (BCB) on behalf of Cape Breton Regional Municipality (CBRM) and the Port of Sydney team are seeking to develop a marketing strategy to promote the CBRM FTZ internationally.

We have made application to the Global Affairs Canada FTZ Marketing Program which provides 50% funding to approved proposals. It is our expectation that the marketing strategy should cost no more than \$50,000 to develop based on our experience and our conversations with colleagues.

We are requesting consideration for CBRM to become a funding partner for the remaining balance of \$25,000 for the project. We will be making a request to the Province of Nova Scotia to partner as well. Should we receive a favorable response, the CBRM request would be adjusted accordingly.

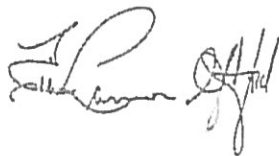
Funding Body	Amount
Global Affairs Canada	\$25,000
CBRM	\$25,000
TOTAL	\$50,000

Please find attached a copy of the application that has been submitted to Global Affairs Canada. Please advise in writing by August 10, 2016 if you will be able to facilitate this request so that we may confirm with Global Affairs Canada

your participation.

If you have any questions/concerns or require further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eileen Lannon Oldford', with a stylized flourish at the end.

Eileen Lannon Oldford
CEO, Business Cape Breton

Foreign Trade Zones – Marketing Program Project Application

1. Applicant information

a. Applicant Organization

<i>Name of Applicant Organization (Legal name):</i>	Business Cape Breton Association
<i>Website Address:</i>	www.businesscapebreton.ca

<i>Address:</i>	77 Kings Rd.	<i>Mailing Address (if different):</i>	
<i>City:</i>	Sydney	<i>City:</i>	
<i>Postal Code:</i>	B1S 1A2	<i>Postal Code:</i>	
<i>Province/ Territory:</i>	Nova Scotia	<i>Province/ Territory:</i>	

b. Authorizing Officer

The Authorizing Officer is an official with the applicant organization that is authorized to enter into legal agreements on behalf of the organization.

<i>Salutation/First Name:</i>	Eileen	<i>Last Name:</i>	Lannon Oldford
<i>Position:</i>	Chief Executive Officer, Business Cape Breton		
<i>E-mail:</i>	eileen@businesscapebreton.ca		
<i>Telephone:</i>	902-562-2156	<i>Mobile Telephone:</i>	902-371-5530
<i>Facsimile:</i>	902-562-2866		

c. Main Contact Person

The Main Contact Person is the person with the applicant organization who will be doing the day-to-day work on the FTZ-MP file, such as drafting the application and submitting claims and reports.

<i>Salutation/First Name:</i>	Wayne	<i>Last Name:</i>	Scott
<i>Position:</i>	Development Officer		
<i>E-mail:</i>	wayne@businesscapebreton.ca		
<i>Telephone:</i>	902-562-2029	<i>Mobile Telephone:</i>	N/A
<i>Facsimile:</i>	902-562-2866		

2. FTZ Marketing Strategy

a. Background and Outline of FTZ Marketing Strategy:

Provide a summary of the key elements of your FTZ Marketing Strategy. For applications seeking FTZ-MP support to create their FTZ Marketing Strategy, identify the key steps that will be used in its development. (Maximum 2500 characters)

- The CBRM FTZ Advisory Committee will develop terms of reference for a marketing strategy that will be posted via request for proposals.
- An evaluation package will be used to grade proposals.
- After reviewing the submissions, a marketing consultant will be selected to develop the strategy with an emphasis on deliverables.
- The CBRM FTZ Advisory Committee will work with the successful consultant to complete the marketing strategy.
- Upon completion of the marketing strategy, implementation of Phase I of the marketing strategy will begin.

b. Strategic Objectives of Project:

Identify the key objectives of the project – i.e. build strategic partnerships, increase marketing reach, generate leads, etc. How do they contribute to your FTZ Marketing Strategy? (Maximum 2500 characters)

- Market CBRM FTZ assets regionally and internationally.
- Brand recognition to demonstrate that the CBRM FTZ is positioned for success.
- Maximize our value proposition of Canada's FTZ programs while aligning CBRM FTZ to acquire traction in attracting foreign direct investment.
- Trade missions are expected to help define opportunities for succinct, targeted potential companies in key markets.
- Align CBRM FTZ with Atlantic Gateway branding.
- Develop strategic international relationships/partnerships.
- Identify qualified leads including contact information and steps to proceed that have potential to use CBRM FTZ assets such as the potential trans-shipping hub.
- Develop marketing tools to attract local/national/international businesses to the CBRM FTZ.
- Align the CBRM FTZ with Global Affairs' Markets Action Plan and Canada's new trade and export strategy.
- Project will have two phases: 1) Development of the marketing strategy and 2) implementation of the marketing strategy. The funding request presented in this application is for Phase I exclusively.

c. Linkage to Foreign Affairs, Trade and Development Canada (DFATD) priorities:

How is this project consistent with the Government of Canada's Global Markets Action Plan and its priority markets? (Maximum 2500 characters)

The marketing strategy for the CBRM FTZ will align with Global Affairs priorities by identifying fast-growth economies and key priority market countries such as China and India. The CBRM already has a sister city agreement in place with Dalian, China and will be seeking to further strengthen the relationship to the mutual benefit of both parties. We would also be seeking to take advantage of various trade agreements such as the CETA agreement given our proximity to the European market and the proposed Trans-Pacific Partnership demonstrates strong potential for our seafood industry in particular.

3. Project Activities

a. *Please provide a breakdown of the project's proposed activities (including their expenses, outputs and performance measures) by completing an "Activity Worksheet" template for each activity.*

b. *Please then provide a listing of each activity, with the title and the Total Requested FTZ-MP Funding in the table below.*

Activity Number	Activity Title	Total Requested FTZ-MP Funding
1	Hire a trade consultant to develop a marketing strategy - successful consultant to identify all activities and strategies to be implemented in Phase II.	\$ 50,000
		\$
	Funds to be split \$25,000 CBRM & \$25,000 FTZ MP	\$
		\$
		\$
		\$
		\$
		\$

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4. Project Results

- a. Will this project improve the region's capacity to attract Foreign Direct Investment (FDI)?**
Please explain. (Maximum 1000 characters)

Yes, this project will most definitely improve the region's capacity to attract Foreign Direct Investment (FDI). Global exposure is crucial to being successful in business today. One of the major issues for this specific region in Canada from a global perspective is the lack of exposure, the reputation for being less competitive in business than the United States and being perceived to have challenging climates.

Our region lacks representation globally with regards to the opportunities for business available in Atlantic Canada. We hope to structure a marketing strategy that addresses these issues and thereby increases the capacity of the region to attract foreign clients enhancing and raising awareness as a place to do business. It is our objective to make Sydney, NS a key logistic entry point for global trade.

- b. Will this project increase potential investors' awareness of FDI opportunities in Canada?**
Please explain. (Maximum 1000 characters)

Yes, this project will most definitely improve the potential to increase Investor awareness of FDI opportunities in Canada. One of the deliverables of the marketing strategy will be to identify Investors worldwide with expansion/relocation plans targeted at servicing North America and Western Europe, we believe that targeting all of these prescreened investors with our FTZ project will create an opportunity for FDI. We will be using the project funding to commission the strategy that will be used moving forward. The CBRM FTZ is part of a larger initiative to use our strategic location to increase FDI in the region.

- c. Will this project improve the region's knowledge of investment attraction opportunities?**
Please explain. (Maximum 1000 characters)

Yes, we strongly believe that our knowledge of investment attraction opportunities will improve with this project. While tendering the marketing strategy our goal is to identify an organization with a high level of expertise in the field (with the necessary experience) and a solid reputation in the global market. The successful company should have a track record of other clients accomplishing success based on their ability to identify potential partnerships. Based on our clearly drawn out list of deliverables that includes information on opportunities, international market studies, organizational expansion/ relocation strategies and actual contacts within these organizations in order to ensure qualified leads we plan to

improve our knowledge on investment attraction. Investment attraction being key as we continue to explore the feasibility of establishing Sydney, NS as a trans-shipment hub.

5. Capacity to Complete the Project

a. Project Governance

Identify how the project will be governed – by a single agency, in partnership, or by committee – and what structure will be in place to ensure the Main Contact Person will have access to the information and records required for communicating with the program management and submitting claims and reports. (Maximum 2500 characters)

The CBRM FTZ will be governed by Business Cape Breton. Business Cape Breton is a non-profit organization contracted by the CBRM to deliver their economic development priorities. BCB has also formed an advisory committee for the CBRM FTZ. The committee is comprised of representatives from the Port of Sydney, Business Cape Breton, Cape Breton Regional Municipality, J.D. McCurdy Airport, Nova Scotia Business Inc. and Marine Atlantic. Business Cape Breton will be the marketing program lead and will disseminate information to committee members and gather their input throughout the development of the marketing strategy with the consultant. The committee will be consulted during the development of the terms of reference for the RFP as well as during the development of the marketing strategy.

b. Work Plan

Milestones	End Date
Identify possible funding bodies for development of the marketing strategy	2016-07-31
Submit an application to Global Affairs for FTZ MP funds.	2016-07-31
Development of terms of reference for Marketing Strategy RFP	2016-08-31
Call for RFP (if approved)	2016-09-01
Evaluation of submissions	2016-10-15
Notify successful consultant	2016-10-16
Development of the marketing strategy – Final document prepared by January 30, 2017.	2017-01-30

c. Sustainability

Identify how you intend to maintain the key elements of the project for your investment attraction initiatives in future years. (Maximum 2000 characters)

It is the intention of the partners involved with the CBRM FTZ Advisory Committee to request a phased, five year plan within the marketing strategy to be developed. Based on the outcomes of the strategy, it would be our intention to apply on annual basis to the FTZ Marketing Program to ensure that we build momentum to move the CBRM FTZ forward.

6. Additional Supporting Documentation

In addition to the required documentation (your FTZ Marketing Strategy, the written confirmation from the relevant Regional Development Agency concerning the FTZ Task Force requirement), please provide a listing of any supplementary documentation you are attaching to your application.

File Title	Description