

FUTURE DIRECTIONS

Nova Scotia Beekeepers' Association

STRATEGIC PLAN FY 2021-2026



April 1, 2021

ACKNOWLEDGEMENTS

This strategic plan is the result of the collaborative efforts of many individuals and stakeholders interested in the future success of the Nova Scotia Honey Bee Industry. These people have provided valuable input and comments during the course of this strategic planning engagement exercise and in the development of this strategic plan. Their contributions are gratefully acknowledged.

Special thanks are due to the Nova Scotia Beekeepers' Association (NSBA) membership and Board of Directors for their willing participation, enthusiasm and support:

- Alex Crouse, President
- Mario Swinkels, Vice President
- Kori MacCara, Secretary
- Shelley McDermott, Treasurer
- Duncan Wetzel, Vice Treasurer/Member at Large
- Tyler Hobbs, Member at Large
- Sawyer Olmstead, Member at Large
- Ben Cornect, Member at Large/Commercial Liaison
- Dave Cameron, Member at Large
- Andrew Byers, Atlantic Tech Transfer Team for Apiculture Representative
- Jason Sproule, Provincial Apiarist

Thanks are also due to all of the other organizations (provincial and national) and agencies, government representatives and stakeholder partners that provided information on all aspects of the industry.

The strategic planning report was originally prepared through a collaborative initiative by consultants R.Gary Morton of Morton Horticultural Associates and Matthew Reeves and Terri Roberts of Kelco Consulting Ltd. Revisions were made in early 2021 by the steering committee, consisting of representatives from the NSBA Board of Directors, Alex Crouse, Dave Cameron, and Duncan Wetzel, and members Peter Kwan, Kevin Spicer and the late George Norman, with assistance from Nicole Burkhard, Nova Scotia Department of Agriculture (NSDA), Jason Sproule, Provincial Apiculturist, Andrew Byers, Atlantic Tech Transfer Team for Apiculture (ATTTA) and Ashley Anderson and Kara Saville, Agri-Commodity Management Association (ACMA).

April 1, 2021

Fellow Beekeepers',

Our previous Strategic Plan (2009-2014) has run its course and over the past several years the Nova Scotia Beekeepers' Association has been interested in updating the Strategic Plan to continue to provide a clear direction and clearly defined goals for the membership to help guide the honeybee industry forward in a proactive manner within the province.

I am pleased to announce that this process is now complete and present this plan to the Membership. The plan contains three clearly defined goals, each with its own set of objectives and actions to ensure the achievement of these goals over the next five years. The goals and objectives have been prioritized to ensure the most urgent needs of the industry are addressed in a timely manner. This plan is a living document which will be subject to revision to reflect changing priorities within the industry and the association.

The development of this plan included consultation with a representative sample of association members and other industry stakeholders to garnish information and ideas from the whole spectrum of beekeepers' and those who depend on the services provided by beekeepers' such as the fruit, berry and vegetable sectors. A steering committee was formed comprised of the NSBA Executive, other beekeepers', an Atlantic Tech Transfer Team for Apiculture (ATTTA) representative, and a Department of Agriculture representative. The process was very rewarding and although there were differing opinions at times, the process was conducted with the commitment to achieving a common goal for the betterment of the industry and the NSBA.

I would like to acknowledge the following for their dedication of time and effort towards the completion of this plan:

- The steering committee whose contribution of in-depth knowledge of beekeeping and industry concerns has made this plan a reality,
- Nicole Burkhard, NSDA, for helping us initiate the strategic planning process and facilitating that process from start to end, and
- Agri-Commodity Management Association, for compiling notes, maintaining files and compiling the final report

Nova Scotia Beekeepers' Association

I am very pleased to have been part of this project and I am confident that it will guide the art of beekeeping and the industry forward as we work together over the next five years to achieve the common goals and actions contained herein.

May your bees remain healthy, prosperous and profitable.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Crouse", with a long horizontal flourish extending to the right.

Alex Crouse,
President, Nova Scotia Beekeepers' Association

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1.0 Executive Summary

The beekeeping industry in Nova Scotia consists of both honey bees for the production of honey products and for pollinations services. The honey bee industry makes a real contribution to the Nova Scotia agricultural economy, which far exceeds the value added through the production of honey and related products. The economic value of the honey bee pollination service has an enormous impact on the success of many agricultural crops, in particular the blueberry, apple and cranberry industries. Currently, there are approximately 500 beekeepers' operating in the region of 25,000 honey bee hives in Nova Scotia. Strong historical industry/government partnerships and cooperation have allowed Nova Scotia to remain one of the few beekeeping areas in North America to successfully delay the incursion of pests and diseases that have devastated the industry in other regions. The Nova Scotia Beekeepers' Association (NSBA) sees bee health as the number one and most critical issue facing the industry, and is committed to an aggressive proactive approach in the management of the pests and diseases affecting bee health in this province. The NSBA has undertaken this strategic planning initiative to help the industry better plan and prepare for the future and to ensure that the honey bee industry in Nova Scotia is a healthy, strong, and viable industry that can successfully grow into the future.

Mission Statement

The mission of the Nova Scotia Beekeepers' Association is to support and assist Nova Scotia beekeepers' in maintaining healthy, profitable and sustainable apiaries through education, communication and the supply of services.

This strategic plan emphasizes results based on cooperation and teamwork with our strategic partners and stakeholders. The strategic planning initiative identified three key strategic goals on which the NSBA must focus over the next five-year period to manage bee health and grow the industry. These three goals mirror the industry's commitment to the success and sustainability of a strong, healthy and profitable honey bee industry in Nova Scotia.

Nova Scotia Beekeepers' Association

The three identified goals are:

- **Goal #1 Bee Health**: To ensure the health of the Nova Scotia Honey Bee Industry. Bee health is the number one and most critical issue facing the Nova Scotia Beekeeping Industry.
- **Goal #2 The Association**: To create a strong association that supports the future growth of the Nova Scotia Honey Bee Industry and the needs of the membership.
- **Goal #3 Industry Development**: To expand and promote the diversification of our honey bee industry for producers and consumers to ensure long term self-sufficiency and sustainability of viable beekeeping operations.

The NSBA has undertaken this strategic planning initiative to help direct and focus resources and efforts on actions which are very important, if not critical, to the future success of the industry. Through the achievement of these goals and objectives, the NSBA will improve the industry's ability to manage bee health and support these efforts through education. A strong association leads to a strong and proactive honey bee industry in Nova Scotia. Success in the future lies in the industry's ability to organize and direct the available resources to take action and move the industry to new levels of competitiveness, industry health and profitability.

2.0 Introduction

The honey bee industry makes a real contribution to the Nova Scotia agricultural economy, which far exceeds the value added through the production of honey and related products. In recent years, pollination services have become a significant business focus of the Nova Scotia Honey Bee Industry. The economic value of the honey bee pollination service has an enormous impact on the success of many agricultural crops in the province, in particular the blueberry, apple and cranberry industries.

While the production of honey has captured public profile and media attention, the importance and complexity of the industry is not well understood by many people outside the honey bee industry. Honey products are known for their natural sweetening properties and historically have been a staple food on the supermarket and grocery store shelves. Value-added honey products that offer health, lifestyle and medicinal benefits have recently gained new popularity with consumers.

Due to strong industry and government partnerships and cooperation, the Nova Scotia Honey Bee Industry has remained one of the few areas in North America to delay the introduction of honey bee pests and diseases that have devastated the industry in other regions of the world. The NSBA is committed to an aggressive proactive approach to the management of the pests and diseases affecting bee health in Nova Scotia. The NSBA has undertaken this strategic planning initiative to help the industry better prepare for the future and to ensure that the honey bee industry in Nova Scotia is a strong and viable industry capable of supporting the future growth of agriculture for years to come.

When reviewing the Actionable Strategies from 2009-2014 the Strategic Plan Committee determined it was plausible to remove some items, and redirect that focus to other items, based on the assumption the progress and relationships established since 2009 will continue. If the assumptions below are no longer valid, these items will move back into the Strategic Plan in an effort to continually improve the beekeeping industry in Nova Scotia.

- If NSBA continues to have meetings with NSDA quarterly, and the Minister continues to be updated as a result of these meetings, the need to increase government awareness on bee health and biosecurity issues, as well as the need to build a relationship with NSDA can be removed from Actionable Strategies

- If Extension services continue to be offered to beekeepers' at the level they are currently offered the need Strategic Goal of Extension: Facilitate the transfer of information to the Nova Scotia Honey Bee Industry can be removed from the Strategic Plan.

3.0 Nova Scotia Honey Bee Industry Profile

The beekeeping industry in Nova Scotia consists of both the production of honey and pollination services. Bee hives can be managed for the production of honey, bees, beeswax, and other specialty honey bee products. However, another essential role of honey bee hives in Nova Scotia is for the timely and successful pollination of many crops, in particular the blueberry industry.

Currently, there are approximately 500 beekeepers' in Nova Scotia operating in the range of 25,000 honey bee hives. In recent years, the demand for honey bee hives for pollination has grown beyond the available supply as the blueberry, cranberry and other specialty fruit industries continue to develop and expand in Nova Scotia. The tree fruit and berry crop industry in Nova Scotia is valued annually at nearly \$41 million dollars. The success of these agricultural sectors is dependent on the annual support of the beekeeping industry in Nova Scotia for annual pollination of their crops.

The Nova Scotia honey bee industry consists of four main sectors: commercial producers (full-time), commercial producers (part-time), small-scale producers and new entrants. Small-scale beekeepers' are very important to the future growth of the industry, as some will eventually scale up operations to become commercial business enterprises in the future.

4.0 The Industry Strengths and Weaknesses

All agriculture-based industries have particular strengths and weaknesses that impact the potential growth and development opportunities available to that industry. The future success and performance of the Nova Scotia Honey Bee Industry is based on factors such as profitability, sustainability, partnerships and alliances, competitiveness, future visioning, resilience, flexibility and self-reliance. By understanding its strengths, weaknesses, opportunities and threats, the industry can develop new strategies to capitalize upon its strengths and available opportunities, and overcome its threats and weaknesses, to better manage the risks it faces in the future.

The Nova Scotia Honey Bee Industry Has Many Strengths

As identified from the strengths, weaknesses, opportunities and threats assessment survey (SWOT), Nova Scotia beekeepers' and the other industry stakeholders have a good appreciation of the strengths of their industry.

The key strengths identified are listed below.

- *The geography, as Nova Scotia generally has an absence of industrial farms and is mainly isolated, allowing for the risk management of new diseases to be significantly decreased. Nova Scotia's climate, as beekeepers' maintain relatively low winter loss rates, with climatic conditions which allow for early spring build up*
- *An abundance of various extension, education and communication methods are available, including easy access to online resources, a large variety of in-person and virtual courses, as well as the Atlantic Tech Transfer Team for Apiculture (ATTTA), which combined can also contribute to the overall low winter loss, since so much information is readily available*
- *Growing public awareness of global pollinators at risk has increased, creating opportunities for growth, such as the buy local movement, bee forage sites, pesticide use becoming more bee friendly, as well as marketing opportunities created*

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- *The association overall, as they have knowledgeable mentors readily available who are willing to share resources, as well as a strong grower association with a healthy working relationship with the Nova Scotia Department of Agriculture (NSDA)*
- *A positive buy local atmosphere, where local retail businesses support and encourage the sale of Nova Scotia honey products*
- *The quality of pure Nova Scotia honey, as it is identified as a superior product*
- *A high demand for industry development, where there continues to be a need for pollination services, interest in value added products, local suppliers of materials and/or equipment, and a strengthening pollination market*
- *High level of new entrants leads to the long-term sustainability of the industry in Nova Scotia*

The Nova Scotia Honey Bee Industry Also Has Some Weaknesses

The main identified weaknesses within the Nova Scotia Honey Bee Industry are listed below.

- *The association is overly dependent on volunteers which limit its ability to represent and support the industry, with an overall relatively low membership response as the NSBA represents only approximately 35% of the province's active beekeepers'*
- *A demand for industry development, where locally produced pollination could be better utilized, as well as the need for development of local brand products, such as honeybees and queens, to be raised and grown intra-provincially*
- *Nova Scotia lacks adequate forage pastures to support industry growth, therefore, beekeepers' are unable to maintain high levels of consistent honey production annually*
- *Difficulty establishing Veterinarian-Client-Patient-Relationship (VCPR) to access antimicrobials, as well as the lack of insurance for hives lost to regulatory interventions*
- *Marketing of honey; local demand is higher than production, with honey imports increasing in recent years*
- *The aging demographic of Nova Scotia beekeepers' and the lack of new commercial entrants*

Opportunities for the Industry to Build Upon

The following are the identified current or future opportunities for the Nova Scotia honey bee industry to capitalize upon.

- *Increase education through offering more workshops and courses for beekeepers', to build the industry as a whole*
- *Build the association through such methods as assisting membership with accessing and establishing VCPRs, recruit beekeepers' who are not currently members, and/or improve communication with the Wild Blueberry Producers Association of Nova Scotia (WBPANS) to increase the pollination sector*
- *Encourage new entrants with resources, such as a cost of production, as well as assist beekeepers' in health management of their hives for identification and treatment of problems*
- *Satisfy the consumer demand for local honey and other honey bee products intra-provincially*
- *Increase local supply of queens and nucs by developing breeding and over-wintering strategies, to increase new business opportunities and exportation possibilities*

Immediate and Primary Threats to the Nova Scotia Honey Bee Industry

The following are eminent threats to the future viability, success and growth of the Nova Scotia honey bee industry.

- *Lack of adequate bee pasture to maintain existing honey production; little to no forage available for increases in production, with overcrowding occurring in certain areas in the province*
- *Education; if offered by unsanctioned groups with inconsistent and misinformed content, this may threaten the industry*
- *New entrants, as no standardized educational package is currently available, combined with possible inexperience, particularly in pest and disease management*
- *Pests and/or diseases threatening bee health, such as resistance development to products, or failure to control pests or diseases in the bee population*

5.0 Organization Philosophy

To achieve the NSBA's strategic goals and to implement its key industry initiatives, this plan emphasizes results based on teamwork with the Association's strategic partners. The NSBA will work to improve both its long-term and short-term leadership in the areas necessary to make the industry strong for the future.

Vision Statement

The Nova Scotia Beekeepers' Association will assist in the creation of a sustainable Nova Scotia Honey Bee Industry for the betterment of the province's agriculture sectors and the environment.

Mission

The mission of the Nova Scotia Beekeepers' Association is to support and assist Nova Scotia beekeepers' in maintaining healthy, profitable and sustainable apiaries through education, communication and the supply of services.

Mandate

The mandate of the Nova Scotia Beekeepers' Association is to respond to the needs of the membership in context with its vision and mission.

6.0 Strategic Plan Framework

The three key strategic goals and associated objectives contained in this plan are the key initiatives on which NSBA must focus over the next five-year period. The actionable strategies delineate the Association's future activities required to achieve NSBA's strategic vision. These three goals mirror the Association's commitment to the success and sustainability of a strong, healthy and profitable honey bee industry in Nova Scotia.

The following key result goals were identified as specific areas where action must be taken for the organization to remain true to its vision and mission, and to ensure the industry is able to successfully grow forward in the future.

The three identified key result areas are:

1. Bee Health
2. The Association
3. Industry Development

While the identified key result areas are specific in nature, they are all interrelated and interdependent upon each other for overall success as illustrated in the diagram. High levels of bee health cannot be achieved without developing resources for the industry. The sustainability of the industry is dependent upon new entrants as well as the expansion of existing operations and the transfer of knowledge from one generation to the next. The Association is the voice of the industry that helps other stakeholders to understand the complexity of bee health issues and the significance that the industry has in relation to other agriculture production sectors.

Bee Health - Strategic Goal 1

ENSURE THE HEALTH OF THE NOVA SCOTIA HONEY BEE INDUSTRY

The industry's ability to maintain honey bee health is the number one determining factor in whether the honey bee industry in Nova Scotia can remain viable, and if producers can successfully grow the industry in the future. The worldwide decline in effective controls to manage honey bee health is mandating the use of best management practices and the need for more education and innovative thinking to meet this challenge head on. Bee health is not only an individual beekeeper's responsibility, but is the responsibility of the entire agricultural industry. The state of health of the honey bee industry has a significant impact on many other agricultural industries within the province that depend on honey bees for pollination. Without healthy honey bees, the viability of many agricultural crops in the Atlantic Canada Region would be in question.

Future Strategy

In the future, all agricultural stakeholders must work together to maintain and manage the honeybee health of the Nova Scotia Honey Bee Industry. The industry needs to build upon the management opportunities associated with its isolation from honey bee pests and diseases devastating hives in other regions of North America. The work completed since the original Strategic Plan has been successful and moving forward this effort to maintain bee health will require a continued strong bee health commitment by all industry stakeholders in the areas of government regulations, extension and education.

Key Outcome: To maintain a healthy Nova Scotia Beekeeping Industry that can effectively manage bee health to successfully grow the industry into the future.

Prime Bee Health Objectives

(Priority A+) 2021 - Ongoing

1.0 To minimize the impact of bee health diseases and pest incursion in Nova Scotia.

Actionable Bee Health Strategies

- Create a proactive risk management strategy to minimize the impact of a future incursion of bee health pests and diseases
- Develop a long-term bee health strategy for the Nova Scotia Honey Bee Industry.

2.0 To ensure that bee health extension support is available to beekeepers' in Nova Scotia

Actionable Bee Health Strategies

- Develop a strategic partnership between NSBA and NSVMA to ensure that veterinarian services are available in every county and support is available to the industry.
- Ensure continuation of ATTTA beyond March 2023 when the current funding ends.

3.0 To increase awareness on critical industry bee health issues.

Actionable Bee Health Strategies

- Revise strategic information received by new entrant keepers through the Provincial Apiculturist Officer to assist beekeepers' in effectively managing the health of their honey bees so the industry can continue to provide pollination services, produce honey and grow their businesses.
- Work to create an industry environment that fosters mentorship, communication and networking opportunities for the sharing of bee health information.
- Continue to keep the industry aware of new developments, treatments, technologies and innovations in regard to bee health and other topical industry production issues.
- Make recommendations to other sectors regarding the development of a healthy bee environment.

4.0 To advance the industry's knowledge and education on the management of beehealth.

Actionable Bee Health Strategies

- Promote best management practices and integrated pest management programs to assist the industry in the monitoring, management and treatment of bee health problems.
- Explore online extension opportunities (livestreams, etc.) ATTTA
- Facilitate the engagement of bee health training programs for both established beekeepers' and new entrants.
- Utilize semi-annual field days/annual mtgs/fall tech sessions to share new information and industry updates on bee health management.
- Ensure the Nova Scotia Beekeepers' Association newsletter addresses bee health issues

The Association - Strategic Goal 2

A STRONG ASSOCIATION SUPPORTS THE FUTURE GROWTH OF THE HONEY BEE INDUSTRY

The Association is the necessary voice of the industry when speaking to government and the general public.

As one voice the industry is strong and presents a unified position on important industry issues such as regulations, industry policy, bee health, education, information and promotion of the Nova Scotia Beekeeping Industry. The Association holds annual events where members and new entrants can learn skills, network with other beekeepers' and like-minded people, and build new business and mentor relationships.

One of the challenges of the Association is that it represents all sizes of beekeepers' from small hobbyists to large commercial producers. Of the 500 beekeepers' in the province, approximately 43 commercial beekeepers' operate 23,000 of the approximate 25,000 hives in the province. This creates an imbalance and challenges for the Association to look after all of the membership needs in an equitable manner. The industry needs all sizes of producers as some smaller producers will eventually grow larger to become commercial producers.

Future Strategy

The Association needs to continue relationships with key stakeholder groups and finding new ways to finance the operations of the Association may be required to allow the Association to better serve the membership.

Key Outcome: To have a financially viable beekeeping association that supports the growth of the honey bee industry in Nova Scotia.

Prime Association Objectives

(Priority A+) Ongoing

1.0 To look after the evolving needs of the Association and support the viable growth of the membership.

Actionable Association Strategies

- Upgrade website to be more user friendly and relevant (create and compile a list of resources for beekeepers'). Explore new ways to manage the sales of queens and bees.
- Identify new methods/events for members to network, socialize and develop new mentor relationships.
- Survey all beekeepers' (members and non-members) for input and prioritization of memberships needs, wants and issues.
- Create a social media presence

2.0 To develop new financial strategies to support the ongoing operations and staffing requirements of the Association.

Actionable Association Strategies

- Explore and identify new methods and strategies to fund the operations of the Association and develop a new financial plan.

3.0 To lead the industry towards best management practices, strong relationships with stakeholder groups

Actionable Association Strategies

- Assist in identification of industry research topics and presentation to appropriate researcher groups.
- Partner in development of industry field days to share new technology
- Foster development of mentoring relationship between existing and new entrant beekeepers' (full-time, part-time, hobby)

Industry Development - Strategic Goal 3

EXPAND AND PROMOTE THE DIVERSIFICATION OF OUR HONEY BEE INDUSTRY

The opportunities for beekeeping education in the province continue to expand but the consistency of the information taught is not controlled. In order to maintain the health, viability and growth of the industry there is a need to ensure beekeepers receive consistent, accurate education and assistance to grow their business as desired. In addition to the courses developed for new beekeepers there are many additional courses offered with inconsistent messaging. Beekeepers' are also looking for information on the viability of expanding their business while remaining profitable. Providing resources to members that cover these concerns would benefit the entire industry.

Future Strategy

The Nova Scotia Honey Bee Industry needs to investigate the carrying capacity of the province and develop resource material for new and expanding beekeepers.

Key Outcome: To encourage new entrants and expansion of existing keepers while maintaining the health and profitability of the industry.

Prime Industry Development Objective

(Priority A+) 2021-2023

1.0 To develop strategies for the long-term sustainability of the honeybee industry.

Actionable Industry Development Strategies

- Investigate carrying capacity of the province
- Develop resources for bee forage related material
- Develop marketing strategies for a Nova Scotia brand for hive products

2.0 To provide resources and focus on business development.

Actionable Industry Development Strategies

- Develop cost of production and business plan models to show feasibility breakeven points and economics of scale for beekeeping operations including pollination
- Promote possibilities for a more diverse beekeeping

3.0 To continue to encourage new entrants to join the honeybee industry.

Actionable Industry Development Strategies

- Promote the honey bee industry as a career opportunity and encourage more and younger entrants to the industry.

7.0 Conclusions

This update to the strategic plan outlines the current situation within the Nova Scotia honey bee industry, identifies areas where the industry believes there must be change, and outlines strategies on how to make that change happen. There are many industry attributes that create an environment which enables an industry to successfully move forward and grow into the future. These attributes are based on Association culture, membership needs, education programs, and relationships with stakeholders. The NSBA has undertaken this revision of the strategic plan initiative to focus resources and efforts on three key strategic goals which are very important, if not critical, to the future success of the industry.

- **Goal #1 Bee Health:** To ensure the health of the Nova Scotia Honey Bee Industry. Bee health is the number one and most critical issue facing the Nova Scotia Beekeeping Industry.
- **Goal #2 The Association:** To create a strong association that supports the future growth of the Nova Scotia Honey Bee Industry and the needs of the membership.
- **Goal #3 Industry Development:** To expand and promote the diversification of our honey bee industry for producers and consumers to ensure long term self-sufficiency and sustainability of viable beekeeping operations.

Through the achievement of these goals, the NSBA will improve the industry's ability to manage bee health, minimize the impact of a bee industry disaster, enhance the support available to members of the association, and expand the honey bee industry while ensuring long-term sustainability of the industry. A strong association leads to a strong and proactive honey bee industry in Nova Scotia. Success in the future lies in the industry's ability to organize and direct its resources to take action and move the industry to new levels of competitiveness, industry health and profitability.

APPENDIX

Strategic Plan Methodology

This update to the existing strategic planning was started in late 2020 in response to the Nova Scotia Beekeepers' Association's Request to the Nova Scotia Department of Agriculture (NSDA). The revision of the strategic plan is a joint effort between the NSBA, NSDA, and ATTTA. The working group was comprised of beekeepers from a range of backgrounds and members were confirmed in December 2020. Meetings were held weekly through February and into March to complete a SWOT analysis and use those results to update the priorities and actionable items in the Strategic Plan. What has resulted is an updated Strategic Plan that works with the current state of the industry and provides direction for the coming years.

STRATEGIC PLAN SUMMARY FY 2021-2026

When reviewing the Actionable Strategies from 2009-2014 the Strategic Plan Committee determined it was plausible to remove some items, and redirect that focus to other items, based on the assumption the progress and relationships established since 2009 will continue. If the assumptions below are no longer valid, these items will move back into the Strategic Plan in an effort to continually improve the beekeeping industry in Nova Scotia.

- *If NSBA continues to have meetings with NSDA quarterly, and the Minister continues to be updated as a result of these meetings, the need to increase government awareness on bee health and biosecurity issues, as well as the need to build a relationship with NSDA can be removed from Actionable Strategies*
- *If Extension services continue to be offered to beekeepers at the level they are currently offered the need Strategic Goal of Extension: Facilitate the transfer of information to the Nova Scotia Honey Bee Industry can be removed from the Strategic Plan.*

GOAL 1 - BEE HEALTH –

ENSURE THE HEALTH OF THE NOVA SCOTIA HONEY BEE INDUSTRY

#	Priority	KEY OBJECTIVES	Proposed Timeline	Accountability
1	A+	To minimize the impact of bee health diseases and pest incursion in Nova Scotia.		
		<u><i>Actionable Bee Health Strategies</i></u>		
	1	o Create a proactive risk management strategy to minimize the impact of a future incursion of bee health pests and diseases.	2022/24	Association/Gov't
	2	o Develop a long-term bee health strategy for the Nova Scotia Honey Bee Industry.	2024/26	Association
2	A+	To ensure that bee health extension support is available to beekeepers in Nova Scotia.		
		<u><i>Actionable Bee Health Strategies</i></u>		
	1	o Develop a strategic partnership between NSBA and NSVMA to ensure that veterinarian services are available in every county and support is available to the industry.	2021/22	Association/Gov't
	2	o Ensure continuation of ATTTA beyond March 2023 which is when the current funding comes to an end.	2021/22	Association/Gov't
3	A+	To increase awareness on critical industry bee health issues.		
		<u><i>Actionable Bee Health Strategies</i></u>		

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	1	o Revise strategic information received by new entrant keepers through the Provincial Apiculturist Officer to assist beekeepers in effectively manage the health of their honey bees so the industry can continue to provide pollination services, produce honey and grow their businesses.	2022 Ongoing	Association/ Extension
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	2	o Work to create an industry environment that fosters mentorship, communication and networking opportunities for the sharing of bee health information.	2021 Ongoing	Association/ Extension
	3	o Continue to keep the industry aware of new developments, treatments, technologies and innovations in regard to bee health and other topical industry production issues.	2021 Ongoing	ATTTA
	4	o Make recommendations to other sectors regarding the development of a healthy bee environment.	2022	Association/ Extension
4	A+	To advance the industry's knowledge and education on the management of bee health.		
		<u>Actionable Bee Health Strategies</u>		
	1	o Promote best management practices and integrated pest management programs to assist the industry in the monitoring, management and treatment of bee health problems.	2021 Ongoing	Association/ Extension
	2	o Explore online extension opportunities (livestreams, etc.) ATTTA	2021 Ongoing	ATTTA
	3	o Facilitate the engagement of bee health training programs for both established beekeepers and new entrants.	2021 Ongoing	Association/ Extension
	4	o Utilize semi-annual field days/annual mtgs/fall tech sessions to share new information and industry updates on bee health management.	2021 Ongoing	Association/ Extension
	5	o Ensure the Nova Scotia Beekeepers Association newsletter addresses bee health issues	2021 Ongoing	Association/ Extension

STRATEGIC GOAL 2 - ASSOCIATION –
A STRONG ASSOCIATION SUPPORTS THE FUTURE GROWTH OF THE NOVA SCOTIA HONEY BEE INDUSTRY

#	Priority	KEY OBJECTIVES	Time line	Accountability
1	A+	To look after the evolving needs of the Association and support the viable growth of the membership.		
		<u><i>Actionable Association Strategies</i></u>		
	1	o Upgrade website to be more user friendly and relevant (including create and compile a list of resources for beekeepers to add to the website)	2022/23	Association
	2	o Identify new methods/events for members to network, socialize and develop new mentor relationships.	2022/23	Association
	3	o Survey all beekeepers (members and non-members) for input and prioritization of memberships needs, wants and issues.	2021 Ongoing	Association
	4	o Create a social media presence	2021/22	Association
2	A+	To develop new financial strategies to support the ongoing operations and staffing requirements of the Association.		
		<u><i>Actionable Association Strategies</i></u>		
	1	o Explore and identify new methods and strategies to fund the operations of the Association and develop a new financial plan.	2021	Association
3	A+	To lead the industry towards best management practices, strong relationships with stakeholder groups		
		<u><i>Actionable Association Strategies</i></u>		
	1	o Assist in identification of industry research topics and presentation to appropriate researcher groups	2021/22	Extension Program
	2	o Partner in development of industry field days to share new technology	2021 Ongoing	Extension Program
	3	o Foster the development of a mentoring relationship between existing and new entrant beekeepers. (full-time, part-time, hobby)	2021 Ongoing	Association/ Extension

**NEW GOAL 3 – INDUSTRY DEVELOPMENT –
EXPAND AND PROMOTE THE DIVERSIFICATION OF OUR HONEY BEE INDUSTRY**

#	Priority	KEY OBJECTIVES	Time line	Accounta bility
1	A+	To develop strategies for the long-term sustainability of the honeybee industry		
		<u><i>Actionable Association Strategies</i></u>		
	1	o Investigate carrying capacity of the province	2022/24	Association
	2	o Develop resources for bee forage related material	2022	Association/ Extension
	3	o Develop marketing strategies for a Nova Scotia brand for hive products	2022/24	Association
2	A	To provide resources and focus on business development		
		<u><i>Actionable Association Strategies</i></u>		
	1	o Develop cost of production and business plan models to show feasibility breakeven points and economies of scale for beekeeping operations including pollination	2022/24	Association
	2	o Promote possibilities for a more diverse beekeeping operations and provide education materials to support that	2023/24	Association / Extension
3	B	To continue to encourage new entrants to join the honeybee industry		
		<u><i>Actionable Association Strategies</i></u>		
		o Promote the Honey Bee Industry as a career opportunity and encourage more and younger entrants to the industry.	2023 Ongoing	Association