

Service Nova Scotia and Municipal Relations

2004-2005 ACCOUNTABILITY REPORT

December 2005

Service Nova Scotia and Municipal Relations

2004- 2005 Accountability Report

Table of Contents

	Page
1. Accountability Statement	1
2. Message from the Minister	2
3. Introduction	3
4. Departmental Achievements - Priorities for 2004-05	5
5. Human Resources	15
6. Unplanned Activities	16
7. Year End Departmental Budget Summary	19
8. Departmental Performance Measures	20
Program Management and Corporate Services	21
Service Delivery	29
Registry and Information Management Services	32
Municipal Services	37
Alternative Program Delivery	43
Assessment Services	50
Human Resources	54
9. Appendix	56

1. ACCOUNTABILITY STATEMENT

The Accountability Report of the Department of Service Nova Scotia and Municipal Relations for the year ended March 31, 2005 is prepared pursuant to the *Provincial Finance Act* and government policy and guidelines. These authorities require the reporting of outcomes against this Department's Business Plan information for the fiscal year 2004-05. The reporting of Department outcomes necessarily includes estimates, judgments and opinions by Department management.

We acknowledge that this Accountability Report is the responsibility of Department management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Department Business Plans for the year.

Minister _____

Deputy Minister _____

2. MESSAGE FROM THE MINISTER

I am pleased to present the 2004-2005 Accountability Report for Service Nova Scotia and Municipal Relations. This report details the Department's efforts to achieve the priorities outlined in its 2004-05 business plan and the initiatives undertaken to address issues and opportunities which arose during the year.

In 2004-2005, Service Nova Scotia and Municipal Relations had several notable achievements, not the least of which include:

- providing a new online service to allow clients to pay motor vehicle fines over the internet;
- introducing the CAP assessment to help protect Nova Scotia property owners from sudden and dramatic increases in property values;
- The elimination of Business Occupancy Assessment Tax (Bill 191) was passed with all-party support in the House. The changes will result in a more equitable and understandable single-tier municipal tax system for Nova Scotia businesses. The elimination and phase-out legislation was the culmination of a co-operative effort between the Union of Nova Scotia Municipalities and the department. Stakeholder groups were involved and endorsed the general principal as well as the specifics of the legislation.
- delivering the assessment roll electronically to 42 municipal units; and
- providing a free on-line self-survey system to all municipalities and villages.

During the past year, our Department has worked towards improving the accessibility, quality and timeliness of government services while helping municipal governments to improve their communities.

Exit surveys at Access Centres and Registry of Motor Vehicle offices across the province in 2004-2005, indicated that overall customer satisfaction was slightly greater than 90 %.

Customers visiting any office in the province are served in less than ten minutes and calls are answered within twenty seconds 75% of the time.

With our Department's assistance, Nova Scotia municipalities are making strides in providing e-government services to their residents. The new land registration system which guarantees basic ownership rights and electronic integrated access to all land-related information is growing. To date, more than 29,300 parcels of land have been registered in the new land registration system.

We continue to work with the Union of Nova Scotia Municipalities to build a more productive relationship between these two levels of government. Through our Department, municipalities have received technology and expertise to help them better serve their communities. Our municipal indicators program offers mayors, wardens, councillors and citizens benchmarks by which to judge their municipality's financial health and quality of life.

Service Nova Scotia and Municipal Relations will continue to build on our past successes and carry out initiatives directed toward goal achievement.

3. INTRODUCTION

The Need for Accountability

It is important that a publicly funded organization be held accountable for the actions it states will be undertaken over a particular period of time. An accountability document informs taxpayers how their taxes are being spent, provides decision makers with updates about how well the organization's programs and services are operating and where adjustments may be required. It offers another tool for elected officials to judge whether the organization is headed in the direction that was intended. Accountability is also a powerful incentive to program managers to show progress in their respective program areas.

This Report provides an accounting of how well Service Nova Scotia and Municipal Relations (SNSMR) performed in fulfilling the strategic direction (mandate, mission and goals), as well as the specific initiatives (priorities) it identified for achievement in the 2004-05 SNSMR Business Plan. While it is not intended that these priorities encompass the full breadth of the programs and services offered by this Department on an ongoing basis, they do represent the major, new initiatives that SNSMR stated would be moved forward during the year. The Department's Mission and Strategic Goals for 2004-05 were as follows (a discussion of the Department's mandate can be found in the Introduction section of the 2004-05 SNSMR Business Plan beginning on page 4):

Mission

To provide Nova Scotians with seamless, easy access to numerous government services in a cost-effective manner while maintaining the interests of the public and municipalities.

Strategic Goals

1. Become more efficient and cost-effective.
2. Improve accessibility and quality of government services.
3. Partner with municipalities to promote effective local government and healthy and vibrant communities.
4. Develop staff to meet current and future Departmental needs and provide a motivating work environment.
5. Modernize the design of Departmental programs to support citizen-centred service models and to address emerging issues.

This Report is organized in the following manner: overview of the major achievements of the Department introduced and discussed in the context of the general mandate of the Department e.g. to improve service and assist municipalities; specific achievements under each priority item (highlighted in bold type) contained in the 2004-05 SNSMR Business Plan are provided.

Achievements made in one very important component of the Department's operations - its staff development - are then outlined in a subsequent Section. This specific area is given special attention because of its importance to the Department's future and due to its longer-term nature, as distinct from the priorities identified earlier which are typically achieved within a year or two. This discussion is followed with a financial summary of the Department's 2004-05 budget allocation, its actual spending and the reasons for any variances. A summary of the funded staff employed by the Department is also provided. The Performance Measurement section outlines the evolution of this craft in the Department and the measures are presented with the most recent data available (typically 2004-05 data). Appendix 1 provides a summary table of the performance measures demonstrating outcomes achieved compared to stated targets. Since 2004-05 was the target year for the achievement of measures identified in previous years, this section includes a discussion of performance against those targets.

Summary of Accomplishments

Since its inception in 2000, the Department has initiated many new services, program enhancements and technical advancements. These activities have resulted in satisfaction levels as expressed by our customers that are very high in absolute terms and based on past research compare quite favourably with other service providers in the public sector.

Many of the major initiatives of the Department have been implemented or are well underway. Progress, while evident, is no longer increasing in large increments but is now occurring in a methodical and steady manner. SNSMR made substantial strides during the year in each of its main mandate areas - service delivery, assisting municipalities and protecting the public. The Department is currently evaluating the progress it has made to date, planning where it wants to go with the next round of improvements and setting the stage to launch a number of new and exciting developments during the next year or so.

One of the key mandates of the Department is to provide easy and efficient access to high quality services offered by SNSMR on behalf of the government. The Department has once again scored very well in terms of providing satisfactory service to its customers in the core service areas in which staff interact with consumers such as the Call Centres and Access Nova Scotia locations. The Department was able to surpass its target of 90% in overall customer satisfaction in 2004-05.

As of March 31, 2005, the new land registration system was implemented province wide, thereby providing citizens with access to guaranteed property title. The new system was enhanced with the implementation of scanning so that land registration documents can now be viewed online. A total of 29,324 land parcels or slightly less than five per cent (4.9%) of the total number of land parcels located in Nova Scotia have now been converted to the new system. In Colchester County, the first county to implement the new system, the figure is 16.6%. It is expected that it will take up to fifteen years to convert all the land parcels in Nova Scotia.

Equally vital to the Department's mandate is the need to ensure that the Province's common interests with its 55 municipal units are promoted. A number of accomplishments were recorded in the past year in this area including progress on the performance indicators project for municipalities and facilitating more e-government by municipal governments with their

customers. In terms of municipal services and infrastructure, half of the province's 18 counties now have inclusive transportation programs in place.

In terms of consumer protection, amendments were made to the *Cemetery and Funeral Services Act* to give new powers to the Province to protect the interests of consumers when cemeteries or funeral homes are in default of their obligations under the *Act*. The amendments empower the Province to appoint an administrator where a commercial cemetery is abandoned by its operator and, under certain circumstances, to take control of trust funds relating to pre-purchased cemetery and funeral plans. The Department became a participant with other law enforcement agencies and regulators in an Atlantic Canada - U.S. Partnership Combatting Cross-Border Fraud and Deceptive Marketing. A new Mobile Home Park Advisory Committee was created to advise the Minister on the administration of mobile homes within the context of the *Residential Tenancies Act*. To assist young people to become familiar with their rights and responsibilities as tenants, a SmarTenant information sheet was developed and targeted specifically to university students.

It is also important to note that several accomplishments were made in addition to those items identified in the Business Plan. For example, the Department worked closely with 42 municipalities enabling them to electronically access assessment data for their own jurisdictions. A more detailed discussion of the 2004-05 achievements of the Department is provided below, organized by the core business and priorities that the Department stated it would undertake in its 2004-05 Business Plan.

4. DEPARTMENT ACHIEVEMENTS - PRIORITIES FOR 2004-05

Core Businesses

Joint Priorities (PMCS, RIMS, APD, and Service Delivery)

- **Automate many back office functions currently conducted manually, over the medium term. While the Department's customers can typically access most if not all of its services electronically, much of the back office work is still conducted manually. This initiative includes eliminating much of the paper involved in the processing, solving privacy and authenticity issues and automating mail-outs. During the upcoming year this project will be further developed to determine where the barriers currently lie and to identify the opportunities for automation. This initiative will not only make processing faster but in the long term it will also reduce expenditures.**

Applications received through the Vital Statistics website were presented in the form of an e-mail which had to be opened and data entered into the information management systems. System enhancements implemented in December 2004 allow an upload of the information into the Vital Statistics technology system. The results of this enhancement have been measured to save ten hours of data entry effort per week. As the number of applications received via the Internet increases, the efficiencies achieved will be greater.

Vital Statistics worked with the Department of Health to implement electronic birth registrations

directly from hospitals. Seven of the provincial hospitals now file the birth registrations electronically and the data is uploaded into the database. This allows for more timely receipt of birth certificates and ensures full coverage of hospital births. The results of this project have been measured to save three hours of data entry effort per week.

The Nova Scotia Business Registry (NSBR) Development Team implemented back office enhancements in the Business Registration Unit (BRU) that allow for batch printing of licences, permits, registrations and certifications (LPRCs). Renewal identification numbers and bar codes have been developed for a number of LPRCs. This facilitates the renewal process from the perspective of both the client and the BRU. A bar code reader is used to input the data into the NSBR technology system. Development work was completed this year that allows the applications for three permits received via the Internet (NSBR) to feed into the NSBR technology system instead of sending an e-mail which required opening and data entry by the clerks. Now that the pilot project has been deemed successful, this same functionality is being explored for more LPRCs processed through the NSBR technology system.

Within the land registration system, system changes were designed to implement electronic submissions and payments for a large number of registry documents. The electronic processes will be implemented in 2005-06 and are expected to provide significant savings in the back and front office with a reduction in tasks related to data entry, document processing, quality control, financial reconciliation, and mail processing.

- **Prioritize technology investments to closely align them with business goals and objectives and address specific business priorities. SNSMR currently uses a complex mix of old and new technical environments to deliver services to its clients. The Enterprise Architecture Project was initiated to document current business functions and the data, applications and technology used to develop a long range conceptual view of how those services may be delivered in the future and how to move from the current to the future environment. This Project will continue to prioritize these initiatives and implement them when ready, during the upcoming year.**

Departmental priorities have emphasized the improvement to delivery of government services through expansion of on-line services, and improved efficiencies through the automation of many back-office functions which are now performed manually. The challenge for the Enterprise Architecture Project was to develop architectural views which would guide developments to meet the immediate needs of the Department and also serve as a blueprint to meet longer term strategies.

To achieve the efficiencies of an on-line self-service business model, information collected and maintained by the Department must be directly exposed to external client access. The uptake by citizens and businesses of these on-line services will depend to a large extent on user confidence in the ability of the Department to protect the privacy of the information it maintains. It is generally recognized that risk of fraudulent or malicious activity can be mitigated if the real-world identity of the client can be established to an appropriate level of confidence and that the client is authorized to perform those transactions. To that end, the Architecture Group developed an Authentication/Trust-Level Framework that provides an assessment of the sensitivity of a

particular on-line service transaction and defines the strength of authentication required to protect its confidentiality. In concert with that activity, an E-Services Target Security Architecture was developed which defines a central security gateway that authenticates and authorizes clients to access on-line services. The cost of deploying on-line services would be reduced by avoiding duplication of security technologies for each transaction. Complex transactions with a higher degree of integration with citizens, stakeholders and partners would be possible. The E-Services Target Security Architecture also provides a technology blueprint for stronger authentication methods.

Previous architecture initiatives had identified issues with the current business system technology baselines. Highlights of those issues included difficulties with data sharing, duplication of business functions across multiple lines of business, areas of business processing that are not fully automated, and the difficulties in implementing new solutions efficiently. Conceptual target data, application, and technology architectures were developed to address those issues, and a series of best practices was produced to guide the Department for future implementations. Those architectures provided direction for Departmental development efforts including Point-of-Sale, International Fuel Tax, Collision Information Management System, and the Mainframe Modernization Project (Registry of Motor Vehicles and Vital Statistics). These projects were initiated in 2004-05 and are ongoing.

- **The Department relies on a variety of arrangements with the private sector to deliver its programs and services. As part of its ongoing management of these contract arrangements, the Department will explore opportunities to ensure the most efficient and cost-effective approaches are applied to deliver its programs and services.**

The mandate of Geographic Information Services involves the transfer of the bulk of "production work" for the maintenance of primary geographic databases to the private sector to assist in building a strong geomatics community. For 2004-05, approximately \$2.6 million in contracts were awarded to maintain the Nova Scotia Topographic Database, the Nova Scotia Civic Address File and for the development of a variety of geographic products/services, including the development of a "gateway to geographic information for Nova Scotia" known as the GeoNOVA Portal (geonova.ca).

A number of contracts with Unisys for support and development services for the NSBR and e-services were renegotiated. This allowed the Department to consolidate these contracts into one contract and to bring some of the service provision back into the Department at a cost savings of more than \$1 million.

The Service Delivery division, working with the Registrar of Motor Vehicles, made significant progress during the last half of the fiscal year in enhancing security processes for the NS Driver's Licence and ID Card. In 2004-05 the Department extended its contractual relationship with Digimarc ID systems until June 2009, in exchange for several enhancements, including:

- new, more durable card stock;
- enhanced overt and covert security features;
- increased photo storage capacity; and

- card layout more in line with the America Association of Motor Vehicle Administrators (AAMVA) licence design

The AAMVA is a North America wide association of all those involved in Motor Vehicle registration and has representation from all jurisdictions in Canada and the United States.

In 2004-05, the Department agreed to work with the other three Atlantic Provinces to develop a joint Request for Proposals (RFP) for the next generation photo licensing system. Implementing a joint system within the four jurisdictions should result in cost savings over proceeding separately. The RFP is targeted to be completed by January 2006.

- **Continue to expand e-government services, approvals and payments across government. The Department has had some limited success in attracting e-government services and associated approvals and payments from across the Provincial Government. This effort will be expanded through several strategies in the upcoming year. In addition, the Department will enhance one-stop shopping services offered through the NSBR using newly negotiated agreements with other levels of government to make access as convenient for the customer as possible.**

During the 2004-05 fiscal year, six new licenses, permits, registrations and/or certificates (LPRCs) became available through the NSBR. The additions include Fixed Roof Accommodation Licences and Campground Licences from Tourism, Culture and Heritage and Farm Registration Licences from Agriculture and Fisheries

A Tender Opportunities Notification System, which allows businesses in Nova Scotia to receive e-mail notifications of the tenders posted by the provincial government, became available in 2004-05 through the NSBR.

Alternative Program Delivery, Registry and Information Management Services and Service Delivery Divisions also made enhancements to existing public services delivered over the Divisions' infrastructure by streamlining processes, expanding service delivery channels and payment options. For example, the three Divisions partnered with the Department of Community Services to deliver the Property Tax Rebate Program for Seniors. As a result, Seniors can now drop off program applications at Access locations around the province.

A number of partnership proposals were developed and submitted to partner departments such as Hunter's Safety Card delivery (on behalf of Natural Resources) and Fisheries and Aquaculture Licencing delivery (on behalf of Agriculture and Fisheries).

Working in partnership with Economic Development and Education (Provincial Libraries), the e-Service Group successfully developed and implemented a new web information service, Government @Your Service. This new service was piloted within the Community Access program in three regions of the province (Sydney, Halifax and Western). Based on a life events model, for events such as "Losing Your Wallet"; "Having a Baby or Adopting"; "Starting or Operating a Business"; and "Finding Health Resources" this information website provides a wide range of links and service access to provincial, federal and municipal services. The feedback from the pilot sites about the service has been excellent to date and the service will be

more heavily promoted in 2005-06.

A similar partnership that resulted in the creation of a new web service for business clients is called "The Business Room". This project has developed regional-based business information sites, available through various public library websites throughout the province. The next step is to train the staff at the libraries to maintain their own business information on the website. A provincial view of The Business Room will be developed for common business information and service access. It is expected that the development of this provincial view of the regional Business Room sites will be completed by mid 2005-06.

The Department will continue to develop strategies, during the 2005-06 fiscal year, to attract additional e-government services.

- **Accelerate migration of land parcels to the new land registration system. The Department will be required to operate under the *Registry Act* and the *Land Registration Act* in parallel for the foreseeable future - one name based and the other parcel driven - until all those parcels that are currently name based have been migrated to the new parcel based system. In order to accelerate the migration of the parcels of land which remain under the names based system, a plan must be developed to encourage land owners, especially those with large land holdings to transfer their properties to the new system faster than they otherwise would based on current triggers. Options will be developed during 2004-05 to determine how this acceleration may occur. This initiative, if successful, will save the Department considerable funding in the longer term if it is able to terminate the name based system earlier than contemplated.**

During fiscal 2004-2005, research and investigation was conducted to determine the extent of voluntary mass migration work currently underway in Nova Scotia by large landholders. The final report summarizes the voluntary activities and makes recommendations on incentives that could be offered to encourage land owners to migrate to the new system. The report also recommends priorities that the government should set for migrating large land holdings. Voluntary migration is occurring around the province, at various rates. The Department continued to work with the Department of Natural Resources (DNR) on the conversion of crown lands and has agreed to conversion protocols with DNR. The Department amended the *Land Registration Act* to provide a comprehensive process for entering into agreements with large land holders regarding the migration of their lands into the new system. Under this new section, the Department entered into conversion Agreements with Neenah Paper Company of Canada (Kimberly-Clark) for the conversion of more than 2,000 parcels, and with Bragg Lumber Company Limited for the conversion of more than 250 parcels.

- **Make more of the services offered by the Department available on-line. Each item identified for future on-line service must go through various stages of evaluation, design and development before it can be implemented. Due to the volume of services and the limited resources that can be allocated to this process, only a few services per year can be enhanced. The projects slated for implementation in 2004-05 include the Geo Portal used to access geographic information held by governments, personalized vehicle plates and the lien check service for those purchasing personal**

property such as automobiles.

The GeoNOVA Portal (geonova.ca) was launched in June 2004 with the intention of being the "gateway to geographic information about Nova Scotia". The \$900K phase one GeoNOVA Portal development was undertaken in partnership/sponsorship with the National GeoConnections program and has been aligned with the National Canadian Geospatial Data Infrastructure, ensuring broad exposure of Nova Scotia's geographic data holdings and services to all levels of government and the general geomatics community. The first phase of the Portal development involved eight private sector companies in collaboration with seven public sector organizations to build a variety of geographic applications and services, including access to raw geographic data required by the general geomatics community. In total there were ten projects with the Federal government under this umbrella with the bulk of funds spent on data collection and related activities which are not Tangible Capital Assets.

Development work continues for a new online service to request and pay for personalized vehicle plates. It is expected that application development will continue through early 2005-06, with implementation of the service in mid year. This item was delayed in 2004-2005 as a result of the priority implementation of the personalized licence plates for motorcycles.

A preliminary requirements document was produced in 2004-05 for a service to support vehicle tax inquiries. This document will be reviewed by key stakeholders early in 2005-06 and a decision on whether to proceed with development of a customer service over the internet will be made.

The employee web portal, an enhanced on-line navigation system which allows employees to access information relevant to their work, has been rolled out within the Assessment Division. Based on learning and experience with this Division, a strategy of deploying the technology according to project-based needs was adopted. This seems to have improved the acceptance rate of the portal as it provides a more natural incentive to use the portal technology on a daily basis. Since March 2005, all employees within the Department could access the employee portal as an anonymous user and they could request a password if they want a more personalized experience.

Work to implement personalized access to the employee portal for other Divisions in the Department has been proceeding. A functional area within the portal for the Project Management Office within the Information Management section of RIMS has been developed. Preliminary work for the Service Delivery Division has also begun. It is now expected that all departmental employees will have access to the employee portal by mid 2005-06.

Service Delivery has been working with Information Management to develop a mechanism to integrate some existing services in the Registry of Motor Vehicles area. The first priority is to integrate the Vehicle Permit Renewal service to allow for more complete validation of client information. This service continues to grow at a rate of approximately 30% to 40% annually. The integration with the Registry of Motor Vehicle system is expected to improve processing times and reduce effort for these transactions. It is anticipated that the integration capability will be implemented by the end of 2005.

In June 2004, Lien Check became available in Nova Scotia. Lien Check provides quick and easy

access to the Personal Property Registry System where financial interests in personal property are recorded. Lien Check uses a secure credit card transaction system to search loans against boats, cars, trailers, mobile homes, aircraft and outboard motors identified by their serial numbers and the province in which the property is located. This service is a joint initiative between four Atlantic provinces through Atlantic Canada On-Line.

Work to enhance the fine payment services available over the internet was conducted in 2004-05 for roll-out in 2005-06. These enhancements will permit more flexible payment options. Also, work on a pilot project began that will introduce fine payment services for two sites at the municipal level. This work should be completed by mid 2005-06.

Using a new content management system, the e-Service group has implemented content management capabilities for key areas in the Department such as the Registry 2000 Project, thus allowing more efficient and timely access to updating the extensive information available from those areas of the Department's website. Further implementations for other areas of the Department's website are contemplated for 2005-06.

An analysis of transaction volumes within several model municipalities was undertaken by Unisys with the direction of the Municipal e-Government Joint Venture Committee. The objective of this analysis was to identify the level of opportunity for common electronic transactions within the municipal sector. As a result of this analysis, which was presented to the committee, it was concluded that there were insufficient transaction volumes to warrant a generalized approach to municipal electronic payment capabilities.

As a result of the above analysis, two municipalities (CBRM and Wolfville) were identified as having an interest and a requirement for the ability to accept parking ticket and fine payments over the internet. With the support of Municipal Services, the Department is moving forward with enhancements to the existing fine payment service operated by the province to add capabilities for these two municipalities on a pilot basis. This pilot is expected to be in place by mid 2005-06.

The e-Services Group has performed some initial investigation on knowledge management and communication tools which could assist in further moving the Department toward a total electronic customer orientation. These tools include an internet chat and e-mail management solution which may be piloted within the Department.

- **Modernize the *Companies Act*. Several steps must be taken to ensure that the modernization is thorough and correct including a study of the current legislation, preparation of a discussion paper with proposed amendments, stakeholder review of the proposals and then technical modifications to the registration process to facilitate the required amendments to the legislation.**

The contract for a discussion paper on *Companies Act* review was awarded to the law firm Cox Hanson O'Reilly Matheson. Prioritization of research issues by the steering committee and work on the project by Cox Hanson commenced in July, 2004.

Due to the complexity of the issues involved and the detailed research required, the preparation

of the discussion paper took longer than was originally estimated. The draft of the discussion paper and a summary of key recommendations were completed in early March 2005. These materials were presented to the SNSMR/Bar Liaison Committee and approved by the project's steering committee. Public consultation on the final draft of the discussion paper that were scheduled to take place in September and October, 2005 have been moved to early 2006.

Municipal Services

- **Initiate joint ventures with municipalities with the aim of enhancing the provision of e-government mechanisms to access government services. These joint ventures are leveraged by accessing provincial investments for use by the municipalities. In the up-coming year, the Department will work with a municipal committee to develop innovative means by which provincial funding can be accessed by the municipalities, enhance relationships with the appropriate municipal officials to implement this initiative and identify opportunities for joint ventures. A report with recommendations for proceeding with this initiative will be completed in 2004-05.**

The Division has been working to initiate joint ventures with municipalities with the aim of enhancing the provision of e-government mechanisms to access government services.

In 2004-05 the projects included the completion of the Best Practices Guide of E-Council and a checklist on how to develop an e-council for any size municipality (this is available in the Local Government Resource Handbook and is downloadable on the SNSMR website); the municipal website template Phase II was near completion; the on-line parking ticket program for the Town of Wolfville and Cape Breton Regional Municipality (CBRM) was near completion; an on-line survey program and Google Search engine was provided free in 2004-05 for all municipalities.

- **Conduct, in consultation with the Union of Nova Scotia Municipalities (UNSM), a cost benefit analysis to determine the potential of using provincial/municipal tax exempt bonds as a means of raising capital for future municipal infrastructure improvements.**

A thorough analysis and consultation with the Union of Nova Scotia Municipalities was conducted regarding a cost benefit analysis to determine the potential of using provincial/municipal tax exempt bonds as a means of raising capital for future municipal infrastructure improvements. Analysis indicates that traditional financing mechanisms are most effective at raising capital.

- **Explore an information management system for use by municipalities to better manage their own infrastructure needs.**

The Department carried out lengthy discussions in 2004-05 with Geo Nova to explore opportunities for collaboration on this initiative with the particular emphasis on avoiding duplication of effort. In addition, sources of Federal funds available to Geo Nova were evaluated for their potential to be included in this initiative. During the process other jurisdictions were consulted as to what their approach has been. There was no final resolution of

the issue, no RFP was issued in 2004-05 and no funds were secured in 2004-05.

- **Evaluate various municipal grant programs offered by the Department to determine whether these programs are meeting the intended objectives.**

An analysis of the Equalization Program and the Community Transportation Assistance Program (CTAP), Accessible Transportation Assistance Program (ATAP) was conducted in 2004-05. The analysis of the Equalization Program will be used to review and evaluate the recommendations provided in the Fair and Equitable Funding Report from the Union of Nova Scotia Municipalities (UNSM). The analysis of the CTAP/ATAP programs provides a basis for adjustments made to these programs in subsequent years. There has been an ongoing analysis of all grants and contributions programs to ensure appropriate oversight and effectiveness.

- **Urge the federal government to partner with the Province and its municipalities on a new multi-year infrastructure program. This initiative would be structured in a similar manner to the Canada - Nova Scotia Infrastructure Agreement with cost sharing for the program from all three levels of government. Part of the new agreement would include financial assistance for recreational facilities, green ways and hiking and biking trails.**

The Department has successfully negotiated a draft Canada/Nova Scotia Agreement on the transfer of Federal Gas Tax revenues under the new deal for cities and communities. This agreement will see \$145 million flow to municipalities over the next five years for sustainable infrastructure. The Department is also concluding successful negotiations for a \$111million, five year Municipal Infrastructure (MRIF) program with a major focus on green infrastructure (water, waste water, and solid waste).

- **Continue to fund rural transportation programs to improve access for seniors, persons with disabilities and disadvantaged Nova Scotians, particularly the Community Transportation Assistance Program (CTAP), Accessible Transportation Assistance Program (ATAP), and Motor Vehicle licence plate and registration fee reimbursement program.**

Funding and assistance to community-based transportation organizations to encourage the development and growth of sustainable transportation in Nova Scotia was provided. CTAP provided funding to eight accessible transportation services covering nine counties in Nova Scotia. New services were developed in the Municipalities of East Hants and Digby. A formal Program Review was completed and recommendations were made to improve CTAP and ATAP. Municipal Services also provided grants through the Canada Nova Scotia Infrastructure Program (CNSIP) and the Provincial Capital Assistance Program (PCAP) for water treatment and distribution projects to support the new Provincial Municipal Drinking Water standards.

- **Increase awareness of the municipal drinking water supply protection program, provide advice and assistance related to planning for water supply areas and support the implementation of the Provincial Drinking Water Strategy.**

The Municipal Services Division continued its work related to the protection of municipal drinking water supplies in three main ways: supporting the Nova Scotia Department of Environment and Labour (NSDEL) in implementing "A Drinking Water Strategy for Nova Scotia"; providing financial assistance under the Municipal Drinking Water Supply Planning Assistance Program (MDWSPAP); and providing advice and reviewing documents related to the implementation of the Statement of Provincial Interest Regarding Drinking Water. The first two items are highlighted below.

In the fiscal year 2004-05 SNSMR's efforts in support of the Drinking Water Strategy were primarily through participation on the inter-departmental drinking water management committee and its associated committees, such as the nutrient management sub-committee, which completed its work during the year.

Now completing its fourth year, the MDWSPAP continued to provide financial assistance to municipalities and villages for the preparation of Municipal Planning Strategies (MPS) and Land Use By-laws (LUB) and related documents which assist in protecting water supply watersheds. During the 2004-05 fiscal year this financial assistance program was promoted in a number of ways. Principal among these was in conjunction with the release by NSDEL of the set of documents entitled, "Developing a Municipal Source Water Protection Plan: A Guide for Water Utilities and Municipalities". These documents were sent to every municipality in the province and the material that accompanied this both reminded municipalities of the guidance documents prepared by SNSMR designed to assist in the preparation of MPS and LUBs and of the funding available under the MDWSPAP. The MDWSPAP program was also promoted with the municipal planning directors at their meetings during the year as well as through an e-mail list serve to them. Since its inception, approximately twenty municipal and village projects have accessed close to \$196,000 worth of funding under the MDWSPAP.

Assessment Services

- **Protect homeowners from sudden and dramatic increases in property assessments by working with the Union of Nova Scotia Municipalities (UNSM) to establish a limit on yearly increases in cases where there has been little or no physical change to the property.**

In May 2004, the Government of Nova Scotia passed Bill 40, an amendment to the *Assessment Act*. The intention of this legislation was to help protect Nova Scotia property owners from sudden and dramatic increases in property values. The amended legislation allows for a limit on the annual increase in taxable assessment of certain residential and resources properties so long as those properties continue to be owned by the same person, or certain close relatives and certain businesses. The limit or "cap" is set once a year by the Governor-in-Council.

The CAP Assessment Program is the result of this legislation and began with the 2005 taxation year. New business processes and technological applications were developed in order to

determine eligibility and calculate capped assessments for eligible properties. Approximately 32,000 CAP applications were received for 2005; of these, approximately 28,000 properties qualified for a capped assessment.

Upon completion of the 2005 CAP application cycle, the program was evaluated and amendments made to the regulations to include owner-occupied condominiums starting in 2006.

5. HUMAN RESOURCES

- **Establish development plans as part of performance management plans for all staff. This development plan will include a number of facets such as a skills inventory, an assessment of the skills needed by the Department to meet future operational requirements, individual training requirements and individual development plans to meet the requirements.**

The Departmental plan for all staff commenced early in the 2004-05 fiscal year. The Senior Management Team committed to ensure that all employees (Management Classification and Pay Plan (MCP), Administrative Support, non-union (AS) and Bargaining Unit (BU)) would have a performance appraisal done during 2005-06 and that a development plan would be part of that process. Some were completed during the MCP Pay for Performance cycle; others, depending on reporting numbers, will be completed on their anniversary date. The Human Resources CSU provided a simplified bargaining unit performance appraisal template to support this initiative.

As of May 2005, development plans were in place for 99% of MCP employees. This initiative will be rolled out to the AS and BU categories in 2005-06.

- **Create a succession management plan for the Department. Key positions will be identified as well as upcoming retirements. Using the skills inventory and needs analysis outlined in the priority above, competencies required in the key positions and the availability of these competencies in current staff will be assessed. At least two successors to each key position will be identified, development plans for these potential successors will be created and strategies for the appropriate knowledge transfer will be established. These tasks will be completed in the upcoming fiscal year.**

Human Resources provided all Senior Management with the Framework for Succession Management. Assessment Division created their matrix and used a modified version of that framework in 2004-05. As well, all Divisions were provided with potential retirement dates for their staff in 2004-05.

The Service Delivery Division has also conducted performance reviews on most of its BU staff (the first fundamental step in preparing for Succession Planning); all Divisions were encouraged to consider replacement options for their retiring MCP staff as part of the Performance Management cycle in 2004-05 and to use the templates provided by HR. By the end of fiscal 2004-05 most Divisions had begun the evaluation of their MCP positions as a first step toward developing succession planning strategies.

A pilot project has begun in Assessment Services. They have developed a management plan that encompasses the elements referenced in the initiative above.

As well, the Human Resources unit will submit a Project Charter under the Leadership Continuity Program (LCP). The unit is confident that it will receive approval to engage a suitable candidate to head this initiative for the balance of the 2005-06 fiscal year. This LCP assignment will be dedicated solely to the SNSMR Succession Management initiative.

6. UNPLANNED ACTIVITIES

Low Income Fuel Assistance Program

Responding to the rising cost of home heating fuel during the fall of 2004, the government initiated the Low Income Fuel Assistance program (LIFA) known also as “Keep the Heat”. This program provided low income individuals and families with a one time rebate of up to \$200, with proof of purchase of home heating fuel (oil or propane). Additional assistance, directed at encouraging energy conservation to reduce costs, was available in the form of furnace cleaning vouchers, energy savings kits and in some cases repairs and/or replacement of furnaces.

SNSMR was responsible for delivering most aspects of this program, including receiving and processing applications for assistance, issuing the rebates and furnace vouchers and for overall program administration.

The program was very successful in providing relief from rising fuel costs for those in the most need. An enhanced program which builds upon lessons learned in 2004-05 is planned for 2005-06 as costs have again increased by more than 25%.

Assessment Services Business Plan for 2004-05

Assessment Services’ business plan for the 2004-05 fiscal year identified three strategic areas for achieving the Division’s long term goals of increased efficiency and effectiveness of the assessment roll, increased recognition as a leader in Canadian property assessment, and increased client confidence with our products and services.

These included:

- 1) **IT Strategy** - *an expansion of the division’s web based technology*
- 2) **HR Strategy** - *updating training programs and professional requirements for assessors, and developing a succession management program for key positions.*
- 3) **Game Plan for Agency Status** - *preparation and implementation of a plan for transitioning the division from government to agency status.*

All of these initiatives were substantially completed in 2004-05. There have been ongoing meetings with Treasury and Policy Board to discuss the implications of various aspects such as payroll, benefits and other administrative issues associated with the change in status.

Memorandums of Understanding (MOU) with Municipal Units

During 2004-05 Assessment Services entered into MOUs with 42 of the 55 municipal units in the province to allow them access to the Nova Scotia Assessment Database for Municipalities. This is a very comprehensive database and each municipality is able to only access assessment data for properties within their jurisdiction.

Escrow Agreement Nova Scotia Indian Fuel Tax Exemption (NSIFTE) Merchant Server System software.

With the end of the relationship between SNSMR and the original supplier of the fuel tax exemption system for status Indians it was necessary to enter into contract negotiations with the subcontractor and an escrow agent. The purpose of the contract was to secure access to the source materials (including the source code) for the Merchant Server System Software in case of insolvency or other conditions that may result in the subcontractor not being able to support the software.

Negotiations between the parties were successfully concluded in 2004-05 and the source materials were deposited with the Escrow Agent, the law firm McInnes Cooper.

Corporate Collections Strategy

The Corporate Collections Strategy included the drafting of legislative amendments and a corporate policy. In May 2004, amendments were made to the *Public Service Act* which gave the authority to SNSMR to collect debts on behalf of all government departments and governmental units. At the same time a Corporate Collection Policy was put into place.

Prior to 2004, the Province did not have a Corporate Collection Policy for the collection of outstanding accounts receivable. As a result, there were inconsistent methods and levels of effort by departments and governmental units in attempting to collect outstanding accounts. The development of a Corporate Collection Policy has provided a consistent approach and set of procedures to ensure accounts receivable are managed in an efficient and effective manner resulting in improved recovery rates.

Personalized Motorcycle Plates

During 2004-05 all the necessary work was completed for the new personalized motorcycle plates program. This allows motorists to submit their own slogan of two to six characters for a unique plate similar to the vanity plates available for automobiles. The program was officially launched in June 2005.

Business Occupancy Assessment Tax

Nova Scotia was the last jurisdiction in Canada to have a municipal Business Occupancy Assessment Tax. Given that this tax is difficult to collect and is seen as a form of red tape and duplication the Union of Nova Scotia Municipalities (UNSM) and the Province agreed to work jointly to get rid of the tax. In the summer of 2004, the UNSM and SNSMR held joint public

consultation sessions across the province to discuss means of eliminating BOAT. The sessions were open to municipalities, businesses, organizations and the public and had an overwhelming response.

In response to the comments and requests received at the consultation sessions, an economic impact study on the elimination of the BOAT was undertaken by an outside consultant and completed in January 2005.

Following the study, the UNSM and SNSMR drafted legislation to phase out the elimination of the tax and presented it to Government.

7. YEAR END DEPARTMENTAL BUDGET SUMMARY

	2003/04 Estimate (Per 2004/05 Estimates Book)	2003/04 Forecast (Per 2004/05 Estimates Book)	2004/05 Estimate (Per 2004/05 Estimates Book)	2004/05 Actual
	\$ Thousands	\$ Thousands	\$ Thousands	\$ Thousands
Total Program Expenses Gross (note 1)	\$129,543.0	\$124,597.0	\$132,114.0	\$138,228.0
Net Program Expenses - Net of Recoveries (note 2)	\$93,161.0	\$89,844.0	\$92,352.0	\$101,682.0
TCA Cash Flow (note 3)	\$750.0	\$750.0	\$1,304.5	\$1,880.4
Salaries & Benefits (note 4)	\$44,552.0	\$42,542.0	\$42,024.0	\$40,977.5
Funded Staff - Gross FTE's	933.4	870.7	885.2	829.8
Funded Staff - Net FTE's	772.4	712.1	722.8	677.8

Variance Explanations 2004/05 Estimate to 2004/05 Actuals

Note 1. Total Program Expenses - Gross

An increase of \$6.1 million is attributed to increases in Grants and Contributions:

- Heating Assistance Program \$7.8 million
- Provincial Capital Assistance Programs (PCAP) \$2.1 million

Offsetting these increases are decreases in the following expenditures:

- salaries and benefits of \$1 million (note 4)
- savings in employee related travel of \$.4 million
- decreases in IT hardware and maintenance costs of \$2.6 million which were anticipated but not incurred

Note 2. Net Program Expenses - Net of Recoveries

An increase in net expenses of \$9.3 million is due to the addition of the Home Heating Assistance Program (\$7.8 million), the transfer of land for the Halifax Harbour Solutions Project (\$1.6 million) and additional funding (net of recoveries) for the PCAP program (\$.6 million). Offsetting these increases are savings in general operating expenses and salary savings due to vacancies.

Note 3. TCA Cash Flow:

An increase of \$576 thousand is due to the addition of the Capped Assessment Model project offset by a forecast reduction in the Point Of Sale Project.

Note 4. Salaries & Benefits and FTEs:

Salary and FTE figures reflect a decrease of \$1 million due to vacancies across the department.

8. DEPARTMENT PERFORMANCE MEASURES

As with the achievements outlined in Section 4 of this document, SNSMR has made significant progress towards the targets it said it would achieve by 2004-05 in terms of its performance measures. These measures represent the quantitative progress that the Department has made towards its strategic goals.

As the Department and its resources continue to evolve, so too do the performance measures that the Department uses to quantify its progress for each goal. These measures will no doubt continue to be refined until the right balance between resources and service delivery is achieved.

The performance measures that were identified in the 2004-05 Business Plan have of necessity and through practical experience, changed somewhat for use in the 2005-06 Business Plan, and will no doubt be further refined in future years. The revisions that have been made in the current set of measures underwent less changes than has occurred in previous years. It is anticipated that as the Department's expertise in this area is increased, the number of necessary revisions will diminish.

The presentation that follows provides the performance measures identified in the 2005-06 SNSMR Business Plan. It has been determined that it would be more useful to present data for these new measures rather than the 2004-05 measures, some of which have been revised or discontinued. A narrative provides the reason for selecting the particular measure, what the measure tells us, the most recent data available and whether the Department achieved the target it set for each measure in previous years. These measures may change again, but it is anticipated that any changes will be kept to a minimum.

Program Management and Corporate Services

Ratio of non-adjudicated to adjudicated cases in residential tenancies

The Residential Tenancies Program serves to define, communicate and enforce the rights of landlords and tenants in Nova Scotia. Two primary components of the program are the call centre which answers 50,000 tenancy inquiries each year, and a dispute resolution service where Residential Tenancy Officers mediate and adjudicate disputes between landlords and tenants. Mediation of disputes is emerging as a program priority, in response to evidence that client satisfaction is higher when outcomes are mediated rather than adjudicated. This measure supports the Department's goal of providing effective and efficient delivery of government programs and services to clients.

What does the measure tell us?

Landlords and tenants who cannot resolve their own disputes apply for mediation and/or adjudication of their conflict. Ideally, disputes are resolved with the least possible amount of intervention by program staff. Non-adjudicated resolutions are those that involve mediation or where an application is withdrawn due to an unmediated agreement or a clearer understanding of rights and responsibilities. Non-adjudicated resolution solutions can be more creative and can be in place before the scheduled hearing date even arrives. The ratio of non-adjudicated to adjudicated resolutions is an important indicator of how effectively the residential tenancies program diverts appropriate disputes to low intervention resolutions.

Reporting on 2004-05 targets

In 2003-04, the first year for which this data was collected, there were 4,531 dispute resolution applications filed under the residential tenancies program. Of these, 2,253 cases were classified as non-adjudicated because they were either mediated or withdrawn. An order resulting from an adjudication hearing was issued in the other 2,278 cases. Thus the ratio of non-adjudicated to adjudicated cases was 1:0.98 in 2003-04.

In 2004-05, the total number of dispute resolution applications filed decreased by 20% to 3,605. Of these, 1,710 cases were considered non-adjudicated and 1,895 resulted in an adjudication hearing. The ratio of non-adjudicated to adjudicated cases was 1:0.90 in 2004-05

Although the target of achieving a 1 to 1 ratio of non-adjudicated versus adjudicated outcomes has not been reached, the results are not disappointing. Significant improvements were made in the 2004-05 fiscal year in a number of areas, including the accuracy of data collection and case management.

Where do we want to be in the future?

2004-05 was only the second year for which these data were available, and thus management is still establishing a baseline for future years. At least three years of data are necessary to establish a realistic (average) baseline. The data collected in 2002-03 were based on a different data collection system and are therefore not suitable for comparison. Being able to set realistic goals for improving the non-adjudicated to adjudicated ratio will require gaining a clearer understanding of what motivates tenants and landlords to mediate versus litigate. A thorough analysis of the factors that contribute to each type of outcome will be necessary to predict how many disputes can be diverted towards non-adjudicated outcomes. Although multi-year data will

be necessary before solid conclusions can be drawn, analysis will be on-going. A residential tenancies quality assurance pilot project in 2005-06 will examine adjudicated versus non-adjudicated outcomes.

Violations by Regulated Businesses as a Percentage of Inspections Conducted

The Audit and Enforcement unit assigns staff to promote compliance by businesses operating in industries regulated by the Department. Industries include direct sellers, providers of funeral and cemetery services, lenders, mortgage brokers and lenders, collection agencies and consumer reporting agencies. The risks to consumers in each of these industries warrant regulation. Compliance activity may take the form of an investigation of a complaint or irregularity in a required filing by a business, or of a routine inspection. This measure supports the Department's goal of effective and efficient policy development, enforcement and program management in programs and services related to consumer protection, driver safety, taxation and business practices offered by the Department.

What does the measure tell us?

This measure indicates how many inspections or investigations result in compliance actions as a result of violations of the regulations applying to regulated industries. Compliance actions include prosecutions, cancellations or suspensions of licence, permit or registration, issuance of a letter of warning or reprimand, or requests for an assurance of voluntary compliance.

Reporting on 2004-05 targets

This measure was incorrectly recorded in the 2004-05 Business Plan as 10% rather than as a 10% increase over previous levels. This has now been corrected in the table of measures at the end of this report. The baseline data for 2002-03 should read 62.5% rather than 10%.

In 2004-05 there were violations resulting in compliance action in 6 of 12 (50%) of inspections and investigations completed. This compares with a rate of 73% in 2003-04 and 62.5% in 2002-03. The decrease in the number of inspections/investigations in 2004-05 was the result of one major and very extensive investigation, that absorbed most of the resources available for the year.

A target percentage in the number of violations found as a percentage of inspections /investigations conducted was not established because the compliance program was only re-established in 2002-03. Additional resources are being allocated to the compliance area in 2005-06 and over time, the number of compliance actions is expected to continue to drop.

Where do we want to be in the future?

The number of inspections and investigations was very small for several years prior to 2002-03, as a result of a lack of compliance staff. Resources for compliance have increased and are being increased further. It is anticipated that the number of situations requiring compliance action will be high for the next several years, because of the previous lack of an enforcement presence. The number of compliance actions should drop subsequently as the realization grows that non-compliance is likely to be discovered and penalties imposed.

Number of Audits/Inspections Resulting in Unpaid Tax or Other Actions

The Audit and Enforcement section is responsible for administering and enforcing fuel, tobacco and corporate capital tax programs. Audits, inspections and investigations are used to identify unpaid taxes or result in compliance actions against a non-compliant consumer or taxpayer. Such actions can include criminal charges and prosecutions, letters of warning or reprimand, or suspension or cancellation of a permit or license. The audit and inspection program should target higher risk taxpayers and consumers as opposed to allocating resources on the audit/inspection of lower risk compliant taxpayers/consumers. This measure supports the Department's goal of effective and efficient policy development, enforcement and program management in programs and services related to consumer protection, driver safety, taxation and business practices offered by the Department.

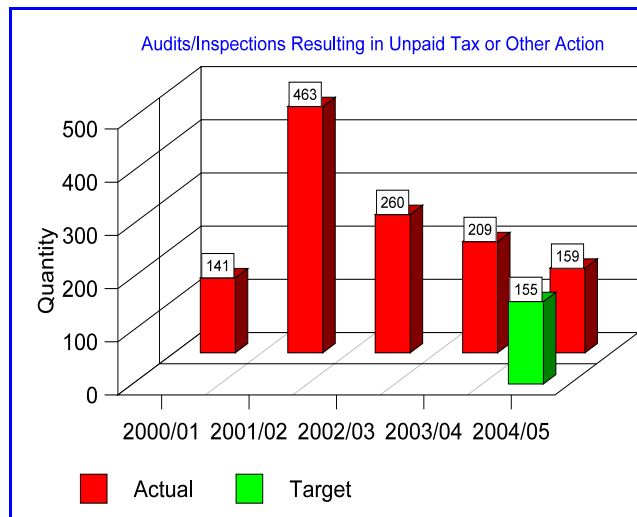
What does the measure tell us?

Increasing the number of audits/inspections resulting in unpaid tax or other actions is evidence that more non-compliant taxpayers have been identified.¹ This can be accomplished by increasing the number of audits, inspections and investigations conducted through more efficient deployment of resources. It can also be accomplished through better audit/inspection selection techniques.

Reporting on 2004-05 targets

In 2004/05 there were 159 audits/inspections or investigations that resulted in unpaid tax (70 tax assessments) or other actions (89 compliance actions).

The fluctuation in the numbers of assessments is directly related to the number and types of audits under taken. In years when several tobacco inventory audits were completed, the total numbers increased, but this meant less time to conduct routine audits. Additionally, in 2004/05 a major and extensive investigation in the business licensing/consumer protection area was conducted and it required over 3,200 audit hours.



1. Other actions is defined as tax assessments or compliance action such as criminal charges and prosecutions, letters of warning or reprimand, and suspension or cancellation of a permit/license.

Source: Service Nova Scotia and Municipal Relations Audit & Enforcement Section

The target for 2004-05 was to conduct 155 audits and inspections that resulted in compliance action, including assessments. The unit issued assessments or took other compliance action in 159 cases which was accomplished in spite of the fact that the equivalent time of two auditors for an entire year was assigned to the major investigation in the business licensing/consumer protection area. These two auditors would normally have been assigned to tax related audits.

Where do we want to go/be in the future?

One additional auditor has been cross-trained in the International Fuel Tax Agreement (IFTA) program and the next task is to cross-train an auditor in tobacco tax. Management is also closely monitoring tobacco tax revenues and activities to identify any illegal activity that may arise due to the tobacco tax increases over the past few years. In addition, more staff have been hired and will be hired in the future.

Actual Tobacco Revenues As A Percentage of Estimates

The Audit and Enforcement section is responsible for administering and enforcing fuel and tobacco tax programs. Audit and Enforcement undertakes a variety of administrative, audit, compliance and enforcement activities as well as monitoring to minimize the opportunity to establish illegal distribution networks in the Province. In part this is done in collaboration with other jurisdictions and law enforcement agencies. This measure supports the Department's goal of advancing the public interest by improving the programs it administers and the outcome of optimizing revenues to the Province.

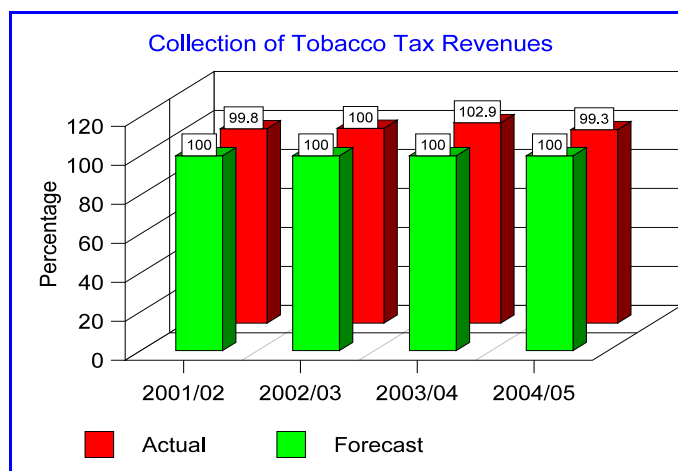
What does the measure tell us?

At the beginning of each fiscal year tobacco tax revenues are forecast by the Department of Finance. The Audit and Enforcement section is responsible to ensure these revenues are realized other than for adjustments related to consumption decreases. This measure determines the amount actually collected at the end of the fiscal year versus the forecast. Any variance other than legitimate changes in consumption would be an indication that smuggling or some type of tax evasion scheme is occurring.

Reporting on 2004-05 targets

In 2004/05 actual tobacco tax revenues were 99.3% of the forecast. Tobacco tax revenues collected were \$1.3 million less than the forecast of \$179.6 million. This represents a variance of 0.7% which is considered reasonable given the fluctuations that can occur in tax remittances on a month to month basis.

The target was to collect 100% of the forecast each year and over the past four years collections have exceeded the forecast in two years, while in the other two years, actual revenues were less than one percent below the forecast. Over the four year period actual revenues collected (\$591.2 million) exceeded the forecast (\$588.1 million) by 0.5%.



Where do we want to go/be in the future?

In 2005-06 the Department is estimating it will collect \$177.6 million in tobacco tax revenues. The target is to collect at least

100% of the forecast each year of the forecast period. In 2005-06 the forecast has been decreased from the actual amount collected in the previous year to reflect a decline in consumption.

Source: Service Nova Scotia and Municipal Relations Audit & Enforcement Section

Number of Business Licensing Inspections and Audits

The Audit and Enforcement section became responsible for enforcing various business licensing programs in 2001-02. Audits, inspections and investigations are used to identify non-compliant businesses so that appropriate compliance action may be taken. This measure supports the Department's goal of effective and efficient management of the Department's resources (financial, human, information technology, information).

What does the measure tell us?

The audit and inspection program should target higher risk businesses as opposed to allocating resources to the audit/inspection of lower risk compliant businesses. This can be accomplished by increasing the number of audits, inspections and investigations conducted, by assigning additional resources to this program, and through more efficient deployment of resources. It can also be accomplished through better audit/inspection selection techniques.

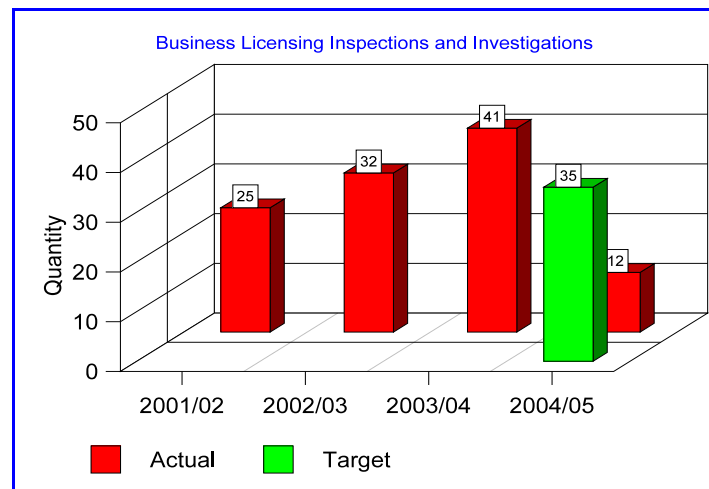
Reporting on 2004-05 targets

In 2004-05 there were twelve inspections or investigations that resulted in six compliance actions. The main reason for the decreased number of inspections and compliance actions relates to one major and extensive investigation that required in excess of 3,200 audit hours to conduct.

The target was set at 35 inspections/audits per year by 2004-05. This target was met in 2003-04 and met on a pro-rated basis in 2004-05. By this it is meant that since only 40% of resources were available to conduct audits/inspections and approximately 40% of the target number were completed, the target was achieved on a pro-rated basis.

Where do we want to go/be in the future?

Funding approval was given in 2005-06 to hire three more staff resources to conduct inspections, audits and investigations in the business licensing area. The goal, once full staffing is achieved, is to conduct approximately 170 inspections, audits and investigations annually. An audit/inspection manual was developed and is currently under review. This manual will facilitate the training of staff hired to fill the new positions.



Source: Service Nova Scotia and Municipal Relations Audit & Enforcement Section

Debt Collection Revenues

The Collections unit traditionally provided debt collection services for the Provincial Tax Commission. Since the windup of the former Health Services Tax, the unit has developed and administered nine collection programs for seven other departments. The Collection unit has the ability to act as the collection agent for departments that do not possess the expertise or resources to collect outstanding debts. This measure supports the Department's goal of advancing the public interest by improving the programs it administers and the outcome of optimizing revenues to the Department and the Province.

What does the measure tell us?

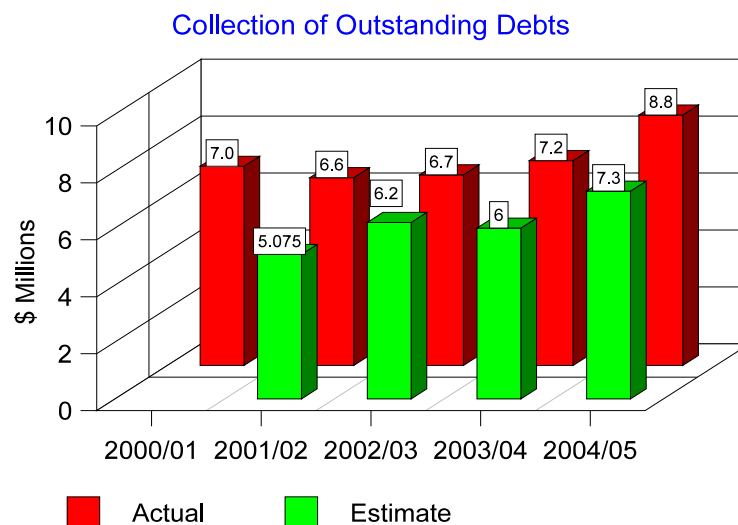
At the beginning of each fiscal year the Collections unit forecasts how much of the outstanding accounts receivable (debt) it will collect on based upon all the outstanding debt that has been assigned to the Department. This measure determines the amount actually collected at the end of the fiscal year versus the estimate.

Reporting on 2004-05 targets

In 2004-05 the unit collected \$8.8 million on outstanding debts of \$51.5 million as at March 31, 2004 versus an estimate of \$7.3 million. Thus the Collections unit exceeded the estimate by \$1.6 million or just over 20%. The target was to collect 100% of the estimate each year and over the past five years the unit has exceeded the estimate in each year. Over the five year period actual debts collected (\$29.3 million) exceeded the estimate (\$24.6 million) by 19%.

Where do we want to go/be in the future?

In 2005-06 the Department is estimating it will collect \$9 million on outstanding debts of \$61 million as at March 31, 2005. The target is to collect at least 100% of the estimate each year of the estimate period. A corporate collection policy was passed into legislation this year. Through 2005-06, the unit plans to attract additional departments/ programs to utilize their collection services. With an increase in the number of programs utilizing the collection services, this will lead to greater recoveries across government.



Source: SNSMR Collections Unit

Service Delivery

Customer Satisfaction/Timeliness of Service

Service Delivery is a core business area of Service Nova Scotia and Municipal Relations. One of the Department's strategic goals is to improve the accessibility and quality of government services. In order to meet the Department's goal, the Service Delivery Division has made it a priority to deploy staff appropriately to meet demand and maintain service levels. It is also a priority to measure and respond to customer satisfaction. Maintaining a pulse on customers' expectations and experiences with the delivery of government services provides the Department with valuable information as to where best to focus attention to continually improve the delivery of services.

What does the measure tell us?

Two measures of customer satisfaction have been selected from customer satisfaction surveys conducted over the past three years. In 2001-02, the survey was conducted by an external organization throughout the year, by visiting various service centres and interviewing customers upon completion of their business. During the past three fiscal years, the survey has been conducted internally. One of the measures selected was timeliness of services. To reflect the importance of this measure across different service channels, the measure has been divided into two service level objectives, one for in-person service and the other for telephone services. The measure for timeliness of service for the Department's in-person centres has been selected to be the percent of customers who reach the service counter within ten minutes of entering. The measure for timeliness in the Department's Call Centre is the percent of phone calls answered within twenty seconds. The measure for timeliness for driver examination services has been selected to be the percentage of appointments booked within five weeks of the request. The measure of timeliness for residential tenancy services was selected to be percentage of hearings booked within four weeks of the request. The other measure selected from the survey was general / overall customer satisfaction with the Department's services.

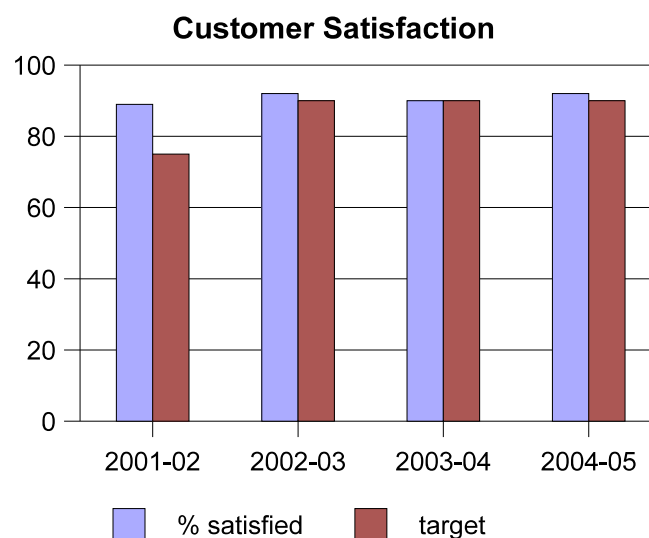
Reporting on 2004-05 targets

It was the Department's objective to achieve a 75% incidence of overall customer satisfaction in 2001-02.

The target was raised to 90% due to the success realized during the previous year. During the 2004-05 fiscal year, the Department was able to exceed the overall customer satisfaction target of 90%. The Department was able to nearly meet its target of answering 80% of phone calls, in the Call Centre, within twenty seconds, with an overall grade of service of 75%.

The Department experienced a

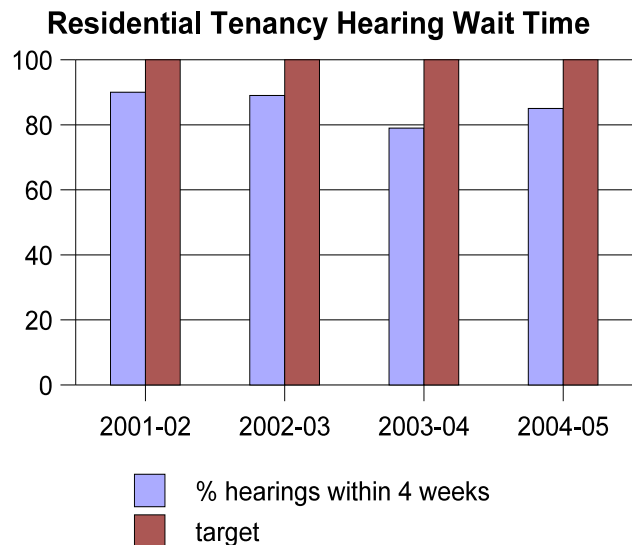
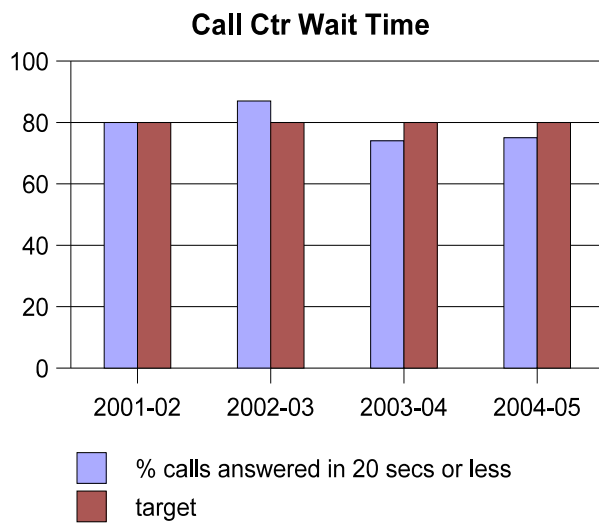
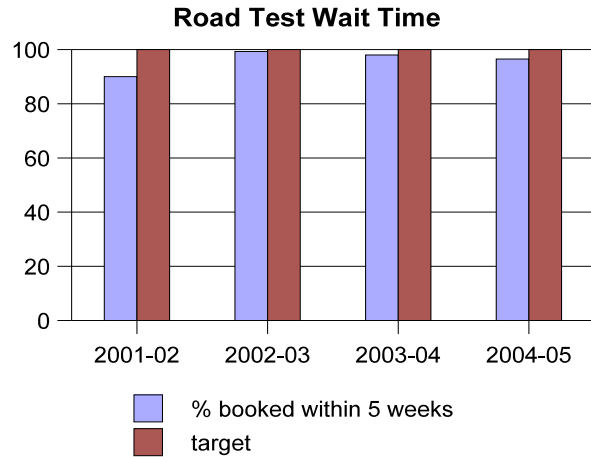
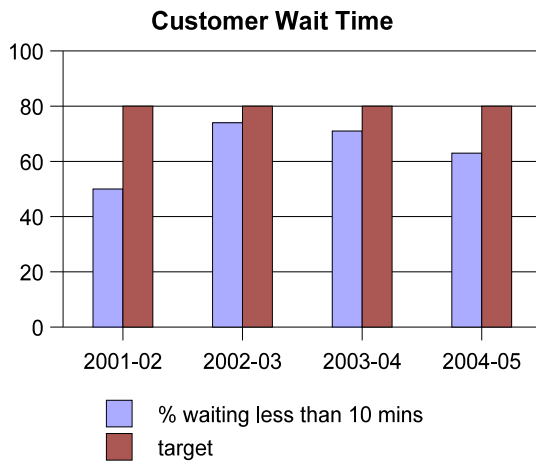
slight decline in the in-person



service level achievement, slipping to 63% of customers served within ten minutes for the year. This was largely due to significant staff shortages which resulted in longer wait times. The Department also demonstrated strength in meeting the road test measure of 100% of appointments booked within 5 weeks, during the fiscal year. The actual grade of service was 96.5%. The Department improved upon last year's achievement for residential tenancy hearings held within four weeks of the request, with an actual grade of service of 85%.

Where do we want to be in the future?

The Department wishes to maintain its service level targets for both in-person and telephone service channels, as well as driver examinations and residential tenancy hearings.



Number of electronic service offerings implemented annually

One of the Department's strategic goals is to improve accessibility and quality of government services. One facet of service delivery that the Department has been focusing on over the past few fiscal years is the expansion of online service offerings.

What do the measures tell us?

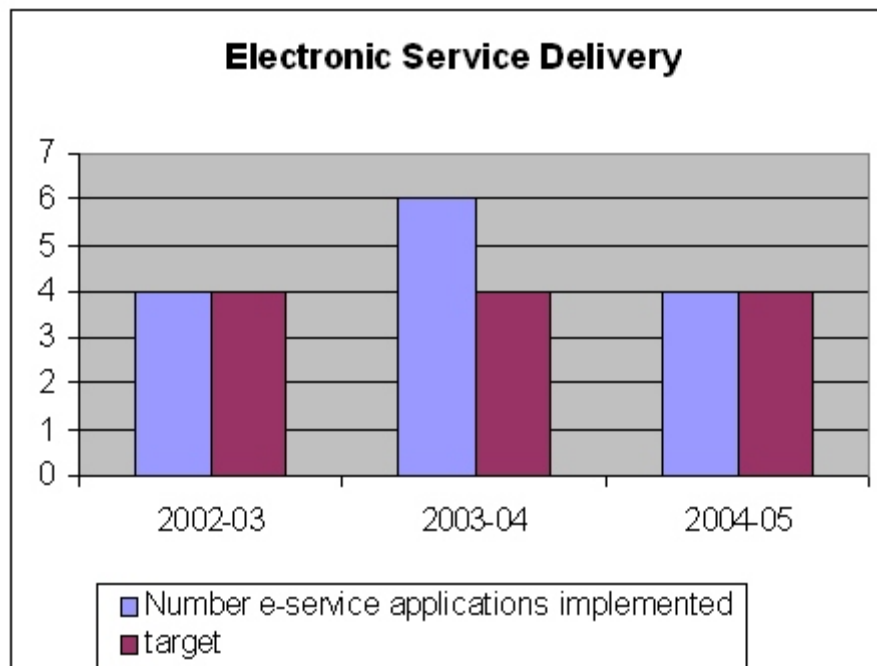
The measure indicates the number of electronic service offerings implemented annually.

Where are we now?

The Department demonstrated its commitment to and strength within the e-service channel during the 2004-05 fiscal year. This was evidenced by the successful implementation of four new electronic service offerings during the year, meeting the Department's target.

Where do we want to go / be in the future?

The Department wishes to continue to implement a total of four new electronic service applications annually.



Source: SNSMR

internal information

Registry and Information Management Services

The Nova Scotia Business Registry (NSBR) is focused on providing one stop access to government services for Nova Scotia businesses, and supports SNSMR's goal of providing streamlined access to quality, client centered government services that are second to none. It supports the Departmental outcome of improved electronic access to Departmental services.

What does the measure tell us?

This measure tells us how effectively the Department provides one stop access to provincial business licensing requirements. It is calculated by the number of businesses who can complete 100% of their business licencing requirements through the NSBR (based on business/industry type) divided by the number of businesses in the province (as registered with the Registry of Joint Stock Companies).

Reporting on 2004-05 targets

In 2001 the department prepared an "Expanded Licences, Permits, Registrations and Certifications (LPRC) Delivery Strategy" which anticipated that by March 31, 2005 80% of Nova Scotia businesses would be able to have their provincial licensing needs met through the NSBR. While more licences have been added to the NSBR and all of the licenses issued through SNSMR programs have been included in the NSBR, the goal of 80% government-wide has not been achieved. At the end of March 2005, approximately 33% of Nova Scotia businesses could meet 100% of their business licensing requirements through the NSBR. These were industries that required only Registry of Joint Stock Companies, Workers Compensation Board registration, Financial Institutions licensing, and/or fuel safety licences and permits in order to meet provincial licensing requirements.

During 2004-05, Fixed Roof and Campground licences from Tourism, Culture and Heritage and a Tender Opportunities Notification System for Nova Scotia companies looking to conduct business with government were added.

Where do we want to be in the future?

During 2004-05 the Department also spent considerable time reviewing the delivery strategy developed in 2001 and has identified enhancing service to business as a priority for the next ten years. Stakeholder consultation will be conducted in the new fiscal year to reassess the needs of the business sector.

New Land Registration System

The Registry 2000 project is implementing changes to improve service delivery and public protection associated with real property. The new land registration system was implemented in Colchester County in March 2003. The rest of the Northern Region, (Antigonish, Cumberland and Pictou Counties) followed in December 2003. The Western Region (Annapolis, Digby, Hants, and Kings Counties) were implemented in March 2004 followed by the Central Region (Halifax County) in December 2004. The remaining nine counties were rolled out in March 2005.

What does the measure tell us?

The measure demonstrates the number of land registration parcels in the new system divided by the total number of land parcels that exist in the province, expressed as a percentage.

Reporting on 2004-05 targets

As of March 31, 2005, the *Land Registration Act (LRA)* was implemented province-wide. The target of an 11% conversion rate by March 31, 2005 was based upon monthly property transaction statistics from 1999, and applying those numbers to the rollout schedule as originally contemplated. The conversion estimate of 11% was based on the original rollout schedule, which was considered to be too aggressive given a number of system modifications that were required following the initial pilot rollout and the extensive training needs of staff and stakeholders. This target has not been met.

	Implementation Date	LRA Parcels March 31/04	Total Parcels March 31/04	% Converted March 31/04
Annapolis	2004-03-02	1,652	20,923	7.9%
Antigonish	2003-12-02	1,328	13,873	9.6%
Cape Breton	2005-03-02	88	64,479	0.1%
Colchester	2003-03-25	5,628	33,951	16.6%
Cumberland	2003-12-02	2,894	32,210	9.0%
Digby	2004-03-02	1,292	25,246	5.1%
Guysborough	2005-03-02	4	13,941	0.0%
Halifax	2004-12-02	5,570	149,343	3.7%
Hants	2004-03-02	3,338	26,184	12.7%
Inverness	2005-03-02	22	21,155	0.1%
Kings	2004-03-02	4,206	34,804	12.1%
Lunenburg	2005-03-02	113	48,394	0.2%
Pictou	2003-12-02	3,070	32,066	9.6%
Queens	2005-03-02	29	16,942	0.2%
Richmond	2005-03-02	11	12,674	0.1%
Shelburne	2005-03-02	29	15,759	0.2%
Victoria	2005-03-02	8	9,602	0.1%
Yarmouth	2005-03-02	42	22,777	0.2%
Provincial Totals		29,324	594,323	4.9%

Where do we want to go in the future?

The ultimate goal is 100% conversion because the province does not plan to maintain two systems indefinitely. A working group has been established to develop migration acceleration strategies.

Improve the quality and accessibility of provincial primary geographic information

Service Nova Scotia and Municipal Relations has been assigned the lead role within government in the provision and maintenance of foundation geographic data sets (otherwise referred to as “primary databases”). This measure supports the Department’s goal to provide geographic information and associated technologies to support decision making by all provincial departments.

What does the measure tell us ?

This measure helps us identify what primary geographic data holdings are actually being delivered (made available) to the geomatics community. The Primary Databases include: the Nova Scotia Topographic Database (NSTDB); the Nova Scotia Property Records Database (NSPRD); the Nova Scotia Coordinate Referencing System (NSCRS); the Nova Scotia Aerial Photography library; the Nova Scotia Civic Address file (NSCAF); and the Nova Scotia Coastal Mapping Series.

Reporting on 2004-05 targets

Access comes via many strategies including access by way of data sharing agreements and partnerships. In the case of municipal units there are a variety of Memorandum of Understandings (MOU) with all 55 municipal units, all with an emphasis on a working partnership in accessing and maintaining primary databases. Fifteen of these MOUs were completed in 2004-05.

Counter access is quickly being replaced by desktop access. In just eight months of availability close to 20,000 data files were downloaded using a free online web service.

An aggressive target of 80% accessibility for government users was set for 2004-05. It was calculated by weighing the relative value to users of the primary databases to determine a score. The actual result achieved in 2004-05 was 73.4%.

Where do we want to be in the future ?

Future data sharing agreements and partnerships are best defined as user communities come forward seeking access to data they feel is critical to their business need. As such, defining opportunities in a concrete manner can be difficult. There are more than 20 provincial departments and agencies that may benefit from access agreements. All government departments and agencies are covered by the Data Distribution and Pricing Policy.

Access by the general user community can be based upon two target groups - general users and speciality clients. The actual number of data holdings in all of government having a tie to geography is unknown. There is a very conservative projection of 400 geographically related data sets in all of government, based in part upon past metadata efforts.

The current focus is to identify and publish the estimated 400 geographically related data sets and make them available through desktop access by 2007-08.

Compliance with National Standards for Vital Statistics Security

The birth certificate is the foundation document to establish identity in Canada for persons born in Canada. The national standards for Vital Statistics security will ensure that Vital Statistics policies and procedures are as secure as possible in order to protect Nova Scotia's citizens against identity theft and fraud. This measure supports the Department's goals in the area of data privacy, security and access and integrity of data holdings.

What does the measure tell us ?

The measure ensures that Nova Scotia Vital Statistics policies and procedures are compliant with the national standards and provides a mechanism for measuring the status of security within the Vital Statistics program.

Reporting on 2004-05 targets

Nova Scotia participated in the development of national standards to support the seventeen recommendations identified in the Security Report of the Vital Statistics Council for Canada released to Ministers responsible for Vital Statistics. The standards development work is on-going, with a draft of Parts 1 to 4 of nine parts completed. In the interim, Nova Scotia has implemented all of the recommendations of the Security Report which can be implemented without the requirement for national participation. This ensures that Nova Scotia Vital Statistics security is currently on a par with or exceeds that of other Canadian jurisdictions. The Department set a target of 100% compliance with national standards for Vital Statistics security by March 31, 2005 which has been met.

Where do we want to go in the future?

Nova Scotia Vital Statistics will continue to participate in development of national standards. When the national standards are approved by the Vital Statistics Council for Canada, Nova Scotia will review the standards to ensure compliance and implement changes as required. Service Nova Scotia will participate fully in any national initiatives to strengthen security.

Municipal Services

Municipalities using the Municipal Indicators Initiative to improve performance

One of the Department's goals is to promote the development of efficient, effective and financially healthy municipal governments. This measure will provide the Department with some indication of how many municipalities are using the indicators to assist in meeting this goal.

What does the measure tell us?

One tool developed to assist municipalities in the decision-making and best practices processes with other municipalities in the Province is the Municipal Indicators Initiative. This measure will provide SNSMR with data on how many municipalities are using the indicators to develop best practices in their strategic planning, and provide insight into how the indicators may be further developed to expand their usefulness.

Reporting on 2004-05 targets

The calculation of individual indicators is being reviewed in order to comply with recent changes in the Public Sector Accounting Board recommendations. Until the review is complete and sufficient data have been compiled, additional information cannot be posted on the website.

Where do we want to be in the future?

Complete the updates to the indicators project to reflect the Public Sector Accounting Recommendations and continue to enhance the indicators as required and monitor them. When sufficient data have been collected, best practice levels will be determined and discussions with municipalities will take place concerning how the indicators are being used.

E-government Framework Established

“E-Government” covers a wide range of functions and services that a government provides by electronic means, by telephone, internet, world wide web, etc. This can range from the very basic to the very sophisticated, where this range can include: the provision of information on the municipality, e.g history, council members, recreation programs; the ability to download information, forms and by-laws; the ability to make inquiries and receive responses; and complete business transactions such as register for programs, obtain permits, make payments etc. This measure supports the Department’s outcome of providing streamlined registration, licensing and permitting processes.

What does the measure tell us?

It will become an indicator of the effectiveness and efficiency of the municipality as a service provider.

Reporting on 2004-05 targets

The Division has been working to initiate joint ventures with municipalities with the aim of enhancing the provision of e-government mechanisms to access government services. These joint ventures are leveraged by accessing provincial investments for use by the municipalities. On an ongoing basis, the Department is working with a municipal committee to develop innovative means by which provincial funding can be accessed by the municipalities, enhance relationships with the appropriate municipal officials to implement this initiative and identify opportunities for joint ventures. In the past year the projects have included the completion of the Best Practices Guide of E-Council and a checklist on how to develop an e-council for any size municipality (this is available in the Local Government Resource Handbook and is downloadable on the SNSMR website); the municipal website template Phase II is near completion; the on-line parking ticket program for the Town of Wolfville and Cape Breton Regional Municipality (CBRM) is near completion; an on-line survey program and Google Search engine was once again provided free for all municipalities.

The goal is to have 100% of the municipalities on the web to provide basic e-government services by 2004-05. This target has been met as 100% of municipalities capable of implementing e-government services have done so.

Where do we want to be in the future?

It is the Department’s objective to encourage the provision of additional municipal services by electronic means, and develop new initiatives with municipalities in e-government.

Canada/Nova Scotia Infrastructure Program Implementation

“Supporting sustainable municipal development” is a desired outcome stated in the Business Plan for Service Nova Scotia and Municipal Relations in order to make our communities healthier and more financially viable. Municipal infrastructure is a crucial component in maintaining and growing healthy and viable communities across the province. The majority of the funding is directed toward green projects, designed to ensure effective wastewater management and safe drinking water. The federal, provincial and municipal levels of government each invest one-third of the cost of projects.

What does the measure tell us?

The Canada/Nova Scotia Infrastructure Program is a tri-parti agreement that represents a total of \$196 million in federal, provincial and municipal investments in infrastructure over a six year period from 2000 to 2006. The level of funding (percentage of total program) committed under the Infrastructure Program provides a measure of municipal infrastructure improvements that will be undertaken over the next year.

Reporting on 2004-05 targets

As of March 31, 2005 all program funds have been committed. There were 134 projects approved and announced with a total value of \$204.1 million.

The Department’s target was to have 100% of funds committed by March 2005 and this was achieved.

Where do we want to be in the future?

The Division would like to see this type of program continued into the future but at this time all funds are committed and no new funds have been announced.

Inclusive Transportation

“Supporting sustainable municipal development” is a desired outcome stated in the Business Plan for Service Nova Scotia and Municipal Relations and falls within Government’s goal to grow the economy.

What does the measure tell us?

The Community Transportation Assistance Program (CTAP) was developed to assist municipalities and community groups to provide inclusive transportation services in low density population (rural) areas. The number of counties served by inclusive transportation provides an indication of the geographical coverage and gives the program direction to focus on areas where gaps exist.

Reporting on 2004-05 targets

CTAP provides funding to eight accessible transportation services covering nine counties in Nova Scotia. The target for 2004-05 of nine counties was met.

Where do we want to be in the future?

The goal is to increase the number of counties with inclusive transportation services. In fiscal 2005-06, the CTAP per capita contribution increased from \$1.41 to \$1.60 to assist with the rising cost of fuel, maintenance and insurance for vehicles participating in the province's Dial-A-Ride program. In addition, the program's capital component (ATAP), which is used to assist in the purchase of accessible vehicles, doubled to \$20,000 per 'new' vehicle from the current \$10,000 level.

Municipal Planning Strategies/by-laws Protecting Municipal Drinking Water Supplies

Safe clean drinking water is an essential part of daily living. It is critical to the health and quality of life of Nova Scotians, and important for our businesses. More than half of our province's population gets its drinking water from municipal water supplies. Establishing controls that help to protect the quality of water at its source is an important factor in providing high quality municipal drinking water. Land use controls (i.e. planning documents - municipal planning strategy, land use by-law and subdivision by-law adopted by a municipality under the authority of the *Municipal Government Act*) which regulate the type and extent of development in the area around the drinking water source (watershed also means groundwater recharge area) are an important mechanism for protecting water quality. Such controls are in keeping with the provisions of the *Statement of Provincial Interest Regarding Drinking Water* and *A Drinking Water Strategy for Nova Scotia*.

In 2001-02 the Municipal Drinking Water Supply Planning Assistance Program was established to financially assist municipalities with the preparation of municipal planning documents that help protect municipal drinking water supplies.

What does the measure tell us?

This is a measure of the number of municipal drinking water supply sources, be it a lake, river or well (groundwater), which have municipal planning documents in place for the area surrounding the drinking water source. An increase in the number of planning documents in effect in the province for water supply watersheds is, in and of itself, a good thing. Still, the extent of the benefit of establishing land use controls is not uniform in all cases. Watersheds in which there is a lot of development pressure and where much of the land is privately owned are likely to benefit more.

Reporting on 2004-05 targets

The number of planning documents in place in municipal drinking water supply watersheds has slowly but steadily increased in recent decades. During the 2004-05 fiscal year, the MDWSPAP was actively promoted including as part of the dissemination by NSDEL of a set of documents entitled, *Developing a Municipal Source Water Protection Plan: A Guide for Water Utilities and Municipalities*. These documents were sent to every municipality in the province and the material that accompanied it, among other things, reminded municipalities of the funding available under the MDWSPAP. In 2004-05 planning documents were brought into effect for the first time in four municipal water supply watershed areas, and that of another municipality, which previously did not address municipal water supply issues, now has done so, bringing the total to 35 province-wide. As well the existing planning documents of one other area, in this case a ground water supply (wells), has been revised to more accurately reflect revised information for the recharge area. Also during the year the Province committed funding to one other municipality to assist it in preliminary work for its planning documents for their water supply watershed and had discussions with two other municipalities regarding their plans to carry out work and hopefully access funding assistance under the program in the upcoming year.

The target for 2004-05 was 35 municipalities with municipal planning strategies/by-laws protecting municipal drinking water. This target was met.

Where do we want to be in the future?

During 2005-06 SNSMR intends to continue to actively promote the *Municipal Drinking Water Supply Planning Assistance Program* including by working closely with the Nova Scotia

Department of Environment & Labour and support its efforts with municipalities to develop source water protection plans. Our target for 2005-06 is to have planning exercises underway for two additional water supply watersheds.

Alternative Program Delivery (APD)

APD's role is to develop and maintain partnerships to support the achievement of all Departmental goals. Along with identifying potential opportunities, APD leads internal and external partners through program reviews, business case development and change initiatives. APD provides experience, expertise and leadership to support the improvement of streamlined access to services, identification of shared service opportunities and alternative program delivery.

Key outcomes that the Division seeks to achieve include (a) the demonstration of APD's commitment and capacity to deliver services on behalf of other departments and (b) increased awareness and understanding of the basic approach, methodology and operation of APD and partnership initiatives.

In 2005-06 APD has been restructured and will in future belong to a new Division.

For 2004-05, the Division is able to report the following measures.

Percent of Divisional Level of Effort/Resources devoted towards developing strategies, approaches, methodologies and tools

What does the measure tell us?

This measure provides insight into the level of development effort the APD unit has invested in support of the Division's mandate to expand the alternative program delivery portfolio. The Division seeks to ensure that best practices are being identified and incorporated into APD activities.

Reporting on 2004-05 targets

There has been a consistent increase in the level of effort expended on development efforts for the past three years approaching the target maximum investment of 30 percent of effort. In 2004-05 the target of 30% or less was met.

Where do we want to be in the future?

The effort devoted to development to support the traditional service delivery strategy of the Department has peaked and should be mature at this point. However, with the adoption of a renewed vision and strategic directions, it is expected that this level of effort will remain near the target maximum for the next several years.

Number of new opportunities identified for Integrated/Shared Service Delivery (I/SSD) consideration

What does the measure tell us?

This measure reflects the number of new opportunities that the APD Division generated as a result of awareness building efforts and marketing activities directed at prospective partner organizations over the previous year.

Reporting on 2004-05 targets

Relative to the 2004-05 target (5-10), the number of new opportunities was lower than hoped for at three. The relatively low number reflects the fact that the divisional resources were assigned to corporate initiatives and special projects throughout the year.

Where do we want to be in the future?

Opportunity identification efforts in the future will be designed to meet the renewed vision and strategic directions of the restructured unit.

Number of new Project Charters or Memorandums of Understanding (MOU), formal and informal, entered into to evaluate I/SSD opportunities

What does the measure tell us?

This measure reports the volume of new projects related to possible partnership opportunities being initiated within the Division. It provides an indication of how many qualified opportunities are being developed for possible delivery using the SNSMR infrastructure. Note that the measure does not capture the complexity, scope or scale of the investigations.

Reporting on 2004-05 targets

The Division has conducted investigative projects in 2001-02 (4), 2002-03 (4), 2003-04 (8) and 2004-05 (4). At present, this level of investigative activity is felt to be in rough balance with the capacity of the department to absorb new services into its service delivery infrastructure.

Where do we want to be in the future?

As the Division acquires experience, expertise and additional staff resources, the annual volume of MOUs entered into and projects conducted is expected to increase.

Number of Service Level Agreements (SLA) entered into between SNSMR and partner organizations .

What does the measure tell us?

This measure seeks to give an indication of how effective the Division has been in entering into partnerships arrangements with new organizations and/or expanding existing relationships.

Reporting on 2004-05 targets

The Division has focused its efforts on a modest number of partner organizations. As such, the current measure of three (3) organizations is consistent with the Division's strategies, resources, capabilities and targets of 2- 4 agreements.

Where do we want to be in the future?

Traditionally, the goal of APD has been to increase the number of public services that utilize the departmental infrastructure to deliver service. However, the evolving Service Delivery Strategy towards "facilitation/navigation" may lead to a re-profiled or modified focus on SLA's

Number of new service offerings using SNSMR channels and/or infrastructure

What does the measure tell us?

The measure indicates the rate at which the Division has been able to bringing new services on to the infrastructure. This is a measure where growth can be expected.

Reporting on 2004-05 targets

With six new public services becoming operational during 2004-05, APD has achieved a rate of new service adoption in line with the target of 5 - 10. Note that the target reflects the estimated capacity of the development team to bring on services.

Where do we want to be in the future?

The Division would like to maintain new service introductions on the Department infrastructure at the same annual rate.

Number of Partnership reviews conducted.

What does the measure tell us?

This measure indicates the effectiveness of the Division in monitoring the health of its partnerships with a view to making improvements.

Reporting on 2004-05 targets

The Division did not conduct any partnership reviews during the 2004-05 fiscal year. The reason for not meeting the target of two (2) reviews per year can be attributed to a significant and largely unplanned increase in the level of effort devoted to corporate and departmental issues and initiatives.

Where do we want to be in the future?

It is important to the long-term success of the APD program and the Division that partnership reviews be conducted on a regular basis. As such, partnership reviews will be re-instituted in 2005-06.

Percent of divisional level of effort/resources devoted towards corporate and/or departmental issues and initiatives

What does the measure tell us?

This measure indicates the degree to which Divisional resources were focused on activities other than those related to the core APD mandate.

Reporting on 2004-05 targets

Over the previous three years the resources of the Division have been increasingly focused on corporate/departmental priorities. This trend reflects the increased organizational ability of the Division to utilize APD resources without adverse impact on the core APD program mandate to expand partnerships. It also reflects recognition of a need for a research and development capability around such topics as Partnerships, Shared Services, Enterprise Business Architecture, APD and other best practices. A target of below 40% of divisional level resources devoted to corporate/departmental issues was set and has been met with the 2004-05 level at 35%.

Where do we want to be in the future?

The resources of APD are well positioned and capable of providing project-based support to the Division during the on-going strategic planning phase and the pending operational implementation phase.

Assessment Services

Ratio of Assessment Values to Property Sales

Assessment Services is mandated under the Nova Scotia *Assessment Act*, to provide property assessment that is reflective of market value. Market value property assessment is filed with each municipality annually, in the form of an assessment roll which forms the basis for their primary source. One measure of the reliability of the assessment roll is measuring the assessment to sales ratio. The ratio of 95% to 105% is an international standard used by most assessing jurisdictions across North America. Reliable revenue generation is in support of the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

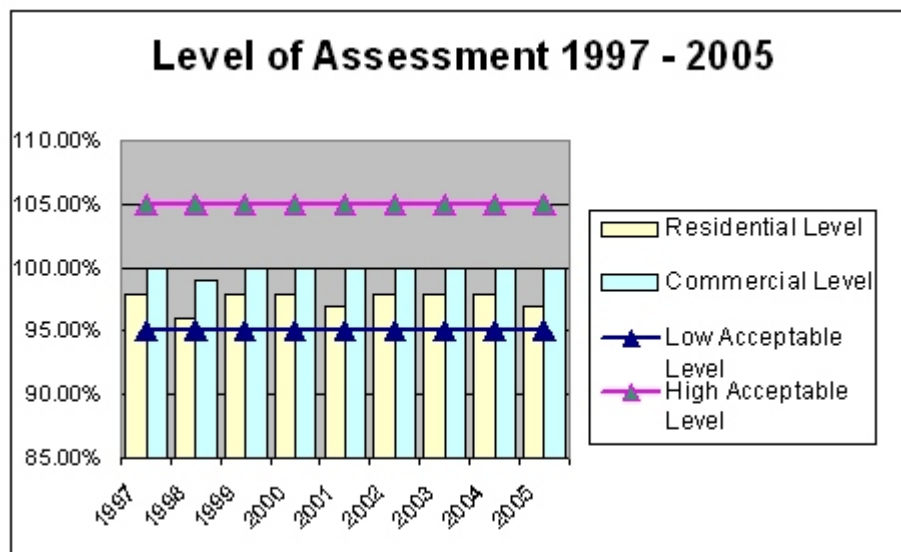
The 95 to 105% ratio of assessment to sales indicates that the total assessment base is reflective of market value and that the Division has met its legislative standard.

Reporting on 2004-05 targets

For the 2005 assessment year the assessment to sales ratio is 97% for the residential file and 100% for the commercial file. The target of 95% to 105% was met in 2004-05.

Where do we want to be in the future?

An outcome closer to 100% market value is desirable, however ratios between the upper limit of 105% and the lower limit of 95% as shown on the control chart below, are acceptable and represent an international standard.



Source: Internal SNSMR information

Number of Appeals and Percentage of Clients Satisfied With Service

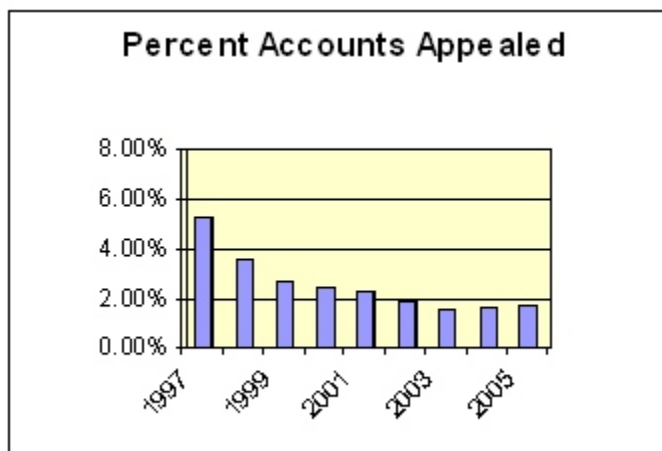
Under the Nova Scotia *Assessment Act* there is a provision for the appeal of a property assessment. The appeal allows for an objective review of the assessment value. The preliminary assessment roll has contributed greatly to the education and awareness of the property owner of the market based assessment process. Increased confidence levels in assessment products and services supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

Appeals are an indication that property owners are challenging the validity of the property assessment. A reduction in appeals and high levels of client satisfaction indicate that property owners recognize that the assessment reflects market value, and are satisfied with service.

Reporting on 2004-05 targets

In 2005, the number of appeals increased slightly over those filed in 2004. Simultaneously, the client satisfaction rate dropped by 3% to 68%.



Since 1997, Assessment Services has been sending out proposed assessment notices to property owners in the summer. This gives property owners an opportunity to contact us with their questions in advance of the filing of the formal assessment notices in January.

Source: Internal SNSMR data

Since the inception of the proposed notices, appeals have dropped and client satisfaction levels have increased to the seventy percent range of satisfaction. However, in the summer of 2004, Assessment did not send

out proposed notices, as resources normally dedicated to the release of the preliminary notices were re-assigned to the development and implementation of the CAP Assessment Program.

The target of 75% of property owners satisfied with service was not met in 2004-05 which had a rate of 68%.

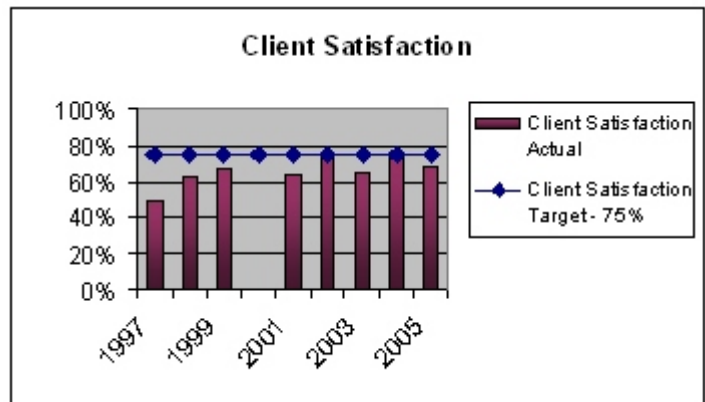
It is interesting to note however, that in spite of the decrease in overall client satisfaction, in the 2005 client satisfaction survey, assessment staff received a higher than ever rating (92%) for their professionalism and courtesy.

Source: Internal SNSMR data

Where do we want to be?

Preliminary assessment notices for the 2006 assessment were sent out in 2005. Assessment Services intends to continue issuing preliminary assessment notices in future years. It is anticipated that this will

be reflected in increased satisfaction levels and a decline in appeals in 2006. Assessment Services continues to work towards an overall client satisfaction rating of 75%.



Percentage of Assessment Value Lost Through Appeals

Under the Nova Scotia *Assessment Act* there is the provision for an objective review by way of the appeal process. Management of the appeal loss in dollar value to each municipal unit is critical to ensure stability and quality of the assessment roll. This appeal loss is measured against the total assessed value. A quality assessment roll supports the Department's goal to foster the development of efficient, effective and financially healthy municipal governments.

What does the measure tell us?

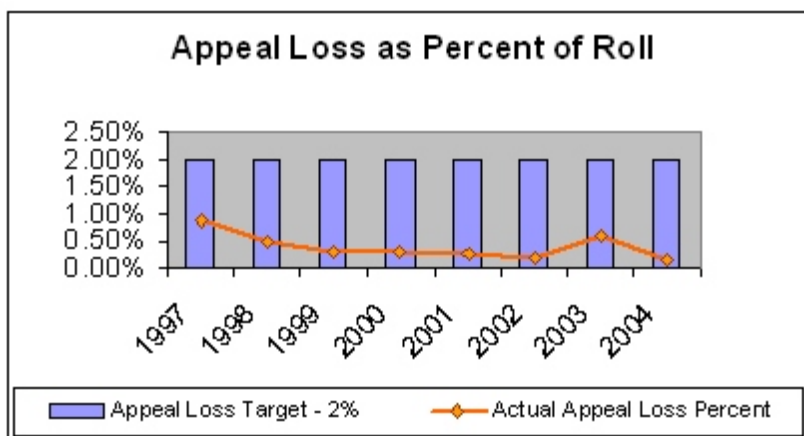
A low percentage loss in dollar value under appeal means greater stability in municipal revenues.

Reporting on 2004-05 targets

While the number of appeals increased slightly from 2003 to 2004, the loss to appeal was less than in 2003. This demonstrates the strength of the assessment roll and the stability of the municipal tax base. In the 2004 assessment year the total assessment base was reduced by 0.16% due to appeals, this was well within the target of less than or equal to two per cent.

Where do we want to be in the future?

The objective is to maintain the loss below two per cent of the total assessment value. Continuation of the preliminary assessment roll, provincial inspection programs and development of an IT strategy will help to achieve this target.



Source: Internal SNSMR

data

Human Resources

Employee Satisfaction:

The Human Resources (HR) unit provides support to the Department's management to develop staff to meet the current and future needs, and to provide staff a motivating work environment. Staff surveys are one way to evaluate how effectively the Department is providing a motivating work environment. The "SNSMR Employee Opinion Survey" is conducted periodically, usually every two years.

What does the measure tell us?

The percentage of employees that enjoy working for the Department is a proxy measure to determine if we are providing a motivating work environment.

Reporting on 2004-05 targets

Surveys were conducted in 2001-02 and 2002-03. A survey was not conducted in 2004-05 but one was completed early in 2005-06. The statement posed is "I enjoy working with SNSMR." The results of the survey conducted in early 2005-06 indicate that 78% of staff agree or strongly agree with this statement. This is down slightly from 79% in the previous survey and did not meet the target of 80%.

Where do we want to go/be in the future?

The department has targeted a satisfaction rating of 80%. The next survey will likely be conducted in 2007-08.

MCP Employees with completed Performance Appraisals:

The Human Resources (HR) unit provides support to the Department's management to develop staff to meet its current and future needs, and to provide staff a motivating work environment. A corporate performance management system for all MCP employees was implemented across the Department in 2003-04. Performance appraisals are used to tie operational performance and business planning results to merit pay.

What do the measures tell us?

The percentage of MCP employees that have completed performance appraisals reflects on the priority and importance that the Department places on linking operational performance with business planning results. It is also used to determine merit pay for MCP employees.

Reporting on 2004-05 targets

In 2004-05 every MCP received an annual performance appraisal. This represents the fourth consecutive year that 100% of MCP employees received an annual performance appraisal.

Where do we want to go/be in the future?

The Department introduced developmental plans as part of the performance appraisal process in 2004-05 for all employees. The target is to conduct performance appraisals, complete with development plans, for every staff member, including AS and BU employees.

Appendix 1

Performance Measurement Summary - Fiscal Year 2004-05				
Core Business - Program Management and Corporate Services				
Measure	Base Year Data	Target 2004/05	Status 2004/05	Comments
-actual debt collection revenues as a percent of estimates	100%	100% (adjusted for changes to forecast due to economic conditions)	Target met 2004/05 120%	120% of estimate
-actual tobacco tax revenues as a % of estimates	99.9%	≥ 100% (estimates will be adjusted to reflect volume sales and tax levels)	Target met	over 100% average over 4 years
-ratio of non-adjudicated to adjudicated cases in residential tenancies	2003/04 1: 0.98	10% increase in ratio over 2003/04 rate of 1: 0.98	Target not met 2004/05 1 : 0.90	decrease in ratio of 8%
-violations by regulated businesses as a percentage of inspections conducted	2002/03 20/32 62.5% 2003/04 30/41 73%	-will increase initially but expected to decline over time	Meets target of decline over time 2004/05 6/12 50%	significant decline of 23% to 50%
-number of audits/inspections resulting in unpaid tax or other actions	141	increase by 10% (155)	Target met	2004-05 159
-number of business licensing inspections and audits	25	35	Meets target on prorated basis	12, area short 2 full time staff

Performance Measurement Summary - Fiscal Year 2004-05				
Core Business - Service Delivery				
Measure	Base Year Data	Target 2004/05	Status 2004/05	Comments
- % of customers satisfied with services received through SNSMR sites.	89%	90%	Target met	2004-05 92%
- % of customers waiting less than 10 minutes at service centres	50%	80%	Below target	2004-05 63% Shows improvement
- % of customers having phone calls answered in less than 20 seconds at Call Centres	80%	80%	Below target	2004-05 75% Call volume increased by 6% over 2003-04 fiscal year - an increase of more than 22,000 calls
- number of new electronic service transactions implemented annually.	4	4	Target met	2004-05 4
- % of driver road test appointments scheduled within five weeks of request	90%	100%	Below target	2004-05 96.5% Shows improvement
- % of residential tenancy hearings scheduled within four weeks of request	90%	100%	Target not met	2004-05 85% Shows declining performance

Performance Measurement Summary - Fiscal Year 2004-05

Core Business -Registry and Information Management Services

Measure	Base Year Data	Target 2004/05	Status 2004/05	Comments
- % of business clients who can complete all necessary licencing requirements through NSBR	30%	80%	33% Target not met	those businesses that required only Registry of Joint Stock Companies, WCB, Financial Institutions Licencing, Fuel Safety Licencing
- % of land parcels converted to new tenure system	0	11% (target changed from 10% to 11%)	5% Target not met	due to a number of factors the 11% target was found to be too aggressive
- % compliance with national standards for Vital Statistics security	not available	100% by 31 March 05	100% Target met	on par with or exceeds all other Canadian jurisdictions
- % of geographic information data sets accessible from a desktop computer	not available	80% government users	73.4% government users Target not met	80% was a very aggressive target

Performance Measurement Summary - Fiscal Year 2004-05				
Core Business - Municipal Services				
Measure	Base Year Data	Target 2004/05	Status 2004/05	Comments
-Municipalities using Municipal indicators Initiative to improve performance	TBD	TBD	No data available	2001-02 data is currently in development
- % of municipal units in which e-government framework established	10% (Sept 2001)	100% of those in a position to implement basic e-government services	Target met	2004-05 100% (Those capable of implementing)
- % of Can/NS Infrastructure Program funding (\$196M) committed to investment in municipal infrastructure	0 (2000-01)	100%	Target met	2004-05 100% all funds committed
- # of counties served by inclusive transportation	0	9	Target met	9 counties or 50% of all counties
- number of municipalities with by-laws that protect municipal drinking water supplies	25	35	Target met	2004-05 35

Performance Measurement Summary - Fiscal Year 2004-05				
Core Business - Alternative Program Delivery				
Measure	Base Year Data	Target 2004/05	Status 2004/05	Comments
-ratio of assessment to sales	97% residential resource 100% commercial (year end 2001)	% between 95% and 105%	Target met	Residential 97% Commercial 100%
-% of clients (property owners) satisfied or very satisfied with service	74% year end 2001	75% Property owners	Target not met	Property owners satisfaction down to 68%
-% of assessment value lost through appeals	0.9% of total assessment (year end 2001)	≤ 2%	Target met	rate is 0.16%
-appeals as a % of total assessments	2.2% (year end 2001)	reduce the number of appeals from current levels, as a %	Target met	rate is .179%
-% Divisional Level of Effort/Resources devoted towards developing strategies, approaches, methodologies and tools	20%	30% or less	Target met	2004-05 30%
# new opportunities identified for I/SSD* consideration	4	4	Target not met	2004-05 3
## of new Project Charters or MOUs, formal and informal, entered into to evaluate I/SSD opportunities	4	5-10	Below target	2004-05 4
## of SLAs entered into between SNSMR and partner organizations	0	2-4	Target met	2004-05 3
## of new service offerings using SNSMR channels and/or infrastructure	0	5-10	Target met	2004-05 6
## of partnership reviews conducted	0	2-3	Target not met	2004-05 0
-% of divisional level of effort/resources devoted towards corporate and/or departmental issues and initiatives	15%	below 40%	Target met	2004-05 35%

*I/SSD Intergated /Shared Service Delivery

Performance Measurement Summary - Fiscal Year 2004-05					
Core Business - Human Resources					
Measure	Base Year Data		Target 2004/05	Status 2004/05	Comments
-% of Employees satisfied with working in the department	79%	2003/04	80%	Target not met	shows decrease in satisfaction from previous level 2005-06 78%
-% MCP Employees with Performance Appraisals	100%	2005/06	100%	Target met	Target of 100% has been consistently met for 4 years