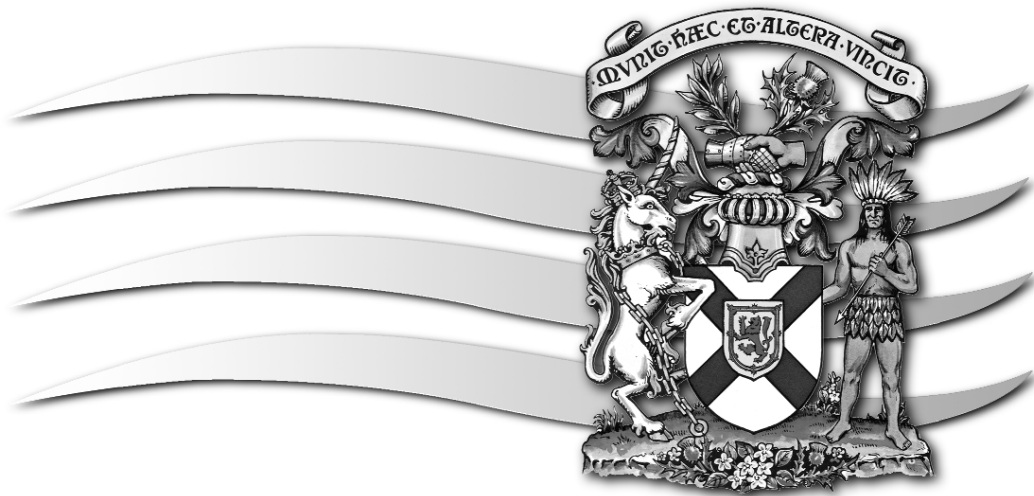


Government Business Plan



for the fiscal year **2001-02**
PROVINCE OF NOVA SCOTIA


NOVA SCOTIA

The Government Business Plan



Contents

Part I: The Government Business Plan	5
Introduction	7
The Nova Scotia Context	9
Our Financial Situation	9
Accountability	9
Our Economic Potential	10
Education	11
Health	12
Social Context	13
Lifestyle and Environment	13
Our Goals	15
Measuring our Performance	29
Performance Measures	30
Part II: Departmental Plans	37
Agriculture and Fisheries	39
Community Services	45
Economic Development	49
Education	55
Environment and Labour	61
Finance	67
Health	71
Justice	77
Natural Resources	81
Service Nova Scotia and Municipal Relations	85
Tourism and Culture	91
Transportation and Public Works	97
Part III: Public Service Votes	103
Office of Aboriginal Affairs	105
Communications Nova Scotia	109
Nova Scotia Human Rights Commission	111
Intergovernmental Affairs	113
Office of the Ombudsman	119
Nova Scotia Petroleum Directorate	121
Public Prosecution Service	125
Public Service Commission	129
Nova Scotia Sport and Recreation Commission	133
Advisory Council on the Status of Women	137
Treasury and Policy Board	141



Message from Premier John Hamm

I am pleased to present the Government of Nova Scotia's Business Plan for the fiscal year 2001–2002.

As outlined in the Speech from the Throne, we are committed to treating taxpayers with respect, and spending each of their dollars with care. One crucial step in meeting that pledge is the broadening of accountability of government at all levels.

Whether it's making our education system more accountable to parents for the results we achieve or encouraging leadership throughout the public service, we want Nova Scotians to get the best service possible for their hard earned money.

This document provides a comprehensive view of the Government of Nova Scotia's current goals, our planning context, and some major initiatives to help Nova Scotians achieve these goals. There are also excerpts of department business plans, which are available in full on each department's web site.

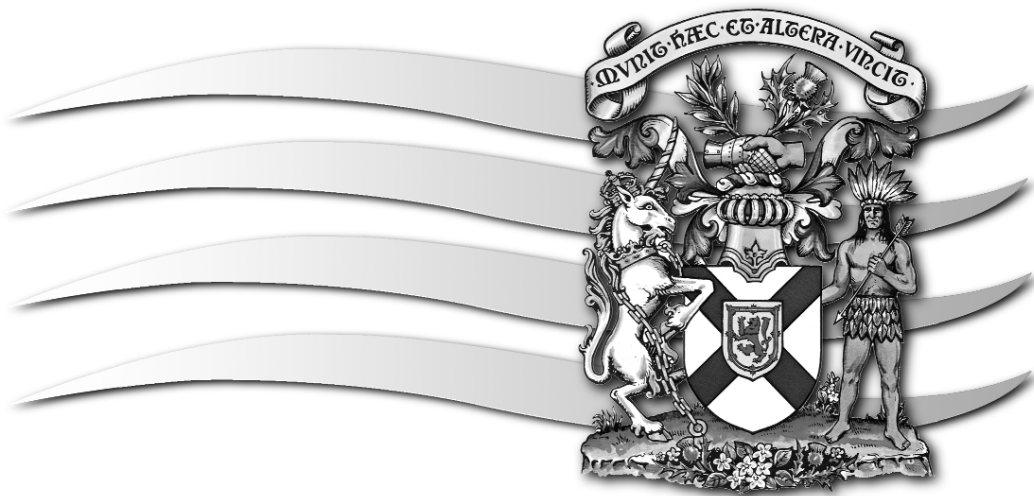
The Government of Nova Scotia is committed to the business planning process. We enshrined in law last year the requirement for public sector organizations to create business plans. We intend to continually improve the planning process to make sure that every program is effective, and every dollar is carefully spent, and Nova Scotians can measure the results of our actions.

Good management, based on sound planning, will enable departments to achieve their fiscal target at the end of the year.

Although this is a plan for government, we believe all Nova Scotians will be willing and able to join us in pursuing these goals. We must work closely with many partners to respond to broader opportunities such as meeting our labour market needs, developing community economies, and allowing e-commerce to flourish.

I trust examination of this document will make it possible for Nova Scotians to follow the course we have charted for our province, and allow them a chance to work with us to help fulfill our hopes and dreams.

PART ONE



The Government

BUSINESS PLAN

The Government Business Plan



Introduction

Nova Scotians have many hopes for the future—as well as many needs today.

We all hope to prosper from our growing economy—and to make sure Nova Scotia continues to be a good place to live and raise a family.

Along the way we need access to education and training, to good health care, and to a safe and modern working and living environment.

The Government of Nova Scotia wants to help Nova Scotians pursue their hopes and meet their needs—now and in future.

The Government Business Plan for the fiscal year 2001–02 is our blueprint for action. It articulates some important goals for Nova Scotia. It also outlines an ambitious series of Government of Nova Scotia initiatives to help Nova Scotians reach these goals.

Our plan is based on the principle that we must continue to improve the way government does business.

This means providing Nova Scotians with the best services possible while spending our money carefully and strategically—and controlling our deficit and debt.

This also means being accountable for every dollar spent. Decisions must be based on sound policies, and we must be able to answer for the results of those decisions.

The plan is ambitious ... and it needs to be. It is not easy to tackle some long-standing and complex problems, but we must do it.

The plan is also realistic ... and it needs to be. Government can't do it all or do it alone. We depend on the commitment and efforts of many partners and, in the end, each and every Nova Scotian.

The initiatives outlined in the Government Business Plan will help us move forward together. We believe the legacy will be a better province for all Nova Scotians—and for our children and grandchildren.

The Government Business Plan



The Nova Scotia Context

Nova Scotia in the year 2001 is a place of contrasts.

Oil and gas exploration and development offer the most dramatic opportunity for prosperity in our history. As a province, we are burdened by an \$11-billion debt and huge debt payments.

The Halifax region is growing—with rising real estate values and better services—while some small towns have difficulty providing basic services to their residents.

Our universities and colleges give us many employable graduates—while there is a growing shortage of workers in some technical fields like information technology, construction, and the offshore.

Statistics and trends show that Nova Scotia is clearly doing well, but we can do better. An analysis of these factors serves as the planning context for the Government Business Plan.

Our Financial Situation

Positioning Nova Scotia for prosperity means staying on track to eliminate the deficit and beginning to pay down the provincial debt.

Our debt is the highest in Canada as a percentage of Gross Domestic Product, and we are now the only province reporting a deficit. This year we will spend close to \$1 billion on interest payments—more than we spend on public school education.

Federal transfer payments for health and social programs have not kept pace with rising costs.

Accountability

The Auditor General has acknowledged that government is making progress in improving accountability. We need to keep the momentum going.

We will do more to improve management and reporting processes within government departments. We can also strengthen accountability provisions in agencies, boards, and organizations that spend almost two-thirds of our program dollars.

As stated in the Speech from the Throne: every taxpayer will be treated with respect, and every tax dollar spent with care.

Our Economic Potential

Offshore oil and gas exploration and development will make a major contribution to Nova Scotia's economy for many years. Projects such as Deep Panuke and Sable Tier II hold great promise.

Today, there are more jobs in Nova Scotia than ever before. Last year Nova Scotia's overall economic growth was an impressive 3.7 per cent, and employment grew at a rate of almost 3 per cent.

Yet it is still hard to find a job in some areas of the province. There is considerable variation in unemployment rates across the province.

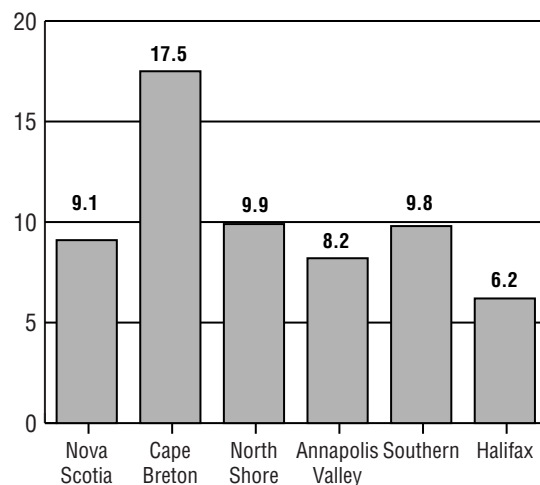
Finding ways to level the economic playing field for communities across the province is one of the goals of the municipal/provincial Roles and Responsibilities Review under way this year.

Government must also work with the private sector to respond to changing economic needs. A Skills Agenda—a comprehensive assessment that will help prepare Nova Scotians for new and developing jobs—will identify strategies to close the skills gap and help Nova Scotians prepare for the jobs of the future.

Nova Scotia must continue to build effective research and innovation capabilities to succeed in today's knowledge-based economy.

Unemployment Rates by Region of Nova Scotia, Year 2000 Annual Average

Unemployment Rate



Source: Statistics Canada, CD ROM No. 71F0004XCB, 2000

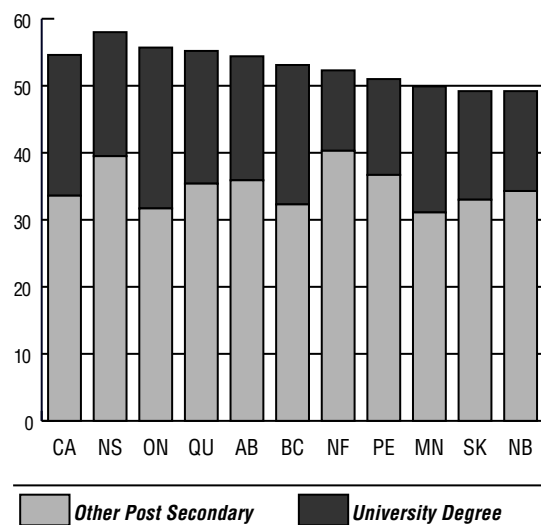


Education

Nova Scotians are more likely to be university- or college-educated than people in the rest of Canada, and our public school students do as well on the whole as students in most other provinces.

Education Profile of Population, Ages 25–54 Year 2000

Per cent



Source: Labour Force Survey, Statistics Canada

But it is clear that many Nova Scotians—of all ages—need more training and education. Almost 20 per cent of working Nova Scotians aged 25–54 years have not completed high school, and too many people leave school without the basic tools.

Also, few adults report participating in job-related education and training. We need to build on our educational strengths and encourage Nova Scotians of all ages to recognize the value—and take the opportunity—to constantly learn, upgrade, and expand their abilities.

The Department of Education will undertake a number of initiatives this year, such as continuing to emphasize literacy in elementary schools and implementing the Nova Scotia School for Adult Learning.

Health

The health of Nova Scotians has improved markedly as evidenced by life expectancy rates at birth. In the early 1920s we could expect to live 59 years on average. Today, we can expect to live 78 years—on par with the national average.

However, Nova Scotia, like every Canadian province, is experiencing a higher demand for health services, in part due to the aging population. The increasing demand is compounded by rapidly rising costs in such areas as hospital equipment, pharmaceuticals, and labour.

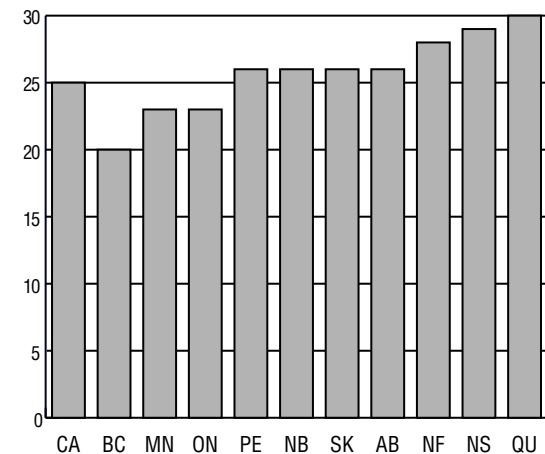
Health spending has increased by an average of more than 10 percent per year over the past few years. The challenge is to reduce or at least contain growth in health care spending without jeopardizing access to services people need.

Working with District Health Authorities and health care providers, the Government of Nova Scotia has been developing multi-year budget strategies to manage health care costs. New information systems will help managers monitor and assess health spending.

Government will also pursue health promotion strategies such as helping Nova Scotians quit smoking and increase their fitness levels. Comparatively high smoking rates combined with inactivity contribute to a relatively high incidence of cancer, heart, and respiratory diseases in this province.

Current Smokers, by Province, 1999

Per cent



Source: Health Canada CTUMS (Canadian Tobacco Use Monitoring Survey) Wave 2 Annual Feb-Dec 1999

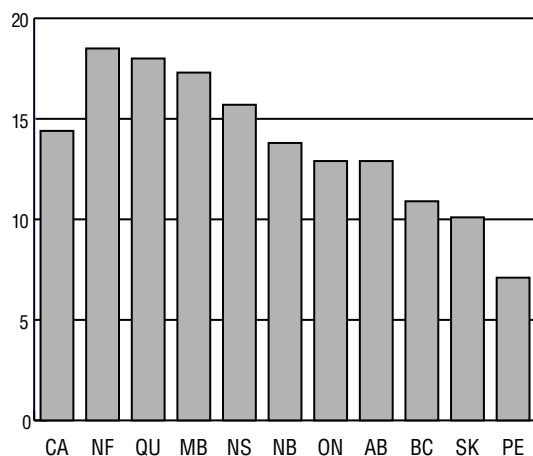


Social Context

Nothing is more important to our long-term health and social prosperity than helping our children become healthy, happy, productive adults. Our children deserve the best possible start in life, but today, too many still live in difficult circumstances.

Persons under 18 Years of Age in All Families below Low Income Cut-offs, 1998

Per cent (After-tax low-income cutoffs, 1992 base)



Source: Statistics Canada, 13F0022XCB Income Trends in Canada

As with the health system, our system of social supports is facing increasing demands. Many low-income Nova Scotians have trouble finding adequate housing within their budgets. Some people receiving social assistance need better work skills and transition assistance to move into the labour force.

The Government Business Plan outlines a number of strategies and plans to promote the health and well-being of children. The Department of Community Services will make significant changes to the social assistance system to help Nova Scotians achieve independence and self-sufficiency.

Lifestyle and Environment

We have beautiful natural surroundings and recreational opportunities. We have created some world-class heritage and cultural attractions. We are national leaders in solid waste management. And tourists enjoy our friendly communities.

However, like the rest of the world, our resources and environment have been stressed, and the way we live continues to evolve.

Traditional industries like farming, fishing, forestry, and mining still offer employment for thousands of Nova Scotians, but many young people find it necessary to leave rural communities for jobs in cities and other provinces.

The Government Business Plan contains strategies to preserve our rich cultural heritage and traditions and promote sustainable development of our natural resources.

The Government Business Plan



Our Goals

The Government Business Plan focuses on six broad goals for Nova Scotia over the next year.

1. To put—and keep—Nova Scotia's finances in order
2. To put crucial services—health, education, social services—on a sustainable foundation
3. To provide responsible, accountable governance
4. To create conditions that help the economy grow
5. To provide Nova Scotians with opportunities to learn throughout their lives, so they can continue to succeed in a rapidly changing world
6. To foster an environment that allows and encourages Nova Scotians to work, live, raise families, and stay in Nova Scotia.

These goals provide the framework for the corporate and departmental initiatives that will be undertaken this year. The actions outlined below represent only some examples of what is being done to achieve them.

Goal 1

To put—and keep—Nova Scotia's finances in order

Getting the books in order and balancing the budget continues to be our top priority. Government is on track to balance Nova Scotia's budget in 2002–03, but careful spending based on sound information is essential.

A balanced budget must be based on consistent accounting for all spending using recognized accounting methods.

Government must continue to identify and implement opportunities for efficiencies and improved service delivery.

Government Achievements 2000–01

- Reduced the deficit.
- Adopted Consolidated Financial Statements, including adoption of Generally Accepted Accounting Principles.
- Launched the Campaign for Fairness to promote the need for Nova Scotia to receive its fair share of offshore energy revenues.
- Closed Sydney Steel.
- Established a process to sell Nova Scotia Resources Limited.

Major Initiatives 2001–02

1. The Four-Year Fiscal Plan is the cornerstone of our strategy to get Nova Scotia back on firm financial footing. We are on track to balance the books and cut income taxes. (Finance)
2. Continue to fully consolidate the provincial budget, using Generally Accepted Accounting Principles. (Finance, all government)
3. Continue the Campaign for Fairness, whereby the Government of Nova Scotia will vigorously pursue our fair share of offshore energy revenues (Intergovernmental Affairs)
4. Develop an improved corporate internal audit structure, financial management policies and procedures, and a public capital risk allocation methodology. (Finance)

Goal 2

To put crucial services—health, education, social services—on a sustainable foundation

The right investments in health, education, and social services today will go a long way toward making sure Nova Scotians have the services they need tomorrow.

We must invest in our people. A literacy program that helps social assistance recipients find jobs makes sense, as does a preventative health strategy that helps Nova Scotians reduce major illness.

We will promote the well-being of children in the early years to give them the best possible start in life.

We will develop education renewal initiatives to ensure strong accountability and promote high-quality programs and standards in our public school system.

We will assist Nova Scotians in need of financial assistance to become more self-sufficient—while maintaining programs for those who need help to support themselves.

And we will encourage a healthier population through initiatives that promote wellness and prevention of disease and injury.



Government Achievements 2000–01

- Enacted the *Health Authorities Act* to make the health system more accountable for spending and results.
- Created District Health Authorities.
- Launched a pilot project on single-entry access to long-term care.
- Released a clinical services plan.
- Passed legislation to modernize income assistance and employment supports.
- Reviewed school board boundaries and introduced legislative changes to make adjustments where needed.

Major Initiatives 2001–02

1. Implement the *Income Assistance and Employment Support Act* to enable Nova Scotians to make the transition from welfare to work. (Community Services)
2. Implement a standard children's benefit for all low-income families to make it easier for parents to stay in the work force or leave social assistance. Children who live in poverty will have a more stable future. (Community Services)
3. As partners in the National Children's Agenda, improve services offered under the Early Childhood Development Initiative, including child care, parenting supports, and programs to promote the well-being of children in the early years (Community Services, Health, Education, Justice, Youth Secretariat, Sport and Recreation)
4. Further develop single-entry access to match people who need ongoing health care services with the best facilities and programs. (Health, Community Services)
5. Work with the District Health Authorities and Community Health Boards to establish a health system that is community based, integrated, and sustainable. This includes implementation of a process of decision making for clinical services planning and delivery of care that is based on sound information. (Health)
6. Develop strategies to improve access to mental health services for children and youth. We will put more emphasis on youth at risk and the rehabilitation of young offenders. (Community Services, Health, Education, Justice, Tourism and Culture, Sport and Recreation)

7. Implement an aggressive Tobacco Strategy to discourage smoking, in particular among our young people. This strategy includes increased taxes on tobacco as well as enforcement, smoking cessation, and warning programs. (Finance, Health, Education, Justice, Service Nova Scotia and Municipal Relations)
8. Implement a provincial Physical Activity Strategy for Children and Youth that will support communities and organizations in their efforts to encourage Nova Scotians to increase their activity levels. Work will continue toward the goal of 1200 kilometres for Nova Scotia's section of the Trans Canada Trail. (Sport and Recreation)
9. Commission an independent review of the provincial Framework for Action against Family Violence as part of our effort to deal more effectively with incidents of spousal/partner abuse. (Justice)
10. Continue to urge the federal government to expand the Family Division of the Supreme Court to all areas of the province to help families solve problems outside the courtroom. (Justice)
11. Proceed with building 11 new schools by 2002 and complete renovations to existing school buildings to resolve environmental problems. In addition, we will set priorities for future projects by completing a review of school renovation and maintenance projects. (Transportation and Public Works, Education)

Goal 3

To provide responsible, accountable governance

The Government of Nova Scotia must be well managed. Nova Scotians expect and deserve nothing less than good value for their tax dollars.

Government will continue to look for ways to improve the quality of service to Nova Scotians. Good management will ultimately ensure that the right services are available when, where, and how citizens want them.

We will implement a planning, budgeting, and accountability framework to ensure that results expected from our priorities are identified, that adequate resources are provided to achieve the results, and that results of initiatives are measured and reported.



We will take advantage of the potential for efficiencies in the newly restructured government. We will also be mindful of an increasing number of retiring civil servants and focus on succession planning and rewarding excellence.

We must ensure acceptable standards of service in all the programs offered by government and then strive to improve service delivery.

Government Achievements 2000–01

- Restructured government to streamline the number of departments, reduce the size of the public service, and promote efficient program delivery.
- Strengthened the accountability provisions in the *Financial Measures Act*.
- Expanded FOIPOP's scope to cover school boards and hospitals.
- Launched the Nova Scotia Business Registry to offer enhanced online services to businesses.
- Enhanced staffing and financial performance reporting requirements.

Major Initiatives 2001–02

1. Build on initiatives to make it easier to do business with government. This includes the Nova Scotia Business Registry and expanding Registry of Motor Vehicle services. (Service Nova Scotia and Municipal Relations)
2. Make government services available when, where, and how citizens want them. Service Nova Scotia Express kiosks, new self-serve computer terminals, will be located in every county, and secure Registry of Motor Vehicles and Vital Statistics services will be offered on line. (Service Nova Scotia and Municipal Relations)
3. Proceed with a number of e-government initiatives, including an electronic land registry to allow users to access records from home and county-based registry offices. (Service Nova Scotia and Municipal Relations)
4. Extend the accountability framework to public-sector entities by developing clearer governance structures, new systems for reporting and monitoring, and consistent administrative policies. (Treasury and Policy Board, all of government)
5. Enhance information technology systems at the Department of Health to promote evidence-based decision making. (Health)

6. Enhance consumer protection for Internet transactions and work with other provincial jurisdictions to provide a coordinated, national approach. (Service Nova Scotia and Municipal Relations)
7. Introduce service agreements to provide greater accountability for approximately \$45 million in public funding for community groups and organizations that provide services to thousands of people. (Community Services, Health, Education, Justice)
8. Continue work on a comprehensive government-wide user fee policy to ensure all fees meet appropriate criteria for fairness and cost recovery. (Treasury and Policy Board)
9. Complete implementation of the SAP accounting system. (Finance, government agencies)
10. Update government's program inventory and develop a methodology to allocate central support costs to each program. (Treasury and Policy Board, all government)
11. Complete the 10-year needs study of the primary and secondary highways that will serve as a guide for improving the provincial highway system. (Transportation and Public Works)
12. Finalize negotiations on a private-sector management contract for operation of Nova Scotia's Signature Resorts. (Tourism and Culture)

Goal 4

To create conditions that help the economy grow

A strong economy helps Nova Scotians become more independent. It also generates the resources needed to support the most vulnerable members of our society.

We will create an economic climate through changes to tax policy and other means that promotes growth in all our regions and makes us more competitive in the complex, global business environment.

Making the right investments—those that will create new jobs and export opportunities—is essential for continued growth. Our infrastructure of roads, buildings, and telecommunications networks must be of high quality to attract new investment.



We must also address our labour market needs so our skills match the jobs. And we need to build clusters in knowledge-based, new economy industries to accelerate their rate of development and support new growth in our more traditional industries.

Government Achievements 2000–01

- Developed and released Nova Scotia's first economic growth strategy in more than a decade.
- Created Nova Scotia Business Incorporated.
- Completed the review of all provincial tax credits and rebates.
- Stimulated investment throughout Nova Scotia via Community Economic Development Investment Funds.
- Launched the Cape Breton Economic Growth Fund.
- Successfully collaborated with partners to cumulatively leverage \$27 million of Canadian Foundation for Innovation research awards.

Major Initiatives 2001–02

1. Implement the Economic Growth Strategy. The Department of Economic Development will develop policies to create an environment for business to thrive. This will include working with Regional Development Authorities to encourage maximum growth in community economic development and establishing a comprehensive government statement of community economic development policy. (Economic Development)
2. Working within the framework of the Economic Growth Strategy and through Nova Scotia Business Inc., support front-line business development activities, including providing support to existing local businesses and developing investment and trade opportunities. (Economic Development)
3. Develop a comprehensive energy policy to make the most effective use of Nova Scotia's energy resources and take full advantage of new energy supplies and related development. (Natural Resources, Petroleum Directorate)

4. Promote the oil and gas sectors while implementing a regulatory framework that is fair to operators and citizens alike. (Petroleum Directorate, Utility and Review Board)
5. Promote tourism through the industry/government Tourism Partnership Council and the 2001 Tourism Marketing Plan. We will make new investment in our provincial visitor information centres for extended and year-round operations. (Tourism and Culture)
6. Develop approaches through the Nova Scotia Business Opportunities Initiative to enhance opportunities for Nova Scotia companies for government and major project purchasing, while respecting national and regional procurement guidelines. (Economic Development, Transportation and Public Works)
7. Implement the Agriculture Development Institute, led by farmers, to ensure the industry is on the cutting edge of research and best practices. (Agriculture and Fisheries)
8. Implement a new and comprehensive risk management policy that focuses on the long-term economic security and viability of our farming industry. (Agriculture and Fisheries)
9. In addition to making ongoing improvements to our roads and highways, work to improve our transportation network by negotiating cost-sharing on the National Highway System, helping the Halifax International Airport authority to promote the airport, and pursuing commercial ferry links to the northeast US. (Transportation and Public Works)
10. Support producers and distributors in the cultural sector in their efforts to generate new sales and export opportunities. (Tourism and Culture)
11. With our federal and other partners, create and implement an aggressive digital economy strategy to maximize Nova Scotia's emerging strengths in all aspects of information and communications technology—from broad-band connectivity to telemedicine. (Economic Development)
12. Support Nova Scotia's foundation industries through such measures as the continued implementation of the Forest Strategy. (Natural Resources)
13. Introduce the Brand Nova Scotia Initiative to more effectively promote Nova Scotian products at home and in key markets abroad. (Economic Development, other departments)



14. Work to enhance employment prospects for our young people with an emphasis on rural areas with high unemployment through the Provincial Employment Program. (Economic Development)
15. Support new, entrepreneurial business opportunities in rural Nova Scotia through collaborative efforts such as the Nova Scotia Rural Team and the Sustainable Communities Initiative. (Economic Development)
16. Support road maintenance and transportation needs in rural communities and on secondary roads. (Transportation and Public Works)

Goal 5

To provide Nova Scotians with opportunities to learn throughout their lives, so they can continue to succeed in a rapidly changing world.

Education is key to success in the global economy. Lifelong learning will position Nova Scotians to take advantage of opportunities like those related to offshore energy.

Government will promote learning opportunities from the early years through late adulthood, with an added focus on Nova Scotians who have not had success in traditional education systems.

Developing literacy skills at any age is key. We are enhancing learning and skill development opportunities in formal and informal settings, ranging from a focus on early literacy in our public schools to a new High School Diploma for Adults.

Government Achievements 2000–01

- Completed installation of computer and Internet access to junior and senior high schools through the Information Economy Initiative.
- For the first time, provided grants to low-income families for school supplies.
- Started development on the Nova Scotia School for Adult Learning and the Nova Scotia High School Diploma for Adults.
- Launched the Active Young Readers Program to promote literacy skills in grades primary to 3.

Major Initiatives 2001–02

1. Enrol the first students into the Nova Scotia School for Adult Learning, where they will work toward the new Nova Scotia High School Diploma for Adults. (Education)
2. Develop a Skills Nova Scotia Strategy to identify skills shortages and a plan for action. (Education, Economic Development, Petroleum Directorate, Community Services)
3. Introduce the next generation of high-speed Internet connections to our schools, libraries, community colleges, and communities through the Information Economy Initiative. (Education, Economic Development)
4. Expand the Active Young Readers Program to grades 4–6 while continuing Active Young Readers in grades primary to 3. (Education)
5. Diversify Nova Scotia Agricultural College offerings to respond to opportunities in emerging fields such as life sciences, environmental engineering, organic farming, and aquaculture. (Agriculture and Fisheries)
6. Increase funding to the Nova Scotia Community College to add new seats and improve access to programs that will allow young Nova Scotians to train for the jobs of the future. (Education)
7. Through participation in the Canadian Foundation for Innovation, enhance the ability of universities and colleges to remain competitive in research, innovation, and learning. (Education)

Goal 6

To foster an environment that allows and encourages Nova Scotians to work, live, raise families, and stay in Nova Scotia

Nova Scotians enjoy a good quality of life.

Government and all citizens must work together to protect our environment, promote safety, and conserve our precious natural resources. Sustainable resource management will ensure that our children can continue to enjoy our natural environment.

Government has a role in creating the right balance between economic development and the protection of our resources. For example, in the pursuit of jobs and royalties from the offshore, important sectors such as the fishery and eco-tourism must be protected.



We will work to enhance the social fabric of our communities. We must continue to help Nova Scotians with disabilities to participate fully in community life.

We will also celebrate our racial and cultural diversity and heritage.

We must continue to enhance our relationship with Nova Scotia's aboriginal people through discussion, negotiation, and resolution of issues of mutual concern.

We will maintain a strong regulatory environment, in consultation with employers and employees, to ensure the health and safety of Nova Scotians, in the workplace and the community.

We must work in concert with federal and municipal governments to make sure residents benefit from a similar level of service across the province.

Government Achievements 2000–01

- Nova Scotians were the first in North America to achieve 51 per cent solid waste diversion.
- Introduced stronger water and wastewater regulations, with increased monitoring and reporting requirements.

- Enhanced marsh land protection.
- Signed a \$196-million infrastructure agreement for water and sewage.
- Passed legislation creating designated school board seats for African Nova Scotians.
- Facilitated agreements to increase protection for ecosystems.
- Started the Sustainable Communities Initiative with our federal partners.
- Through the Nova Scotia Community Access Program completed the establishment of a network of 240 community-based, public Internet access sites.

Major Initiatives 2001–02

1. Develop a sewage management strategy for the province and work with municipalities to address current deficiencies in sewage management such as untreated sewage discharges, old and aging sewage treatment plants, and malfunctioning on-site systems. (Environment and Labour)
2. Release a Water Resource Management Strategy focusing on clean drinking water, water quality protection, and water quantity assessment. (Environment and Labour)

3. Implement a Nova Scotia Climate Change Strategy. (Natural Resources, Environment and Labour, Intergovernmental Affairs)
4. Develop and implement sulphur dioxide emission reduction standards, as part of Nova Scotia's commitment to reduce and ultimately eliminate acid rain damage. (Natural Resources, Environment and Labour)
5. Work with federal and municipal governments to implement the Infrastructure Canada–Nova Scotia Agreement and invest in "green" infrastructure projects. (Service Nova Scotia and Municipal Relations)
6. Enhance the comfort and safety of Nova Scotians by undertaking a preventative maintenance program for government-owned buildings, cleaning up contamination in government garage sites, renovating schools, and making road improvements by implementing components of a Transportation Management Information System. (Transportation and Public Works)
7. Continue to implement projects to improve transportation options and access for people with disabilities to community buildings across the province. (Service Nova Scotia and Municipal Relations)
8. Support racial diversity by approving a Racial Equity Policy for the public school system for the fall of 2001 and expanded diversity training for our senior staff. (Education, Public Service Commission)
9. Continue dialogue and negotiation of treaty and related issues with the Mi'kmaq people of Nova Scotia. (Aboriginal Affairs)
10. Conclude the Municipal-Provincial Roles and Responsibilities Review to more fairly allocate revenues and responsibilities between levels of government. (Service Nova Scotia and Municipal Relations)
11. Improve public safety and security in our neighbourhoods by
 - developing a comprehensive and effective crime prevention strategy in co-operation with various stakeholder groups
 - improving the response of the justice system to incidents of family violence
 - pursuing Criminal Code amendments regarding home invasion (Justice)



12. Sustain our natural environment by implementing new and updated forest management policies and developing long-range management plans for Crown lands using the integrated resource management planning process. (Natural Resources)
13. Invest new resources in regional arts councils to directly support the cultural priorities of communities and regions in Nova Scotia. (Tourism and Culture)
14. Develop policies to allow better access to school facilities for sport and recreation activities. (Sport and Recreation, Education)
15. Decommission Sysco and work with the Joint Action Group to clean up Muggah Creek. (Transportation and Public Works)
16. Undertake a rest area pilot project along Highway 104 to promote highway safety and enhance services to tourists. (Transportation and Public Works)
17. Establish an external advisory committee to carry out a review of the *Workers' Compensation Act*. (Environment and Labour)
18. Implement the Intensive Supervision and Support Program to deal more effectively with young offenders as they make the transition back into society. (Justice)
19. Expand the Restorative Justice Program, which holds offenders accountable for their actions and promotes victim and community involvement in the healing and restoration process. (Justice)
20. Revamp the *Fatality Inquiries Act* by working with the policing and medical communities to improve and streamline the process to investigate sudden or unexplained deaths. (Justice)
21. Continue support, participation in, and further development of the Sustainable Communities Initiative. (Most departments)

The Government Business Plan



Measuring Our Performance

Changes to the *Provincial Finance Act* last year mandated a planning, budgeting, and accountability framework.

Future budgets will have a four-year planning horizon. All departments and entities that rely on public funding will prepare annual accountability documents. They will develop, track, and report on performance. Our commitment to accountability also includes open and objective reporting of government's progress.

The Government Business Plan outlines the goals, initiatives, and corporate performance measures to assess government's success in achieving its stated goals.

A follow-up reporting document will be released at the end of the calendar year and will provide a fuller discussion of each measure and appropriate data. It will highlight progress made towards the targets which in turn will influence broad societal outcomes.

The following template presents the outcomes, measures, and targets that government will use to measure achievement towards its goals. Most stated targets are for the fiscal year 2004–05, unless noted otherwise, and we will measure progress toward these targets each year. Some measures may be used to track progress on more than one goal.

Where information is not yet available, baseline data and targets will be further developed and modified. We will continue to refine the template in an ongoing effort to improve the quality of reporting.

Performance Measures

1. To put and keep Nova Scotia's finances in order.

Outcome	Measure	Target 2004–05
Effective Financial Management	Debt-servicing costs as a percentage of revenues	Steady reduction in the percentage
	Provincial government debt per capita	Downward trend
	Credit rating of major rating agencies	Improve from current rating
	Surplus/deficit	Surplus starting in 2002–03



2. To put crucial services—health, education, social services—on a sustainable foundation.

Outcome	Measure	Target 2004–05
A sustainable health care system	Wait times for placement in continuing care (nursing homes and home care)	Baseline data and target to be developed
	Spending on health care	Slow rate of growth
	Percentage of health human resource positions (nurses, doctors, etc.) filled in under-served areas	80% of positions in under-served areas will be filled
Healthy lifestyle	Percentage of population within healthy range of body mass index (BMI)	Work towards the Canadian average
	Percentage of youth who smoke	Reverse upward trend
	Physical activity levels for children and youth	Baseline data and target to be developed
Moving towards personal self-reliance	Percentage of social assistance recipients exiting the system for work	Baseline data and target to be developed
	Percentage of families with children in low-income situations	Downward trend
A quality education system	Number of classes with more than 30 students at elementary level	Baseline data and target to be developed

3. To provide responsible, accountable governance

Outcome	Measure	Target 2004–05
Responsible government	Provincial government spending on wages and salaries per capita	Stable (on a per capita basis)
	Percentage of clients satisfied with Access Nova Scotia services	75% satisfied
Open and accountable government	Percentage of government entities (including school boards, DHAs, healthcare facilities) with business plans and reporting documents	100%
	Responses to FOIPOP applications by government within 60 days	Response rate within 60 days of 75% for all applications



4. To create conditions that help the economy grow.

Outcome	Measure	Target 2004–05
Competitive business climate	Indices of business climate competitiveness	Indices to be developed
	Riding Comfort Index (RCI), where 0 is unacceptable and 10 is the smoothest	Increase the percentage of roads with RCI ratings within and above the minimum standards for acceptability
	Percentage of business clients who can complete all necessary licensing requirements through the NSBR	80%
Increased economic activity	Export expansion	Increase international exports by \$2 billion by 2005 (versus 1999)
	Growth rate in GDP	Above the national average over the next 10 years
	Employment	Increase employment level by 20,000 by 2005
	Public/private capital investment	Investment per person above national average by 2005
	Levels of commercialization (patents and licenses granted)	Maintain or exceed NS share of Canada, based on share of population i.e., 3.1%
	Tourism revenues	Increase by 20%
Stable labour relations	Percentage of total working time lost due to strikes and lockouts in the economy	Stay below the national average

5. To provide Nova Scotians with opportunities to learn throughout their lives, so they can continue to succeed in a rapidly changing world.

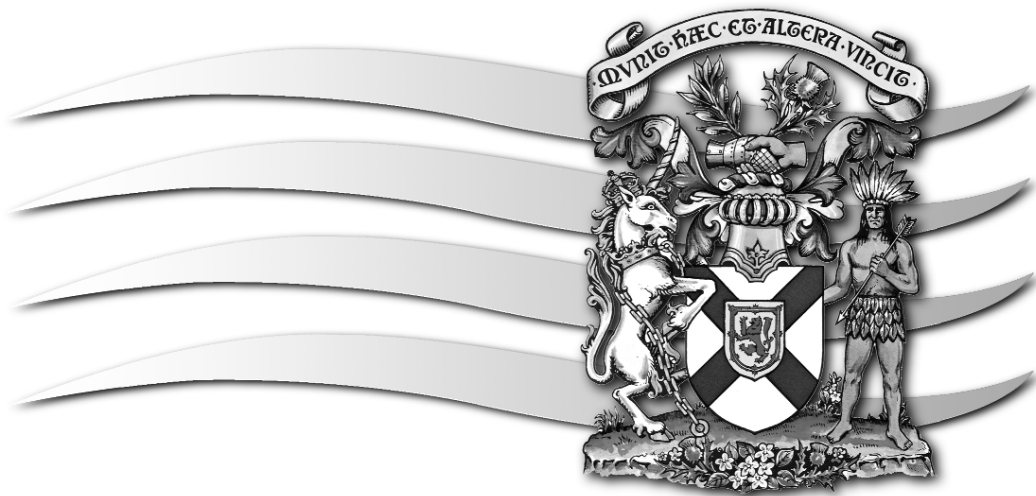
Outcome	Measure	Target 2004–05
High educational achievement and attainment	SAIP (Reading & Writing)	Test results to be comparable to Canadian average
	High school graduation rates	Continue to improve overall graduation rates
Lifelong learning	Participation in adult education & training	Proportion receiving training to exceed 40 %



6. To foster an environment that allows and encourages Nova Scotians to work, live, raise families, and stay in Nova Scotia.

Outcome	Measure	Target 2004–05
Excellent quality of life	Average number of registered Workers' Compensation Board claims per 100 employees	Maintain or reduce against 5-year average
	Overall crime rate per 100,000 people	Maintain NS rate below Canadian rate
	Percentage of respondents indicating that they feel safe walking alone at night in their communities	Maintain level of perceived security at 70% or above
Healthy environment	Greenhouse gas emissions	Target to be developed
	Urban (HRM) Air Quality Index (number of days rated as Poor)	0 days
	Percentage of population served by municipal water supplies that receive water meeting the Canadian Drinking Water Guidelines for total coliform	99%
Ecosystem Integrity	Percentage of endangered species with recovery plans in place	100% within one year after a species is listed as endangered
Sustainable Resource Management	Timber harvest (five-year average) as a percentage of the sustainable harvest	Harvest (five-year average) not to exceed the sustainable level
	Percentage of Crown land with draft long-range management plans in place	100% by the end of 2005
	Community involvement in recycling (percentage of waste diverted from landfills)	50% diversion in all seven solid waste regions by 2005

PART TWO



Departmental PLANS

Note:

The following section of the *Government Business Plan* provides abridged versions of the 12 departmental business plans for 2001–02. The mission, goals, core businesses, and priorities of each department are outlined. A complete version of each department’s business plan will be posted on its website.

Agriculture and Fisheries



Mission:

To foster prosperous and sustainable agriculture and fisheries industries through the delivery of quality public services for the betterment of rural and coastal communities and of all Nova Scotians.

Strategic Goals

1. Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries.
2. Foster a competitive business climate for economic growth and job creation in Nova Scotia's rural and coastal communities.
3. Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence, and food safety, which contribute to the orderly development of the agriculture and fisheries industries.
4. Provide quality post-secondary educational programs, training, and research to enable students and Nova Scotia's agriculture and aquaculture industries to meet the labour force needs and challenges of the global economy.
5. Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries and are accountable for results achieved.

Core Business Functions

- **Sustainable resource management, protection of the environment, and regional/field services**

The department is committed to fostering environmentally responsible and sustainable agriculture and fisheries industries, including agri-food, aquaculture, and sportfisheries, through the promotion, development, and application of management practices aimed at balancing ecological integrity and economic development. The department offers convenient, single-window access to a wide range of programs and services, including a 4-H program for rural youth, through its regional/field offices.

- **Industry development and investment opportunities**

Industry development and investment opportunities must be achieved in a manner that is environmentally compatible, socially acceptable, and economically viable in order to be sustained over the long term. The department invests in the province's rural and coastal communities through strategic partnerships and alliances aimed at developing and promoting the knowledge/expertise, technologies, and products of our agriculture and fisheries industries.

Core Businesses

- **Reasonable and responsive governance and regulatory regime**

The department is committed to a legislative and policy framework that is conducive to both sustainable resource management and competitiveness with respect to the agricultural and fisheries resources. Each service area within the department works with a variety of agencies to ensure that its governance through legislation, policies, and programs complements and supports each core business. The long-term success of these initiatives is dependent upon the full co-operation and participation of the industries and of other regulatory regimes.

- **Quality education and lifelong learning**

Education, training, skill development, and applied knowledge are key to the future sustainability and economic vitality of the agriculture and fisheries industries. The Nova Scotia Agricultural College (NSAC) and the department work with expertise and external partners to develop and provide quality education, world-class research, practical training, and transferable skills for lifelong learning within a life-science and knowledge-based economy.

- **Accountable and transparent public-sector management**

The policies, programs, and services developed and instituted by the department must meet the twin goals of

fiscal prudence and results-based management. The department is accountable to the government and to Nova Scotians for ensuring that programs and services within its mandated authority are delivered effectively and efficiently.

Priorities for 2001–02

Goal 1

Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries.

- Continue to deliver developmental programs and advisory services to assist agricultural, fishing, and aquaculture businesses achieve economic viability and a sustainable future in Nova Scotia.
- Work with agricultural clients to develop practical linkages and cross-compliance between environmental management at the farm level and development/income stabilization programs of government.
- Enhance the capacity of Nova Scotia's agriculture and fisheries industries to address and resolve resource-use challenges through new policies, research, and initiatives aimed at sustained development of resources; acceptable agriculture, fishing, and aquaculture practices; and adaptation of innovative, cost-effective technology to address environmental issues such as farm-waste management issues and groundwater quality.



- Work with industry and stakeholder groups to promote an image of agriculture, fishing, and aquaculture as modern, progressive industries that are evolving to respond better to broad and growing public pressure for sustainable and environmentally responsible resource development.
- Aggressively represent Nova Scotia's fishing interests to Ottawa to ensure that Nova Scotia receives a fair share of marine resources and that industry concerns are heard, including suitable access to coastal waters for aquaculture development.
- Continue biannual Minister's Council meetings with industry groups to address major issues, including Aboriginal rights and treaty rights, offshore oil and gas development, and illegal trade in seafood.
- Conserve and enhance inland fish stocks through management initiatives aimed at meeting long-term sustainable objectives.
- Continue maintenance of Nova Scotia's dykes and aboiteaux structures to protect fertile dykelands and provincial infrastructure.
- Through the 4-H program, provide leadership development and organizational and decision-making opportunities that will give Nova Scotia's rural youth tools to meet the challenges of sustainable resource development and become the leaders of the future.

Goal 2

Foster a competitive business climate for economic growth and job creation in Nova Scotia's rural and coastal communities.

- Support policies that recognize that the traditional strength of Nova Scotia's agriculture and fishing industries lies in strategic partnerships and alliances to diversify markets, products, applied research and technology, value-added opportunities, and appropriate infrastructure to support economic development.
- Build on the knowledge, expertise, and research capacity of the department and the Nova Scotia Agricultural College to seize developmental opportunities in the emerging fields of life sciences, environmental engineering and biology, agricultural business, new and value-added product development, and aquaculture.
- Strengthen the partnership between the Nova Scotia Federation of Agriculture and the department by reactivating the Agricultural Planning Committee.
- Continue a New Entrants Program for the agriculture industry and advance efforts to develop a similar program for the fishing industry through the Fisheries and Aquaculture Loan Board.

- Continue to provide stable, cost-effective financing to Nova Scotian farmers, commercial fishers, and aquaculturists through the Nova Scotia Farm Loan Board and the Fisheries and Aquaculture Loan Board.
- Implement a new and comprehensive risk-management policy that focuses on addressing agricultural risk-management needs strategically and for the long term.
- Broaden dialogue with the agri-food industry and within government regarding development needs, target growth areas, and desired impacts of government programs.
- Grow Nova Scotia's aquaculture industry by working with the federal government to acquire suitable aquatic lease space for development, improving turnaround time for processing of lease site applications, and effectively addressing perceived and real environmental issues associated with aquaculture development.
- In partnership with industry and federal partners, increase domestic sales and exports of Nova Scotian agri-food and seafood products, services, and technologies through promotions, trade missions/shows, targeted marketing, the Taste of Nova Scotia program, and development of the Brand Nova Scotia initiative.
- Investigate the creation of an integrated "business centre" for the agriculture and fisheries sectors that will provide business management and marketing information, with links to specialized advisory services. Continue to provide services in economic and business management analyses, product research information, entrepreneurial skills development, professional upgrading, and succession planning for the agriculture and fisheries sectors.

**Goal 3
Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence, and food safety, which contribute to the orderly development of the agriculture and fisheries industries.**

- Develop and implement legislative and regulatory structures that support sustainable development and build consumer confidence in Nova Scotia's agriculture and fisheries industries, aquaculture, recreational fishing, and food distribution systems through licensing, permitting, and monitoring of these activities.
- Streamline the number of agencies, boards, and commissions by eliminating close to 20 ABCs, as well as eliminate outdated or redundant regulations.



- Coordinate a review of the *Fisheries and Coastal Resources Act*, providing opportunities for stakeholders and the general public to comment on the act.
- Coordinate the regulatory packages for the *Farm Practices Act*, the *Marshland Conservation Act*, and crop insurance and marketing board regulations.
- Continue to strengthen the enforcement capabilities of the department through improved investigative techniques and regulatory initiatives in all areas covered by legislation, for the economic and social benefit of Nova Scotians.
- Urge federal agencies to clearly define who is eligible to participate in the Aboriginal treaty-based fisheries and to solicit input from industry on the impact on all participants in the fishery.
- Through the Natural Products Marketing Council, facilitate the transition of regulatory powers from the Nova Scotia Dairy Commission to the council and dairy farmers of Nova Scotia and amend current regulations and federal/provincial agreements to meet the needs of the commodities supervised by the council under the *Natural Products Act*.
- Continue to provide efficient and effective laboratory services to Nova Scotians, review current initiatives, and negotiate new opportunities across the Maritime region.

Goal 4

Provide quality post-secondary educational programs, training, and research to enable students and Nova Scotia's agriculture and aquaculture industries to meet the labour force needs and challenges of the global economy.

- Diversify NSAC curriculum offerings to respond to opportunities in emerging life sciences, environmental engineering and biology, agricultural business, new and value-added product development, organic farming, and aquaculture.
- Work with the NSAC and external industry partners to develop and apply research that fosters sustainable and environmentally responsible farming and aquaculture practices.
- Increase NSAC international enrolment by recruiting in strategic locations, including northern Europe, central Europe, and New England and by participating in student exchange projects.
- Increase NSAC research capacity by participating in the Canada Research Chairs Program, the Canada Foundation for Innovation program, the Atlantic Innovation Fund, and AgriFocus and by continuing partnerships with both the public and the private sectors in support of research professorships.

Goal 5

Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved.

- Continue to provide front-line, single-window delivery of services to clients through regional offices and field staff and seek synergies and improved efficiencies in service delivery.
- Develop measurable and comparable outcomes and indicators related to the strategies employed to meet the goals of the department.

Community Services



Mission:

To promote the independence, self-reliance, security, and well-being of the people we serve.

Strategic Goals

The strategic goals of the department support government's vision for the future and its commitment to economic prosperity and social well-being.

1. Individuals and families are self-sufficient and are able to support themselves.
2. Children and youth are protected and are supported within families and communities that promote their healthy development.
2. Persons with disabilities are supported to live as independently as possible, enabling them to participate in community life.
4. Services are provided in an efficient, effective, and accountable manner.

Core Business Functions

- **Income Assistance and Employment Support**

Provides needs-tested financial assistance to cover basic necessities and special needs to individuals and families; a range of employment support services to all social assistance recipients who are job ready or who may require some help to get job ready; prescription drug coverage for social

assistance recipients; property tax rebates for eligible seniors; and income-tested child benefits.

- **Family and Children's Services**

Provides child protection services, programs that support the family unit and foster healthy child development, early intervention services to help young children with developmental disabilities, and support for a variety of community outreach services. Regulates provision of services by licensing, establishing standards and policies, and evaluating and monitoring compliance (child-care centres, residential facilities, small options homes, and foster care).

- **Community Supports for Adults**

Provides a range of community-based supportive services, including residential and day programs, to vulnerable adults; assessment and classification services to ensure persons requiring care and/or supervision are appropriately placed; licensing, inspecting, and/or monitoring services to ensure standards are met in all settings providing care and supervision for mentally challenged adults; and funding on behalf of persons-in-need residing in licensed homes for special care and community-based options.

- **Housing Services**

Develops, delivers, and supports appropriate housing solutions; housing loan and grant programs that enable Nova Scotians to remain in their homes; services in support of the province's public housing portfolio; third-party

agreements with co-operative and non-profit sponsors who provide 9,000 co-operative and non-profit housing units; and a Land Development Program, which supplies moderately priced serviced lots for various housing initiatives province-wide. Works with the Nova Scotia Housing Industry, other levels of government and non-profit groups in the promotion and maintenance of housing as an economic generator.

Priorities for 2001–02

Goal 1

Individuals and families are self-sufficient and are able to support themselves.

- Implement the new Employment Support and Income Assistance legislation, regulations, and policy.
- Implement a standard benefit for children in low-income families.
- Build on the child-care portability initiative and increase access for parents to a range of quality child care-options to ensure parents in need have reasonable access to child-care support.
- Pursue negotiations with the federal government concerning programs to support affordable housing and the extension of the Residential Rehabilitation Assistance Program beyond its current 2003 expiry date.

- Pursue partnerships with other departments and community groups to provide Nova Scotians with appropriate housing to support independent living.
- Work, in collaboration with the federal government, with community partners to alleviate the incidence of homelessness.

Goal 2

Children and youth are protected and are supported within families and communities that promote their healthy development.

- Develop and implement programs under the Federal/Provincial Early Childhood Development Initiative to ensure that the appropriate mix of programs and services for Nova Scotia's children are available.
- Develop and implement, in collaboration with other government partners, a plan for a continuum of community-based mental health services for children and youth that is accessible, irrespective of care status.
- Design, develop a program, and open a secure treatment facility for children and youth.
- Develop a policy framework for a continuum of services for children with special needs.
- Develop a parent education framework as an essential component of prevention.



- Train child care staff around the Child Abuse Protocol.
- Train social workers in the preparation of Parental Capacity Assessments and Interventions.
- Establish a collaborative process with other government departments to coordinate and develop family violence initiatives.
- Continue the reform of the foster care program using the Parent Resources Information Development and Education (PRIDE) model.
- Pursue partnerships with other departments and community groups to coordinate access to housing for seniors and for mentally and physically challenged Nova Scotians who need safe, appropriate, and affordable housing in conjunction with support services to live independently.
- Implement training standards for supervisory/direct care staff working in homes for special care, community-based options, and adult service centres.

Goal 3

Persons with disabilities are supported to live as independently as possible, enabling them to participate in community life.

- Develop an action plan in response to the independent review of the Community-Based Option Program.
- Secure appropriate services to facilitate the closure of the Halifax County Regional Rehabilitation Centre and the Scotia Adult Residential Centre.
- In conjunction with the Nova Scotia Hospital and the Department of Health, develop and implement a protocol to facilitate the out-placement of residents ready for discharge from the forensic unit of the hospital.

Goal 4

Services are provided in an efficient, effective, and accountable manner.

- Develop, in partnership with the Department of Health, a single-entry access model for individuals seeking support via the continuum of long-term care.
- Redesign the Residential Child-Caring System, Adoption Delivery System, and Legal Services for Child Welfare Services.
- Undertake an examination of key client and provider service delivery processes to identify commonality in business processes with a view to building a set of integrated business systems for use across the department.
- Complete the integration of Housing and Community Services.

- Commission a workload/caseload study for Community Supports for Adults.
- In conjunction with the departments of Health, Education, Justice, and Economic Development, develop a social policy framework that enables policies and programs to be better integrated.
- Develop and implement financial standards and guidelines for the establishment of per diem rates/funding for homes for special care, community-based options, and adult service centres.
- Work with the housing authorities to develop a comprehensive business plan to address such issues as declining subsidies, market forces, and changing demographics.
- Implement measures that will improve existing public housing stock and adapt it to meet the changing needs of our tenants, for example seniors “aging in place.”
- As part of a government-wide initiative, implement service agreements for community-based grant agencies.
- Implement and develop a plan for licensing residential and child-care centres.
- Implement amendments to the *Day Care Act and Regulations*.
- Strengthen the planning and policy formulation, research, and evaluation capacities of the department.

Economic Development



Mission:

***To manage government's efforts
in support of sustainable,
environmentally responsible,
economic development.***

Strategic Goals

1. Make it easier for businesses to start, grow, and create jobs by building the best business climate in the Atlantic Region.
2. Develop the partnerships, plans, and resources necessary to facilitate government's strategic infrastructure investments.
3. Maximize the impact of dollars spent on marketing the province and its products by aggregating resources, capitalizing on promotional investments already made, and enriching established relationships in national and international markets.
4. With our partners and the people of Nova Scotia, help to develop Nova Scotia's work force of the future.
5. With our partners, build regional capacity that supports economic growth around the province.

Core Business Functions

- **Promote improvement to and report on the status of the business climate**
 - advocacy, analysis, research, partnership building, publishing
- **Develop, coordinate, and implement policies, planning, and programming relating to economic development and the Nova Scotia economic growth strategy**
 - management, coordination, administration, policy development and evaluation, strategy planning
- **Promote maximization of industrial and related benefits in respect of major procurement projects**
 - outreach, research, contact development, deal making
- **Facilitate provincial strategic economic development-related infrastructure projects**
 - research, planning, consultation
- **Maximize the impact of efforts to market Nova Scotia and its products in key markets**
 - coordination, promotion, marketing innovation

- **Work in conjunction with Nova Scotia Business Incorporated to promote economic development throughout the province**
 - facilitation, partnership management, policy development and research, consultation
- **Collaborate with the private and public sectors in the improvement of a provincial labour force with the skills to take advantage of new and changing opportunities**
 - labour force research, information provision, partnership development
- **Coordinate and implement special projects with communities in economic transition**
 - project development, coordination, partnership development
- **Co-operate with and support the work and efforts of other provincial departments and the Government of Canada and its departments respecting matters relating to economic development in the province**
 - partnership development, leadership, education, consultation
- **Operate the Industrial Expansion Fund**
 - Fund/financial management

Priorities for 2001–02

Goal 1

Make it easier for businesses to start, grow, and create jobs by building the best business climate in the Atlantic Region.

- Through research and consultation, and with NSBI and other partners, work to develop key high-growth and emerging industry clusters. Through a field staff presence, identify regional business climate barriers to growth, and with RDAs, community business development corporations, chambers of commerce, and other relevant organizations develop solutions and advocacy for improvement.
- With Department of Finance bring forward a comprehensive review of tax incentives and recommendations and publish an annual Business Climate Report Card.
- Increase the readiness of Nova Scotia companies to benefit from government and large-scale procurement spending by developing and implementing, in conjunction with the NSBI Expansion and Retention Program and the Nova Scotia Business Opportunities Initiative, and coordinated with Transportation and Public Works' Procurement Office and Brand Nova Scotia, a new Industrial Benefits Program that balances rural and urban business needs and opportunities, and brings increased business to Nova Scotian companies through more local purchasing.



- With our partners, create and implement an aggressive Digital Economy Strategy (including e-business) that coordinates federal, provincial, and local resources dedicated to building Nova Scotia's emerging strengths in all areas of computer-mediated enterprise from broad band connectivity to e-business and new media to telemedicine.
- Improve the climate for venture capital investment in Nova Scotia and bring more immigrant investment to Nova Scotia in key areas of the economy.
- Develop, negotiate, and implement economic development agreements with other levels of government in support of the implementation of the Nova Scotia Economic Growth Strategy.

Goal 2

Develop the partnerships, plans, and resources necessary to facilitate government's strategic infrastructure investments.

- Support the Halifax Port Authority's effort to expand container terminal capacity in Halifax.

- Work with business and stakeholders in the Strait and Sydney areas to assist in the development of strategic infrastructure.
- Work with TPW, the federal government, and other stakeholders to ensure the continued viability of the province's three main airports.
- Work with railway companies to upgrade rail links to North American markets through New England and extend private short lines in Nova Scotia.

Goal 3

Maximize the impact of dollars spent on marketing the province and its products by aggregating resources, capitalizing on promotional investments already made, and enriching established relationships in national and international markets.

- Ensure that marketing messages about Nova Scotia are communicated consistently and effectively by government agencies and ensure that all potential co-operative marketing opportunities, both public and private sector, are identified and pursued.
- Promote Cape Breton's diverse economy by marketing its strengths as an excellent location for investment.

Goal 4

With our partners and the people of Nova Scotia, help to develop Nova Scotia's work force of the future.

- Coordinate the production of a business plan for the Labour Market Development Agreement for fiscal 2001–02.
- Participate in an Interdepartmental Fact-finding Team that will produce:
 - an inventory of key initiatives now under way in the province to improve skills development and training
 - background and recommendations on best practices in the delivery of training, particularly those that engage private-sector partnership and investment
 - a prioritized list of occupational areas where evidence suggests that skills shortages are likely to be the most acute and where the failure to act will negatively affect key areas of the provincial economy
 - recommendations for a go-forward strategy to address skill shortages
 - a communications strategy to raise the level of awareness of this issue
 - a go-forward plan to develop a Skills Nova Scotia Strategy

- Assist in the creation and implementation of a government-wide template that will be used to indicate the number of jobs supported by government investment in the province.
- Provide work experience for young Nova Scotians to jump-start their careers by reviewing the Provincial Employment Program to ensure that it drives government's commitment to investing in Nova Scotia and helping to build rewarding careers for our young people here.

Goal 5

With our partners, build regional capacity that supports economic growth around the province.

- Develop a comprehensive government statement of CED policy.
- Work with RDAs to prepare regional strategies linked to Opportunities for Prosperity, identify a short list of communities in transition and develop plans of action, and identify viable economic opportunities.
- Continue work with key representative organizations to expand participation in the economy by African Nova Scotians, Nova Scotia Mi'kmaq, and women, especially in rural areas.



- Work with the interdepartmental committee on CED, the Nova Scotia Rural Team, and the Sustainable Communities Initiatives, to bring a CED perspective to a range of government activities, both federal and provincial.
- With our federal and other partners, conduct a series of e-business seminars to assist companies in every region of the province to understand both the risk and considerable potential in taking their business online and to develop effective strategies to grow and expand their markets via the Internet.

Education



Mission:

To provide excellence in education and training for personal fulfilment and for a productive, prosperous society.

The department is committed to access to lifelong learning opportunities, full participation at all levels of the education and training system for all Nova Scotians, and accountability of all partners.

Strategic Goals

The Department of Education goals for 2001–02 are:

1. To provide quality public education and training.
2. To promote access to post-secondary education.
3. To ensure accountability.
4. To use technology as an enabler.
5. To address diversity through education.
6. To promote successful career transitions and lifelong learning.

Core Business Functions

The department's mandate spans public schools, community colleges, universities, public libraries, a comprehensive system of adult learning programs, and services to support lifelong learning. The following provide examples of each core business:

- **P–12 education**

This involves working with education partners on curriculum and support services, teacher professional development, teacher certification, assessment to monitor student and system performance, and technology services/resources, as well as providing advice to school boards.

- **Higher education and adult learning**

This involves working with education partners on university and community college system development; adult programs and services, including literacy and workplace education; delivery of the Nova Scotia High School Diploma for Adults; apprenticeship training; labour market development; Canada and Nova Scotia student loan programs; and public library services.

- **Policy**

This involves strategic and business planning, public consultation and communication, policy development, management information systems, statistical services, research and evaluation support, federal/provincial relations, and immigration matters.

- **Corporate services**

This includes comptrollership and financial management, administering provincial grants and audits, facilities planning, transportation systems, equipment acquisition, financial advisory services, human resource support, information technology support, and occupational health and safety.

Priorities for 2001–02

Goal 1

To provide quality public education and training.

- Education renewal initiatives will be undertaken to address key issues and concerns affecting education, to improve the quality of education, and to ensure our education dollars are spent wisely to meet the need for strong accountability, achievement of provincial standards of performance, and optimal use of resources for efficient and effective service to Nova Scotians.
- To improve literacy, the Active Young Readers initiative will be implemented province-wide to provide increased emphasis on the effective teaching of reading in grades 4–6, as well as continue to provide leadership and support for Active Young Readers in grades P–3.
- A new Canadian history course will be piloted for grade 11. Grade 10 students will be required to complete Canadian history, African Canadian studies, Mi'kmaq studies, or Acadian history before graduating from high school to ensure that all students have opportunities to learn about their Canadian heritage. Another new course, Histoire de l'Acadie 11, will be piloted in Acadian schools in 2001–02.
- The department is working on new advanced course options and programs for high school students that are cross-curricular, make innovative use of technology, and provide a more direct link with universities.
- After extensive consultation, the Report of the Special Education Implementation Review Committee will be submitted in the spring of 2001. The recommendations will be considered, and a multi-year funding plan will be developed to ensure strong supports are in place to assist students with special needs.
- A new Code of Conduct, which emphasizes a proactive approach to establishing a climate of respect, responsibility, and self-discipline in schools, will be introduced in September 2001.
- The department will build 11 new schools for delivery by 2002, oversee the addition and alteration program for major renovations to existing school buildings, and work with school boards and other departments to identify and resolve environmental problems in schools.



- A survey of school renovation and maintenance projects is being conducted to determine priorities and to determine which renovation and maintenance projects will be undertaken over the 2001–02 fiscal year.
- A Provincial Education Council will be established to provide a mechanism to ensure that the needs and concerns of youth are heard by the Minister and addressed.

Goal 2

To promote access to post-secondary education.

- Education renewal initiatives will be identified to ensure the post-secondary system is designed to meet the needs of Nova Scotia; these initiatives will aim at maintaining what works well and making changes where they are needed. To ensure strong economic growth in the province and the prosperity of Nova Scotians, the post-secondary education sector must focus on building a strong citizenry, addressing our labour market needs, ensuring a strong research capacity, and assisting Nova Scotians to develop to their full potential.
- Again, for the second year, the department will increase the base budget of the Nova Scotia Community College in recognition of the training needs of Nova Scotians. This additional funding will result in further growth of the college in strategic training sectors consistent with the government's economic and social agenda and as

mandated by the college's legislation. The department will work with NSCC to ensure that education and training opportunities are closely tied to economic growth sectors in the province.

- To maintain a strong Acadian post-secondary education system, greater synergies will be explored and fostered between the Collège de l'Acadie and Université Ste-Anne.
- A policy for designating post-secondary education institutions that are student loan eligible will be drafted, debated and considered over the next six months.

Goal 3

To ensure accountability.

- Common assessments for public schools provide an important accountability measure as to how well the education system is performing. The grade 6 English language arts assessment will be administered in the spring of 2002 to assess the literacy skills of all grade 6 students and to coordinate efforts to support students who have not demonstrated an acceptable level of language skill. During the spring of 2001, a grade 5 mathematics assessment will be administered. Parallel assessments for Francophone students will also be developed and administered.

- The Atlantic Canada Examinations will continue in grade 12 English language arts, biology, chemistry, and physics. A mathematics examination will be implemented in January 2003.
- Discussions will begin with Citizenship and Immigration Canada to negotiate a framework agreement for immigration in Nova Scotia. Discussions will involve avenues for promoting immigration to the province, opportunities for research and information sharing, policy and funding issues, and confirmation of federal and provincial roles and responsibilities in this area.
- In the context of a knowledge-based economy, the universities play a critical role in developing highly qualified individuals for the labour market. The Nova Scotia government will make further strategic interventions to enhance the innovation cycle in the province.
- The department will work with school boards and the college system to explore the use of information and communications technology in the delivery of programs and services.
- As participants in the CNIB's VISUNET Canada Partners Program, Nova Scotia's public libraries will provide enhanced library services to print-disabled library users in their own communities. This partnership will provide access to an extensive multi-format collection in braille, audio, electronic text, and described videos for adults and children, in addition to the locally held collections of talking books.

Goal 4

To use technology as an enabler.

- School boards will be implementing a common financial system in 2001–02 to help improve the efficiency and effectiveness of schoolboard operations. As part of the Integrated Data Management Project, the SAP financial, payroll, and human resources modules will be implemented.
- The Information Economy Initiative (IEI) will continue in 2001–02 to put new computers and technological links at the fingertips of students, teachers, businesses, and community members across Nova Scotia. This investment is designed to stimulate economic development and learning in every corner of the province.
- In partnership with the Media Awareness Network and the Canadian Library Association, Nova Scotia's public libraries are implementing the network's Web Awareness program, highlighting the challenges and issues that arise as children and young people go on the Internet. Regional library staff will provide workshops to parents, teachers, and librarians on online marketing to children and privacy issues; online safety and offensive and inappropriate content; and authentication of online information.



- The department will develop a set of performance indicators to measure achievement at universities and community colleges, in consultation with their boards and senior administration.

Goal 5

To address diversity through education.

- The Racial Equity Policy will be approved in the fall of 2001. An instrument to identify bias in materials and resources has been developed and is being implemented as part of this initiative.
- The department will continue discussions regarding the establishment of an Africentric Learning Institute, one of the key recommendations in the BLAC Report on Education.
- The department will develop resources to support Mi'kmaq Studies 10 and support Mi'kmaq cultural awareness by working to promote inclusive curricula.

Goal 6

To promote successful career transitions and lifelong learning.

- The department will implement the new Nova Scotia School of Adult Learning, which will administer and coordinate, through partnerships, a system of programs that will create a clear pathway for adults seeking a high school graduation diploma. This system will deliver the courses required for the new Nova Scotia High School Diploma for Adults.

- For the first time, *Career Options*, the labour market handbook for Nova Scotia, will be available online at the department's website to assist students and others with career decision making and transitions.
- The department will work with business, labour, and training institutions to address skill development issues to meet the needs of the province's changing labour market. It will continue its work with the federal government and other provincial departments to advance common priorities identified under the Labour Market Development Agreement. In 2001–02, these priorities include: literacy, early years, information technology, youth, and skills development.
- Youth Pathways and Transitions initiatives are being developed in senior high schools to support students as they choose pathways to destinations after high school and to assist them in making smooth and successful transitions to their desired post-secondary destinations.
- The Centre for Entrepreneurship Education and Development (CEED) will continue to expand its entrepreneurship programs, including the Open for Business Network, which now includes sites in Sweden in addition to eight in Nova Scotia.

- The department is working with colleges in the Atlantic provinces to address apprenticeship training standards focused on providing greater mobility to the apprentice. The Atlantic Apprenticeship Council has partnered on the development of common Atlantic curriculum and approaches to recording progress for the apprentice.
- The Workplace Education program will continue to expand its programs and services to meet the skill needs of the current work force, to promote labour market attachment, and to assist workers in transition.

Environment and Labour



Mission:

To protect and promote: the safety of people and property; a healthy environment; employment rights; the interests of financial services consumers and pension plan members; consumer interests and public confidence in the alcohol and gaming services sectors

Strategic Goals

Goals for the department include the following:

1. Promote safe and healthy workplaces/work practices and safe buildings/equipment.
2. Promote sustainable management and protection of the environment and natural areas.
3. Promote employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers.
4. Promote and protect the interests of financial services consumers and pension plan members.
5. Promote consumer protection in gaming/amusement activities and the retail service of alcohol.

6. Continuously improve the service we deliver and improve public and staff satisfaction with the work of the department.

Core Business Functions

The department's core business functions are described below.

- **Legislative and regulatory compliance**

Ensure compliance with and enforcement of health, safety, employment, environmental protection, financial services, pension, and alcohol and gaming legislation and regulations.

- **Environmental and natural areas protection and management**

Protect and manage the environment and natural areas through planning, setting standards and policies, promotion of partnership and stewardship agreements, public education, environmental assessment, and promotion of environmental industries and technology.

- **Dispute resolution**

Provide mediation and conciliation services that promote effective workplace relationships, utilizing alternative dispute resolution techniques.

- **Advice/assistance to injured workers**

Provide advice, assistance, and representation to assist injured workers in relation to the Workers' Advisers Program legislative mandate and services.

Priorities for 2001–02

The following priorities have been identified for 2001–02 to support the achievement of the department's goals and delivery of our core businesses.

Goal 1

Promote safe and healthy workplaces/work practices and safe buildings/equipment.

- Develop/revise regulations for
 - first aid
 - temporary workplace traffic control
 - fire safety
 - elevators and lifts
- Develop a five-year plan to review regulations as required by amendments to the *Occupational Health and Safety Act*.
- Review the existing organizational structure for delivery of the OHS program, in accordance with government direction, including the creation of an Accident Prevention Training unit to assist employers and employees.
- Develop a strategic plan to guide future development and delivery of OHS services.

Goal 2

Promote sustainable management and protection of the environment and natural areas.

- Complete the development of a sewage management strategy for the province, which addresses current deficiencies in sewage management, such as untreated sewage discharges, old and aging sewage treatment plants, and malfunctioning on-site systems.
- Release a water strategy that sets objectives for water management, including a focus on clean drinking water, water-quality protection, and water-quantity assessment.
- Work with municipalities to develop cost-effective environmental solutions to infrastructure problems resulting in an improved ability to address water/wastewater issues.
- Audit municipal and public drinking water systems and suppliers to verify compliance with the regulations and to ensure that safe drinking water is being provided to consumers.
- Develop and implement sulphur dioxide emission reduction standards. These reductions will be a major step in meeting the commitments of the Canada-wide Acid Rain Strategy for Post 2000 and the New England Governors/Eastern Canadian Premiers Acid Rain Action Plan, both of which are designed to reduce and eventually eliminate acid rain damage.



- Following public consultation, develop updated and improved legislation to protect the province's nature reserves.
- Increase industry involvement in environmental management through the development of agreements relating to the management of paint, fast food, and newspapers.
- Design and initiate a process for the development of a green plan for the province in 2003.
- Prepare and release a response to the Report of the Advisory Committee responsible for reviewing the *Environment Act* and prepare amendments to the *Environment Act*.

Goal 3

Promote employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers.

- Improve the delivery of investigative and advisory services to clients, with a view to reducing the response time to employment standards complaints.
- Review the province's minimum wage rates and recommend appropriate adjustments, if required.
- Maintain existing service response times for conciliation requests as required under the *Trade Union Act* and continue to offer preventive mediation programs, in support of the heavy collective bargaining agenda in both the public and private sectors anticipated for 2001–02.

- Ensure the provision of competent service to all eligible injured workers through response to and implementation of applicable recommendations of the Auditor General and Review Committee.

Goal 4

Promote and protect the interests of financial services consumers and pension plan members.

- Develop insurance legislation that is harmonized within the Atlantic region and initiate development of related regulations.
- Respond to proposed amendments to the *Credit Union Act* prepared in accordance with a scheduled review in conjunction with the credit union system.
- Introduce new life agent education standards in coordination with the Canadian Council of Insurance Regulators and Canadian Insurance Services Regulatory Organization.
- Research and develop policy alternatives and standards and provide representation and negotiation of Nova Scotia's interests in the development of federal/provincial pension benefits standards legislation.
- Prepare regulations in response to omnibus legislation passed in the fall session of the Legislature, which resulted in changes to the *Pension Benefits Act*.

- Draft amendments to the *Pension Benefits Act* and regulations for harmonization of legislation with other jurisdictions, clarify provisions, and address the needs of plan members and sponsors.

Goal 5

Promote consumer protection in gaming/amusement activities and the retail service of alcohol.

- Implement automated business solutions such as integrated computer systems and continue to expand the use of electronic communications and the Internet for communications among licensees, stakeholders, and government.
- Review gaming, liquor, and amusement activities to ensure they are conducted in accordance with legislation and in the general public good.
- Prepare regulations in response to omnibus legislation passed in the fall session of the Legislature, which resulted in changes to the *Gaming Control Act*, the *Liquor Control Act*, and the *Theatres and Amusements Act*.

Goal 6

Continuously improve the service we deliver and improve public and staff satisfaction with the work of the department.

- Establish the department as a “learning organization” through the collaborative development and delivery of in-house training and education sessions.
- Streamline the regulatory process by
 - implementing an approval delivery alternatives process in order to streamline the application process for selected low-risk activities that currently require an environmental approval
 - continued streamlining of the approval process for the design and installation of on-site sewage disposal systems
 - establishing exemption limits and more simplified reporting procedures for low-profit charitable organizations and creating an optional, multi-year licensing system with respect to liquor, lottery, and place of amusement licences
- Develop and refine existing risk-based processes to improve the cost-effective delivery of inspection services.



- Implement cross-functional delivery of selected inspection services in accordance with assessment of opportunities for improved client service delivery.
- Develop a common platform for delivery of administrative services to departmental agencies, boards, commissions, and tribunals based on assessment of opportunities for cost savings.
- Review the Workers' Advisers Program intake process in order to achieve and maintain appropriate response times and assure continued regionalization of this service.

Finance



Mission:

To establish a fiscal climate conducive to economic growth and to provide central agency support and policy direction for effective management of the province's finances and pensions administration.

Strategic Goals

1. To enhance financial accountability in the management and control of the province's finances.
2. To enhance Nova Scotia's long-term fiscal position, provide for fair and efficient taxation, and promote economic growth in a strategic way that balances the social responsibilities of government, debt reduction, and lowering of the tax burden.
3. To provide a core set of high-quality corporate services and infrastructure that supports the efficient and effective management of the province's public resources, including government accounting, payroll, pensions, budgeting, treasury, statistics, and internal audit.
4. To achieve effective money management that maximizes return on investments and minimizes debt-servicing costs, within acceptable risk tolerances.

5. To foster an environment that values its clients and its employees.

Core Business Functions

Financial management

- oversees the accounting of government financial transactions and prepares periodic financial reports
- liaises with the Auditor General in conducting the external audit of the province's finances, conducts internal audits, and reviews government programs
- provides direction for the planning and review of the budget process and prepares the budget documents*
- promotes effective financial accountability through expenditure control and financial reporting*

Investment, pensions, and debt management

- manages provincial investments, trust funds, pension funds, liability obligations, and treasury operations
- administers the Teachers Pension Plan, the Public Service Superannuation Plan, the MLAs' Pension Plan, and the province's Public Service Award Program

Policy development

- researches, analyses, forecasts, and provides recommendations to government with respect to provincial fiscal, economic, statistical, and pensions services

* These responsibilities are shared with Treasury and Policy Board.

- researches and develops a comprehensive, cohesive tax regime that is sensitive to the fiscal, social, and economic priorities of government
- develops policy and provides strong representation and negotiation of Nova Scotia's interests covering a wide variety of federal-provincial, regional, and interdepartmental committees and task groups, including such things as fiscal arrangements, statistics, and pensions

Corporate services

- provides corporate services in government accounting, payroll, pensions, budgeting, treasury, statistics, and internal audit

Priorities for 2001–02

Goal 1

Enhance financial accountability in the management and control of the province's finances.

- Continue enhancement of accountability and governance structures as they relate to public policy and administration of financial resources through the continued improvement of the province's financial management policies and procedures.
- Continue to improve overall fiscal management by producing more relevant and timely financial reports.

Goal 2

Enhance Nova Scotia's long-term fiscal position, provide for fair and efficient taxation, and promote economic growth in a strategic way that balances the social responsibilities of government, debt reduction, and lowering of the tax burden.

- Provide comprehensive research, analysis and advice on key federal-provincial issues and effectively represent Nova Scotia's interests in negotiations with other governments in such areas as the major federal transfer payments comprised of Equalization and the Canada Health and Social Transfers (CHST), tax collection agreements, and the statistical databases that support them.
- Provide for more comprehensive and accurate fiscal planning by government by building upon the econometric modeling enhancements undertaken last year and the development of a new modeling framework to capture major changes to the province's income tax system.
- Initiate an ongoing process for assessment of the tax initiatives provided within the province and embark upon a full assessment of the current system of taxation with an evaluation of options to achieve a more competitive and responsive tax environment.
- Develop a strategy for the long-term reduction of debt in the province.
- Monitor the strategy that will minimize the province's exposure to financial risk on such items as capital market exposures in foreign exchange and unforeseen events.



- Maintain or enhance funding positions of the Teachers' Pension Plan and Public Service Superannuation Plan.

Goal 3

Provide a core set of high-quality corporate services and infrastructure that supports the efficient and effective management of the province's public resources, including government accounting, payroll, pensions, budgeting, treasury, statistics, and internal audit.

- Develop a strategic approach and make recommendations for stronger coordination and development of the province's statistical resources based on the results of the all-department Statistical Needs and Capacity Survey initiated in the last fiscal year.
- Provide leadership and coordination to the implementation of standard accounting software and systems for the provincial public sector.
- Provide guidance and support to departments and agencies on significant accounting and financial issues and for statistical services.
- Coordinate improvements in service delivery in payroll and benefits administration.
- Implement a corporate internal audit structure for the provincial government.
- Improve the efficiency and effectiveness of the delivery of pension services to plan members and beneficiaries.

Goal 4

Achieve effective money management that maximizes return on investments and minimizes debt-servicing costs, within acceptable risk tolerances.

- Develop and implement a public capital risk allocation methodology.
- Continue the process of integrating treasury management systems and capital market information systems to enhance the overall control, monitoring, and performance of the Liability Management and Investment Divisions.

Goal 5

Foster an environment that values its clients and its employees.

- Contribute to the quality and professionalism of human resource management in the department.
- Continue to develop a productive and skilled work force in a healthy and safe work environment.
- Acquire and develop technologies to improve productivity and output quality.
- Continue to improve staff training opportunities to provide the skills necessary to achieve the department's strategic goals.

Health



Mission:

Through leadership and collaboration, to promote, maintain, and improve the health of Nova Scotians and ensure an appropriate and affordable health care system.

Strategic Goals

The Department of Health's goals/strategic directions that bring us closer to fulfilling this vision and mission are:

1. Develop a clear vision and action plan for Long Term Care and Home Care to better meet the needs of the aging population of Nova Scotia.
2. Implement a health human resource strategy that addresses recruitment, retention, and renewal issues.
3. Implement the CHB/DHA system, giving a strong voice to the citizens of Nova Scotia in shaping their health care system at the local level.
4. Take action to strengthen Primary Care in order to gain long-range health status improvements.
5. Develop a plan to address the capital issues as related to information, equipment, and facilities.
6. Implement a provincial health strategy that emphasizes disease and injury prevention in order to contain demands on illness-treating institutions.

7. Develop and implement a plan for the care of mentally ill adults, youth, and children.

8. Continue to promote disease management.

For these changes to be meaningful, the Department of Health, District Health Authorities, Provincial Health Care Centres, Community Health Boards, and other providers must collaborate in fulfilling their specific responsibilities toward a shared vision and goals for the health system.

Core Business Functions

The core businesses of the Nova Scotia Department of Health are as follows:

- **Health system design**

Health services provided to Nova Scotians will promote health and prevent illness as well as provide treatment, rehabilitation, and support based on the needs of the population served. Community-based services will be the foundation of the integrated system. We will continue to develop an appropriate range of treatments and procedures in a variety of settings to meet the needs of a growing and aging population.

- **Strategic and policy direction to the health care system**

Goals/strategic direction and new provincial policies are required to lead and support the changing system. Health service planning and delivery, funding formulas, accountability

frameworks, and business planning at the provincial and district levels will be evidenced based and realigned with the changes to the health system. The strategic directions and policies are based upon the several public consultations on health over the past few years. These directions and policies will be communicated so that stakeholders are involved in and informed about required changes and using public resources to go in common directions.

- **Set standards, monitor and evaluate the health system**

All services will be planned and delivered to maximize quality and cost-effectiveness. Best practice will be achieved through the use of clinical guidelines and clinical pathways, standards, and performance indicators. Reporting requirements and health system utilization will play an increased role in fulfilling public accountability and communicating information to the public.

- **Funding the health system**

Service provided through District Health Authorities and Provincial Health Care Centres include hospital care, public health, mental health, addiction services, and provincial programs.

Funding methods and services planning will support the health system strategic directions, goals, and priorities in meeting the health care needs of Nova Scotians (i.e., funding will reflect an

increased emphasis on primary care, adult and youth mental health, and the aging population).

- **Service delivery management**

Insured services, including physician services, dental services and pharmaceuticals, continuing care (Long Term Care and Home Care until they are devolved), and emergency health services are the principle services not yet devolved to or funded through the District Health Authorities.

Together, the District Health Authorities, Provincial Health Care Centres, Community Health Boards, and Department of Health will collaborate towards the integration of services for Nova Scotians.

Priorities for 2001–02

The following priorities are encompassed in achieving our goals:

Goal 1

Develop a clear vision and action plan for Long Term Care and Home Care to better meet the needs of the aging population of Nova Scotia.

The vision and action plan for Long Term Care and Home Care has several components that are targeted at improving access to services, providing appropriate service, and using existing resources in the most efficient/effective manner. Priority initiatives being implemented include



- Establish single-entry access so that clients receive a single entry to Home Care or Long Term Care services.
- Begin the process to devolve Home Care and Long Term Care to the District Health Authorities to facilitate integration of all health care services at the local level.
- Develop, with health care providers, standards of care for Long Term Care and Home Care services.
- Review the process for establishing new or revised programs/services.
- Plan to proactively manage the Long Term Care building infrastructure to make the best use of resources and meet safety standards.

**Goal 2
Implement a health human resource strategy that addresses recruitment, retention, and renewal.**

We will enhance the number and distribution of health care providers in the province to better meet the care needs of Nova Scotians. In the coming year we will

- Conduct physician resource planning with District Health Authorities and the input of the medical society/universities. Recruitment and retention planning will continue to support the physician resource strategy.
- Develop and initiate a nursing resource strategy with input from the District Health Authorities, educators, unions, and professional associations.

**Goal 3
Implement the CHB/DHA system giving a strong voice to the citizens of Nova Scotia in shaping their health system at a local level.**

Ongoing changes to the health system are an effort to establish an integrated, community-based, and sustainable system working with Community Health Boards, District Health Authorities, and Provincial Health Care Centres. Working with the District Health Authorities, we will

- Establish a shared service plan for corporate services (i.e., finance, administration, etc.).
- Conduct further clinical services planning and integrate this planning with District Health Authority business planning.
- Redraft the Accountability Framework (applied to CBSs, DHAs, PHCCs, and DOH) so that citizens governing, planning, administering, and providing services in the health system understand their roles while collaborating towards fulfilment of a common vision.

Goal 4
Take action to strengthen Primary Care in order to gain long-range health status improvements.

Increased primary care services will result in an increase in the availability of community-based, integrated services to Nova Scotians. We currently have primary care demonstration projects under way in Nova Scotia.

- The Department of Health will be finalizing the composition of the Advisory Committee on Primary Health Care, which will then analyse the results of the demonstration projects and develop a plan for action for enhancing primary care in the province.

Goal 5
Develop a plan to address capital issues related to information, equipment, and facilities.

Plans are under way to better manage resources related to information technology, equipment, and buildings based on criteria for better care in a safe environment. These plans include

- Commence the development of the electronic health record and system performance database. This would provide more information to consumers to make health care decisions, to providers in providing care options, to managers in making decisions pertaining to efficiency, and overall increased public accountability.

- Assess buildings and equipment and develop a prioritized, multi-year funding and maintenance plan based on criteria/safety standards.

Goal 6
Implement a provincial health strategy that emphasizes disease and injury prevention in order to contain demands on illness-treating institutions.

- Identify, in a health strategy, those areas where health prevention initiatives/interventions would have the most significant impact on improving the health of Nova Scotians and begin to implement priorities. Included in this is the province's tobacco strategy.

Goal 7
Develop and implement a plan for care of mentally ill adults, youth, and children.

- Building on both the provincial mental health review and children's health review, the Department of Health will work with District Health Authorities, other government departments, providers, and consumers in developing additional community-based, adult, child, and youth mental health services. Adult programs will promote optimal wellness and independence, with appropriate supports in the district. Children and youth services will be further integrated across service sectors and enhanced to provide a continuum of core services.



Goal 8

Continue to promote disease management.

- Develop a framework/mechanism for identifying and pursuing disease management opportunities.
- Continued development of clinical standards and protocols for best practice will be part of this disease management goal, inclusive of provincial programs.

Justice



Mission:

The Department of Justice is committed to the fair and effective administration of justice and to excellence in service to the people of Nova Scotia.

Strategic Goals

1. Improve public safety and security.
2. Provide effective dispute resolution mechanisms.
3. Offer a coordinated response to victims of crime.
4. Provide safe and secure custody, control and effective supervision of offenders.
5. Promote the fair and lawful administration of public affairs.

Core Business Functions

• Court services

Administration of the Nova Scotia Court of Appeal, Supreme Court of Nova Scotia, Supreme Court (Family Division), Provincial Court, Family Court, Small Claims Court, Summary Proceedings Court; management of court offices and registries (including probate and bankruptcy); management of programs in support of the families, including conciliation, mediation, parent education, and supervised access; security and transportation of prisoners to and from court; coordination of the

Justices of the Peace program; and management of the Maintenance Enforcement Program.

• Correctional services

Administration and operation of eight adult correctional institutions, three young offender facilities, and 16 community corrections offices, which provide supervision of those serving sentences in the community.

• Police and public safety services

Ensuring that policing services are delivered effectively by providing advisory services to municipal police services and by managing contracts with the RCMP and First Nations policing; providing regular audits/inspections of municipal police agencies; delivering the federal firearms program; licensing companies and individuals engaged in the private security industry; and working with communities to develop and implement crime prevention programs.

• The Nova Scotia Legal Aid Commission

Delivering legal representation to qualified applicants with priority for matters involving the liberty and civil rights of individual clients and for matters involving the integrity and protection of an individual's family.

• The Office of the Medical Examiner

Conducting investigations into all deaths due to violence, undue means, and culpable negligence and into sudden unexplained deaths; providing written documentation including cause and manner of death.

- **Administration**

Legal advice and representation to all government departments and agencies; provision of trustee services for incompetent adults/infants and missing persons; provision of services to victims of crime and administration of the criminal injuries counselling program.

Priorities for 2001–002

Goal 1

Improve public safety and security.

- Develop a comprehensive and effective crime prevention strategy in co-operation with police, community organizations, schools, and the public and corporate sectors.
- Continue the development of a comprehensive audit policy to ensure compliance with provincial policing standards in order to enhance the safety and security of our communities and the quality of police operations.
- Complete the development of a self-audit program for municipal police services to ensure these agencies are able to effectively monitor key operations within the police service, thereby ensuring a more efficient and effective service to the community.
- Complete a comprehensive strategic plan for the delivery of policing services in consultation with municipal governments, police agencies, and other relevant stakeholders.
- Provide advice and assistance to municipal governments, through their police services and boards of police commissioners, regarding the development of interim policing models pending completion of the White Paper on the Development of a Policing Plan for Nova Scotia.
- Develop a strategy to combat organized crime in Nova Scotia.
- Establish a registry of sex offenders.
- In co-operation with the RCMP, strengthen the planning process for provincial policing.
- Secure the delivery of effective policing services to Aboriginal communities.
- In co-operation with other provincial government departments, improve the response of the justice system to incidents of family violence.
- Respond to occupational health and safety concerns associated with departmental operations.
- Continue to work in co-operation with the departments of Health, Community Services, and Education, the Sport and Recreation Commission, and the Youth Secretariat to improve outcomes for children and youth, including the development of effective early intervention strategies targeted to youth at risk.



Goal 2

Provide effective dispute resolution mechanisms.

- Complete the expansion of the Family Division of the Supreme Court.
- Complete Phase 2 of the restorative justice program to provide services to victims, young offenders, and communities throughout Nova Scotia.
- Improve fine collection and the enforcement of fines.
- Modernize and simplify procedures relating to the *Probate Act*.
- Develop a program to assist self-represented litigants in the court system.
- Prepare legislation that will require parents to make restitution to victims where the lack of proper parental supervision has caused a young person to commit a crime.
- Develop a plan for expansion of the jurisdiction of the Small Claims Court.
- Promote mediation services in the civil court process.
- Expand the Summary Offence Court to Sydney.
- Implement a new justice of the peace program.

Goal 3

Offer a coordinated response to victims of crime.

- Implement processes to enable victims of crime to more readily obtain restitution from offenders.
- Develop a plan of action to improve the experience of child victim/witnesses in the criminal justice system.
- Develop and implement a plan for increased use of technology and print materials to respond to increased service demands.

Goal 4

Provide safe and secure custody, control and effective supervision of offenders.

- Ensure the effective transition of staff and inmates to the new correctional/forensic facility in Burnside and the closure of four adult correctional facilities.
- Establish a specialized unit for mentally ill offenders.
- In co-operation with the IWK Grace Health Centre and the departments of Health and Community Services, enhance mental health services for young offenders through the establishment of a court clinic.
- Establish and evaluate the Intensive Supervision and Support program for high-risk young offenders.

- Examine a cost-recovery program for those in custody.
- Work in partnership with the legal community, service organizations, and other government departments to respond effectively to children under 12 who commit crimes.
- Implement a plan for programs and services required by the new federal youth justice legislation.
- Enhance the capacity of the department to provide law reform and legal policy advice to government.
- In co-operation with the Department of Community Services, implement a new program to provide more cost-effective legal services in child protection cases.
- Work with other departments to improve government's response to diversity in communities

Goal 5

Promote the fair and lawful administration of public affairs.

- Issue a privacy discussion paper for government- and private sector-held personal information.
- Develop and assess proposals for the reform of the *Fatality Inquiries Act*.
- Implement a system for the comprehensive management of legal services, to government departments.

Natural Resources



Mission:

To build a better future for Nova Scotians through responsible natural resources management.

Strategic Goals

The department has identified five broad goals. These are to

1. Achieve sound natural resources stewardship.
2. Conserve the diversity of Nova Scotia's natural environment.
3. Support Nova Scotia's economy through the sustainable development of natural resources.
4. Improve the quality of life in Nova Scotia.
5. Manage the department's financial, physical, human, and information resources effectively and efficiently.

Core Business Functions

- **Crown land management**

Crown land management includes approving, monitoring, and enforcing authorized activities on Crown lands, including the utilization of timber, peat, and aggregate resources. Silviculture activities are carried out to enhance forest productivity. It also covers the acquisition, leasing, and disposal of Crown lands; boundary line surveys and

maintenance; and maintenance of provincial Crown lands records.

- **Forest management**

Forest management deals with forest research, strategies for sustainable forests, and the forest inventory. Support is provided for forest management on private lands, including funding for silviculture, technical assistance, and support for forest access road construction. Protection of Nova Scotia's forests from fire, insects, and disease is also carried out.

- **Minerals and energy**

Minerals and energy deals with the exploration, development, management, and utilization of energy and mineral resources and the development of policies/strategies for downstream energy use, including the provincial climate change strategy and a renewed provincial energy strategy.

- **Wildlife management**

Wildlife management includes research, development, and delivery of programs, policies, and legislation for the management and conservation of wildlife resources and their habitats.

- **Enforcement**

Enforcement supports the ongoing development, coordination, and operation of a departmental resource law enforcement and compliance program.

- **Parks and recreation**

Parks and recreation supports the planning, design, development, and operation of over 120 camping and day-use parks, in addition to trails and other outdoor recreational opportunities and facilities on Crown land and through partnerships with community groups on private lands.

Priorities for 2001–02

Goal 1

Achieve sound natural resources stewardship.

- Using the integrated resource management planning process, complete the strategic land-use plans and initiate development of long-range management plans for blocks of Crown land.
- Implement a Nova Scotia Climate Change Strategy, continue the revision of the provincial energy strategy, and participate in implementing the National Climate Change Action Plan.
- Work to ensure that relevant geoscientific information is available and that mineral resource information is incorporated in land- and resource-use decision making.
- Establish and manage the Wildlife Habitat Conservation Fund.

- Implement new wildlife habitat protection regulations under the *Forests Act* and release the updated Forest/Wildlife Guidelines document.
- Provide resource protection from fires, insects, and diseases and an efficient and cost-effective enforcement program.

Goal 2

Conserve the diversity of Nova Scotia's natural environment.

- Undertake reviews of the *Beaches Act* and the *Conservation Easement Act*.
- Continue programs, policies, and legislation for implementation of the National Accord for the Protection of Species at Risk and the *Nova Scotia Endangered Species Act*.
- Release the first provincial and national report on the General Status of Wildlife.
- Support the Department of Environment and Labour's (DOEL) Protected Areas Program through the provision of services in accordance with the MOU between the DNR and DOEL.
- Participate in various joint ventures as part of our commitment under the North American Waterfowl Management Plan.



Goal 3
Support Nova Scotia's economy through the sustainable development of natural resources.

- Implement the action plan for the province's mineral policy to support and encourage economic development related to the use of our geological resources and implement multidisciplinary geoscience programs and targeted promotions of the province's mineral resources.
- Encourage and support appropriate private-sector development of natural resources on and under Crown lands, while ensuring it is done in a responsible, environmentally sound manner that preserves ecological integrity and recreational opportunities, and that resource use is sustainable.
- Complete the Crown lands stumpage rate and the timber tenure system review.
- Provide assistance to resource industries through efforts to promote Nova Scotian resources, identify value-added opportunities, and provide technical support to small businesses.
- Work co-operatively with community-based groups to upgrade facilities in provincial parks to support tourism and community economic development.
- Provide land and expertise to support the development of Nova Scotia as a premier coastal and hiking trail destination and review the *Trails Act* to facilitate trail development.
- Monitor and regulate harvested wildlife populations to ensure conservation and sustainable use, while providing an optimum level of opportunity for Nova Scotians and visitors.
- New Forest Sustainability Regulations came in effect in April 2000. In 2001, Phase II of these regulations will apply to all registered buyers acquiring more than 5000 cubic metres of wood annually from private and/or industrial lands in Nova Scotia. These registered buyers will now be required to either administer a silviculture program or contribute to the Sustainable Forestry Fund, based on the amount of their wood acquisitions made during the previous year.
- Provide for the management of the Sustainable Forest Fund and proceed with the design and implementation of the Code of Forest Practices.
- Continue to provide technical advice to the Christmas tree industry.
- Provide technical and program advice to private woodlot owners.

Goal 4

Improve the quality of life in Nova Scotia.

- Begin to implement a program to improve public safety by capping and/or filling abandoned mine openings on Crown land.
- Develop and implement, with the federal government, cost-effective energy efficiency and alternative energy programs.
- Maintain and operate provincial parks to a high standard and continue to support park and recreation programming and high quality customer service.
- Ensure that communication requirements are met by working to complete a seamless transition from the existing provincial radio system to the new Trunked Mobile Radio System.
- Support the Sustainable Communities Initiative by working toward more holistic decision-making that meets immediate and mid-term needs of communities.

Goal 5

Manage the department's financial, physical, human, and information resources effectively and efficiently.

- Focus efforts on establishing forest management standards, providing information, and monitoring compliance. DNR will maintain direct investment funding to the forest industry to increase the level of forest management and silviculture activities by the private sector.
- Continue to facilitate efficient and effective reviews of mineral development projects through a coordinated one-window process, including the provision of scientific, technical, and policy advice to other partners in the Memorandum of Understanding.
- Implement measures to facilitate more efficient and cost-effective park operations and work with the Department of Tourism and Culture to improve market readiness and promotions.

Service Nova Scotia and Municipal Relations



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. Demonstrate leadership in providing quality, cost-effective, citizen-centred services to Nova Scotians on behalf of government.
2. Lead the government's strategies for e-government, alternative service delivery, geographic information infrastructure, and collaboration with partners to optimize physical and online services.
3. Emerge as an employer of choice by investing in staff.
4. Foster the development of efficient, effective, and financially healthy municipal governments, strong provincial-municipal relations, and co-operation in service delivery for seamless access to all levels of government.
5. Ensure driver and vehicle safety, consumer protection, revenue collection, secure public records and registries, and administration of assessment services.

Core Business Functions

- **Alternative program delivery**
Develops partnerships to deliver services on behalf of other government departments and manages arrangements with non-government agencies to deliver services on behalf of government. Ensures proper account management and quality assurance.
- **Municipal relations**
Manages the province's relationship with, and supports, municipal units in Nova Scotia by acting as a window into government, providing advice and assistance in areas of administration, financial management, building safety, and land-use planning; fostering partnerships; and administering a variety of operating and capital grant programs.
- **Service delivery**
Manages the delivery of front-line service through all channels, including in-person, phone, Internet, and mail.
- **Program management and corporate services**
Develops legislation, policies, and business plans; leads legislative and regulatory reform; and facilitates red tape reduction and the migration to e-government.

- **Registry and information management services**

Leads development of the province's information infrastructure for e-government service (including core databases, policies and standards, and systems) and is responsible for registering, processing, and providing access to public records relating to land, companies, and individuals. Specific program areas include the Nova Scotia Business Registry, Registry of Joint Stock Companies, Vital Statistics, Registry of Deeds, Personal Property Registry, and management of the province's primary geographic information database.

Priorities for 2001–02

Goal 1

Demonstrate leadership in providing quality, cost-effective citizen-centred services to Nova Scotians on behalf of government.

- Implement the Service Nova Scotia and Municipal Relations Service Delivery Strategy.
- Provide access to all information and services, and in-person access to a base level of information and services, in all SNS&MR locations in the province.

- As leases expire and opportunities arise, evaluate existing Service Nova Scotia and Municipal Relations offices in each county of the province. Increase the use of existing locations by exploring co-location options with other departments and levels of government.
- Continue work on Phase II of the Registry 2000 project to enact modern legislation and develop an e-registry for property registration, linking data from other agencies and departments that relates to real property transactions.
- Expand the services available to citizens in the department's Telephone Information Centre through the addition of other departments' services.
- Identify ways to improve the quality of service by evaluating alternative program delivery options within Service Nova Scotia and Municipal Relations.
- Assess the option of moving Assessment Services to an alternative program delivery mechanism.
- Expand the availability of credit card and debit card acceptance at Service Nova Scotia locations.
- Develop a plan for legislative and regulatory modernization to remove legislative barriers and facilitate red tape reduction. Specific priority areas would include legislative barriers to electronic commerce, self-regulation and harmonization with other jurisdictions.



- Implement legislative and other initiative reforms as identified by the Red Tape Task Force. This work will focus on the elimination of out-of-date regulations, cost recovery, and review process improvement such as business impact testing. In addition, there is a strong desire to create one-stop, one-window access to all levels of government.
- Implement a Land Titles system to improve the security of ownership to land in Nova Scotia in keeping with other Canadian jurisdictions.
- Conduct a review of the gaming regulations by spring 2001, including consultation with charitable organizations.
- Increase the number of information and transactional services available on line.
- Enhance Internet access to the Nova Scotia Business Registry, providing one-stop registration to a number of provincial, federal, and external agency licences. A web interface will be added in 2001–02 for increased functionality and value to the business community.
- Increase the number of programs and services supported by the Nova Scotia Business Registry infrastructure by adding services from other departments to maximize the utility of the registry both in terms of greater accessibility for services by business and less cost for government.

Goal 2

Lead the government's strategies for e-government, alternative service delivery, geographic information infrastructure, and collaboration with partners to optimize physical and online services.

- Implement an e-government action plan for the department and government, which focuses on expanded electronic service delivery and migration from paper to electronic registries. The thrust will be to develop a comprehensive approach that emphasizes customer demand for online services and value-added services for initial implementation. This work will also incorporate cross-jurisdiction activity, “clustering” of online services offerings.
- Market the Nova Scotia Business Registry for use by other jurisdictions as an integrated solution to one-stop business registration.
- In consultation with other departments, develop a government-wide strategic plan for review of potential alternative program delivery initiatives.
- Provide the geographic information infrastructure that enables government to support e-government/e-commerce in delivering the many applications requiring a geographic component (property registration, permitting, integrated resource management, environmental permitting, etc.).

- Determine the appropriate technology solution to enable the migration of the Registry of Deeds into an electronic land registry, in partnership with clients, other governments, and the private sector.
- Review the existing government strategy to build the geographic information infrastructure to ensure it meets the needs and develop with client departments and other users a new multi-year strategy.

Goal 3

Emerge as an employer of choice by investing in staff.

- Work with the union to find flexible and appropriate ways to meet the changing needs of front line service delivery.
- Provide staff with the training, tools, information, and other supports needed to give them the environment and confidence that support customer satisfaction.

Goal 4

Foster the development of efficient, effective, and financially healthy municipal governments, strong provincial-municipal relations, and co-operation in service delivery for seamless access to all levels of government.

- Conclude the Municipal-Provincial Roles and Responsibilities Review.

- Design and implement a new system of provincial-municipal financial transfers.
- Work with regional representatives of CAP sites to determine how best to design, build, and manage a portal or umbrella for individual community websites.
- Release a baseline inventory and discussion paper to seek public input on the issue of permitting municipalities to tax non-resident property owners at a higher rate than residential land owners. Decisions about amending legislation are pending results of the consultation. Update the baseline inventory to identify subsequent changes. Establish procedures to improve collection of accurate information on non-resident land ownership.
- Implement a new funding program for municipal infrastructure and inclusive transportation services.
- Foster excellence in municipal government through the development of best-practices tools, the provision of ongoing advice and the implementation of a local government performance bench-marking project.
- Encourage and support the creation of partnerships among all levels of government for the delivery of common services.



- Work with municipal governments to manage shared land information data sets and provide users with a one-window access, such as the civic addressing project, the deed transfer tax co-operative project, and the integrated permitting project.

Goal 5

Ensure driver and vehicle safety, consumer protection, revenue collection, security of public records and registries, and administration of assessment services.

- Establish an outcomes-based program evaluation framework.
- Amend the *Residential Tenancies Act*.
- Implement an incentive for seniors who take safe driving training.
- Implement provisions to provide enhanced consumer protection for Internet transactions (make amendments to the *Consumer Protection Act* and harmonize with other Canadian jurisdictions).
- Undertake a review of funeral services legislation.
- Review the motor vehicle dealers licensing process.
- Undertake a review of data licences to ensure compliance and security of records.
- Provide appropriate back-up for records stored within the Registry of Deeds
- Evaluate the electronic Personal Property Registry to determine whether adjustments are required to meet client needs prior to renewal of outsourcing contract.

Tourism and Culture



Mission:

To champion the development, preservation, and promotion of tourism, culture, and heritage in order to stimulate economic growth, develop sustainable communities, and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians.

Strategic Goals

1. Develop the economic and export potential of Nova Scotia's tourism and cultural industries.
2. Support economic growth and quality of life in communities throughout Nova Scotia through development of our culture, heritage, and tourism sectors.
3. Provide stewardship of Nova Scotia's heritage and cultural identity through development, preservation and presentation of Nova Scotia's cultural and natural heritage resources and institutions.
4. Deliver effective and accountable corporate support to government through records management and archival programs, protocol, youth services, policy, and communications.

Core Business Functions

• Economic growth

In partnership with industry and the Tourism Partnership Council, markets Nova Scotia as an internationally competitive year-round tourism destination; develops the quality, competitiveness, and market-readiness of Nova Scotia's tourism product; provides quality customer service and industry support through operation of provincial visitor information centres, and Check-In. In partnership with the cultural sector, develops and promotes the competitiveness and export potential of cultural businesses; formulates cultural policy; and operates the Nova Scotia Centre for Craft and Design.

• Community development

Tourism and Culture fosters economic growth and quality of life in communities throughout the province to support opportunities for Nova Scotians to live and work in their own communities. In partnership with Nova Scotia's cultural sector, the department assists in developing, preserving, and promoting arts and cultural activities in communities throughout the province and supports the Nova Scotia Arts Council. In partnership with Nova Scotia's heritage community, the department supports the development, preservation, and presentation of heritage resources and community museums. In partnership with Nova Scotia's tourism sector, the department supports tourism growth in

communities through tourism development and destination marketing.

- **Stewardship**

Preserves and presents Nova Scotia's natural and cultural heritage through the operation of 26 provincial museums; manages a collection of more than half a million artifacts and specimens; provides professional and scientific information on Nova Scotia's natural and cultural heritage; protects provincially significant heritage buildings and districts and historical, archaeological, and fossil sites; preserves and presents Nova Scotia's cultural identity through support to cultural institutions and organization, supports the Art Gallery of Nova Scotia, the Nova Scotia Art Bank, and Nova Scotia's archival community.

- **Corporate support**

Tourism and Culture provides professional corporate services and support to the department and government through communications that support the tourism, culture, and heritage sectors; corporate programs and services for systematic management, preservation, and access to government records; protocol advice and services to government, including official visits of dignitaries; strategic approaches to addressing the needs and aspirations of Nova Scotian youth developed in partnership with other departments and levels of government.

Priorities for 2001–02

Goal 1

Develop the economic and export potential of Nova Scotia's tourism and cultural industries.

- Undertake high-impact marketing campaigns promoting Nova Scotia to our strategic core markets (Atlantic Canada, Quebec, Ontario, northeast USA) as well as developing markets being grown over the longer term (Europe, south Atlantic states, Western Canada).
- Implement a focused strategy for both winter and shoulder seasons to build Nova Scotia's tourism industry into a 12-month season. Marketing campaigns aimed at Atlantic Canada, Iceland, and niche markets will be employed to generate awareness and travel to Nova Scotia year-round.
- Actively promote products where the province has a competitive strength in attracting incremental visitation from speciality markets. Markets include outdoor/nature, golf, meetings, conventions and incentive travel (MC&IT), and group touring.



- Continue development of partnerships with both the private sector and other government agencies to market Nova Scotia, by providing financial leverage and competitive products, creating a strategic alliance that is more effective in promoting the province as a destination.
- Provide additional focus and development of Internet marketing through the province's tourism marketing website (exploreNS.com), including electronic fulfilment in English, French, and German and online reservations integrated with improvements to Check-In.
- Continue consultation with industry and tourism stakeholders on refinement and completion of a comprehensive provincial tourism product development strategy.
- Work with industry to increase the quality and availability of market-ready packaged tourism products based on extensive product/market research.
- Initiate a comprehensive review and analysis of the methodology and reporting of tourism industry statistics to provide enhanced strategic information for policy, development, and marketing investments.
- Establish year-round operations at some provincial visitor information centres. Partner with regional tourism associations to support extended operations at community visitor information centres.
- Work with the Tourism Partnership Council on development of a new and integrated visitor information delivery network that builds on new technology and partnerships with the private sector.
- Establish a task force with cultural businesses to develop enhanced partnerships and strategic directions for Nova Scotia's cultural industries.
- In partnership with Nova Scotia's cultural sector, review and analyse cultural policy to enhance the business environment for industry growth and investment.
- Refocus resources to deliver a new investment program piloted in 2000–001 that targets development of partnerships with industry to encourage export sales of Nova Scotia's cultural products.
- Finalize negotiations on a private-sector management contract for operation of Nova Scotia's Signature Resorts. Our goal is to secure a good deal for Nova Scotia, one that brings significant returns to the province, to communities where the resorts are located, and to the provincial tourism industry.

Goal 2
Support economic growth and quality of life in communities throughout Nova Scotia through development of our culture, heritage, and tourism sectors.

- Direct enhanced investment and partnerships to support community-based cultural priorities delivered through regional arts councils.
- Direct additional efforts and resources to support arts education at the regional and community levels.
- Direct enhanced services and resources toward traditionally under-served cultural communities (i.e., Black, Mi'kmaq, Gaelic).
- Formalize implementation of the pilot strategic investment initiative for community museums introduced in 2000–01 to assist communities with strategic heritage priorities. Initiate a comprehensive review of the existing Community Museum Assistance Program to introduce new measures that address opportunities for emerging community heritage priorities.
- Work with community stakeholders to increase partnerships and involvement between communities and museums.
- Partner with communities in the Joggins area to work towards the designation of the Fossil Cliffs as a World Heritage Site and demonstrate that heritage can be preserved and interpreted for economic and social benefit without the establishment of museum buildings and collections.
- Deliver new investment program for rural tourism development that was piloted in 2000–001. Efforts will focus on strengthening community capacity and partnerships, leadership and skills development, and enhanced quality of tourism products and services.
- Work with communities and tourism associations to support destination-marketing activities that reflect the priorities of communities.

**Goal 3
Provide stewardship of Nova Scotia's heritage and cultural identity through development, preservation, and presentation of Nova Scotia's cultural and natural heritage resources and institutions.**

- Increase the capacity to protect and preserve the provincial museum collection of significant artifacts, specimens, and buildings.
- Initiate a pilot revenue generation plan for the Maritime Museum of the Atlantic as a means to raise funds for heritage stewardship.
- Acquire, preserve, make available, and promote the province's documentary heritage in co-operation with Nova Scotia's archival community. Priorities for 2001–02 include:
 - Rationalize and expand archival storage capacity to extend the facility's life and for cost avoidance.



- Expand and enhance public access to archival holdings and services, through increase in content and application of technology.
- Improve the delivery of on-site public services through consolidation of reference activities, streamlined registration, and the introduction of a store-front Community Access Program (CAP) site.
- Reduce systemic barriers to Standards for Operational Records (STOR) approval and implementation in order to improve and refine the management of government’s information resources and to accelerate the identification and transfer of archival government records.
- Rationalize archival holdings to contribute to effective delivery of archival services to government.

**Goal 4
Deliver effective and accountable corporate support to government through records management and archival programs, protocol, youth services, policy, and communications.**

- Develop a model records management program for the Department of Tourism and Culture.
- Lead, through the development of standards and guidelines and the provision of expert assistance, the application of technology to records management functions and the management of records in electronic format throughout government.
- Establish, promote, and administer The Order of Nova Scotia, which recognizes individual excellence, achievement, and the outstanding contributions of Nova Scotian residents for the social, cultural, and economic benefit of the province.
- Promote Protocol services to government and the public.

Transportation and Public Works



Mission:

To construct, maintain, and manage provincial highways, buildings, and related infrastructure and provide accommodation, property, and procurement services in support of sustainable economic growth and social well-being.

Strategic Goals

1. Enhance the value and safety of the transportation system.
2. Manage provincial real property, effectively and efficiently, for government's best strategic advantage.
3. Provide the infrastructure and related policies necessary to support economic growth of the province.
4. Provide efficient, cost-effective, and environmentally sound services to address customers' needs.

Core Business Functions

- Construction, maintenance, and operation of provincial roads, bridges, and ferries.
- Management of roadway and building infrastructure, including provision of highway and bridge design services, project management services for government construction projects, environmental services, and administration of 11 industrial water utilities.

- Provision of accommodation and property services to provincial government departments and agencies. Administration of government procurement and supply processes, including computer hardware, software, and IT-related programming and consulting services; provision of postal services for government; and administration of industrial parks and malls.
- Government representation in the environmental clean-up and demolition activities at various industrial sites, including the Muggah Creek Watershed (Sydney Tar Ponds).
- Provision of policy direction to ensure an effective air, rail, and marine transportation system

Priorities for 2001–02

Goal 1

Enhance the value and safety of the transportation system.

- Provide maintenance services for provincial roads, bridges, and ferries and provide snow and ice control on provincial highways so that public satisfaction levels are maintained and improved.
- Improve the quality of new asphalt pavements by expanding the use of End Product Specifications (EPS) on new construction and repaving contracts—to 50 per cent of the total paving program, from 25 per cent of the total paving program. EPS ensures contractors are held accountable for asphalt product quality.

- Ensure the cost-effective delivery of highway maintenance services
- Improve public accountability through the increased use of measurable outputs and outcomes. Measures include an annual public satisfaction survey, an annual physical road condition survey, implementation of performance standards and accomplishment tracking programs, and continuation of the department's comprehensive bridge inspection program.
- Complete the installation of a computerized management information system (SAP) in the remaining six areas of the province, which will provide operational and cost information and support the increased use of measurable outputs and outcomes.
- Negotiate a cost-sharing agreement with the federal government on the National Highway System in Nova Scotia.
- Continue pre-engineering work for the twinning of Highway 101 (Mount Uniacke to Avonport), Highway 125 (Balls Creek to Sydney River), and Highway 104 (New Glasgow to Sutherlands River) and commence construction on Highway 101, from Mount Uniacke to Ellershouse, subject to signing a federal cost-shared agreement.
- Continue development, management, and delivery of comprehensive highway safety programs (e.g., Crosswalk Safety Program) by fulfilling responsibilities identified in the Memorandum of Understanding with Service Nova Scotia and Municipal Relations dealing with driver, vehicle, and roadway elements.
- Complete the study—"10-year Needs of the Primary and Secondary Highway Systems", that will serve as a guide for improving provincial highways.
- Produce comprehensive, non-partisan, multi-year program information for maintaining and upgrading secondary roads by implementing the Bridge Inventory/Inspection and Condition Reporting Program, the Geographic Information System—Transportation, the Network Information Management Component of the Road Listing Program, and Traffic Census and Pavement Condition Database Developments and Reporting (all components of a Transportation Management Information System).
- Develop and enhance public education initiatives that promote safe highway travel, including Winter Safe Driving, the Winter Safety Day program for elementary schools, and the Highway 101 education and safety campaign.



- Establish an implementation plan for the introduction of new Advertising Sign Regulations and complementary signage programs.

Goal 2

Manage provincial real property, effectively and efficiently, for government's best strategic advantage.

- Implement the Accommodation Rental Policy, a new policy that transfers budget responsibilities for accommodation acquisitions to individual departments.
- Develop an action plan for the sustainable operation of the 11 industrial water utilities.
- Begin the first steps of a preventive maintenance program—for government-owned buildings managed by TPW—through the completion of semi-annual inspection forms.

Goal 3

Provide the infrastructure and related policies necessary to support economic growth of the province.

- Assist Voluntary Planning in assessing current action items of the long-range, multi-modal transportation strategy, considering future action items, and determining the next steps in the process to implement the strategy.
- Work with Halifax International Airport Authority to promote and market the airport as an Atlantic regional asset.
- Work with Icelandair and tourism stakeholders for increased flights into Nova Scotia and develop a common national/provincial/territorial position regarding the restructuring of the Canadian airline industry.
- Work with business and community leaders to renew and enhance commercial ferry link opportunities to key markets in the northeastern United States.
- Work with Sydney, Yarmouth, and Halifax airports to address areas of concern and to ensure the long-term viability and development of these airports.
- Implement a rest area pilot project at strategic locations along TransCanada Highway 104.
- Continue long-range highway planning initiatives on the 100-series highway system to address system deficiencies and public concerns in the following areas: Highway 101 (Digby to Weymouth), Highway 104 (Antigonish), Highway 101 (St Croix to Avonport), Highway 125 (Balls Creek to Sydney River), Highway 104 (New Glasgow to Sutherlands River), and Highway 113.
- Draft a new *Railways Act* and associated regulations and provide direction and advice to provincial rail authorities regarding the establishment of safety management systems.

Goal 4

Provide efficient, cost-effective, and environmentally sound services to address customers' needs.

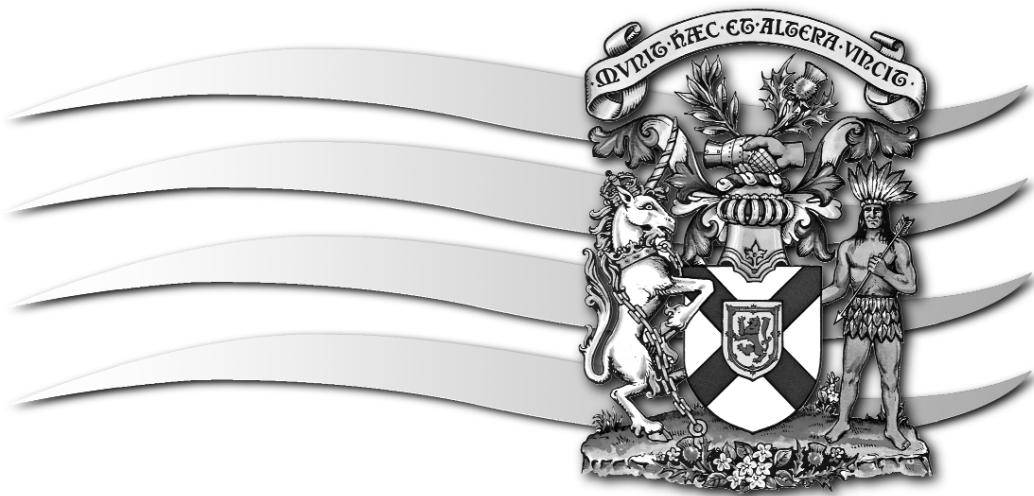
- Implement a pilot project for E-procurement, where all aspects of a purchase will be done electronically when possible.
- Work with key stakeholders as part of the Joint Action Group (JAG) on Environmental Clean-up of the Muggah Creek Watershed community-based process.
- Coordinate the decommissioning of the Sysco plant.
- Develop a provincial security policy for government, in co-operation with the Department of Justice.
- Commence clean-up and/or management of contamination at seven TPW garage sites, based on priority and risk-based assessment, and in accordance with the Department of the Environment and Labour regulations.
- Continue Energy Audit and Office Space Audit programs to identify inefficiencies, which, when minimized, will increase the operational efficiency of all government-owned buildings.
- Implement a road listing policy and procedure to support Transportation Management Information System implementation, Operational Financial Management Information System needs, and E-911 Civic Address customers.
- Complete dredging, de-watering, and disposal of the PCB-contaminated sediments from the North Bay of Five Island Lake.
- Continue implementation of an Environmental Management System (EMS) that ensures the minimization of impact to the environment in the operation of TPW garage sites in the Eastern District and initiate an EMS for the TPW garage sites in the Western, Central, and Northern districts.
- Coordinate the development of an accessibility policy for government-owned and leased properties by conducting accessibility audits and managing projects to address accessibility issues.
- Administer the design/build contracts for seven new schools under construction; manage the planning and delivery of four new schools; provide project management for one major school renovation project; and begin planning for additional schools scheduled to be built in 2002–03 and 2003–04.



Transportation and Public Works

- Develop and implement a Radiation Safety Program in compliance with new federal regulations for relevant equipment operated by TPW.
- Continue to explore an Intelligent Transportation System strategy in co-operation with the other three Atlantic provinces.
- Assume the corporate IT operations and IT support services provided by the former Technology and Science Secretariat.

PART THREE



Public Service

VOTES

Note:

The following section of the *Government Business Plan* provides abridged versions of business plans for 2001–02 for 11 Public Service Appropriations and Divisions within the government (often referred to as Public Service Votes). The mission, goals, core businesses, and priorities of each organization are outlined.

This is the first year the business plans of these organizations have been provided. As the process of reporting evolves, business plans of additional, similar organizations will be added to the *Government Business Plan*. For a complete version of the business plan of any of these organizations, please refer it's website.

Office of Aboriginal Affairs



Mission:

To enhance the capacity of government to proactively address Aboriginal issues in a comprehensive and coordinated manner, while recognizing the unique heritage and culture of Mi'kmaq people in Nova Scotia.

Strategic Goals

1. To represent Nova Scotia's interests effectively in intergovernmental, bilateral, and tri-party initiatives and negotiations.
2. To facilitate and promote a coordinated approach within the Government of Nova Scotia on matters related to Aboriginal people in Nova Scotia.
3. To enhance awareness of Mi'kmaq heritage and culture.
4. To foster Aboriginal economic development and community capacity building across Nova Scotia.

Core Business Functions

• Policy, planning, and research

Provides research, analysis, and policy advice to government on Aboriginal issues that is consistent with the broad policy direction of government. Also conducts planning to support government's relationship with the Aboriginal community in a strategic and coordinated manner.

• Community and intergovernmental liaison

Acts as government's key point of contact for the Aboriginal community in Nova Scotia. This includes fostering positive relationships with the 13 First Nation communities, the band councils, and the numerous Aboriginal organizations in Nova Scotia that represent both on- and off-reserve Aboriginal people. Works co-operatively with the federal and provincial departments in finding creative solutions to issues of mutual concern within Nova Scotia and participates in discussions with other jurisdictions, either bilaterally or in multi-party discussions.

• Negotiations and advice

Provides advice to government on matters related to the Aboriginal community and leads negotiations with the federal government and Mi'kmaq groups in respect to treaty and related issues.

Priorities for 2001–02

Goal 1

To represent Nova Scotia's interests effectively in intergovernmental, bilateral, and tri-party initiatives and negotiations.

In the coming years, Nova Scotia's relationship with the Mi'kmaq will encompass three distinct but related elements: negotiations, consultation, and the Tripartite Forum. In addition, Nova Scotia participates in multi-party discussions of Aboriginal issues at the national level.

- **Negotiation of Treaty and Related Issues.**
Enter into negotiations with the Mi'kmaq and the federal government on treaty and related issues. The first phase of these negotiations will be focused on developing a framework agreement that will outline a table of contents for future negotiations and the process by which these items are negotiated. Government will endeavour to make the negotiation process as transparent and understandable as possible through frequent and effective communications with stakeholders and the general public.
- **Negotiation of Other Issues of Mutual Concern.**
Until this more formal process begins, address issues of immediate concern that need to be dealt with through negotiation in the nearer term. For example, the province is currently involved in discussions with First Nation organizations related to the province's obligation with respect to fuel sold to Status Indians on reserve lands. Implementation of measures associated with these discussions are expected by the end of 2001.
- **Consultation.**
Enter into discussions with the Nova Scotia Mi'kmaq and the federal government to identify a process for consultation with the Mi'kmaq when it is identified as appropriate.
- **Tripartite Forum.**
Continue to support the Mi'kmaq–Canada–Nova Scotia Tripartite Forum. Discussions on redefining the role of the forum, particularly as it relates to the emerging negotiation process, have been ongoing for the past year. It is expected that a renewed Tripartite Forum structure will be in place in 2001–02 with a more focused and effective mandate centred around social and economic matters.
- **National Aboriginal Discussions.**
Continue to be a committed participant in the Federal/Provincial/Territorial Aboriginal Forum, which brings together ministers responsible for Aboriginal matters and leaders of the five national Aboriginal organizations. The priorities for the coming year will be in the area of Aboriginal economic development and the implementation of initiatives flowing from the National Aboriginal Youth Strategy completed in December 1999.
- In collaboration with the Ministerial Council on Social Policy Renewal, leaders of the five National Aboriginal organizations, and other ministers responsible for Aboriginal matters, continue to participate in a Tripartite process focused on ensuring that Aboriginal concerns and issues are adequately reflected in relation to the Social Union Framework Agreement.



Goal 2

To facilitate and promote a coordinated approach within the Government of Nova Scotia on matters related to Aboriginal people in Nova Scotia.

The Office of Aboriginal Affairs plays a lead role in organizing and ensuring a consistent government approach to addressing Aboriginal matters. Some of these matters, such as negotiation of treaty and related issues, are clearly the direct responsibility of Aboriginal Affairs. Other matters require significant consultation and coordination within government to ensure that there is a consistent approach.

- Use a network of interdepartmental teams to support a coordinated approach in a variety of areas including
 - negotiations/discussions with the federal government and Nova Scotia Mi'kmaq on treaty and related issues
 - Aboriginal policy development
 - identification of research needs
 - creation of greater awareness and understanding of Aboriginal issues within government through enhanced internal communications efforts
- In consultation with other government departments, develop and implement interdepartmental protocols and policies to ensure a more consistent and coordinated approach in addressing Aboriginal issues.

- Continue to provide strategic advice and support to line departments on Aboriginal issues and interaction with Aboriginal communities and organizations.

Goal 3

To enhance awareness of Mi'kmaq heritage and culture.

In the coming year, the Office of Aboriginal Affairs will pursue various strategies and initiatives to raise the level of awareness and understanding of Mi'kmaq heritage and culture within the Nova Scotia government. Some of the key initiatives include:

- Continue to develop and institute cultural awareness training. During 2000–01, a series of cultural awareness training sessions were conducted reaching approximately 80 provincial government staff. This training will be continued in the coming year.
- Continue to provide support for annual Treaty Day activities. Treaty Day activities have been sponsored by the Nova Scotia government since 1993. This day provides an opportunity for Mi'kmaq to celebrate long and rich cultural traditions in Nova Scotia.
- Undertake a number of initiatives to raise awareness of Mi'kmaq issues within line departments and ensure that there is a good understanding of government's position on key Mi'kmaq issues.

Goal 4
To foster Aboriginal economic development and community capacity building across Nova Scotia.

In the coming fiscal year, the Office of Aboriginal Affairs will continue to work with Aboriginal communities and organizations as well as provincial line departments and federal agencies such as the Atlantic Canada Opportunities Agency, Human Resources Development Canada, and Indian and Northern Affairs Canada to facilitate development in Aboriginal communities, making these communities and the communities that surround them positive environments in which Nova Scotians are raised, work, and retire.

- Continue to work with Mi'kmaq communities to ensure that funds received through gaming agreements are used to further the economic and community development priorities within First Nation communities. In 1999–2000, approximately \$15.5 million stayed within communities as a result of video lottery terminal play. An additional \$1.5 million was distributed from the Sydney Casino profits to the 10 participating First Nation communities in support of economic development.
- Continue to work with our colleagues in the national FPTA process to identify practical solutions to some of the barriers facing greater Aboriginal participation in the economy. During 2001–02, the province will, in collaboration with our Aboriginal and federal partners, determine how this national work can be applied in Nova Scotia. This could include, for example, examining options for reducing barriers to Aboriginal economic participation in Nova Scotia and looking at how best to engage the private sector in furthering Aboriginal economic development opportunities.
- In collaboration with the provincial Department of Justice, federal partners, and Aboriginal organizations, formulate an appropriate response to the recommendations outlined in the Evaluation Report on the Mi'kmaq Justice Institute.
- Continue to provide proactive strategic advice on Aboriginal issues to provincial line departments on emerging strategies and policy directions such as the Sustainable Communities Initiative and the provincial Economic Growth Strategy.

Communications Nova Scotia



Mission:

To advance and support government efforts to communicate effectively with Nova Scotians, ensuring the highest standards of accuracy, clarity, consistency, and reliability.

Strategic Goals

1. Through quality communications, help Nova Scotians understand the actions of their government.
2. Expand and strengthen internal and external communications.
3. Enhance opportunities for economic growth in related private-sector communications fields.
4. Obtain the highest quality and best-value communications products and services for government.

Core Business Functions

- **Communications Planning:** strategic communications planning and advice
- **Creative Services:** service delivery and subcontracting for video, graphic design, audio, photography, editorial, multimedia, and Internet design
- **Media Services:** service delivery of advertising, media monitoring, logistical support; distribution of news releases and communications support

- **Publication Services:** service delivery, provision, and subcontracting of government printing and publishing requirements

Priorities for 2001–02

Goal 1

Through quality communications, help Nova Scotians understand the actions of their government.

Goal 2

Expand and strengthen internal and external communications.

- Organization of communications planning and delivery

Communications Nova Scotia will implement the new structural communications plan approved by government during fiscal 2000–01. As a result, all communications personnel across government will come under the direction of the agency. The objective is to ensure that government communications with Nova Scotians are cost-effective, clear, and consistent. Financial and human resources will be assigned on a co-operative basis with client departments. CNS intends to implement a central IT application that will link all departmental representatives with a database of their communications projects to ensure timely delivery as well as financial management of print and electronic information.

Goal 3

Enhance opportunities for economic growth in related private-sector communications fields.

Goal 4

Obtain the highest quality and best-value communications products and services for government.

- Rationalization of print service delivery within government

Communications Nova Scotia will complete the review of all government print operations and services.

Recommendations will be made to government concerning the level of service required, the economical feasibility of the current operations, and viable alternatives. It is anticipated that financial and human resources, where required, will be reallocated from within the current system. The central IT application currently being modelled for CNS will support continuation of comparable service delivery to client departments through project tracking, financial management, and access to this information.

Nova Scotia Human Rights Commission



Mission:

To reduce individual and systemic discrimination in support of a society characterized by equality.

Strategic Goals

1. To promote the commission as a credible and effective organization through better program delivery, improved service to the public, and enhanced partnerships with other organizations.
2. To provide timely, efficient, and effective investigations and resolution of human rights complaints by further streamlining the investigation process and by focusing, where possible, on early interventions, conciliation, and other settlement initiatives.
3. To help foster the development of a more equitable society and fair work places which are supportive of the goal of diversity for all Nova Scotians by proactively addressing discrimination in all its forms.

Core Business Functions

- Develop and maintain effective linkages with government, business, the legal community, schools, agencies, and community groups to raise awareness of human rights issues and compliance with the Human Rights Act.

- Provide education and training programs in work places, schools, and other settings to deliver the commission's mandate.
- Resolve disputes through early intervention before they become complaints of discrimination.
- Investigate, resolve, and litigate complaints of discrimination (approximately 350 active files in 2000–01).
- Provide alternative dispute resolution services.
- Foster social research on human rights issues and topics.

Priorities for 2001–02

The outcome of the commission's organizational review, scheduled to be completed during 2001, will affect the achievement and weighting of these priorities.

Goal 1

To promote the commission as a credible and effective organization through better program delivery, improved service to the public, and enhanced partnerships with other organizations.

- Complete Phase 1 of the organizational review with the release of the discussion paper followed by a limited public consultation process to gather feedback on the issues/options/questions identified in the document.

- Provide a model(s) for the consideration of the provincial government from Phase 2 of an organizational review of the roles, responsibilities and structure of the commission and the Office of the Ombudsman.
- Meet with Mi'kmaq and other Aboriginal communities to explore options for improving the services the commission offers to these communities.
- Continue involvement with government, institutional and community partners to further develop linkages and forums for discussion and change.
- Continue communication initiatives aimed at increasing the commission's public profile.
- Develop a detailed client service plan for handling public enquiries.
- Develop a Code of Ethics for commission staff.
- Support the work of an Aboriginal human rights officer to explore alternative dispute resolution mechanisms that could open access to commission services for Mi'kmaq and other Aboriginal communities.
- Identify options for the installation of a computer database for more effective tracking of human rights complaints.
- Implement new administrative guidelines for interventions, conciliations, and other settlement initiatives drafted by the Investigation and Compliance Division with the input of the Race Relations and Affirmative Action Division.

Goal 2

To provide timely, efficient, and effective investigations and resolution of human rights complaints by further streamlining the investigation process and by focusing, where possible, on early interventions, conciliation, and other settlement initiatives.

- Implement a new interim plan prepared by the Investigation and Compliance Division to streamline the complaints investigation process while the commission awaits results of its organizational review.

Goal 3

To help foster the development of a more equitable society and fair workplaces which are supportive of the goal of diversity work places for all Nova Scotians by proactively addressing discrimination in all its forms.

- Continue to develop processes, such as Train the Trainer courses and monitoring of workplace affirmative action agreements, to address systemic discrimination.
- Continue policy research and development in emerging areas of human rights, in partnership with external organizations.
- Continue to promote the commission as a source of information and resources on human rights issues and compliance with the act for employers and employees in the public, private, educational, and not-for-profit sectors.

Intergovernmental Affairs



Mission:

To provide leadership in the development of corporate strategies for Nova Scotia's relations with governments and organizations.

Strategic Goals

1. Ensure fairness to Nova Scotia in negotiations with the government of Canada and other governments.
 2. Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.
 3. Build regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians and to promote regional programs and services that benefit citizens.
 4. Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.
 5. Increase national, provincial, and regional awareness and understanding of Nova Scotia's position relative to key government issues.
- so as to provide strategic policy advice and generally brief the Premier, as Minister of Intergovernmental Affairs, for participation in intergovernmental meetings, and provide advice during these meetings
 - so as to advise and assist ministers and departments in their intergovernmental relations
 - Monitor, research, and analyse key intergovernmental issues so as to develop strategies and positions relating to administrative policy matters affecting the province's relations with other governments.
 - Act as the primary contact for central agencies responsible for intergovernmental affairs in every other jurisdiction in Canada so as to ensure that developments in other governments across Canada are tracked, assessed, and recorded for the Premier and Executive Council.
 - Negotiate draft agreements and decision papers related to intergovernmental arrangements for approval by first ministers and otherwise effectively represent the Nova Scotia government's positions and interests in meetings of intergovernmental officials.
 - Identify, develop strategic and professional relationships with, and maintain a network of contacts in governments and the private sector in Nova Scotia and other jurisdictions so as to

Core Business Functions

- Coordinate the development of this province's intergovernmental positions

- obtain information regarding key policy developments that can affect the operations and policy of the Nova Scotia government before and as they happen
- influence decision making in other jurisdictions in ways favourable to Nova Scotia's interests
- ensure Nova Scotia's policies and interests are perceived accurately by other governments, the private sector, and the media

Priorities for 2001–02

Goal 1

Ensure fairness to Nova Scotia in negotiations with the government of Canada and other governments.

- Provide operational and strategic policy support for the Campaign for Fairness.
- Seek to achieve changes in existing federal-provincial fiscal arrangements to attain fairness for Nova Scotians by coordinating negotiations with the federal government at the first minister's level on equalization, offshore royalties, and other fiscal arrangements.
- Coordinate the development of this province's intergovernmental and negotiating positions in such key areas as climate change and improved federal support for post-secondary education.

- Work closely with provincial departments engaged in negotiations on key Nova Scotia government priorities, such as Finance on fiscal arrangements, Transportation and Public Works on highways and infrastructure, Natural Resources and Environment and Labour on climate change, and Community Services on the National Children's Agenda.

Goal 2

Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.

- Lead intelligence gathering and development of central agency expertise by monitoring federal and other provincial developments to ensure that the Nova Scotia Government can act in a proactive fashion.
- Develop Nova Scotia's position on Canadian governance issues, national unity, and constitutional matters and advance these positions with the federal, provincial, and territorial governments.
- Provide strategic policy advice and support to the Premier as he advances Nova Scotia's priority agenda at first ministers' meetings and annual premiers' conferences.
- Through consultation with federal/provincial line departments, support the identification of priorities and opportunities for federal-provincial co-operation.



- Build strategic alliances on federal/provincial issues with other provinces and territories so as to develop common positions that premiers and ministers can advance to Ottawa.
 - Ensure that the implementation of the Framework Agreement on the Social Union addresses Nova Scotia's concerns and needs through participation in intergovernmental and interdepartmental committees.
 - Lead the Nova Scotia team of officials and legal advisors mandated to resolve the Nova Scotia–Newfoundland boundary dispute.
- Goal 3**
Build regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians and to promote regional programs and services that benefit citizens.
- Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for premiers' approval.
 - Identify areas where regional co-operation can yield economies of scale and more efficient delivery of services to Nova Scotians and work with Atlantic officials to develop program proposals for premiers' approval.
 - Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers, the Council of Maritime Premiers, and the New England Governors and Eastern Canadian Premiers.
 - Participate in the Steering Committee on Regional Cooperation (SCRC), which is the intergovernmental coordinating committee that provides executive support to the Council of Maritime Premiers (CMP) and the Council of Atlantic Premiers (CAP).
 - Provide strategic policy assessments to the Premier and the Executive Council on the role and future directions of the Council of Maritime Premiers and the Council of Atlantic Premiers and other regional economic and policy issues.
 - Participate in the Coordinating Committee that coordinates all activities of the New England Governors and Eastern Canadian Premiers (NEG/ECP) Conference and meets as required between annual meetings of the principals.
 - Identify areas where a united NEG/ECP position towards their respective federal governments can yield policy and material benefits and work with the regional officials to develop this position for premiers' and governors' approval.

- Participate, with Economic Development, as a member of the NEG/ECP Standing Committee on Trade and Globalization directed to examine and make recommendations regarding issues, opportunities, and constraints related to trade and globalization relative to the New England and Eastern Canadian regions.

Goal 4

Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.

- Support the development of trade and investment and ensure Nova Scotia government departments and agencies are kept abreast of international ideas.
- Manage, with Economic Development, the participation of the Premier in Team Canada and Team Canada Atlantic Trade Missions.
- Coordinate with Economic Development and Protocol to ensure that the Premier is fully briefed for visits of foreign ambassadors, high commissioners, and consuls.
- Ensure that Nova Scotia's policy positions are conveyed, as necessary, to Canadian diplomatic posts abroad, in particular, to the Canadian Consulate-General in Boston and other posts in the United States.

- Ensure that Nova Scotia's policy and trade positions are known to the appropriate diplomatic representatives accredited to Canada.
- Provide line departments and agencies with information gathered from foreign governments and from the federal Department of Foreign Affairs and International Trade (DFAIT) and its posts abroad.
- Maintain and update the database of Nova Scotia's memoranda of understanding with foreign governments.

Goal 5

Increase national, provincial, and regional awareness and understanding of Nova Scotia's position relative to key government issues.

- Ensure that the Nova Scotia perspective is considered in the development of federal policy by working with the Intergovernmental Affairs section of the Privy Council Office and with other federal agencies/departments in Ottawa and in the Atlantic region (e.g., the Atlantic Canada Opportunities Agency).
- Maintain and expand the network of federal, provincial, and territorial contacts in intergovernmental affairs and other departments so as to exchange information and policy positions.



Intergovernmental Affairs

- Maintain regular contact with line departments respecting their intergovernmental activity and keep them abreast of issues involving other governments.
- Develop communications objectives to better position the Province of Nova Scotia in its communications with other jurisdictions and with key internal audiences.
- Enhance relations with the media to increase understanding of Nova Scotia's intergovernmental positions.
- Improve Intergovernmental Affairs Internet capacity and presence.

Office of the Ombudsman



Mission:

To ensure the concerns of all citizens regarding principles of administrative fairness and natural justice in the delivery of municipal and provincial public services are addressed through an independent, objective, review mechanism. This includes youth in the care and custody of the municipal and provincial governments.

Strategic Goals

1. To provide all citizens with access to an independent, objective review mechanism.
2. To increase the awareness of all citizens of their right to access an independent review/complaint resolution mechanism.
3. To ensure all complaints are investigated objectively and thoroughly, in a confidential and timely manner.

Core Business Functions

- Advise citizens, including youth in the care and custody of municipal and provincial governments, of their rights to access internal departmental and external complaint mechanisms and of their right to access the independent, impartial resolution mechanisms of the Office of the Ombudsman.

- Receive complaints regarding provincial and municipal government departments or agencies and, where appropriate, investigate those matters deemed to be jurisdictional, while referring, where possible, non-jurisdictional matters to an appropriate authority or complaint mechanism.
- Recommend amendments to policies, procedures, and legislation and ensure recommendations are consistently followed.

Priorities for 2001–02

Goal 1

To provide all citizens with access to an independent, objective review mechanism.

- Provide model(s) for the consideration of the provincial government from the second phase of an organizational review of the roles, responsibilities, and structures of the Office of the Ombudsman and the Nova Scotia Human Rights Commission.
- Review the expanding role of the Children's Ombudsman, in co-operation with the provincial government's Children and Youth Action Committee (CAYAC).
- Hire additional staff for the Intake and Investigation section on a temporary basis to ensure intake and referral continue to be performed in a timely manner.

- Explore and recommend options for developing a computerized database to track information for the Children's Ombudsman.
- Hire one additional field officer for the Children's Ombudsman on a temporary basis to assist with the expanded caseload for children in the care and custody of the municipal and provincial governments.

Goal 2

To increase the awareness of all citizens of their right to access an independent, review/complaint resolution mechanism.

- Provide citizens with access to the Ombudsman's toll-free inquiry line.
- Conduct focus groups, speaking engagements, information sessions, and regular site visits through the Children's Ombudsman to educate youth of their rights while in care and custody.
- Increase the awareness of citizens and public officials of their rights and responsibilities through speaking engagements and information sessions.
- Update the website for the Office of the Ombudsman to include more accurate information about services available to the public.
- Complete an audit by the Children's Ombudsman of municipal police forces and the Nova Scotia detachments of the RCMP, which will examine their policies and procedures for children and youth in custody.

Goal 3

To ensure all complaints are investigated objectively and thoroughly, in a confidential and timely manner.

- Implement written guidelines to avoid a conflict of interest while investigating complaints involving the Nova Scotia Human Rights Commission.
- Ensure that formal complaints are resolved within 9–12 months of receipt.
- Educate staff on the provincial government's Code of Conduct for employees, with continued emphasis on the importance of practising confidentiality at all times.

Nova Scotia Petroleum Directorate



Mission:

To help Nova Scotians build a better future by ensuring responsible resource management of Nova Scotia's petroleum resources and maximizing financial, economic, and employment benefits that flow from the development and use of the province's petroleum resources.

Strategic Goals

1. Optimize Nova Scotia's benefits from oil and gas activity through employment and supply contract opportunities, availability of natural gas, new business establishment, and royalty collection.
2. Educate Nova Scotians on all aspects of the oil and gas industry, onshore and offshore.
3. Continue development and oversight of responsible regulation of both onshore and offshore petroleum resource and activity.
4. Establish overall oil and gas policy direction for the province.

Core Business Functions

The Nova Scotia Petroleum Directorate is mandated to ensure the following functions are undertaken:

- develop policy, legislation, and regulations that deal with the technical and regulatory issues pertaining to exploration, development, transmission, storage, distribution, and utilization of Nova Scotia's petroleum resources
- administer petroleum royalties
- optimize the use of local labour and services to the oil and gas sector
- promote strategic alliances that include Nova Scotian companies (domestic and international alliances) and promote direct investment in the province by non-Nova Scotian firms establishing operations in Nova Scotia
- promote exploration and development activity onshore and offshore Nova Scotia
- help to ensure responsible resource development and management of Nova Scotia's petroleum resources
- ensure public education of the upstream and downstream aspects of the oil and gas industry
- participate in regulatory proceedings dealing with petroleum activity

Priorities for 2001–02

Goal 1

Optimize Nova Scotia benefits from oil and gas activity through employment and supply contract opportunities, availability of natural gas, new business establishment and royalty collection.

- Monitor the benefits to Nova Scotia associated with the Sempra distribution franchise.
- Monitor benefits from operations of Tier I of the Sable projects, while ensuring that Nova Scotian companies are positioned, and are otherwise ready, for any and all opportunities from Tier II.
- Properly manage and administer the royalty regime.
- Work with industry and educational institutions to ensure that Nova Scotians are trained to fill available positions in the oil and gas sector.
- Assist local companies with attendance at trade shows that promote opportunities in the oil and gas sector.
- Attend trade shows and participate on trade missions that promote Nova Scotia's oil and gas industry.
- Work closely with the CNSOPB to optimize Nova Scotia's involvement in offshore oil and gas initiatives.
- Encourage and assist Nova Scotian companies to establish facilities to manufacture products for the oil and gas industry, particularly as it relates to the gas distribution project.
- Aggressively pursue development opportunities in the areas of petrochemicals, electrical generation, and investment expansion.
- Administer Nova Scotian toll discounts.

Goal 2

Educate all Nova Scotians on all aspects of the oil and gas industry, onshore and offshore.

- Maintain the Petroleum Directorate web page and expand it to educate Nova Scotians on the oil and gas industry.
- Work with the Offshore/Onshore Trade Association of Nova Scotia (OTANS), Canadian Association of Petroleum Producers (CAPP), Atlantic Canada Petroleum Institute (ACPI), and petroleum rights holders of onshore and offshore properties to inform the public on the regulatory process. Educate Nova Scotians on the risks and rewards that oil and gas activity bring to communities and to Nova Scotia in general.
- Organize and attend community open houses and present technical talks on the exploration and development potential of Nova Scotia's onshore and offshore petroleum resources.
- Work with CNSOPB to ensure that Nova Scotians are fully aware of the offshore regulatory process.

Goal 3

Continue development and oversight of responsible regulation of both onshore and offshore petroleum resource and activity.

- Establish a regulatory approval process to deal with subsequent offshore development proposals.



- Continue to ensure that the province's decision-making powers under the Offshore Accord Act are exercised so as to ensure that the province's policy with respect to offshore exploration and development is communicated to the offshore Petroleum Board and is followed.
- Continue to ensure that exploration activity for oil and gas, as well as coalbed methane in the onshore, is effectively managed.
- Participate in the review of exploration offshore Cape Breton.
- Continue to work with the federal government, the Government of Newfoundland and Labrador, and the government of France in developing a treaty dealing with the exploration for development of cross-border oil and gas fields.
- As part of a national task force, continue to work with provincial and federal colleagues to eliminate or lessen the stakeholder impact associated with jurisdictional overlap.
- Work with colleagues at CNSOPB, NRCan, and the Nova Scotia Department of Environment and Labour to develop and put in place offshore safety regulations.
- Continue to streamline regulations, particularly with respect to removing references to environment and labour safety regulations, as these are already covered in the legislation enforced by the Department of Environment and Labour.
- Monitor the province-wide gas distribution franchisee's compliance with gas access targets.
- Participate in Phase 2 of the Utility and Review Board hearings on natural gas distribution.
- Work with Service Nova Scotia and Municipal Relations on appropriate municipal taxation policies for all aspects of the oil and gas industry.

Goal 4

Establish overall oil and gas policy direction for the province.

- Participate with the Department of Natural Resources in the development of an overall Provincial Energy Strategy.
- Prepare an oil and gas policy for the province as part of the development of a Provincial Energy Strategy.
- Develop an oil and gas policy implementation plan.

Public Prosecution Service



Mission:

To seek justice by prosecuting offences competently, with fairness and equal treatment for all persons.

Strategic Goals

1. Providing a Public Prosecution Service that reflects professional competency, dedication to public service, and high ethical standards.
2. Providing a Public Prosecution Service that identifies and allocates the resources required to carry out its mission.
3. Providing a Public Prosecution Service that reflects the application of best business practices consistent with providing a high-quality service.
4. Providing within the Public Prosecution Service an environment that allows for the independent exercise of prosecutorial discretion.
5. Providing a Public Prosecution Service that is reflective of the community it serves.

Core Business Functions

- Prosecute Criminal Code and summary conviction offences.

- Prosecute appeals before the Supreme Court of Nova Scotia, the Court of Appeal, and the Supreme Court of Canada.
- Provide legal advice to the police at their request.
- Conduct *Motor Vehicle Act* and *Liquor Control Act* prosecutions on behalf of certain municipalities.
- Transfer criminal charges to/from other jurisdictions.

Priorities for 2001–02

Goal 1

Providing a Public Prosecution Service that reflects professional competency, dedication to public service, and high ethical standards.

The service will:

- support the attendance of Crown attorneys at the Federation of Law Societies National Criminal Law Program
- support the Crown attorney annual conference and the Public Prosecution Service support staff annual seminar
- support the participation of Crown attorneys at the Ontario summer school program
- fund a spring education conference for Crown attorneys
- support the requirements of the Education Development Committee to ensure that all PPS staff receive the required training

- participate in the following operational or policy initiatives:
 - a pilot project on disclosure practices in Halifax Region and Central Region
 - the Provincial Forms Committee
 - restorative justice
 - implementation of the recommendations of the review of the Public Prosecution Service conducted by the Honourable Fred Kaufman
- continue participation at joint meetings, including federal/provincial/territorial ministers and deputy ministers meetings, CCSO (Coordinating Committee of Senior Justice Officials) and heads of prosecution meetings, provincial deputy ministers' meetings, and meetings of the provincial Justice Coordinating Committee
- ensure that all complaints referred to the Public Prosecution Service from the public are dealt with within 100 days of receipt
- continue the Public Prosecution Service Crown Attorneys Newsletter
- continue supporting programs involving the Public Prosecution Service and Dalhousie Law School
- implement the Integrated Management Development (IMD) program, a multi-phase program for Management Compensation Plan (MCP) staff

consisting of performance management, compensation review, and succession planning

- develop a program to address the stress and trauma confronted by employees in discharging their duties
- develop a system for recognition of staff achievements/work excellence
- develop and implement an enhanced system of evaluation of per diem Crown attorney services
- develop a system to record the advice provided by Crown attorneys to the police, enforcement officers, and members of the public

Goal 2

Provide a Public Prosecution Service that identifies and allocates the resources required to carry out its mission.

The service will:

- continue development of a Case Management Information system and a computerized offender history reporting system
- plan and budget for possible prosecutions arising from the RCMP investigation into instances of institutional abuse, "Operation HOPE"
- implement youth justice pilot projects for pre-charge screening and Crown cautioning



- continue the process of phasing in the redistribution of per diem funding into permanent Crown attorney positions where feasible
- enhance internal communication with Crown attorneys on issues affecting the Public Prosecution Service
- revise the mandate of the Special Prosecution Section to increase the scope of prosecutions handled by that section
- assign two Crown attorneys to all murder proceedings
- develop and implement a wire tap training program for designated Crown attorneys
- enhance the level of competency of Crown attorneys in conducting prosecutions in the French language
- assess and allocate resources to respond to Freedom of Information and Protection of Privacy Act requests
- monitor the service's involvement with the Framework for Action on Family Violence
- assist the Victims' Services Division of the Department of Justice by identifying complainants who will require legal representation when their counseling records are sought to be produced by defence counsel in criminal proceedings

Goal 3

Providing a Public Prosecution Service that reflects the application of best business practices consistent with providing high-quality service.

The service will:

- continue monthly reviews of the Public Prosecution Service budget forecasting process
- continue quarterly reviews of the Public Prosecution Service business plan
- continue development of a strategic plan, started in 2000–01, which would include input from all staff to ensure the plan reflects the Public Prosecution Service organizational environment and culture
- continue ongoing management training for members of the Management Committee of the Public Prosecution Service and provide training opportunities to prospective managers within the service
- continue to monitor the best practices of other prosecution services in Canada and internationally

Goal 4

Providing within the Public Prosecution Service, an environment that allows for the independent exercise of prosecutorial discretion.

The service will:

- ensure all stakeholders in the criminal justice system are familiar with the roles of the Attorney General, Public Prosecution Service, Director of Public Prosecutions, and the Crown attorney in the criminal justice system and are aware of the independence of the Public Prosecution Service
- promote understanding that, although the Public Prosecution Service shares a common minister and some common services with the Department of Justice, it is not part of the Department of Justice
- ensure compliance with the directives of the Attorney General and Director of Public Prosecutions that are published in the Royal Gazette dealing with the exercise of prosecutorial discretion
- ensure that whenever the exercise of discretion by a Crown attorney is reviewed, the principle of prosecutorial discretion will be given its due consideration

Goal 5

Providing a Public Prosecution Service that is reflective of the community it serves.

The service will:

- continue support for the Indigenous, Black, and Mi'kmaq Program at Dalhousie Law School through a summer student program
- continue to promote a work place environment that is welcoming of the uniqueness of each individual

Public Service Commission



Mission:

To act as government's agent for collective bargaining; to be responsible for the development and implementation of high-quality human resource policy, programs, and services; to ensure, through audit and evaluation, the quality and value of human resource management practices; to ensure a fair and effective hiring process

Strategic Goals

1. Ensure that government has a highly skilled, well-educated, professional, flexible, and motivated work force.
2. Enhance and maintain good employee/employer relationships and build new relationships in the broader public sector.
3. Ensure that human resource policies are highly responsive to government direction.
4. Manage the compensation, performance, and succession planning systems for government.
5. Continue to ensure the merit principle is upheld through a fair and effective hiring process.

Core Business Functions

- **Labour relations**
Manage the employment relationships for government with its direct employees, including collective bargaining, and develop a comprehensive and integrated approach to labour relations in the broader public sector.
- **Human resource management policy**
Provide strategic guidance to government on human resource management issues through policies that are aimed at innovative methods for developing the public service to meet changing needs.
- **Audit and evaluation**
Ensure accountability for human resources policy/program effectiveness and assess government progress in achieving human resource goals.
- **Human resource programs and services**
Focus on developing an effective and dynamic public service.

Priorities for 2001–02

Goal 1

Ensure that government has a highly skilled, well-educated, professional, flexible, and motivated work force.

In order to provide an organizational structure to support this goal, government will establish the legislative framework necessary for the establishment of the Public Service Commission to deliver on the government's mandate.

- Prepare appropriate legislation necessary to support the mandate of the Public Service Commission as directed by government.
- Build the structure of the Public Service Commission to effectively deliver the mandate established by government.
- Develop an effective communications program to support the transition to the Public Service Commission.

**Goal 2
Enhance and maintain good employee/employer relationships and build new relationships in the broader public sector.**

The Public Service Commission will establish a framework to assist with collective bargaining in the public service consistent with government direction. This will be accomplished through the following:

- Advance government's interests in labour relations/collective bargaining in relation to internal departments and the broader public sector.

The Public Service Commission will work to establish the new relationships through stakeholder consultation between the

Public Service Commission, line departments, and the broader public service. This will be accomplished through the following:

- Establish the Deputy Ministers' Advisory Committee to assist the Public Service Commission with priority setting of corporate human resource initiatives and programs.
- Build effective relationships with and strengthen the corporate role of the Human Resource Directors' Forum.
- Undertake a comprehensive employee survey for all government employees.

**Goal 3
Ensure that human resource policies are highly responsive to government direction.**

- Attract, motivate, and retain a capable work force in a fiscally responsible manner through implementation of corporate programs such as employee recognition, flexible work options programs, succession planning, and leadership development programs.
- Undertake the review of the civil service bargaining unit classification system.
- Introduce a revised management classification system to recruit and retain the resources necessary for a productive, sustainable work force.
- Support and coordinate restructuring in government and continue to administer the Transition Support Program.



Goal 4
Manage the compensation, performance, and succession planning systems for government.

- Compensate and recognize employees for performance based upon their contributions to business objectives.

Goal 5
Continue to ensure the merit principle is upheld through a fair and effective hiring process.

- Establish the auditing and evaluation function to ensure government accountability for human resource management.
- Establish committees that will support the work of the Public Service Commission, including the Deputy Ministers' Advisory and Review Committees.

Nova Scotia Sport and Recreation Commission



Mission:

To enhance the quality of life of Nova Scotians through the development, encouragement, establishment, coordination, implementation, and promotion of sport and recreational programs and services and to develop excellence in programs and services that preserve and develop the traditional values, quality of life, and environment of Nova Scotians.

Strategic Goals

1. Increase participation in structured and unstructured opportunities for sport, recreation, fitness, and play.
2. Increase availability and sustainability of physical infrastructure for sport and recreation.
3. Increase the availability and sustainability of individual leaders in sport and recreation.
4. Increase commitment and ability of communities and organizations to provide sport and recreation opportunities.

Core Business Functions

• Participation

- Decrease the number of inactive children and youth by supporting research and policy, and interventions at the provincial, regional, and local levels.
- Provide financial assistance and resource support to Nova Scotian athletes, coaches, and officials who achieve or demonstrate the ability to achieve excellence in amateur sport.
- Provide resource supports and consultation to schools, volunteer organizations, facility operators, and outdoor recreation providers towards ensuing fair and safe environments for sport, recreation, and fitness.
- Provide funding and consultative support to approximately 90 volunteer-based provincial sport and recreation organizations, which deliver programs, services, and opportunities to over 200,000 registered members and the general public.
- Provide a focus for the growth and development of amateur sport at the provincial level and provide an opportunity for high-calibre national competition for participants who have undergone special training and selection. The Canada Games stimulate Canadian youth within the context of ethical competition.

- Provide, through the Nova Scotia Lifeguard Service, supervision at 19 selected beaches throughout the province for Nova Scotians and tourist beach patrons.
- **Facilities**
 - Assist municipalities and community groups with planning, constructing, renovating, conserving, acquiring, and operating safe facilities for public recreation purposes.
 - Provide consultative services and resources to trail volunteers and assist in the coordination of trail development partners.
- **Leadership**
 - Provide sponsorship or direct delivery of leadership training opportunities for volunteers, staff, and elected or appointed officials from provincial organizations, municipal recreation departments, and community groups.
- **Community capacity**
 - Provide support through six regional offices for partnerships between community, municipal, and regional agencies and the SRC. Staff work with community recreation and sport organizations, schools, community and district health boards, municipalities, regional development authorities, and provincial and federal government departments.

- Provide funding to Sport Nova Scotia to ensure cost-effective, efficient delivery of administrative services to more than 80 provincial volunteer-based sport and recreation organizations.

Priorities for 2001–02

Goal 1

Increase participation in structured and unstructured opportunities for sport, recreation, fitness, and play.

Links between inactivity and chronic illness, in particular heart disease, Type 2 diabetes, and some cancers, have been established and the implications for future health care costs in Nova Scotia could be significant. Current research suggests approximately two-thirds of the children and youth in this province are not active enough for health benefits.

- Establish accurate baseline data on inactivity levels of Nova Scotia's children and youth and create an appropriate provincial strategy on this issue.
- Identify resources for promotional and community intervention initiatives targeted at getting more children and youth active.



**Goal 2
Increase availability and sustainability of physical infrastructure for sport and recreation.**

One of the most significant capital investments in the province is in school facilities, which are located in practically every community. Although, these schools have some of the best sport and recreation facilities, most remain inaccessible to the communities they were built to serve.

- Improve community access to school facilities. Without this access, community associations must develop their own facilities, duplicating resources otherwise available through greater community access to schools. There are many examples of schools in this province serving as the centre of community activity, and these models must be replicated

**Goal 3
Increase the availability and sustainability of individual leaders in sport and recreation.**

The sport and recreation system in Nova Scotia is volunteer based. The major component of provincial and community organizations operations and services are performed by volunteers. Typically, these organizations are frustrated by a lack of resources and require ongoing supports to help them achieve their mandate. Planning, recruitment of volunteers, fundraising, and management are among areas where support can be provided to help organizations survive and flourish.

- Provide support for planning, recruitment of volunteers, fundraising, and management to help organizations survive and flourish.

**Goal 4
Increase commitment and ability of communities and organizations to provide sport and recreation opportunities.**

- Provide advice and assistance to provincial and community organizations on the provision of sport and recreation opportunities.

Advisory Council on the Status of Women



Mission:

To advance equality, fairness, and dignity for all women in Nova Scotia.

Strategic Goals

1. To increase the inclusion and participation of women in all their diversity in decisions that affect their lives, families, and communities, with particular emphasis on those who face discrimination because of race, age, language, class, ethnicity, religion, disability, sexual orientation, or various forms of family status.
2. To promote women's economic equality.
3. To reduce violence against women in communities, work places, and families.
4. To improve the health and well-being of women and their families.

Core Business Functions

• Research and policy development

Advises the Minister on concerns and priorities of women and formulates strategies and options to address these. Conducts quantitative and qualitative research in consultation with community groups and government departments to ensure advice is a feasible, relevant, timely, and accurate guide to governmental action.

• Information and communications services

Collects and disseminates information on women's issues to the Minister, council, staff, and other key stakeholders, including media and the general public. Through a comprehensive communications strategy, informs and influences key stakeholders about issues and concerns affecting women, about council and government priorities, activities, accomplishments, and opportunities for improvement in addressing women's issues.

• Community development—rural outreach and community liaison

Through council members and the fieldwork program, brings forward concerns of women from across Nova Scotia, with particular attention to historically disadvantaged groups. Partners with communities and agencies to advance equality for women in programs and services.

Priorities for 2001–02

Goal 1

To increase the inclusion and participation of women in all their diversity in decisions that affect their lives, families, and communities, with particular emphasis on those who face discrimination because of race, age, language, class, ethnicity, religion, disability, sexual orientation, or various forms of family status.

- Maintain the council's effectiveness through orientation programs for new members, support of new Chair, media training for members, and adequate support for council work.
 - Implement communications strategy focused on the 25th anniversary of the Nova Scotia Task Force on the Status of Women and the Advisory Council and key dates and events throughout the year; e.g., International Women's Day, National Day of Remembrance and Action on Violence Against Women, Women's History Month, etc.
 - Build on research findings on rural women in Nova Scotia to enhance their leadership in public affairs, through a series of workshops to define barriers and opportunities to women's participation in public life. Prepare and publish a report on the workshop findings.
 - Promote the inclusion of women's issues in all their diversity in government policy development and program design through
 - coordinating committee and two field teams of the Sustainable Communities Initiative
 - implementation of a Roundtable on Women's Income Security and Employment Support, using FPT Status of Women Minister's publication on women's income security as a framework
 - liaison with women's groups who are working to support common objectives in women's equality
 - preparation and presentation of briefs on major initiatives and legislative changes; e.g., federal Divorce Act and family law matters
 - Advise the Department of Justice on the development of tools to insure fairness and safety for women in the Family Court.
 - Work with international, national, and local women's groups to identify opportunities to address government commitments in UN conventions and agreements.
- Goal 2**
To promote women's economic equality.
- Publish four more volumes in Women in Nova Scotia: A Statistical Series to provide updated statistical information on women's education, training, work force participation, occupations, and incomes in the wider context of family responsibilities throughout the life cycle.
 - Work with organizations such as: Women in CED Network, Women's FishNet, women's business groups, WITT-NS, Association of Nova Scotia Women for Education and Research in Science, Techsploration, Hypatia, Skills-NS, Nova Scotia Community College, Department of Education, Girl Guides of Canada, literacy organizations, etc., to foster economic equality and



lifelong learning in all occupational areas, particularly in fields where women remain under-represented.

Goal 3

To reduce violence against women in communities, work places, and families.

- Develop and publish third edition of *Making Changes: A Handbook for Abused Women*.
- Support the appropriate use of restorative justice in sexual assault and domestic violence cases, including explicit recognition of victims' rights and interests through policy and protocol development.
- Collaborate with concerned community groups to limit the use of conditional sentencing in cases of sexual assault and domestic violence.

Goal 4

To improve the health and well-being of women and their families.

- Implement the Healthy Balance research program in partnership with the Maritime Centre of Excellence for Women's Health, Dalhousie University, and the IWK-Grace Health Centre. This is a five-year program of research that has been funded for \$1.7 million by the Canadian Institutes for Health Research to investigate the health impacts of caregiving roles on Nova Scotians, with particular attention to effective supports to caregivers throughout the life cycle.

Treasury and Policy Board



Mission:

To ensure that the fiscal and policy decisions of the public service are planned, communicated, and implemented in a way that reflects the priorities of government and inspires confidence in the people of Nova Scotia.

Strategic Goals

1. Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.
2. Improve communication between government and the public service.
3. Improve accountability of government, including third party (consolidated) entities.
4. Strengthen the corporate leadership of the public service.
5. Improve the integration of policy and budgeting.
6. Improve systems, processes, and procedures required for effective and efficient administration of government.

Core Business Functions

• Strategic planning

Assisting the Executive Council to develop and communicate its strategic agenda, through the identification and evaluation of the issues and trends, development and analysis of corporate

and issue-specific policies, horizontal policy integration, and liaison with the public service.

• Support Cabinet and Treasury and Policy Board

Managing the paperflow to and from Treasury and Policy Board, developing the TPB agenda, and providing a critical analysis of proposals as background to the decision-making process.

• Ensuring accountability

Developing processes and procedures to ensure accountability for use of resources by departments and government entities.

• Integrating policy decisions and resource allocations

Developing and implementing processes to link expenditure allocations with policy direction and priorities. Includes analysing and advising on department and agency budgets to ensure that allocations and reallocations support policy.

• Effective administration of government

Establishing administrative standards and processes to support the operations of government, advising on government structure and programs, and analysing best practices and recommending their adoption.

Priorities for 2001–02

Goal 1

Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.

- Develop a revised process for submission and analysis of policy proposals, requests for resources, and transactions to TPB and Cabinet, in order to ensure that the Executive Council receives full and comprehensive advice and quality analysis of proposals.
- Encourage departments to identify the data required to better support decision making and implement systems for their collection, monitoring, and reporting.
- Conduct ongoing environmental scanning to proactively identify trends and issues and to assist the Executive Council in ongoing strategic planning.
- Support the Legislative Committee by reviewing legislation proposals to ensure that they are consistent with policy direction.
- Initiate corporate policy projects and facilitate horizontal policy development.

Goal 2

Improve communication between government and the public service.

- Implement a corporate issues project-tracking system to provide an improved ability to plan, track, and share information.

- Develop a more proactive relationship with departments in order to better encourage corporate policy development and to ensure the efficient use of resources on objectives that are consistent with government's agenda.
- Better communicate government's plans and progress in key priority areas to departments, agencies, boards, and commissions, and Crown corporations.

Goal 3

Improve accountability of government, including third party (consolidated) entities.

- Extend the accountability framework to public sector entities by developing clearer governance structures, new systems for reporting and monitoring, and consistent administrative policies.
- Track implementation of Cabinet and TPB decisions and develop new reporting processes to advise Cabinet on the implementation of policies, projects, and expenditures.
- Focus on results when providing directions to agencies, boards, commissions, departments.
- Develop and implement an outcome measures and a reporting system for government.
- Develop performance contracts for senior officials.



Goal 4
Strengthen the corporate leadership of the public service

- Plan and support initiatives to develop a high-quality leadership cadre in the public service.
- Research, develop, and model a set of public service values for the public service of Nova Scotia.
- Develop programs, including those to communicate positive stories and illustrate successful and innovative ideas, to improve morale and build pride within those employed in the public service.

Goal 5
Improve the integration of policy and budgeting.

- In consultation with the Department of Finance, develop processes to better integrate budgeting, policy development, and business-planning processes, for the annual budget process and throughout the year.
- In consultation with the Department of Finance, develop and implement an annual planning and budgeting calendar to provide for earlier decisions and to allow other entities to integrate these decisions into their processes.

- Continue working with Communications Nova Scotia on clear, consistent communications on planning and budgeting, so that all stakeholders better understand the planning and budgeting process.

Goal 6
Improve systems, processes, and procedures required for effective and efficient administration of government.

- Update and improve government administrative processes and procedures and incorporate these into revised and current Management Manuals for easy distribution to departments and staff.
- Support a regulatory business environment that promotes economic prosperity by working with departments to eliminate unnecessary regulations.
- Lead the development of a revised program inventory for use as a decision-making tool in providing services to citizens and providing resources to support these services. This includes the development of cost-allocation methodologies and new reporting systems.
- Conduct research into best practices in researching, implementing, and monitoring new and creative means of providing government services.