

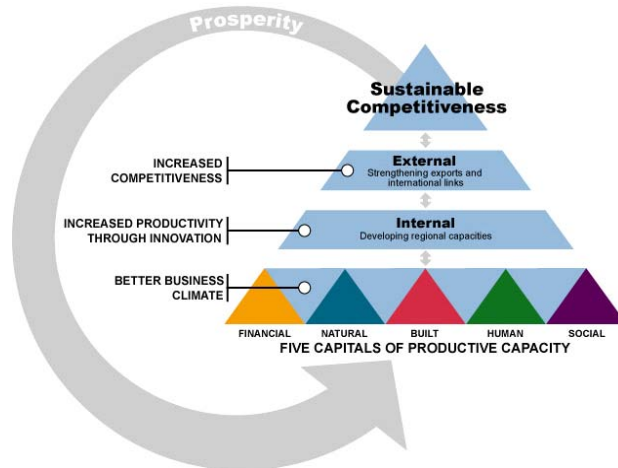
# **Opportunities for Sustainable Prosperity 2006**

**Key Economic Sectors**

**Outcomes and Activities**

## Preface

The economic model and its components as described in *Opportunities for Sustainable Prosperity 2006* establish a framework for economic growth in Nova Scotia. This high-level framework provides the context and goals to guide provincial government efforts.



*Opportunities for Sustainable Prosperity 2006* is a strategy for economic growth within the province, but it is not the only strategy. In our discussion of the economic model, we identified provincial government strategies that address eight strategic focus areas.

There are provincial strategies, structures, and programs that address a variety of sectors within our economy. Taking an industry sector approach lets us address the components of the model from a more focused perspective while we pursue the same provincial outcomes. Because opportunities for economic growth vary by sector, this perspective allows us to understand and help address specific opportunities.

The following pages address planned actions that focus on specific industry sectors and link them to the outcomes and capacity requirements within our economic model.

- **Sustainability** - activities that seek to ensure the long term sustainability of the industry by addressing the sustainability of capacity and business climate conditions.
- **Competitiveness** - activities that target trade opportunities – particularly increases in the number of companies exporting, and the value of total exports (goods and services).
- **Increased Productivity Through Innovation** - activities that target an increase in productivity through innovation, resulting in improved processes, products, and services.

Individual government departments and agencies have the primary responsibility of working with specific sectors.

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## Agriculture and Food

The province, principally through the Department of Agriculture, provides support to the agriculture and food industries.

The agriculture and food industries are looking for opportunities that have potential and market demand in both food and non-food areas—fuels and bio-products, and the development of environmental technologies. Such opportunities exist in agri-foods, and in further integrating the agriculture and food sectors with the life sciences and bio-products sectors.

Nova Scotia's agriculture and food industries continue to respond to the traceability, food safety, and bio-terrorism regulations in their markets. Agriculture growth is driven by scientific research and technology development. The Nova Scotia Agricultural College, research institutes, and universities provide practical research aimed at helping agriculture with growth, including bio-product development and commercialization of research. The modern agriculture and food industries are knowledge-intensive industries with global markets.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Promote sustainable management of the province's soil, water, air, and biodiversity resources</li> <li>- Promote the adoption of best practices to reduce agriculture's environmental footprint</li> <li>- Provide leadership in the area of food chain safety and security, including food safety and animal health/disease prevention</li> <li>- Deliver food safety programs and an integrated food safety system to enable Nova Scotia producers to brand their products as meeting and exceeding quality and safety standards in export markets</li> <li>- Deliver integrated risk management services, and increase awareness and participation in Business Risk Management programs, through education and promotion</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Provide leadership to address domestic and international consumer issues, and enable the agriculture and food industries to gain recognition, build markets, improve market access, and overcome technical barriers to trade</li> <li>- Promote export and domestic markets for agri-food products</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Support, deliver, and promote scientific research and technology development to ensure sustainable development and innovation in agriculture and food industries</li> <li>- Develop growth strategies for the agri-food processing sector</li> <li>- Facilitate the development of new products and processes to capture development and value-added market opportunities</li> </ul>

## Culture

The province, principally through the Department of Tourism, Culture and Heritage, provides support to the culture industry. The Province also supports the film and new media industries through the Nova Scotia Film Development Corporation.

Our cultural industries range from the hand-crafted excellence found in our artists studios to the high energy of our internationally recognized singer-songwriters. We look beyond our borders to expand exports and grow our economy. Within our borders, we value the culture industry for contributing to our quality of life and for fostering a creative environment where all types of innovation can occur.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"><li>- Design strategies to focus on marketing and promotions, awareness and export development to ensure that sub-sectors of Nova Scotia's culture industries are ready to take their product to market</li><li>- Implement the <b><i>Nova Scotia Film, Television and New Media Industry Long-Term Strategy</i></b></li></ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"><li>- Develop a strategy specifically focused on growing this sector through the export of cultural products, using existing models</li></ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"><li>- Develop new relationships and understandings to enhance productivity through collaboration between Nova Scotia's culture community and government through the Nova Scotia Arts and Culture Partnership Council</li></ul>

## Energy

The province, principally through the Department of Energy, provides support to the energy industry.

In December 2001, Nova Scotia released ***Seizing the Opportunity—Nova Scotia’s Energy Strategy***. It is a comprehensive guide to help Nova Scotia build a world-class energy industry that provides economic growth, protects our environment, and secures a strong future for generations. In 2006, the province continued to develop and implement policies, programs and initiatives designed to power the economy, improve the environment, and secure our future by focusing on specific priorities that turn these overarching themes into real results.

<b>Outcome</b>	<b>Actions</b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Manage our resources and our planning to meet emerging and shifting priorities in the global, national and local energy sectors by               <ul style="list-style-type: none"> <li>* Improving regulatory efficiency</li> <li>* Building a competitive industry</li> <li>* Managing our energy resources</li> <li>* Increasing the investment attractiveness of onshore and offshore Nova Scotia</li> <li>* Supporting energy sector research and development opportunities</li> <li>* Promoting energy efficiency and renewable energy such as hydro, wind, biomass and tidal power</li> <li>* Addressing climate change</li> </ul> </li> <li>- Prepare Nova Scotians with the skills and experience needed to work in the energy industry</li> <li>- Work with industry and training institutions, including the Nova Scotia Community College, to provide Nova Scotians with work experience through the Energy Training Program for Students, and provide scholarships and grants through the Pengrowth - Nova Scotia Scholarship Fund</li> <li>- Implement <b><i>Smart Choices for Cleaner Energy</i></b></li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Participate on intergovernmental and multi-stakeholder committees to address energy-related market issues, and to develop and implement policy commitments</li> <li>- Assess and promote business opportunities for Nova Scotia energy supply and service businesses in international markets such as Mexico, Trinidad and Tobago, and China</li> <li>- Promote Nova Scotia’s oil and gas industry at major international trade and technology exhibitions, and encourage technology transfer opportunities</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Promote and provide support for energy sector research and development opportunities in areas such as energy efficiency, renewables (wind, biomass, and tidal power), seismic exploration, etc.</li> </ul>

## Environmental Industries

The province, principally through the Department of Environment and Labour, provides support to environmental industries.

Increasing consumer demand for environmental products and services means opportunities for our environmental industries. We anticipate that our environmental industries will both benefit from—and contribute to—our goal of sustainable competitiveness. Environmental clean-up efforts in Nova Scotia will provide opportunities to develop new research, products, processes, and skills. Participants in our environmental industry must be positioned to compete for opportunities within the province, and to capitalize on external market opportunities.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"><li>- Strengthen links with the Nova Scotia Environmental Industries Association (NSEIA)</li></ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"><li>- Work with Trade Team Nova Scotia and other export associations to identify opportunities to expand exports</li><li>- Partner to implement <b><i>Focused for Growth</i></b>, a market access strategy and action plan</li></ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"><li>- Expand the Technology Development Program to support environmental industries</li><li>- Work with the federal government and NSEIA on the commercialization of environmental technologies</li><li>- Pursue opportunities for products and services that address climate change requirements</li></ul>



## Fisheries, Aquaculture, and Seafood

The province, principally through the Department of Fisheries and Aquaculture, provides support to the fisheries, aquaculture and seafood industry.

The commercial fisheries operate in a dynamic business climate affected by consumer trends, currency value, export market regulatory requirements, food quality standards, and competition from outside markets, like China. The industry is looking to eliminate waste and develop distinctive, higher-value products. The Atlantic BioVenture Centre will target the conversion of marine bioresources into higher-value products—bioactives, nutraceuticals, functional ingredients, advanced food products and non-food bioproducts. Efforts to renew fish habitat and enhance inland fish stocks will ensure the long term sustainability of the industry. Efforts to develop the aquaculture industry should result in additional opportunities and a renewable source of product.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Ensure Nova Scotia fishers have access to a fair share of marine resources; protect the fisheries resource, and promote the interests of Nova Scotia fishermen</li> <li>- Support fish habitat renewal and improved access to the resource</li> <li>- Promote conservation and enhancement of inland fish stocks</li> <li>- Provide leadership on, and participate in, integrated coastal zone management initiatives, including the Gulf of Maine Council on the Marine Environment to ensure the sustainable use of coastal resources</li> <li>- Provide leadership in food chain safety and security, including food safety and fish health/disease prevention; deliver food safety programs, and an integrated food safety system, to enable Nova Scotia producers to brand their products as meeting and exceeding quality and safety standards in export markets</li> <li>- Deliver the Aquaculture Environmental Monitoring Program to ensure the ongoing environmental sustainability of aquaculture; work toward harmonizing the aquaculture site application process; identify options for aquaculture risk management programs</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Develop growth strategies for the seafood processing sector; assist the seafood industry in diversifying and developing new markets and products</li> <li>- Provide leadership to address domestic and international consumer issues, and enable the industry to gain recognition, build markets, improve market access, and overcome technical barriers to trade</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Develop a growth strategy for the seafood processing sector; facilitate the development of new products and processes to capture development and value-added market opportunities; support increased efficiency in seafood processing and production</li> <li>- Develop commercial fisheries for new and traditional species</li> <li>- Develop a new growth strategy for the aquaculture industry</li> </ul>

## Forestry and Wood Products

The province, principally through the Department of Natural Resources, provides support to the forestry and wood product industries.

This industry relies on the availability of a sustainable and affordable supply of primary forest products from private and public forest land. The Department of Natural Resources manages Crown lands for a number of uses, including timber production. On its own or through its licensees, the province undertakes necessary silviculture activity on the Crown lands.

Businesses in resource industries are impacted by the current softwood lumber export dispute with the United States, and the environmental certification of forest products.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Monitor the extent of the entire forest—its growth, condition, and health—through the forest inventory systems and forest protection programming</li> <li>- Prepare forecasts of regulations and the sustainable rate of harvest</li> <li>- Monitor all harvest activity and ensure that an appropriate level of private silviculture is conducted</li> <li>- Promote the adoption of sound forest practices</li> <li>- Complete work on an updated provincial forestry strategy</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>-Work with producer associations and the federal trade authority to deal with market access issues, such as tariff or non-tariff barriers</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Maintain a forest research program, and cooperate with federal and private research activity</li> <li>- Support national research institutes for forestry and wood product manufacturing</li> <li>- Employ technology transfer, extension, and educational programming to inform producers, service providers, and landowners of innovative opportunities</li> </ul>

## Information and Communications Technology

The province—through Nova Scotia Business Inc., InNOVAcorp, and the Office of Economic Development—provides support to the information and communications technology (ICT) industries.

Our ICT sector has undergone a transformation since the pre-2000 technology boom. Our industry has adapted, and we have experienced renewed growth in the past several years. Nova Scotia now has an active ICT sector distributed throughout the province.

A key ICT opportunity is the trend toward outsourcing IT activities traditionally handled by internal staff. Nova Scotia is well-positioned to take advantage of this global opportunity and become a “location of choice” for international IT outsourcers and their customers.

The sector is supported by a strong educational base through our universities and the community college network. Research takes place at several of our colleges and universities. ICT research topics include geomatics, mathematics, distance learning, artificial intelligence, and security applications.

<b>Outcome</b>	<b>Actions</b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Support the development of a provincial strategy for the sector, emphasizing the value of nearshore application development opportunities</li> <li>- Work with industry to improve the foundation elements for cluster development, including               <ul style="list-style-type: none"> <li>* Development of networks and partnerships for information and knowledge exchange, including partnerships between the private sector and post-secondary institutions</li> <li>* Development of a competitive business climate—strong skill base and available labour force, increased entrepreneurial activity, infrastructure, access to finance, innovation, and R&amp;D capacity</li> </ul> </li> <li>- Address potential labour market challenges by developing and executing a plan to increase the available IT labour force</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Attract export-oriented businesses focused on application development, business process outsourcing, shared services, etc., by marketing the province’s competitive advantages</li> <li>- Focus export efforts in markets where high quality labour is in short supply</li> <li>- Support the growth of Nova Scotia businesses through export, financial, and other business growth services, including the use of technology</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Focus on “moving up the value chain” to higher-skilled work by building on previous successes in the contact centre industry</li> <li>- Work to extend broadband capability to support the growth of the IT industry province-wide</li> <li>- Work with industry to support cluster development province-wide</li> <li>- Encourage industry to invest in R&amp;D activities and advanced production engineering</li> <li>- Leverage public procurement to foster a native ICT industry</li> </ul>

## Learning Industries

The province, principally through the Department of Education and its support of EduNova, provides support to the learning industries.

A strong education and training sector is key to supporting investment, immigration, and business growth. These services are delivered through our public sector universities and community colleges, and through private sector institutions. Both the public and private sector institutions play a role in creating economic growth through the export of their services, and the attraction of R&D funding.

The recent Memorandum of Understanding between the province and the universities—and the initiatives that will follow—represent a strategic re-investment to assist in the maintenance of Nova Scotia as the “education province” of Canada. There will be a variety of benefits derived from that investment.

Our universities are a magnet for students from across Canada (nearly 13,000 in 2004) and internationally (3,675 in 2004). International students spend over \$100M across the province and contribute to the internationalization of college and university campuses. Those who return home are excellent ambassadors for Nova Scotia and help attract immigrants; those who remain help build our labour force and enhance our communities.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"><li>- Ensure that the post-secondary education sector is involved in government’s development of economic, research, education, cultural, and immigration policies</li><li>- Work with the post-secondary education sector to bolster government investment in campus infrastructure renewal</li><li>-Work with the post-secondary education sector to access funding from federal and international sources</li><li>- Continue to build partnerships between our non-governmental organizations, municipalities, and our university communities</li></ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"><li>- Strengthen the joint marketing of our post secondary education sector to target markets in Canada and internationally through EduNova</li></ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"><li>- Continue to invest in university-led research and development initiatives through the Nova Scotia Research and Innovation Trust and Springboard</li></ul>

## Life Sciences

The province—principally through NSBI, InNOVAcorp and the Office of Economic Development—provides support to life sciences industries.

Nova Scotia has a small and emerging life sciences sector. The sector is focused on niche markets in bio-technologies, therapeutics, nutraceuticals, and medical devices. It represents a significant export opportunity, and the chance to participate in high value niche areas.

The Province has made significant investments in research and development infrastructure at our research institutions. Nova Scotia has developed expertise in a number of leading-edge health (cancer, neurology, vaccinology, etc.) and health-related sciences (dentistry, ophthalmology, genomics, etc.) In addition, the Province has invested in High Performance Incubation at InNOVAcorp’s Bioscience Enterprise Centre.

The recent development of high-growth companies—such as MedMira, Ocean Nutrition, and ImmunoVaccine Technologies—provide opportunities to anchor a life sciences sector in the Province and seek opportunities to commercialize university research.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Work with BioNova to improve business climate, networks and partnerships, and skills-based and entrepreneurial training</li> <li>- Work with life sciences academics and industry experts (Atlantic BioTech Venture) to identify and enable high potential niche areas, such as environmental and bio-technologies, to which we can direct our collective energy, expertise and investments</li> <li>- Continue to support the growth of Nova Scotia businesses through export, financial, and other business growth services</li> <li>- Increase the number of prominent, thriving Nova Scotia businesses through the development of the Woodside Knowledge Park and Agritech Park</li> <li>- Develop additional resources for financial investment, and increase the level of focus and funding from the Nova Scotia First Fund</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Continue to market our comparative advantages to attract export-oriented businesses that fill identified gaps in or compliment our cluster</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Increase links between the private sector and the significant institutional investments in R&amp;D</li> <li>- Increase the commercialization of research and innovation by fostering a culture of entrepreneurship in our higher education institutions</li> <li>- Leverage federally funded granting councils</li> <li>- Encourage private sector research through higher scientific research and development assistance</li> <li>- Assist efforts such as the Atlantic BioTech Venture to identify opportunities in adding value to naturally occurring or harvested resources</li> </ul>

## Manufacturing

The province—principally through NSBI, InNOVAcorp, and the Office of Economic Development—provides support to manufacturing industries.

The manufacturing sector overlaps with many other industries, such as fisheries, forestry, and mineral products. We manufacture a range of products that make major contributions to our GDP. Tires, aerospace and defense components, electronic and computer components, automotive parts, and boats are just some of the products produced in Nova Scotia. Much of our manufacturing occurs in rural Nova Scotia.

Manufacturers can maintain a competitive advantage if they invest in leading-edge products and manufacturing technologies. Adding the element of a “no waste” environment will help us to differentiate our offerings in other markets (ie: the European Union). Manufacturing in a global economy poses many challenges, especially the low cost labour available in many emerging economies. Despite the challenges, there are many examples to demonstrate that Nova Scotia manufacturers can compete in the global economy.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Work with key manufacturing organizations to build their capacity and of the capacity their sectors [ie: Canadian Manufacturers and Exporters (CME), and the Aerospace and Defense Industry Association of Nova Scotia (ADIANS)]</li> <li>- Work with manufacturers to identify and manage elements of the business climate that impact their ability to compete (e.g. power rates, regulations)</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Work with manufacturers' organizations to address product-specific trade issues</li> <li>- Identify and deliver training programs, like the New Zealand Boat Builders Training Program to make Nova Scotia workers more productive and competitive globally</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Develop closer ties between the institutional research community and manufacturers</li> <li>- Develop design capacity in cooperation with NSCAD and IDLab to target new markets</li> <li>- Develop best practices through firms and high quality standards through networking groups, like CME, to address discriminating markets</li> <li>- Encourage manufacturers to develop “no waste” approaches to production</li> <li>- Encourage manufactures to invest in RandD and manufacturing technologies</li> </ul>

## Mining and Minerals

The province, principally through the Department of Natural Resources, provides support to mining and minerals industries.

Nova Scotia's mining industry is centered on a number of mineral commodities, like gypsum, salt, coal, and crushed rock aggregate. The replacement of aging infrastructure in the northeastern United States, the growing use of high-whiteness calendared papers, the increased use of natural stone, and a reduction in the volume of synthetic gypsum produced in coal-fired electrical generating stations should result in export opportunities Nova Scotia businesses in this sector. Worldwide population growth should also provide new markets for Nova Scotia agricultural peat products, and the development of petrochemical opportunities. Finding uses for our minerals that return them to the supply chain—without resulting in waste—will help manage demand and grow our economy.

<b><i>Outcome</i></b>	<b><i>Actions</i></b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Assist the private sector in efforts to discover new resources by continuing to gather and interpret fundamental baseline geological information, and by providing this information and expert advice to industry</li> <li>- Continue to maintain an efficient and effective system to provide access to land for exploration</li> <li>- Complete work on an updated provincial minerals strategy to ensure that the government's programs are focused on supporting and encouraging sustainable economic development</li> <li>- Strengthen strategic partnerships among the Department of Natural Resources, the Office of Economic Development, Enterprise Cape Breton Corp., and other economic development and government agencies to promote opportunities for mineral development with associated secondary processing and export</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Provide liaison between the provincial minerals industry and prospective investors and purchasers around the world</li> <li>- Promote Nova Scotia as a preferred location for mineral development, especially with associated secondary processing and export</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Support productivity in exploration by continuing to develop new tools and methods to analyse and interpret geological data</li> <li>- Continue to monitor new uses of mineral commodities that may be applicable to provincial resources</li> </ul>

## Tourism

The province, principally through the Department of Tourism, Culture and Heritage, provides support to mining and minerals industries.

Opportunities to grow tourism include increasing product quality and industry competitiveness, generating more business from core markets, developing emerging markets, improving transportation access and industry partnerships, and ensuring the smart use of Nova Scotia's natural tourism assets. Strong partnerships between government and industry allow us to focus our efforts to capitalize on these opportunities. We are well positioned to enhance the competitiveness of Nova Scotia as a world-class seacoast destination.

<b>Outcome</b>	<b>Actions</b>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>- Implement the Tourism Vision and Annual Tourism Plan, which set out the long- and short-term priorities for tourism in Nova Scotia—customer-focused, research-based, and partnership-driven—designed to support Nova Scotia's position as a world-class tourism destination</li> <li>- Work with partners to build transportation access and new tourism products, strengthen communities, improve quality and competitiveness, and increase tourism revenues</li> <li>- Encourage continued public and private sector investment to sustain the industry and build a stronger, more profitable tourism industry</li> <li>- Focus on enhancing Nova Scotia's business and investment climate for tourism, coordinating investments to strengthen tourism products and marketing efforts, and strengthening collaboration with partners influencing tourism growth - transportation access, natural resources, community development</li> </ul>
<b>Increased Competitiveness</b>	<ul style="list-style-type: none"> <li>- Target programs to increase exports, maximize visitor spending, and strengthen tourism's contribution to the provincial economy</li> </ul>
<b>Increased Productivity through Innovation</b>	<ul style="list-style-type: none"> <li>- Support industry efforts to enhance the quality of tourism products and experiences</li> <li>- Work to improve the competitiveness of tourism businesses through performance-based and internet marketing</li> <li>- Work with the tourism industry and training institutions, including the Nova Scotia Tourism Human Resource Council to support industry development and training initiatives</li> <li>- Build partnerships at international, national, regional and local levels—with industry, communities, other levels of government—to focus on common priorities to build tourism growth</li> <li>- Coordinate initiatives across provincial government departments, and in partnership with industry, to strengthen Nova Scotia's natural, cultural, and heritage assets, build synergy, and better align provincial efforts impacting tourism</li> </ul>