

STRATEGIC PLAN

This document contains the strategic foundation, strategic priorities and operational plan to guide the work of the Valley Regional Enterprise Network. This plan is submitted in July of 2021 by the Leading Edge Community Development Consultants Cooperative.

Valley Regional
Enterprise
Network

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Introduction

The **Valley Regional Enterprise Network (Valley REN)** engaged the services of **Leading Edge Community Development Consultants Cooperative** to prepare a revised and updated strategic plan, beginning in 2021.

This strategic plan includes the following components:

- The **strategic foundation** includes the **vision** statement, **mission** statement and **values** and **beliefs**.
- The **strategic priorities** are a link between the strategic foundation of the organization and the daily work and activities of the REN.
- The **operational plan** is organized by the strategic priorities. Each priority is supported by a goal and subsequent key progress indicators and measurables. Objectives and actions outline how the daily activities of the REN work to support the strategic foundation. The operational plan is a living document that will be modified and changed as activities are completed or changed.

The plan seen on the following pages was developed through the involvement and engagement of the Valley REN board and staff. Additional input was gathered from partners and the overall community through the following means:

- The Liaison and Oversight Committee participated in a live, online, discussion
- 11 key informant interviews were conducted with those considered to be well-aware of the work of the REN and the needs of the community
- 40+ community, organizational and business representatives and partners participated in live discussions (held online because of COVID-19 restrictions).

Strategic Foundation

VISION STATEMENT

A thriving, regional economy, delivering the highest quality of life in Canada.

Elaboration

We support a thriving regional economy that when combined with our geographic location, natural environment, and diverse population, makes the Valley one of the best places to live in rural Canada.

MISSION STATEMENT

The Valley REN is the catalyst for a thriving, sustainable and inclusive regional economy in the Annapolis Valley.

Elaboration

Being the catalyst means we are proactive in evidence-based research, action planning, and being the coordinator of local and provincial resources to maximize our collective impact.

VALUES AND BELIEFS

At the Valley REN, we **value**:

Innovation We value and encourage new ideas that challenge the status quo.

Professionalism We apply the best practices in our work and relationships.

Diversity In people, cultures, strengths, sectors, industries and capitals (human, financial, social, organizational, natural and cultural).

Adaptability We are prepared to adjust our strategies as circumstances require.

This Place We are proud to call the Annapolis Valley our home and are committed to seeing it grow and flourish.

At the Valley REN, we **believe in**:

Collaboration Economic Development is a team effort.

Evidence-based Decision Making We make decisions based on data and evidence, as well as business and community input.

Fiscal Stewardship Our trusting relationships with our partners and funders are founded on fiscal responsibility, transparency, and accountability.

Economic Development and Community well-being should be mutually supporting.

Strategic Priorities



Business Development

Provide support for new, emerging and existing businesses, and the enhancement of an entrepreneurial culture



Workforce Development

Attract and retain employees/workers while identifying and helping to fill current and future needs/gaps for local employers



Sector Development

Support the strengthening, diversification and interconnectedness of the economic sectors



Regional Development

Enhance our collective and collaborative environment for greater efficiency and effectiveness, strengthen relationships and leverage opportunities

Operational Plan



Business Development

Rationale

Business development is a key focus of the NS REN network, and includes:

- 1) Support for new, emerging, and existing businesses to improve productivity, competitiveness, and investment readiness, and
- 2) The development of an entrepreneurial culture to stimulate new venture creation.

Business Development Goal

Provide support, tools, and programs for new, emerging, and existing businesses, while working with partners to enhance the region’s entrepreneurial culture.

Business Development Objectives At-a-Glance (details in the table below):

- **Supports for Business:** Connect businesses to the resources, tools, supports, and programs they need.
- **Investment Readiness:** Facilitate a regional and business approach to investment readiness by identifying and promoting investment opportunities and leveraging the region’s investment efforts with the federal and provincial governments and other organizations.
- **Culture of Entrepreneurship:** Foster a culture of entrepreneurship in the Annapolis Valley.

Key Performance Indicators	Measurables
<ul style="list-style-type: none"> • Business clients supported 	<ul style="list-style-type: none"> • Number of business clients directly supported/served • Number of start-up businesses • Number of existing businesses
<ul style="list-style-type: none"> • Increase in support resources 	<ul style="list-style-type: none"> • Number of and quality of supports (define quality based on strategy) • Number of connections to funding and application assistance • Monetary value of programming
<ul style="list-style-type: none"> • REN programming 	<ul style="list-style-type: none"> • Number of workshops and events for businesses held • Number of investment readiness tools produced
<ul style="list-style-type: none"> • Participation in REN programming 	<ul style="list-style-type: none"> • Number of workshop and event attendees
<ul style="list-style-type: none"> • Business start ups 	<ul style="list-style-type: none"> • Number of business start ups

SUPPORTS FOR BUSINESS Objective: Connect businesses to the resources, tools, supports, and programs they need.			
Actions	Project Lead	Timeline	Partners/Resources
Deliver the BusinessNOW Service	BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Conduct a series of business outreach efforts within the region <ul style="list-style-type: none"> • Open houses • Presentations to community groups • Panel presentations on multiple themes, • Workshops and business expos, • Quarterly municipal EDO meetings • Business to business connections 	BusinessNOW and Investment Readiness Officer	Year 1, 2 and 3	Business Supports Response Team
Promote the Virtual Advisor Program to ensure Annapolis Valley businesses access the program	BusinessNOW Officer	Year 1	Business Supports Response Team and NS RENs
Organize and partner to host a second round of Succession Planning Workshops	BusinessNOW Officer	Year 1	AEC, NS RENs, BDC, Business Supports Response Team
Reevaluate the entrepreneurial toolkit to ensure it outlines all business supports available	BusinessNOW Officer	Year 2	Business Supports Response Team
Develop a full catalogue of all business resources to be used as a tool and foundation for BusinessNOW service (in house)	BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Promote and communicate export-related supports	BusinessNOW Officer	Year 2	NSBI, Business Supports Response Team
Implement a BRE program to collect regional business climate intelligence	BusinessNOW Officer	Year 2	Business Supports Response Team
Work with the Department of Economic Development to inform them of business-related issues	CEO, BusinessNOW Officer	Year 2	All local stakeholders
Promote local procurement opportunities	BusinessNOW Officer and Communications Officer	Year 3	Business Supports Response Team, NSBI, PSPC (Public Services and Procurement Canada)

INVESTMENT READINESS Objective: Facilitate a regional and business approach to investment readiness by identifying and promoting investment opportunities and leveraging the region’s investment efforts with the federal and provincial governments and other organizations.

Actions	Project Lead	Timeline	Partners/Resources
Create an improved commercial land database and a functioning tool to assist business and industry in securing the appropriate space within the catchment area	Investment Readiness EDO	Year 1 and 2	Business Supports Response Team, Developers, Realtors
Create one-page documents outlining investment opportunities in the region (high-level overview and statistics)	Investment Readiness EDO	Year 2 and 3	Business Supports Response Team, NSBI
Enhance Valley REN website with information relating to investment readiness	Investment Readiness EDO	Year 1, 2 and 3	Business Supports Response Team, NSBI
Develop lead-handling protocols and processes for the region	Investment Readiness EDO	Year 2	Municipalities, Business Supports Response Team
Conduct investment readiness analysis to assess the current state of investment readiness in the region	Investment Readiness EDO	Year 3	Municipalities, Business Supports Response Team
Work with businesses to ensure they are investment ready and prepared to thrive in the region	Investment Readiness EDO, BusinessNOW Officer	Year 3	Business Supports Response Team

CULTURE OF ENTREPRENEURSHIP Objective: Foster a culture of entrepreneurship in the Annapolis Valley.

Actions	Project Lead	Timeline	Partners/Resources
Provide project facilitation for NS MIT REAP Valley Team	Strategic Initiatives EDO	Year 1	Valley Team Members, ONSIDE, MIT, local stakeholders
Define the entrepreneurial ecosystem – gaps, needs, programs, offerings	BusinessNOW Officer/Strategic Initiatives EDO	Year 1	Business Supports Response Team
Create a map of entrepreneurial programming and training opportunities in the region	BusinessNOW Officer/Strategic Initiatives EDO	Year 2	Business Supports Response Team
Provide programming for young entrepreneurs	BusinessNOW Officer	Year 2 and 3	Business Supports Response Team, Non-profit and social impact entrepreneurial support organizations

Promote programming for marginalized entrepreneurs, including, older adults, Indigenous people, and African Nova Scotians)	Communications Officer	Year 1	
Provide programming for marginalized entrepreneurs, including, older adults, Indigenous people, and African Nova Scotians)	BusinessNOW Officer	Year 2 and 3	Business Supports Response Team, Mentoring Plus, VANSDA, BBI, APTEC, UInooweg
Promote venture creation programming	BusinessNOW Officer/Strategic Initiatives EDO	Year 3	Business Supports Response Team, NS Sandboxes, ONSIDE, Innovacorp, and existing / emerging incubators and accelerators



Workforce Development

Rationale

Business success is built on a strong labour force. The Valley REN will support regional efforts related to the attraction and retention of employees/workers while identifying and helping to fill current and future needs/gaps for local employers. This will include training of current residents while attracting new ones and will also include a focus on our Indigenous and African Nova Scotian communities.

Workforce Development Goal

Attract and retain employees/workers while identifying and helping to fill current and future needs/gaps for local employers.

Workforce Development Objectives At-a-Glance (details in the table below):

- **Workforce Study:** Work with partners to address the challenges related to the Annapolis Valley workforce, to meet the current and future talent, professional, skilled trades and labour needs.
- **Population Readiness:** The availability and quality of healthcare, childcare, recreation, transportation, housing and other foundational community components will influence how attractive the Valley is to potential residents and employees.
- **Promote Annapolis Valley:** Raise the profile of the Annapolis Valley as a place to live, work and start a business. Increase the awareness of the region's value proposition.
- **Welcoming Region:** Work with partners to ensure that the Annapolis Valley is a welcoming region for newcomers with the appropriate settlement services to support a smooth transition.
- **Workforce Diversification:** Target those from Indigenous, African Nova Scotian and other under-represented communities with specific and culturally appropriate programs and supports.

Key Performance Indicators	Measurable
<ul style="list-style-type: none"> Decrease in employment vacancies 	<ul style="list-style-type: none"> Workforce participation (employment rates)
<ul style="list-style-type: none"> Increase in workforce diversification, including those from Indigenous and African Nova Scotian communities 	<ul style="list-style-type: none"> Number of employs from diverse backgrounds.
<ul style="list-style-type: none"> REN programming 	<ul style="list-style-type: none"> Number of workshops and events for businesses held
<ul style="list-style-type: none"> Participation in REN programming 	<ul style="list-style-type: none"> Number of workshop and event attendees
<ul style="list-style-type: none"> Business participation in REN programming 	<ul style="list-style-type: none"> Number of businesses participating in programming
<ul style="list-style-type: none"> Connector Program participation 	<ul style="list-style-type: none"> Number of Connectees Number of Connectors Number of matches made Number of jobs secured
<ul style="list-style-type: none"> Regional Marketing participation 	<ul style="list-style-type: none"> Number of regional marketing inquiries Number of people moving here Number of people moving here within working age Number of website hits per page

WORKFORCE STUDY Objective: Work with partners to address the challenges related to the Annapolis Valley workforce, to meet the current and future talent, professional, skilled trades and labour needs.

Actions	Project Lead	Timeline	Partners/Resources
Complete Regional Workforce Development Strategy and work with partners to implement strategy (insert recommendations from strategy – September 2021)	Strategic Initiatives EDO	Year 1 completion, Year 2 and 3 implementation	Workforce Supports and Business Supports Response Team, Education and training supports
Work with Department of Education and Early Childhood Development and the Annapolis Valley Regional Centre for Education (AVRCE) to showcase opportunities available locally to students.	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, Department of Education and Early Childhood Development, AVRCE
Work with post-secondary institutions to showcase the opportunities available locally to international and domestic students	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, NSCC, Acadia
Work with employers to bridge the gap between employer and employee expectations and motivations	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, LAE, NS Works, Sector Councils and Business Support Organizations

POPULATION READINESS Objective: The availability and quality of healthcare, childcare, recreation, transportation, housing and other foundational community components will influence how attractive the Valley is to potential residents and employees.

Actions	Project Lead	Timeline	Partners/Resources
Conduct a Housing Assessment for the region and develop a strategy for all housing types	Strategic Initiatives EDO, CEO	Year 1, 2 and 3	All local stakeholders
Conduct a Child Care Needs Assessment and develop a strategy with partners and support the implementation of activities	Strategic Initiatives EDO, CEO	Year 2 and 3	All local stakeholders Province of NS
Inform stakeholders of local business requirements regarding broadband internet	Strategic Initiatives EDO, BusinessNOW Officer	Year 2 and 3	All local stakeholders Develop NS
Promote local placemaking initiatives and share partner resources	Investment Readiness EDO	Year 2 and 3	All local stakeholders Develop NS
Work with businesses and organizations to define the transportation needs of employees and clients	Strategic Initiatives EDO, BusinessNOW Officer	Year 3	All local stakeholders Kings Transit

PROMOTE ANNAPOLIS VALLEY Objective: Raise the profile of the Annapolis Valley as a place to live, work and start a business. Increase the awareness of the region's value proposition.

Actions	Project Lead	Timeline	Partners/Resources
Implement the regional marketing initiative including the development of a website, video and targeted marketing for skilled labour (contractors, doctors, etc.)	Communications Officer and CEO	Year 1, 2 and 3	All local stakeholders

WELCOMING REGION Objective: Work with partners to ensure that the Annapolis Valley is a welcoming region for newcomers, with the appropriate settlement services to support a smooth transition.

Actions	Project Lead	Timeline	Partners/Resources
Implement the Connector Program <ul style="list-style-type: none"> Launch engagement campaign Host "Welcome to the Annapolis Valley Expo" Host #HiremeAnnapolisValley pitch competition 	Connector Program Coordinator	Year 1, 2 and 3	Workforce Supports Response Team, Employment NS
Catalogue, and promote, assets available to newcomers.	Connector Program Coordinator	Year 2	Workforce Supports Response Team, NSOI

Secure a Local Immigration Partnership (LIP) for Annapolis Valley and create a Welcome Network: <ul style="list-style-type: none"> • Connect and support cultural events that celebrate immigrants and newcomers • Connect with realtors to access newcomers and create welcome packages for them 	Strategic Initiatives EDO and Connector Program Coordinator	Year 2 and 3	Workforce Supports Response Team, NSOI, IRCC, ISANS, Y-REACH
WORKFORCE DIVERSIFICATION Objective: Target those from Indigenous, African Nova Scotian and other under-represented communities with specific and culturally appropriate programs and supports.			
Actions	Project Lead	Timeline	Partners/Resources
Work with partner organizations to develop a regional Welcoming Workplaces Toolkit	Strategic Initiatives EDO, BusinessNOW Officer	Year 2	Workforce Supports and Business Supports Response Team, LAE, ISANS
Secure an Atlantic Immigration Program Coordinator to work with employers in the region	Strategic Initiatives EDO, BusinessNOW Officer	Year 2	Workforce Supports and Business Supports Response Team, AIP, NSOI
Promote existing programming to retain youth and those from under-represented communities	Strategic Initiatives EDO, BusinessNOW Officer Connector Program Coordinator	Year 2 and 3	Workforce Supports and Business Supports Response Team, Mentoring Plus, VANSDA, BBI, APTEC, UInooweg
Promote programming for employees to raise awareness of the need and value of Diversity, Equity, and Inclusion in the workplace	Strategic Initiatives EDO, BusinessNOW Officer	Year 2 and 3	Workforce Supports and Business Supports Response Team



Sector Development

Rationale

The Annapolis Valley is an integrated community of communities. Our economy is a collection of interdependent sectors that share a common goal of prosperity. The Valley REN will support the strengthening, diversification, and interconnectedness of these economic sectors. There is potential to support sector development by understanding the relative importance of each sector and increasing inter-sectorial economic activity. The REN board must represent the diversity of sectors present in the region.

Sector Development Goal

Support the strengthening, diversification, and interconnectedness of the economic sectors.

Sector Development Objectives At-a-Glance (details in the table below):

- **Traditional and Emerging Sectors:** Identify, prioritize, and strengthen traditional and emerging sectors by addressing barriers and capitalizing on opportunities.
- **Inter-sectoral Collaboration:** Facilitate industry and post-secondary collaboration to enable businesses to generate or adopt new products, services or processes. Promote inter-sectoral trade and joint initiatives.
- **Innovation and Cluster Development:** Lead initiatives to support innovative solutions and develop clusters based on comparative advantages in the region.

Key Performance Indicators	
Increase/Decrease in:	Measurable:
<ul style="list-style-type: none"> • Clarity in sector identification 	<ul style="list-style-type: none"> • Updated map of sectors
<ul style="list-style-type: none"> • Articulation of economic contribution of sectors 	<ul style="list-style-type: none"> • Number of firms in each sector • Retention of firms • Sector profiles created and updated
<ul style="list-style-type: none"> • Inter-sector collaboration 	<ul style="list-style-type: none"> • Number of connections between sectors
<ul style="list-style-type: none"> • Businesses participating in CI initiative 	<ul style="list-style-type: none"> • Number of businesses participating in CI initiative • Increase in productivity • Business savings
<ul style="list-style-type: none"> • Increased digital adoption for businesses 	<ul style="list-style-type: none"> • Number of businesses in digital directory with online shopping

TRADITIONAL AND EMERGING SECTORS Objective: Identify, prioritize, and strengthen traditional and emerging sectors by addressing barriers and capitalizing on opportunities.			
Actions	Project Lead	Timeline	Partners/Resources
Complete the STAR Program and implement the strategic plan's recommendations <ul style="list-style-type: none"> • Recovery component • Identify an organization to take on tourism development • Four season tourism opportunities – winter tourism study 	CEO, Strategic Initiatives EDO	Year 1, 2 and 3	Tourism Industry, Tourism support organizations, ACOA
Manufacturing Taskforce Initiatives: <ul style="list-style-type: none"> • Conduct a Supply Chain Analysis (promoting shared resources and attraction of new businesses to strengthen the supply chain) • Complete 2-year Continuous Improvement Initiative • Conduct Contemporary Leadership in Manufacturing Training 	Strategic Initiatives EDO	Year 1, 2 and 3	Manufacturing Taskforce, Manufacturing industry, EMC, CME, NSCC, ACOA
Develop a map of the sectors represented in the Valley, and identify connections between sectors.	Investment Readiness EDO, Strategic Initiatives EDO	Year 2	All local stakeholders
Develop an asset map of the region's physical infrastructure assets	Investment Readiness EDO, Strategic Initiatives EDO	Year 2	All local stakeholders
Develop a Regional Energy Plan	Investment Readiness EDO, Strategic Initiatives EDO	Year 2	Business Supports Response Team
Ensure that board composition represents the diversity of sectors seen within the region	CEO	Year 2 and 3	LOC, Board
Promotion of the sustainable/green economy, including opportunities in agri-tech and clean tech	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders

INTER-SECTORAL COLLABORATION Objective: Facilitate industry and post-secondary collaboration to enable businesses to generate or adopt new products, services or processes. Promote intersectoral trade and joint initiatives.

Actions	Project Lead	Timeline	Partners/Resources
Benchmark current level of intersectoral collaboration	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils
Identify inter-sectoral business opportunities	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils
Strengthen and develop partnerships with Sector Councils	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils

INNOVATION AND CLUSTER DEVELOPMENT Objective: Lead initiatives to support innovative solutions and develop clusters based on comparative advantages in the region.

Actions	Project Lead	Timeline	Partners/Resources
Foster digital adoption (business digitization) and create digital directory	Strategic Initiatives EDO, BusinessNOW Officer	Year 1 and 2	Business Supports Response Team
Support implementation of NS MIT REAP Valley Team's must-win battle (innovation driven entrepreneurship focus)	Strategic Initiatives EDO	Year 1, 2 and 3	Valley Team Members, ONSIDE, MIT, local stakeholders
Promote industry and post-secondary collaboration to enable businesses to generate or adopt new products	Strategic Initiatives EDO, BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Promote energy and resource conservation in local businesses	BusinessNOW Officer	Year 3	Business Supports Response Team



Regional Development

Rationale

Our communities, partners, and businesses do not operate in isolation. The Valley REN will enhance our collective and collaborative environment for greater efficiency and effectiveness, maintain and strengthen relationships, lead the recovery taskforce, and leverage funding while maximizing opportunities. Key to this effort is the strengthening of our own internal capacity to connect with, and support, the plethora of communities, governments, and institutions dedicated to a common cause. It is incumbent on the REN to demonstrate the value of regional collaboration.

Regional Development Goal

Enhance our collective and collaborative environment for greater efficiency and effectiveness, strengthen relationships and leverage regional opportunities.

Regional Development Objectives At-a-Glance (details in the table below):

- **Awareness:** Increase the awareness of the Valley REN by showcasing our values as a resource to local businesses and organizations.
- **Regional Collaboration:** Lead and enable regional collaboration to advance economic development opportunities and assist in addressing environmental, economic and equity challenges to sustainable and inclusive growth.
- **COVID-19 Recovery:** Lead the Regional Economic Recovery Taskforce and implement the recovery plan.
- **Board Governance:** Provide the board with the tools, training and support to ensure efficiency and effectiveness.

Key Performance Indicators	
Increase/Decrease in:	Measurable:
<ul style="list-style-type: none"> • New Municipal Partnerships 	Number of municipal funding partners Number of municipal EDO meetings Number of communications meetings
<ul style="list-style-type: none"> • Collaborative work with Economic Development Officers (referrals, meetings, joint projects, etc.) 	Number of, and results of, collaborative efforts
<ul style="list-style-type: none"> • Brand Awareness 	Number and impact of brand activities
<ul style="list-style-type: none"> • Increased communications 	Number of communications activities
<ul style="list-style-type: none"> • Inter-agency collaboration 	Number and results of collaborative efforts
<ul style="list-style-type: none"> • Implement Regional Economic Recovery Plan 	Number of activities completed
<ul style="list-style-type: none"> • Articulation of economic contribution of sectors 	Annual State of the Region event held
<ul style="list-style-type: none"> • Increased regional collaboration 	Number of regional projects completed Number of partners involved

AWARENESS Objective: Increase the awareness of the Valley REN by showcasing our value as a resource to local businesses and organizations.

Actions	Project Lead	Timeline	Partners/Resources
Develop and implement an annual communications plan: <ul style="list-style-type: none"> Establish reliable and multiple communication touch points Printed newsletter in tax bills highlighting work of the REN + partners 	Communications Officer, CEO	Year 1, 2 and 3	All local stakeholders
Provide Council presentations and meet with CAOs quarterly	CEO	Year 1, 2 and 3	Municipalities
Develop and distribute an Annual State of the Region document	Investment Readiness EDO, CEO	Year 2 and 3	All local stakeholders

REGIONAL COLLABORATION Objective: Lead and enable regional collaboration to advance economic development opportunities and assist in addressing environmental, economic and equity challenges to sustainable and inclusive growth.

Actions	Project Lead	Timeline	Partners/Resources
Increase work with, and connect with, municipal economic development staff and planning staff, meet quarterly	All Staff	Year 1, 2 and 3	Municipal Staff and Valley REN Staff
Work with municipal communications staff on joint initiatives, meet quarterly	Communications Officer	Year 2 and 3	Municipal Staff and Valley REN Staff
Find a way to gain access to economic development data gathered by municipalities	CEO	Year 2 and 3	Municipal Staff and Valley REN Staff
Engage with all First Nations in the Annapolis Valley	CEO	Year 2 and 3	First Nations communities
Secure involvement of all Annapolis Valley municipalities and First Nation communities	CEO	Year 2 and 3	Municipalities and First Nations
Demonstrate the value of working together collectively as a region	CEO	Year 3	All local stakeholders
Create and implement a succinct plan for interagency collaboration	CEO	Year 3	All local stakeholders

COVID-19 RECOVERY Objective: Lead the Regional Economic Recovery Taskforce and implement the recovery plan.			
Actions	Project Lead	Timeline	Partners/Resources
Develop and implement regional recovery plan	CEO	Year 1, 2 and 3	Regional Economic Recovery Taskforce, Business Supports and Workforce Supports Response Teams
Continue the Regional Economic Recovery Taskforce model into the future as a tool for regional collaboration	CEO	Year 3	Regional Economic Recovery Taskforce, Business Supports and Workforce Supports Response Teams
BOARD GOVERNANCE Objective: Provide the board with the tools, training, and support to ensure efficiency and effectiveness.			
Actions	Project Lead	Timeline	Partners/Resources
Host annual board governance training workshop	CEO, Board	Year 1, 2 and 3	Board, Province of NS
Review and update board recruitment policy and strategy with LOC recruitment committee	CEO, Board, LOC	Year 2 and 3	LOC

Appendix 1: Acronyms and Definitions

Acronyms and Programs	Description
ACOA	Atlantic Canada Opportunities Agency
AEC	Acadia Entrepreneurship Centre
AIPP	Atlantic Immigration Pilot Program
APTEC	Aboriginal Peoples Training & Employment Commission
AVRCE	Annapolis Valley Regional Centre for Education
BBI	Black Business Initiative
BDC	Business Development Bank of Canada
BRE Program	Business Retention and Expansion Program
BusinessNOW Service	One-on-one supports to business
Business Supports Response Team	Part of the Regional Economic Recovery Taskforce consisting of all business support organizations in the region
CME	Canadian Manufacturers & Exporters
Connector Program	National program designed to match newcomers and recent graduates with business and community leaders based on skill sets and career aspirations to build their professional networks
EMC	Excellence in Manufacturing Consortium
IRCC	Immigration, Refugees and Citizenship Canada
ISANS	Immigrant Services Association of Nova Scotia
LAE	Department of Labour and Advanced Education
LOC	Liaison and Oversight Committee
MIT REAP	Massachusetts Institute for Technology's Regional Entrepreneurship Acceleration Program
Municipal EDO	Municipal Economic Development Officer
NS REN Network	Nova Scotia Regional Enterprise Network (REN) Network
NS Sandboxes	Joint project hosted by universities and Nova Scotia Community Colleges to bring together students, mentors and advisers to develop an entrepreneurial mindset to bring into any work environment
NSBI	Nova Scotia Business Inc.

NSCC	Nova Scotia Community College
NSOI	Nova Scotia Office of Immigration
ONSDIE	Organization for Nova Scotia Innovation-Driven Entrepreneurship
PSPC	Public Services and Procurement Canada
Regional Economic Recovery Taskforce	Created as a result of the COVID-19 pandemic to ensure a collaborative approach to recovery for the region
STAR Program	Strategic Tourism for Areas and Regions Program
Valley REN	Valley Regional Enterprise Network
VANSDA	Valley African Nova Scotian Development Association
Workforce Supports Response Team	Part of the Regional Economic Recovery Taskforce consisting of all workforce support organizations in the region
Y-REACH	YMCA Recognizing Enhancing Aligning Community Horizons, an expanded YMCA program that provides information, orientation and settlement support to Immigrants and Temporary Foreign Workers and their families