

April 24, 2006

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1. Message from the Minister

On behalf of the Office of Economic Development, I am pleased to present the 2006-2007 business plan.

The Office of Economic Development is the province's leader in economic and community development for Nova Scotia. With one of the strongest economies in Canada, it's our job to offer policies, partnerships and programs that enable Nova Scotians to succeed in life.

The province's economy is robust. More Nova Scotians have found jobs and are contributing to the growth of our economy. Exports continue to do well, manufacturing is thriving and communities across the province now have better access to the tools they need to prosper. We continue to collaborate with other government departments and agencies, Crown corporations, and business and community groups to deliver initiatives that contribute to a thriving economy.

When it comes to creating new business opportunities, Nova Scotia is providing leadership in strategy, policy and program development. The Credit Union Small Business Loan Guarantee Program has been expanded to \$25 million, which will help maintain jobs and create new ones. The Industrial Expansion Fund continues to help create new jobs and assist industries involved in research and technology, and in aerospace and defense. These investments help establish new businesses and enable entrepreneurs to create employment for themselves and others.

Rural and community development will continue to receive government's support. *Strengthening Communities, Strengthening Government* is Nova Scotia's new development policy, which includes initiatives to support communities and help them build on their strengths.

Since we launched the province's economic growth strategy, *Opportunities for Prosperity*, we have seen the economy grow stronger. We have capitalized on our assets and we are committed to a plan of action that ensures we continue to advance our economic goals.

On April 25, 2006, the Office of Economic Development introduced an updated and revitalized economic growth strategy, one based on the knowledge we have gained over the past five years. *Opportunities for Sustainable Prosperity 2006* will build on the progress made and focus on a concept of sustainable competitiveness that will ensure long-term success.

As a province, we can take pride in what has been accomplished. Working together, we will continue to deliver on our commitment to a prosperous Nova Scotia. We are a province that embraces innovation, promotes a strong business climate and offers the variety and balance that makes Nova Scotia the best place in Canada for business, for work, for families and for enjoying life.

Kerry Morash
Minister

2. Message from the CEO

Nova Scotia has one of the most competitive business climates in the world. We have invested in modern telecommunications and transportation infrastructure, an educated workforce and capitalized on our accessibility, all of which allows us to sustain a world-class business environment.

A recent KPMG report has once again ranked four Nova Scotia communities among the best sites for doing international business. Truro, Pictou, Sydney and Halifax rated favourably in a number of areas including manufacturing, research and development, software design and web content development. This tells us that Nova Scotia has the right combination of innovation, educated workers, business climate and connections to world markets that make Nova Scotia such a great place to do business.

We still face a number of challenges, including an aging workforce, a stronger Canadian dollar, increased competition from other countries and the perception that we are only a tourism destination among key influencer groups in most markets. As you review this year's business plan, you will see a common theme of sustainable competitiveness. To ensure future success, we must identify ways to sustain our level of economic activity and look to innovation, creativity and resourcefulness to find new ways of doing business.

Our job is to help Nova Scotians thrive in today's global economy. The business plan for 2006-2007 highlights initiatives that are as varied as the communities we serve.

We will launch an Export Expansion Program to support small and medium-sized businesses as they venture into the global marketplace. We will work with federal, provincial and municipal partners to start a business retention and expansion program to deal with issues that threaten local businesses. We will commit more fully to responsible environmental procurement practices.

The plan is also designed to encourage and support rural and community development by providing the information, guidance and other resources to help communities respond to their own unique challenges and opportunities.

Our business plan reflects the dedication and diligence of our employees and the support of our partners as we move into a new phase of economic prosperity for Nova Scotia. At the Office of Economic Development, we want to work with all Nova Scotians to increase our prosperity.

Paul Taylor
Chief Executive Officer

3. Mission

The Office of Economic Development (OED) is the focal point within the province for developing and advancing Nova Scotia's economic development and innovation, information technology and information management, and procurement strategies.

Economic Development and Innovation:

- OED works to create the conditions necessary for a thriving economy in Nova Scotia. To do this, OED works with its partner agencies InNOVAcorp, Nova Scotia Business Inc., Nova Scotia Film Development Corporation, Trade Centre Limited and Waterfront Development Corporation, as well as other agencies of government, to improve the business climate of Nova Scotia and invest in this province's priorities. Policies, programs and partnerships are now in place that will support the Nova Scotia brand promise. OED also works with communities around the province to help build regional and provincial capacity for economic development.

Information Technology and Information Management:

- Through corporate leadership, consultation and coordination, OED contributes to an effective, efficient and accountable public sector through support for better information technology and information management.

Procurement:

- OED manages the consumption of goods, services, and construction for the province and ensures that provincial procurement is publicly accountable, competitive and fair.

4. Planning Context

Provincial Economic Development - Environment and Strategies:

Nova Scotia has many assets, including a competitive business climate, internationally recognized educational institutions, prime geographic location, and modern telecommunications and transportation infrastructure. These and other factors have contributed to strong GDP and employment growth over the past few years. However, the economy of Nova Scotia faces a number of challenges, including an aging workforce, increased competition from other countries, the strong Canadian dollar and perception problems.

Workforce, population size, rate of change, distribution, age structure and migration to a great extent govern demand for resources and material flows. Population structure - the relative proportions of children, persons of working age and elderly people within a population - has important repercussions for future population growth as well as for matching the provision of education, healthcare, incomes and pensions to predicted needs. The average age of Nova Scotia's population is increasing. The baby boomers, born between 1947-1966, are presently in their forties and fifties. Falling birthrates mean that there will be fewer young people available to enter the workforce in the future if immigration levels do not increase. Globally, there is also a growing urbanization trend. Young people continue to move to larger centres to take advantage of educational and work opportunities. Nova Scotia is not immune to these changes.

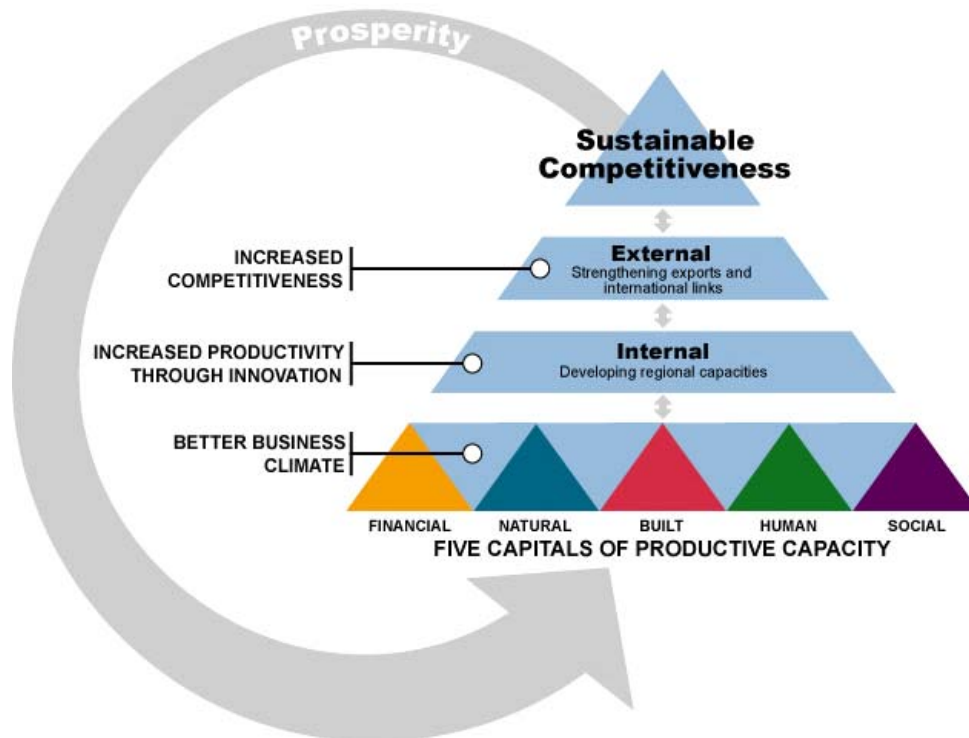
In recent years, the pace of globalization has accelerated tremendously. Markets are becoming more open. Competition is more international. Value chains are increasingly spread across the globe with individual business functions located in their most strategic location. China, India, Brazil and others have begun to play a larger role in the global economy. China's rapidly rising imports consume a growing share of world wide commodity production. China's manufacturing exports are capturing increasing market share. India is now a major player in delivering information and technology services. There is a growing interconnectedness and an expanding flow of information, technology, capital, goods, services and people throughout the world.

In 2000, OED released an economic growth strategy titled *Opportunities for Prosperity*. Since then the province has recorded solid economic progress despite a number of world events that have challenged our economic and physical security. Many sectors of the economy have experienced substantial changes in the cost of doing business. Energy prices have increased significantly and so has value of the Canadian dollar.

Since then, OED has led, on behalf of the government and with the help of the private sector, the development of a provincial brand and a process to deliver on our brand promise. Through changing key influencer's perceptions of Nova Scotia, creating an environment to support the brand promise through government policy delivery and actively seeking our internal and external partnerships, Nova Scotia will achieve a brand equity and relevant differentiating position that sets us apart from other locations and ensures a more prosperous economic future for Nova Scotia.

Released in April 2006, an updated economic growth strategy entitled, *Opportunities for Sustainable Prosperity 2006* (OfSP), was created to deal with these significant global changes. It builds on the progress made since 2000. This strategy pulls together all of government's planning and strategic thinking around support for economic growth. It sets out an overall economic growth strategy for the next five years. It supports the management of the provincial brand with the private sector to enhance Nova Scotia's pride of place and its global presence.

The updated strategy illustrates the evolution that has occurred since 2000 and how “strategic directions” from the 2000 strategy interact to create prosperity. The diagram below shows the connection between our goals and our capacity to achieve them.



The strategy introduces the concept of sustainable competitiveness and the concept that true prosperity comes when economic, social, and environmental systems work in coordination together. Sustainable competitiveness, rather than seeking trade-offs, aims to create “win-win” situations. In essence, Nova Scotia will increase prosperity by pursuing the opportunities created by shifts in global consumer demands which create needs for environmentally responsible products and services. These markets require the province to use its resources wisely, thereby ensuring the long-term viability of its industries.

In OfSP our vision remains “a thriving Nova Scotia that by 2010 is the best place in Canada to live, work, do business, and raise families”. The strategic directions outlined in OfP continue to guide the economic development efforts of the government. OfP is available at www.gov.ns.ca/econ/strategy/index.htm and OfSP at <http://www.gov.ns.ca/econ/ofsp>.

The Industrial Expansion Fund (IEF) is another method by which the Government of Nova Scotia supports economic development in the province. The fund has considerable flexibility in the amount and type of funding it can provide. It is employed to assist the development initiatives of other departments and agencies or when the solution to a potential opportunity falls outside the financing mechanisms of those entities. IEF also serves as a corporate funding source for broader government initiatives and policy implementation. The Office of Economic Development administers the IEF with accounting services supplied by Nova Scotia Business Inc. The latest IEF annual report can be found at www.gov.ns.ca/econ/IEFreport.

Effective and Efficient Government - Environment and Strategies:

Effectiveness is about achieving desired outcomes. Efficiency is about limiting the amount of time and resources invested to achieve the outcomes. OED, principally through the Information Technology and Information Management (IT/IM) and Procurement functions, supports provincial efforts to provide effective and efficient government services. The IT/IM unit provides provincial leadership and support to the Business and Technology Strategy, the government's IT strategy for aligning technology and information with provincial priorities. The Procurement unit ensures effective and efficient procurement processes.

Citizens and other provincial departments now have higher service and information expectations. This fact, combined with an increasing desire to extend opportunities to the broader government community (i.e. municipalities, universities, school boards, and healthcare facilities), has placed additional pressures on existing Provincial resources, systems and processes.

5. Strategic Goals

OED's strategic goals are to:

1. To move Nova Scotia closer to sustainable competitiveness.
 - Strengthen leadership, coordination and implementation of strategies, policies, and initiatives in the key areas identified in *Opportunities for Sustainable Prosperity* – to maximize the benefits of the province's work.
 - Support innovation in all of the province's industries and expansion of exports, especially from small and medium sized businesses (SMEs), to help expand and grow the economy of Nova Scotia.
 - Support regional economic development in partnership with provincial and community development organizations, the private sector, and other governments.
2. To guide and leverage the province's investments in technology, information, goods, and services to support effective and efficient government operations.

6. Core Business Areas

In addition to supporting OED's strategic goals, OED's three core business areas support priorities from the government's business plan.

Building Greater Prosperity

1. Economic Development
 - Creating an Environment for Economic Growth
 - Building Capacity for Economic Growth

Fiscal Responsibility and Accountability

2. Corporate Technology and Information Management
3. Procurement

6.1 Economic Development

Promoting sustainable competitiveness will help achieve the economic prosperity needed to reinvest in the things Nova Scotians value.

Creating an Environment for Economic Growth

OED works to create an environment for economic growth and to build greater prosperity in three main areas:

- Encouraging productivity through innovation;
- Expanding competitive exports; and
- Strengthening the business climate.

The following initiatives illustrate the variety and scope of OED's on-going efforts in this core business area.

- The province's Innovation Agenda
- Trade and Export Strategy
- Business Climate Index

Building Capacity for Economic Growth:

The province's economic updated growth strategy, *Opportunities for Sustainable Prosperity*, identifies five primary capitals that support economic development: financial, natural, built, human, and social capitals.

OED assists specific communities, and the province as a whole, in building economic capacity in three main areas – financial capital, human capital, and built capital. Capacity building efforts may target broad strategic goals (e.g. innovation), specific industries, or communities. The following initiatives illustrate the variety and scope of OED's on-going efforts in this core business area.

Financial Capital

- Community Economic Development Investment Funds (CEDIFs)
- Credit Union Loan Guarantee Program
- Industrial Expansion Fund (IEF)

Human Capital:

- Regional Development Authorities (RDAs)
- Student Employment Program (SEP)
- Support for industry sector groups to build capacity
- Support for communities of interest to build regional capacity (e.g. Black Business Initiative, Le Conseil de développement économique de la Nouvelle-Écosse and aboriginal communities through the Tripartite Forum)
- Sustainable Communities Initiative

Built Capital:

- C@P Program
- Provincial Broadband Network

6.2 Corporate Technology and Information Management

OED leads the implementation of the corporate technology and information strategy - the Business and Technology Strategy. This involves the development and maintenance of strategies, policies and standards for the corporate (enterprise) architecture - including the applications, information, and technical architectures. OED works closely with other departments to accomplish the corporate objectives.

6.3 Procurement Services

OED's Procurement Services division manages the procurement requirements for departments, agencies, boards and commissions by providing the knowledge and expertise to guide government as it seeks unique creative solutions to complex procurement processes. Procurement Services ensures that the procurement of goods, services, construction and facilities follow the principles specified in the province of Nova Scotia Policy on Government Procurement. Procurement Services mandate is to maintain an open and fair process that provides the highest degree of competition and value to the province while ensuring fair treatment of Nova Scotia suppliers at home as well as in other jurisdictions.

7. Priorities

Core Business Area - Economic Development

Creating an Environment for Economic Growth:

1. Opportunities for Sustainable Prosperity Implementation

Opportunities for Sustainable Prosperity (OfSP), is the updated economic growth strategy for the province. OfSP was developed in fiscal year 2005-2006 through the joint effort of government departments that contribute to economic growth in Nova Scotia. OfSP builds on the success of Opportunities for Prosperity and responds to the changes that have occurred in the economic environment since its release in 2000. OfSP reaffirms a common vision for economic growth in Nova Scotia. It provides a framework for a wide variety of government work that supports economic growth.

Progress reports have documented the province's economic development activities and results. The priority for fiscal year 2006-2007 is to implement the revitalized strategy with an emphasis on intra-government coordination.

2. Export Strategy Implementation

The Provincial Trade Committee with representation from Nova Scotia Business Inc. (NSBI), and the Departments of Agriculture and Fisheries, Economic Development, Energy, Environment and Labour, Intergovernmental Affairs, Natural Resources, and Tourism, Culture & Heritage will continue to work collaboratively to support the development of exports of Nova Scotia SMEs. The Department of Finance sits as an observer on this committee.

OED priorities for fiscal year 2006-2007 include:

- the launch of the Export Expansion Program (pilot);
- preparation of a State of Trade report to direct government priorities and actions; and
- the development of an action plan to guide the implementation of the Export Development Strategy.

3. Productivity / Innovation Strategic Framework

Productivity needs to be addressed to make Nova Scotia sustainably competitive. Voluntary Planning raised the issue in *Closing Our Prosperity Gap*. In fiscal year 2006-2007, OED will complete further research and analysis to better define issues and identify potential policy options.

OED will bring its resources and existing partnerships to bear on the most promising opportunities. Plans include:

- Completion of an industry level analysis of the "productivity gap";

- Linking with partners to explore results of the research and develop initiatives to address sector specific issues;
- Developing and implementing initiatives to stimulate private sector R&D, with its links to increased GDP, in partnership with the Premier's Council on Innovation;
- Implementing the Cape Breton SME Innovation Business Plan Competition and evaluating results for broader applicability; and
- Linking existing or new strategies to the productivity challenge as applicable, for example the Nova Scotia Export Development Strategy.

Building Capacity for Economic Growth:

4. Community Development Policy - Implementation

Government endorsed a community development (CD) policy in December 2004. *Strengthening Communities: Strengthening Government: Nova Scotia's Community Development Policy Action Plan for 2006-2007* includes initiatives to support communities and build on their strengths. Objectives for fiscal year 2006-2007 are to:

- articulate a citizen-developed vision for the future of Nova Scotia's communities;
- organize a second CD conference to showcase successful CD;
- build capacity and provide training in community-based leadership for both the public sector and community based organizations;
- undertake departmental pilot projects to use the Community Development Lens as business plans, policies and programs are developed and tested;
- collaborate with Community Counts (Dept of Finance) to provide accessible community-level data, statistics and indicators; and
- engage the federal and municipal governments on collaborative CD initiatives.

5. Business Retention and Expansion Pilot Project

Business Retention and Expansion (BRE) programs identify and deal with issues that threaten local businesses. The systematic process provides an excellent link between business development and community development.

OED will be working with federal, provincial and municipal partners to launch a BRE Pilot Program that will enable all partners to access web-based tools to share information. The pilot will be launched in six of the Regional Development Authorities (RDA) areas and rolled out to the rest of the province as success is achieved.

Core Business Area - Corporate Technology and Information Management

6. Enterprise Architecture

A Corporate Enterprise Architecture Strategy and Framework will better align business goals and objectives with IT service delivery enabling improved service to the public.

This will allow government to more quickly identify areas for simplification and sharing of existing resources, be they technology, application, process, data, strategy or business. Fiscal year 2006-2007 will be a foundation planning year for Enterprise Architecture and OED will lead the development of a common definition and a corporate vision. During this fiscal year, an Enterprise Architecture strategy will be developed and methodologies evaluated. A high-level implementation plan will also be developed.

7. Information Management

An Information Management Strategy and Framework has been developed for the province. It will allow government to proactively manage information as a strategic business resource and public trust on behalf of Nova Scotians. The Strategy lays out the basis for a comprehensive information management program that deals with governance and accountability, as well as accessibility, protection, quality, and optimizing the value of information assets. The preliminary implementation plan covers a two-year period. The objectives for fiscal year 2006-2007 are to begin the development of the information management policies and tools identified in the Strategy, and to continue raising awareness about the Strategy and Framework across government.

8. Increase the Realized Value from SAP Software Investment

An Enterprise Resource Planning (ERP) application is software that supports multiple government or business functions (for example: financials, human resources, procurement, etc). The province selected SAP as the provincial standard for ERP software and launched the SAP Public Sector Program in 2000. The licensing agreement included provincial departments, municipalities, academic institutions, school boards, and the health sector. The program enables accountable, productive and sustainable government through the implementation of SAP across the Nova Scotia public sector. OED, through the Strategic Initiatives unit, provides leadership for the SAP Public Sector Program.

Since 2000, the province has capitalized on its investment and accumulated expertise in its efforts to achieve more effective and efficient government. Using SAP as a standard application enables business process improvements through the collaborative use of technology. For example, there is a project underway to develop a blueprint for implementation for SAP's financials, human resource and payroll software in all District Health Authorities as well as the IWK.

Other projects planned for fiscal year 2006-2007 include:

- Implementation of a new Human Resource and Payroll system (SAP) in partnership with the Department of Education for the provincial school boards;
- Continued evolution of a governance model to support the sustainability of the SAP Public Sector Program;
- Implementation of recommendations from the resource strategy to support the sustainability of the SAP Public Sector Program;
- Continued evolution of a framework to evaluate the SAP Public Sector Program; and

- Implementation of recommendations from the project management framework for SAP implementations.

Core Business Area - Procurement

9. Nova Scotia Procurement Council

In the mid 90's the function of Nova Scotia government procurement was decentralized and farmed out to the regional health authorities and school boards. As a result of the decentralization it has been more difficult to focus on the corporate goals for procurement activity. It is estimated that government departments, agencies, boards and commissions including health authorities and school boards procure in excess of one billion dollars per year. Procurement Services will investigate the feasibility of forming a Strategic Procurement Council, crossing all sectors of government, including municipalities, academic institutions, school boards and health authorities. The council will identify opportunities to create alternative approaches to procurement and to generate corporate cost-savings for government. The council will promote the benefits of developing cooperative procurement policies, strategies, terms and conditions in support of the Supplier Development program.

10. Environmentally Responsible Procurement

Environmentally responsible procurement is the procurement of goods services and construction that is environmentally preferable. It encompasses the concept of procurement that provides for basic human needs and brings a better quality of life. Minimizing the use of natural resources and toxic materials, and reducing the emission of wastes and pollutants will allow future generations to meet their own needs.

Environmentally preferable means products and services that have a lesser or reduced effect on human health and the environment when compared with competing products or services. This comparison may consider raw material acquisition, production, manufacturing, packaging, distribution, operation, maintenance, disposal and re-use of the product or service.

Environmental procurement must be a corporate goal. Procurement Services will work with departments to develop guidelines and provide outreach and education to promote the benefits of environmentally responsible procurement. The guidelines will facilitate the development of procurement objectives, increase departmental and consumer awareness, and demonstrate a firm commitment to environmentally responsible government. A consolidated effort will guide expansion of activities, and complement the development of a government-wide program.

11. Supplier Development:

OED introduced a Supplier Development program in fiscal year 2005-2006. As a result of initial interest and successes in its first year, the program is now a fully operational division of Procurement Services. Fiscal 2006-07 will see continued outreach and education including a ramped up Reverse Trade Show schedule. A new full-time staff position will focus on the identification and implementation of Nova Scotia-based specifications for major Crown projects. A primary objective will be to liaise with local architects and engineers, informing them about Nova Scotia manufactured goods and products and encouraging them to use these specifications as a standard in all government-related building designs. A branded approach and the completion and distribution of a Supplier Development Toolbox will further enhance the outreach and education to Nova Scotia vendors and Nova Scotia Public Sector Procurement and Economic Development entities.

8. **Human Resource Strategy**

In fiscal 2005-06 OED had 115 authorized FTE's. As of March 20, 2006, 97 staff members were employed by OED with 45 being male and 52 female. The average employee age is 47. The average age for males and females is 49 and 44 respectively. Six percent of staff are employed on a casual basis.

Human resource priorities for fiscal year 2006-2007 include:

- providing leadership development opportunities;
- planning for succession management;
- creating a departmental employee recognition program;
- continuing to make use of the extensive experience and variety of skills possessed by OED employees;
- continuing to focus on and develop internal communications techniques such as the OED Intranet site; and
- continuing to participate in GoverNEXT events and provide representative for the Steering Committee.

9. Budget Context

Office of Economic Development - Estimated Budget Expenditures			
	2005-06 Estimate	2005-06 Forecast	2006-07 Estimate
	(Per 2005-06 Estimates Book)	(Per 2006-07 Estimates Book)	(Per 2006-07 Estimates Book)
	\$ Thousands	\$ Thousands	\$ Thousands
Ordinary Revenues	\$600	\$644	\$713
Total Program Expenses - Gross Current	\$51,275	\$70,636	\$62,866
Net Program Expenses - Net of Recoveries	\$45,273	\$64,426	\$60,115
Salaries and Benefits (Gross)	\$8,089	\$6,816	\$8,251
Funded Staff (FTEs) (Gross)	120.5	101.2	123.5
Funded Staff (FTEs) (Net)	115.0	97.9	118.8

10. Outcomes/Performance Measures

Developing outcome measures for OED's work poses challenges. Nova Scotians know the economy is performing when people are working and their salaries provide sufficient income to meet their needs. However, many of the factors behind sound economic performance are beyond the control of government or any one department. Nonetheless, OED will continue to set goals and measure progress towards them. OED's outcome measures are contained in the following pages.

Core Business Area:	Economic Development
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Outcome 1 of 5:	Create a competitive provincial climate for economic growth
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Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source															
Competitiveness of Nova Scotia business climate compared to other provinces.	National: 3 rd Atlantic: 1 st (BCI 2002-2003)	National: 3 rd Atlantic: 1 st	<ul style="list-style-type: none"> Monitor and report on <i>Opportunities for Prosperity</i> progress Implement <i>Opportunities for Sustainable Prosperity 2006</i> 	<table border="1"> <thead> <tr> <th></th> <th>National Ranking</th> <th>Atlantic Ranking</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>3rd</td> <td>1st</td> </tr> <tr> <td>03/04</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>04/05</td> <td>3rd</td> <td>1st</td> </tr> <tr> <td>05/06</td> <td></td> <td></td> </tr> </tbody> </table>		National Ranking	Atlantic Ranking	02/03	3 rd	1 st	03/04	4 th	1 st	04/05	3 rd	1 st	05/06			Business Climate Index*
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* The format and approach to the Business Climate Index is under review.

Outcome 2 of 5:	Build a tax and fiscal environment conducive to economic growth
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Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source															
Canadian & Atlantic ranking of Nova Scotia tax and fiscal environment	National: 2 nd Atlantic: 1 st (BCI 2002-2003)	National: 4 th Atlantic: 1 st	<ul style="list-style-type: none"> Further develop the investment environment through the Equity Tax Credit Act Monitor corporate and personal income tax Monitor property and indirect tax 	<table border="1"> <thead> <tr> <th></th> <th>National Ranking</th> <th>Atlantic Ranking</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>2nd</td> <td>1st</td> </tr> <tr> <td>03/04</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>04/05</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>05/06</td> <td></td> <td></td> </tr> </tbody> </table>		National Ranking	Atlantic Ranking	02/03	2 nd	1 st	03/04	4 th	1 st	04/05	4 th	1 st	05/06			Business Climate Index*: Tax and Fiscal Environment
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* The format and approach to the Business Climate Index is under review.

Outcome 3 of 5: Increase access to financial capital for business

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source																														
Atlantic ranking of Nova Scotia venture capital investment (per employee).	Atlantic: 2 nd (BCI 2002-2003)	Atlantic: 1 st	<ul style="list-style-type: none"> Encourage capital investment formation (ie. Labour Sponsored Venture Capital Corporations) Build on the Community Economic Development Investment Funds (CEDIFs) Build on the Credit Union Loan Guarantee Program Strategically use the Industrial Expansion Fund (IEF) 	<table border="1"> <thead> <tr> <th></th> <th>National Ranking</th> <th>Atlantic Ranking</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>8th</td> <td>2nd</td> </tr> <tr> <td>03/04</td> <td>8th</td> <td>3rd</td> </tr> <tr> <td>04/05</td> <td>6th</td> <td>1st</td> </tr> <tr> <td>05/06</td> <td>8th</td> <td>2nd</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th># of Funds</th> <th>Total \$ Raised (millions)</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>16</td> <td>\$7.73</td> </tr> <tr> <td>03/04</td> <td>22</td> <td>\$10.53</td> </tr> <tr> <td>04/05</td> <td>24</td> <td>\$13.79</td> </tr> <tr> <td>05/06</td> <td></td> <td></td> </tr> </tbody> </table>		National Ranking	Atlantic Ranking	02/03	8 th	2 nd	03/04	8 th	3 rd	04/05	6 th	1 st	05/06	8 th	2 nd		# of Funds	Total \$ Raised (millions)	02/03	16	\$7.73	03/04	22	\$10.53	04/05	24	\$13.79	05/06			<p>Business Climate Index*: Development Capacity: Venture Capital Investments</p> <p>CEDIFs</p>
	National Ranking	Atlantic Ranking																																	
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* The format and approach to the Business Climate Index is under review.

Outcome 4 of 5: Improve social and physical infrastructure supporting NS economic performance

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source															
Atlantic ranking of Nova Scotia development capacity	Atlantic: 1 st (BCI 2002-2003)	Atlantic: 1 st	<ul style="list-style-type: none"> • Implement the Community Development Policy • Continue the Sustainable Communities Initiative • Support the Regional Development Authorities (RDAs) • Support industry sector groups to build regional capacity • Support communities of interest to build regional capacity (ie. Black Business Initiative) 	<table border="1"> <thead> <tr> <th></th> <th>National Ranking</th> <th>Atlantic Ranking</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>03/04</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>04/05</td> <td>4th</td> <td>1st</td> </tr> <tr> <td>05/06</td> <td></td> <td></td> </tr> </tbody> </table>		National Ranking	Atlantic Ranking	02/03	4 th	1 st	03/04	4 th	1 st	04/05	4 th	1 st	05/06			Business Climate Index* : Development Capacity
	National Ranking	Atlantic Ranking																		
02/03	4 th	1 st																		
03/04	4 th	1 st																		
04/05	4 th	1 st																		
05/06																				

* The format and approach to the Business Climate Index is under review.

Outcome 5 of 5:	Improve the strength of the NS business sector
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Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source															
Atlantic ranking of Nova Scotia business sector vitality	Atlantic: 2 nd (BCI 2002-2003)	Atlantic: 1 st	<ul style="list-style-type: none"> • Implement the province's innovation agenda • Implement the Provincial Export and Trade Strategy • Continue implementation of the C@P program • Continue to build on the Provincial Broadband Network 	<table border="1"> <thead> <tr> <th></th> <th>National Ranking</th> <th>Atlantic Ranking</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>6th</td> <td>2nd</td> </tr> <tr> <td>03/04</td> <td>6th</td> <td>1st</td> </tr> <tr> <td>04/05</td> <td>3rd</td> <td>2nd</td> </tr> <tr> <td>05/06</td> <td></td> <td></td> </tr> </tbody> </table>		National Ranking	Atlantic Ranking	02/03	6 th	2 nd	03/04	6 th	1 st	04/05	3 rd	2 nd	05/06			Business Climate Index* : Business Vitality
	National Ranking	Atlantic Ranking																		
02/03	6 th	2 nd																		
03/04	6 th	1 st																		
04/05	3 rd	2 nd																		
05/06																				
# of service firms penetrating new markets	11 ¹ (2005-2006)	20	<ul style="list-style-type: none"> • Continue funding the Service Export Program 		SEP quarterly reports (clients are surveyed)															

* The format and approach to the Business Climate Index is under review.

¹ This number represents only 9 months of program operation for the fiscal year in question.

Core Business Area: Corporate Technology and Information Management

Outcome 1 of 3: An improved and sustainable Corporate administration via the application of information technology

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source
Number of NS public service entities participating in SAP program (cumulative)	39 (05-06)	Maintain and increase by at least one sector	<ul style="list-style-type: none"> Complete eMerge implementation Add District Health Authorities & Town of Amherst (Tax and Water) 	This is new data resulting from the SAP project	SAP PMO Records
Number of SAP modules implemented (cumulative)	8 (05-06)	Maintain and increase by at least one module	<ul style="list-style-type: none"> Expand use of SAP Business Warehouse within the province Implement of SAP Financials, SAP Human Capital, Human Capital Management, Analytics, Business Intelligence and Portals 	This is new data resulting from the SAP project	SAP PMO Records
Number of SAP users	TBD	Increase SAP user base		This is new data resulting from the SAP project	SAP PMO Records

Outcome 2 of 3: An improved client service to Nova Scotians via the increased sharing of information and technology resources among Government Departments and agencies.

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source
Reduced duplication of data stores across Government Departments	TBD (06-07)	New Data	<ul style="list-style-type: none"> Completion of an approved definition of Enterprise Architecture Completion of final selection and approval of an Enterprise Architecture Framework for NS Government Complete the Implementation 	This is new data resulting from the Enterprise Architecture project	Enterprise Architecture Project Records
Increased sharing of enterprise applications and technology across Government	TBD (06-07)	New Data		This is new data resulting from the Enterprise Architecture project	Enterprise Architecture Project Records

Departments			Plan for Enterprise Architecture project		
Outcome 3 of 3:	A public service that understands and values the importance of managing information as a corporate resource.				

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend	Data Source
Number of government employees participating in IM Orientation program	TBD (06-07)	New Data	<ul style="list-style-type: none"> • Complete development of Orientation Program 	This is new data resulting from new IM Project initiatives	IM Program Office Records
Number of government employees participating in IM Training program	TBD (06-07)	New Data	<ul style="list-style-type: none"> • Begin development of IM professional training program 	This is new data resulting from new IM Project initiatives	IM Program Office Records
Number of Government departments and agencies who have created and assigned IM roles	TBD (06-07)	New Data	<ul style="list-style-type: none"> • Begin implementation of IM Strategy and Framework Communications Plan • Begin implementation of IM Strategy Recommendations 	This is new data resulting from new IM Project initiatives	IM Program Office Records

Core Business Area: Procurement

Outcome 1 of 1: A procurement process that is open, fair and obtains the best value for the province

Measure	Base Year	FY 2006/07 Target	Strategic Actions to Achieve Target	Trend ● = Base Year	Data Source
Percentage of expenditures for goods, services and construction obtained through competitive bid process	89% (01-02)	> 90%	<ul style="list-style-type: none"> Continue with procurement and the outreach user training, procedures and regulations used to carry out the procurement process 		SAP
Average number of bids received/competition through competitive bid process	4.4 (01-02)	> 4	<ul style="list-style-type: none"> Continue supplier development and ensure NS companies are aware and have access to public sector opportunities 		SAP
Average time lapse between tender issue and closing dates.	21.9 days (01-02)	> 15	<ul style="list-style-type: none"> Monitor periods of competition to comply with the Atlantic Procurement Agreement and the Agreement on Internal Trade 		SAP