

STRATEGIC PLAN (2022-2025)

# TURNING OPPORTUNITY INTO REALITY

ADVANCING NOVA SCOTIA'S TECH SECTOR AND  
OUR PROVINCE'S DIGITAL ECONOMY



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Digital Nova Scotia Strategic Plan 2022-2025

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# Introduction

## An Introduction to our 2022-2025 Strategic Plan



This three-year strategic plan, covering the period from 2022-2025, will serve as a roadmap to guide Digital Nova Scotia (DNS) programming, activities, and initiatives to ensure alignment with DNS' Mission to foster the growth of the digital economy in our province.

The document sets out a clear and exciting path forward, with a description of DNS' guiding principles encompassing our Vision, Mission, Organizational Values, and Value Proposition. Further, it articulates how we will focus our efforts and organizational resources in pursuit of accelerating the growth of our province's digital technology sector, and more broadly the advancement of Nova Scotia's digital economy.

A major backdrop, and influence on the formation of this plan, has been the onset and continued impact of the global pandemic. There's no question that the last 18 months leading up to this planning period have represented unimaginable impacts on the health and safety of the world's population. Despite these enormous impacts on the well-being of society, the COVID crisis has also borne some significant opportunities, including a growing recognition for the vital role that the digital technology sector can play. A role that encompasses both support for the recovery of, and creation of, a more resilient digitally based economy.

In keeping with our role as the industry association for Nova Scotia's tech sector, this plan lays out the priority focus areas that will guide our actions over the planning period, taking into account the influence and impacts of the COVID crisis on our sector.

While this plan encompasses the next three year period, recognizing the highly dynamic nature of the operating environment for our sector, it's envisioned that our Strategic Plan will be reviewed on an annual basis to ensure it remains relevant and in alignment with Digital Nova Scotia's mandate and mission.

# Turning Opportunity into Reality

## The Rise of the Digital Economy



If there were any doubts about the importance of digital transformation, the global pandemic has silenced them. The onset of COVID-19 and its continued impacts has expedited years of change to the ways that organizations across all sectors do business. According to a McKinsey Global Survey of company executives, businesses have accelerated the digitization of customer and supply-chain interactions and of internal operations by three to four years.

Through the pandemic, technology has played a central role in safely sustaining economic activity, and the associated need of organizations and industry to adopt these technologies has given the digital sector added momentum – shining an even brighter light on its relevance to drive economic stability and growth.

The effects of the COVID-19 crisis will persist long after the pandemic eases, with the fundamental changes in workforce and consumer behaviour triggered by the pandemic continuing to serve as fuel to further the acceleration of digitization and the adoption of new technologies.

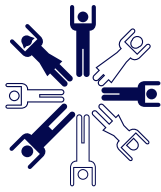
Our province's digital technology sector is ideally placed to capitalize upon this opportunity, as the demand for digital adoption further accelerates across all sectors of the economy. That said, turning this opportunity into a reality will require concerted action on several key fronts.



### The Need for Digital Talent

As highlighted in a recent APEC (Atlantic Provinces Economic Council) study "Digital Technology Firms: Their Importance and Role in Atlantic Canada's Economy", significant growth in the digital labour force is needed in order to sustain progress in this industry. In fact, through this research initiative, talent shortage was identified as the #1 issue facing digital technology firms in our region.





## Diversity and Inclusion in the Sector

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Improving diversity, equity and inclusion (DEI) in the digital technologies sector is a major priority for Digital Nova Scotia, and the continued success and growth of our sector. Assisting employers with strategic workforce planning tools, diversity training and education on welcoming workplaces, will not only support positive change around DEI, but address the current and increasing demand for digitally trained talent by encouraging and helping individuals from underrepresented communities to prepare for, and pursue these types of employment opportunities.



## Changing Workforce Dynamics

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The digital sector, much like the rest of the world has had to adapt and change due to the global pandemic. Remote work is now the norm, and our ability to work from anywhere is now a reality. For many companies, offering employees the opportunity to work remotely has allowed them to provide flexible work environments, with some employers finding their team migrating back to rural areas of Nova Scotia while still working for a company based in the city. This change can have extremely positive impacts for both urban and rural communities throughout our province, however, with that comes some challenges. Nova Scotian companies are now competing globally for talent, as the rest of the world offers remote work opportunities and competitive salaries. Our employers in Nova Scotia will require support for the changing workforce dynamics ahead, and strategies on how to recruit, retain, and stand out from the crowd.



## Awareness of the Sector's Impact and Value

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Technology can often fade into the background as it becomes a part of daily life. Digital Nova Scotia plays an important role in keeping our province's digital technologies sector, and the people within it, at the forefront of discussions – sharing success stories and highlighting its direct impact on both our community and our economic prosperity.



## A Lack of Digital Adoption

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The adoption of technologies is a key enabler to driving productivity and innovation in business. As was also highlighted in the previously referenced APEC report, Atlantic Canada firms across the various sectors of our provincial economy are trailing the rest of Canada in terms of the adoption of technologies generally, and in every one of the specific digital technologies addressed through this research. Beyond supporting other sectors with digital adoption, there is a need to support our industry to further adopt new innovative technologies to continue to see growth.

## Uniquely Nova Scotian

It's not our geography, infrastructure, or even our proximity to the sea that sets us apart, but rather our province's unique sense of community and connectedness. It's woven into everything we do, and it places us in an enviable position to seize the enormous opportunity our digital technology sector faces, fueled by the impact of the global pandemic and the heightened need for digital adoption and transformation.

Our province's innovation/tech ecosystem models this broader sense of connectedness, as our digital community continues to build meaningful connections with other sectors of Nova Scotia's economy in an effort to accelerate widespread digital adoption.

The enormous digital opportunity our province faces, can indeed be capitalized upon through our unique sense of community and connectedness – driven by key players within our innovation/tech ecosystem continuing to come together to accelerate the growth of Nova Scotia's digital economy. Digital Nova Scotia is well positioned to play a leadership role as a member of this ecosystem, and we remain committed to collaborating with our province's broader digital community and other key stakeholders to turn this opportunity into reality.





# About Digital Nova Scotia

## Our Foundation for Future Success

Digital Nova Scotia is the industry association for Nova Scotia's \$2.5 billion digital technologies and ICT (information and communications technology) sector.

Our ongoing efforts to support the advancement of our province's tech sector, and the growth of our province's digital economy, includes a relentless focus on the design, development, and delivery of industry-relevant programming, project-based initiatives, and collaborations. These undertakings, which we proudly offer on a pan-provincial basis, enable Digital Nova Scotia to address the needs of our growing base of members, and the digital technologies sector more broadly.

Our impact on the growth and advancement of our province's tech sector is significant, as evidenced by the millions of dollars we invest on an annual basis (with the support of our funding partners) directed towards workforce development, promotion of the sector, and driving connections between the tech sector and other sectors of the provincial economy to enhance our province's digital economy.

Digital Nova Scotia represents a growing membership base of more than 230 organizations across our province, including start-ups, small-to-medium-sized businesses, and multinational corporations. Driven by our members, we continue to advance as an organization in order to address the dynamic nature of our province's digital technologies sector. We work closely with our members and industry partners to ensure our programming, projects and various supports are reflective of industry feedback, and in alignment with current sectoral needs and opportunities.

Digital Nova Scotia's skills development, capacity-building, industry events, sector engagement activities, government and partner relations, and promotion of industry opportunities ensure that we play a leadership role in our province's innovation/tech ecosystem. Ultimately, success in the tech sector is essential to both Nova Scotia's digital economy, and overall economic growth.

## TOGETHER WE ARE STRONGER.

Digital Nova Scotia's success is dependent upon the strong and expansive network of partners that we have developed on a provincial, regional and national basis. From major funders to industry and community groups, these stakeholders are an essential ingredient to our continued role as a provincial leader for our sector's growth and advancement.

The 18 months leading up to this plan period have been truly unprecedented. The impacts of COVID-19 have been felt in virtually all aspects of personal and professional life, and from a tech sector perspective, it has created enormous opportunities for growth. Growth opportunities tied to the realization that digital technologies are both a means of addressing the business challenges created by the pandemic, and as a source of business and operational resiliency into the future.

The move to virtual work models, and the shift towards online channels in order to effectively engage with external stakeholders, customers, and internal teams, is rapidly increasing the demand for digital technologies across all sectors of the economy. Ultimately, the global pandemic has changed the course for many organizations, ours included. Faced with this unprecedented operating environment, Digital Nova Scotia was able to successfully pivot to new and innovative virtual delivery approaches. Approaches that have served to enhance our ability to connect with, and support Digital Nova Scotia members and our overall sector on a pan-provincial basis.

## MEMBERSHIP DRIVEN.

As Digital Nova Scotia's membership continues to grow, we further strengthen our sector's collective voice, which is intertwined with everything we do – including our strategic focus areas. It remains foundational to our organization, allows us to stay connected with industry, drives two-way communication, and facilitates us adapting and pivoting to continue to meet the needs of our membership. Our members collaborate, connect, and support one another and the overall growth of our province's digital technologies sector. Our members are representative of the sector, benefiting them allows us to be strategic with what we do and how we do it, and it allows us to deepen our impact. It is important we continue to grow our membership alongside industry growth, to strengthen our value and effectively and accurately represent our sector.

## HARNESSING OUR MOMENTUM.

As we enter this plan period, Digital Nova Scotia is well-positioned to continue to play a leadership role to help our sector realize the enormous growth potential it continues to face, as a result of the digital acceleration sparked by the pandemic. The period leading up to this planning horizon has seen Digital Nova Scotia build very strong momentum, and generate a significant positive impact on our sector. With the support of our funding partners and other key stakeholders, we have been able to significantly expand our suite of talent and workforce development programming and supports, to help address the rapidly growing need for digital talent. A key imperative to the continued growth of our sector, and the province's digital economy.

Beyond the key role Digital Nova Scotia can play to help address the growing need for digital talent, as we enter this new plan period, we are also very well positioned to continue our leadership role in accelerating digital adoption across other sectors.

The pandemic has brought to light the importance of leveraging technology to build organizational resiliency, connect with customers, and support ongoing business growth. Our digital assistance programs targeting small businesses and specific industry sectors have demonstrated our ability to facilitate meaningful connections between the digital sector and hundreds of small businesses throughout the province to build and/or enhance their online presence. These programs represent a major investment in our sector, and as such, they are having a significant impact on both the growth of Digital Nova Scotia members and our overall industry and more broadly the growth of the province's digital economy by accelerating digital adoption across different sectors.

Digital adoption goes beyond our current digital marketing-based initiatives and includes digital transformation on a broader scale. Businesses across all sectors are at a pivotal point in time where they need to enhance their business operations and processes through the deployment of various digital productivity tools, cloud-based software, SaaS solutions, and investments in cybersecurity as our world becomes increasingly digital and data privacy becomes a top priority.





## DRIVER OF DIGITAL GROWTH.

Our strategic plan builds upon the strong foundation of success and impact that Digital Nova Scotia has been having, as we have established ourselves as a leading driver of our province's digital growth. Through our focus on talent and workforce development, accelerating digital adoption by businesses, and our ongoing tech sector promotion and advocacy, we are very excited about the digital future our province faces.

The growth of Nova Scotia's digital technologies sector, and more broadly our province's digital economy, is vital to a prosperous economic and social future for our region. As Digital Nova Scotia, we look forward to continuing to play an influential role, working with our extensive network of partners, to help turn the incredible digital opportunity our province faces into a reality.

# Guiding Principles

Every day, the Digital Nova Scotia team remains focused on representing the interests of our members, and the overall tech sector in Nova Scotia. This focus is grounded in our guiding principles as an organization, encompassing our Mission, Vision, Organizational Values, and Value Proposition, which impact our decision-making and interactions with our various stakeholders.

## Mission

To foster the growth of the digital economy in Nova Scotia.

## Vision

A digital economy where Nova Scotian entrepreneurs, companies and communities thrive.

## Value Proposition

We fuel the success of our members, and by extension, the digital technologies sector, through the design and delivery of industry-relevant initiatives that address current workforce development needs, build the digital talent pipeline, and drive digital adoption across the provincial economy. Through our promotional and advocacy activities, we grow awareness for the vital importance our sector plays in creating and sustaining a vibrant Nova Scotia.

# Values

Our Values reflect Digital Nova Scotia's operating philosophies that drive our organization, and which include:



## Collaboration

We believe the best outcomes are achieved by working together, and value opportunities to bring together diverse thought and the strengths of those within Digital Nova Scotia and those around us.



## Integrity

We are honest and transparent in our communications and interactions, and value the relationships we have with our extensive network of stakeholders, including our team, members, industry, and community partners.



## Results Driven

We are passionate about having a significant impact on the continued growth and advancement of our sector and work hard to deliver results that matter.



## Inclusivity

We strive to continue to support diversity, driving inclusive best practices and making a commitment to continuous learning and improvement.



## Innovation

We are passionate about finding new and better ways of doing things, and this curiosity inspires our being innovative, creative, and adaptable.

# Priority Areas

Focusing our Efforts

## *It all starts here.*

In order to best channel the positive impact that Digital Nova Scotia can have on advancing our Mission of fostering the growth of our province's digital economy, our strategic plan is framed around three priority focus areas.

These focus areas will serve to guide our organizational investments and resources as we work in collaboration with our network of partners to strengthen our digitally trained workforce to capitalize upon the many opportunities in our changing economy as digitalization continues to expand. In addition, we will focus on addressing the opportunity to accelerate digital adoption across other sectors, given the positive impacts this will have on the growth of the digital technologies sector, and our province's digital economy. A strong digital technologies sector is ultimately a key enabler for our province's economic future, given the significant benefits that can be realized. From increased productivity across all sectors to job creation for a highly-skilled workforce, the growth of the digital economy will deliver pan-provincial benefits to both urban and rural areas of Nova Scotia especially with the rise in remote work opportunities.

Over the next three years encompassed by this plan period, we will gauge our success and align our strategic actions and supporting tactical initiatives grouped under three priority focus areas.





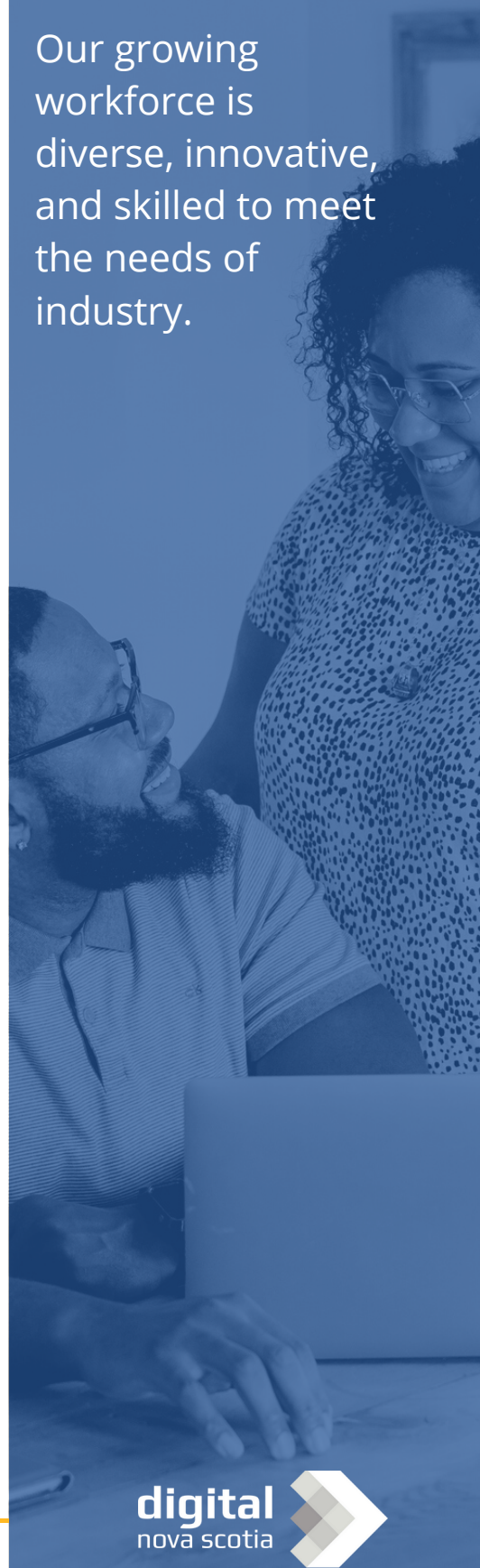
## Focus area 1: Talent and workforce development

It's never been more critical or timely that Digital Nova Scotia continue to focus on providing support for the development of our digital workforce, encompassing the creation and delivery of industry-relevant training programs and skills-building opportunities.

The very nature of our sector aligns well with our pan-provincial approach to workforce development, as digital talent can build their careers in communities across all corners of our province.

Both prior to, and during the global pandemic, the digital technologies sector has been one of the highest growth sectors for employment, as the move towards digitalization has been greatly accelerated as organizations embrace the need for effective online channels. As we continue to move into increasingly virtual operating environments, the need to build the digital skills required to support the continued growth of our province's digital economy become even more relevant. For example, in APEC's 2019 report titled, Digital Technology Firms: Their importance and role in Atlantic Canada's economy, digital talent shortage was identified as the number one issue facing digital technology firms. In addition, ICTC, a national center of expertise for digital economy research, and policy advice has indicated that employment in Canada's digital economy has grown almost twice as fast as the overall economy in the past decade. Moreover, ICTC predicts that the demand for digital skilled talent will continue to scale across all sectors as technology companies continue to permeate a variety of industry verticals.

Our growing workforce is diverse, innovative, and skilled to meet the needs of industry.







## Focus area 2: Digital community and partner engagement

Together we win! By leveraging our strengths and that of our expansive network of partners, we recognize that collectively we can have the greatest impact on the advancement of our province's digital technologies sector, and the growth of Nova Scotia's digital economy.

Digital Nova Scotia works with a broad array of stakeholders, including local, provincial, and national organizations to partner on initiatives designed to support the advancement and growth of our sector. As the global pandemic has highlighted, embracing digital technologies is no longer limited to the tech sector, as businesses and organizations across all sectors of our provincial economy need to adopt digital technologies to ensure continued sustainability and future success. Digital Nova Scotia is very well positioned to play a key leadership role in facilitating meaningful collaborations between our digital technologies sector and other sectors of the provincial economy. Connections that will help ensure Nova Scotia realizes the enormous potential the digital economy represents, through increased digital adoption by businesses and organizations throughout our province.

Collaboration through engagement with our province's digital community, including our members and the digital technologies sector more broadly, allows Digital Nova Scotia to reach more, do more, and impact more. Digital Nova Scotia's membership has experienced very positive growth during the period leading up to this plan period, and we will continue to seek ways to offer a suite of benefits that are relevant, and which deliver excellent value – to support the ongoing recruitment and retention of our membership.

Through this focus area, we will continue to align our organizational resources to support the formation of relevant industry connections and member engagements, from networking events and targeted sponsorship opportunities, to the ongoing pursuit of funding opportunities and partnerships that support investments in, and contribute to the advancement and growth of our members, the overall digital technologies sector, and our province's digital economy.

Our organization and the sector are known as leaders in growth, advancement, and collaboration, playing a vital role in our province's economic success.



### Focus area 3: Sector promotion & advocacy

Nova Scotia's future is digital! As an active and visible voice for our province's digital technologies sector, Digital Nova Scotia plays an important role in raising the amplitude on the amazing things taking place across our province. Through Digital Nova Scotia's array of communications vehicles, including our social media channels, website, and events, we remain committed to sharing the impact of and celebrating the success stories happening across our sector in all areas of our province. We promote, market, and increase awareness of our members, including our members-of-the-month feature, and other industry engagement opportunities.

Beyond industry promotion, we play a key role in encouraging young people throughout Nova Scotia to enter the future workforce for our province's tech sector, and champion diversity through various initiatives.

Hand-in-hand with the promotion of our sector, we also seek to advocate on its behalf, and the collective voice of our members to increase awareness of our sector's significant impact, and by extension the role that a growing and thriving digital economy will have on the success of Nova Scotia's economic and social future. These advocacy efforts will also facilitate the effective communication of member (and by extension sectoral) needs and challenges to key stakeholder groups, as a basis for potential investments in the continued growth of the digital technologies sector and our province's digital economy.

As demonstrated during the global pandemic, our members and the overall digital technologies sector, represent a major catalyst for economic recovery and the future growth of our digital economy. Through this focus area, we will continue to proactively advance the interests of our sector and the vital role that it is poised to play in broader provincial success.

Our sector is known and recognized as one filled with exciting opportunities.





# Key Strategic Actions

Advancing the Strategy

Guided by our three priority focus areas, encompassing talent and workforce development, digital community and partner engagement, and sector promotion & advocacy, Digital Nova Scotia has identified a series of key strategic actions that align with each of these areas. Strategic actions that will inform our operational plans, including programming, projects and various initiatives during the plan period.



## Focus area 1: Talent and workforce development

Our growing workforce is diverse, innovative, and skilled to meet the needs of industry.

### Key strategic actions:

- a) Deliver industry-relevant training programs and skills-building opportunities to foster digital talent throughout our province, advance the growth and global competitiveness of our members and the broader digital technologies sector, supporting a workforce that fosters innovation, is adaptable to changing market conditions, and which embraces technology advances. Drive workforce development opportunities that are designed to meet the evolving needs of industry, offering webinars, workshops, and multi-session training programs to bridge knowledge gaps within companies, upskill on new technologies, enhance global competitiveness, and support non-technical skills to encourage mid-level talent development.
- b) Drive inclusive economic growth by addressing the rapidly growing demand for digital talent through strategic workforce development. Highlighting the importance and value of diversity, equity and inclusion within our sector, and pursuing opportunities to help individuals from underrepresented communities to prepare for, and build a career within the digital technologies sector.
- c) Fuel the growth of Nova Scotia's digital talent pipeline, facilitating connections between the tech sector and our province's post-secondary institutions, and community support organizations that promote tech – creating meaningful connections between industry and these valuable partners in the development of current and future digital talent.
- d) Build upon our role as a connector, bringing together talent, job-seekers, and employers through our Job Portal – highlighting career opportunities within our province's tech sector, and increasing the profile of Digital Nova Scotia member companies as employers of choice.
- e) Proactively engage the workforce of the future by pursuing initiatives to expose our province's youth to the exciting potential that a career in Nova Scotia's digital technologies sector can represent, including creating engagement opportunities with industry leaders.



## Focus area 2: Digital community and partner engagement

Our organization and the sector are known as leaders in growth, advancement, and collaboration, playing a vital role in our province's economic success.

### Key strategic actions:

- a) Engage a strong and expansive network of partners developed on a local, provincial, and national level (from funders to industry and community groups), to continue to build Digital Nova Scotia role as a trusted resource and partner, strong connector, promotor, educator, and strategic leader that proactively addresses the needs of our sector.
- b) Strategically and sustainably grow the Digital Nova Scotia membership base while maintaining strong retention rates to strengthen the collective voice of our digital community – working collaboratively as leaders to advocate for our industry and support its continued growth and advancement.
- c) Leverage Digital Nova Scotia's position as a member of the Association of Industry Sector Councils (AISC) to encourage cross-sector initiatives that build awareness for the importance of digital, and which help accelerate digital adoption among various sectors of the provincial economy.
- d) Pursue opportunities to continue to advance Digital Nova Scotia's sustainability and our increased positive impact on Nova Scotia's tech sector, and the growth of our digital economy, by proactively engaging with organizational and project funding partners. Provide value as an industry liaison, expanding and strengthening partnerships on a provincial and national scale while diversifying funding opportunities to support sustainable organizational growth and the ongoing development/delivery of relevant industry programming and initiatives.
- e) Expand Digital Nova Scotia's province-wide reach and impact on our sector, by continuing to work closely with our growing network of key partner organizations, including post-secondary institutions, NSBI, the Halifax Partnership, the Cape Breton Partnership, ISANS, BBI, MEBO, rural innovation hubs, Regional Enterprise Networks, and Chambers of Commerce, to name a few.





## Focus area 3: Sector promotion & advocacy

Our sector is known and recognized as one filled with exciting opportunities.

### Key strategic actions:

- a) Continue to grow Digital Nova Scotia's leadership role within the province's innovation/tech ecosystem, advancing our position as a thought leader (both through direct influence, and convening subject-matter experts) on topics of relevance to our industry and policy-makers.
- b) Increase awareness of the province-wide impact of the digital technologies sector, highlighting success stories throughout Nova Scotia's tech sector, leveraging our various communications channels and market reach to showcase our members, and key happenings and initiatives across the broader digital technologies sector. Advance the local and global profile of innovative companies, products, and technologies in Nova Scotia, showcasing our province as a leader in our sector with job opportunities, an attractive business climate, and a strong current and future workforce.
- c) Grow interest in our sector among the employee community, including current workers and new entrants to the labour market, by increasing awareness of our sector and the opportunities it provides – advancing interest in careers in tech, and a stronger understanding of how the digital sector is becoming foundational to all sectors of our provincial economy.
- d) Engage in discussions with government and other public sector partners, to provide an informed and authoritative voice on the digital technologies sector, and the digital economy more broadly – including the gathering and distribution of relevant and timely industry data.
- e) Pursue opportunities for Digital Technologies sector organizations to engage in panels, conferences, and other engagement opportunities, reinforcing the talent, expertise, and influence of our sector.
- f) Identify, advocate for, and secure opportunities that support investments in our sector, and contribute to the advancement and growth of Digital Nova Scotia members through their engagement in our projects, and by extension the inclusion of other organizations in our province's broader digital technologies sector.
- g) Pursue opportunities to recognize and celebrate innovators, tech leaders, and professionals within our province's digital technologies sector, including encouraging DEI to become integrated within organizations.

# Measuring Success

## Setting Goals

From an overall perspective, Digital Nova Scotia's Strategic Plan is focused on supporting our mission to foster the growth of the digital economy in Nova Scotia, while supporting our vision of a digital economy where our province's entrepreneurs, companies and communities thrive.

That said, there are a number of success indicators by which we will measure our progress throughout the next 3-year period covered by Digital Nova Scotia's Strategic Plan. These success indicators align with our Plan's Priority Focus Areas and will be monitored on an annual basis through our operational activities.

Focus	Outcomes	Measurements
Membership Growth	<ul style="list-style-type: none"><li>• Year-over-year growth in Digital Nova Scotia's membership base.</li><li>• Retention of Digital Nova Scotia members on an annual basis.</li></ul>	<ul style="list-style-type: none"><li>• Grow DNS membership base by 40 new member organizations annually - a 50% increase in DNS' membership base within 3 years.</li><li>• Over 80% member retention on an annual basis.</li></ul>
Funding Development	<ul style="list-style-type: none"><li>• As a not-for-profit, sustainable and predictable funding partnerships are essential to supporting the successful ongoing operation of DNS.</li><li>• Continuation and expansion of Digital Nova Scotia's funding partnerships encompassing public and private sector sources.</li><li>• Seek funding opportunities that align with our priority focus areas, ensuring industry relevance and the potential to advance a diverse and inclusive workforce.</li></ul>	<ul style="list-style-type: none"><li>• Over 70% of DNS' project/program funders are retained during the plan period.</li><li>• Maintain a diverse portfolio of funders, with a goal that no one funder represents more than 50% of DNS' total revenues.</li></ul>

Focus	Outcomes	Measurements
Employee Engagement	<ul style="list-style-type: none"> <li>Recognized as a great place to work among Digital Nova Scotia team members.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a minimum engagement score of 75% on annual DNS employee surveys.</li> </ul>
Market Impact of our Sector	<ul style="list-style-type: none"> <li>Reported provincial economic measures, including employment levels and industry growth statistics.</li> <li>DNS will be a thought leader and influencer, and encourage the growth and development of the digital space in Nova Scotia.</li> </ul>	<ul style="list-style-type: none"> <li>An annual analysis and report of available provincial economic measures for Nova Scotia's digital technologies and ICT sector related to sectoral impact.</li> <li>20% increase in the number of employment opportunities posted on the DNS job portal annually and website traffic.</li> </ul>
Stakeholder Collaboration and Communication	<ul style="list-style-type: none"> <li>Continuation and expansion of Digital Nova Scotia's diverse network of funding partners and other key stakeholders on a province-wide basis.</li> <li>Gauge funder and other key stakeholder satisfaction levels on an annual basis.</li> <li>Year-over-year growth in our digital communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>80% of respondents view DNS as meeting or exceeding expectations through the annual stakeholder survey.</li> <li>20% increase in social media engagement and website traffic, and share/post 48 member feature stories to highlight the sector provincially on an annual basis.</li> <li>Facilitate connections between K-12 and post-secondary, and industry to promote digital careers and opportunities.</li> </ul>
Project Excellence and Impact	<ul style="list-style-type: none"> <li>The development and effective delivery of programs and projects that address industry and Digital Nova Scotia member needs.</li> </ul>	<ul style="list-style-type: none"> <li>1,000 participants engage in DNS' career-building programs within 3 years, helping build the digital talent pipeline.</li> <li>Develop and deliver 48 training and networking opportunities annually to advance sector development and connectivity.</li> <li>Facilitate connections pan-provincially by engaging a minimum of one partner in all projects, working to apply a DEI lens for project excellence.</li> </ul>



# 2022-2025 STRATEGIC PLAN

*At a glance*

## WHY WE'RE HERE

To foster the growth of the digital economy in Nova Scotia.

## WHAT WE ASPIRE TO

A digital economy where Nova Scotian entrepreneurs, companies and communities thrive.

## HOW WE DO IT

Industry-relevant initiatives to address workforce development needs, promote the sector and drive digital adoption.

## OUR PRIORITY AREAS



### TALENT & WORKFORCE DEVELOPMENT

Support a growing digital workforce that is diverse, innovative, and skilled to meet the needs of industry, through relevant training and career building initiatives.



### DIGITAL COMMUNITY & PARTNER ENGAGEMENT

Align our organizational resources to support the formation of industry connections and member engagement, to advance tech sector growth, and digital adoption across other sectors.



### SECTOR PROMOTION & ADVOCACY

Promote and increase awareness of the impact of our members and the tech sector, while encouraging the engagement of youth and diverse groups with sector opportunities.

## HOW WE'LL MEASURE SUCCESS

- ✓ Membership Growth
- ✓ Funding Development
- ✓ Employee Engagement
- ✓ Market Impact of our Sector
- ✓ Stakeholder Collaboration & Communications
- ✓ Project Excellence & Impact

