



**NOVA SCOTIA**

**Fisheries and Aquaculture**

# Accountability Report



*for the fiscal year 2006–2007*

# Department of Fisheries and Aquaculture

## Annual Accountability Report for the Fiscal Year 2006–2007

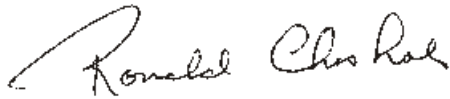
### Table of Contents

Accountability Statement.....	2
Message From the Minister .....	3
Introduction.....	4
Department Progress and Achievements	
Core Business 1: Sustainable Resource Management .....	5
Core Business 2: Industry Growth and Development.....	6
Core Business 3: Responsible Governance.....	12
Internal Management .....	13
Financial Results.....	14
Measuring Our Performance.....	15

# Accountability Statement


The accountability report of the Department of Fisheries and Aquaculture for the year ended March 31, 2007 is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Department of Fisheries and Aquaculture business plan information for the fiscal year 2006–2007. The reporting of the Department of Fisheries and Aquaculture outcomes necessarily includes estimates, judgements and opinions of the Department of Fisheries and Aquaculture management.

We acknowledge that this accountability report is the responsibility of the management of the Department of Fisheries and Aquaculture and is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out for Fisheries and Aquaculture in the business plan for the year.



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Hon. Ronald M. Chisholm  
Minister



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Paul LaFleche  
Deputy Minister

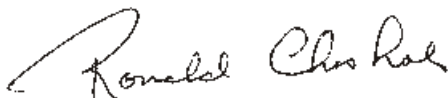
## Message from the Minister

I am happy to present the 2006–2007 Accountability Report on behalf of the Department of Fisheries and Aquaculture.

This report describes the progress made throughout the year to advance Nova Scotia's fisheries and aquaculture industries. Department staff continue to address issues related to the environment, industry growth and development, and responsible governance. The department initiated major studies on the saltfish and seafood processing industries to address development opportunities in these sectors. The department also participated in national regulatory initiatives to address species at risk and aquatic animal health.

I invite everyone interested in learning more about Nova Scotia's fisheries and aquaculture industries to visit our website at <http://www.gov.ns.ca/fish/>.

Thank you.

A handwritten signature in black ink that reads "Ronald Chisholm". The signature is written in a cursive style with a large initial 'R'.

Hon. Ron Chisholm

# Introduction

This Accountability Report is based on the core businesses, strategic goals, priorities and performance measures set out in the Department of Fisheries and Aquaculture 2006–2007 business plan. The purpose of this report is to share an overview of ongoing work within the department and to identify achievements made towards core business priorities and performance measures for the period from April 1, 2006 – March 31, 2007. Readers are encouraged to read this report in conjunction with the department’s 2006–2007 business plan.

This report is organized according to the three core business areas outlined in the Department of Fisheries and Aquaculture 2006–2007 business plan including: Sustainable Resource Management, Industry Growth and Development and Responsible Governance. Achievements in each of these areas are detailed throughout this report, as are Internal Management achievements.

# Department Progress and Achievements

**Core Business 1: Sustainable Resource Management** – Balances industry development with environmental and social responsibility through applied research, technology transfer, generally accepted management principles and industry and public awareness.

**Priority** – Implement strategic initiatives to address environmental issues in the fisheries and aquaculture industries.

## Achievements:

- Continued to deliver the Aquaculture Environmental Monitoring Program (EMP). The EMP has met its target of having all higher risk marine aquaculture sites monitored by 2007 and has moved into an operational phase which includes repeat sampling on these sites. The department is working to increase the percentage of all marine aquaculture sites monitored by sampling non-active and low risk sites as well. The program continues to be effective. The four-year baseline data has produced results indicating little environmental impact at the majority of aquaculture sites and in surrounding areas. A small number of sites are currently being addressed through remediation planning and action.
- Continued to coordinate with *Species at Risk Act* (SARA) regulatory authorities, specifically Fisheries and Oceans Canada and the Nova Scotia Department of Natural Resources. This included participation in all applicable consultation, recovery strategy and action plan meetings and workshops, with an emphasis on limiting impacts to Nova Scotia fishery industries. SARA was created to protect wildlife species, including many aquatic species, from becoming extinct.
- Remained an active participant in the Gulf of Maine Council on the Marine Environment. The council works to monitor, protect and sustain the Gulf of Maine ecosystem and is made up of representatives from the governments of Nova Scotia, New Brunswick, Prince Edward Island, Massachusetts, Maine and New Hampshire, and members of the private sector. In 2006–2007 the department initiated the council’s Sustainable Industries and Communities Committee, and a departmental representative currently serves as the Canadian Co-Chair. In addition, under the council’s 2007–2012 Action Plan, the Department of Fisheries and Aquaculture took the lead in developing a series of projects aimed at increasing council/industry collaboration toward sustainable resource management in the Gulf of Maine region. This included developing options for greater industry engagement and collaboration and development of an industry sustainability awards program.
- Supported community and volunteer organizations working to restore freshwater fish habitat. In 2006–2007, 20 community groups received funding through the Nova Scotia Sportfish Habitat Fund for work on 36



watercourses. These groups restored 160,000 square metres of fish habitat and planted over 10,000 trees. Habitat restoration projects included digger logs, wind deflectors, undercut bank structures, riparian planting, stream bank stabilization and fencing.

- Administered rockweed leases (aquatic plant) and managed the rockweed harvest in an effective manner, optimizing the use of the resource and ensuring it was harvested at sustainable levels. The rockweed harvest total for 2006–2007 was 25,700 wet metric tonnes, an increase of ten percent over the 2005–2006 harvest. The department also implemented a new process for rockweed lease renewal in order to reduce the paperwork burden for rockweed lease holders.
- Participated in five projects that addressed environmental concerns in the fisheries sector. Projects supported the establishment of two lobster hatcheries that produce juvenile lobsters that are released into natural habitat to supplement commercial lobster stocks. Another project was development of a clam sampler that is used by harvesters to assess the abundance of clams on the harvesting beds. Finally, the department partnered with industry to carry out hydrodynamic testing on a new scallop drag design that may be as effective as traditional technology but with a reduced environmental footprint.
- Continued to manage the inland sport fishery of Nova Scotia as a renewable natural resource. To ensure the resource continues to be sustainable, while providing economic and recreational opportunities for the province, the department undertook several management initiatives. These included a study on smallmouth bass spawning timing, brook trout ecology and life history on the province's Eastern Shore as well as sea run brook trout run timing in Antigonish County. In addition the department held 12 Recreational Fishery Advisory Committee meetings throughout the province to provide anglers, sportfishing organizations as well as the general public the opportunity to provide input on sportfish management issues.

**Core Business 2: Industry Growth and Development** – Focuses on Nova Scotia's coastal and rural communities by investing in industry stability, new economic opportunities and strategic development partnerships.

**Priority** – Increase the growth and value of the province's fish and aquaculture sectors through strategic planning, diversification of markets, products and technology, and the development of new fisheries.

#### **Achievements:**

##### **Marketing, Technology and Product Development**

- Initiated the Nova Scotia Saltfish Industry Study and the Nova Scotia Seafood Processing Sector Study with the aim of addressing development opportunities in these areas. The Saltfish Industry Study includes market research and focuses on new markets and product opportunities that will enable the Nova Scotia saltfish industry to explore opportunities for development. The Seafood Processing Sector Study examines the condition of the sector and the potential for seafood processors to compete on a national and international basis. It will serve to inform the Fish Processors and Fish Buyers License Policy Review.

- Continued to implement the recommendations of the Council of Atlantic Premiers, with a focus on organizing the 2006 Atlantic Food Forum. An information session was held in January 2006 to share knowledge and explore opportunities with the major retailers and ministers responsible for seafood and agri-food industry development. In 2006–2007, funding was secured to support an Atlantic-wide direct marketing research study. The study will explore ways of increasing sales and consumption of Atlantic Canadian food products through direct marketing channels.
- Implemented the 2006–2007 priority market plan, with a focus on the Northern European, Mexican, Spanish and Japanese markets and the trade corridor from New England through to Louisiana and Florida. Specific products promoted in these markets included lobster, haddock and snow crab. These market development initiatives resulted in numerous requests from qualified buyers for various seafood products.
- Continued to encourage participation of the fisheries and aquaculture industries in Brand Nova Scotia and Taste of Nova Scotia, promoting the benefits that come with membership in these organizations. Benefits include joint efforts for product promotion and participation in quality standards programming. In 2006–2007, the department facilitated successful amalgamation of the former Taste of Nova Scotia Society and the Taste of Nova Scotia Quality Food Program, creating the new Taste of Nova Scotia Program. The program’s overall goal is to increase economic return and wealth creation for the seafood, food service and agriculture industries and Nova Scotians.
- Continued to implement the Culinary Tourism strategy and related product development initiatives including development and distribution of “*On the Land and Sea*”. The department also sponsored several culinary tourism events. These activities assist members of the seafood and agri-food industries develop and refine tourism products and experiences. They also promote the variety of Nova Scotia cuisine experiences available in our province.

The following trade development activities took place in 2006–2007:

- European Seafood Exposition 2006, Brussels, Belgium
- International Boston Seafood Show 2007
- Conexmar – Spain

2006–2007 Culinary Tourism Events:

- Restaurant Association of Nova Scotia – Savour Food and Wine Festival Sponsorship including DINE OUT Chef’s Challenge Promotion – Nova Scotia
- James Beard House Dinner Sponsorship - New York City
- Shuck n’ Sip Event – Nova Scotia





- Maintained/updated the Nova Scotia Seafood Directory, Nova Scotia Fish Processors Directory and coordinated the Weekly Market Report. Information in these publications assists buyers to identify suppliers of seafood products in Nova Scotia and serve to promote Nova Scotia's high quality seafood products. These publications are available on the Department of Fisheries and Aquaculture website.
- Continued to participate on the Quality Management Program Fish Umbrella Committee, with departmental representatives serving as committee members. This committee acts as a communication link between the Canada Food Inspection Agency, the department and industry regarding regulatory issues. It provides a positive forum to discuss and address regulatory issues.
- Participated in a trade mission designed to support the development of product and market opportunities in the Middle East (Kuwait and United Arab Emirates). The intent of this participation was to explore potential diversification opportunities. This participation has led to the development of partnerships which will result in the establishment of a provincial office in the United Arab Emirates during 2007–2008. This will provide Nova Scotian seafood and agri-food industries with facilitated access to product and market development opportunities in the region.
- Continued to manage projects submitted and approved through the Salt Fish Industry Development Initiative. This initiative is intended to support industry efforts in developing new products, markets and international business initiatives. In 2006–2007, \$29,420 was administered to industry via the Salt Fish Industry Development Initiative.
- Designed and delivered a workshop intended to educate seafood and agri-food processors in product development best practices, with the aim of improving success rates of product development efforts.

### **Inland Fisheries**

- Improved sportfishing opportunities in Nova Scotia. For example, the department removed the September “no bait” fishing regulation in the Cape Breton Highlands Special Trout Management Area. Anglers can now use bait in this area when fishing trout, which leads to larger catches. In addition, Kinsac Lake in Halifax County opened for year-round angling of chain pickerel.



- Promoted sport and recreational fishing opportunities through angler education, assessment and stock enhancement. In 2006–2007 the department collected Atlantic salmon broad stock to facilitate a new salmon enhancement program. These fish produced 133,000 eggs for use in salmon enhancement programs in the province. This program is designed to maintain the salmon angling fishery in Nova Scotia. There is a high demand for recreational sportfishing in Nova Scotia and sportfishing contributes \$92 million annually to the province.

- Enhanced sportfishing opportunities in over 400 lakes and rivers throughout Nova Scotia as a result of the department's stocking program. The department's two hatcheries produced one million brook, brown and rainbow trout as well as landlocked salmon for use in enhancement projects throughout Nova Scotia.
- Developed a Learn to Fish (L2F) program which targets grade five and six students and introduces them to this lifelong, healthy outdoor activity. The program curriculum includes both classroom and practical components which teaches students the biology and life history of sportfish in Nova Scotia as well as the gear and techniques required to catch them.

### **Aquaculture Development & Marine Fisheries**

- Received a mandate to proceed on the aquaculture development strategy from all major aquaculture provinces across Canada. The development of the Nova Scotia Aquaculture Strategy will resume pending important feedback from the Aquaculture Association of Nova Scotia. Once the federal mandate is secured, negotiations for the Federal/Provincial/Territorial Aquaculture Framework Agreement will commence. The agreement is an important step to advance the aquaculture sector in Nova Scotia.
- Continued to implement the results of the Guysborough County aquaculture pilot project, aimed at increasing aquaculture development in Nova Scotia. Three new applications for mussel cultivation have been accepted and will be reviewed by the Regional Aquaculture Development Advisory Committee in 2007.
- Implemented a new Aquaculture Industry Development program. Several groups including the Aquaculture Association of Nova Scotia, halibut growers and the oyster industry have received funding to pursue development opportunities. Funds are awarded based on the overall benefit to the aquaculture industry and the cost-shared contribution from industry.
- Continued to support lobster science research and address lobster quality issues. The Department of Fisheries and Aquaculture has expanded its support for the Atlantic Veterinary College lobster science centre, which is addressing various issues related to lobster health and quality. The department also continued to support lobster molting and softshell projects being done in partnership with industry organizations. This research will ensure a flow of higher quality lobster to existing markets.
- Completed a comprehensive profile of sustainable fishery certification bodies including the Marine Stewardship Council, Ecofish, Fish Wise, Seafood Safe, along with WWF global marine program for sustainable fisheries. Included in the review were certification guidelines and principles for sustainable fisheries management and material on eco-system based management of marine fisheries.



- Contributed to 18 projects in coastal communities around the province to install necessary infrastructure such as winches, bait freezers, ramps and floating docks, through the Innovations Infrastructure program. This infrastructure is vital to commercial fishing and aquaculture industry and is also used by recreational users. Innovations program contributions of \$124,000 were used to leverage an additional \$178,000 in contributions from other government and private sources.
- Supported the development of a new whelk fishery in Cape Breton and also provided assistance to a major seaweed products exporter to refine their processing techniques to ensure consistent product quality.

**Priority** – Increase domestic and international competitiveness of the province’s fisheries and aquaculture sectors through targeted sector marketing and development initiatives.

**Achievements:**

- Contributed \$10,000 to the Nova Scotia Boat Builders Association for the Nova Scotia In-Water Boat Show (NSIWBS) held in Mahone Bay. These funds were used for infrastructure, operational and marketing costs. The NSIWBS is the first show of its kind in the region, promoting Nova Scotia built boats. Visitors included fisherman from northeastern United States and fishermen and recreational boaters from Ontario who are in the market for semi-custom vessels. The show was successful and several orders were placed. The department also provided assistance to a Nova Scotia boat builder to attend the IBEX 2006 Boatbuilders Exhibition and Conference and make a presentation regarding advanced techniques that are used in Nova Scotia. This was an excellent opportunity to highlight the capabilities of Nova Scotia boat builders at an international conference. In 2006–2007, boat building contributed \$74 million to the province.



- Partnered with government and industry organizations on a workshop which focused on product development best practices. The intent of the workshop was to help seafood companies use the resources available to them in a more efficient and focused manner. A total of 39 participants representing 29 different Nova Scotia companies attended this workshop.

- Approved and managed a total of 18 projects aimed at helping industry capture new, value added product and market opportunities. These projects resulted in the development of 25 new products as well as nine new technologies. As a result of the department’s \$194,600 contribution, a total investment in new, value-added product and market opportunity of \$1,009,800 was realized<sup>1</sup>.

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<sup>1</sup> The department’s Product and Quality Development program makes funding available to applicants from both the seafood and agri-food industries. These figures indicate the overall uptake of the program.

- Participated in a Seafood Value-Chain Roundtable which examined how the Canadian seafood industry can maximize the value of the resource. This was accomplished through evaluating how the value-chain, from ocean to consumer can effectively work together.
- Continued workshops regarding the implementation of new Canadian nutritional labeling regulations<sup>2</sup>. The intent of these workshops is to provide Nova Scotia's food processing industry with a clear interpretation of the regulations and in turn, how to remain compliant. A *Claims Workshop* was launched during 2006–2007 to educate participants in regards to claim specific compliance. A total of 74 participants attended the general sessions. Additional sessions were also held for specific industry associations, attracting 76 participants.

**Priority-** Expand and develop fisheries sector investment initiatives and partnerships.

**Achievements:**

- Continued to implement the investment plan, focused on marketing Nova Scotia and Canada as an attractive investment destination. The department partnered with the federal Investment Secretariat and European investment leads on seafood and agri-food investment initiatives in 2006–2007, attending the European seafood show and participating in joint investment calls. For example, the department partnered with the Canadian Embassy in the Netherlands on the attraction of companies interested in mussel processing in Nova Scotia, for shipment back to Europe.
- Developed profiles of the investment and immigration needs and opportunities that exist in fisheries and food industries. This included preparation of kit folders and sector profiles for the aquaculture industry. An in-depth profile was developed for the Nova Scotia mussel sector, identifying the investment and immigration needs and opportunities for this industry.
- Continued to provide fish harvesters and aquaculturalists with long-term, stable and cost effective financing through the Fisheries and Aquaculture Loan Board. As of March 31, 2007, the Fisheries and Aquaculture Loan Board had a total portfolio of \$83.3 million, representing 756 loans to approximately 710 clients. The board approves approximately 120 new loans annually. The major groups that received lending are traditional fisheries (80 percent) and aquaculture (20 percent).

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<sup>2</sup> These workshops were delivered to seafood and agri-food industries.

**Core Business 3: Responsible Governance** - Focuses on the orderly development of the industries through supportive legislative and regulatory frameworks including licensing and leasing of developmental operations.

**Priority** – Provide professional, reliable and cost-effective services in the areas of fish/health disease prevention.

**Achievements:**

- Continued to participate in the development of the National Aquatic Animal Health Program (NAAHP), with a departmental representative sitting on the Aquatic Animal Health Committee. NAAHP is a federal initiative led by the Canadian Food Inspection Agency and Department of Fisheries and Oceans with input from industry and provincial governments through the Aquatic Animal Health Committee. The NAAHP aims to improve protection for all fish and sea-animals from disease and to maintain the country's competitive access to international seafood markets.

**Priority** – Review and revise departmental statutes, regulations and policies to ensure effective, and efficient governance of the fisheries, aquaculture and food industries.

**Achievements:**

- Delayed review of the Nova Scotia Fish Processors and Fish Buyers Licence Policy, pending completion of the Seafood Processing Sector Study in fall 2007. The study examines Nova Scotia's seafood processing sector with a view to assessing the current condition of the sector and the potential for seafood processors to compete on a national and international basis.
- Completed a draft harmonization document for finfish aquaculture development applications. This document is a result of an initiative between Nova Scotia, New Brunswick and the federal government, with the aim of streamlining information required of applicants when they apply for finfish aquaculture licenses.
- Developed and promoted a policy analysis approach to legislation and regulatory development in support of the Better Regulation Initiative and improved regulatory customer impacts.
- Worked on revisions and reviewed the following legislation and regulations: *Fisheries & Coastal Resources Act* (amendment proclaimed); Fishing Regulations under the *Wildlife Act*; Fisheries and Aquaculture Loan Regulations; Fish Inspection Regulations; Fish Buyers' Licensing and Enforcement Regulations; Rock Weed Harvesting Regulations.

## Internal Management

**Priority** – Implement the French-languages Services Plan, in accordance with the *French-languages Services Act*, Bill 111.

### Achievements:

- Improved French-language communications services. To date, 11 staff from the department have either completed or have enrolled in French-language training through the public service. Of this number, eight began training on or after September 2006. Communications services are offered to French speaking clients, either through direct contact with French speaking staff, or document translation services. These services are particularly important given that Nova Scotia's predominantly Acadian regions are areas in which resource industries such as fisheries and agriculture have played a traditionally important role. The department's French-language services plan for 2007–2008 has been posted online in both French and English.

**Priority** – Implement the Employee Survey Response Plan to address areas identified as needing improvement in the Government of Nova Scotia Employee Survey, *How's Work Going?*.

### Achievements:

- Held a staff conference in May 2006, focusing on balancing home and work responsibilities. This theme was a major concern identified by staff in the employee survey. The conference was well attended, and feedback from staff was very positive.
- Worked with the Corporate Services Unit to help develop a series of performance management and career development sessions for delivery in the 2007–2008 fiscal year. The purpose of these sessions is to help staff take charge of their careers.



**Priority** – Continue to ensure quality of opportunity in hiring and access to employment opportunities for affirmative action candidates.

### Achievements:

- Continued implementation of the department's affirmative action plan and strategy. In 2006–2007 the Department of Fisheries and Aquaculture participated in the development of an affirmative action framework that will guide future policy needs in this area. The department began a profile of its staff complement with the aim of assessing its own affirmative action needs. Department staff also participated in Aboriginal Awareness and Diversity training sessions through the Public Service Commission.

**Priority** – Develop and implement communications strategies that support the activities and initiatives of Nova Scotia Fisheries and Aquaculture.

**Achievements:**

- Provided clear and timely information to internal and external clients on a number of issues, specifically those related to aquaculture, sportfishing, seafood marketing, and the crab industry. Communications staff worked with federal and provincial colleagues in order to ensure the consistent flow of information.

**Financial Results**

<b>Fisheries and Aquaculture</b>			
	<b>2006–2007 Estimate</b>	<b>2006–2007 Actuals</b>	<b>Variance</b>
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Ordinary Revenues</b>	595	565	(30)
<b>TCA Purchase Requirements</b>	0	0	0
<b>Net Program Expenses</b>			
Administration	295	451	156
Aquaculture	1,485	1,287	(198)
Fisheries & Aquaculture Loan Board	532	502	(30)
Inland Fisheries	1,337	1,452	115
Marine Fisheries & Field Services	1,382	1,265	117
<b>Total Net Program Expenses</b>	5,031	4,957	(74)
<b>Provincially Funded Staff (FTEs)</b>	66	64	(2)

***Rounding***

**Estimates**

**Departments/PSV's**

- All estimates should be rounded to the nearest thousand.

**FTE's:**

**FTE's for Departments**

- Rounding should follow what appears in 1.17 of the Estimates book.

**FTE's for Public Service Entities (PSV's)**

- In accordance with what appears in the Nova Scotia estimates supplementary detail all FTE information should be rounded to the nearest tenth.

**FTE variance is due to vacancies**

# Measuring our Performance<sup>3</sup>

The Department of Fisheries and Aquaculture has three core business areas, in addition to the corporate services.

The first core business area of the department – Sustainable Resource Management – refers to the importance of balancing industry development with environmental and social responsibility through applied research, technology transfer, generally accepted management principles and industry and public awareness. An outcome associated with this core business is: *environmentally and socially responsible development of the fisheries, aquaculture and food industries*. The following measures are used to record movement toward achieving this outcome.

- **Measure: Percentage of “higher risk” marine aquaculture sites monitored under the Aquaculture Environmental Monitoring Program (EMP)<sup>4</sup>**
- **Measure: Percentage of “lower risk” marine aquaculture sites monitored under the Aquaculture Environmental Monitoring Program (EMP)**

**What do these measures tell us?** The department began collecting baseline data for the Aquaculture Environmental Monitoring Program in 2003. Monitoring takes place on both higher and lower risk sites. Increasing the number of sites monitored under this program serves to improve the environmental performance in Nova Scotia’s aquaculture industry, increases public awareness of departmental commitment to sustainable aquaculture and establishes a baseline for measuring the level of impact on sites.

**Where are we now?** As of March 31, 2007, Aquaculture Environmental Monitoring took place on 100 percent of higher risk marine aquaculture sites and 38 percent of lower risk sites. Monitoring on higher risk sites has surpassed initial targets and the department is moving into an operational phase, whereby higher risk sites will be monitored on a rotational basis. A small number of sites are currently being addressed through remediation planning and action.

**Where do we want to be?** The target for 2007–2008 is to ensure ongoing, rotational monitoring of higher risk aquaculture sites while ensuring appropriate remediation action. The department also aims to have 45 percent of lower risk sites monitored with a long-term outcome of having baseline sampling completed for all marine aquaculture sites.

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<sup>3</sup> Several of the performance measures included in the report refer to activities undertaken in support of seafood and agri-food industries. These measures are identified with an asterix (\*).

<sup>4</sup> The EMP uses a risk-based approach where “higher risk” sites are typically larger and more productive sites using cages and lines (such as finfish and mussel sites) and “lower risk” sites are those that are inactive or use low-density production methods (such as bottom culture and oysters). This measure has been adjusted from previous years to more accurately reflect the monitoring activities conducted by the Aquaculture Environmental Monitoring Program.



- **Measure: Fish habitat restoration projects completed**

**What does this measure tell us?** This measure informs on progress made in fish habitat restoration and rehabilitation through the Adopt-a-Stream program. Funding for projects comes from the Nova Scotia Sportfish Habitat Fund, a \$5 surcharge on angling licenses. Funding goes back to build the economic impact of the sportfish industry with minimal public investment. The restored habitat produces more fish, which attracts more anglers and re-leverages the investment. The economic model for Adopt-a-Stream projects that each square meter of restored habitat is valued at over \$13.00.

**Where are we now?** In 2006–2007, 20 community groups were funded with monies from the Nova Scotia Sportfish Habitat Fund, through the Adopt-a-Stream program, to complete fish habitat restoration projects. In total, 36 watercourses were worked on. This resulted in the restoration of 160,000 square meters of fish habitat and riparian restoration included the planting of 10,000 trees.

**Where do we want to be?** The long-term goal is to expand funding partners and community involvement, thus ensuring that progress toward fish habitat restoration can continue.

The second core business area of the department – Industry Growth and Development – consists of the goal of competitive fisheries, aquaculture and food industries that create economic growth and employment in coastal communities. An outcome associated with this core business area is: *economic growth in coastal communities and competitive business climate*. The following measures are used to report movement towards achieving this outcome.

- **Measure: Value of sales resulting from market development projects and tactics**

**What does this measure tell us?** This measure refers to the value of seafood and agri-food sales that result from the department’s domestic and foreign market development activities. This includes trade missions, shows, incoming buyer activities and international promotional events. The value of sales in this measure is calculated based on industry surveys and interviews.

**Where are we now?** In 2006–2007 value of sales resulting from market development projects totaled \$9.4 million dollars, exceeding the \$5 million target for the year. These results are attributed both to enhanced market development efforts in 2006–2007, and to a more accurate and detailed data collection method being employed.

**Where do we want to be?** The department aims to see continued increases in sales from Nova Scotia’s seafood and agri-food producers. The department is reviewing its targets related to sales resulting from market development projects and tactics.

- **Measure: Number of new product and market opportunities pursued\***

**What does this measure tell us?** This measure refers to the department's efforts to help Nova Scotia's seafood, agriculture and food manufacturing industries expand their businesses through new product or new market opportunities.

**Where are we now?** In recent years, 15 new products have been introduced to new markets like Germany, Spain, and the Dominican Republic<sup>5</sup>. An example is the introduction of snow crab to Northern Europe. Product and market opportunity efforts usually take place over several years, to help ensure effective introduction into the marketplace.

**Where do we want to be?** The department aims to help Nova Scotia's seafood, agriculture and food manufacturers capture new opportunities.

- **Measure: Number of market research and information projects developed**

**What does this measure tell us?** This measure refers to the department's efforts to produce relevant and up-to-date research and information products for the benefit of Nova Scotia's seafood and agri-food industries. This includes research aimed at defining new market opportunities, and improving client understanding of selected markets. This research is compiled in various statistical profiles, reports and directories.

**Where are we now?** The department developed ten market research and information products in 2006–2007. These included the Nova Scotia Saltfish Industry Study, the Nova Scotia Seafood Processing Sector Study, Nova Scotia Seafood Directory, Food for Thought and other statistical publications.

**Where do we want to be?** The department aims to produce market research and information projects on an ongoing basis, increasing the number of reports produced each year. The overall aim is to produce 12 products annually. The department plans to hire new staff in the upcoming year, to help increase capacity in this area.

- **Measure: Number of new product and technology development projects approved\***

- **Measure: Ratio of Product and Quality Development (PQD) program funding invested to total R & D invested through PQD projects.<sup>6\*</sup>**

**What do these measures tell us?** These measures reflect the department's efforts to encourage primary and secondary producers in the industries to increase production of new, value added and higher quality products. The first measure points to the actual number of projects that received funding in 2006–2007. The second measure –

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<sup>5</sup> Of the 15 products that have been introduced, the department is in the process of evaluating their successful market introduction.

<sup>6</sup> The wording used to describe this particular measure has been modified slightly from years past to better reflect the program's objectives.

presented as a percentage figure – points to the relative funding contribution of the department for Product and Quality Development projects to that of the overall amount invested. A decreasing ratio over time serves as a clear indication that funding agencies are more willing to joint manage various initiatives.

**Where are we now?** In 2006–2007, 18 new product quality and development projects were approved and this resulted in 25 new products and nine new technologies being developed. The ratio of PQD program funding invested to total research and development invested through PQD projects was 19 percent, surpassing the target of 26 percent for 2006–2007. The department’s average contribution per project dropped from \$11,312 in 2005–2006 to \$10,811 in 2006–2007.

**Where do we want to be?** The department recognizes the value of partnering with other agencies to leverage funds for industry development. The target is to increase the number of new Product and Quality Development projects in 2007–2008. The target ratio of PQD program funding invested to total R&D invested through PQD projects for 2007–2008 is 25 percent.

- **Measure: Support for industry renewal.<sup>7\*</sup>**

**What does this measure tell us?** This measure reflects the department’s efforts to grow the seafood and agri-food industry by helping private sector companies or organizations explore new opportunities. The measure specifically refers to the number of businesses that received business development support which is over and above the provision of on-going business development support to seafood and agri-food businesses.

**Where are we now?** A total of 29 businesses were assisted by the Business Development and Economics Division in 2006–2007.

**Where do we want to be?** The Business Development and Economics Division has set a target of 50 businesses per year by 2007–2008.

- **Measure: Value of new investment in the seafood and agri-food sectors (new measure)\***

**What does this measure tell us?** This is a measure of the department’s success at attracting investment to Nova Scotia’s agriculture and seafood industries from out of province.

**Where are we now?** The department’s efforts in this area directly resulted in \$1.5 million being attracted from out of province in 2006–2007.

**Where do we want to be?** The department recognizes the benefits of attracting investment from out of province and the goal is to attract increased investment.

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<sup>7</sup> The wording used to describe this measure has been modified slightly from years past to better reflect the programs objectives

- **Measure: Percentage increase in loan portfolios.**<sup>8\*</sup>

**What does this measure tell us?** This measure reports on industry growth and development within the fisheries and aquaculture industries, thus providing information about the business climate. Increases in the loan portfolio tells us that the lending program is meeting the needs of the fishing industry and that the Fisheries and Aquaculture Loan Board is a successful lender.

**Where are we now?** The loan portfolio of the Fisheries and Aquaculture Loan Board in 2006–2007 was \$83.3 million. This marks a \$2.8 million (3.4 percent) increase in the loan portfolio since 2005–2006. This exceeds the loan portfolio target for 2006–2007.

**Where do we want to be?** The target for our loan portfolio is to increase the balance of the loan portfolio each year by supporting financially viable operations.

The third core business area of the department – Responsible Governance – is to ensure that our client industries develop in an orderly and responsible fashion, so as to maintain customer confidence in our products. An outcome associated with this core business area is: *a modern and responsive regulatory environment*. The following measures are used to record movement toward achieving this outcome.

- **Measure: Statutes and regulations reviewed by the department**

**What does this measure tell us?** This measure reflects the department’s efforts to create an effective regulatory climate within the department.

**Where are we now?** In 2006–2007 the following statutes and regulations were reviewed by the department: *Fisheries & Coastal Resources Act* (amendment proclaimed); Fishing Regulations under the *Wildlife Act*; Fisheries and Aquaculture Loan Regulations; Fish Inspection Regulations; Fish Buyers’ Licensing and Enforcement Regulations; Rock Weed Harvesting Regulations.

**Where do we want to be?** For this measure, the activity conducted is in response to a variety of factors including industry input, department goals and government-wide initiatives; therefore, it is impossible to predict or set specific targets for legislation and regulatory review. Review may include drafting new legislation/regulations, simple amendments, or internal review for policy directions. We have developed and are promoting an objective-based approach to regulatory development to improve the quality, relevance and effectiveness of regulations and to ensure regulatory tools selected match the expected need and impact required.

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<sup>8</sup> The targets provided for this measure in the 2006–2007 business plan refer to combined portfolios for the Fisheries and Aquaculture Loan Board and the Farm Loan Board.

- **Measure: Level of client satisfaction with the aquaculture lease and licence application process (new measure)**

**What does this measure tell us?** The first Aquaculture Licensing Services Satisfaction Survey was conducted in July 2006. Information was collected on lease-holders opinion of various aspects of the lease and licence application and review process. Specific aspects included: satisfaction with communication with the department, satisfaction with the services of aquaculture fisheries representatives and satisfaction with the consultation and external review process.

**Where are we now?** In general, survey results indicated that aquaculturalists are satisfied with the service provided by the department. For example, 90 percent of respondents were satisfied or very satisfied during their initial contact/communication with the department. The majority of respondents found the services of aquaculture fisheries representatives helpful. The survey found that the public consultation and external review processes for aquaculture leases and licences could be improved.

**Where do we want to be?** The department is committed to maintaining a high level of satisfaction with the aquaculture lease and licence application process. This includes improving satisfaction levels among aquaculturalists with the consultation and external review processes.

## **Internal Management**

- **Measure: Progress toward implementation of the French-language services plan**

**What does this measure tell us?** This measure is an indication of the department's commitment to fostering a diverse and talented workforce that is able to meet client needs.

**Where are we now?** The department made progress in implementing the French-language services plan in 2006–2007. In total, 11 staff from the department have either completed or have enrolled in French-language training through the public service. Of this number, eight began their training on or after September 2006. The department routinely offers communications services to French speaking clients, either through direct contact with French speaking staff, or document translation services.

**Where do we want to be?** The department is committed to working with other government agencies, in particular the Office of Acadian Affairs, to strengthen the regulatory and policy framework surrounding the *French-language Services Act*, and to improving French-language service delivery.

- **Measure: Progress toward addressing departmental areas of concern as identified in the employee survey**

**What does this measure tell us?** The Government of Nova Scotia launched an employee survey in 2004 to engage the entire civil service in a process of identifying

those aspects of the work experience that the government needs to improve. This measure points to the Department of Fisheries and Aquaculture's ongoing efforts in response to the employee survey to ensure that department staff have a healthy, positive, and fulfilling work environment.

**Where are we now?** The department hosted a two-day conference in May 2006, that addressed concerns identified in the employee survey. The conference focused largely on the theme of managing the work-life balance. The conference was very well attended by staff, and helped with staff morale and team building.

**Where do we want to be?** The department strives to ensure that all employees throughout the organization feel satisfied and fulfilled in their work experience, and are able to achieve a proper work-life balance.

- **Measure: Progress toward development and implementation of a diversity policy**

**What does this measure tell us?** This measure points to the department's efforts to establish a diversity action plan and create a workforce that is representative of the diverse population it serves.

**Where are we now?** The department continues to encourage staff to take diversity awareness and related training courses. Staff from the Department of Fisheries and Aquaculture/Department of Agriculture took the following courses in 2006–2007: Aboriginal Awareness (1 person enrolled), Diversity for Employees (4 people enrolled), Cultural Competency (2 people enrolled), Diversity for Managers (5 people enrolled).

**Where do we want to be?** The department recognizes the importance of establishing a diversity action plan in order to meet the needs of its client industries. The department has selected a chairperson to lead in the establishment and implementation of the plan.

- **Measure: Communications strategies implemented for department activities and initiatives**

**What does this measure tell us?** The department strives to ensure that it provides the public with relevant information on activities and initiatives in a timely manner. Communications staff provide advice to the Minister and Deputy Minister, respond to media inquiries, write press releases, and write communication plans for major initiatives.

**Where are we now?** The department put out ten news releases in 2006–2007 on a variety of topics, including the proposed federal *Fisheries Act*, sportfishing, aquaculture, and World Oceans Day. Communications staff also prepared five communications plans for cabinet submissions.

**Where do we want to be?** The department strives to ensure that stakeholders receive clear and detailed information on matters of public interest.

## Long-Term Outcome Measures<sup>9</sup>

- **Measure: Farm gate value of aquaculture output**
- **Measure: Export value of fish products**
- **Measure: Dollar value of sportfishing activities in the province**

**What do these measures tell us?** These figures point to the economic contribution made by the fisheries and aquaculture sectors to Nova Scotia.

**Where are we now?** In 2006, the farm gate value of aquaculture output was \$42 million, reflecting minimal change from 2005. In 2006, the export value of fish products was \$984 million, down from \$1.05 billion in 2005. The high Canadian dollar versus the US dollar has impacted the export value of fish products, with 58 percent of Nova Scotia seafood products exported to the US in 2006. The sportfishing industry contributed \$92 million to the provincial economy in 2006, up from \$82 million in 2000 (12 percent increase).

**Where do we want to be?** Improving economic competitiveness in Nova Scotia's fisheries and aquaculture industry continues to be a priority. By 2007–2008 the department aims to increase farm gate value of aquaculture output through enhancing programming and targeted initiatives in support of aquaculture development. The department also aims to increase export value of fish products through continued efforts to penetrate new markets and aims to increase the value of sportfishing activity in the province through increased tourism opportunities.

- **Measure: Domestic value of boat building**
- **Measure: Export value of boat building**

**What do these measures tell us?** These measures reflect boat building activities in the province.

**Where are we now?** In 2006 the value of domestic boat building was \$32 million, down from \$40 million in 2005. The export value of boat building was \$42 million, which exceeded the target of \$35 million for 2006–2007 and has increased over 2005 figures. There are several factors influencing these changes in boat building figures including an economic downturn in the fishing industry. Also, the high Canadian dollar impacts export sales to the United States. Although exports went up between 2005 and 2006, sales are still not as high as they were in the period from 2000–2004.

**Where do we want to be?** The target for the department is to continue to grow the boat building sector by working with the industry to identify opportunities and address and mitigate issues that challenge industry growth and development.

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<sup>9</sup> The measure “Value of agriculture and fisheries exports” which appeared in the 2006–2007 business plan has been removed, to better reflect activity specific to the fisheries and aquaculture industries.