


NOVA SCOTIA
Agriculture



BUSINESS PLAN 2007–2008

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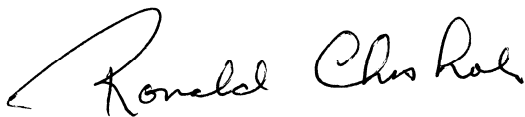
Message from the Minister and Deputy Minister

We are pleased to provide the 2007-2008 Business Plan for the Department of Agriculture.

In fiscal 2006-2007, the Department of Agriculture and Fisheries evolved to become the Department of Agriculture and the Department of Fisheries and Aquaculture. The two new entities maintain operational linkages in Industry Growth and Development, and Responsible Governance, as well as in the corporate service areas. This collaboration optimizes government expertise and maintains continuity in strategic service areas for the benefit of clients involved in primary and secondary food production.

Developing competitive agriculture and food industries is a priority of the department. These developments create economic growth and employment in rural communities. The Canada-Nova Scotia Implementation Agreement for the Agricultural Policy Framework (APF) has set a long-term, strategic framework for agriculture, and enters into negotiation of the next generation of the APF. The department will continue to work in partnership with industry to address challenges facing our agricultural community including risk management, international competition and bio-security related to food products.

We are committed to providing the necessary support to meet the priorities as set out in the 2007-2008 Business Plan.



Honourable Ronald Chisholm
Acting Minister



Paul LaFleche
Deputy Minister

Mission

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

The Corporate Path

The Corporate Path concept has been designed to reflect the government's focus and to guide its decision-making. The concept is based on three principles: it recognizes that securing Nova Scotia's future means making smart investments to grow the economy; it commits to fiscal responsibility, a competitive business climate and social programs; and it calls for various government entities to take a realistic approach to managing the growing costs of programs and services. Throughout this business plan, linkages are drawn between the Corporate Path framework and the Department of Agriculture's priorities in 2007-2008. The individual components of the Corporate Path are identified in the following chart:

(1) Creating Winning Conditions	(2) Seizing New Economic Opportunities	(3) Building for Individuals, Families and Communities
1.1 Globally Competitive Business Climate	2.1 Leader in Information Technology	3.1 Healthy, Active Nova Scotians
1.2 Globally Competitive Workforce	2.2 Leader in R&D and Innovation	3.2 Accessible Services
1.3 Globally Competitive Connections	2.3 Leader in Clean and Green Economy	3.3 Safe Communities 3.4 Vibrant Communities

Organizational Structure

The Department of Agriculture has a legislated mandate to promote, support and develop the agriculture and food industries, recognizing that the agriculture sector is an economic engine of Nova Scotia's rural communities. The department also delivers services to Nova Scotia's fisheries and aquaculture industries on behalf of the Department of Fisheries and Aquaculture.

The Department of Agriculture is organized according to the following functional units:

Agriculture Services provides regional agricultural services, land protection, environmental management including integrated pest management, 4-H and support for rural organizations, agricultural awareness, industry development programs, business risk management, and crop and livestock insurance. The division also supports the orderly production and supply of major farm products.

Legislation and Compliance Services licenses meat processing, retail food outlets and restaurants, and fur and game farms, and oversees activities related to food and consumer safety, and on-farm quality evaluation. This branch is also responsible for monitoring and enforcing compliance with regulations under the *Fisheries and Coastal Resources Act*.

Industry Development and Business Services (IDBS) integrates marketing, product and quality development, and business development and economic services. These services are provided to both the Department of Agriculture and the Department of Fisheries and Aquaculture. IDBS also oversees the operations of the Farm Loan Board.

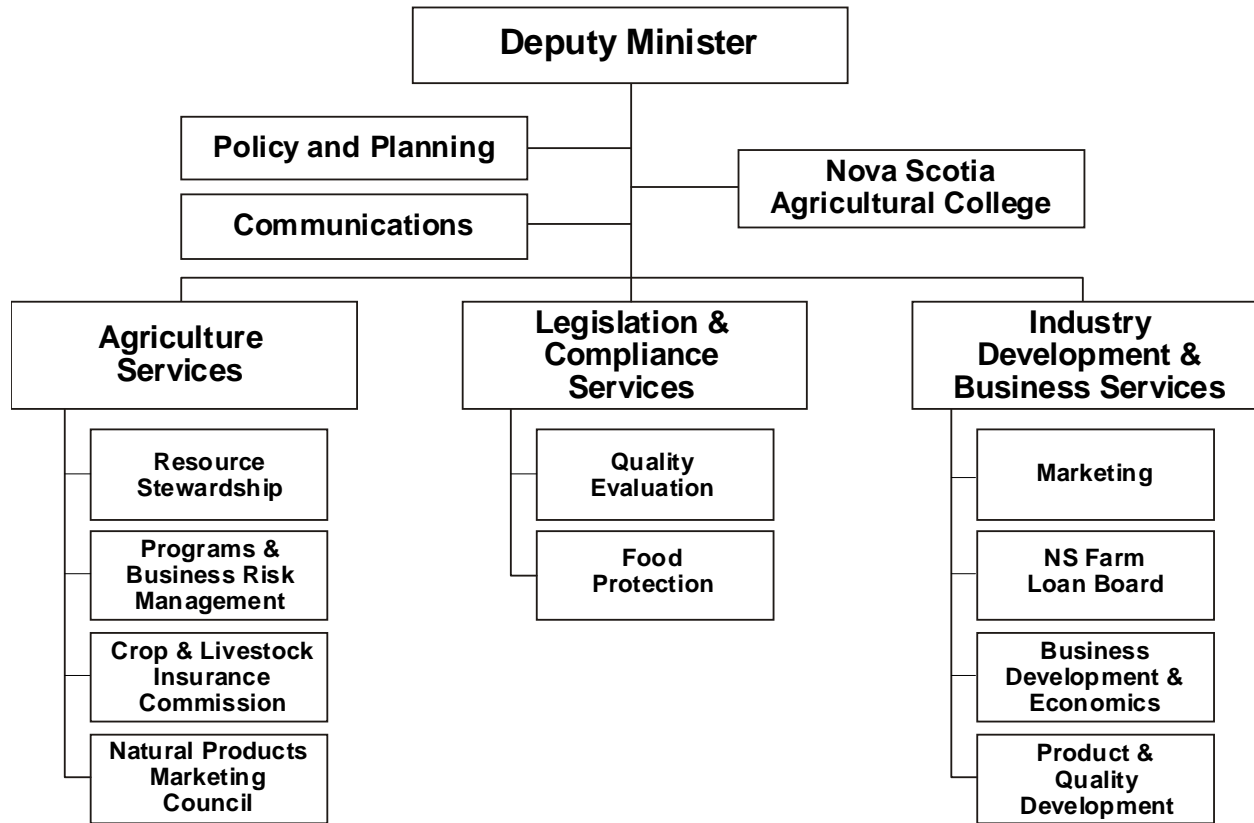
Policy and Planning provides corporate support for policy and planning activities, including legislative/regulatory development. It is also responsible for the administration of the *Freedom of Information and Protection of Privacy Act*, and Occupational Health and Safety programs. These services are provided to both the Department of Agriculture and the Department of Fisheries and Aquaculture.

Communications provides government partners, industry clients and the general public with up-to-date, timely information on issues involving the department. These services are provided to both the Department of Agriculture and the Department of Fisheries and Aquaculture.

Nova Scotia Agricultural College (NSAC) provides education and training related to agriculture, aquaculture, and the agri-food industries. Working in co-operation with industry and government, the NSAC is the centre of agricultural expertise for Atlantic Canada. The establishment of the Atlantic BioVenture Centre, as part of NSAC, will enhance industry liaison and research commercialization capacity. The centre works with the agri-food and seafood industries on bio-resource value-chain development and technology transfer, and supports NSAC in its role in Atlantic bio-economy training and development.

AgraPoint International Inc. is an alternative service delivery mechanism operating at arms-length from government. It was established in 2000 to provide technical advice to the agriculture industry. A team of experts provide production technology and consulting services to agri-businesses and associations on matters regarding livestock, horticulture and field crops, and integrated pest management. AgraPoint is accountable to the department through its own business plan and annual report.

Nova Scotia Department of Agriculture Functional Chart



Planning Context

Agriculture is a vital economic contributor in the province. The agri-food sector contributed an estimated \$853.8 million to the provincial gross domestic product in 2004-2005. In 2005, agricultural production in the province was valued at more than \$434 million, and 7,500¹ people were working in primary agriculture in the province. Food manufacturing (from primary agriculture, fisheries and aquaculture production) is an important industry as well, with this sector generating more than \$650 million in value-added processing in 2004.

The department will continue to address matters related to the environment, industry growth and development, animal health and food safety, as well as research, education and training, together with a range of other issues.

¹ Refers to the number of people in the provincial workforce identifying agriculture as their primary industry attachment.

Environment

The Department of Agriculture continues to address environmental issues related to agriculture, and is committed to achieving a long-term balance between economic development and environmental responsibility. To this end, the department supports research initiatives, technology development, and the adoption of best management practices.

The Department of Agriculture will continue in 2007-2008 to implement the farm stewardship program as part of the Canada-Nova Scotia Implementation Agreement for the Agricultural Policy Framework (APF), while working to ensure that Nova Scotia's priorities for environmental management are addressed in the next generation of the APF (APF II). The department will also work with industry partners to address new federal regulations, which come into effect in July 2007, governing the disposal of Specified Risk Materials (SRM) from cattle. Meanwhile, climate change remains a concern for agriculture, and the government is dedicating resources to reduce greenhouse gas emissions as per Kyoto commitments.

Industry Growth and Development

Nova Scotia's agriculture and food industries work in a dynamic business climate affected by regulations, tax regimes, and marketing and consumer trends. Globalization in food has fundamentally impacted the domestic arena. Whether exporting or not, Nova Scotia's food producers face competition on the domestic front.

Many of Nova Scotia's agriculture sectors, such as pork and beef, face intense market competition. Nova Scotia's agriculture industry is largely based on a commodity production and sales model, as opposed to one of value adding; this creates challenges, as high production costs and limited processing capacity in the province tend to hinder price competitiveness internationally. Moreover, the food processing sector is experiencing difficulties due to aging plants and technology, and labour cost competition from other areas of the world.

The agriculture industry in general is struggling to attract new entrants and investment, and to overcome the perception that the industry is not profitable. The department continues to address these concerns by promoting the sectors, and encouraging sector branding and greater collaboration between government and industry. In addition, the department will invest \$750,000 in 2007-2008 to start up a Strategic Infrastructure Investment Fund, together with \$6.2 million in targeted debt relief for the pork and ruminant sectors. The department will also invest in a Pork Transition Fund to provide income assistance to producers as they develop more profitable business models. The Department of Agriculture will also hire new Industry Liaison Officers to work with the farming community.

Though there are no 'one size fits all' solutions to the economic challenges facing Nova Scotia's agriculture and food industries, opportunities for success do exist. Product differentiation and value-adding opportunities, along with new business models for agriculture, including cultural and culinary tourism, present important growth possibilities. In addition, market opportunities are now expanding for organic and life-science products, and convenience foods. The potential also exists for Nova Scotia's agriculture industry to play a role in the production of bio-fuels and

other renewable energy sources. The department is also developing a “Buy Local” campaign to support the agriculture sector.

Increased market demands when it comes to food safety offer product and service opportunities. Tracking throughout the market chain, through programs such as Hazard Analysis Critical Control Point (HACCP)/(HACCP plus) and the Quality Management Program (QMP), provide opportunities to meet food certification standards in the European Union and Homeland Security measures in the US. The Canadian Food Inspection Agency’s (CFIA) SRM regulations affecting the cattle sector represent a priority challenge for the department and will have a direct impact on primary producers and processors. The department will respond to these developments by increasing its capacity in food safety and working with Nova Scotia businesses to demonstrate that our products are safe and secure beyond current international standards of practice.

The concept of Ecological Goods and Services (EG&S) is gaining ground around the world, as well as in Canada and Nova Scotia. EG&S refers to the value that human populations derive, directly or indirectly, from healthy, functioning, and evolving ecosystems. Healthy agro-ecosystems can provide numerous EG&S, including wildlife habitat, groundwater recharge, flood and erosion control, carbon sequestration, increased biodiversity, and air and water purification, and can enhance the value of agriculture production. Industry and government are conducting research in areas related to this concept.

The department will also continue to evaluate current development and business risk management programs while designing programming under the APF II. The challenge remains to design programs that are flexible, can be delivered in a timely fashion, and which operate within current fiscal restraints.

Animal Health and Food Safety

Emerging animal health and disease prevention issues present further challenges that the department needs to address. The department will continue to work with government and industry partners to deal with these issues and meet evolving compliance requirements, including the implementation of the Foreign Animal Disease Eradication System (FADES) and SRM regulations affecting the cattle sector. The department will develop and implement a new Geographic Information Systems based traceability program this year to ensure that the province has the capacity to identify quarantine zones and determine the affects of a disease outbreak should one occur.

The Department of Agriculture has been working with the Nova Scotia Departments of Environment and Labour, and Health Promotion and Protection to develop a framework that will address cross-cutting public health policy issues. This collaborative approach allows for the application of different levels of expertise and skill sets in developing efficient and effective programs. One such initiative will involve strengthening Nova Scotia’s already sound food safety regulations.

The department will also continue to implement integrated food safety programs under the Canada-Nova Scotia Implementation Agreement for the APF and the new *Health Protection Act*.

The food service industry, including the processing, retail and restaurant sectors, will be required to come into full compliance with the provisions of the *Health Protection Act* in 2007. The department will also work to ensure that Nova Scotia's food safety priorities are reflected in the APF II.

Furthermore, the credibility of modern laboratories depends on accreditation of procedures to ensure reliability and adherence to high standards. The department was successful in 2005-2006 in obtaining accreditation for a significant portion of lab services. The ongoing challenge for the department is to maintain and expand laboratory accreditations.

Education and Training

Education and training will continue to be focus areas for 2007-2008 as Nova Scotia addresses labour market needs through the *Skills Nova Scotia Framework*. The Department of Agriculture continues to participate in this initiative, which provides ongoing opportunities for Nova Scotians to respond to changes in the labour market.

The department will also continue to deliver the 4-H program, which focuses on leadership and skill development among rural youth. The program seeks to enhance understanding and knowledge of Nova Scotia's agriculture industry through hands-on experience, and mentors youth in developing a range of life skills, such as public speaking, community activism, volunteerism, networking and team building. 4-H members are ambassadors for the farming community, raising awareness of the economic and social importance of the industry to Nova Scotia.

The Nova Scotia Agricultural College (NSAC) continues to provide quality education and training for the agriculture and agri-food industries, and to support practical research and technology transfer to help the sector remain competitive. Demographic pressures, a shrinking traditional student base and aging infrastructure, however, are creating enrolment and revenue pressures for the NSAC. As the twin imperatives for increased enrolment and increased funding have intensified for the university in recent years, an increased emphasis is now being placed on marketing, together with student recruitment and retention. A top priority for the university is to improve on-campus housing and other infrastructure to accommodate the changing expectations of students. There has also been an increased demand in recent years on NSAC's physical research facilities.

NSAC's current strategic plan seeks to address the modern challenges of an evolving labour force, and issues of institutional governance, excellence in academic programming and research and innovation demands. A process is underway to develop the new NSAC strategic plan, which will be in place from 2008-2013. An institutional research infrastructure plan is also currently being developed to allow for more effective implementation of future extramural funding opportunities. The NSAC is also working to increase its technology transfer and commercialisation capability, to support market expansion and product diversification for the agriculture and agri-food industries. The Atlantic BioVenture Centre at AgriTECH Park is a centrepiece of the NSAC's enhanced food and bioscience research and commercialisation effort.

CORE BUSINESSES, GOALS, STRATEGIES AND MEASURES

The Department of Agriculture has identified the following goals, priorities, strategies and measures.²

Core Business One: Sustainable Resource Management

Programs and Services:

- Agriculture resource management and land protection

Goal: Environmentally and socially responsible development of the agriculture and food industries.

Link to the Corporate Path

The priority associated with this goal aligns with section 2.3 of the Corporate Path: Leader in Clean and Green Economy.

What it means

The Department of Agriculture encourages Nova Scotia's agriculture industry to plan for long-term industry growth through the adoption of environmental management practices. The department will foster the growth of a clean, green economy by supporting applied research, and promoting the adoption of generally accepted management principles.

The Department of Agriculture is responsible for addressing issues pertaining to resource protection, and mitigating against negative environmental impacts. The department delivers environmental initiatives identified under the Canada-Nova Scotia Implementation Agreement for the APF. One such initiative is the Environmental Farm Plan. Environmental stewardship will also be a key pillar of the Next Generation Agricultural Policy Framework, APF II, which is currently being developed by the federal, provincial and territorial governments.

The department will also work with industry to develop an alternative dead stock disposal model for the province in response to federal regulations governing SRM that are set to come into effect in July 2007.

Priority – Develop a new dead stock disposal model for the province.

Strategies & Actions

- Negotiate/sign and implement the *Canada-Nova Scotia Agreement Establishing the Facilitating of the Disposal of Specified Risk Materials (SRM) Initiative*, which involves:
 - Assessing the viability of SRM collection and management strategies;
 - Identifying sustainable management options for SRM through use of the Innovative Research and Technology Transfer Program;

² This business plan highlight's the department's key priorities for the 2007-2008 fiscal year. A full description of the programs and services offered through the department can be found on the departments website at: <http://www.gov.ns.ca/nsaf/>.

- Establish strategic partnerships to pursue viable SRM management strategies, in particular those that support the inclusion of SRM's with other waste streams.

Performance Measures³:

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Clean environment	Percentage of registered farms participating in the province's Environmental Farm Plan (EFP) Initiative	4% (2000-01) 6.8% (2001-02) 10.8% (2002-03) 16.7% (2003-04) 27% (2004-05) 35% (2005-06)	50%	Maintain level of 50% participation in the EFP	Continue implementation of national farm stewardship program within the Canada – Nova Scotia Implementation Agreement for the Agricultural Policy Framework
Management of Specified Risk Materials	Removal of Specified Risk Materials (SRM) from the food chain	n/a	Sign agreement with the private sector to establish a facility to remove SRM from the food chain	Private sector establishment of a facility to remove SRM from the food chain	Sign SRM agreement with the federal government Call for private sector proposals for the establishment of a facility

Core Business Two: Industry Growth and Development

Programs and Services:

- Agriculture development, regional and extension services (including AgraPoint), and investment
- Business risk management (Canadian Agricultural Income Stabilization and Production Insurance)
- Agriculture lending services (provided through the Nova Scotia Farm Loan Board)
- Business development and economics
- Product and quality development
- Market services

Goal: Effective business risk management and strategic response in the client sectors.

Link to the Corporate Path

The priority associated with this goal aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

What it means

The current Canada-Nova Scotia Agreement for the APF expires on March 31, 2008. Federal/Provincial/Territorial (F/P/T) Agriculture Ministers have formally launched consultations for developing the next generation of agriculture policy, APF II. F/P/T Ministers have released an overarching discussion paper that examines the economic situation in the industry and sets out a

³ Unless otherwise indicated, "data" and "target" figures presented throughout the business plan refer to cumulative totals as of the given year.

proposed vision, along with a principles paper that establishes guidelines for the policy development process.

Throughout the development of the APF II, the department will work to ensure that Nova Scotia's priorities are met in the areas of environment, food safety and quality, innovation and science, renewal, markets and trade, and business risk management. In doing so, the department aims to foster a globally competitive business climate in the province.

Priority – Place Nova Scotia in a strong position in support of the Next Generation Agricultural Policy Framework, APF II.

Strategies & Actions

- Participate in industry consultations and F/P/T Working Groups to support the evolution of the chapters within the APF;
- Complete the evaluation of current APF programs to support further program development along with a 'lessons learned' approach to APF II;
- Ensure that resources are in place to support the APF II negotiation and consultation process.

Performance Measures:

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Competitive farm businesses	Percentage of provincial farm reference margin protected by CAIS ⁴	78% (2004-05)	80%	Increase the percentage of provincial farm reference margin protected by CAIS	Increase the number of participants enrolled in the CAIS program
Competitive farm businesses	Total Production Insurance Coverage (millions)	\$52.5 (2004-05) \$54 (2005-06)	\$86	Increase number of participants and the associated value of production protected by Production Insurance	Expand insurance product line to include forage, sunflowers, canola and poultry Continue to provide new features on existing products, including higher insurable values and more flexible benefit options

Goal: Competitive agriculture and food businesses that create economic growth and employment in rural communities.

Link to the Corporate Path

The priorities associated with this goal align with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

⁴ The Canadian Agricultural Income Stabilization (CAIS) program is a government/producer cost-shared program that provides protection against drops in farming income.

What it means

This goal focuses on Nova Scotia's rural communities and refers to investment in new product and market opportunities. The department will continue to foster the creation of a globally competitive business climate in Nova Scotia by providing product development support, together with strategic investment, business counselling, strategy development, and marketing services. The department will also continue to advance the interests of Nova Scotia's agriculture and food industries through participation on various provincial trade teams, and industry boards and councils.

The department's priorities associated with this goal are outlined as priority areas in the provincial growth strategy, "Opportunities for Sustainable Prosperity", and are consistent with best practices for business development.

Priority – Increase the competitiveness of the Nova Scotia agriculture and food sectors through targeted business development initiatives and sector strategy development.

Strategies & Actions

- Offer programs to encourage producers to generate, evaluate and implement strategies to capture industry development opportunities;
- Organize interactive and educational workshops and other supports focussing on food industry innovation and renewal;
- Develop the "Meet your Match" program to facilitate business linkages between Nova Scotia's food buyers, food sellers and chefs;
- Further develop the province's culinary tourism strategy and plan for its implementation through the Taste of Nova Scotia Food Program;
- Deliver business development support, including pathfinding assistance, business counselling, planning and resources to food industry participants;
- Complete the Food Industry Competitiveness Transition Project to promote long-term stability in the province's food industry;
- Undertake targeted initiatives to accelerate development in key agriculture sectors;
- Provide targeted debt relief for the pork and ruminant sectors;
- Support innovation and competitiveness through the Strategic Infrastructure Investment Fund;
- Provide income assistance to pork producers through the Pork Transition Fund.

Priority – Increase the value of Nova Scotia's agriculture and food sectors through development and diversification of market, product, service and technology opportunities.

Strategies & Actions

- Complete the integration of the Taste of Nova Scotia programs to improve the position of the Nova Scotia agriculture and agri-food industries in domestic and international markets;
- Study the feasibility of a farmers' market concept for chefs and other niche food customers;

- Continue the initiatives of the Council of Atlantic Premier’s Atlantic Food Team, including investigation of direct marketing avenues for food producers, and improved cooperation among stakeholders;
- Prepare food businesses to meet new regulatory requirements for the marketplace, for instance through continued participation in the Canadian Nutrition Labelling Project;
- Partner with the Atlantic BioVenture Centre to provide business development support for Nova Scotia’s agriculture and agri-food industries;
- Provide market development support through research and assistance to Nova Scotia companies for the customization and introduction of products to new markets, with emphasis on key export markets;
- Continue to support initiatives that open new market arenas, including the healthy foods in schools policy, and the Office of Economic Development’s supplier development program;
- Develop a ‘Buy Local’ campaign to promote the consumption of Nova Scotia food products here at home;
- Hire new Industry Liaison Officers.

Priority – Expand and develop Nova Scotia agriculture and food sectors investment and lending initiatives and partnerships to capture growth opportunities.

Strategies & Actions

- Continue to provide stable, cost-effective financing to Nova Scotia’s farm community through the services of the Farm Loan Board;
- Continue to provide financial assistance to new entrants to agriculture through the New Entrants Program for Agriculture;
- Implement a new three-year trade and investment plan for the agriculture industry;
- Implement strategic initiatives to increase new investment in the organic sector.

Performance Measures:

Outcome	Measure ⁵	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of sales resulting from market development projects and tactics (millions)	\$4.5 (2004-05) \$5.5 (2005-06)	\$6	Increase industry profitability	Focus market development activities on priority markets
Competitive business climate	Ratio of Product and Quality Development (PQD) program funding invested to total R&D	34% (2003-04) 43% (2004-05) 32% (2005-06)	25%	Leverage increasing amounts of R&D funding from other (non-government)	Develop new partnerships Expand support to industry-wide and individual-business

⁵ “Data” and “target” figures in this section refer to totals from a given fiscal year. Figures incorporate the agriculture, fisheries, and aquaculture, industries.

	invested through PQD projects ⁶			sources, thereby decreasing the ratio invested by government	initiatives
Competitive business climate	Support to industry for sector renewal (number of businesses assisted)	48 (2005-06)	60	Maintain or increase 2007-2008 level of activity	Research new business opportunities and provide information to clients
Competitive business climate	Value of new investment in the agri-food and seafood sectors (millions)	n/a	\$1.5	Increase domestic and foreign direct investment within the primary production and value-added sectors	Operationalize the investment plan
Competitive business climate	Increase in Farm Loan Board loan portfolio (millions)	\$172 (2000-01) \$173 (2001-02) \$171 (2002-03) \$175 (2003-04) \$175 (2004-05) \$184 (2005-06)	Increase loan portfolio from 2005-2006 total	Increase loan portfolio on an annual basis	Support financially viable operations
Competitive business climate	Number of market research and information products developed	7 (2005-06)	12	Communicate market research to industry to enhance market development activities	Undertake focussed research on priority markets and products

Core Business Three: Responsible Governance

Programs and Services:

- Licensing and enforcement
- Laboratory services
- Food safety
- Animal health
- Natural products marketing

Goal: Orderly development of the agriculture and food industries.

Link to the Corporate Path

The priorities associated with this goal align with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

What it means

The orderly development of the agriculture and agri-food industries is essential when it comes to building a reputation for excellence in food safety and for market expansion. The department facilitates this goal by providing animal health services, laboratory services, food safety training and meat and food inspection, in addition to licenses for retail food outlets, restaurants, and fur and game farms. The department also contributes to this goal by maintaining a regulatory

⁶ Measures the amount of funding leveraged from other sources by PQD program funding.

environment that enables business development and establishes a level playing field that is not unnecessarily burdensome for business operators. Together, these activities serve to ensure that Nova Scotia's business climate is globally competitive.

The Department of Agriculture, together with the Departments of Environment and Labour, and Health Promotion and Protection, began working in 2006 on a collaborative framework for environmental health. This collaboration will enable the application of different levels of expertise and skill sets in delivering effective and responsive environmental health programs, and enhance program evaluation and modification capacity within government. The province's food safety efforts will be strengthened as a result.

Additionally, the province entered into the Foreign Animal Disease Eradication Agreement with the federal government this past year. This agreement outlines the province's responsibility to assist in identifying commercial livestock animal operations in the event of an outbreak of a major disease such as Avian Influenza. This agreement is to be fully implemented in 2007-2008.

***Priority** – Work with the Departments of Environment and Labour, and Health Promotion and Protection to improve environmental health protection in the province.*

Strategies & Actions

- Develop a new data management system to improve on the collection of information and record keeping;
- Increase staffing levels to meet the inspection frequency targets of the risk based management approach to food safety.

***Priority** – Put in place a premise identification system, giving government the ability to identify the source and origin of the food produced on Nova Scotia's farms.*

Strategies & Actions

- Develop an integrated Geographic Information System (GIS) to enable timely identification of the geographic locations of commercial livestock operations in the province;
- Negotiate agreements with commodity groups who already collect GIS data in support of traceability for their sectors;
- Integrate crop production and environmental stewardship layers into GIS;
- Integrate interactions from databases in other sources, for example municipalities, GeoNova, and the Departments of Environment and Labour, and Natural Resources.

***Priority** – As part of the Better Regulations Initiative, seek to minimize the unnecessary paperwork and administrative burden on industry.*

Strategies & Actions

- Review the administrative processes under existing regulations to eliminate unnecessary paperwork and transaction time;

- Incorporate a burden minimization design in the development of new regulations and amendments of existing regulations.

Performance Measures:

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Food handlers trained in food safety techniques	Percentage of food establishments requesting food handler education	n/a	80%	100%	Partner with industry
Safe food facilities	Percentage of Nova Scotia food facilities that have implemented appropriate food safety process control systems	n/a	40%	Increase in the number of facilities with appropriate control systems in place	Partner with industry
Safe food establishments	Percentage of food establishments that have developed a food safety plan (initiative under the new <i>Health Protection Act</i>)	n/a	40%	Increase in the percentage of establishments with a food safety plan developed	Partner with industry
Livestock premise identification	Percentage of commercial livestock locations identified for premise identification	n/a	60% of commercial livestock sites	100% of all commercial livestock sites by 2008-09	Partner with commodity groups
Expanded laboratory capacity	Establishment of laboratory capacity for foreign animal disease testing	n/a	Agreement signed, design complete, and facility construction to begin	Have laboratory working by 2008-09	Partner with the Canadian Food Inspection Agency

Core Business Four: Education and Life Long Learning

Programs and Services:

- Post-secondary education and research (NSAC)
- Agricultural outreach and youth (farm safety, 4-H and Agriculture Awareness)

Goal: Increased expertise and excellence in Nova Scotia's agriculture and agri-food industries through teaching, research, community services and youth development.

Link to the Corporate Path

The priorities associated with this goal align with section 1.2 of the Corporate Path: Globally Competitive Workforce.

What it means

This goal recognizes that providing access to quality agricultural education programs and the ability to generate new knowledge through research lead to the development of a globally competitive workforce, and ensures that the province's agriculture industries remain strong. The department, through the Nova Scotia Agricultural College (NSAC), contributes to this goal by offering post-secondary educational programs, training and research opportunities. Major focus areas for academic and applied research include climate change, horticulture, organic agriculture, animal husbandry, product quality enhancement, and water, soil and farm waste management.

Priority – Increase overall student enrolment at the NSAC.

Strategies & Actions

- Develop and implement a comprehensive plan for student residence renewal to bring NSAC's residence accommodations up to modern standards;
- Adapt and develop new academic programs that are responsive and that target NSAC's priority markets;
- Increase activities targeted at promoting awareness of the strengths of NSAC programs among various stakeholder groups such as alumni, local community members, and high school guidance counsellors, and engage them in helping recruit students to NSAC;
- Increase promotion and recruitment efforts in non-traditional markets;
- Develop and support plans for increased Distance and Continuing Education offerings to take advantage of markets for alternative education and training opportunities;
- Increase the number of partnership agreements and articulation arrangements with other universities and colleges, including international partners, to improve the flexibility of student learning experiences;
- Seek opportunities for Canadian student study terms, work terms and internships in other countries via international development projects and targeted funding applications to build an increased global awareness in the student body;
- Increase activity for targeted international student recruitment;
- Support and increase fundraising capacity, aimed at improving the size of endowments, scholarship and bursary awards, and ultimately, the future strength of NSAC and the agri-food sector.

Priority – Increase NSAC research capacity.

Strategies & Actions

- Implement the Ph.D. program in agriculture and recruit several new doctoral candidates;
- Complete the review of the Master of Science (MSc) Program and address/respond to recommendations received from internal and external reviewers;
- Promote and support faculty who publish their research results in refereed journals;

- Support opportunities for scientific presentations at national and international conferences;
- Increase funding from the federal granting councils (NSERC, SSHRC, CIHR);
- Continue to support industry research needs through the creation of NSAC Research Chairs in Entomology, Innovative Waste Management, and Machinery Systems;
- Support the continued development of the Research and Graduate Studies Office in recognition of research and industrial liaison activities at NSAC;
- Develop a research strategy that addresses current and future infrastructure priorities;
- Perform a comprehensive review of the Department of Agriculture’s Industry Chairs Program to provide a means for future strategic planning in establishing research chairs;
- Support faculty in applications for international development and research opportunities and enhancement of international research and graduate student partnerships.

Priority – Increase NSAC Technology Transfer and Commercialization Capability.

Strategies & Actions

- Support the development of the Atlantic BioVenture Centre at AgriTECH Park through the provision of administration and professional services;
- Increase the tenancy base at AgriTECH Park by attracting knowledge-based economy businesses in the agri-food and seafood sectors;
- Enhance the established outreach model for communicating research results to the industry by providing for additional technology transfer capacity within NSAC;
- Develop a comprehensive strategy to customize and extend NSAC research knowledge into all parts of Nova Scotia and out into the wider Atlantic region to strengthen ties to the sector and foster economic development.

Performance Measures:

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
High quality agricultural research and education	Total value of research and infrastructure grants awarded to NSAC researchers (millions) ⁷	\$3.75 (2000-01) \$3.82 (2001-02) \$4.19 (2002-03) \$6.07 (2003-04) \$5.74 (2004-05) \$5.79 (2005-06)	\$6.5	Increase the number and value of grants	Increase research grant writing Develop research support programs Recruit research scientists Introduce PhD program
Skilled agricultural workforce	Number of students enrolled at NSAC	766 (2000-01) 716 (2001-02) 736 (2002-03) 719 (2003-04) 753 (2004-05)	820	1000 students by 2013	Recruitment drives Improve campus facilities

⁷ “Data” and “target” figures for this measure refer to funding generated during the given fiscal year.

		758 (2005-06) 793 (2006-07)			
Skilled agricultural workforce	Number of international students enrolled at NSAC	15 (2000-01) 19 (2001-02) 18 (2002-03) 30 (2003-04) 26 (2004-05) 26 (2005-06) 47 (2006-07)	57	100 international students by 2013	International recruitment drives Improve campus facilities

Corporate Services

Programs and Services:

- Business Planning and Accountability
- Legislative and Policy Services
- Communications
- Employee Safety, Wellness and Health
- Human Resources
- Information Management
- Information Technology

Goal: To ensure the effective delivery of a suite of corporate and administrative services for the benefit of the executive offices, operational units, and the Government of Nova Scotia.

Corporate services are delivered through the offices of the Minister and Deputy Minister, the Policy and Planning and Communications divisions, and Resources Corporate Services Units⁸.

Human Resource Strategy

The Government of Nova Scotia Corporate Human Resources Plan establishes specific goals and objectives to guide the development of the public sector workforce. The Department of Agriculture is advancing the goals and objectives of this plan, while simultaneously responding to recommendations put forth by department staff in a recent employee survey.

Priority – *Advance the goals and objectives of the Government of Nova Scotia Human Resource Plan.*

Strategies & Actions

- Continue the work of the Employee Survey Committee with a focus in 2007-2008 on employee career development and performance management;
- Implement the results of the Public Service Commissions Occupational Health and Safety audit;
- Continue to deliver health and wellness programming to department staff.

⁸ Resources Corporate Service Units provide financial, human resources, and information technology-related services to the department.

French-language Services

The Government of Nova Scotia's *French-language Services Act* came into effect in 2004. This Act and its accompanying regulations outline the government's plans for increasing the French-language services capacity in designated government departments, offices, and agencies.

Priority – *Continue to implement the French-language Services Plan, in accordance with the French Language Services Act.*

Strategies & Actions

- Continue to participate on the government's interdepartmental French-language Services Coordinating Committee;
- Continue to increase French-language service capacity in the department through language training;
- Continue to increase the availability of French-language services to clients through bilingual documentation and access to French speaking staff.

Communications

The Communications team will continue to work with federal and provincial colleagues to provide consistent, clear and timely information to internal and external clients.

Priority – *Develop and implement communications strategies that support the activities and initiatives of the department.*

Strategies & Actions

- Develop and implement communications strategies for the activities and initiatives of the department.

Long-Term Outcome Measures

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of agricultural production (millions)	\$408,233 (2000) \$403,557 (2001) \$391,151 (2002) \$411,106 (2003) \$428,196 (2004) \$434,190 (2005)	Growth in the agriculture sector	Continued growth in the agriculture sector	Continue to provide business risk management and development programs, and provide product development support Undertake focussed market and business development activities
Competitive business climate	Food manufacturing industry revenue from goods manufactured (millions)	\$2.13 (2003) \$2.18 (2004)	Increase in food manufacturing revenue	Continued increase in food manufacturing revenue	Assist industry in capturing value-added opportunities
Competitive business climate	Value-added as a percentage of food manufacturing revenue	30% (2003) 30% (2004)	Increase in food manufacturing revenue	Continued increase in food manufacturing revenue	Assist industry in capturing value-added opportunities
Competitive business climate	Dollar value of total capital expenditures in agriculture (millions)	\$48.3 (2000) \$52.8 (2001) \$56.9 (2002) \$48.5 (2003) \$58.5 (2004) \$53.5 (2005) \$53.5 (2006)	Increase in capital expenditures	Continued increase in capital expenditures	Provide focussed lending through the NS Farm Loan Board Continue to support industry growth
Competitive business climate	Total exports of food manufacturing, agricultural and fishing industries (billions)	\$1.27 (2000) \$1.34 (2001) \$1.45 (2002) \$1.41 (2003) \$1.38 (2004) \$1.32 (2005) \$1.23 (2006)	Export growth	Continued export growth	Undertake focussed market development activities

Budget Context

Agriculture			
	2006-2007 Estimate	2006-2007 Forecast	2007-2008 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Ordinary Revenues	103	99	89
TCA Purchase Requirements	685	685	355
Net Program Expenses			
Senior Management	1,008	1,017	997
Policy, Planning, Communications	705	695	771
Agricultural Services	17,844	17,437	21,146
Legislation and Compliance	5,821	6,122	6,329
Industry Development and Business	4,530	4,622	10,875
Fisheries and Aquiculture Services	0	0	0
Nova Scotia Agriculture College	8,932	8,932	9,719
Total Net Program Expenses	38,840	38,825	49,837
Provincially Funded Staff (FTEs)	454	449	458

Rounding

Estimates/Forecasts:

Departments/PSV's

- all estimates/forecasts 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.