



BUSINESS CAPE BRETON

Proposed Business Plan 2016-2017

Submitted by:
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Business Cape Breton

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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.

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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.)

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