

**Opportunities for Sustainable Prosperity
Annual Progress Report 2008–09**

**APPENDIX A
Strategic Focus Area Overviews**



STRATEGIC FOCUS AREA OVERVIEWS

Appendix A describes initiatives and accomplishments, in addition to those outlined in the third Annual Progress Report (2008–09), taking place across government that support the objectives outlined in Opportunities for Sustainable Prosperity 2006. This appendix also provides additional detail on several initiatives that were briefly highlighted in the summary report. (see www.gov.ns.ca/econ/ofsp)

Taking Action on Business Climate – Environment for Growth

Goal

To create a business climate that attracts out-of-province investors and encourages local businesses to start and grow in ways that support sustainable competitiveness.

Government's Priority: Provincial regulatory environment

Improvements in quality and effectiveness of provincial regulatory system through the Better Regulation Initiative

- Amendments to Companies Act will result in reduction of 30,000 hours of paperwork per year for business. Such initiatives will allow businesses to do their jobs more cost-effectively, while maintaining protection of the public interest.
- There is now a single information source on regulations and requirements for construction, the Construction Industry Compliance Information Portal, <http://www.gov.ns.ca/constructionportal>.
- The technical safety legislative framework, which covers the approval and operation of equipment and the certification and licensing of individuals in the areas of boiler and pressure vessels, elevators, power engineers and cranes, electrical and fuel safety, is currently under review. The review will determine how legislation may be streamlined to reflect technological change, improve consistency, and meet the needs of a changing economy while ensuring that minimum regulated safety standards are achieved.
- The province is working with tourism stakeholders to develop an industry-led quality program which will ensure a quality experience for our visitors.
- A Museum Sites Maintenance Forecasting tool has been developed to monitor building maintenance needs at 25 museum sites. This will result in a more efficient use of resources.
- Tourism, Culture and Heritage initiated a review of the Heritage Property Act and is following the Regulatory Management policy process.

Taking Action on Productivity through Innovation

Goal

To promote increased productivity through innovative products and processes that eliminate waste of all kinds

Government's Priority: Innovative processes – improved efficiency

technology adaptation, process design, best practices, productivity improvements for high-growth-potential SMEs

- The Atlantic Canada Tourism Grading Agency (ACTGA) Visitors Satisfaction Program was officially launched in August 2008. The new online visitor feedback system allows participating tourist accommodations to directly access customer satisfaction research online at www.visitorsatisfactionatlantic.ca. ACTGA and the tourism departments for Nova Scotia, Prince Edward Island, New Brunswick and Newfoundland and Labrador have partnered to develop and fund the Visitor Satisfaction Program for accommodations and campgrounds in Atlantic Canada. Provincial tourism industry associations are also involved at the steering committee level.
- Tourism, Culture and Heritage provided new online access to archeological data for consultants and researchers, reducing the administrative and business costs related to developmental screenings.
- Seven workshops were developed by Tourism, Culture and Heritage and delivered in partnership with Parks Canada. These workshops highlighted the benefits of conservation and adaptive reuse to reduce the amount of construction and demolition waste currently being directed to landfills.
- The Nova Scotia Historical Vital Statistics Online, an innovative genealogical research resource and e-business service delivered on www.novascotiagenealogy.com continues to be expanded and promoted. The website currently provides access to digitized birth, marriage and death records for 1.1 million individuals.
- A toll-free number operated by Agrapoint allows farmers to get hay and other forage from farmers who have extra.

Government's Priority: Innovative products – commercialization

Private and public sector research and development, business incubation, support and coordination, customized commercialization services, demonstration projects

- Funding has been provided for the establishment of the Nova Scotia Engineering Research Centre, a collaboration between industry and all universities in the province. The centre focuses on research and development related to the environmental sector, with emphasis on business applications.
- Nova Scotia's first Agri-food Innovation Award went to Josh Herbin of Wolfville. Mr. Herbin identified a \$2 million market for specialty hops with tremendous growth potential given the growing interest in high-end specialty beers. Working with six micro-brewing companies in the province, he researched the market and developed a solid business plan.

- The enhanced payroll rebate program, delivered through the Nova Scotia Business Inc. (NSBI) Business Financing group, supports companies that are increasing their competitiveness through productivity improvements or investments in product development. In 2008-09, the following companies made use of this tool:
 - Advanced Precision Machining and Fabrication, HRM
 - Acadian Seaplants Ltd., Annapolis and HRM
 - Bredean's Tool and Die
 - WearWell Garment Company
- InNOVAcorp's Early Stage Commercialization Fund (ESCF) continues to assist and support the academic community in the pursuit of entrepreneurial opportunities. The purpose of the ESCF is to support projects demonstrating readiness to advance a technology that has achieved, or is close to achieving, a prototype/proof-of-concept stage. The project must also be approaching market readiness and have the possibility of attracting industrial partners and/or investment. The prospect of generating a new revenue stream must also be apparent. Fifty-eight submissions were reviewed in two competitive rounds in 2008-09. A total of 17 projects were approved for funding and each has been assigned an InNOVAcorp venture advisor to monitor and assist with their progress.
- Stack-A Buoy Marine Products Limited, a Cape Breton company, has launched its environmentally-friendly and durable buoys, which are much easier to store and transport. This innovative product was brought to market with assistance from InNOVAcorp.
- Halifax Biomedical, headquartered in Mabou, Inverness Co., has the potential to become a world leader in medical diagnostic services. The company specializes in a medical imaging technique that produces extremely precise 3D X-ray measurements. The province is supporting the company's expansion with a \$900,000 loan from the Industrial Expansion Fund.
- The winners of the 2008 Pengrowth-Nova Scotia Petroleum Innovation Grant are Calvin Campbell, Shannon Ledger-Piercey, Eric Negulic and Stephen Rankin, who will each receive research grants valued at \$15,000 over two years. The grants are awarded to Nova Scotia students pursuing energy-related studies at the masters degree level.
- The Department of Agriculture conducted a study on the extent of development of direct marketing in Atlantic Canada, its impact on the agricultural sector and rural economy, opportunities for growth, and actionable projects that will help support that growth. Economic impact analysis has estimated direct market sales of agri-food products in the Atlantic Region of \$91 million. Recommendations included expanding the definition of modern agriculture, strengthening strategic partnerships and alliances, increasing marketing and educational efforts, improving infrastructure and harmonizing regulations.
- A 3.5 year bio-resources research and development program is well underway at AgriTECH Park. Partners and suppliers are hoping to move towards commercial outcomes as a result of the development work provided by Atlantic BioVenture Centre research staff. Three provisional patents are in process, based on deliverables achieved in the last year. Two patents apply to seastar extracts dedicated to cosmeceutical application with Oceanova Inc. A third patent is being filed in the functional beverage sector (beta-glucan immunoboosting formulation) with Farmers Cooperative Dairy Ltd. The Department of Agriculture has committed \$175,000 to supporting this program.

Taking Action on Trade and Competitiveness

Goal

Support economic growth through an integrated, collaborative approach to trade, investment, and development of sustainable goods, services, and communities at world standards

Priority: Export Development

Increase the number of exporters, support current exporters, diversify customer base, increase awareness of trade, increase exports of new products/services

Market Development and Promotion

- Tourism, Culture and Heritage invested \$375,000 in the Export Development Program for Music to support marketing and touring of artists and music business professionals.
 - A new system of tourism regions introduced in fall 2007 was reflected in the 2008 Travel Guide and marketing materials. The new guide highlights Nova Scotia's key tourism products and unique experiences.
 - Provincial and federal departments and agencies worked together to leverage opportunities around the Caribbean Development Bank general meeting. This coordinated approach resulted in several productive meetings between Nova Scotian elected officials and elected representatives and officials of Caribbean countries. NSBI led a follow-up trade mission that has resulted in increased activity between the two regions, including a number of deals for Nova Scotian companies.
 - In 2008–09, the NSBI trade team lead or participated in the following trade missions:
 - Portland, Maine – April
 - Barbados/Jamaica – June
 - Trinidad – AmCham Conference – September
 - Iceland – September
 - Washington – October
 - United Arab Emirates – November
 - Washington – Climate Change Conference – November
 - Team Canada Atlantic Mission to Chicago – November
 - Montreal – International Game Summit – November
 - In-Market Educational Mission to Boston – December
 - Trinidad – Petroleum Conference – February
 - Game Developers Conference, San Francisco – March
- And participated in the following trade shows:
- Construct North, Iceland – April
 - North East Market Centre Show, Billerica, Boston – June
 - Farnborough Air Show – July
 - Celtic Marketplace, Chicago – September
 - Oceans 2008, Quebec City – September
 - Ocean Innovation, St. John's – October
 - Building and Construction Show, Bahamas – October
 - BIOEurope, Germany – November
 - ExpoNaval 2008, Chile – December

- BAU 2009, Germany – January
- National Buyers Sellers Forum, Alberta – February
- Ocean Business 2009, Southampton, UK – March
- The Department of Environment has supported service firms in their efforts to obtain international development work through missions to Washington, DC to develop business with the World Bank and Inter American Development Bank.
- Tourism, Culture and Heritage continued to enhance marketing and partnership activities in key markets with direct air access to our province. Marketing partnerships with ferries, airlines, airport and port facilities supported visitation from new and emerging markets. New joint, in-market promotions in key geographic areas and surrounding gateway cities enhanced Nova Scotia's competitiveness.
- Tourism, Culture and Heritage continued to partner with the Cape Breton Centre for Craft and Design, the Nova Scotia Designer Crafts Council and the Atlantic Craft Tradeshow to increase domestic and international sales.
- The Travel Media FAM program continues to increase awareness of the province in global markets by hosting international media visits to Nova Scotia.
- The 25th Annual Nova Scotia Export Achievement Awards honoured seven Nova Scotia companies with combined export sales contributing more than \$84.4 million to the province's economy. These included SecureTRANSIT Inc., LP East River Plant, Fossil Power Systems Inc., Trail Blazer Products Limited, PV Inspection Services Limited and Stark Oil. The award for Exporter of the Year went to Cherubini Metal Works.

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Trade and Export Skills Development

- The Emerging Music Business Program helps people get into the music industry by assisting emerging musicians through investment in artistic and commercial development. The investments contribute to the enhancement of the sales and marketability of Nova Scotia produced music, and support development of business skills.
- Tourism, Culture and Heritage provided funding to the refocused Nova Scotia Museums Association to deliver training in communities to stimulate heritage industry growth and awareness of heritage as a career choice.
- InNOVAcorp offers a comprehensive professional development series for existing and prospective clients. The topics range from attracting investment capital, IP strategies and online marketing, to global partnerships and effective sales and distribution channel strategies.
- At least once a year, InNOVAcorp brings an intensive world-class training opportunity to select companies. For example, in late fall 2008 and again in early 2009, the organization delivered a focused two-day marketing course titled "How to Develop a Winning Market Strategy for Breakthrough Innovations" to companies that needed to increase their skills in this area. The two-day session, presented by KEYSTEP Growth and Finance, was offered in Halifax Regional Municipality, Sydney and Yarmouth. The course taught attendees how to analyze their products and services for the new high-tech marketplace and develop strong strategic go-to-market plans. Two well-known experts shared their knowledge and experience, and provided advice and insights on how to successfully market a product, service and company. More than 45 representatives from 24 companies from across Nova Scotia attended.

- In December 2008, NSBI partnered with ACOA Nova Scotia and the federal Department of Foreign Affairs and International Trade to pilot an in-market export education mission. The objective is to help new exporters become more familiar with the intricacies of exporting to the US by having them learn first hand from the experts. Delegates representing six companies travelled to Boston to meet officials from the Canadian Consulate General in Boston, the US Customs and Border Patrol Agency, customs brokers and trade lawyers. Initial indications are that the event was very successful in helping companies formulate or refine their export strategies.
- Provincial, federal and private sector partners continued to coordinate efforts to improve the capacity of Nova Scotian companies in their efforts to conduct business with multilateral development banks.

Sustainable Competitiveness

- The Seafood Sector Renewal program is a cost-shared funding program to support projects that improve the competitiveness and sustainability of Nova Scotia's seafood industry. The objectives of the program include enhancing value, diversification, productivity, eco-labeling and food certification.
- The Industry Growth Program assists Nova Scotia cultural industries in making significant inroads in international markets. Tourism, Culture and Heritage invested \$443,000 to support local cultural industries through the program.
- The Supplier Development Program helps maximize the positive impact of public sector expenditures on goods, services, and construction for small and medium sized Nova Scotia businesses. The program creates an enabling environment for Nova Scotia-based business to be informed of and have access to public tender opportunities across Canada. Starting in 2009, the Supplier Development Program will be working closely with vendors regarding the implementation of new specifications to support the Sustainable Procurement policy. The province will be introducing these specifications incrementally over the next few years.

Government's Priority: Reducing barriers to trade

trade agreements, partnerships with other governments, Atlantic regional co-operation, efforts to identify and overcome barriers to trade, business development programs that address barriers

- Inter-governmental agreements will be managed more effectively through the efforts of the Office of Intergovernmental Affairs. A corporate Memorandum of Understanding (MOU) policy which will include a tracking and storage system for all government MOUs with other provinces, territories or foreign governments is being developed. This will ensure that all MOUs are brought to the attention of the appropriate parties and that each MOU is managed in accordance with its terms and commitments.
- As part of the on-going work of the Southeast US – Eastern (SEUS) – Canadian Provinces Alliance, provincial representatives attended a conference to discuss opportunities for businesses to enhance commercial exchanges, promote two-way investment, and encourage technological and scientific exchanges between and among the states and provinces. Nova Scotian officials provided a presentation on the Atlantic Gateway initiative and toured the Port of Savannah, which is in direct competition to the Port of Halifax. This relationship has the potential to lead to incremental opportunities for Nova Scotian companies to link with Southeast US firms. Common

business areas of interest between the two regions include aerospace, advanced manufacturing, energy, transportation and logistics and tourism.

- Nova Scotian senior officials participated in the annual Provincial-Territorial Consultations at the Canadian Embassy in Washington, DC. This annual event allows provinces and territories to stay current on the Canada – US file and to share their priorities with Embassy officials.
- Nova Scotia's Department of Agriculture is working with the departments of Agriculture in New Brunswick, Prince Edward Island and Newfoundland to focus on the development of the agri-food industry in Atlantic Canada. Signed in early 2009, a Memorandum of Understanding (MOU) between the provinces will promote agriculture development in Atlantic Canada through actions including, but not limited to, increasing areas of cooperation among the parties, sharing information and expertise, and partnering on mutually beneficial initiatives.
- The province has signed an MOU on development of the aquaculture sector with the other three Atlantic Provinces. The first project undertaken under the new MOU is development of a "Certificate of Health" for transfer of live cultured fish in Atlantic Canada, improving bio-security and disease controls. Based on progress to date, it is anticipated that the certificate will be in place within one year.
- The province, in partnership with NSBI, collaborated to continue funding in-market resources for two of the province's key current and potential markets, the United Arab Emirates and the Caribbean. Nova Scotia companies are able to access the services of these in-market consultants to provide market intelligence, follow-up between trade missions, and to make introductions to prospective clients. The in-market consultants also provide support for the NSBI-led missions in the regions.
- InNOVAcorp presented on "Driving Innovation and Commercialization" at the 32nd Conference of New England Governors and Eastern Canadian Premiers in mid-September. Insights and experience were shared on methods to encourage the establishment and growth of start-up companies, facilitate the commercialization of post-secondary research, and attract venture capital.
- The Department of Environment is working with Trinidad and Tobago to develop a fully functional waste resource management system using Nova Scotia expertise.

Government's Priority: Investment attraction

Attract new businesses to Nova Scotia, IT and communications, knowledge sector, private-sector-funded R&D from large multinational companies

- The tourism investment attraction initiative and investors tool kit, Nova Scotia Tourism: The Business Advantage, continues to be communicated through a website which features the business development tools and other resources (www.gov.ns.ca/tourisminvestment).
- The province, in partnership with Regional Development Authorities and industry associations, attracted new producers to Nova Scotia to set up farming operations in the agriculture and aquaculture sectors. For example, as a result of targeted investment initiatives, 25 inquiries were received from interested farm producers outside of Nova Scotia and Canada and five farm families are in the process of relocating to Nova Scotia.
- The annual Mining Matters 2008 conference focused on the theme "Mining in Today's Markets" and promoted current developments and trends in the local, national and international mining industry.

NSBI Investment Attraction Deals 2008–09

The main objective of the NSBI Investment Attraction group is to attract sustainable, export-oriented and value-added business investment to the province. In pursuit of this goal, NSBI takes a targeted and aggressive approach to attract and retain businesses that have a strong “fit” with Nova Scotia’s key assets, proactively promoting the competitive advantages of doing business in Nova Scotia. NSBI supported the following companies in 2008-09:

- McGregor Geoscience and Superport Marine Services are expanding in Port Hawkesbury and in Halifax. The companies have the same owner and are run as complementary businesses. McGregor Geoscience provides mapping and surveying services in industries including defence, oil and gas, telecommunications, transportation, and mining. Superport Marine Services Limited operates a fleet of vessels and provides a wide range of marine services. While the majority of work is conducted in Port Hawkesbury, the employer also has an office in Halifax used for marine science data. The companies plan to create up to 75 new jobs over the next five years.
- United Kingdom-based insurance service provider, Admiral Insurance, is expanding in Nova Scotia. The company has been listed in the Sunday Times of London’s 100 Best Companies to Work For during the past six years, listed in the Financial Times as one of the 50 Best Workplaces in the United Kingdom, and listed in 100 Best Workplaces in the European Union. The company plans to create up to 400 new jobs over the next five years. The new jobs will include insurance renewals and sales, while primarily serving clients in the United Kingdom.
- New Brunswick-based Professional Quality Assurance Ltd. (PQA), a Canadian leader in independent software testing, is expanding to Dartmouth. PQA will hire new graduates from community college and university IT programs, as well as experienced professionals in the field of software testing and quality assurance. The company will also provide in-house training, as software testing is a specialized skill. The company plans to create 200 new jobs over the next five years.
- Ottawa-based IT service company, Lixar IT Inc. is expanding to Halifax. Lixar is an established web technology services company with experience in advanced application and enterprise-level business solution design and development. The company has over 100 clients in North America with a primary focus on the telecommunications and energy sector. The company plans to create up to 50 new jobs over the next six years.
- Flagstone is a Bermuda based global reinsurance and insurance company that employs a focused, technical approach to the property, property catastrophe, and specialty reinsurance and insurance business. The company plans to create up to 80 new jobs in Nova Scotia over the next five years.
- Cape Breton Flight Institute – a new international pilot training centre – will operate from the Sydney Airport. This professional training centre is filling the growing need for pilots in the expanding economies of China and other emerging markets. The company plans to create up to 70 new jobs in Nova Scotia over the next five years.
- Lockheed Martin, one of the world’s largest defense companies, is expanding in Nova Scotia. Lockheed Martin has operated in Halifax since the early 1980s and currently employs more than 80 people in its Dartmouth facility. The company plans to create up to 100 new jobs over the next five years.

- Peter Kohler Windows and Entrance Systems is Atlantic Canada's largest window and door manufacturer, located in Debert. Their goal is to increase its loyal and capable workforce as they continue to meet the growing demands of their customers in Atlantic Canada and around the world. The company plans to create up to 150 new jobs over the next five years.

Taking Action on Financial Capital – Investment

Goal

Ensure that financing is available for opportunities that will create a more sustainably competitive economy

Government's Priority: Access to capital – capacity building; opportunity matching; gap analysis

Develop and maintain public and private-sector funding mechanisms; facilitate capital formation; match angel investors, venture capitalists, commercial lenders, and public sector funds with qualified businesses; identify and work to address any gaps in existing funding mechanisms

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- Nova Scotia's Industrial Expansion Fund is a key tool in supporting and maintaining economic development. It helps innovative industries while contributing to a prosperous and sustainable business climate in the province. Investments in 2008–09 include:
 - \$2 million loan for Scotian Gold Co-operative to modernize and expand
 - Support land-based aquaculture for Mediterranean Sea Bass
 - \$2.9 million for Composite Sea to Sky Ltd to create manufacturing capacity to meet the export demand for products used in the aerospace industry.
- NSBI continues its successful payroll rebate program. The payroll rebate is invested in increments as an earned incentive, paid out as a company meets its yearly hiring targets.
- NSBI's venture capital group currently manages 11 portfolio companies and has \$22.6 million invested to date. In 2008–09 NSBI completed six transactions. Its focus is on companies in the information communications technology (ICT), aerospace and defense, energy, advanced manufacturing and life sciences sectors.
- Funding in the amount \$500,000 was available in 2008–09 to qualified industry applicants under the Pork Industry Transition Fund initiative. The objective of the fund is to assist individual farm businesses who are transitioning from traditional commodity pork production to new business models, partnerships or product/market opportunities.
- The Strategic Infrastructure Investment Fund continues to promote creativity and partnerships in the agricultural sector. Four companies were awarded funding in December 2008:
 - Melvin Farms Limited, to develop a fresh-cut cauliflower line
 - Farmer John's Herbs, to further develop a fresh Nova Scotia herb-processing business

- Van Dyk's Health Juice Products Limited, to expand sales of wild blueberry juice into the Asian market
- Acadian Maple Products Limited, to develop and increase capacity for maple industry processing and packing.

Taking Action on Natural Capital – Sustainability

Goal

Manage our natural capital to sustain our quality of life, our economy, and our environment

Government's Priority: Sustainable competitiveness

Green business opportunities, sustainable practices, environmental technologies products and services, natural resource strategies, aquaculture strategy, sustainable competitiveness concept in business plans, climate change, renewable energy, energy efficiency, energy strategy

Supporting and implementing sustainable practices

- The Select Nova Scotia Marketing campaign had a successful second year, including such events as hosting and promoting local agricultural produce at Prescott House Museum and the Ross Farm Museum farmers market.
- Through Ross Farm Museum, three sustainable agriculture workshops were developed and delivered by Tourism, Culture and Heritage in partnership with Municipality of Chester and the departments of Environment and Agriculture. Workshop topics included sustainable pest management and sustainable vegetable and fruit production.
- Tourism, Culture and Heritage planned and jointly hosted with the Ecology Action Centre the “Green Investment in the Built Environment” workshop. This brought together stakeholders from diverse constituencies to consider issues related to the conservation and management of natural resources and energy with respect to the built environment.
- InNOVAcorp continues to encourage the “clean/green” aspects of its existing and prospective client business strategies. Through its HPI™ business model, InNOVAcorp has observed significant growth in the number of Nova Scotia knowledge-based companies whose core value proposition is derived from clean technology. In 2008–09, InNOVAcorp worked to scope out and understand the clean technology sector, and in the coming year will put into operation its clean technology HPI™ practice, enabling start-up companies in this field to tap its business building services and expertise. Strategic relationships have also been developed with several clean technology funds and industry experts in this field across North America.
- In June, 2008 the government of Canada and the Atlantic Provinces entered into a memorandum of understanding on environmental co-operation, helping the governments to work together to achieve shared environmental objectives and agreements. The first is focused on surface and ground water.

Sustainable resource use and strategies for sustainability

- Many municipal water supplies now meet the new water treatment standards. The province is working with the remaining municipalities on ways to meet the primary wastewater treatment requirement contained within EGSPA.
- As of December 2008, 1388 farms had completed, enrolled in, or had an initial visit with respect to the Environmental Farm Plan (EFP) Initiative. This represents 58 per cent using the base of 2400 registered farms. A total of 144 farms have completed EFPs in 2008, surpassing the target of 128 farms.
- The province continues to support key priorities of the Sustainable Coastal Tourism Development Strategy and Canada's Code of Ethics and Guidelines for Sustainable Tourism.
- Transportation and Infrastructure Renewal funded a pilot project using recycled asphalt shingles in pavement in partnership with Halifax C&D Recycling and RRFB Nova Scotia. The project will support Nova Scotia's green economy, developing new business opportunities while at the same time diverting waste from landfills and conserving energy and resources.
- The Nova Scotia Liquor Corporation (NSLC) has implemented a plan to reduce waste by eliminating plastic bags in its retail outlets.
- The Department of Environment is implementing an environmentally-safe, cost-effective method of reusing tires. Tires will be shredded into small pieces, known as tire-derived aggregate, which is commonly used as engineering fill in highways and landfills.
- The Aquaculture Environmental Monitoring Program (EMP) studies and monitors the relationship between aquaculture and the marine environment. This program has been successfully operating since 2003. Nova Scotia Fisheries and Aquaculture (NSFA) is working with the federal department of Fisheries and Oceans to improve the Environmental Management Program. Interim Standard Operating Procedures will be implemented this summer, with the intent to roll out a new program for finfish aquaculturists in 2010. The program will require industry to provide monitoring results to the province and, as in other Atlantic provinces, the NSFA aquaculture division will oversee and audit the industry results and performances, and work with the industry to mitigate any issues.

Ecosystem protection

- At the request of the Town of Amherst in December 2008, its watershed lands were designated as a new Wilderness Area, protecting the town's water supply.
- The Colin Stewart Forest Forum – a group made up of representatives of the forestry industry and non-government organizations and supported by Nova Scotia Environment and the Department of Natural Resources – is reviewing Crown lands and the lands owned by five major forestry companies (NewPage, Bowater Mersey, JD Irving, Neenah and Wagner) to identify which lands are most suitable for protection. The Forum will submit a report to government in Spring 2009.
- Tourism, Culture and Heritage worked with Saint Mary's University to carry out the first 24 hour 'Bio Blitz' of Long Lake Provincial Park. The Bio Blitz created extensive inventories of plants and animals to support the development of the park management plan.

- A provincial investment of \$500,000 will help Ducks Unlimited Canada maintain structures that control water levels critical to province's wildlife habitat and prevent net loss of wetlands.
- Fisheries and Aquaculture is conducting a review and assessment of dyke systems in Nova Scotia to identify ways to protect low-lying land in the face of rising sea levels due to climate change.

Energy and climate change

- Through Conserve Nova Scotia, the province continues to support and encourage energy efficiency with a range of initiatives, including:
 - Encouraging homeowners to save energy through awareness and education campaigns, and by expanding the Residential Energy Efficiency Program and implementing a Zero-interest Loan and Furnace Rebate
 - Continuing the annual LED holiday light exchange program
 - Providing funding to school boards to purchase energy-efficient lighting
 - Helping building owners invest in energy efficiency by providing multi-unit residential building rebates
 - Supporting idle-free campaigns through schools and businesses
 - Initiating a feasibility study on establishing transit service in Lunenburg County
 - Investing \$200,000 in the Green Mobility Capital Grants program, which supports sustainable transportation infrastructure projects in rural Nova Scotia.
- Minas Basin Pulp and Power Company Limited will build a biodiesel plastics processing plant that converts plastic garbage into a marketable fuel source. In addition MBPP will build a small scale facility to create electricity from forest byproducts (biomass). The province will provide an investment incentive of \$3 million through Industrial Expansion Fund and \$2 million through the federal Ecotrust program for the reduction of greenhouse-gas emissions and air pollution. Up to \$12.5 million will be provided through a 10-year loan from the Nova Scotia Strategic Opportunities Fund Inc.

Taking Action on Built Capital – Infrastructure

Goal

To support infrastructure that can be sustained, and will support current and future economic activity.

Government's Priority: Transportation

Atlantic Gateway, highways, ports, airports, rail

- A new, accessible express bus service to accommodate shift workers at Michelin's Waterville facility and Kings County residents was initiated by a partnership between Conserve Nova Scotia, Michelin, and Kings Transit.
- The Green Mobility Capital Grants Program will support a range of sustainable transportation infrastructure projects, for example, construction of a trail connecting a neighbourhood to a transit terminal or creation of a pedestrian zone or bike lane.
- The Industrial Expansion Fund will allow Bay Ferries Ltd. to continue its Yarmouth-Maine service for the 2009 season, while the province works with partners for a long-term solution.
- Two trucking companies have been given permits to run long combination vehicles in Nova Scotia. Long combination vehicles have the potential to make the trucking industry more energy efficient and competitive. During the course of this pilot project, the province will assess the safety of the vehicles and the effects on Nova Scotia's highways.
- To encourage sustainable transportation choices for highway users, 60 km of the Cabot Trail is being widened to accommodate cyclists. Bike lanes are being installed on route 333 between Beechville and Tantallon.
- The province and the Halifax Port Authority are inviting proposals to establish a regular weekly "Less than Containerload" ocean shipping service from the Port of Halifax to a strategic major base port in mainland Europe with coverage capabilities into Germany, as well as France and the Netherlands. This could potentially benefit companies in all four Atlantic provinces.

Government's Priority: Municipal infrastructure

support for economic development related infrastructure projects

- A Municipal Heritage Conference to promote heritage as an important component of municipal sustainability plans was hosted by Tourism, Culture and Heritage. Staff from municipalities, planners and students attended the March 2009 conference.
- The "Heritage Places in Nova Scotia" brochure has been revised to highlight the benefits of heritage conservation districts for municipalities.

Government's Priority: Knowledge-based Cluster

- A Level One Containment Laboratory was established at AgriTECH Park within the past year. This facility provides analytical/product development support for Atlantic BioVenture Centre's team of research scientists. Several pieces of lab equipment have been acquired over the past year which enables staff to perform a variety of analytical tests.

Taking Action on Human Capital – Labour Force

Goal

To take a long-term view to ensure that Nova Scotia's workforce continues to be a magnet for business

Government's Priority: Population

demographic assessment, immigration, Skills NS Framework, R4 Strategy (Retain, Retrain, Repatriate, Recruit), engage under-represented populations

Immigration

- In response to Nova Scotia's labour market needs and immigration strategy, consultations were held by the Office of Immigration with targeted stakeholders to discuss how to address the barriers identified in Nova Scotia, including the introduction of a Fair Registration Practices Act.
- Opportunities Nova Scotia is a provincial recruitment and retention initiative designed to generate connections between Nova Scotia employers, employees, and job seekers. In Phase I and II of the initiative, employers showcased 3400 jobs, attracting more than 5400 resumes. The website, www.opportunitiesns.ca, was also redesigned as a portal to labour market resources, programs and services for those who want to work and live in Nova Scotia.

Engagement of Under-represented Populations

- A new aboriginal procurement strategy for the Sydney Tar Ponds and Coke Ovens cleanup ensures aboriginal involvement for the rest of the project. Building on the success of the cooling pond remediation project, the Mi'kmaq First Nations of Cape Breton and government partners signed a procurement strategy that identifies projects set aside for companies with majority aboriginal ownership and control.
- A series of regional workshops, Bridging the Aboriginal Community to Careers and Employers, were developed by Labour and Workforce Development in partnership with Aboriginal partners. The workshops were designed for front line professionals in the Aboriginal community, providing resource information and networking opportunities between the Aboriginal community, the local business community, and government.
- Labour and Workforce Development works with Nova Scotia Aboriginal communities to develop adult learning programs to respond to their learning needs. Adult Learning programming is offered at the Mi'kmaq Native Friendship Centre (for off-reserve aboriginals) and the Unama'ki TEC (Eskasoni). In 2007–2008, new pilot programs were offered at Chapel Island, Waycobah and Bear River.
- Working with the Confederacy of Mainland Mi'kmaq, Tourism, Culture and Heritage developed and delivered training on specialized archaeological testing standards for the Debert area regulated because of significant adjacent Palaeo-Indian resources.
- The province in partnership with Nova Scotia Community College (NSCC), Greater Halifax Partnership (GHP), Watershed Association Development Enterprise (WADE), and the Black Business Initiative (BBI) has funded a GHP community satellite office in the Preston Area. The office, which opened early in 2008, is a resource for the people

of the community 7 days a week. GHP has also received seed funding to develop a strategic plan for ANS to engage business, community and government leaders in the future of the community with a long term multi partner sustainable effort for the Preston Area. The Ujiima (oo gee ma) project is currently in consultation with the community and stakeholders.

Retraining

- Labour and Workforce Development works with relevant stakeholders to address shifting labour market requirements as industries emerge and decline. Regional skill development coordinators organize and lead transition support when a large lay-off or closure is announced. Support may include the setting up of time-limited transition centres, career development and exploration, literacy and essential skills training and retraining. A committee with representation from key federal and provincial departments and agencies will serve as a rapid response team, gathering intelligence on the effects of the current economic downturn and, as necessary, mobilizing supports and resources.
- A total of \$709,930 (\$251,065 provincial dollars and \$458,865 from industry) has been invested in Workplace Education programs to help business upgrade the skills of the workforce it already has and to help specified groups and individuals enter or re-enter the workforce. This includes offering support to workers who have been displaced as a result of downsizing or closures. Eighty-three Workplace Education programs were delivered to over 35 worksites across Nova Scotia.
- The province is working with the Guysborough Adult Learning Association (GALA) to develop and deliver an Adult Learning program (ALP) – GAP project. This pilot project will address barriers to employment by offering activities that help to develop participants= personal, life, employability and essential skills, and includes a work experience component. The project will target adults between 30B54 who left school before completing grade 12 and who are unemployed or underemployed.
- The NS Link project, in partnership with NSCC, responds directly to a labour market need for more Continuing Care Assistants (CCA) in Nova Scotia by providing an opportunity for adults to complete their high school diploma and the CCA certificate at the same time.

Government's Priority: Education System

primary and secondary education, post-secondary education, Learning for Life, preparing for skill shortages

Secondary education

- The Nova Scotia School for Adult Learning (NSSAL) funds and coordinates a continuum of tuition-free educational programs for adult learners ranging from basic literacy to high school completion. NSSAL works in partnership with colleges, school boards and community learning organizations to deliver these educational programs. In 2007–08, there were over 4,000 enrolments in 140 province-wide programs offered in English and French. Over 400 adults earned their high school diploma allowing greater prosperity for themselves and Nova Scotia. In addition, over 500 Nova Scotians earned a GED credential.

- Parents as Career Coaches (PACC) is a three-session program offered at no cost to parents/guardians of all high school students across Nova Scotia. This program works to equip parents to better assist their kids in making informed and successful education and career choices. In 2008-09, PACC was delivered to approximately 650 parents, in 34 Nova Scotia junior and senior high schools.

PACC directly addresses a number of labour market issues raised in the Skills Nova Scotia Framework by engaging schools and parents to play a greater role in helping to inform and coach children in career preparation. This year, the PACC program has also undergone program modifications and we are working with partners to deliver the program in community-based settings. Planning for delivery in the African Nova Scotian community is now underway, with pilot programs being hosted June 2009. Discussions and planning for delivery within the Aboriginal community are also in the early stages, with plans for delivery later in 2009.
www.parentsascareercoaches.ca

Preparing for skill shortages

- NSBI and CGI, a leading information technology and business process services provider, co-sponsored a scholarship program in 2008–09 aimed at increasing awareness and interest in the broad field of information technology. The IT's Your Future Scholarship, valued at \$2,400 for students entering university and \$2,000 for Nova Scotia Community College (NSCC) students, is awarded to Grade 12 students across Nova Scotia who have demonstrated a passion for learning and plan to pursue a career in Information Technology (IT).
- TechShop is a career exploration event for high school students, held at NSCC campuses across the province and includes mentorship discussions, participation in interactive workshops and an introduction to careers in skilled trades and technologies.
- The Skills InDemand parent/teacher newsletter “The Scope” is also a major initiative of Skills Canada–Nova Scotia offering a unique opportunity to reach key influencers (parents, teachers and guidance counselors). The newsletter is included in all 2nd term report cards in Nova Scotia High schools.
- Invest in Youth is an employer engagement initiative designed to complement current programming offered by high schools, including youth apprenticeship. At present, almost 8,000 new mentorship opportunities are available to connect youth with learning opportunities. For young people interested in a career in the skilled trades, the Workit Youth Apprenticeship Initiative continues to provide youth between 16 and 19 with information and opportunities to register as a youth apprentice.

Post-secondary education

- The apprenticeship training and certification system continues to work with industry and other partners to ensure Nova Scotians get high quality training that meets the needs of employers. As of November 2008 there are 4907 active apprentices in our system. 990 new apprentices have been registered and 404 cancelled since April. 535 individuals have been issued their Certification of Qualification and 447 of these were in Red Seal trades.

- The Apprentice Award Program has been created to defray costs associated with apprenticeship training in Nova Scotia. The award will be payable from the Apprentice Award Trust. Labour and Workforce Development plans to leverage additional funds through promotion and collaboration with industry and government. The first eligibility period for the program was from April 1, 2008 to June 30, 2008. During this time, 29 awards were approved and distributed to eligible apprentices. The second eligibility period was from June 1, 2008 to December 2008, with 171 awards were approved and distributed. The third eligibility period will end June 30, 2009, with 199 applications received as of publication.
- The Nova Scotia Agricultural College (NSAC) has experienced increased enrollments in recent years, bucking a trend of declining post-secondary enrollments. NSAC is uniquely positioned to support agriculture and rural communities by providing educational and research programs to meet their needs. A high proportion of NSAC graduates – over 70 percent – remain in Atlantic Canada. Over 90 percent of NSAC graduates move on to employment or graduate study immediately following graduation. NSAC also provides fundamental and applied research for the agriculture and agri-food sector and partners with industry and other academic institutions across Canada and internationally. It strives to provide advanced knowledge and new technologies for environmental sustainability, rural growth, and bio-resource innovation.
- InNOVAcorp has been influential in planning the approach and curriculum of Dalhousie's new Corporate Residency MBA program and will be one of the program's employer partners. This program will integrate top employers into the academic process, providing students with exceptional work experience, innovative curriculum and leadership development skills.
- Tourism, Culture and Heritage worked closely with the Nova Scotia Community College, Lunenburg Campus, to develop and facilitate the curriculum of the new two-year heritage carpentry program. This program is intended to provide highly skilled and specialized tradespeople to meet the labour market demand in the province and region.

Taking Action on Social Capital – Regional Capacity

Goal

Capitalize on ways to expand economic opportunity throughout the province, maintaining a balance in quality of life

Government's Priority: Community Development

implementation of Community Development Policy, training community leaders, network development, support for agencies that work with disadvantaged communities and populations

Under the Community Development Trust established by the Federal Government in 2008, Nova Scotia is investing \$34.9 million over three years to help transition communities and industries facing economic hardship. The priorities of the Community Development Trust Fund are to enhance sustainable prosperity; diversify economic and trade opportunities; improve productivity, innovation and training; assist communities with transition planning; and, help workers facing adjustment challenges. In 2008-09, the following community and multi-year sectoral initiatives were approved for funding:

- \$2.6 million over 2 years to maintain valuable facilities and equipment at the former Trenton Works steel manufacturing plant in Trenton while a new operator is sought for the facility.
- \$800,000 to revitalize Canso's waterfront infrastructure and support the inshore fishery.
- \$4.37 million to help the forest industry overcome economic challenges through the Forestry Transition Program.
- \$2.52 million over three years to support the continued viability of Nova Scotia's forest industry through implementation of the Forestry Joint Task Force Action Plan. The action plan includes transportation programs, renewable energy sources, identifying labour needs, developing product markets and supporting private woodlot certification programs.
- \$200,000 for small business market research and support through the Business Development Pilot Program.
- \$750,000 to support the Agriculture Industry Vitalization Strategy.
- \$2.5 million over 3 years to support the development of the aquaculture sector, including identifying coastal areas with potential for aquaculture development, helping to expand the industry through innovative projects, and improving Nova Scotia's investment climate and competitiveness.
- \$3.75 million over 3 years to support renewal of the seafood industry including market diversification, improving quality and productivity, creating new value-added seafood products, and meeting consumer expectations regarding food sustainability.
- \$2.3 million over 3 years to support local food systems and farmers markets in Nova Scotia, including strategic infrastructure and market development initiatives that will enhance industry competitiveness and market awareness, and make it easier for consumers to buy local foods in Nova Scotia.
- \$2.5 million over 3 years to support tourism niche marketing in Nova Scotia, which will help tourism operators and organizations diversify and develop more authentic Nova Scotia products and experiences such as wine, agri-tourism, genealogy, and cultural tourism.

- \$2 million over 2 years to support pre-construction activities such as planning and engineering requirements for the proposed Sydney Harbour dredging project.
- \$1 million over 2 years to help Nova Scotia's boat building sector diversify and capitalize on new opportunities through market development and marketing initiatives.
- More information on the Community Development Trust Fund in Nova Scotia is available at www.gov.ns.ca/econ/cdtrust.
- The Mi'kmaq Community Development fund supported the articulation of an economic development and business portfolio plan by the Native Council of Nova Scotia. This will lead to increase participation in the provincial economy.
- Through Labour and Workforce Development, the province also invests in community development by supporting Family Literacy and Seniors programming, which helps individuals contribute to healthy living, community engagement, and economic opportunity.
- The Community Economic Development Investment Fund (CEDIF), a progressive initiative that enables communities to take ownership of their future, continues to be an important community building instrument. For example:
 - The CEDIF program provides New Dawn Enterprises Ltd. with capital to grow its existing business and to advance its community building initiatives, ensuring that young people gain skills to improve their lives, the elderly receive care and support and hundreds of others are able to live better lives in their community. New Dawn Holdings Ltd. was established and completed its first campaign using the CEDIF framework in 2004. A total of \$1.15 million was raised in annual campaigns over the next four years. In 2008–09, New Dawn Holdings Ltd. raised an additional \$686,000, bringing the total to approximately \$1.84 million. In 2008, \$100,000 was redeemed; thus once the details and paper work with respect to the most recent campaign are finalized New Dawn Holdings Ltd will have share capital of approximately \$1.74 million with a total of 130 shareholders. The money raised by New Dawn Holdings Ltd. through the CEDIF is loaned to New Dawn Enterprises Ltd.

Government's Priority: Regional planning and development

support strong regional approach to economic development, work with regions to assess new business development opportunities, support key industry associations

- Through The Mi'kmaq Association for Cultural Studies, Tourism, Culture and Heritage provided investment for the Mi'kmaq Cultural Tourism Network initiatives this past year.
- Genealogical and heritage tourism continued to be promoted as a niche market which provides an opportunity to build community resources. Initiatives included:
 - expanding the online availability of archival and genealogical information and distributing it to a network of archives and resource centres around the province
 - negotiating with The Generations Network/Ancestry.ca to develop an online genealogical content partnership and increase use of novascotiagenealogy.com .
 - exploring development/funding for a 'Routes to your Roots' online genealogical tourism Website, which would highlight and promote community and regional genealogical resources and assist in niche marketing of genealogical tourism.

Government's Priority: Entrepreneurship and small business support for entrepreneurs starting or running high-value firms, integrated support system for entrepreneurs, training programs, strengthened linkages between education research institutions and the business community

- AgriStability, a new business risk-management program for farmers, provides support after large income losses.
- The International Conference on Small Business, held in June 2008 in Halifax and attended by nearly 600 small business practitioners, policy makers, researchers and educators from around the globe was co-hosted by Economic and Rural Development.
- "Wine and Grape Production in Nova Scotia" can be used as a planning tool by individuals exploring the possibility of establishing a vineyard or winery in Nova Scotia. It is the first in a series of products being developed by the Department of Agriculture to provide industry-specific consensus cost-of- production information. This information will be of use to individuals who are exploring the possibility of establishing a business in a given commodity.
- Innovation Social, a spin-out of Cape Breton's "TecSocial" series that is championed by InNOVAcorp, was launched at the end of October in Yarmouth. The series is a social gathering for people with an interest in technology and business.
- The Environmental Home Assessment Program (EHAP) provides environmental education and fiscal assistance for septic system repairs for lower income rural homeowners. This often allows young families and seniors to remain in their own homes and communities and may reduce demands for local income assistance and health support.
- The Industrial Expansion Fund invests in industries involved in innovation and technology, such as:
 - Nu-Air Ventilation is a leading manufacturer of heat-recovery ventilators. A \$1.5 million investment will help the company acquire automated equipment necessary to meet growing market demand.
 - Scott and Stewart Forestry Consultants received a \$400,000 loan to expand their nursery to accommodate reforestation contracts.
- Through APF Renewal New Opportunities Investment Initiative, the Department of Agriculture supported ACORN (Atlantic Canadian Organic Regional Network) to complete 'The Organic Path' a web based organic agriculture transition and risk management resource. This initiative also supported factsheets and a Nova Scotia Food Security Network initiative SPROUT Community Food Enterprise resource.
- InNOVAcorp continued to partner with the South West Shore Development Authority this year to ensure high potential technology start-ups in that jurisdiction have an appropriate level of support from the HPiTM business model.
- Tourism, Culture and Heritage has signed seven municipal agreements to research municipal heritage through the Nova Scotia Historic Places Initiative.
- An Aboriginal Women in Business conference, supported the Mi'kmaq Community Development fund, brought upwards of 200 native women together to increase market place success with their business ventures.