

Strategic Plan

WESTERN
REGIONAL ENTERPRISE NETWORK



**For the Western Regional
Enterprise Network (Western REN)**

May 2015

Prepared by



McSWEENEY
inspiring economic sustainability®

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1 Background – What This Strategic Plan Is About

The Western Regional Enterprise Network (Western REN) was formed in early 2014 to guide regional economic development in Western Nova Scotia and support regional business growth. The Western REN is led by a private sector Board of Directors and is a true collaborative effort of the towns of Yarmouth and Digby, and the municipalities of Yarmouth, Argyle, Clare and Digby.

Proactively, the Western REN is already working to prepare all the necessary economic development groundwork. Together with its partners, the Western REN has taken very important first steps including the preparation of asset inventories and regional economic profile, an environmental scan as well as this first Western REN Strategic Plan. In addition, the environmental scan specifically highlighted multiple strategies and directions that were developed by the REN's partners before the formation of the Western REN. This information has been incorporated into the preparation of this Strategic Plan.

The process to develop this Strategic Plan was highly consultative and engaging to ensure that the Western REN Board, Staff, partners and stakeholders properly understand the context it will be implemented into and that it properly addresses key issues and strategic opportunities. An online survey was circulated and collected 35 responses. Over 30 interviews were conducted with key stakeholders, including the Western REN Board of Directors and other key stakeholders in region. This background information was then presented at a Summit where more than 50 members of the Western REN communities helped to shape the themes and strategic actions that make up the Western REN's Strategic Plan.

This 3-year Western REN Strategic Plan has been crafted following these underlying assumptions:

- This Strategic Plan is a living document that will not only be implemented by the Western REN but also regularly monitored
- Economic success in Western Nova Scotia will come as a result of engaging and supporting the people and existing businesses that call this region home
- The region needs to become prepared for investment
- Many of the Western REN's strategic actions should be approached through a lens of innovation and entrepreneurship
- The Western REN's main role in economic development is to add value to those activities and services currently being delivered by their partners while taking on leadership roles on the activities that best support the Western Nova Scotia region such as leading investment inquiries and pursuing investment opportunities
- The Western REN will work in collaboration with their Municipal and Economic Development partners to ensure Western Nova Scotia has a strong and vibrant economic development service delivery model
- People are a critical ingredient to the Western REN's success including pursuing immigration solutions to support Western Nova Scotia's workforce development

2 The Western REN Values

Throughout the strategic plan development process, it became clear that the Western REN's Board, along with their partners clearly share some fundamental values. These values are directly related to what is important to the Western Region of Nova Scotia and were reinforced during the consultations and the Summit. These values also portray what are keys to success for engaging and working with regional partners on strategic economic development work. These values are described in more detail:

2.1 People are the Western Region's core strength

People are the core strength of Western Nova Scotia. Their individual, positive outlook on economic development and optimism towards the future of the region is a crucial element to the Western Region's success. There is strong desire to succeed in the region and, together, the people of Western Nova Scotia can make this happen. *The Western REN, in partnership, will work collectively to ensure a positive, friendly and productive business environment that understands people are the heart and soul of the region and positivity will lead to success.*

2.2 Diversity is Crucial to Sustainability

Diversity is one of the keys to attaining economic sustainability. The Western Region is home to many unique cultures, languages and ethnicities, varying geographies and communities. Diversity is also the main descriptor that refers to those economic growth sectors within Western Nova Scotia including traditional main stays such as fishing, agriculture and tourism and emerging sectors such as renewable energy, information technology and creative & cultural industries. *By focusing on understanding the needs and issues of their business community the Western REN will be in a better position to best support and assist businesses as they grow, develop and continue to add diversity to Western Nova Scotia's demographics and economy.*

2.3 Creativity drives Entrepreneurship and Innovation

A distinctive characteristic of the people and businesses in Western Nova Scotia is their ability, not only to survive in tough times, but to actually grow and thrive. This is a direct result of people's tendency to be resilient and creative in their entrepreneurial pursuits and approaches to business development. *The Western REN will work in partnership with an attitude of collectively accepting the responsibility to succeed and learn from failures as a region, thus moving forward in maximizing the economic and business development success of the region.*

2.4 People living in Western Nova Scotia value Rural Lifestyle

Western Nova Scotia is set in a very unique part of Nova Scotia. Geographically, it has many attributes that make it a very special place; especially to the people and businesses that call Western Nova Scotia home. The best way to describe this region is *rural Nova Scotia* and the people living in this region have a love for their rural lifestyle. The Western REN understands that the people, communities and businesses they support have a special connection to their rural roots and will embrace the notion that the REN's have been set up to support rural Nova Scotia; each with their own strengths and challenges. *As such, many*

of the economic development solutions, programs and initiatives offered by the Western REN will be sensitive to the rural nature of their community partners.

2.5 Partnerships are Key to the Western Region's Success

The Western REN is only as strong as the partnerships they nurture and develop. The strength of the Western REN comes from the many municipal, provincial, federal, community and business partners that together support the business and economic development efforts of Western Nova Scotia. *The main area of focus for the Western REN is bringing together people, groups and organizations to collectively tap into the authenticity and resiliency of the region's businesses in an effort to maximize support for the region's economic development activities.*

3 Economic Development Process

The following visual representation of the basic process of Economic Development, created by McSweeney & Associates, will be used to organize and present the actions in this Strategic Plan. The process is cyclical in nature and encompasses three major phases: Preparing, Strategizing and Economic Doing™. Within each of these phases are a series of activities that will help prepare the regional community of Western Nova Scotia for advancement to the next stage in the process. As economic development is as dynamic as the locations where it's being undertaken, this economic development process is very fluid and continually ongoing.



The McSweeney and Associates Economic Development Process is comprised of three main phases where specific economic development actions are identified. The three phases are:

- 1. Preparing**
- 2. (Analyzing and) Strategizing**
- 3. Economic Doing™ (Implementation)**

The *Preparing* phase is the initial phase in the economic development process. It simply means getting ready. It includes items such as gathering up-to-date data, creating asset inventories and community economic profiles, developing an

Economic Development website, and becoming educated around what economic development is.

Strategizing involves taking the information gathered in phase one, analyzing it identifying strategic directions, project opportunities, and developing partnerships. This includes targeted strategies and analysis of the local or regional economy.

The third phase is *Economic Doing™*. It is acting on the data and strategizing. It involves taking action in collaboration with partners, stakeholders and networks to attract and be ready for new investment while helping local businesses prosper.

The cyclical nature of this process indicates that the foundational data, information, and strategy needs ongoing validation to ensure it remains current and relevant.

4 Strategic Theme Definitions

As identified in the previous section, in an effort to be more strategic and deliberate with their economic development actions, the Western REN has crafted their Strategic Plan using the McSweeney & Associates' Economic Development Process. By following this process, the Western REN will be able to track how they are progressing through the various economic development phases.

To define the Western REN's Economic Development process, the strategic actions have been shaped around three main strategic themes. These themes essentially define the objectives that the Western REN is aiming to achieve in its first three years.

The Western REN's Strategic Plan is therefore built around three main themes. These themes are as follows:

- Business Retention and Expansion,
- Investment Readiness, and
- Innovative Partnerships and Communications.

The following sections provide more context to what each theme means to the Western REN's strategic efforts.

4.1 Business Retention & Expansion

The majority of investment and business development opportunities that occur in any region will come from existing businesses already operating within the region. It is imperative that the Western REN, in collaboration with their partners, reach out to, and engage, its business community to understand their needs, issues, and opportunities that exist within their businesses and industries.

In a measured effort, the Western REN and its partners will focus on identifying and supporting those industries, businesses, institutions and individuals who thrive as a result of their innovative and entrepreneurial nature. All the actions identified within the BR&E theme relate directly to the Western REN's actual on-going visitation program.

4.2 Investment Readiness

Successfully retaining and attracting investment means being able to provide the appropriate information about business climate and infrastructure required by existing and potential investors.

As the lead regional economic development agency for Western Nova Scotia, the Western REN along with its economic development players will be empowered to retain and attract investment if they fully understand what it means to become investment ready and how to get the region (including its municipal and First Nation partners) ready to support the needs of its investors.

4.3 Innovative Partnerships & Communications

The most important ingredient to achieving economic development success is the ability to harness Nova Scotia's greatest asset – its PEOPLE. In order to truly utilize that asset, the residents of the Western Region need to become engaged in a continuous and energized conversation on what they love about this area, the positive energy and optimism that exists along with the many opportunities available through innovative thinking and a spirit of entrepreneurship.

The sharing and communicating of ideas, information, knowledge and opportunities will be a key success factor for the Western REN and their economic development partners. The Western REN will be the regional hub for communications, networking and partnerships, in support of a strong cohesive economic development regional community that is driven through entrepreneurship and innovation.

5 Putting it all Together - Strategic Actions

The following sections outline the strategic actions on which the Western REN will focus their resources and efforts for the next three years.



All of the strategic actions are integral to the Western Region's success and as such will be considered collectively by the Western REN as they proceed. In addition, the Western REN strategic actions have been crafted to ensure that all actions and initiatives are complementary to ensure a relative cohesion amongst the varying themes and various actions.

Finally, the strategic actions have been organized according to the 3 specific phases of the economic development process (Preparing, Analysing & Strategizing and Economic Doing™) to ensure the Western REN has covered the full range

of activities that will need to be implemented by the Western REN to achieve their economic development goals.

5.1 Business Retention & Expansion

Business Retention & Expansion	Actions	
Preparing	<p>Work with municipal and First Nation partners to develop a Western REN regional business directory. From the directory create a prioritized list of companies that need to be visited. Organize by sector as well as potential for investment opportunities (ie. Fisheries, mink farming, renewable energy, etc.).</p>	
	<p>Collaborate with municipal and First Nation partners to expand current business visitation programs in order to create a regional program focused on relationship building as well as issue and opportunity identification. Focus strategically on all sizes of businesses and companies within the region. Other actions to consider when creating the regional visitation program include:</p> <ul style="list-style-type: none"> ○ Better define and communicate the meaning and need for Business Retention and Expansion in the region ○ Clarify roles and chains of communication of all those involved in the program (EDO's, BR&E Officers, etc.) ○ Ensure a Local Action Team and data management system is established in order to assist and support the BR&E work. 	
	<p>Identify sources of business financing and make this information readily available to entrepreneurs and economic development partners.</p>	
	<p>Get the word out that the Western REN (in collaboration with its partners) will be connecting with regional businesses in an effort to help improve business conditions in Western Nova Scotia and seek out opportunities for additional business investment and development within the region.</p>	
Analyzing & Strategizing	<p>Use referrals and Action Team members to identify those businesses ready to expand or to take their operations to the next level; as well as address any retention issues. Identify approaches to help these businesses expand or make improvements to their current business practices (if they chose to expand or improve).</p>	
	<p>Work closely with municipal and economic development partners to map out and align "who does what" with respect to providing economic development services and supports as well as leads/contact information from each partner. Use this exercise to identify, clarify and reduce duplication in economic development service delivery where possible.</p>	

	Work with partners to create an action plan to address issues and pursue opportunities uncovered during the business visitation program.	
	Look for succession planning opportunities.	
	Begin mapping sector supply chains.	
Economic Doing™	Focusing on the information gathered and analysed in the Preparing and Analyzing & Strategizing phases implement a business visitation program that builds on and co-ordinates the other actions related to Business Retention and Expansion. Get out, connect with and interview regional businesses.	
	Share the insights gained through the BR&E exercise with Economic Development partners to bring awareness to opportunities for innovation within existing businesses.	

5.2 Investment Readiness

Investment Readiness	Actions	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Preparing</p>	<p>Undertake an investment readiness assessment with economic development partners (Western REN Board and staff, municipal partners, First Nation, community and business leaders, DOB, NSBI, DFAIT, ACOA, etc.). Include an educational component or investment readiness training session as a first step.</p>	
	<p>The Western REN will continue to gather, collect and update the region's economic and investment data as well as managing the investment data for the region.</p>	
	<p>Work with provincial, municipal, First Nation and private sector partners to develop an industrial/commercial land inventory.</p>	
	<p>Identify who fosters research and innovation in the region and develop a platform for innovators, like-minded people and entrepreneurs to get together to discuss and explore their ideas. In the development of this platform also connect businesses from different industries together (i.e. mink, seafood, post-secondary education, renewable energy, etc.).</p>	
	<p>Develop a website aimed at providing information and data required by investors and site selectors.</p>	
	<p>Continually update the Western REN Community Profile and make the profile available for download on the new website.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Analyzing & Strategizing</p>	<p>Follow up on investment readiness assessment with an Action Plan developed in collaboration with economic development partners. The Action Plan will lay out the types of activities needed to be undertaken so that the Western REN and its partners will better prepared to respond to any types of investment inquiry and opportunity.</p>	

	<p>Create and share the Western Region’s value proposition and sector sheets for sectors such as:</p> <ul style="list-style-type: none"> ○ Fish & Seafood Harvesting and Processing ○ Forestry ○ Wood Products Manufacturing ○ Agriculture and Agri-Food (including Mink farming) ○ Tourism ○ Renewable and Green Energy (including tidal energy) ○ Mining ○ Information Technology & Geomatics ○ Creative & Cultural Industries ○ Aquaculture (offshore and onshore) ○ Aviation and aerospace sector <p>These sectors have been identified through the work of the Environmental Scan and although not prioritized, attention will be given to those sectors that show the most potential for investment within the region.</p>	
<p>Economic Doing™</p>	<p>Create an investment response protocol that includes a clear understanding of the division of responsibilities (Western REN to be the lead on any investment inquiry/opportunities within Western Nova Scotia and other partners to support where needed). As a part of the protocol organize an Investment Opportunities Action Team to address and respond to investment opportunities.</p>	
	<p>Put together industry sector round tables as needed - private industry led - for sectors such as:</p> <ul style="list-style-type: none"> ○ Fish & Seafood Harvesting and Processing ○ Forestry ○ Wood Products Manufacturing ○ Agriculture and Agri-Food (including Mink farming) ○ Tourism ○ Renewable and Green Energy (including tidal energy) ○ Mining ○ Information Technology & Geomatics ○ Creative & Cultural Industries ○ Aquaculture (offshore and onshore) ○ Aviation and aerospace sector <p>These sectors have been identified through the work of the Environmental Scan and although not prioritized, attention will be given to those sectors that show the most potential for investment within the region.</p> <p>The approach is to collectively address industry based issues and opportunities that may be cross-sectorial in nature depending on the issue (ie. Workforce development, infrastructure, etc.). The role of the Western REN will be to provide coordination and administrative support.</p>	

Western Regional Enterprise Network Strategic Plan

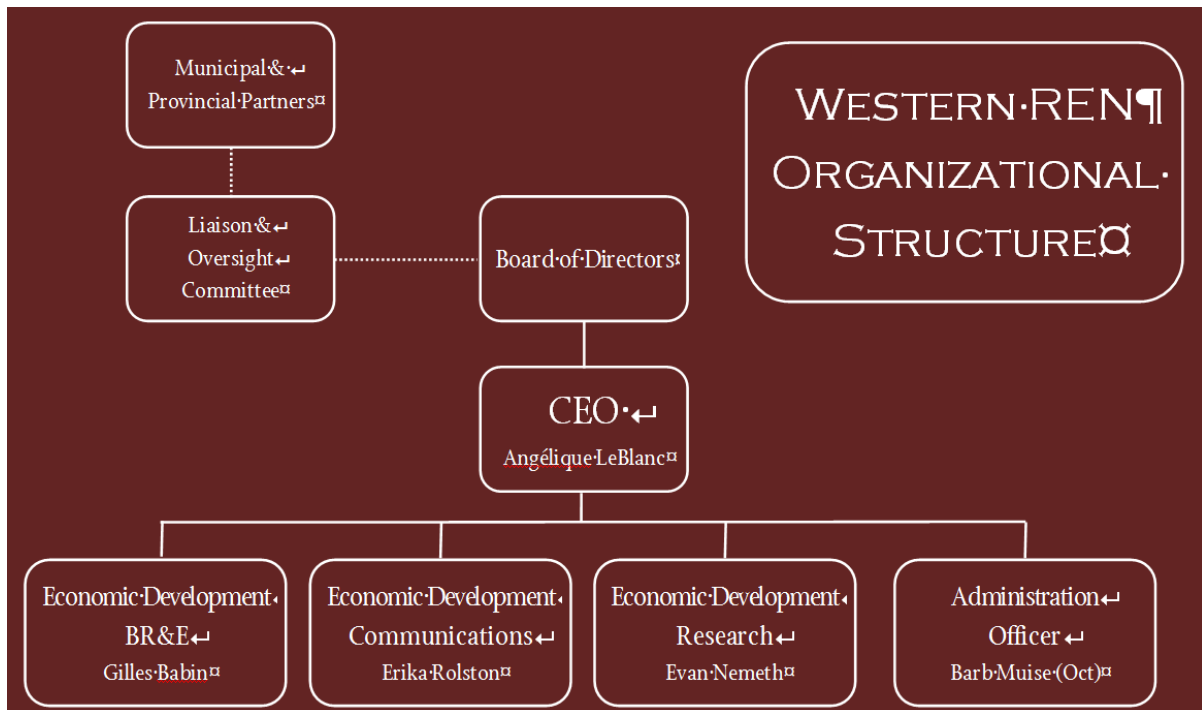
	<p>Tap into sector round tables to create an infrastructure working group to define and prioritize which pieces of infrastructure are crucial to elevating the region’s investment readiness and attraction efforts. The working group will also be a critical component in determining roles of the Western REN’s economic development partners with respect to the development of infrastructure.</p>	
	<p>The Western REN is to be a major advocate for improvements to development of strategic infrastructure required to enhance the region’s investment retention and attraction efforts. Pieces of infrastructure such as:</p> <ul style="list-style-type: none"> ○ 100% accessible and affordable Broadband ○ Strategically located industrial/business parks ○ Ferry services ○ Airports ○ Improved transportation connections ○ Improved power grid ○ Ports/Harbours ○ Freight handling and logistics <p>Sector round tables to discuss and identify opportunities available to the region as a result of the above strategic assets.</p>	

5.3 Innovative Partnerships & Communications

Innovative Partnerships & Communications	Actions	
Preparing	Undertake a study focusing on "import substitution". Clearly identify what products or services are currently imported to the region and which of these products, services or expertise can be reproduced in the Western REN region as business development opportunities. The aim is to supply/fulfill region demand/needs as well as export markets into Atlantic Canada and the Eastern Seaboard.	
	Create a task force comprised of regional post-secondary institutions, Provincial Ministries, Federal Departments and regional employers to undertake a skills gap analysis in an effort to better understand the skilled and unskilled labour that is in demand (current and future needs) and the assets available to support that demand.	
Analyzing & Strategizing	<p>Spreading one message of hope:</p> <ul style="list-style-type: none"> ○ Create a communications plan that focuses on spreading and aligning with all partners the positive message throughout the Western REN region. The main role of the Western REN Board, staff and economic development partners is that of being the region's advocates for and ambassadors to positive change. Once developed the plan should be shared with all partners in economic development (local businesses, municipal partners, First Nation, Municipal Affairs, Nova Scotia Department of Business, Nova Scotia Business Inc., ACOA, etc.) The plan should also include a multi-media approach and social media platforms. ○ To support the winning attitude approach, develop a set of good news stories, lessons learned and consistent messaging that reflects the innovative, creative and positive businesses in the region. 	
	Work with the task force to create a workforce development strategy in order to address the gaps identified in the skills gap analysis. This would include actions to address the shortage of unskilled and skilled labour in the region. workforce training, retraining, essential skills development, experimental training as well as strategies for healthier, happier and more engaging work places.	
	Request the Province of Nova Scotia engage Provincial Departments (ie. Nova Scotia Department of Labour and Advanced Education, Nova Scotia Office of Immigration) and regional community partners to create the Western Nova Scotia Regional Recruitment and Retention Immigration Strategy.	

Economic Doing™	<p>Celebrate successes and lessons learned of the Western region:</p> <ul style="list-style-type: none"> ○ Hold an annual Western REN Partners Summit to share success stories in the region, discuss future opportunities in the Western REN region and explore further methods to spread the message of optimism ○ Use municipal partners to help spread this positive messaging throughout their communications ○ Share good new stories and lessons learned online, through consistent media releases/stories, with partners, businesses and residents 	
	<p>Collaborate with economic development partners towards a regional mentorship and succession planning program utilizing the region's knowledgeable and experienced business owners and leaders to assist new and existing businesses. Mentors could include young or seasoned business owners, semi or retired individuals, and youth who have successfully started their own businesses, etc.</p>	
	<p>By compiling all the information in the Western REN region that relates business and economic development services, the Western REN will become the hub for the sharing of information related to the region's business development and economic development service providers.</p>	
	<p>Work with Nova Scotia Business Inc., ACOA, DFAIT, municipal partners, other economic development partners and the regional business community to organize familiarization tours and site visits to businesses excelling in the region as well as those offering investment opportunities.</p>	

Appendix I – Organizational Structure



2014-2015 Liaison & Oversight Committee Members:

Pam Mood, L&O Chair, Mayor, Town of Yarmouth

Jimmy MacAlpine, L&O Vice-Chair, Deputy Warden, Municipality of the District of Digby

Ronnie LeBlanc, Warden, Municipality of the District of Clare

Steve Paquette, Deputy Warden, Municipality of the District of Yarmouth

Lucien LeBlanc, Councillor, Municipality of the District of Argyle

Ben Cleveland, Mayor, Town of Digby

Rob Frost, Municipal Advisor, Department of Municipal Affairs, Nova Scotia

Rhonda MacDougall, Director Investment Readiness, Nova Scotia Business Inc.

Appendix II – Board of Directors

The board of directors was appointed by the Western REN Liaison & Oversight Committee in February 2014. Original terms were prescribed to end at the first Annual Meeting.

Board of Directors:

- **Allister Surette, Chair: (3 year term)**

Allister Surette has been the President and Vice-chancellor of Universite Sainte-Anne since July 2011 and was an elected member of the Nova Scotia Legislative Assembly for the constituency of Argyle from 1993 to 1998. He has been actively involved in a number of committees and organizations, notably the World Acadian Congress in 2004 and the Francophone Economic Development Council of Nova Scotia, CDENE.
- **Warner Comeau Vice-Chair: (2 year term)**

Warner Comeau graduated from Acadia University and was Vice-President and part owner of NSNB Insurance Group Inc. for 28 years. From 2000-2009 he was President of the Independent Insurance Brokers Incorporated and a member of a number local organizations and board. He is currently in investments and business consulting in Yarmouth and is presently a board member of the Yarmouth and Area Chamber of Commerce and the treasurer of the Yarmouth Seafest Board.
- **Dr. Michel Comeau: (1 year term)**

Michel Comeau graduated with a Doctorate of Dental Surgery from Dalhousie University in 1998 and has been practicing dentistry at SouthWest Dental Surgeons in Yarmouth since that time. He also has a variety of experiences with local, provincial and international organizations and associations. Michel currently lives in Meteghan with his wife, Beth and their two children, Alex and Sydney.
- **Craig LeBlanc: (2 year term)**

Craig LeBlanc graduated from Saint Mary's University with a Bachelor of Commerce and has been President of Cassa Office Plus since 2005. He has been a long term board member with CBDC Yarmouth and has gained an interest and passion for economic development through his experiences of operating a business in the region.
- **David Saxton, FCA: (1 year term)**

David Saxton obtained the Chartered Accountant designation in 1971 and practiced in Halifax and Bridgewater and returned to Yarmouth in 1979. He was elected as a partner of his firm in 1981 and was appointed a Fellow Chartered Accountant in December 2012. He is currently a financial advisor with Raymond James Ltd. in Yarmouth. David has extensive experience with local organizations and committees, particularly the Nova Scotia Community College and the Nova Scotia International Ferry Partnership.

- **Angela Thurber: (1 year term)**

Angela Thurber obtained level I, II, III of the Certified General Account of Canada certificate in 1996, a diploma in Business Administration Accounting from NSCC in 1997 and went on to obtain a certificate in Municipal Government in 2005 from Dalhousie University. Angela was elected as municipal Councillor in the Digby area from 2004-2008 and she has been the Chief Financial Officer for the Annapolis Basin Conference Centre since 2000. Angela has also served on many committees and currently serves on the Police Advisory Board as a Provincial Representative and on the Community Notification Board as a Citizen Representative.
- **Clark Sigfridson: (2 year term)**

Clark Sigfridson was born and raised in New England and has been living in Yarmouth for nearly eight years. He obtained a diploma in Business Administration from the Nova Scotia Community College in 2010 and graduated with a Bachelor of Commerce in Finance from Saint Mary's University in 2012. He is the owner of C.S. Elliot Trading Company in Yarmouth and has a broad range of experiences in the USA, Sweden and Canada.
- **Ronald Smith, FCA: (3 year term)**

Ronald Smith graduated from Acadian University in 1971 with a Bachelor of Business Administration and obtained the chartered accountant designation in 1973. In 1996 he was appointed a Fellow Chartered Accountant and is currently an independent corporate director. He has a long list of board and professional experiences and is currently on the Board of Governors of Acadia University, the National Board of Directors of the Arthritis Society.
- **David Arenburg: (3 year term)**

David Arenburg graduated from Acadia University in 1981 with a Bachelor of Arts. Since 1986 he has been the President of Adcor Group of Companies which owns and operates Tim Hortons franchises in Yarmouth, Barrington and Shelburne. He has served on a number of professional and community boards, such as a number of sailing organizations and the Yarmouth Hospital Foundation.

Appendix III – Situational Analysis

Download from www.westernren.ca – Economic Data & Reports.



Situational Analysis For the Western Regional Enterprise Network (Western REN)

Prepared by:



McSWEENEY
inspiring economic sustainability

January 2015

Appendix IV – List of Regional Partners

Organizations listed in alphabetical order.

Atlantic Canada Opportunities Agency (ACOA) works to create opportunities for economic growth in Atlantic Canada by helping businesses become more competitive, innovative and productive, by working with diverse communities to develop and diversify local economies, and by championing the strengths of Atlantic Canada.

<http://www.acoa-apeca.gc.ca/Eng/Pages/Home.aspx>

Business Development Bank of Canada (BDC) offers a wide range of services to help you grow your organization, such as a business loan to start or acquire a company, or purchase commercial real estate or new equipment. You can also access consulting services to help you with your business plan or financial planning.

http://www.bdc.ca/EN/business-centres/nova_scotia/yarmouth/Pages/default.aspx

Community Business Development Corporations (CBDC) share best practices promote entrepreneurship and deliver provincial initiatives such as Students in Business and the Youth Internship Program.

<http://www.cbdc.ca/en/nova-scotia-association-of-cbdcs/cbdc-yarmouth>,

<http://www.cbdc.ca/en/nova-scotia-association-of-cbdcs/cbdc-digby-clare>

Le **Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ)** est un organisme à but non lucratif qui se dévoue à l'amélioration du bien-être économique et de la qualité de vie des Acadiens, Acadiennes et francophones de la Nouvelle-Écosse. Grâce à notre leadership innovateur dans le développement économique et l'employabilité, la communauté acadienne et francophone, forte de son héritage culturel et linguistique, réalise son plein potentiel économique.

<http://www.cdene.ns.ca/>

Immigration Services Association of Nova Scotia (ISANS) is a leading community organization that welcomes immigrants to Nova Scotia. Working in partnership, ISANS offer services and create opportunities to help immigrants to participate fully in Canadian life.

<http://www.isans.ca/>

Innovacorp finds, funds, and fosters innovative Nova Scotian start-ups. Nova Scotia's early stage venture capital organization, Innovacorp targets information technology, clean technology, and life science industries.

<https://innovacorp.ca/>

The Department of **Labour and Advanced Education (LAE)** works to provide fairness, safety and prosperity for all Nova Scotians by helping them live, learn and work to their highest potential.

<http://novascotia.ca/lae/>

Nova Scotia Business Inc is Nova Scotia's private sector-led business development agency. They help companies enhance their competitiveness through trade development and financing. They are also responsible for attracting foreign direct investment to the province, driving the growth of Nova Scotia's economy.

<http://www.novascotiabusiness.com/en/home/default.aspx>

Nova Scotia Community College (NSCC). Each year, more than 25,000 students choose to grow and learn with them. Magical things happen at NSCC and they think it's because education has power. It transforms individuals, families and communities in extraordinary ways.

<http://www.nsc.ca/>

Université Sainte-Anne is the only French-language post-secondary institution in Nova Scotia. On all five campuses the objective is the same: to give you an edge! While their primary goal is to assure your intellectual development and prepare you for the job market, they are also deeply committed to your personal growth.

<https://www.usainteanne.ca/english>

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