



PICTOU COUNTY

Partnership

Strategic Plan

2026 – 2031



Our Place and Shared Responsibility

We begin by acknowledging that the work of the Pictou County Partnership takes place in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people. We are all treaty people, and we recognize our responsibility to build relationships grounded in mutual respect, accountability, and shared prosperity.

We also honour the deep roots and ongoing contributions of African Nova Scotian communities across our region—communities whose resilience, leadership, and creativity continue to shape the social and economic fabric of Pictou County.

These acknowledgements are not ceremonial—they are foundational. They remind us that building a stronger, more inclusive economy starts with truth, trust, and collective action.

Call to Action

Economic development is never the work of a single organization - it is the shared responsibility of an entire community. In Pictou County, we define it broadly as anything that strengthens our region's economic well-being and attractiveness. Real progress depends not on one program or partner, but on the collective efforts of businesses as economic drivers, alongside governments, institutions, nonprofits, and residents working together.

This plan offers more than a list of projects; it provides a framework for collaboration, clarity, and shared accountability. It emphasizes that growth happens when we align around common goals and act with collective ownership. At its core, economic development is about lifting up a community—building resilience, creating opportunity, and telling a story of prosperity that belongs to everyone. A thriving business community is central to this vision - when local enterprises succeed, they create the careers and confidence that keep people here.

To guide this work, we have identified three core pillars. These are not abstract concepts, but the foundation for practical, coordinated action: growing and retaining businesses and talent, strengthening the places and partnerships that make Pictou County a region of choice, and stewarding the Partnership as a trusted, capable leader.

Our invitation is simple: join us. Whether by supporting local businesses, welcoming newcomers, mentoring youth, investing in community capacity, or sharing the story of our region, every action adds strength. Together, we will build a resilient economy rooted in collaboration, accountability, and shared prosperity.



Vision

Pictou County is a rural region where people, businesses, and communities build a thriving economy that benefits everyone. By 2031, we will be a provincial leader in growth and retention, with more residents building careers, putting down roots, and seeing their future here.

Mission

The Pictou County Partnership leads economic development by advancing business growth, workforce retention, and community collaboration - delivering measurable results that keep talent, investment, and opportunity rooted in our region.

Values

Collaboration

We build complementary partnerships that align strengths, reduce duplication, and create greater impact together.

Accountability

We steward resources responsibly to ensure sustainability and deliver measurable impact for our communities and partners.

Responsiveness

We adapt quickly, embrace innovation, and act on new opportunities to deliver meaningful results where they are needed most.

Inclusiveness

We embed equity, diversity, inclusion, accessibility, and reconciliation in all we do, ensuring prosperity is shared, all voices are valued, and accessibility is embedded as a core principle.

Core Pillars

Our strategy is built on three interconnected pillars that position Pictou County for long-term prosperity for all. Together, they focus on growing and retaining people and businesses, strengthening the places and partnerships that create shared growth, and ensuring the Partnership has the capacity and credibility to lead with impact.



Pillar 1: Partnership for Growth

Grow and retain businesses as the foundation of local prosperity, while developing the workforce, entrepreneurs, and youth needed to sustain that growth.

- Strengthen business growth, retention, and succession pathways.
- Foster an inclusive workforce and immigration readiness.
- Advance investment readiness in strategic sectors.
- Develop career pathways for youth with local institutions.
- Work with employers and educators to align training and upskilling with the region's future workforce needs.
- Embed equity, diversity, accessibility, and inclusion commitments.
- Share stories of success and inclusion to build pride, awareness, and belonging in Pictou County.

Intended Outcomes

Stronger, more resilient businesses; greater retention of newcomers and youth; and workforce participation that reflects the full community.

Pillar 2: Inclusive Community Growth

Position Pictou County as a welcoming and vibrant home for people to live, work and thrive.

- Align economic factors such as housing, childcare, and transportation initiatives with growth.
- Strengthen the community's ability to attract and retain investment and talent.
- Enhance placemaking, culture, and community vibrancy.
- Foster collaboration across our region.
- Communicate progress and successes to build community pride and investor confidence.
- Increase community capacity to enhance services, partnerships, and long-term sustainability.

Intended Outcomes

Improved quality of life; access to essential community services; and increased attractiveness for talent and investors.



Pillar 3: Strategic Stewardship

Ensure the Partnership has the capacity, responsiveness, and credibility to lead with impact.

- Deepen engagement and strengthen accountability with key contributors and core partners.
- Secure new revenue sources and ensure financial resilience.
- Build a healthy, collaborative, and capable organization that delivers measurable outcomes.
- Demonstrate responsible stewardship of existing and future resources to maximize impact.
- Ensure our communication strategies function as levers and enablers.
- Proactively identify and mitigate risks in partnership with key contributors.

Intended Outcomes

A trusted, future-ready organization able to lead regional development with measurable impact.

Strategic Enablers

These principals are embedded in everything we do and ensure our work is focused, inclusive, measurable, and impactful.

- **Clarity & Focus:** Prioritize initiatives that align with our mission, capacity, and regional role, while avoiding duplication and mission drift.
- **Collaboration:** Build strategic partnerships to amplify impact.
- **Equity & Reconciliation:** Advance equity and reconciliation as a guiding principle across all pillars, shaping decisions, actions, and partnerships for meaningful impact.
- **Measurement & Transparency:** Track progress through dashboards, scorecards, and impact reports.
- **Strategic Communications & Storytelling:** Communicate with purpose, to build trust, attract investment, and showcase the impact of our work
- **Innovation & Responsiveness:** Pilot new approaches, scale what works, and adapt quickly to emerging opportunities.
- **Sustainability Dual Lens:** Embed both operational discipline and community funding innovation in all decision-making to ensure resilience and sustainability.



Phased Action Plan

This phased action plan provides a high-level roadmap for implementing the strategy; specific actions, deliverables, and timelines will be detailed each year in the Partnership's annual business plans

Year 1: Laying the Groundwork

- Continue delivering programs and services that fit within funded capacity.
- Build alignment and strengthen partnerships.
- Secure resources for strategic priorities.
- Launch pilot initiatives with key contributors and partners.
- Refine and implement communication strategies.

Year 2: Formalizing Progress

- Continuous improvements to core programs and services.
- Strengthen organizational capacity to support expanded delivery.
- Translate learnings into formalized, sustainable programs.

Year 3: Reflection & Refinement

- Review programs and priorities from to identify gaps and opportunities.
- Refine the strategic plan and prepare initiatives for years 4–5.
- Build alignment with partners to ensure collective ownership of next stage priorities.

Years 4/5: Implementation & Continuity

- Implement refined initiatives and programs at scale.
- Continue delivery of core activities that advance the mandate.
- Demonstrate measurable progress through communication, reporting, and shared success stories.
- Position the organization and region to co-design the 2032–2037 strategy.

