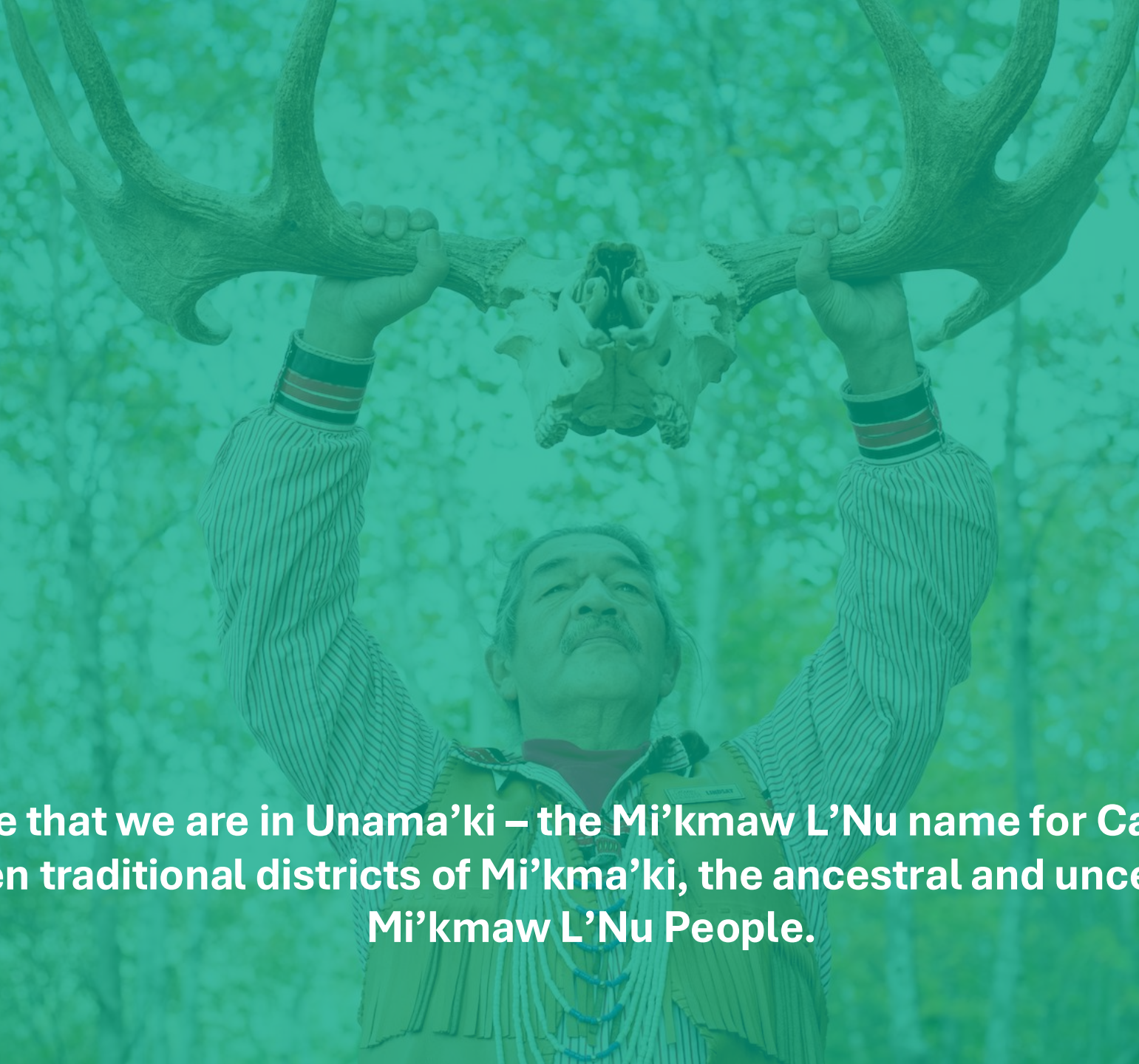


ELEVATE THE CAPE

An aerial photograph of a coastal landscape. In the foreground, a road winds along the edge of a steep, green hillside. The hillside is covered in dense forest. In the background, the ocean stretches to the horizon under a blue sky with light clouds. The overall scene is scenic and natural.

Destination Cape Breton Strategy
2026-29



We acknowledge that we are in Unama'ki – the Mi'kmaw L'Nu name for Cape Breton Island – one of the seven traditional districts of Mi'kma'ki, the ancestral and unceded home of the Mi'kmaw L'Nu People.



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Introduction



Introduction

Cape Breton Island–Unama’ki stands at the threshold of a new chapter in its tourism journey. Having emerged from the challenges of recovery with renewed strength and creativity, the Island moves confidently into a phase defined by investment, innovation and sustainability. Destination Cape Breton’s Elevate the Cape 2026–29 Strategy charts this next horizon — anchored in authenticity, guided by data and community insight, and inspired by the enduring spirit of the Island’s people.

This strategy builds on the achievements of the past three years, which marked record web engagement, growing year-round visitation, record levels of tourism revenues and vital destination development work. It aligns directly with the Canada 365 – Welcoming the World Plan, the Nova Scotia Tourism Sector Plan and the Rise Again 2030 Destination Development Strategy for Cape Breton Island. Together, these plans call for tourism that is regenerative, community-driven, technologically advanced and inclusive of Indigenous leadership and knowledge.

The strategy was developed following a comprehensive review of relevant research and tourism trends, including a recently completed report on Cape Breton Island Visitor Attitudes and Perceptions, a recently completed Accommodation Needs Assessment for the Island, a Voice of the Visitor report completed by Tourism Nova Scotia and a comprehensive survey of tourism operators.

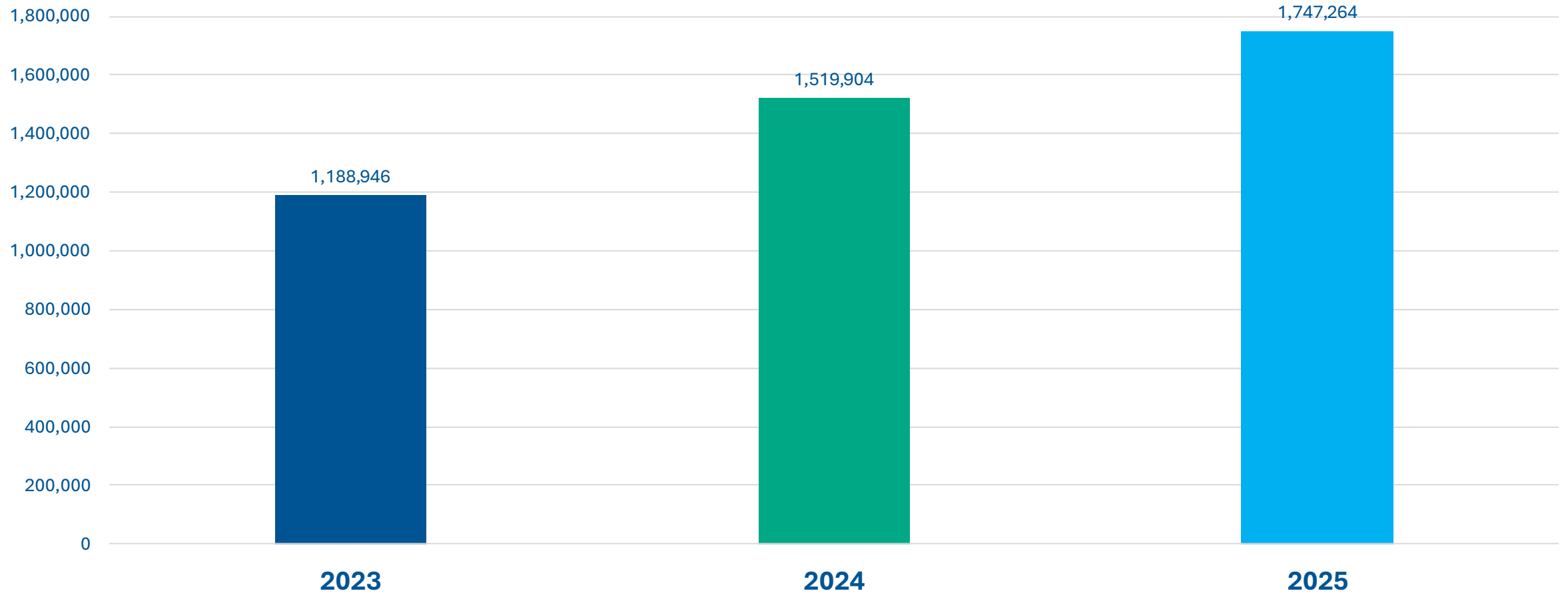
Over the next three years, Destination Cape Breton will lead the Island in shaping a visitor economy that is not only larger but wiser — where data informs investment, authenticity drives engagement and sustainability secures the Island’s legacy. By building on what has worked and addressing the gaps still ahead, Cape Breton Island–Unama’ki will continue to rise as one of Canada’s most admired and resilient destinations.



2023-25 Results

visitcapebreton.com Sessions

2023-25



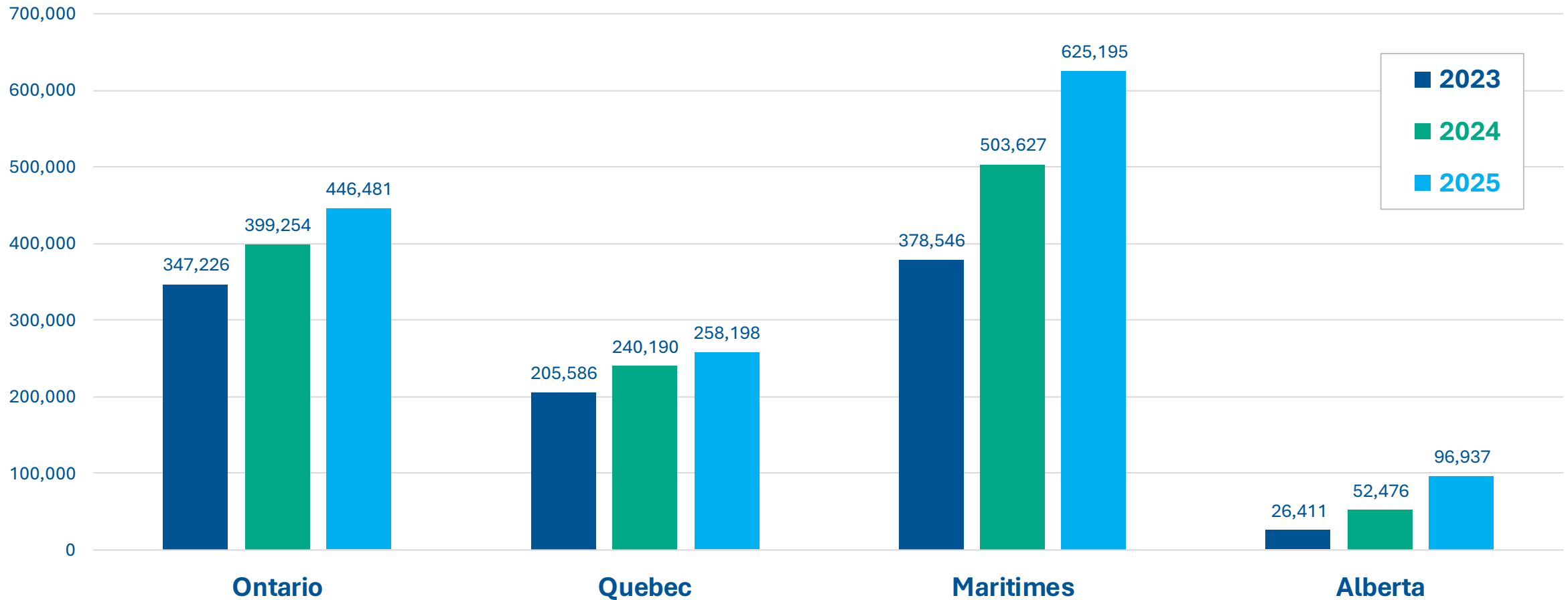
Source: Google Analytics

The vast majority of Destination Cape Breton’s marketing efforts are designed to drive traffic to visitcapebreton.com. The chart shows the growth of website traffic over the past three years. Sessions in 2021 eclipsed 1 million for the first time and started a growth trend that saw sessions reach 1.75 million for 2025.

There was a dip in 2023, due to higher cost per click rates, but a revised strategy and increased advertising budget restarted a growth trend. A focus on increased engagement resulted in clicks from visitcapebreton.com to operator websites reaching 364,243 in 2025; a 19% increase over 2024.

visitcapebreton.com Sessions by Market

2023-25



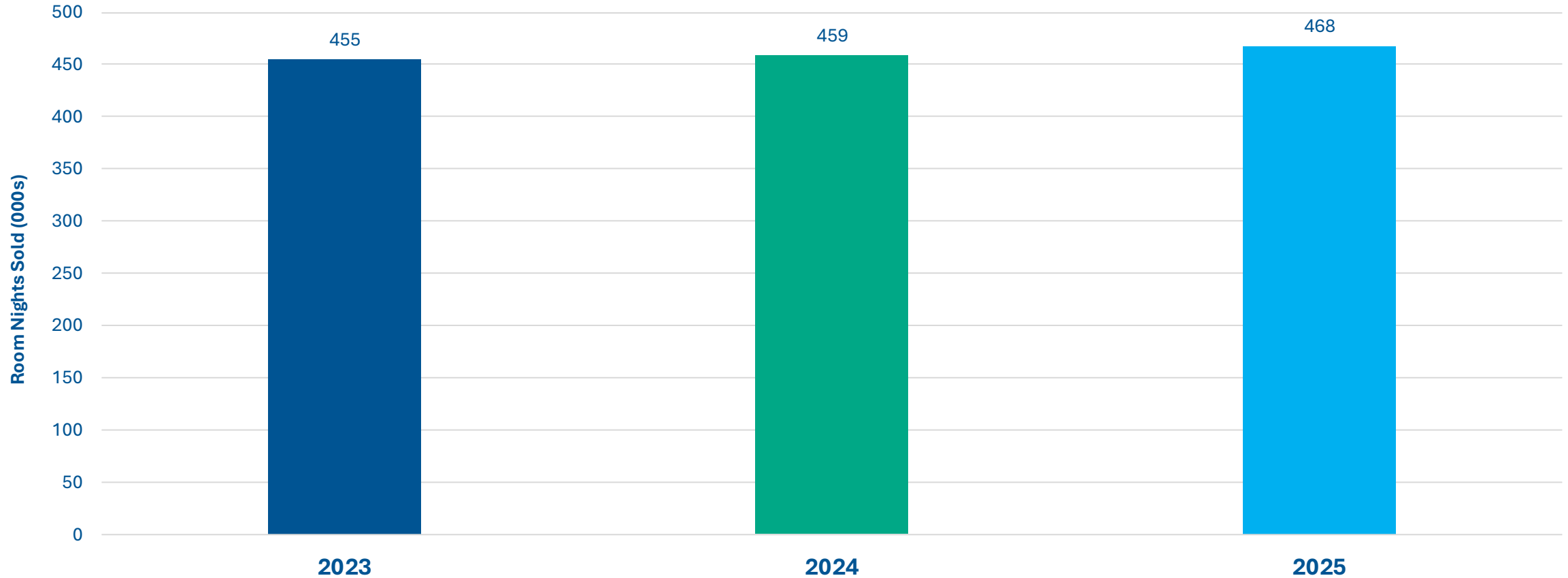
Source: Google Analytics

In looking at the four main geographic markets for Cape Breton Island, Ontario has traditionally been the largest source of sessions, but an increased investment in growing the winter and spring seasons by targeting the Maritimes market has grown sessions from within the region over the past three years.

In 2025 YTD, sessions increased in every market, with Ontario up 12%, Quebec up 8%, the Maritimes up 25% and Alberta up 85%. Alberta, with a focus on Calgary, has been added as a market with the addition of a seasonal direct flight from Calgary to Sydney.

Room Nights Sold

January-December, 2023-25



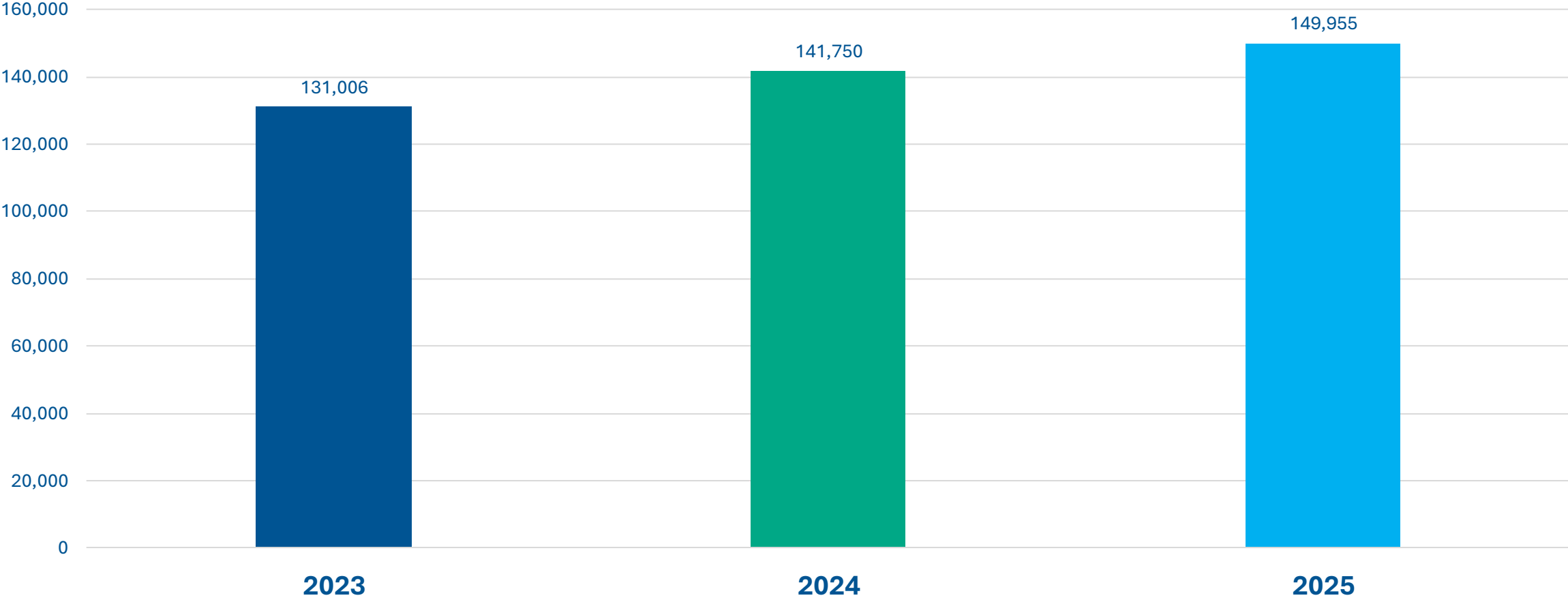
Source: Nova Scotia Tourism Indicators

Conversions are measured mainly through room nights sold. Overall, room nights sold declined slightly in 2023, following a very strong rebound year after the pandemic in 2022. In 2024, room nights sold hit their second-best year on record, only behind the Canada 150 year in 2017.

In 2025, room nights sold were up 2% over 2024, surpassing it as the second-best year. It should be noted that a ban on activities in the woods through most of August due to a severe drought resulted in some cancellations.

Short-term Rental Unit Nights Sold

2023-25



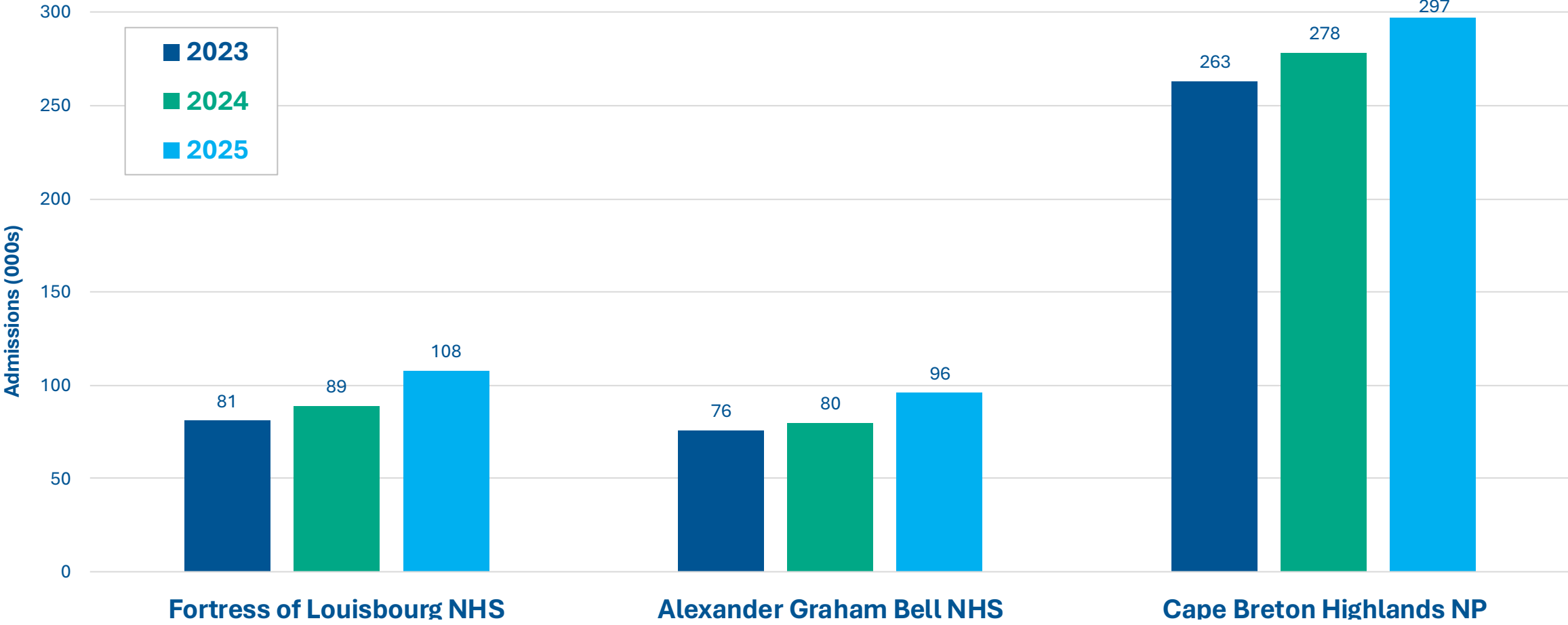
Source: AIRDNA

Short-term rental unit nights sold (mainly through Airbnb) declined by 6% in 2023, following a strong recovery year in 2022. In 2024, units sold increased by 8% to reach a new record of 141,750.

In 2025, short-term rental unit nights sold were up 6% over 2024 levels, establishing a new full-year record that was just shy of 150,000 unit nights sold. In particular, the October to December period saw strong growth which provides a solid indicator for those months in terms of traditional room nights sold.

Parks Canada Site Visitation

2023-25



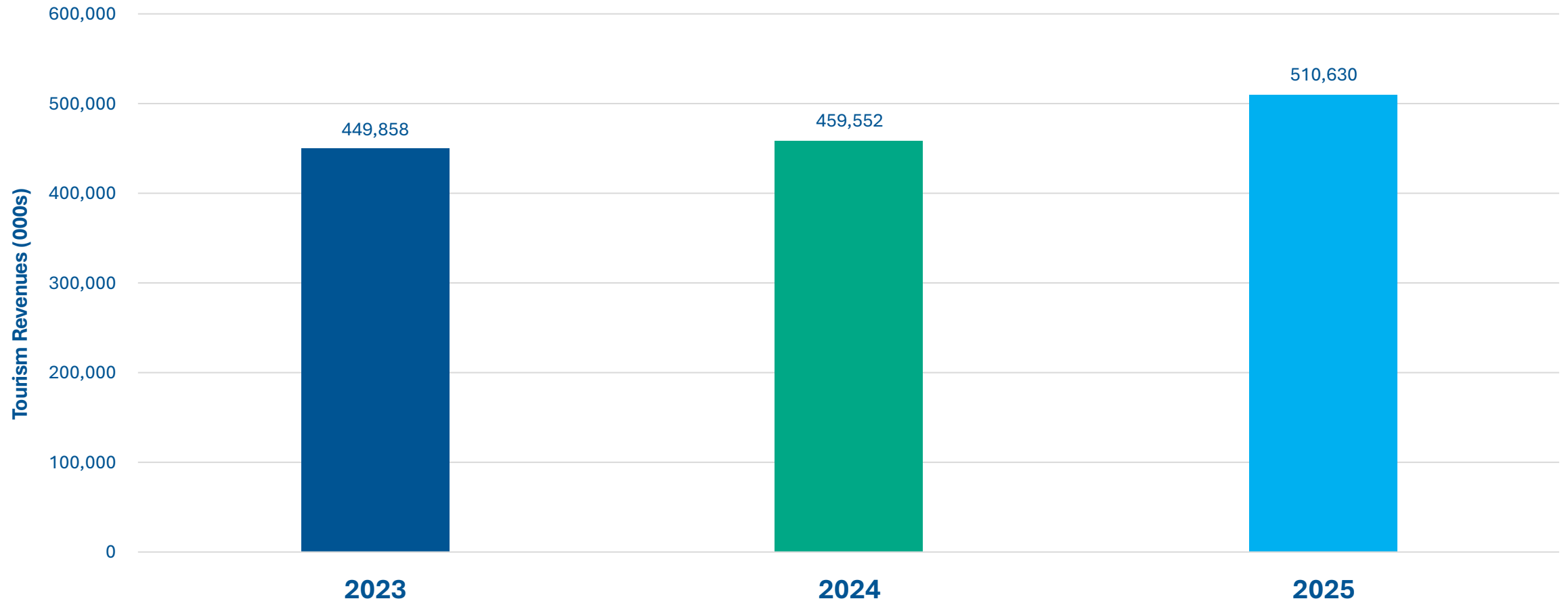
Source: Parks Canada

Visits to Parks Canada sites on Cape Breton Island-Unama’ki has increased in each of the past three years. In 2025, buoyed by the Canada Strong Pass which provided free admission during the summer and more Canadians travelling within Canada, the sites eclipsed pre-pandemic levels.

The Fortress of Louisbourg National Historic Site was up 22% over 2024, the Alexander Graham Bell National Historic Site was up 20% and the Cape Breton Highlands National Park was up 7%. The National Park was directly impacted by the woods ban in August.

Tourism Revenues

2023-25



Source: Canadian Tourism Data Collective

Through the Canadian Tourism Data Collective, estimates for tourism revenues in Cape Breton Island – Unama’ki can now be provided. It should be noted that these figures are only one input into the economic impact of the sector, but they do provide comparative data on visitor spending from year to year.

Coming out of the pandemic, there has been a strong growth trend in tourism revenues. In 2024, tourism revenues were up 30% over 2019, after adjusting for inflation. In 2025, tourism revenues were up a further 8% over 2024, after adjusting for inflation, clearly demonstrating that visitor spending is continuing a strong, upward trend.



Strategy Overview



Visitor Economy Future Growth

In 2023, Destination Cape Breton partnered with a number of other partners to commission the Unama'ki-Cape Breton Island Economic Impact Assessment for the Tourism Industry, which was delivered by KPMG. The report determined that, although the Island comprises 13.6% of the Nova Scotia population, its tourism industry delivers approximately 20% of Nova Scotia's tourism GDP. The economic output of the Island's tourism industry is in the range of \$575-721 million per year, making it one of Cape Breton Island-Unama'ki's key sectors.

The study also looked at future state scenarios and their potential impact on the visitor economy. The scenario deemed to have the strongest potential impact was the lengthening of the trip duration on the Island. Extending the average length of stay from 4.4 days (source: Tourism Nova Scotia 2022) to 5.4 days would have a corresponding impact of over \$125 million per year.

The scenario with the next strongest potential impact was growing year-round tourism. Increasing tourism between November and April (i.e. mainly winter tourism) by 12% would have a corresponding impact of \$70 million per year.

The final scenario that showed strong potential impact was attracting high-value visitors. Increasing the average visitor spend by 10% would have a corresponding impact of \$58 million per year.

These future state scenarios are valuable in determining where resources should be allocated within this strategy.



Strategic Framework

At the heart of this framework lie four guiding pillars — the lenses through which all programs, budgets and partnerships will be evaluated:

1. Investment

Stimulate new and reinvested capital in tourism infrastructure, experiences and services — recognizing that world-class destinations are built through continuous product enhancement, accessibility improvements and experience quality upgrades.

2. Innovation

Harness AI, data analytics and creative technology to strengthen competitiveness, improve decision-making and personalize the visitor journey.

3. Connection

Strengthen collaboration between communities, operators, municipalities, cultural partners and visitors — ensuring alignment, shared learning and collective success.

4. Regeneration

Ensure tourism growth contributes positively to environmental stewardship, cultural vitality, workforce stability, and resident well-being, grounded in the Mi'kmaw principles of Netukulimk and Etuaptmumk (Two-Eyed Seeing).

The framework integrates the major directional plans guiding tourism development from a national, provincial and local standpoint: Canada 365 – Welcoming the World Every Day, Nova Scotia Tourism Sector Plan (2025-29) and Rise Again 2030.

Together, these pillars ensure Cape Breton Island–Unama'ki remains not only a place to visit, but a place to build, invest and thrive.



Strategic Priorities

The 2026-29 Strategy is structured around seven interdependent strategic priorities that form a circular system — each reinforcing the others. There are four top tier priorities and three supporting priorities.

TOP TIER

- 1. Elevate the Visitor Experience** Attract and inspire new investment to elevate quality at every touchpoint.
- 2. Extend Length of Stay** Increase the average number of nights and total spend per visitor through itinerary influence and cross-Island dispersion.
- 3. Grow Year-round Visitation** Expand seasonal balance and employment stability by developing winter and shoulder season products and campaigns.
- 4. Enhance the Brand** Strengthen awareness and deepen emotional connection through authentic, data-driven storytelling.

SUPPORTING TIER

- 5. Lead in AI and Data Innovation** Position Cape Breton Island-Unama'ki as Atlantic Canada's model for destination intelligence and responsible AI adoption.
- 6. Advance Sustainability and Inclusion** Embed cultural, environmental and social sustainability into the tourism industry as well as Destination Cape Breton operations.
- 7. Strengthen Governance and Collaboration** Enhance coordination, transparency and accountability.



Strategic Objectives

To optimize the impact on the Cape Breton Island-Unama'ki visitor economy, the strategy will focus on six main objectives for 2026-29:

- To attract new investment of 500+ new accommodation rooms and corresponding food service and inspire re-investment among 25+ existing operators;
- To increase the average length of stay by one day to 5.5 days;
- To responsibly grow visitation levels, with emphasis on the growth of shoulder and winter seasons, achieving a 15% increase in spring, a 10% increase in fall and a 15% increase in winter over 2025-26 levels;
- To enhance the brand of Cape Breton Island as a bucket-list destination and one of the top islands in the world by achieving a ranking among the top 10 islands in the world in either Condé Nast Traveler or Travel + Leisure by 2029;
- To lead the Atlantic region in AI adoption and destination intelligence for destinations;
- To integrate cultural, environmental and social sustainability in all facets of the tourism industry, measured through publish an annual sustainability report measuring progress against baseline data established in 2026; and
- To strengthen the position of Destination Cape Breton in industry collaboration, transparency and accountability, thus achieving an 80%+ operator satisfaction with Destination Cape Breton through an annual operator survey.



Elevate the Visitor Experience



Elevate the Visitor Experience

A significant portion of Cape Breton Island-Unama'ki's tourism product was developed for a time when summer family road trips and motorcoach travel were the bread and butter of the industry. With the rise of the experience economy over the past 20+ years, there has been a trend toward visitors seeking more upscale offerings. Restaurants like L'abri, the Freight Shed, Woodroad, the Bothy and others with upscale menus are the most popular dining options in their communities. Accommodations like Ridge on the Chimney, Lakeside Luxury Domes, the Main Lodge at the Inverary Resort, the Hampton Inn Sydney and other similar quality accommodations are among the first to be booked, despite relatively higher rates.

This was further illustrated in the recent Visitor Attitudes and Perception Study conducted by Environics Research for Destination Cape Breton where numerous visitors stated that some properties were “dated” or “worn”. Additionally, an Accommodations Needs Assessment was recently completed by Floor13 that identified areas where new investment in accommodations was needed. It identified that many existing accommodations required reinvestment to elevate their quality levels to meet the needs of today's visitors.

To elevate the visitor experience, the following strategies are recommended:

1. Educate the industry on the need to elevate the visitor experience

- Develop an “Elevate the Cape” awareness campaign focused on the feedback from visitors and the need to reinvest in operations.
- Work with funding partners to explore programs for reinvestment with favourable terms for operators.
- Establish an Elevation Specialist role, a staff member to mentor operators on reinvestment opportunities and help them navigate resources.
- Celebrate reinvestments and profile operators that take those steps.



2. Work with economic development partners to implement an investment attraction program

- Using the recently completed Accommodations Needs Assessment and other sources, develop a Tourism Investment Opportunities Portfolio highlighting specific needs and experience gaps across the Island. Where new accommodation investment is needed, ensure ancillary services (e.g. food and beverage) are also addressed to meet the increased capacity.
- Establish an Investment Attraction Program in partnership with ACOA, Invest Nova Scotia, Cape Breton Partnership, municipalities and Mi'kmaw L'Nu communities to target high-impact experience development.

3. Work with Cape Breton University, NSCC and the Tourism Industry Association of Nova Scotia to launch a visitor experience excellence program to the industry

- Support the education partners in providing education in customer service, accessibility, Mi'kmaw allyship, sustainable practices, digital readiness, etc. including certification and micro-credential programs.

4. Support Mi'kmaw L'Nu partners in the enhancement of their experience offerings and continued development

- Collaborate with the Nova Scotia Indigenous Tourism Enterprise Network (NSITEN) and Unama'ki partners to support their tourism development priorities in Unama'ki.
- Establish a Mi'kmaw L'Nu tourism development officer for Unama'ki, in partnership with NSITEN.
- Establish regular meetings with Mi'kmaw tourism partners.

2. Collaborate with Tourism Nova Scotia, Cape Breton University and industry partners to develop and promote experiences and offerings that will appeal to the target audience

- Collaborate with cultural tourism partners – Mi'kmaw L'Nu, Acadian, Gaelic, African Nova Scotian and other cultural groups – to continue cultural experience development.



- Work with community partners in key tourism communities to enhance the evening economy, including shifting restaurant hours later and ensuring there are evening entertainment and retail options for visitors.
- Support Tourism Nova Scotia in rolling out their product development initiatives in communities.
- Explore the potential for an experience incubator program in partnership with Ignite Atlantic and CBU.



Extend Length of Stay



Extend Length of Stay

The future state scenarios in the Unama'ki-Cape Breton Island Economic Impact Assessment for the Tourism Industry determined that increasing the average length of stay of a visitor has the greatest potential impact on the visitor economy. Research recently conducted, including a Visitor Attitudes and Perception Study conducted by Environics and Voice of the Visitor research conducted in partnership with Tourism Nova Scotia, illustrated that visitors usually plan to spend 3-4 nights on the Island but regret not planning for more time once they arrive in the destination and discover the breadth of experiences and regions.

To increase length of stay, the visitor must be educated while they are in the planning and booking stages of their trip that they need 5-7 days or more on the Island. As well, for those visitors with some flexibility in their travel plans, there is an opportunity to influence them to stay longer while they are on the Island.

To increase the average length of stay, the following strategies are recommended:

1. Launch the new “Take Your Time” campaign that focuses on spending more time on the Island

- Launch the new campaign for spring and summer 2026, adding both fall and winter versions during those seasons.
- Extend the campaign with additional content and messaging on visitcapebreton.com and social channels, and by collaborating with operators to reinforce the campaign through their reservation teams.
- Employ week-long stay messaging with potential visitors (and four-day getaway messaging for potential visitors in the Maritimes for shoulder and winter)
- Continue the development of 7-day itineraries for specific interests that take visitors to each region of the Island.



2. Continue working with tour operators to develop Cape Breton Island-Unama'ki specific itineraries and increase share of wider itineraries

- Educate tour operators on the appeal of the destination, focused on experiences and regions of the Island they are missing in current offerings
- Attend travel trade events, including Rendezvous Canada, Atlantic Canada Showcase, and explore other potential events (NTA Travel Exchange, Adventure Travel Trade Association, etc.)

3. Provide trip planning support to potential visitors when they are in planning and booking mode

- Utilize staff at visitor information centres to provide trip planning services to potential visitors in advance of their visit. Provide education to make them extending stay advocates.
- Launch an AI driven trip planning tool that can be personalized to the interests of the visitor and can educate them on needing 5-7+ days.
- Test and implement a booking engine for accommodations and experiences that can be utilized by visitors themselves or by VIC staff as resellers.

4. Provide timely content on things to do and events to visitors while they are on the Island

- Continue curating robust events listings from across the Island.
- Launch mobile app that has geo-tracking capability to provide relevant listings to visitors depending upon where they are on the Island.
- Develop an events listing capability that operators can access to provide listings based on date and community/region to their guests.



Grow Year-round Visitation



Grow Year-round Visitation

Seasonality has long shaped the rhythm of Cape Breton Island-Unama'ki's tourism economy. Summers bring vitality and abundance, but off-season months challenge operators, workers and communities that depend on visitor activity.

Between 2026 and 2029, Destination Cape Breton will pursue a coordinated strategy to build visitation in the winter and shoulder seasons. This approach aligns directly with Canada 365, the Nova Scotia Tourism Sector Plan and Cape Breton's own Sustainable Tourism Plan, which all emphasize balanced visitation, workforce stability and community well-being.

To grow year-round visitation, the following strategies are recommended:

1. Grow winter, spring and fall seasons

- Invest more resources in winter and spring campaigns to target the Maritimes market.
- Extend campaigns into Southern Ontario, focusing on niche audiences (skiers, snowmobilers, snowshoers, waterfall season hikers, etc.) and capitalizing on daily direct flights to Sydney.
- Continue to work with partners to implement actions from the Winter Readiness Project and learnings from the Charlevoix winter best practice mission.
- Invest in growing Waterfall Season with a significantly expanded offering that will attract more spring visitors.
- Collaborate with industry to create more packages for these seasons and promote them through extensive remarketing efforts.
- Collaborate with industry and communities to build winter and spring capacity and provide more offerings (food, events, music, etc.) for visitors during those seasons.
- Continue to plan and deliver the Cabot Trail Food Truck Rally to extend the fall season.



2. Collaborate with partners to develop and promote niche activities in winter and shoulder seasons

- Continue to build upon collaborative efforts with snowmobile, ATV, motorcycling and sportfishing communities to develop and promote experiences that appeal to their interest groups.
- Support province-wide initiatives that have been started to attract visiting golfers and visiting boaters.
- Continue to promote the Island as a premier small meetings (500 people or less) and corporate retreat destination.
- Support the efforts of the Cape Breton Regional Municipality to attract major events.

3. Build upon initial steps to market to Francophone audiences within the key markets

- Develop and test French digital campaigns.
- Continue the refinement of the French version of the website.
- Explore the creation of Francophone social channels and content.



Coffee
Organic, Fair Trade Teas & Coffees

Cappuccino 4.35/4.75	Filler 3.35/3.75
Latte 4.35/4.75	Americano 3.35/3.75
Mocha 4.75/5.00	Espresso 2.50/2.75
Caramel Macchiato 4.75/5.00	

Iced

Iced Filler 3.35/3.75	Iced Tea 2.75/3.25
Iced Coffee 4.50/5.00	Iced Mocha 4.75/5.00
Iced Caramel Macchiato 4.75/5.25	real Ice Cap 2.00/2.50
Iced Chai Latte 4.50/5.00	Caramel Macchiato Shake 5.00

Teas & Choc

Chai Latte 4.50/5.00	London Fog 4.50/5.00	
Loose Leaf Tea 2.50/2.75	Hot Chocolate 4.00/4.50	
Flavour Shot 0.70	Old Milk 0.70	Whip Cream 0.70

PLEASE ADD HST

KIDS & SNACKS

Baby Scoop Ice Cream 2.00 (no tax)
Choose Any Flavour
Giant Mr Freeze 1.50 (no tax)
Choose Any Flavour
Fruit Squeeze Pack 1.75 (no tax)
Choose Any Flavour
Bubby / Water 2.00
Pop 2.00
Giant Pretzel & Dip 4.00
Publicly baked, warm, double pretzel, served with tomato or cheddar cheese dip

Enhance the Brand



Enhance the Brand

Cape Breton Island-Unama'ki's brand remains one of its most powerful assets — an emotional invitation grounded in authenticity, culture and breathtaking scenic beauty. Yet as travel motivations evolve and digital competition intensifies, brand success depends on staying relevant, data-driven and deeply human. This priority re-imagines the brand for a new era: one where sustainability and technology amplify the Island's emotional appeal.

Destination Cape Breton recently commissioned a Visitor Attitudes and Perception Study conducted by Environics to examine the current health of the brand. The report found that, *“Cape Breton Island-Unama'ki is primarily known for its beautiful natural scenery – its distinct characteristics (i.e., rugged coastal lines) sets it apart from other competitors. To effectively communicate the reason to visit, build up key aspects of Cape Breton (iconic scenic beauty and nature, coupled with local culture, heritage and towns/villages, etc.) – and how it fits distinctly into the broader Nova Scotia experience.”*

To continue to enhance the brand, the following strategies are recommended:

1. Brand refresh and creative evolution

- Commission an updated brand platform including tone, visual identity and creative assets that highlight Cape Breton Island-Unama'ki's diverse communities, seasons and regenerative ethos.
- Introduce an evolved tagline treatment and campaign architecture adaptable to multiple audiences and markets.

2. Expand authentic destination storytelling

- Invest in the creation of 'owned-media' – new creative concepts that tell the story of the destination through authentic narratives that have the power to command significant attention.



- Develop partnerships with cultural communities to tell diverse stories that are rooted in place.
- Formalize an Official Creators Network among Island ambassadors who may be enlisted to create prescribed content for experiences and communities around the Island.
- Repurpose existing footage from past campaigns into short-form content for Reels, TikTok and YouTube Shorts to double annual video production.
- Collaborate with Destination Canada and Tourism Nova Scotia to align national and provincial storytelling themes.
- Continue to follow the Hero-Hub-Help content framework to provide relevant content to visitors at each stage of their planning cycle.

3. Explore ways to enhance the brand while visitors are on the Island

- Explore opportunities to enhance the brand at gateways to the Island – the Canso Causeway, airports and ports
- Coordinate with municipalities to develop an Island-wide signage strategy.
- Explore a branded merchandise program.



Lead in AI and Data Innovation



Lead in AI and Data Innovation

Tourism is entering an era where data and artificial intelligence are redefining how destinations understand, attract and serve visitors. For a small yet ambitious destination like Cape Breton Island–Unama’ki, this represents both an opportunity and a responsibility – to use technology not just to grow, but to grow wisely.

Destination Cape Breton has been gaining knowledge to establish itself as an AI-enabled destination organization, integrating machine learning into marketing and overall operations. The organization is taking steps to ensure these steps are grounded in ethical use. This transformation will ensure that every decision – from campaign placement to product development – is informed by real-time insight and visitor intent data, helping the Island compete globally while preserving its human touch.

To lead in AI and data innovation, the following strategies are recommended:

- 1. Expand current AI adoption (campaign automation, productivity enhancements, etc.) into new use cases**
 - Add an AI-generated trip planning tool to [visitcapebreton.com](https://www.visitcapebreton.com).
 - Launch a new AI-driven mobile app to assist visitors with trip planning while on-Island.
 - Publish proprietary destination information and data to establish Destination Cape Breton as the "source of truth" for AI platforms.
- 2. Develop a destination intelligence hub**
 - Develop an integrated data ecosystem combining visitation, accommodation, spending and digital engagement sources.
 - Partner with Tourism Nova Scotia to harmonize data collection and sharing.
 - Launch a public-facing *Tourism Dashboard* offering transparency on key metrics and progress indicators.



Advance Sustainability and Inclusion



Advance Sustainability and Inclusion

Cape Breton Island–Unama’ki’s greatest strength lies in its balance of breathtaking natural environments and vibrant living cultures. Protecting that balance – and ensuring that the benefits of tourism are shared equitably – is the essence of Destination Cape Breton’s sustainability vision.

Destination Cape Breton will strive to embed regenerative tourism principles across every facet of its work: strengthening community resilience, protecting ecosystems, celebrating cultural diversity and promoting social inclusion. This approach reflects the Mi’kmaw concept of *Netukulimk* – living in balance – and extends it into a modern tourism model where responsible growth and guardianship coexist.

To advance sustainability and inclusion, the following strategies are recommended:

1. Implement the Sustainable Tourism Plan for the destination based on the concept of *Netukulimk* and the Seventh Generation Principle

- Develop cultural sustainability and environmental sustainability task forces to guide the implementation of the plan.
- Implement a Sustainability Pledge to educate visitors on responsible tourism (cultural etiquette and protocols, waste reduction, wildlife respect, etc.).
- Work with municipalities and Mi’kmaw L’Nu communities to launch an Island-wide community cleanup festival to foster pride of place and environmental stewardship.
- Use AI and local ambassadors to promote alternative experiences to high-traffic, sensitive sites like the Skyline Trail.

2. Work with partners to encourage climate action and adaptation strategies

- Encourage low-emission travel through advocacy for EV-friendly infrastructure and public-transit integration.



- Create a *Carbon-Smart Tourism Toolkit* for operators, including templates for carbon accounting and offset partnerships.
- Encourage operators to participate in eco-certification programs such as GreenStep or Canada's Sustainable Tourism Standard.

3. To work with key partners to roll out social inclusion training and certification initiatives for the industry

- Work with NSITEN to provide Mi'kmaw L'Nu cultural awareness training to tourism operators and staff.
- Work with the LGBTQ+ Chamber of Commerce to promote Rainbow Registered training for operators.
- Chart a roadmap to become a fully accessible destination by 2030 (as required by provincial legislation).



Strengthen Governance and Collaboration



Strengthen Governance and Collaboration

Cape Breton Island–Unama’ki’s tourism success depends on collaboration – across communities, governments, operators and residents who share a vision for sustainable prosperity. As Destination Cape Breton’s mandate evolves, so too must its governance, accountability and capacity to unite partners around shared goals.

Over the next three years, Destination Cape Breton will reinforce its foundation as a trusted, transparent and high-performing destination organization. This means ensuring that decisions are data-informed, partnerships are equitable and every tourism partner – from a small operator to a government partner – feels ownership in the Island’s collective success.

To measure results, the following strategic objectives have been defined:

1. Ensure governance excellence

- Review and update Destination Cape Breton’s articles of incorporation (i.e. bylaws, board composition and policy manual to reflect evolving best practices in not-for-profit governance.
- Maintain transparent and timely reporting to industry and key partners, including annual reports.
- Continue the established process of seeking nominations for new Board members.
- Provide Board and Staff cross-cultural training regarding Mi’kmaq L’Nu reconciliation.

2. Strengthen municipal and regional collaboration

- Establish quarterly meetings with municipalities to coordinate tourism initiatives, policy alignment and future planning.
- Support municipal capacity building in areas such as tourism planning, signage, community beautification, etc.



3. Mi'kmaw L'Nu relationship building

- Deepen collaboration with the five Mi'kmaw L'Nu communities in Unama'ki, through annual presentations to Band Councils and developing relationships with economic development officers and key tourism partners in each community.

4. Communication and partner engagement

- Implement the new Destination Cape Breton Communications Strategy to improve communication with industry operators.
- Expand Destination Cape Breton's industry site to add a Partner Portal to include resources, reports, funding updates, event calendars, etc.
- Continue to host an annual tourism conference to celebrate success, share data insights and co-design the future.



Conclusion



Conclusion

As Cape Breton Island–Unama’ki looks toward the next three years, its story is one of renewal, resilience, and shared purpose. From the first spark of a visitor’s curiosity to the final wave goodbye, every moment of connection fuels the Island’s collective strength.

This strategy is more than a plan – it is a commitment to people and place, guiding how the Island welcomes the world while protecting what makes it truly unique.

The strategy embodies a vision where growth and guardianship coexist; where technology amplifies authenticity; and where every resident, operator and partner contributes to a legacy of sustainable prosperity.

Implementation begins not with a document, but with action – in Destination Cape Breton offices, tourism businesses, visitor centres, council chambers, classrooms and community halls across the Island. Destination Cape Breton will continue to serve as a connector, convener and catalyst – ensuring that each initiative, from digital innovation to destination development, moves the Island closer to its vision.

Every goal and tactic in this strategy points to one simple truth: **tourism is not only what we do – it is who we are and how we share ourselves with the world.**

Cape Breton Island–Unama’ki stands ready to lead. By 2029, visitors will not only come for the views – they will come for the values: sustainability, creativity, inclusivity and kindness. They will come because there’s something about this place that can’t be replicated, only experienced.

Together, with boldness, innovation and heart, Cape Breton’s people will continue to rise – ensuring that the Island’s story is not one of preservation alone, but of elevation. Together, we will **ELEVATE THE CAPE.**



For more information, visit:
destinationcapebreton.com