

Government By Design



1996-97
Building on Solid Ground



A Message from the Minister of Finance

For the third consecutive year, the government of Nova Scotia is proud to publish *Government By Design*. This publication was born of the desire to provide Nova Scotians with a broader picture of the actions, plans, and goals of their provincial government. *Government By Design* marries the rather stark budget numbers with the policies, programs, and plans for people supported by the dollars found in the budget.

The 1996–97 fiscal year marks an important milestone in the public life of our province. For the first time in a quarter century, the government of Nova Scotia is bringing down a fully balanced budget. We have effectively ended the practice of borrowing from our children to pay for today's public programs and services.

We are back on solid ground, financially, and can truly start to build on that monumental achievement. We will enact a long-term program of fiscal reform to ensure that Nova Scotia doesn't relapse into the destructive cycle of deficit financing and building up more debt. We can vigorously pursue tax reductions that will improve the competitive position of our economy and translate into more jobs for Nova Scotians. And, we can enhance and secure for the future our vital public services.

Nova Scotia has come a long way in less than three years. Today, we can see a future with more promise than we have known for some time. Today, we are building on solid ground.

A handwritten signature in cursive script, reading "Berni Boudreau". The signature is written in black ink and is positioned above the printed name of the Minister of Finance.

Honourable J. Bernard Boudreau
Minister of Finance





Contents

<i>Fiscal Plan</i>	5
<i>Building on Solid Ground</i>	7
<i>Marking the Way</i>	20
<i>Debt Management Plan</i>	28
 <i>Departmental Plans</i>	
Agriculture and Marketing	41
Business and Consumer Services	45
Community Services	48
Economic Renewal Agency	53
Education and Culture	60
Environment	68
Finance	73
Fisheries	77
Health	81
Housing and Municipal Affairs	85
Human Resources	88
Justice	93
Labour	96
Natural Resources	99
Priorities and Planning Secretariat	104
Technology and Science Secretariat	107
Transportation and Public Works	109





Fiscal Plan

(\$ Millions)

1994-95		Year 1					
		Estimate 1995-96	Forecast 1995-96	Year 2 1996-97	Year 3 1997-98	Year 4 1998-99	Year 5 1999-00
4,131.2	Net Revenue (1)	4,158.8	4,241.5	4,178.1	4,181.2	4,206.7	4,233.0
3,262.3	Net Current Account Expenditures (1)	3,200.8	3,259.5	3,202.5	3,168.5	3,229.3	3,268.6
42.0	Furlough/Restructuring Costs	42.9	66.3	38.6	30.3	2.5	—
260.2	Net Capital Account Expenditures (2)	285.0	315.7	159.2	181.5	176.8	159.1
3,564.5	Net Program Expenditures (1)	3,528.7	3,641.5	3,400.3	3,380.3	3,408.6	3,427.7
911.6	Debt-Servicing Costs	943.2	898.1	896.9	923.8	923.4	936.0
109.8	Sinking Fund Earnings	129.8	117.1	121.9	130.5	134.4	143.4
801.8	Net Debt-Servicing Costs	813.4	781.0	775.0	793.3	789.0	792.6
(235.1)	Budgetary Surplus/(Deficit)	(183.3)	(181.0)	2.8	7.6	9.1	12.7

Notes

(1) For purposes of comparability, 1994-95 and 1995-96 have been restated to include Canada Assistance Plan payments that were previously netted from gross expenditures.

(2) The 1995-96 net program expenditure forecast includes \$38.2 million in capital carry forward from 1994-95. This carry forward is not shown in the 1995-96 estimate.

April 25 1996
Department of Finance





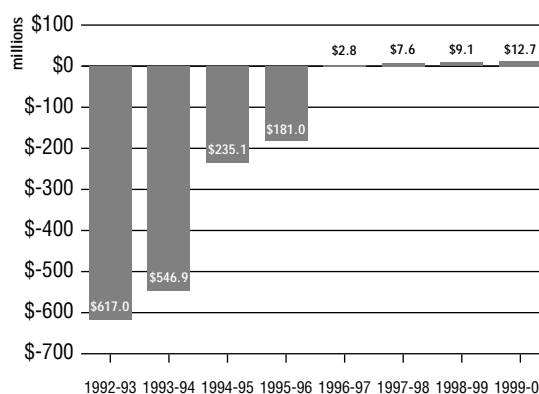
Building on Solid Ground

Two years ago, the inaugural edition of *Government By Design* made the link between financial recovery and economic growth. A fiscally stable province, we argued, would attract new investment and bring the jobs Nova Scotians need. The fiscal recovery plan unveiled in that first *Government By Design* is meeting its objectives, and as expected, business investment in the province is increasing and employment is growing right along with it.

This year is an historic one in the public life of our province. For the first time in almost 25 years, the government is bringing down a fully balanced budget. We are finally paying our own way. The road back to financial stability has been difficult. Sacrifices were required and, to maintain stability, more tough choices will be required. But the rewards for Nova Scotia today and into the future will be great.

Today Nova Scotia's coordinated fiscal and economic policy is designed to create a climate for lasting economic growth fuelled by

Budgetary Surplus (Deficit)
1992-93 to 1999-00



private sector productivity. Nova Scotia's economy is building momentum. Business confidence is growing, investment is flowing in, and new jobs are being created. Business and industry, large and small, are expressing their confidence in the province, tangibly. They are investing here.

The solid financial performance of the province didn't create the economic turnaround, but it contributed to it. Business, industry, and an increasing majority of individual Nova Scotians understand that deficits are merely taxes deferred. Conversely, in jurisdictions where govern-



ments live within their means, the tax climate is stable and predictable. That is the climate we are creating in Nova Scotia.

The province's financial recovery also brings new security. We can now pay our health care, education, and social costs without borrowing. Those, and other vital public services, were jeopardized by years of irresponsible spending that gave us a mountain of debt and huge annual interest payments on that debt. Today in Nova Scotia the costs of government services are sustainable, because we are paying for them as we go.

The government that evolved and grew in Nova Scotia during the 1970s and '80s was not designed for the economic and social challenges of the '90s and beyond. In the past two years, the provincial government has been radically redesigned to effectively meet the social and economic challenges of today and tomorrow responsibly, without overtaxing Nova Scotians or sinking the province deeper in debt. The barriers that separate government departments are being torn down.

The supporting pillars of the government's program—economic renewal, redesigned government, social responsibility, and fiscal recovery—now strengthen Nova Scotia's growing prosperity and quality, sustainable public services.

New challenges lie ahead, and they are no less difficult than those Nova Scotia faced in the past. It will be a struggle to retain our hard-won financial stability. We must be resourceful and aggressive in order to create and grasp new economic opportunities. The services of government must continue to be reshaped and redesigned to ensure they are efficient, effective and respond to real needs.

Economic renewal: Jobs, investment, and growth

Although parts of the province continue to suffer severe hardship, Nova Scotia's economy generally improved in 1995, and all indicators point to growing strength this year, followed by more rapid growth next year.

The government's role in the economy has, by necessity and by choice, changed. For 20 years governments in this province threw money at economic problems. The only lasting legacy of those efforts is a huge debt and high taxes. Government spending can't create sustained prosperity or lasting jobs.

Today, the government realizes that it can make a more positive contribution to the economic well-being of Nova Scotia by reducing the burdens it places on economic initiative. With government as an ally to business, industry, and entrepreneurs, rather than an obstacle, Nova Scotians themselves will generate new jobs and new wealth.

The first order of business for any government determined to create conditions that foster investment and growth is to put its own finances in order. In Nova Scotia that is happening. The next step is to provide business and industry with the competitive advantages they need to compete in the world, so they can grow and create new jobs for Nova Scotians.

In 1995 Nova Scotia businesses competed as never before. The value of exports from the province was up 14.5 per cent last year. That is a trend the government will continue to promote. When we export our products, our services, and our know-how, we create new wealth here at home.

The province has sponsored trade missions and aggressively markets Nova Scotia around the world. Potential customers need to be told what we have to offer. And what we have to offer must be priced competitively. Local, provincial, and federal taxes all add to the cost of our goods and services, and hamper the competitive position of our businesses and industries.

In the past two years, the Nova Scotia government has targeted tax relief to strategic sectors of our economy and offered equity tax credits as a real incentive to invest in Nova Scotia. Tax credits for filmmakers are paying off with a boom in filmmaking activity in Nova Scotia. Other tax incentives help leading-edge industries offset the cost of research and



new product development, and help businesses here attain internationally recognized quality standards. As the province's financial position strengthens, broader tax relief will be possible.

Elimination of the provincial sales tax on business "inputs"—that is, the material used to create a product or support a service—will provide a massive boost to Nova Scotia's economy. The tax on these inputs will be eliminated as part of a bold plan to blend the federal Goods and Services Tax and the provincial sales tax, effective April 1, 1997.

Blending the federal and provincial sales taxes into a single value-added tax is an economic winner for Nova Scotia. The single tax rate will be almost 4 per cent lower than the combined rate of the old taxes. Businesses will no longer have to struggle to comply with two separate and distinct tax structures. For many, the tax compliance burden will be reduced.

Perhaps most importantly, with the 11 per cent tax on inputs gone, the competitive position of Nova Scotia business and

industry will dramatically improve. Nova Scotian consumers will benefit from lower-priced goods, as the reduced business costs flow through. Nova Scotia's customers around the world will find that our products are more competitively priced and will buy more, resulting in increased production and more jobs back home.

Consumer confidence, so vital to economic recovery, is slowly returning in Nova Scotia. That confidence was rocked by the recession of the early 1990s and by the uncertainty of a rapidly changing economy. Restructuring and downsizing in both the private and public sectors created widespread anxiety, making many consumers hesitant to spend money.

The positive signs of lasting, albeit moderate economic recovery in Nova Scotia, combined with growing employment, is slowly restoring a measure of consumer confidence. Putting more money in consumers' pockets, by lowering their taxes, will help even more.

Next year, the province will reduce its personal income tax rate on Nova Scotians by

3.4 per cent. That tax reduction will coincide with the changes in the sales tax system and will offset the additional tax some consumers will pay by virtue of the broader application of the single, value-added sales tax.

A simplified sales tax system and personal income tax relief will provide a massive boost to our economy. But they are not the only contributions the government intends to make to the provincial economy.

While the government recognizes the past folly of attempting to create jobs directly, we also understand that an organization with an annual budget which exceeds \$4 billion has significant economic clout. The province is constantly looking for ways to maximize the economic benefits to Nova Scotians from the dollars government spends.

When the provincial government enters into a partnership with private investors, to build a new highway, for example, the taxpayers' direct contribution to the project is lower than if government alone funded the project. As a result the

province has more money in its highways budget to spread around to other projects. The byproducts are better roads in Nova Scotia and more jobs for Nova Scotians building roads.

The money government spends is being used to lever increased private sector investment in our province. That way, Nova Scotians get a bigger economic bang from their tax bucks. The government intends to aggressively pursue a range of public-private partnership opportunities. Each and every deal will be put to the same public interest test. It must result in better service to Nova Scotians and make good business sense for the province.

Redesigning government: Creating a climate for growth

Taxes aren't the only burden government places on business. Governments like to regulate. Regulations are invariably enacted with the best of intentions. They are designed to address a particular and, at the time, pressing public concern. The problem is, regulations are regularly



enacted, but rarely rescinded. Over the years, new regulations stacked on old, each with a bureaucracy for administration, have created a complicated and confusing system, particularly for businesses.

This year the government took two giant steps toward eliminating the confusion and streamlining the vast and overwhelming array of regulations imposed on business. We created a single department that will conduct the lion's share of transactions between government and business, and we embarked on a major deregulation effort.

The Department of Business and Consumer Services will be a single, open door to government. It combines nine agencies that are responsible for more than 90 per cent of the transactions between the Nova Scotia business community and the province. Once the department is fully functional, most businesses will be able to do all their transactions with the government at this single access point. They will be able to do those transactions at service centres around the province or, as the technology is put in place, through on-line computer or tele-

phone connections. The cost and time associated with dealing with the provincial government will be dramatically reduced for Nova Scotia's business community.

Individual clients of government will benefit in the same way, and, although individuals generally are not required to deal as extensively with the government, there will be much easier and broader access to things like birth certificates, drivers' licenses, and vehicle permits.

The new Department of Business and Consumer Services, in partnership with the Economic Renewal Agency, will spearhead a massive government effort to review every regulation the province imposes. The objective is to eliminate, combine, refine, and streamline regulations. Making it easier to do business in Nova Scotia will help businesses grow and create the jobs Nova Scotians are looking for.

Another redesign initiative that will pay off in increased economic activity is the merger of the former departments of Transportation and Communications and Supply and Services. The merger concen-

trates virtually all of government's capital spending in one department—a department with lead responsibility for building new public-private partnerships. The goal is to use this spending to lever private investment. The result will be more direct investment in the economy of the province, more construction activity, and more jobs for Nova Scotians.

The efforts of the past two years are paying dividends right across government. The examples of better service and increased efficiency are legion. Many of those examples can be found on the pages that follow, which chronicle the individual accomplishments and advances of various departments.

The Nova Scotia government had to be redesigned. Nova Scotians simply could not afford the government that had evolved. Yes, there was a fiscal imperative in redesigning government. But—and this point is often lost as the media and other critics focus on the fiscal story—government desperately needed to be redesigned to improve the quality of service available to Nova Scotians.

Big, expensive government is not necessarily good government. Indeed, the sheer size of the bureaucracy made it more complex than it needed to be. Nova Scotians need a responsive government, able to adapt quickly to changing conditions and needs. That is the style of government under design and construction in Nova Scotia today.



Social responsibility: Meeting today's needs, ready for tomorrow's

“Self-imposed fiscal responsibility is not a threat to our cherished health care, education, or social services. It is the only way we can hope to preserve them.” This has been the essential message of the government’s financial recovery program from day one. In order to ensure a future for our most important human services, we have to be in a position to pay for them as we use them. Today, we are.

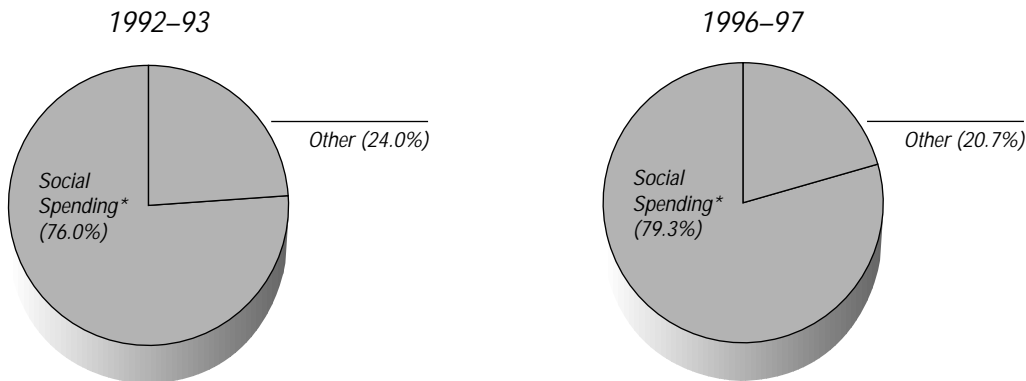
Nova Scotians have come to recognize the threat fiscal instability posed to our social programs. Responding to a recent public opinion poll, 53 per cent of Nova Scotians said the failure to balance the books is the biggest threat to social programs, while 38 per cent cited spending cuts as the most serious threat. The majority is right.

In 1996–97 and beyond, the government of Nova Scotia faces a serious challenge to the quality of our health, education, and social services. We are positioned to meet and beat that challenge, because, over the past two years, we have brought costs in line and redesigned services. Now, faced with a \$100 million reduction this year in federal transfers for health, education, and social services, we can absorb the blow without suffering a loss in service.

Today 79 per cent of government program spending is directed toward health, education, and social services. That is a larger piece of the budget pie than the 76 per

cent that was three years ago. It has been redesigned from a hospital system where

Program Spending



**Includes health, education, and social services*

cent devoted to those services in 1992-93. All costs of government have been brought into line with what Nova Scotians can afford. But the myth that health and education were asked to shoulder the burden is debunked by the facts.

costs were out of control, to a health care system with sustainable costs. For a quarter century, Royal Commissions, select committees, and other investigations recommended these changes, but until now governments lacked the courage to act.



Hospitals will always play a key role in health care delivery. But not every hospital can or should deliver every service, and alternatives to hospital care must be available. Today more than 15,000 Nova Scotians are receiving the health care they need in their own homes. Three years ago many of those people would have been forced into hospitals.

In education, redesign has meant redirecting dollars from the boardrooms to the classrooms. The 22 school boards in operation in 1993 will soon become six, plus an Acadian-Francophone board. School councils will enhance the productive partnership between teachers, parents, and communities.

Nova Scotia's universities are cooperating as never before. In the Halifax area, universities formed a consortium to reduce costs while maintaining their tradition of excellence in post-secondary education.

The Nova Scotia Community College, with campuses spread across Nova Scotia, will this year become self-governing and will be better positioned to prepare young Nova Scotians for real job opportunities. Last year the community college system

sold \$9 million worth of customized training to business and industry. That trend will continue and expand.

Reform is well under way to the patchwork of municipal and provincial social assistance programs. The province finances and delivers all services in the amalgamated Cape Breton Regional Municipality. In the new Halifax Regional Municipality, the province delivers the services, while the municipal government makes a financial contribution, albeit reduced from last year's. A single-tier income assistance and employment support structure, delivered by the provincial government, is coming closer to reality.

As we have said in past editions of *Government By Design*, Nova Scotians have a social responsibility to future generations in this province. We have a responsibility to preserve, for our children, the same opportunities and security we enjoy. In order to meet that social responsibility, Nova Scotians must be fiscally responsible, today. We must pay for the services and programs we use, rather than finance them through deficits and debt that will be passed on to our children.

Fiscal stability: Security for the long term

The expenditure control plan did its job. The budget of the province is balanced. Just three years ago, the budget deficit hit a record \$617 million. Expenditure control was difficult and at times painful for many Nova Scotians. But it brought us to a point where, today, Nova Scotians are paying for programs and services with our own, not with borrowed money. That is a significant accomplishment.

Expenditure control was a short-term plan—initially expected to take four years—to bring the province’s finances back from the brink of disaster. Having achieved that objective, the province will adopt a long-range program designed to:

- ensure no government, present or future, takes Nova Scotia back to the brink of financial ruin
- allow the core services Nova Scotians care about to be enhanced and expanded, responsibly—as we can afford them

- begin paying down debt and start to recapture the \$1 billion Nova Scotians lose each year to debt payments.

This year the government will enact legislation that prescribes long-term financial responsibility. The new law will replace expenditure control legislation that forced spending reductions. The new law limits, in normal circumstances, growth in government spending to growth in government revenues. That provision will keep the budget balanced, while providing governments with flexibility to improve and expand services, responsibly, as the funding becomes available.

The new law will force governments to recover unforeseen budget deficits in the subsequent two fiscal years, and it will radically improve the fiscal accountability of government. Expenditures, above and beyond those contained in the budget, must be held to 1 per cent of total program spending. Any government that wants to exceed that limit on additional appropriations will have to return to the House of Assembly for approval.



The long-range financial plan reflects the province's determination to create the conditions for economic growth and job creation. Lowering the tax burden on Nova Scotians is a goal of our fiscal plan. Any annual budgetary surplus will be used either for tax reduction or for debt retirement.

The province has taken dead aim on the two damaging endowments left by a generation of fiscally irresponsible government—our \$9 billion provincial debt and the excessive burden of taxation that restrains economic expansion in Nova Scotia.

It costs Nova Scotia almost \$1 billion annually to service its debt. That's mostly interest. We've taken aggressive action to manage the debt in a way that reduces those annual costs, but the only lasting and effective way to bring those payments down is to reduce the level of debt itself. The long-term plan will accomplish that goal, by avoiding new debt and by directing a portion of budget surpluses to payments on the principal.

Nova Scotians have come to understand the importance of dealing with the debt. A recent public opinion poll found that 94 per cent believe the debt presents a serious threat to the province's economy, and 49 per cent want the government to allocate any surplus funds to debt reduction.

Debt reduction is actually the province's best source of future revenue. As we pay down debt, we will recapture an ever-larger share of the \$1 billion a year we now lose in interest. That money can then be applied to programs and services or to a further reduction in the taxes.

The road to fiscal stability has been a difficult one, and maintaining financial security will not be much easier. But the benefits in terms of lower taxes, a stronger economy, jobs for Nova Scotians, and secure public programs and services cannot be over emphasized.

Conclusion: Four pillars now in place

Financial recovery, social responsibility, economic renewal, and a government redesigned to advance each of these. Those four themes were identified in the first edition of *Government By Design* two years ago, as the pillars of the government's agenda. They have been advanced and refined. Financial recovery has become financial stability; economic renewal has become economic growth.

The four pillars represent the essential objectives of the government. They continue to provide the structure for all other decisions and initiatives. Today, the results are evident to any objective observer who cares to look.

Fiscal stability: In just three years the province has come from amassing a record \$617 million deficit to a fully balanced budget.

Economic growth: Unemployment in Nova Scotia has been reduced from 12.5 per cent in 1993 to 11.6 per cent in 1996.

Social responsibility: The province is meeting its responsibilities to Nova Scotians, with measures like tax relief for low income Nova Scotians, more child care spaces, and increased social assistance payments. The services we all care about, in health care and education, are secure for today and tomorrow

Redesigned government: Service improvements are cited by every department. The barriers separating departments are down. Departmental mergers have rationalized and streamlined services.





Marking the Way

A year ago, the government initiated a process to track and measure Nova Scotia's social and economic progress. We proposed an initial list of some 80 measures, ranging from the fiscal condition of the government to the physical condition of Nova Scotians. Since that first attempt, we've learned a great deal more about performance measurement.

Determining what to measure in order to get a clear and useful picture of the province's economic and social progress is an inexact and somewhat subjective process. Isolated performance indicators may be misleading. The rate and regularity of data collection varies.

Taking all that into consideration, the government is redoubling its efforts to develop a comprehensive, understandable system of performance measurement for the province. This process isn't intended to measure the performance of government alone, although there is little doubt that measures will be used as a check on the effectiveness of any government. The goal is to track and measure economic and social trends.

Performance measurement is an accountability tool, but it can and should be more than that. Performance measures should help governments, and others, anticipate problems and set priorities. To achieve that much value from measures, we will need to draw on expertise to analyse and correctly interpret results. We will need to know why the province is making gains in one area, while it may be losing ground in another.

Cross-departmental teams are working to take the performance measurement process to the next level. Every department and agency of government must be involved in the evolution of this initiative, because each has a role to play and a contribution to make. Individual Nova Scotians, the business and the academic communities, and non-government organizations will be approached for advice and asked to participate.

Currently, development of the framework and the adoption of consistent definitions is under way. This will provide a process to link departmental activities with government outcome measures. In the fall of 1996, departments will work together to establish trend indicators to reflect social and economic change. This work will provide the building blocks of a comprehensive and meaningful measurement and performance system.

Reports on performance measures will, beginning in 1997, be published in *Hitting the Targets*, an annual government publication that first appeared in 1995 and is released in the late summer or early fall. Because it is published later in the fiscal year, and much of the measurement data is based on the fiscal year, more timely and up-to-date information will be available.

The following performance measures include "current" data. This represents the most recent available information. "Current" is used rather than a particular year, because the data collection methods and timing vary.



Fiscal Stability

Putting, and keeping, the province on sound financial footing must remain a focus and objective, because solid finances are the great enabler of government. A budgetary surplus allows us to pay down

debt, which in turn lowers interest charges, freeing up money for programs and/or tax reductions. It's that simple. The targets selected for this section mark our progress toward those key objectives.

	<i>Current</i>	<i>2000</i>	<i>2005</i>
Net direct debt as a percentage of GDP	44.9%	39.3%	23.8%
Net debt charges as a percentage of revenue	18.4%	18.7%	14.0%
Provincial Credit Rating*	A-	A+	AA
Net direct debt per capita	\$9,070	\$8,753	\$7,750

*Standard and Poor's rating system is used for illustrative purposes.

Social Responsibility

Governments provide services that are intended to meet society's needs. Over time, these become defined as its responsibility. But the function of public institutions does not and cannot supplant the role of every individual. Measures in the following section illustrate that social progress is a shared

responsibility between governments and individual citizens. Governments provide the hospitals and schools, but we all must accept personal and community responsibility for the choices we make that affect our well-being. The quality of life in Nova Scotia is a choice we will all make together.

Education Improvement

Preparing young Nova Scotians for the challenges ahead and offering every Nova Scotian opportunities for lifelong learning are essential ingredients of our success. Nova Scotians understand that world leaders in education tend to be world leaders in everything else that matters.

	Current	2000	2005
High school graduation rates	76.1%	80%	85%
Number of students per computer in schools	15:1	10:1	5:1
Students achieving at Level 3 or above on the National Test (SAIP) of:			
Math Problem Solving	24%	35%	50%
Math Content	60%	65%	70%
Reading	73%	80%	85%
Writing	84%	86%	88%

Clean Environment

Nova Scotians cherish and respect nature. A clean environment is a debt we owe our children.

	Current	2000	2005
Waste diverted from landfills through reduction, reuse, or recycling	8%	50%	50%
Hectares of land dedicated as parks and protected areas	160 000 ha	448 000 ha	448 000 ha



Social Responsibility (continued)

Safer Communities

Nova Scotians value their traditional way of life. The safety and security of our communities have always been part of that tradition. It's a tradition we must work to maintain.

	Current	2000	2005
Reportable number of workplace accidents	35,412	33,000	31,500
Percentage of Nova Scotians served by 911 Emergency Reporting System	18.5%	100%	100%

Healthier Families and Communities

Like all Canadians, Nova Scotians are proud and protective of their health care system. Every Nova Scotian must have the same access to the same quality of care. But caring for the sick or injured isn't all there is to health. We need to set goals for a healthier Nova Scotia.

	1994	2000	2005
Percentage of Nova Scotians who are non-smokers (total population)	71%	72%	77%
Deaths due to: (per 100,000 people)			
Lung cancer	45	44	43
Heart disease	150	134	120
Respiratory disease	50	49	48
Number of prescriptions per senior per year	21	20	15
Percentage of children (2–7) who are immunized	92%	97%	99%
Patient days per 1,000 population	1,108	800	800
Number of teen pregnancies per 1,000 population of girls ages 15–19	48.4	41	36
Perinatal mortality per 1,000 live births	7.7	7	6
Low birthweight (<2500 g) as a percentage of live births	5.6%	5%	4%

Economic Renewal

Ambitious economic targets signal the new attitude and confidence Nova Scotians must bring to the global marketplace. A competitive climate for business and industry, cutting-edge technology, diversity, and a reputation for excellence will be the hallmarks of our successful economic future. New wealth comes from bringing new dollars into the economy. Our businesses and our government must look beyond to find new markets

for our products, expertise, and ideas. We can and will spread the wealth more evenly across Nova Scotia and blend the new economy with our more traditional sources of livelihood. The measures in this section offer a look into a more prosperous future. But government can't take us there. Every Nova Scotian has a role to play, an interest in and a responsibility to the economic progress of our province.

<i>Economic Drivers</i>	<i>Current</i>	<i>2000</i>	<i>2005</i>
Value of exports (\$millions)	2,900	3,400	4,300

<i>Economic Performance</i>	<i>Current</i>	<i>2000</i>	<i>2005</i>
Nova Scotia GDP as a percentage of national GDP	2.42%	2.6%	2.7%
Nova Scotia unemployment rate less Canadian unemployment rate	2.6%	2%	1.5%

<i>Personal Economic Well-Being</i>	<i>Current</i>	<i>2000</i>	<i>2005</i>
Personal income per capita as a percentage of national	85.4%	87%	88%
Average length of time social assistance recipients remain on benefits (months)	37	26	20



Economic Renewal (continued)

Competitiveness and Quality

To succeed in today's global marketplace, our goods and services must be both competitively priced and world class. We need to be on the cutting edge of new technology and build a reputation for quality. The government's primary role is to offer our business and industry an environment that allows them to compete on a global basis.

	Current	2000	2005
GDP per employed worker (\$)	42,573	53,200	63,700
Number of companies with ISO Registration	26	80	200

Resources Sector

Our traditional industries will grow and change with the times, but they must always play a vital role in our economic well-being. Adding value to all we produce and selling to the world are the keys to creating new wealth from our resources sector.

	Current	2000	2005
Value of farm production (\$millions)	330(e)	360	425
Value of agri-food exports (\$millions)	48(e)	65	85
Value of mineral production net of petroleum products (\$millions)	446	500	550
Value of shipments from forest sector (\$millions)	799	875	990
Growth in landed value of resources produced by the aquaculture industry (\$millions)	10.9	42	86
Landed value of non-traditional fish species (\$millions)	4.3(e)	14	26
Value of seafood exports (\$millions)	798.3(e)	925	1,050

Economic Renewal (continued)

Service Sector

The potential to create new jobs and generate wealth from tourism and other service industries is virtually unlimited. Quality and innovation will bring world-wide recognition and new wealth to the province.

	Current	2000	2005
Value of tourism sector (\$millions)	880	1,000	1,250
Value of business service sector (RDP 1986 \$millions)	1,400	1,500	1,800

Manufacturing Sector

As our largest employer and the mainstay industry in communities across the province, manufacturers are and will be a cornerstone of the Nova Scotia economy. Both the industries of the new economy and our traditional manufacturers are recording strong growth. We need to build on this success.

	Current	2000	2005
Value of manufacturing shipments (\$millions)	5,975	6,700	8,000

Transportation and Communication Sector

These are key sectors in our economy today and into the future. Transportation infrastructure and communication links allow Nova Scotians to trade and talk to the world. Nova Scotia's inherent advantage as the natural gateway from Europe to North America presents opportunities we must seize. The government, in partnership with the private sector, is working to ensure the province's communications network remains state-of-the-art.

	Current	2000	2005
Kilometres of controlled-access 100 Series Highway	990	1,040	1,100
Percentage of 100 Series controlled-access system twinned	27.5%	32%	37%
Percentage of Nova Scotians connected to the Internet	7%	25%	80%





Debt Management Plan

Since 1993 the government has embarked upon a course to achieve financial stability and economic growth for the province. Central to both these objectives is achieving a balanced budget.

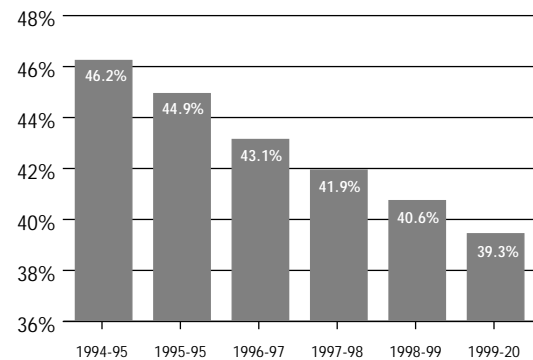
Net Direct Debt

As of 1996–97, the net direct debt of the province is estimated to be \$8.4 billion or 43.1 per cent of GDP. On a per capita basis, net direct debt begins to fall in 1995–96, two years earlier than anticipated at this time last year. By the year 2000, debt per capita is expected to be \$8,753.

Debt-Servicing Cost, Taxes, and Program Spending

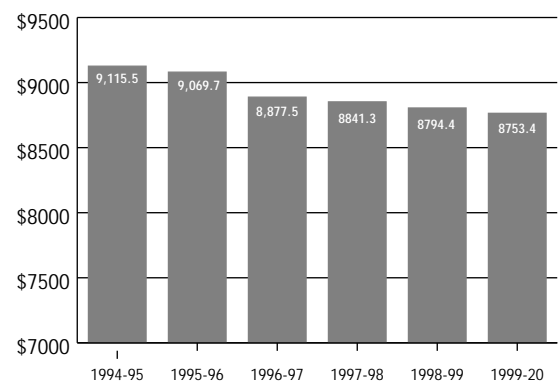
A balanced budget is critical because it is the only way growth of debt can be halted. Having achieved this important milestone, the priority of the government can now shift to paying down the debt which has accumulated over the past quarter century.

Net Direct Debt as a Percent of Gross Domestic Product



Net Direct Debt as a percentage of gross domestic product is an important measure of the province's ability to support its debt load

Net Direct Debt Per Capita



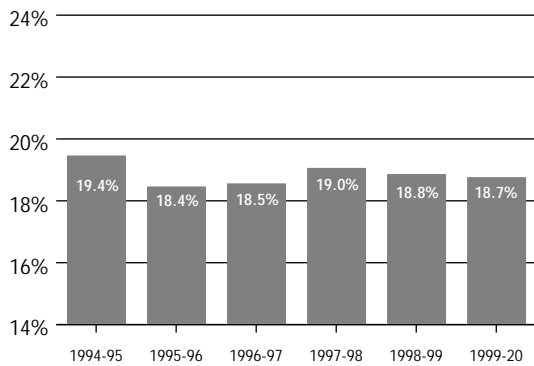
Net Direct Debt is a key measure of the fiscal well-being of a province.

Servicing the outstanding debt of the province cost \$781.0 million in fiscal year 1995–96. For every dollar that the province collects in revenues, 18.4 cents must be spent on servicing debt. Since 1994–95, that figure has fallen from 19.4 cents. Spending on servicing debt reduces the ability of the province to fund programs. As the debt of the province is lowered, the cost of servicing debt will also decline, freeing the province's revenue for other priorities.

Safeguarding Fiscal Gains

The policies used in managing outstanding debt are important to safeguarding fiscal gains and providing financial stability. There are many risks inherent in the province's debt portfolio, including exposure to foreign currencies, exposure to interest rates, management of cash balances, and other important areas.

Net Debt Charges as a Percent of Revenue



Debt Management Operations

Mission Statement

Debt Management:

To manage the debt portfolio of the province to maximize the likelihood of achieving the fiscal objectives of the province while minimizing the debt portfolio's long-term total cost of carry and to fund cash requirements at a minimum cost to the province.

Treasury Services:

To service outstanding debt and manage effectively the province's cash flows, cash balances, and banking facilities.

Major Initiatives in 1995–96

During 1995–96, the Department of Finance undertook several major initiatives which can be broadly grouped into four categories: 1) Capital Markets Issuance, 2) Investor Relations, 3) Financial Risk Management, and 4) Treasury Services.

1. Capital Markets Issuance

The Canadian domestic bond market, the Canadian domestic short-term money market, and the Euro-Canadian dollar market are important markets for the province and are markets where the province wants to maintain a high profile with investors.

In 1995–96 the province successfully renewed its commitment to Canadian dollar issuance markets. Examples of this include:

- The largest bond issue in the Euro-Canadian market in two years, rated one of the top three issues of 1995 by *Euroweek* magazine
- Nova Scotia's successful return to the Canadian domestic bond market after an almost three-year absence
- Reduced borrowing costs through the issuance of structured debt
- Reduced borrowing costs through a consistent presence in the Canadian money market

2. Investor Relations Program

The province has a number of initiatives in place to augment investor and rating agency relations.

- In June 1995 officials of the Department of Finance met with institutional investors, rating agencies, and investment bankers in Montreal, Toronto, Vancouver, and New York.
- The province further developed its Internet home page (<http://www.gov.ns.ca>) where documents pertaining to the province can be viewed and downloaded.
- Finance has designated a team of internal specialists in the disciplines of statistics, economics, and accounting to answer questions and vet documents pertaining to the finances of the province from analysts at rating agencies, investment bankers, and other similar organizations.
- Finance has updated its distribution lists with emphasis on organizations that either invest directly in provincial bonds or advise organizations that invest in provincial bonds.
- The province provided financial progress reports in August 1995 and January 1996.

3. Financial Risk Management

Financial risk management involves the ongoing management of the interest rate and foreign exchange exposure of the debt portfolio. In 1994–95 the province increased its exposure to floating rates from 1 per cent to 17 per cent of the debt portfolio. The 1995–96 fiscal year has seen an emphasis on reducing the foreign exchange exposure and expanding the number of counterparties with whom the province can execute derivative transactions. Specific examples include:

- Reduced foreign currency exposure, primarily through swapping a US\$500 million liability into Canadian dollars and thereby locking-in a C\$17 million foreign exchange gain.
- Development of a standard document for ISDA Master Agreements.

4. Treasury Services

Treasury services has placed an emphasis on precisely managing the cash resources of the province. Included in this are:

- Focused management of the province's cash balances via redesigned cash forecasts and specific targets established for daily bank balances.
- Absorption of the capital market activities of Nova Scotia Resources Limited (NSRL).



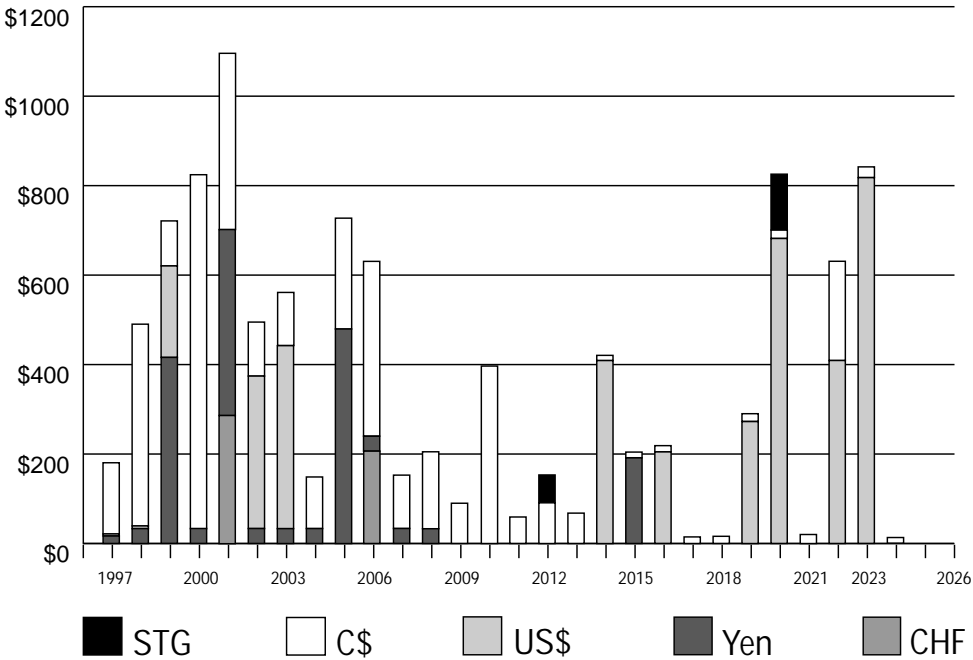
Structure of the Debt Portfolio

The debt portfolio structure can be summarized by: 1) Term to Maturity, 2) Issuance Source, 3) Foreign Currency Exposure, and 4) Interest Rate Exposure.

1. Term to Maturity Structure

The average term to maturity of the debt is 13 years. The chart titled “Consolidated Fund Debt Portfolio—Maturity Schedule” displays the maturity and currency profile of the province’s debt portfolio.

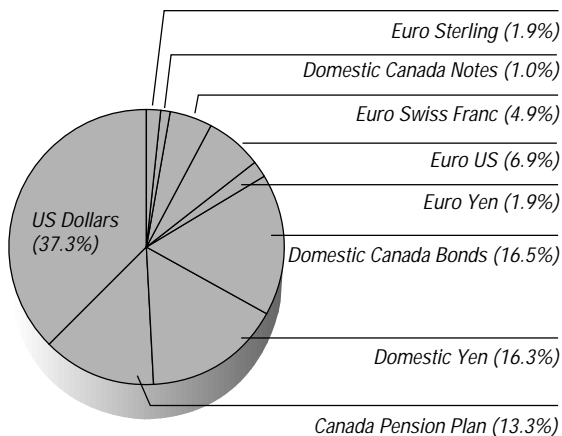
Consolidated Fund Debt Portfolio
Maturity Schedule



2. Issuance Market Structure

The province has issued debt in a number of different capital markets. Access to multiple capital markets is important, as it allows the province to choose the market that will provide the lowest cost of borrowing. In the 1995–96 fiscal year the province issued debt in the Canadian domestic term debt market, the Canadian domestic money market, the Euro-Canadian dollar market, and the yen loan market, while NSRL has an ongoing program of issuing debt in the Euro-US dollar commercial paper market. The pie chart titled “Consolidated Fund Debt Portfolio— Issuance Market Profile” profiles the markets of issuance of outstanding debt.

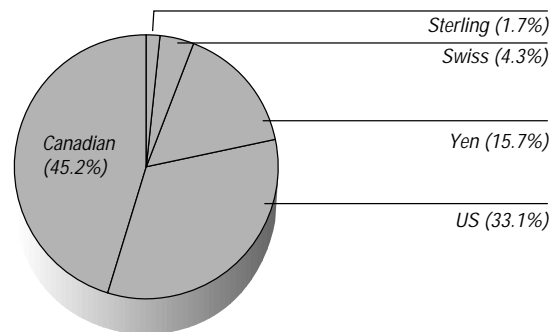
Consolidated Fund Debt Portfolio
Issuance Market Profile



3. Foreign Currency Exposure Structure

The outstanding debt of the province is denominated in five currencies: Canadian dollars, US dollars, Japanese yen, British pounds, and Swiss francs. Although the debt is denominated in these currencies, the province’s net foreign currency exposure is reduced because of the use of currency swaps. Currency swaps are used as an efficient method of converting non-Canadian dollar liabilities into Canadian dollar liabilities. The province has introduced currency swaps into its debt portfolio in 1995–96, and therefore, the effective exposure to currency movement is less than that of the underlying issues. Currently, the province has a notional

Currency Exposure

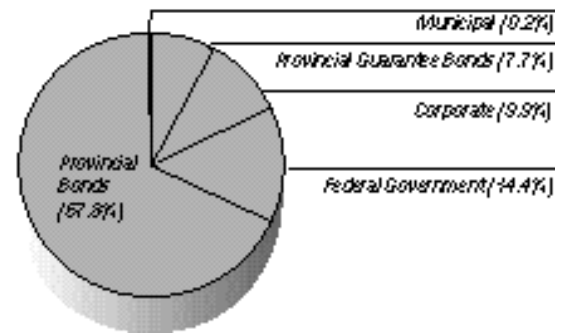


amount of C\$732 million in currency swaps outstanding, which convert non-Canadian dollar debt into net Canadian dollar liabilities. During fiscal year 1995–96, the province's foreign currency exposure was reduced by 10 per cent. The net foreign currency exposure currently is 55 per cent.

4. Interest Rate Exposure Structure

Traditionally the debt portfolio has had little exposure to floating interest rates. During the last two fiscal years this policy has changed, and exposure to floating interest rates has been increased. Net floating interest rate exposure is currently 17 per cent of the debt portfolio. This increase has been achieved by issuing in May 1994 a Euro-US dollar floating rate note (which was subsequently swapped into Canadian dollar floating rate), executing interest rate swaps, increasing the balance of short-term notes outstanding, and issuing structured debt that has net exposure to floating rate Canadian interest rates.

Sinking Fund and Debt Retirement
Investments by Type of Issuer



Structure of Sinking Funds and Debt Retirement Fund

For March 31, 1996 the estimated book value of the sinking fund is C\$1,522.1 million and of the Public Debt Retirement Fund (PDRF) is C\$704.4 million (Table 4). The policy objectives of the sinking fund and the PDRF are to enhance short-term liquidity, to reduce interest rate and currency exposure, and to assist in the orderly refunding of maturing debt while maximizing the long-term investment return to the province. The assets of the sinking fund and PDRF are invested in high quality investments as indicated by the pie chart "Sinking Fund and Debt Retirement—Investments by Type of Issuer."

Debt-Servicing Cost (DSC) Sensitivity Analysis

DSC is dependent on the actual level of certain financial variables during the fiscal year. The following table details the sensitivity of DSC relative to changes in the

most important of these financial variables. This table is useful in understanding the incremental change in DSC for changes in underlying financial variables.

Financial Variable*	Approximate Increase in Debt Charges (C\$ Millions)
Increase of 1% in Canada 3-month Treasury Bill	14.3
Increase of 1% in Canada 10-year Bond	6.3
Increase of 1% in U.S. 3-month Treasury Bill	2.6
1 cent Weakness in the Canadian dollar	4.0
1 yen strengthening against the Canadian dollar	1.8

* Assumes that the selected financial variable changes for the entire fiscal year.



Table 1 Interest Rate and Foreign Exchange Rate Assumptions



Foreign Exchange Rates	1995–96	1995–96		1996–97	1997–98	1998–99	1999–00
	Estimate	Average Actual	31/Mar/96 Actual				
United States Dollar							
C\$/US\$	1.3898	1.3630	1.3632	1.3579	1.3418	1.3338	1.3374
US\$/C\$	0.720	0.734	0.734	0.736	0.745	0.749	0.748
Japanese Yen							
JPY/US\$	91.2	96.0	106.9	101.0	100.4	98.0	95.8
C\$/JPY	0.01524	0.01420	0.01275	0.01345	0.01337	0.01361	0.01396
Swiss Franc C\$/CHF	1.1434	1.1680	1.1462	1.1145	1.0989	1.0933	1.1082
Pound Sterling C\$/GBP	2.1977	2.1370	2.0806	2.0364	2.0350	2.0356	2.0593
3-Month Treasury Bill Rates							
Canada	7.90%	6.39%	5.04%	5.15%	6.25%	6.35%	5.85%
United States	6.40%	5.44%	5.14%	5.00%	6.00%	6.00%	5.50%
Japan	2.33%	0.68%	0.47%	1.25%	2.50%	2.60%	2.75%
United Kingdom	6.50%	6.35%	5.83%	5.80%	6.75%	7.10%	6.60%

*All assumptions are shown as average levels for relevant fiscal year.

Interest Rate and Foreign Exchange Rate Assumptions

Interest rate and foreign exchange rate assumptions used to estimate the province's Debt-Servicing Cost (DSC) are shown in Table 1. This table shows that the actual level of the Canadian dollar during 1995–96 was stronger against the US dollar, Japanese yen, and pound sterling than was anticipated on March 31, 1995. During the same period, the three-month treasury bill rates in Canada, the US, Japan, and the United Kingdom tended to be lower than initially anticipated.

Table 2 *Projected Debt-Servicing Cost (in millions)*

	<i>1995-96</i>	<i>1995-96</i>	<i>1996-97</i>	<i>1997-98</i>	<i>1998-99</i>	<i>1999-00</i>
	<i>Estimate</i>	<i>Forecast</i>	<i>Estimate</i>	<i>Projections</i>		
Gross Debt-Servicing Cost	\$943.2	\$898.1	\$896.9	\$923.8	\$923.4	\$936.0
Sinking Fund Earnings	129.8	117.1	121.9	130.5	134.4	143.4
Net Debt-Servicing Cost	\$813.4	\$781.0	\$775.0	\$793.3	\$789.0	\$792.6

Projected Debt-Servicing Cost

Projected gross and net DSC are detailed in Table 2. DSC in fiscal 1995-96 was favourably affected by better average actual interest rates and currency levels than those assumed in the 1995-96 Budget as of March 31, 1995. However this resulted in Sinking Fund earnings being lower than anticipated. Net DSC for 1995-96 was C\$781.0 million, which was lower than anticipated by C\$32.4 million. Net DSC in 1996-97 is estimated to be largely stable at \$775.0 million.



Table 3 Projected Borrowing Requirements (in millions)



	1995-96		1996-97		1997-98		1998-99		1999-00	
	Forecast		Estimate				Projections			
Operating Requirements										
Budgetary (Surplus)/Deficit	181.0		(2.8)		(7.6)		(9.1)		(12.7)	
Non-cash requiring transactions (net)(1)	(125.3)		14.5		(59.6)		(37.1)		(61.5)	
Cash Operating Requirements (Surplus)	55.7	9.1%	11.7	2.6%	(67.2)	-14.6%	(46.2)	-10.2%	(74.2)	-17.2%
Debt retirement (2)	232.5		183.1		514.7		745.3		828.9	
Non-cash requiring debt retirement	0.0		0.0		(118.9)		0.0		0.0	
Cash Debt Retirement	232.5	37.8%	183.1	40.0%	395.8	86.2%	745.3	163.9%	828.9	192.1%
Public Debt Retirement Fund										
Installments (3)	200.0		50.0		100.0		100.0		130.0	
Income (4)	36.8		56.7		63.4		50.6		5.9	
Withdrawals	(38.1)		(50.0)		(108.9)		(444.8)		(599.0)	
Net Public Debt Retirement Fund Requirements	198.7	32.3%	56.7	12.4%	54.5	11.9%	(294.2)	-64.7%	(463.1)	-107.3%
Sinking Fund										
Installments (3)	205.5		217.4		232.2		215.9		226.4	
Income (4)	117.1		121.9		130.5		134.4		143.4	
Withdrawals	(194.4)		(133.1)		(286.9)		(300.5)		(229.9)	
Net Sinking Fund Requirements	128.2	20.8%	206.2	45.1%	75.8	16.5%	49.8	11.0%	139.9	32.4%
Total Borrowing Requirements	615.1	100.0%	457.7	100.0%	458.9	100.0%	454.7	100.0%	431.5	100.0%
Term Debt Borrowing	661.4	107.5%	457.7	100.0%	458.9	100.0%	454.7	100.0%	431.5	100.0%
Short-Term Borrowing	(46.3)	-7.5%	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%
Total Borrowing Requirements	615.1	100.0%	457.7	100.0%	458.9	100.0%	454.7	100.0%	431.5	100.0%
Term Debt Borrowing:										
C\$ Domestic Syndicated	200.0									
Euro-Canadian Syndicated	250.0									
Structured Domestic (5 issues)	170.0									
Yen Loan (Swapped to C\$)	41.4									
	661.4									

(1) Includes deferred recognition of federal transfer payments, amortized foreign exchange losses, accrued pension liabilities, net capital advances, and other non-cash requiring transactions.

(2) Debt Retirement assumes there will be no early exercise of call or put provisions associated with the outstanding debt.

(3) Sinking funds are required to be maintained for certain debt issues in accordance with debenture covenants. The province maintains sinking funds for all debt issues as a matter of policy. Public Debt Retirement Funds are designed to help manage short-term liquidity and prefunding.

(4) Sinking Fund and Public Debt Retirement Fund income is included in the calculation of budgetary (surplus)/deficit but retained in the funds and therefore not available for consolidated fund operating activities. Thus it is shown as a borrowing requirement.

Projected Borrowing Requirements

Projected borrowing requirements are detailed in Table 3. This table shows that over the next four years the borrowing program of the province is expected to be in the range of C\$400 to \$500 million, with the majority of the borrowing used to contribute to the Sinking Fund and Public Debt Retirement Fund. It is estimated that borrowing to fund operations will decline significantly in fiscal year 1996-97 to essentially zero, and in subsequent years operations are projected to generate a cash surplus. The Public Debt Retirement Fund is projected to be drawn down substantially in 1998-99 and 1999-00.

Table 4 Projected Gross and Net Debt (in millions)



	1995-96 Estimate	1995-96 Forecast	1996-97 Estimate	1997-98	1998-99 Projections	1999-00
Gross Debt						
Opening Balance (1)	\$10,828.2	\$10,845.3	\$10,772.4	\$11,146.0	\$11,072.9	\$10,812.7
Total Borrowing Program	650.0	615.1	457.7	458.9	454.7	431.5
Debt Retirement	(192.1)	(232.5)	(183.1)	(514.7)	(745.3)	(828.9)
Foreign Exchange (Gain) Loss	(233.0)	(455.5)	99.0	(17.3)	30.4	68.3
Closing Balance	11,053.1	10,772.4	11,146.0	11,072.9	10,812.7	10,483.6
Public Debt Retirement Funds						
Opening Balance	449.6	449.0	647.7	704.4	758.9	464.7
Installments	200.0	200.0	50.0	100.0	100.0	130.0
Earnings	44.5	36.8	56.7	63.4	50.6	5.9
Debt Retirement	(38.1)	(38.1)	(50.0)	(108.9)	(444.8)	(599.0)
Closing Balance	656.0	647.7	704.4	758.9	464.7	1.6
Sinking Funds						
Opening Balance	1,178.3	1,187.7	1,315.9	1,522.1	1,597.9	1,647.7
Sinking Fund Installments and Serial Retirements	206.4	205.5	217.4	232.2	215.9	226.4
Earnings	129.8	117.1	121.9	130.5	134.4	143.4
Debt Retirement	(154.0)	(194.4)	(133.1)	(286.9)	(300.5)	(229.9)
Closing Balance	1,360.5	1,315.9	1,522.1	1,597.9	1,647.7	1,787.6
Net Debt	\$9,036.6	\$8,808.8	\$8,919.5	\$8,716.1	\$8,700.3	\$8,694.4

(1) Gross debt includes outstanding debentures, short-term promissory notes net of related investments, debt associated with hospitals and public schools, and debt assumed for Teachers' Pension Fund and Member's Retiring Fund. The amount does not include the deficiency in net assets of the Crown corporations, Nova Scotia Resources Limited, and Sydney Steel Corporation nor certain pension liabilities.

(2) \$118.9 million of Debt Retirement in 1997-98 is a non-cash transaction involving Deuterium of Canada Ltd.

Projected Gross and Net Debt

Projected gross and net debt are detailed in Table 4. Gross Debt is a measure of long-term debt, and Net Debt is defined as Gross Debt less Sinking and Public Debt Retirement Funds. Although the total borrowing program was \$615.1 million in 1995-96, the balance of Gross Debt is forecast to decline from \$10,845.3 million to \$10,772.4 million. This decline of \$72.9 million is due not only to the borrowing program largely being used to finance maturing debt but also a large foreign exchange gain.



Table 5 Projected Net Direct Debt (in millions)



	1995-96 Forecast	1996-97 Estimate	1997-98	1998-99 Projections	1999-00
Opening Balance	C\$8,513.9	C\$8,507.4	C\$8,362.6	C\$8,355.0	C\$8,345.9
Budgetary Deficit (Surplus)	181.0	(2.8)	(7.6)	(9.1)	(12.7)
Provision for Gains on Sale of Certain Crown Corporations	0.0	(142.0)	0.0	0.0	0.0
Provision for Change in Unfunded Pension Liabilities	(187.5)	0.0	0.0	0.0	0.0
Increase/(Decrease) in Net Direct Debt	(6.5)	(144.8)	(7.6)	(9.1)	(12.7)
Closing Balance	C\$8,507.4	C\$8,362.6	C\$8,355.0	C\$8,345.9	C\$8,333.2

Net Direct Debt

Net Direct Debt (Table 5) is calculated by subtracting the total amount of assets from the total amount of liabilities recorded on the province's financial statements at the end of each fiscal year. Net Direct Debt is expected to peak at \$8,513.9 in 1994-95.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
32,512	31,938	32,603	33,019

Includes current and capital expenditures.

Mission:

To encourage the development of a viable and sustainable Agriculture and Food Industry for the betterment of Nova Scotians.

Strategic Goals

- Improve the viability and stability of the agriculture and food industry and enhance its ability to grow.
- Increase the competitiveness of the agriculture and food industry to maintain and create new employment and income opportunities.
- Promote the development of a diverse rural economy including family-owned and operated farm businesses.
- Provide leadership in the development of human resources.
- Foster an environmentally responsible and sustainable agriculture and food industry.
- Enhance the advancement and development of rural people and communities.

Core Business Functions

Service Delivery

- Delivers programs and services that will enhance competitiveness and excellence in Nova Scotia farm production and marketing, while fostering/encouraging a sustainable resource for all Nova Scotians.

Research

- Supports and enhances agricultural research and technology transfer.

Consultation and Expert Advice

- Delivers expert advice to our clients in both the agri-food sector and the general public.

Education

- Provides accessible services and technical and extension education services to the agri-food industry.
- Provides comprehensive technical, baccalaureate, graduate, and continuing education programs for students at the Nova Scotia Agricultural College and throughout the Atlantic provinces.



Performance 1995–96

Income Stabilization

- During the past year, tripartite stabilization agreements for all sectors ceased, with the exception of the program for apples, which will expire during the 1996–97 fiscal year.
- The Net Income Stabilization Account (NISA), a federal-provincial producer program, was renegotiated and has added commodities and features to increase participation. The Nova Scotia Department of Agriculture and Marketing is actively pursuing this goal by providing information sessions and workshops on the enhanced NISA Program.

Program Review

- A department-led program review was completed, and some recommendations were implemented in the 1995–96 budget. These changes resulted in the introduction of the Agri-Focus 2000 Program, which has been developed in consultation with the Nova Scotia Federation of Agriculture. This program provides developmental assistance to farmers and farm organizations based on a business planning process.

- A departmental team completed a comprehensive services review, through a survey and consultative process with Nova Scotia farmers to assess and make recommendations on our services to clients. The level of satisfaction expressed by farmers ranged from 3.2 to 3.8 on a scale of 1 to 4. The results of these two reviews are being directly linked to departmental restructuring and refocusing.

Federal and Provincial Cooperation

- The department remains committed to providing planned development for Nova Scotia agriculture. Funding and program cuts at the federal level over the past year have prevented an agreement, in the traditional form, from evolving. The department has successfully launched its Agri-Focus 2000 development programs and is working closely with Agriculture and Agri-Food Canada to make the best possible use of federal and provincial funds in a jointly planned set of development initiatives.

Nova Scotia Agricultural College

- The Nova Scotia Department of Agriculture and Marketing and the Nova Scotia Agricultural College are continuing to analyse and review all functions to enhance operating efficiencies. Where possible, staff are being moved from programs that are to be eliminated into new ventures or into areas that are presently understaffed. Growth at the

college is being closely monitored by the administration to ensure that it meets the strategic goals of the Nova Scotia Agricultural College.

- The Nova Scotia Agricultural College continued to manage growth and experienced an increase in enrolment of 12 per cent, while the national trend shows a decline of 10 per cent. An Aquaculture Program was established in cooperation with the Department of Fisheries; and the new Director of Continuing Education is developing distance education capabilities for the college and the Nova Scotia Department of Agriculture and Marketing. International Agri-Food Business Centre was established. The college, in partnership with industry and the Nova Scotia Department of Agriculture and Marketing, has developed major research initiatives in blueberries, turf grass management, and live-stock breeding.

Revenue Enhancement

- During the past several years, the department has actively pursued methods to both expand revenue and reduce expenditures. Specific examples include:
 - sale of publications
 - introduction of user fees at the Dairy Lab
 - increased tuition fees at the Nova Scotia Agricultural College
 - increased cost recovery at Plant Industry–Analytical Services
 - introduction of fees for engineering plans
 - increased Farm Loan Board loan processing fees
 - operation of specific specialist services on a cost-recovery basis.
- Janitorial services for the Nova Scotia Agricultural College Residences were privatized by calling for tendered services. It is anticipated that this will save approximately \$70,000 per year.

Priorities 1996–97

- Continue negotiations with the federal government to develop and implement a bilateral agreement on Agricultural Safety Net programs that will be based on three core elements:
 - the national whole farm income-based program, NISA, or the Net Income Stabilization Account
 - crop and livestock insurance
 - province-based transitional programs, commonly referred to as “companion programs.”



- Continue to negotiate with the federal government for improved options in federal-provincial coordination and cooperation through new initiatives that benefit the Nova Scotia agri-food industry, including access to \$9.5 million in funding for transportation adaptation and access to other funds of benefit to the industry.
- Develop joint economic and business initiatives with the agri-food sector and other stakeholders.
- Concentrate on the key priorities for agricultural development and competitiveness as developed with the industry through the complete restructuring of department programs within Agri-Focus 2000.
- Design a Human Resource Strategy to restructure the department in line with both the program and services reviews and industry consultation, within the overall objectives of *Government By Design*.
- Lead and manage change and development at the Nova Scotia Agricultural College in such areas as the cooperative aquaculture program with the Department of Fisheries, distance education, bio-technology, business management, entrepreneurship, and leadership skills.
- Capitalize on emerging international markets through enhanced knowledge and skills.
- Complete funding and construction arrangements for a new aquaculture facility.
- Continue to assess and expand cost-recovery opportunities through privatization, tuition fees, pasture fees, user fees, and the sale of services.
- Direct departmental resources to identify, promote, and market our knowledge, products, and skills to local, national, and international clients.
- Focus activity in the area of environmentally responsible and sustainable agriculture, including land-use planning and water usage.
- Identify and implement operational changes at the Nova Scotia Agricultural College in accordance with the strategy outlined in the department's submission to the Nova Scotia Council on Higher Education, within a strengthened relationship between the department, the Nova Scotia Agricultural College, and the agri-food industry.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
36,716	33,301	32,030	28,568

Includes current and capital expenditures.

Mission:

To effectively meet the needs of individual Nova Scotians and the province's business community, with fast, reliable, consistent service in providing licenses, permits, registrations, information, revenue administration, consumer services, and inspections.

Strategic Goals

- Deliver superior service to customers across Nova Scotia.
- Optimize provincial revenue.
- Meet and exceed client expectations.
- Demonstrate that government can deliver high quality service.
- Expand physical and electronic access to services and reduce response time.

Core Business Functions

- Revenue Collection and Tax Administration
- Licensing, Registration and Compliance Inspection
- Information and Assistance

Performance 1995-96

The Department of Business and Consumer Services was created April 1, 1996, by uniting most of the government's centres of high-volume business and consumer transactions. The components of the new department are:

- the Registry of Motor Vehicles (from the Department of Transportation and Communications)
- the Registry of Joint Stock Companies (from the Department of Justice)
- the Provincial Tax Commission (from the Department of Finance)
- Vital Statistics (from the Department of Health)
- the Consumer and Commercial Relations Division and the Financial Institutions Division (from Housing and Consumer Affairs)
- the Gaming Control Commission
- Access Nova Scotia (from the Economic Renewal Agency)
- the Nova Scotia Government Bookstore and Public Enquiries (from the Department of Supply and Services).



These are the “front end” agencies of government. They issue the permits and licenses; they do registrations, tax administration, and many of the inspections. These agencies also provide information, guide clients through the bureaucracy, and offer protection and assistance to consumers.

The integration—initially of these eight agencies—will result in significant improvements in service to clients in terms of access, convenience, consistency, and reliability. The Nova Scotia Central Business Registry, currently under development, will move service integration beyond the limits of the new department and into all areas of government service.

Most of the component parts of the Department of Business and Consumer Services have, or are, engaged in redesign initiatives in their own right. The common goal of all these initiatives is better service to the clients we all serve—the people and businesses of Nova Scotia.

Some initiatives are far advanced and have resulted in significantly enhanced customer service. The redesign of services offered by the Registry of Motor Vehicles is a case in point. Expanded hours of operation, extended life of permits and licenses, and customer kiosks are some of the innovative service improvements RMV has adopted.

Other initiatives, in the final stages of design, are about to show results. A major expansion of service delivery systems by the Registry of Joint Stock Companies will proceed early in the new fiscal year. Registry services will be broadly available through Access Nova Scotia locations and on-line connections.

Initiatives under way within the individual components of Business and Consumer Services will proceed. They will be re-focused to include the broader vision of the new department. The integration of the separate components will take time. Initially each will come into the new department as a stand-alone unit. Service integration will evolve, with significant progress toward full integration expected over the next 12 months.

The service innovations and enhancements achieved by the individual units will be shared and spread across the new department.

Priorities 1996–97

- Begin to integrate service delivery. The objective is to offer, at locations across Nova Scotia, all services presently provided by the existing components. Services will also be delivered via a variety of electronic means.
 - Expand service access points to locations across the province.
 - Design and organize the department along functional lines. (i.e., customer service; licensing and registration; revenue administration (billing, collection, audit, and compliance), and inspection services.
 - Integrate departmental management and set customer service standards.
 - Implement a corporate system to identify each of the business clients of government. Each business client will be issued a provincial client number.
- Advance the Central Business Registry initiative.
 - Cross-train staff to perform the range of services offered by the new department.
 - Begin a rigorous review of government regulations, particularly those imposed on business. The goal is to streamline bureaucracy and eliminate needless paper burden and outdated, overlapping, and counterproductive regulations.





Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
539,537	543,212	546,827	552,517

Includes current and capital expenditures.

Mission:
To develop, administer, and deliver social services and income maintenance programs to Nova Scotia's people and communities.

Strategic Goals

- Improve the employability of social assistance recipients and thereby promote the financial independence of individuals, families, and communities by integrating their publicly supported income with job related assistance.
- Enhance the range of prevention services available to families and children at risk.
- Promote community living for persons with mental handicaps or mental disabilities.
- Achieve administrative efficiencies, increase consumer input, and develop innovative approaches to service delivery.

Core Business Functions

Financial Assistance and Employment Support

- Provides financial assistance and employment support to help persons who are in financial need maximize their independence.

Protection of Children and Adults

- Protects children and adults who are vulnerable.

Social Service Support/Delivery

- Provides, in partnership with community agencies, an array of social services that address social needs and prevent social problems.

Standards

- Ensures standards of care in facilities that provide programs and care for children and adults.

Performance 1995-96

- The "Welfare Reform Solutions Committee" was initiated to develop a strategy and process for social assistance reform.
- The first phase of welfare reform was implemented in Cape Breton by taking over responsibility for municipal general assistance and integrating this with the Family Benefits program and an enhanced Training and Employment Support program.

- A collaborative initiative to minimize duplication and overlap in social service delivery was developed in metro Halifax with Human Resources Development Canada and the municipal level of government, through an eligibility review initiative for the Municipal Social Service program, improved access to unemployment insurance data, and the assignment of benefits.
- Resources to protect children at risk were improved by
 - adding 18 additional child protection workers to children's aid societies and district offices
 - revising standards and guidelines in the area of child abuse/neglect
 - training social workers and police in conducting joint investigations of abuse.
- In July 1995, the Eastern Region Child and Youth Services Project, which is a joint undertaking involving the Departments of Community Services, Health, Justice, and Education and Culture, was implemented. Work to date includes 1) an interim crisis response, 2) research into the establishment of Youth Health Centres, 3) proposed project components, 4) enhanced outpatient mental health services, and 5) proposed youth services for Glace Bay.
- An additional 50 subsidized day care spaces were established.
- A draft Terms of Reference were developed for the Regional Advisory Councils. Implementation will follow the decentralization of decision making through reorganization.
- Community placements were developed for 33 residents of the Nova Scotia Youth Training Centre and the Dartmouth Children's Training Centre.
- Discussion papers were issued on deinstitutionalisation and community-based residential options for persons with disabilities, and public consultations were held throughout the province to determine the policy requirements and regulatory framework.

Additional Accomplishments

- A management structure was established to oversee the amalgamation of social services in the metro Halifax area.
- An innovative employment program was implemented in partnership with the Economic Renewal Agency and Human Resources Development Canada to help 120 children of social assistance recipients gain summer work experience.
- The Compass Program, a four-part training/employment initiative designed to help social assistance recipients gain employment, was implemented in partnership with Human Resources



Development Canada and the Economic Renewal Agency. Compass includes a Work Experience Option, a Transitional Training Option, an Enterprise Development Option, and an Opportunity Fund.

- Three staff were added to post-adoption services in order to reduce the waiting period and to prepare for changes in legislation.
- A review of child care services, policies, and licensing, as well as of placement and residential services to adolescents, was launched.

Priorities 1996–97

Single-Tier Income Assistance and Employment Support System

- Develop a legislative/regulatory framework for the integrated single-tier social assistance delivery system: an equitable program underpinned by standardized policies and a strengthened training and employment program. This will improve customer service and reduce duplication and overlap.
- Implement plans for welfare reform initiatives outside of Cape Breton by working with municipalities that are either engaged in regional government initiatives or are reforming their delivery systems.

- Develop and launch, in concert with municipalities and the private sector, a new initiative to provide work experience opportunities to unemployed youth as an alternative to social assistance. This will be an initiative designed to reduce long-term dependency on social assistance.

Prevention Services

- Within the new Prevention Services Section of the Family and Children's Services Division, develop a policy framework for prevention.
- Begin negotiations with the federal government to expand child care services and early intervention programs to enhance support to families in caring for their children or making the transition to the labour market.
- Complete and implement the recommendations of a review of community placements for troubled children and youth with a view to providing more comprehensive services within the community.
- Develop a pilot project to measure the effectiveness of mediation in child welfare.

Community Living for Persons with Disabilities

- Finalize a policy on deinstitutionalisation for children and adults with a mental handicap or mental disability, based on consumer and public input.

- Expand the number of community-based placements for children and adults currently residing in facilities, thereby:
 - closing the Nova Scotia Youth Training Centre and the Dartmouth Children’s Training Centre
 - closing the Mary’s Hill Home Adults Residential Centre in Mabou
 - downsizing the Halifax County Regional Rehabilitation Centre and the Kings Regional and Braemore Home Rehabilitation Centres
- Implement a formalized regulatory framework for the Community Based Options Program.
- Develop and implement a province-wide case management system to include in-home support and respite care for children who are developmentally challenged.
- Reduce the number of clients receiving sheltered vocational services programs by directing individuals to integrated community-based placements for vocational day programs.
- increase the administrative efficiency and cost-effectiveness of program
- increase revenue recovery in income assistance programs through the establishment of a Revenue Recovery Unit
- increase cost savings in the income assistance program through a comprehensive strategy to reinvest welfare savings in training and employment initiatives.
- Co-locate federal and provincial staff to provide single access in Digby, Springhill, and Glace Bay.
- Undertake a joint venture with Human Resources Development Canada and Cumberland County municipalities to improve delivery of social programs.
- Develop new regulations to the Day Care Act, as well as a day care licensing manual, in consultation with the Minister’s Round Table on Day Care, and implement financial and program standards and guidelines.

Service Delivery

- Implement a comprehensive operational plan in the Income and Employment Support Services Program designed to:
 - use technology to downsize and pare costs in income assistance delivery



- Organize, in partnership with the Maritime School of Social Work, the Nova Scotia Family and Child Welfare Association, and the Family Violence Prevention Initiative, a provincial prevention conference to promote public awareness of prevention initiatives, the need for linkages, and programs in the province.
- Re-engineer the assessment/classification system for adults entering residential service programs in consultation with officials of the Department of Health. This will provide for a more seamless, consumer-responsive approach.
- Introduce new adoption legislation to enable the release of adoption information to birth parents and adult adoptees with their consent.
- Begin the “Foster Care 2000” project, which is a joint initiative with a wide range of community-based agencies, foster parents, and youth, to redesign foster care.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
69,561	68,817	73,947	74,283

Includes current and capital expenditures.

Mission:

To renew the economy of Nova Scotia by creating a business climate in which communities prosper, entrepreneurship thrives, and sustainable jobs are created and maintained.

Strategic Goals

- Increase export and investment activity in strategic sectors.
- Make it easier for businesses to start and grow in Nova Scotia.
- Improve the capacity of communities throughout Nova Scotia to build their own economic strength and sustainability.
- Encourage a healthy and growing tourism industry.
- Implement a customer-driven operational philosophy.

Core Business Functions

Export Development and Investment in Nova Scotia

- Helps companies to export their goods and services and encourages investment in new and existing enterprises in Nova Scotia.

Business Support and Information

- Provides advice, support, and information to businesses, business organizations, individuals, and community organizations.

Marketing

Financial Assistance

- Provides financial assistance and incentives to Nova Scotia businesses and prospective businesses.

Facilitation of Public/Private Partnerships

- Facilitates partnering and alliances among private sector businesses and groups and between the private and public sectors.

Provide Tourism Development Services

- Provides tourism development services that encourage a globally competitive tourism product and industry and information services that are targeted to maximize the economic benefit derived from tourism.



Performance 1995–96

Community Development

- Fourteen Regional Development Authorities (RDAs) were created, representing all parts of the province. The RDAs provide a coordinating framework for community projects and are responsible for developing a strategic plan to guide their development efforts.
- Five Access Nova Scotia (One-Stop Initiative) Centres were opened in Kentville, Yarmouth, Bridgewater, Sydney and Truro. The first of these public information service centres handled more than 800 inquiries in its first six months of operation.
- Communities that completed strategic plans were able to boost their efforts and get new projects under way through grants from the Community Opportunities Fund. The guidelines for use of the fund were reviewed and streamlined. Twenty-nine projects were approved, more than \$1 million in provincial funds levered a total project investment of \$2.5 million.
- Guidelines for the Community Business Loan Program were reviewed and adjusted. As of November 30, 1995, 390 loans, totalling \$4,804,413, had been made, which resulted in total project investment of \$11,667,282. This resulted in 585 jobs maintained, 837 jobs created, and 287 new businesses.

- Eighteen new co-ops were registered. The 300 registered co-ops have 65,000 members, 3,000 employees, annual sales of \$600 million assets of \$300 million and have returned \$8 million dollars to their members, representing a return of 20 per cent on investment.
- The Provincial Employment Program helped create 2,612 jobs. An additional 624 jobs were created in higher unemployment areas of the province through Nova Scotia Works.

Marketing

- Over 3,000 Nova Scotians have signed up for the Ambassadors Program. These ambassadors have agreed to promote Nova Scotia when travelling out of province. A World Wide Web site (“Virtual Nova Scotia”) was constructed to highlight the province’s advantages as a place to visit or do business.
- A significant place-marketing magazine, Nova Scotia Open to the World, was developed. The publication was circulated widely and direct-marketed to the education and investment sectors.
- The “Made With Pride Program” was developed to promote and market Nova Scotia’s unique intellectual, technological, and industrial infrastructure assets. The Media Investment Program, portrayed through advertising, profiled Nova Scotia companies that have become successful—have grown,

expanded, and found new markets from a Nova Scotia base. The Air Access Strategy has resulted in an increase in the number of European and American travellers coming to the province.

Tourism

- The Pines Resort Hotel, Keltic Lodge, and Liscombe Lodge recorded total sales of \$7.1 million during the summer of 1995, an increase of 7.7 per cent over the previous year. These results will enable the Provincial Resort Hotels to continue financing a program of facility renovations and furniture upgrading.
- A number of hosted tours of travel trade operators and media familiarization tours of Nova Scotia were conducted to promote the province as a destination and to encourage its inclusion in new package tours. These included 85 media representatives and about 300 travel trade agents and tour operators.
- The Village Fair program was implemented in the summer of 1995 and, through its special initiatives, contributed to the overall developmental impact of the G-7 Summit.
- Integrated trade and sales missions to Scotland, Iceland and three Scandinavian countries were conducted, resulting in a significant amount of sales and lead generation.
- Tourism Nova Scotia, in partnership with industry, communities, and other government stakeholders, completed a new tourism strategy for Nova Scotia.
- Visitor Information Centres around the province were improved through the introduction of new standards, an enhanced Award of Quality Program, and training initiatives. A new Visitor Centre was opened in downtown Halifax.
- A new Tourism Accommodation Act was introduced to raise the level of accommodations around the province. Improved visitor facilities and safety measures were introduced at Peggy's Cove.
- Tourism Nova Scotia publications included a series of "how-to" guides, to assist industry and communities in tourism planning and development, and new Tourism Insights monthly, reporting on tourism performance throughout the province.
- Tourism Nova Scotia initiated a new attraction signage program for 100-series highways in cooperation with the Department of Transportation and Communications.



Partnerships

- Work teams were formed with other departments to develop sectoral strategies and initiatives in health, higher education, environment, ocean industries, culture, and women's entrepreneurship and led to policy development in such areas as the Black Business Initiative, Trade Council, and community networks.
- The Waterfront Development Program worked with federal and municipal levels of government and with the private sector to improve the social and physical waterfront environment in 15 communities around the province. The budget of \$1.25 million was used to lever total project commitment of \$3.1 million.
- In conjunction with the Department of Education and Culture, a Culture Sector Initiative was established to facilitate and encourage cultural industry projects. The initiative provides a single point of contact and advocacy for culture projects within the ERA. Since its establishment in May 1995, more than \$6 million in loans and \$500,000 in grants to not-for-profit organizations, matched with private donations, have been made.
- Connections NS, a partnership between MT&T and the Government of Nova Scotia to bring call centres to the province, attracted six companies, creating over 800 new jobs and maintaining an additional 430. A total of 2,100 new

jobs have been created in Nova Scotia since the project began in 1993.

Trade

- The Trade Development Centre, in concert with the Nova Scotia Trade Council, developed a new Trade Strategy for the province.
- The Investment and Trade Division played a key role in the planning, coordination, and implementation of the G-7 Summit in Halifax.
- The Trade group coordinated Nova Scotia's participation in the Team Canada mission, led by the Prime Minister, to India, Pakistan, Malaysia, and Indonesia.
- The Investment and Trade group planned, coordinated, and implemented trade missions to Cuba and China, led by the Premier.
- The Trade group was instrumental in supporting the development of the International Financial Institution (IFI) Business Network, focused on increasing participation by Nova Scotia companies in IFI projects.

Business Development

- The Nova Scotia Film Development Corporation brought \$40.5 million of film activity to Nova Scotia, up from \$13.2 million last year.

- The Toronto Dominion Nova Venture Loan Program was extended to a \$5 million limit. Through the program, administered through 19 branches of the Toronto Dominion Bank branches, \$2.3 million in loans had been made to 64 companies, as of November 30, 1995. This created or enhanced 367 jobs.
- The Nova Scotia Business Development Corporation made loans and guarantees totalling \$21.4 million to businesses in 10 sectors. This created 493 jobs and maintained 288 jobs.
- Enhance and expand public-private partnership efforts in business development and marketing.
- Undertake an investment, trade, and tourism development mission to Iceland in the spring, with 100 participating Nova Scotia companies.
- Develop a Ferry Access Strategy for Nova Scotia aimed at expanding trade and tourism links.

Priorities 1996–97

Increase exports and investment in strategic sectors

- Complete the restructuring of the Investment and Trade Division of ERA and implement the Investment Action Plan.
- Work to position Nova Scotia to obtain maximum advantage from an anticipated \$3-billion offshore gas development project.
- Pursue an Air Access Strategy, designed to increase the numbers of seats available on international flights into Halifax, with the aim of increasing the flow of foreign tourists and creating investment and trade links for Nova Scotia .
- Build teams to develop and strategically reinforce the “Brand Nova Scotia” marketing theme.
- Identify gaps and strengths in Nova Scotia’s economic foundations and business climate through research and stakeholder consultation.
- Complete the streamlining of the business approvals process in Nova Scotia, with the objective of cutting the administrative and “red tape” burden on business.
- Undertake customized training for existing or new companies that will advance employees’ and/or employers’ skills and lead to increased productivity, competitiveness, and business growth.
- Introduce a skills-upgrading program for the film industry.

Demonstrate a customer-driven operational philosophy

- Improve customer service and response time.



- Co-locate the Trade Development Centre with the federal International Trade Centre to better deliver trade services in Nova Scotia.
- Evolve ERA Quarterly Report into a bi-weekly activity notice for the department delivered to key businesses in the province.
- Support Nova Scotia businesses through specialized advice, delivery of the Community Business Loan Program, Black Business Initiative, programs for women entrepreneurs, information, and counselling services.
- Expand scope and range of the Tourism how-to guides.

Foster the growth of viable communities

- Continued efficient management of community support programs such as the Community Opportunities Fund and Waterfront Development Program.
- Continue support of Regional Development Authorities through implementation and assessment of regional strategic plans, funding for RDA projects, passage of the RDA Act, and development of community-based financing instruments.
- Build capacity, standardize business counselling training, and provide training in community economic development.

Encourage export-oriented growth in such high value-added sectors as manufacturing and professional service

- Assist Nova Scotia companies to target potential markets in the US, other Canadian provinces, the Caribbean, Latin America, and selective European and Asia-Pacific areas.
- Create one-stop shop for Nova Scotia exporters.
- Support the expansion of high-quality, high-paying jobs by assisting the manufacturing and business service sector to expand product quality, enhance management skills, and improve market knowledge.
- Work independently and with the federal government to provide assistance for firm location, expansion, and new product development.

Encourage a healthy and growing tourism industry

- Implement the Provincial Tourism Strategy in consultation with appropriate provincial departments and stakeholders.
- Complete ecotourism and cultural tourism strategies for Nova Scotia.
- Develop a new policy for highway advertising signage.
- Initiate a program of assisting tourism planning at the community level.

- Improve the quality of the tourism product through implementation of the new Tourist Accommodations Act, quality control programs, and enhanced standards of customer service.
- Enhance the Nova Scotia Visitor Information Centre network, including the redevelopment of the flagship Welcome Centre at Amherst.
- Implement the 1996 Tourism Marketing Strategy. Implement “Year of the Wooden Boat” theme as a mini-focus of tourism promotion in 1996. Improve response times on tourism information to a 48-hour turnaround from inquiries.

Coordinate economic development initiatives in strategic sectors

- Implement a new strategically focused Canada/Nova Scotia Economic Diversification Cooperation Agreement.
- Implement partnership initiatives designed to lever more jobs and economic activity in such areas as health, environment, culture, aquaculture, education, information technology, ocean industries, manufacturing, and tourism.
- Together with institutional partners in the higher education field, work to attract international students from such areas as the Middle East and New England.





Fiscal Targets (\$ thousands)

Education

1996-97	1997-98	1998-99	1999-00
768,720	767,905	778,534	780,517

Assistance to Universities

188,834	183,814	185,615	192,681
---------	---------	---------	---------

Includes current and capital expenditures.

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

Strategic Goals

- Achieve excellence in all programming.
- Promote community development by making education and training more accessible and effective through technology.
- Use tax dollars more efficiently.
- Ensure accountability.
- Improve quality and efficiency by restructuring the education and training system.
- Improve race relations and cross-cultural understanding.
- Enable all Nova Scotians to participate in the changing economy by developing a learning culture.

- Help preserve and develop our knowledge resources and cultural and natural heritage.

Core Business Functions

Development, Implementation, and Evaluation of Programs and Services

- Coordinates the development, implementation, and evaluation of programs, courses, and educational services for the provincial public school system.
- Manages the province-wide achievement testing program to assist in the evaluation of student achievement.
- Provides teacher certification and classification services.
- Assists in providing in-service training to support program implementation and to develop and coordinate professional development programs.

Program and Service Delivery

- Responsible for the Nova Scotia Community College system and Collège de l'Acadie to provide training and retraining opportunities.
- Responsible for apprenticeship training and certification.

- Provides a range of programs and services for adults, such as literacy training, academic upgrading, workplace education, correspondence studies, and career planning.
- Collects, preserves, researches, and interprets the province's architectural, social and natural history through the operation of provincial museums.
- Provides programs and services in the performing arts, visual arts, crafts and design, cultural industries, and Acadian cultural services.

Funding and Financial Services

- Provides funding to post-secondary institutions in Nova Scotia.
- Provides funding to the provincial public school system.
- Provides funding to support public libraries, community museums, and other cultural activities.
- Provides financial assistance directly to post-secondary students.
- Undertakes audits, facilities planning, and equipment acquisition.

Policy and Planning Activities

- Coordinates the development, communication, and evaluation of policy for all departmental jurisdictions, including the public school system, training, universities, libraries, and heritage and culture.

- Coordinates federal-provincial relations in matters relating to the responsibilities of the department.
- Undertakes strategic and business planning activities for the department.

Consultative and Support Services

- Provides advice to school boards on all matters pertaining to public education and assists in the development and integration of policies and procedures of the department.
- Advises government on all matters related to universities.
- Provides support services to public libraries and cultural industries.
- Provides advice and support on the technology-related activities of public schools and school boards.
- Provides centralized, cost-effective learning resources, media production, and distance education network services to meet the needs of the provincial education system.
- Manages the school capital construction program, the emergency capital program, and the school indoor air quality program.
- Monitors school boards' pupil transportation systems.



Performance 1995–96

Elementary and Secondary

- The department planned and began to implement restructuring of school boards to create six Anglophone and one Acadian-Francophone school board. The amalgamation process, approved by government following the White Paper consultations, was initiated in late August 1995 and is expected to be completed by July 31, 1996.
- An \$18-million fund was established to implement Acadian-Francophone governance. This cost-shared agreement with the federal government covers a five-year implementation period.
- The Maintenance Stabilization Trust Fund was created to increase funding for emergency capital, so school boards can ensure a safe and healthy environment. This fund was created with an initial contribution from the department of \$700,000, which is available for loans to school boards. This fund will continue to grow with additional contributions from government and the repayment of loans from school boards.
- Five school construction projects were begun, construction of one school was completed, and planning was initiated for nine new school construction projects.
- Tendering for the design, construction, financing, and operation of the new junior high school in Sydney and the new elementary school in Porters Lake increased partnerships with the private sector. Both schools are to be technology-rich, lifelong learning centres.
- Learning expectations, called Essential Graduation Learnings, which described what students should know and be able to do at the end of grade 12, were published.
- Outcomes-based curriculum was developed in industrial arts/technology, computer studies, career and life management, physically active lifestyles, physics, and chemistry.
- Curriculum was improved in science, language arts, and mathematics. Foundation documents outlining learning expectations for students from Primary to grade 12 were developed regionally and validated through a province-wide consultation.
- A pilot African Canadian studies course for high schools was developed in cooperation with the Black Learners Advisory Committee (BLAC) and several school boards.

- Six pilot School-to-Work Transition research projects were approved and implemented across the province to help students make a smooth transition from the classroom to the world of work.
 - A partnership was created with the Atlantic Canada Opportunities Agency (ACOA), the Nova Scotia Economic Renewal Agency (ERA), and the private sector to establish a Centre for Entrepreneurship Education and Development with the mandate to increase the entrepreneurial skills and capability of young people.
 - A \$3-million ACOA grant to provide computer labs to 46 junior/senior high schools was administered.
 - The development of education performance indicators was initiated through the Atlantic Provinces Education Foundation (APEF). Technical definitions were completed for the prototype report on performance indicators scheduled to be published in 1996.
 - The first two phases of the provincial data base of student level records was developed to monitor and communicate educational performance. Pilots for collecting the data were carried out at eight school board and campus sites.
 - Guidelines were initiated for school districts to assist in providing comprehensive services to students with special needs. These include student assistants, special transportation, and pre-referral intervention.
 - A new special education policy was introduced following extensive consultations.
- Nova Scotia Community College–Collège de l’Acadie and Apprenticeship Training**
- Legislation for self-governance of Collège de l’Acadie and Nova Scotia Community College was introduced. Self-governance, through the Board of Governors, will help the community colleges become competitive and create better training to support economic development.
 - A central management structure for the Nova Scotia Community College was developed.
 - During this time frame 88 community college programs were assessed to continue to achieve program renewal and relevance in the Community College system.
 - Thirteen new community college programs were introduced and curriculum was developed, creating 57 new programming sections.
 - Distance education programming at Collège de l’Acadie was expanded with the opening of learning centres in Petit de Grat and St. Joseph-du-Moine.



- Sales of customized training through the Nova Scotia Community College were increased to approximately \$9 million.
- The Nova Scotia Provincial Apprenticeship Board was restructured and made operational. Board recommendations to expand designated trades to include all Red Seal occupations were accepted and implemented.
- A 1-800 number was established, an apprenticeship video was completed and distributed, an interactive computer-based apprenticeship information system was developed and implemented, and a Provincial Apprenticeship Board Roundtable on Apprenticeship was conducted. Each of these initiatives has resulted in an overall improvement of service and has increased the availability of information to Nova Scotians.

Universities

- An integrated set of recommendations for changes in policies, practices, and structure to foster sustainability and opportunity for the university system were presented to government, universities, and the public at large.
- The development of the metro consortium of universities for cost-efficiency and academic rationalization was facilitated.

- A study on university financing, which involved an external committee and active involvement in extensive consultations, was initiated and published.
- The restructuring of the teacher education system, carried out under the jurisdiction of the Council of Nova Scotia University Presidents, was facilitated and monitored. This involved the closure of the teacher education programs at Dalhousie and Saint Mary's Universities and the redeployment of the majority of faculty potentially displaced as a result of restructuring.
- Regional initiatives took place to create distance education partnerships.
- The development and funding of the Prior Learning Assessment Centre, which will serve as a pilot project and policy research centre for matching adult learners with university and college opportunities, was facilitated.
- In partnership with the Nova Scotia Economic Renewal Agency, revenue generation and economic renewal initiatives for universities and the community colleges were explored.

Lifelong Learning

- Curriculum materials and training modules were developed to support the learning needs of adults with disabilities.

- French curriculum materials to support Acadian and Francophone adult learners were developed in partnership with Acadian-Francophone community organizations.
- Workplace education programs and extended partnerships were established in business and industry across the province to embed adult learning opportunities as an integral part of community development.
- Programs were implemented that will create approximately 3,000 career-related internship opportunities for post-secondary students in Nova Scotia by the year 2000.
- Public access terminals for access to Ncompass (automated library system and electronic network) and Internet were provided in 50 public library sites.
- The delivery of the General Equivalency Diploma (GED) was re-engineered to better meet the needs of all Nova Scotians and to reduce duplication of service.
- The Community Learning Initiative was expanded to include 17 new programs to advance learners' skills to a grade 12 level, serving 300 learners across the province.

Heritage and Culture

- A Cultural Enterprises Policy with ERA, which will ensure that cultural and heritage producers have access to all programs designed to support business and industrial development in Nova Scotia, was announced and implemented.
- The process was begun to establish a Nova Scotia Arts Council to administer grants to individual artists and organizations.
- A provincial cultural policy, which will involve extensive public consultations, was initiated.
- In preparation for implementation of a new grant system based on performance standards and service to the public, 50 community museums were evaluated.

Departmental

- The new Education Bill to support student success and promote partnerships, shared responsibilities, and effective use of resources was enacted.
- An African Canadian Services Division with responsibility for developing and coordinating public school and adult education programs and services for Black Nova Scotians was established.
- A Council on African Canadian Education was established through the new Education Act to provide guidance to the Minister.



- A Council on Mi'kmaq Education was established through the new Education Act to provide guidance to the Minister.
- Ednet, a Wide Area Network, was established to serve the data and Internet communications requirements (including public access) at community college campuses and learning centres, public libraries, museums, and department offices; with an option for public schools, school boards, and cultural organizations.
- A comprehensive study of the utilization of information technology within the department was conducted to prepare a three-year IT strategy and to establish roles, responsibilities, and appropriate staffing of the MIS function.
- Improved client service and technology applications in the Teacher Certification Office have improved turnaround times on all service inquiries by approximately 50 per cent.
- A memorandum of understanding concluded with a private sector company will provide elementary/secondary education programs in the Peoples Republic of China.
- Assist students to improve learning through a regional approach to curriculum development and assessment in language arts, mathematics, and science. Ensure that the needs of all students are supported through the development and implementation of specific policies, programs, and resources to meet the needs of the diverse communities that make up Nova Scotia society.
- Improve the preparation of youth and adults for participation in the labour market by developing and improving internship opportunities, adult education, and workplace education programs, and by developing and implementing new systems for accreditation and certification of adult learning.
- Implement self-governance legislation for the Nova Scotia Community College and the Collège de l'Acadie, and put in place a Board of Governors for the two colleges.
- Facilitate and monitor implementation of changes in structure, policy, and delivery within the framework of government's decisions on the recommendations of the Council Report "Shared Responsibilities in Higher Education" and the Metro Universities Business Plan.

Priorities 1996–97

- Implement the restructuring of the public school system and amalgamation of school boards in the province to meet changing needs, reflect redefined roles

- Build on Nova Scotia's cultural strengths by establishing the operation of the Nova Scotia Arts Council/Conseil des arts de la Nouvelle-Écosse, and by developing a provincial cultural policy based on province-wide public consultations to provide for improved and focused decision making on cultural initiatives.
- Continue to initiate public-private sector partnerships to provide technology-rich schools.
- Further develop the department's presence on the Internet to increase public awareness of, and access to, departmental information and services.
- Establish the Council on African Canadian Education and the Council on Mi'kmaq Education.
- Implement a new policy regarding grants to community museums, based on evaluation of performance and service to the public.
- Conduct a province-wide public attitude survey relating to services provided in public libraries.





Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
18,833	18,444	18,783	18,995

Includes current and capital expenditures.

Mission:

To protect, manage, and promote a healthy environment.

Strategic Goals

- Improve the level of environmental protection and management.
- Promote stewardship of the environment.
- Support innovative approaches to achieving sustainable development.
- Improve the effectiveness of the organization through training, teamwork, and the application of appropriate technology.
- Provide cost-effective service to our clients throughout the province in an efficient manner.

Core Business Functions

Environmental Management Enhancement and Innovation

- Supports innovative environmental technology and management practice, which contributes to job creation in an expanding economic sector, while improving the quality of Nova Scotia's environment. This, in turn, will help attract and support numerous industries and fur-

ther the objectives of economic renewal. Proactive approaches to pollution prevention improve environmental quality without regulation.

Environmental Stewardship and Education

- Forges non-regulatory partnerships with the private sector and communities. These partnerships are designed to identify cooperative solutions and prevent environmental issues from arising. It is an area of expanded emphasis, identified as a priority in the department's strategic plan. It aims to promote sustainable development and healthy communities.

Approvals

- Assesses and consistently enforces appropriate regulatory standards. These regulatory approvals are delivered through an expanded regional office structure designed to serve clients efficiently.

Administration

- Ensures that the technological and human resources capabilities within the department keep pace with the demands of clients and allow staff to effectively achieve the business functions of the department.

Performance 1995–96

Implementation of the Environment Act and Regulations

- Under the new Environment Act, the number of regulations was reduced from 44 to 18.
- Reflected legislative requirements and opportunities in strategic plan and priorities for 1996–2000.

Development of the Provincial Solid Waste-Resource Management Strategy

- After eight public meetings and more than 200 written submissions, the department completed consultation and developed the strategy in October 1995. The strategy commits Nova Scotia to a waste diversion target of 50 per cent by the year 2000. It provides for job opportunities, as well as environmental benefits. The strategy
 - consolidates six sets of regulations into one
 - provides for economic opportunities through the Resource Recovery Fund, including the creation of approximately 600 new jobs
 - involves all Nova Scotians in reuse, recycling, and reduction of wastes

- includes provision for leadership in, for example, the government-wide procurement policy and government-wide recycling program.

Provincial Water Policy

- The internal review and discussions on the Provincial Water Policy have been completed. The resulting proposals support strong community involvement in decision making/planning for water use and protection. It is proposed that a draft policy document be released in the summer of 1996 for government-wide and subsequent public review.

Development of Air Quality Index

- The Air Quality Index, which provides the public with up-to-date air quality information in the Halifax-Metro area on a 24-hour basis, will be implemented in April 1996.

Emergency 911

- E-911 will improve public safety through more efficient emergency response. An agreement has been implemented with Maritime Tel & Tel on a civic-addressing database. E-911 coverage had expanded to Colchester, Cumberland, and Hants East counties by March 1996.



Integrated Environmental Management System

- To further develop the Integrated Environmental Management System, consultants were retained through a cooperative business solutions approach. The project was initiated with “quick hits” to improve client service delivery.

Environmental Industries Program

- This program aims to improve environmental quality while increasing employment in the environmental industry sector.
 - established a Management Consortium
 - developed an Environmental Industries initiative, which will contribute to the creation of 2,000 new jobs over the next five years
 - developed a business relationship with the environmental sector in Taiwan
 - planned and implemented a showcase of wastewater treatment technologies for the G-7 Summit
 - worked with 45 companies on environmental product commercialization
 - developed a working relationship with the Organization of Eastern Caribbean States (OECS).

Coastal Zone Management

- The Coastal 2000 initiative was developed as a pilot for integrated resource management, and linkages were established with Regional Development Authorities as participants within communities. A revised consultation paper will be ready for public release in the summer of 1996.

Sewage Discharge Policy

- This policy aims at eliminating the discharge of raw sewage into provincial waterways. It improves environmental quality by encouraging appropriate treatment of discharges and emphasizes source controls and cooperation with municipalities.

Automation of Utilities

- Automation of the Port Hawkesbury utility was completed, improving the quality of service to industrial users.
- Plans for automation of the Pictou facility are proceeding.

Training Program with UCCB

- The establishment at the University College of Cape Breton of the first Bachelor of Science in Environmental Health Technologies degree program in Canada was promoted. The program will open in September 1996.

Implementation of Strategic Plan

- The departmental program review and priority setting exercise required by the strategic plan was completed. The following components were also carried out:
 - initiated human resources development program
 - developed draft Pollution Prevention Strategy
 - initiated process for State of the Environment Reporting for the province.

Priorities 1996–97

Implement Solid Waste Management Strategy

The Solid Waste Management Strategy supports the provincial goal of economic renewal and the department's objective of improved environmental management.

- Implement disposal bans on a range of recyclable and reusable materials, which account for approximately 20 per cent of the 50 per cent diversion target of the current waste stream.
- Work with the seven newly formed regional municipalities to develop regional waste management plans and resource recovery plans.
- Establish the Resource Recovery Fund as a vehicle for innovation and economic development through the use of waste resources.

Continuing Emphasis on Environmental Technologies

By researching, showcasing, and implementing innovative technologies, this initiative responds to the economic renewal priority and supports sustainable development. It establishes Nova Scotia as a leader in the environmental technologies field.

- Implement Environmental Industries initiative to assist in the creation of 700 new jobs.
- Establish the wastewater treatment research and development centre.
- In cooperation with the Organization of Eastern Caribbean States, establish working relationships with environmental businesses in the Caribbean.
- Conduct environmental business missions to Taiwan and the Grampian region of Scotland.
- Participate in one international environmental trade show.

Implementation of Pollution Prevention Strategy

The Pollution Prevention Strategy promotes redesign of government through voluntary partnerships that promote environmental protection and social responsibility by improving environmental quality without increasing the regulatory burden.

- Target priority issues in government, industry, and communities.



- Work with target groups in priority areas.
- Implement an in-house pollution prevention program.
- Prepare educational materials.
- Reward successes.

Implementation of State of the Environment Reporting

By providing the public with readily accessible information on environmental trends and progress towards achieving national and provincial targets for environmental quality, this initiative responds to the need for open, accountable, and responsive government and the requirement for sustainable development.

- Establish reporting procedures, indicators, and process.
- Publish first provincial State of the Environment report in the summer of 1996.

Full Implementation of E-911

The Emergency 911 system promotes public safety through efficient emergency response.

- Aggressively expand areas served by E-911.
- Anticipate full provincial coverage by December 1996.

Implementation of Water Policy and Provincial Water Strategy

The Water Policy and Provincial Water Strategy encourage open and accountable government and implements proactive approaches to improving environmental quality without recourse to further regulation.

- Involve communities in decisions about the use and management of this provincial resource to secure sustainable community development opportunities.
- Incorporate implementation of initiatives to address sewage discharge and the impacts of development on recreational use of lakes.

Implementation of Coastal Zone Management

This initiative provides a sound integrated environmental and resource management basis for sustainable community development in the coastal zone and a model for Integrated Resource Management throughout the province.

- Establish regional service networks of provincial staff to work with communities on resource and environment issues.
- Provide technical advice to communities.

Automation of Utilities

- Continue service improvement by
 - completing the automated control system for the Pictou utility
 - carrying out a feasibility study for automation of the Lockeport seawater plant.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
9,342	9,252	9,524	9,572

Includes current and capital expenditures.

Mission:

To create a competitive taxation and fiscal climate for Nova Scotia through effective policy and development, financial management, and service delivery.

Strategic Goals

- Achieve an ongoing budgetary surplus through the effective management of the province's financial resources and strategic financial and economic planning.
- Improve Nova Scotia's taxation and fiscal climate through the development and coordination of effective fiscal and economic policies and strategies.
- Optimize the revenues due the province through the provision of a fair and equitable taxation system.
- Maximize the financial return to the province through the effective management of its investments and debt obligations.

- Safeguard the entitlements of pension plan members in Nova Scotia and facilitate the broadening of pension coverage.

Core Business Functions

Budgeting and financial management

- budget preparation
- accounting, financial administration, and reporting

Fund and debt management

- administration and regulation of pension and trust funds
- investment management, debt management, and treasury operations

Policy development

- analysis, research, and advice in economic, fiscal, business, and tax policy

Procurement

- Management of fair, consistent, and open procurement policy for government.



Performance 1995–96

- Continued restructuring within the department over the 1995–96 fiscal year has provided for a more efficient and effective framework for meeting the department’s strategic objectives. The integration of the Economic Policy/Analysis and Statistics functions of the former Department of Economic Development into the Fiscal and Economic Policy Branch of the Department of Finance has enabled a more coordinated approach to the ongoing development of effective fiscal and economic policies by government.
- As part of its technology enhancements, the department is in the process of engineering and modernizing its corporate financial management system. This system will fundamentally transform the finance and administrative functions across government, resulting in more efficient and effective service delivery, enhanced decision making, and improved expenditure management. Significant strides have also been made toward decentralizing several practices/procedures that were previously centralized in Finance.
- During the past year the department has launched a process of communications including presentations to and consultations with various groups such as Voluntary Planning, Regional Development Authorities, professional organizations, and labour organizations. In addition, the department has sought input from groups such as the Financial Services Round Table, the Task Force on Export Development, and the department’s 13-member Business Advisory Committee.
- The past year was a successful one for the Provincial Tax Commission. In addition to meeting or exceeding outcome measures set out in their business plans, progress was achieved in key strategic initiatives. Such initiatives include:
 - finalization and full implementation of restructuring along functional lines
 - creation and implementation of the new Revenue Act, which significantly modernizes Nova Scotia’s tax administration
 - increased use of technology (i.e., electronic filing, work at home initiative, etc.)
 - increased communication/cooperation with the private sector on such key issues as legislative amendments and the underground economy
 - centralization of strategic business functions through leadership in the Nova Scotia Central Business Registry initiative.

- The department has also made significant strides throughout the past year in the provision of central financial services and improved accountability within government. During 1995–96 alternative strategies have been developed to meet the funding challenge of the Health Benefit Plan.
- Further steps were taken during the past year to relieve the tax burden and create a competitive environment for business in Nova Scotians. The Equity Tax Credit for individuals wishing to invest in a Nova Scotia small business was enhanced, and a new tax credit was introduced to help business meet the cost of filing a prospectus for a public offering. The Health Services Tax rebate for new home construction by first-time home buyers was extended another year, and the convention industry received a boost with the exemption of their hotel and motel accommodations from the Health Services Tax. The film industry received assistance this past year with the introduction of the Film Tax Credit.
- The department has also, in conjunction with the Priorities and Planning Secretariat, implemented the Integrated Planning and Budgeting System in government. This new system has enhanced the efficiency and effectiveness of government operations by enabling the integration of government-wide corporate strategic planning and expenditure allocations on a four-year basis.
- The department made further progress in 1995–96 toward a more active debt management strategy in the province. As outlined in *Government By Design*, the government's Debt Management Plan provides for reduced borrowing requirements and increased redemption of outstanding debt, the use of cost-effective instruments in capital markets, the creation of an acceptable market for Nova Scotia securities, and a reduction in the foreign component of the provincial debt. Since announced, the province has made significant progress by restructuring 22 per cent of the total debt from fixed to floating interest rates in order to reduce the cost of the debt and has reduced foreign debt exposures by approximately 10 per cent.

Priorities 1996–97

- Increase the use of current technology through the implementation across government of a new corporate financial management system. Such a system will facilitate the communication of financial, budget, and taxation information.



- Actively participate in the review and reform of major federal-provincial initiatives such as the refinancing of the Canada Pension Plan, the Canada Health and Social Transfer and the Federal-Provincial Cooperation Agreement. The province will also continue to work with the federal government on the issue of harmonization of the federal and provincial sales tax system within the province.
- Rationalize policies and administrative practices for pension plans administered by the province.
- In conjunction with the Priorities and Planning Secretariat, develop an accountability framework for government designed to evaluate the efficiency and effectiveness of departmental programs and services in meeting the strategic objectives of government. The framework will include Crown corporations, agencies etc.
- Develop more formal and ongoing communication with the business community to ensure the government remains cognizant of issues and concerns and endeavour to implement policies and programs that will improve their competitiveness and prosperity.
- Provide for the successful implementation of legislative reform with the objective of ensuring such reform achieves simplicity, consistency, and accountability, for users and administrators.
- Implement the new procurement policy, expand new policy to include MUSH sector and ensure that an effective quality assurance, standards and specifications, and evaluation program are put in place.
- Re-engineer procurement processes to streamline activity, eliminate unnecessary steps, and ensure that all activities add value to the process.
- Acquire and implement an automated procurement support system.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
6,290	6,434	6,578	6,669

Includes current and capital expenditures.

Mission:

To serve, develop, and optimize the harvesting, processing, and recreational segments of the Nova Scotia fishing and aquaculture industries for the betterment of our coastal communities and the province as a whole.

Strategic Goals

- Protect the interests of Nova Scotia as policies are developed for the management of the commercial and recreational fisheries on the east coast of North America.
- Increase production from the aquaculture industry in Nova Scotia.
- Develop commercial and recreational fisheries that target non-traditional species and eco-tourism.
- Foster community involvement in the management of coastal resources.
- Enhance the skill and educational levels of the participants in the fishing industry.

- Optimize the productivity and competitiveness of the processing and harvesting sectors in coastal communities.
- Effectively manage the non-migratory inland sports fishery.

Core Business Functions

Administer Licenses, Leases, and Loans

- Administers licenses/leases for aquaculture, fish processing, fish buying and the marine plant industry.
- Administers loans issued through the Nova Scotia Fisheries Loan Board.

Education and Training

- Provides training programs for the various segments of the fishing industry.
- Provides technical, fish health (aquaculture) and extension support for commercial, recreational, processing, aquaculture, and boat building sectors of our fishing industry.

Resource Management and Development

- Develops new fisheries that target non-traditional species to enhance both harvesting and processing sectors.
- Manages non-migratory sport-fish populations through our inland fisheries programs.



- Enforces Nova Scotia Department of Fisheries acts and regulations.
- Represents the Nova Scotia fishing industry at all levels of management consultations.
- Administers and implements programs under the Canada/Nova Scotia Cooperation Agreements.

Marketing

- Provides marketing information and support services for Nova Scotia fish-processing companies and conducts fish-product promotions locally, nationally, and internationally.

Performance 1995–96

- The department aggressively represented the Nova Scotia Fishing industry on the national and international scenes and realized the following results:
 - our tuna allocation was increased
 - our share of the swordfish resource was virtually maintained leading to a record year for landed value for our “large pelagic” fishery
 - Nova Scotia fishermen were allocated an additional 600 tonnes of snow crab from the Southern Gulf (of St. Lawrence) stock, which was processed locally to generate an estimated \$6–7 million boost to the economies of the coastal communities of Inverness County and the Northumberland Strait.

- The department promoted Nova Scotia seafood nationally and internationally, participating in more than 15 trade shows and special events, showcasing our seafood locally at retail locations and at community functions, and distributing information and promotional materials. The department produced a revised Nova Scotia Seafood Directory, which lists fish processors and their products, and a lobster user guide for food service.

- To stimulate growth in aquaculture in Nova Scotia, an aquaculture development strategy was prepared and approved. The resources from the Aquaculture Demonstration Centre were redirected towards field extension in support of private shellfish hatcheries and growers, a number of projects were sponsored under the Canada/Nova Scotia Cooperation Program. A Memorandum of Understanding on aquaculture was signed with the federal government. A sea-lice monitoring program was implemented, and the department responded with treatment measures where outbreaks occurred. An aquaculture lease-utilization program was introduced to ensure that potential aquaculture sites in Nova Scotia are properly utilized.

- At the Nova Scotia School of Fisheries new programs that focused on community needs were developed and delivered, including: modular training programs for engineering; a pilot eco-tourism course; literacy upgrading programs; an aquaculture mentorship program; and an “Adopt-a-Stream” environmental managers program.
- The department’s hatcheries stocked over 1,000,000 catchable-sized trout in over 375 lakes, supporting a total province-wide catch of about 2 million fish. The trout fishery is valued at approximately \$36 million.
- Effort in freshwater fish habitat enhancement have been expanded under a revised public participation program, Adopt-a-Stream, which involves 700 volunteers annually in developing the sport fishery.
- The department continued to focus efforts on developing fisheries that target non-traditional species, making progress with sea urchins, rock crabs, billfish, and inshore shrimp. These harvesting activities, together with processing options, provided a multi-million dollar boost to our coastal communities.
- Initiatives to support coastal communities included: assistance to develop harbours for recreational, commercial, and aquacultural activities; the distribution of a marine recreational fisheries map showing boat-launch sites; work with boatbuilders to encourage the construction of world-class fishing vessels and loan board policies that support this sector; the establishment of two new RADACs (Regional Aquaculture Development Advisory Committees); and the continued support of the Coastal 2000 initiative, in an effort to put in place a working model for integrated resource management in the coastal zone.
- A new plant and fish buyer licensing regime based on cost recovery was successfully put in place.
- Loans administered through the Fisheries Loan Board were well serviced by clients in the fishing and aquaculture sectors. Successful lending practices were demonstrated by extremely low delinquency levels and few customer complaints.

Priorities 1996–97

- Serve the fishing industry by effectively:
 - representing the Nova Scotia fishing industry at all levels of management consultation
 - providing marketing information and support services for Nova Scotia fish processing companies



- improving recreational fish population and habitat through inland fisheries programs
 - administering loans, issued through the Fisheries Loan Board, and licences for aquaculture leases, fish plants, and fish buyers
 - providing training programs for the various segments of the fishing industry
 - providing inspection services for fish products sold in Nova Scotia.
- Find opportunities that will generate new wealth for coastal communities. All sectors of the fishing industry, including the commercial fisheries (non-traditional species), aquaculture, recreational fisheries, the processing industry, and support industries (boat building, etc.) will be explored.
 - Conduct the annual departmental planning exercise, which will identify new initiatives designed to promote aquaculture, develop coastal resources, and carry out the objectives of the department.
 - Facilitate (through the Nova Scotia Fisheries Loan Board) the replacement of older vessels in each fleet sector.
 - Continue to work with other provincial departments to address integrated approaches to resource management in Nova Scotia (e.g., Coastal 2000).



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
1,162,179	1,137,735	1,160,571	1,177,469

Includes current and capital expenditures.

Mission:

To promote, maintain, and improve the health status of Nova Scotians at a cost that is sustainable for Nova Scotia.

Strategic Goals

- Provide client-focused, affordable, high-quality health services in appropriate settings.
- Carry out health planning and resource allocation that are linked to health outcomes.
- Develop public policy that promotes a healthy population.
- Encourage individuals and communities to accept responsibility for their own health.

Core Business Functions

The department is in a transition mode addressing three agendas: fundamental health system reform, regionalization, and new fiscal realities. To address issues in these agendas successfully, the department must shift from its traditional role as a health services provider and adopt core business functions of overall direction,

planning standard setting, and evaluation.

The core business functions of the department:

- Promote the health of Nova Scotians through population health strategies that address determinants of health.
- Direct overall health system policy.
- Establish the health planning framework and core services.
- Provide standards for and evaluate system outcomes.
- Establish regional funding.
- Oversee the managed transition of the health system.
- Administer programs providing services to Nova Scotians.
- Provide and communicate information on health care.

Performance 1995-96

Regional Health Boards

A number of joint initiatives to further the process of regionalizing the health system were undertaken:

- The Regional Health Boards were formally established.



- The four Regional Health Boards recruited and hired Chief Executive Officers.
- The process of implementing regional management structures has been initiated.
- The Regional Health Boards, in partnership with the Department of Health, participated in the first regional business planning process.

Community Health Boards

- Regional Health Boards, supported by the department, have developed a process to establish Community Health Boards throughout the province.
- A process to develop an educational program for Community Health Board members is under way.

Home Care Program

- On June 1, 1995, Home Care Nova Scotia was implemented across the province. Two categories of Home Care were introduced (Chronic Home Care and Home Hospital Care) and standards for professional and home support services delivered to Home Care Nova Scotia program clients have been established. By the end of the fiscal year, there had been a 105 per cent increase in the number of Nova Scotians receiving home care services. More than 15,000 Nova Scotians have been served by Home Care Nova Scotia.
- The Nova Scotia Department of Health is partnering with the Province of Manitoba

to enhance and implement the screening, assessment, and case management component of the automated Home Care system. This will be initiated in the Spring of 1996.

Emergency Health Services (EHS)

- The department finalized an agreement for the procurement of emergency vehicles. To date 40 per cent of the ground ambulance fleet has been replaced by standardized high-quality vehicles.
- A commissioner was hired to direct the operations and planning for EHS.
- Additional initiatives under way are:
 - training and education program for ambulance personnel in the field
 - standards and quality management processes
 - implementation of medical dispatch in conjunction with 911
 - negotiation for ground ambulance contracts.

Pharmacare Reform

- Nova Scotia's drug insurance program for seniors shifted from an entitlement program to an insurance program that is cost-shared by the province with seniors. A Board of Directors responsible for the governance of the Pharmacare program has been established.

- To date 110,000 seniors (91.6 per cent) have joined the program. The program is considered one of the best in the country and is structured to ensure long-term sustainability.

Tobacco Control

- New regulations under the Tobacco Access Act were implemented, requiring all tobacco retailers to display point-of-sale tobacco warnings.
- Enforcement inspectors were hired, and a major public awareness campaign was implemented.

Public Health/Health Promotion

- Province-wide vaccination programs for Hepatitis B (for grade four students) and a second-dose measles program (for children entering school) were introduced.
- Funding for 107 grants, totalling \$360,000, were provided through the Community Health Promotion Fund to local groups and organizations throughout the province to develop community-based health promotion programs.

Acute Care

- Transition processes, identifying role changes for a number of hospitals, were undertaken in partnership with local stakeholders.
- Legislation formalizing the merger of the Cancer Research and Treatment Foundation, the Camp Hill Medical

Centre, the Nova Scotia Rehabilitation Centre, and the Victoria General Hospital into the Queen Elizabeth II Health Sciences Centre (QE II) was proclaimed.

- A Labour Adjustment Strategy for employees in the acute care sector was developed and is being implemented in cooperation with labour and management from the various hospitals.

Physician Services Reform

- The department signed an Agreement Amendment with the Medical Society of Nova Scotia in March 1995 that affected the funding structure for physician services. The agreement provided for a number of initiatives that would affect the amount physicians were paid for the provision of services. Some of these initiatives have proven to be more complex to implement than originally anticipated.

Capital Construction

- The upgrading of the Mackenzie Building at the Victoria General Hospital site was undertaken. Work on five projects related to health and safety issues in various hospitals was approved.

Priorities 1996–97

The department will continue to make structural changes to the health care system while meeting fiscal targets. Throughout this process, the department is committed to ensuring the availability of client-focused, high-quality services to Nova Scotians in appropriate settings.



Planning of service delivery will be moved closer to the consumer and will be based on health outcomes, ensuring an effective use of public resources.

Regional Health Boards

- Oversee and manage designation of hospital facilities and related mental health services to Regional Health Boards.
- Plan regional funding mechanisms in partnership with Regional Health Boards.
- Support the development of Regional Health Board business plans.
- Plan the transfer of public health and drug dependancy programs and services from the department to Regional Health Boards.

Community Health Boards

- Support the Regional Health Boards in the implementation of Community Health Boards and community health plans.
- Implement, in partnership with Regional Health Boards, an orientation program for Community Health Board members.

Program Reform

- Maintain focus on implementation of Home Care Nova Scotia program.
- Review long-term care issues related to staffing, physical plant needs, and patient care.
- Address cross-sectoral issues for client access to a continuum of services relat-

ed to long-term care, residential programs, and home care.

- Develop a mechanism for provincial clinical program planning.
- Develop a strategy to change primary health care delivery.
- Develop a focused child and youth health plan in partnership with other sectors.
- Continue to support the development of programs to assist people with gambling addictions.
- Develop and implement a healthy communities strategy.

Physicians' Services Reform

- Address physician utilization and human resource issues.
- Implement Regional Physician Liaison Councils.

Information Systems

- Continue to develop appropriate information systems.
- Improve our capability to measure and report on health indicators and health outcomes.

Communications

- Continue to communicate to the public and all stakeholders about the health care system, changes to it, and how to become involved.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
90,449	102,346	95,803	95,357

Includes current and capital expenditures.

Mission:

Leadership in the achievement of effective local government, adequate, affordable housing, equitable property valuation, and an integrated land information management system to meet the needs of local and provincial agencies and the residents of Nova Scotia.

Strategic Goals

- Create strong, financially viable local governments through an effective provincial-municipal partnership based on clearly defined responsibilities and rationalized service delivery mechanisms and structures.
- Make municipal assessment rolls complete and accurate to ensure fairness in property taxation.
- Provide improved access to government-held geographic information and real and personal property registration data.
- Promote the development of healthy communities through the provision of quality

land-use planning advice and municipal infrastructure funding assistance.

- Provide adequate and affordable housing to households not fully served by the private sector, in partnership with other government organizations, non-profit agencies, and the private sector.
- Encourage and support the development of the province's housing and geomatics industries.

Core Business Functions

- Provides timely and effective delivery of the department's statutory responsibilities.
- Provides competent and timely advisory services and assistance to the Minister, other provincial departments and municipal units, as well as agencies, boards, commissions, the private sector, and the public.
- Represents municipal interests within the provincial government and provincial interests with municipal units.
- Represents provincial interests in federal, provincial, and territorial housing negotiations.
- Provides efficient and effective delivery of all departmental programs and services.



Performance 1995–96

- The Provincial-Municipal Service Exchange was completed, and problem areas were addressed in consultation with municipalities and other provincial government agencies.
- Municipalities in Cape Breton County were amalgamated on August 1, 1995, and advice and assistance were provided to consultants and municipalities in Halifax and Queens counties in preparation for new regional municipalities on April 1, 1996. Consultants were engaged to undertake amalgamation studies in Cumberland and Pictou counties.
- Legislation was enacted to create regional municipalities in Halifax and Queens counties on April 1, 1996, and to provide for future amalgamation, at the request of municipal governments. The Planning Act, a working paper in legislative form, along with draft statements of provincial interest in land use, were released for public comment. An extensive project that will result in the consolidation and modernization of all legislation affecting municipal governments was initiated.
- The 1996 assessment roll was successfully filed, and a strategy to provide for annual reassessments was adopted. Data exchange partnerships were entered into with a number of municipal units. A review designed to evaluate the merits of contracting-out commercial valuation services was initiated.
- Significant progress was made towards the scheduled 1997 completion of the provincial topographic and property mapping coverage. Services to clients were improved through the production of the Nova Scotia Directory of Geographic Data, the development and publication of geographic information standards, the establishment of regional aerial photo libraries, the creation of a high-precision Coordinate Referencing System, and the piloting of electronic access to the Grantor-Grantee Index. Major reform of the province's Personal Property Registry System was initiated, including the introduction of new legislation.
- Housing repair grants and loans were provided to 2,400 clients through provincial and federal/provincial programs, resulting in \$8 million in construction activity. Rental subsidies were provided to over 12,000 households throughout Nova Scotia. Public housing units received over \$5 million in upgrades and a supply of moderately priced, serviced residential building lots was maintained.
- Over 300 municipal infrastructure projects, having a total dollar value of more than \$150 million and creating more than 4,200 short-term and 170 long-term jobs were approved under the

Canada/Nova Scotia Infrastructure Works Program. Twenty projects were approved under the Canada/Nova Scotia Agreement to Promote Private Sector Participation in Municipal Infrastructure.

- Regional and Housing Authority operations have been rationalized and streamlined through the consolidation of offices and co-location with other government agencies.

Priorities for 1996–97

- Integrate the housing components of the Department of Housing and Consumer Affairs with the Department of Municipal Affairs in a timely and orderly manner and continue efforts to rationalize and streamline regional and housing authority operations.
- Improve client access to department programs, services, and information through appropriate use of new technology and other means.
- Encourage and facilitate municipal government structure and service delivery reform where deemed appropriate.
- Complete a thorough review of municipal operating and capital grant programs, make changes, as necessary, to ensure the programs are more responsive to the changing needs of municipalities, and undertake a comprehensive study to determine the future need for the residential land development and sales program.
- Revise the Planning Act, making it more relevant to the needs of Nova Scotians; articulate the province's interest in the use and development of land through the adoption of statements of provincial interest; and continue the review of other municipal government-related legislation.
- File a preliminary assessment roll in advance of the 1997 reassessment and continue with the implementation of annual reassessment.
- Negotiate transfer of federal social housing responsibilities to the province.
- Implement a province-wide electronic personal property registry and pilot the Land Records Management Infrastructure in two sites; continue to expand topographic and property mapping coverage; and facilitate improved access to provincial, corporate geographic information through the interdepartmental GeoNOVA initiative.





Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
4,051	4,081	4,166	4,220

Includes current and capital expenditures.

Mission:

To assist the government in achieving its objectives by providing excellent, timely, and cost-effective human resources advice, service, and support.

Strategic Goals

- Contribute strategically and operationally to the achievement of government's corporate objectives.
- Develop, in partnership with management, a competent motivated workforce that is representative of the diversity of the population within the province.
- Work with partners to anticipate the human resources implications and requirements of government policy and program decisions and to plan for and advise management accordingly.
- Contribute to the quality and professionalism of the human resource management community within government.

- Create and foster an environment that values and encourages individual development and achievement in the context of a team effort.

Core Business Functions

Labour Relations

- Provides a comprehensive labour relations service to government with respect to:
 - the public service, including collective bargaining and administration of public service collective agreements, contract administration, grievance handling and adjudication, corporate policy and implementation, and labour relations training
 - the public sector, including coordination of collective bargaining and policy advice and assistance on strategic public sector labour relations issues.

Corporate Policy, Program Development and Consultative Assistance

- Develops and implements policies and programs and provides consultative assistance:
 - to strengthen the linkage between staff training and development initiatives and departmental and corporate priorities
 - to promote employee health, eliminate occupational hazards, facilitate timely return to work after illness or injury, and enable employees to obtain confidential, professional assistance with problems that are adversely affecting work performance
 - to effectively manage diversity initiatives.

Human Resource Management and Information

- Provides a client-focused, comprehensive human resource management consultative service in the area of recruitment, selection, compensation, and organizational design.
- Provides accurate, relevant, and accessible human resources information that effectively supports corporate and departmental management decision making on human resource issues.

Performance 1995–96

- Supported the process of delegating appropriate responsibilities and accountability to line departments.
- Pilot projects providing for delegation of screening authority to line department HR units have been implemented in collaboration with three line departments.
- Authority for approval of certain categories of leave of absence have been delegated to departments.
- Training with respect to staffing policy and procedures, including salary rating of candidates, has been provided to some line department HR staff to support delegation of staffing responsibilities.
- An Executive Development Program, which addresses the professional development needs of senior HR practitioners in government, was implemented to support the decentralization of human resource management responsibilities to line departments.

Provided excellent, seamless, open, cost-effective human resource management and services

- The previously separate roles of staffing officer and compensation analyst have been consolidated within the position of human resource consultant, providing a “one-stop” service to client departments in the areas of recruitment, selection, compensation, and organizational design



- Accessibility to quality outplacement counselling services as a resource for departments during downsizing has been streamlined through centralized tendering and prequalification of external suppliers of out-placement services
- A more streamlined, cost-effective employment application process has been implemented. Opportunities for achieving additional cost-effectiveness and client service improvements through information technology applications are currently being assessed
- A centralized tendering process to provide prequalification of external suppliers of training and development services has been completed.

Further developed and implemented the frameworks for human resource strategy, policy, and planning

- A Human Resource Advisory Council was instituted; its role is to advise the Deputy Minister of Human Resources regarding strategic human resource issues from a line management perspective.
- The Human Resource Forum has been established as a mechanism for policy and professional development among senior government HR practitioners.
- The legal and policy analysis resources available to support the HR policy/planning function of the department have been strengthened with the establish-

ment and staffing of a senior policy analyst position and legal counsel services on a half-time basis.

Developed an extensive resource centre to ensure a contemporary, comprehensive database and information network to help guide the development of sound human resource policies and initiatives.

- The department's reference holdings have been physically consolidated and catalogued, and a database has been developed to facilitate online searches.
- Standardized periodic statistical reports to address ongoing information requirements are being developed in order to avoid duplication and to improve timeliness of responses to internal and external information requests.

Developed a strategy to allow for the enhancement of the Human Resources Management System (HRMS) to foster and support its evolution to an effective management information system

- An audit of the HRMS has been undertaken to assist the department in developing an IT plan that will support both the internal needs of the department and corporate requirements for management information. It is expected that the audit report will address growing internal and external requirements for a decision support and/or executive information system using HRMS data.

- Improved the productivity of the civil service by reducing time lost due to the high incidence of sick leave through the development of a comprehensive corporate Employee Assistance Program and Occupational Health and Safety program.
- A Government Employee Health and Safety Services Unit was established in DHR, incorporating an Employee Assistance Program (EAP) and an Occupational Health and Safety (OH&S) program.

Employee Assistance Program

- An EAP policy was developed and implemented in consultation with the advice and support of an advisory committee consisting of representatives from management, NSGEU, and CUPE.

Occupational Health and Safety Program

- A program of consultative/support services in the areas of OH&S, illness benefit management, disability management, and medical consultative services in relation to these issues has been developed and implemented.
- draft policies on OH&S, disability management, and AIDS have been developed and consultation is in progress with departments and unions.

Attendance Management Policy

- A draft Attendance Management policy and program were developed in consultation with HR directors throughout government.

- The policy and program are being evaluated through a six-month pilot implementation in four departments commencing in February 1996.

Additional Accomplishments

- Strategic policy and planning support was provided to the Deputy Ministers' Steering Committee on the human resource/labour relations impacts of health, education, and municipal system reform initiatives.
- The secondment policy was revised in consultation with line departments to facilitate departmental and corporate human resource planning and development initiatives.
- A policy extending spousal benefits to same-sex partners of civil service employees was developed and implemented.
- Race Relations and Employment Equity training was delivered to approximately 2,300 employees to support government's employment equity objectives.
- A training program for frontline employees was introduced; it focuses on interpersonal skill development, communications, customer service, and coping with a changing work environment. The purpose of the pilot program is to provide departments with a prototype that they can customize to support the development of client service skills among their own frontline staff in accordance with department-specific needs.



Priorities 1996–97

- Establish a framework for public sector collective bargaining that is consistent with and supportive of government's system reform and expenditure control objectives.
- Improve the productivity of the civil service by continued development and refinement of programs offered through the Government Employee Health and Safety Services unit, and by government-wide implementation of the Attendance Management policy and program.
- Develop and implement a project plan to support the further decentralization/delegation of human resource management functions in accordance with the results of the 1995–96 pilot projects evaluation.
- Implement information technology applications to further streamline staffing processes, including the employment application process and staffing and affirmative action candidate inventories.
- Strengthen the effectiveness of the Employment Equity program through renewed policy and program initiatives.
- Evaluate and make recommendations designed to improve the effectiveness of the classification/compensation systems.
- Develop and implement a renewed performance management policy and program.
- Develop and implement renewed policies related to training and development.
- Develop and implement training program evaluation techniques to measure transfer of learning from the classroom to the work situation.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
74,302	74,797	76,115	76,908

Includes current and capital expenditures.

Mission:

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

Strategic Goals

- Improve public safety and security.
- Resolve matters before the courts in a fair and speedy manner.
- Enforce maintenance orders effectively.
- Offer a coordinated response to victims of crime.
- Provide safe and secure custody, control, and effective supervision of offenders.
- Ensure the lawful administration of public affairs.

Core Business Functions

- Provides legal services to government.
- Provides custody/supervision of offenders.
- Provides infrastructure and support to courts.

- Enforces court orders.
- Establishes and monitors compliance of standards for delivery of policing services.
- Provides services to victims of crime.

Performance 1995-96

Improve public safety and security.

- Nova Scotia ranked second in Canada in crime prevention activities in a national survey conducted by the victims' rights organization CAVEAT.
- Training programs for police were developed and implemented in the areas of the use of force, senior management training for regional police, and multicultural sensitivity.
- A monitoring/quality control program for municipal police was implemented: standard operating procedures were developed, and audits were conducted on police departments.

Resolve matters before the courts in a fair and speedy manner

- A six-month adult diversion pilot project to divert minor offenders from court system was completed.



- Implementation began on a restructuring of courts/public offices to reduce cost while maintaining quality of service to public.
- The Nova Scotia Legal Aid Commission established a service to ensure that arrested/detained persons have access to legal aid advice 24 hours per day.
- A comprehensive review of legal aid services was initiated.
- A summary offence court was established to expedite processing of minor offenses.

Enforce maintenance orders effectively

- A Director of Maintenance Enforcement was appointed.
- A system to improve enforcement of maintenance orders was implemented.

Offer a coordinated response to victims of crime

- The Framework for Action Against Family Violence was established to improve the response of the justice system to incidents of family violence.
- An alternative dispute resolution process was established to determine appropriate compensation for victims of abuse within provincially operated facilities.
- Approximately \$300,000 in funding was provided to community organizations for services to victims of crime.

- A province-wide pilot court preparation program for child witnesses in criminal court hearings was implemented.
- A six-month external evaluation of Victims' Services Division programs was implemented.

Maintain safe and secure custody, control, and effective supervision of offenders

- A renovation project was undertaken to improve facilities for young offenders in Shelburne.
- A Cooperative Business Solution process was initiated to determine the most appropriate configuration of adult correctional facilities.
- An investigation of youth facilities was initiated to ensure safe custody of young persons confined therein.
- A pre-release 'Stop and Think' program was initiated to bridge young offender re-entry from custody to society.

Ensure the lawful administration of public affairs.

- A public/private sector partnership was initiated to re-engineer the Registry of Joint Stocks to improve service to public and business community.
- A comprehensive process was established to ensure the disclosure of all relevant documents to the Westray Inquiry.

- The Electronic Filing Act was introduced to simplify the process of doing business with government.

Priorities 1996–97

- Develop and implement a plan for configuration of adult correctional facilities.
- Develop a strategy for more cost-effective delivery of legal aid services.
- Develop and implement a strategic plan for policing services.
- Monitor and evaluate a new maintenance enforcement program.
- Implement the Family Violence Action Framework.
- Implement the Access to Justice initiative to improve efficiency in processing of cases through the courts.
- Implement new operating procedures in young offender facilities.
- Implement the courts and registries restructuring plan.
- Implement an alternative dispute resolution process for compensating victims of abuse in provincial institutions.
- Evaluate the delivery of services to victims by the department.





Fiscal Targets (\$ thousands)

1996–97	1997–98	1998–99	1999–00
15,613	15,611	15,731	15,819

Includes current and capital expenditures.

Mission:

To create a supportive and responsive environment, helping staff and clients help themselves by continuously reviewing services and legislation, using current technology and applying and enforcing laws.

Strategic Goals

- Promote safe and healthy workplaces and work practices.
- Promote fair employment standards and effective labour/management relations.
- Promote safe buildings and equipment for public protection.
- Improve public satisfaction with the work of the department.

Core Business Functions

Inspections/Investigations/Enforcement

- Inspects, investigates, enforces workplaces, work practices, incidents, buildings, equipment to ensure they comply with provincial employment and safety laws.

Education and Consultation

- Provides education and consultation on various workplace, fire, and public safety laws and regulations to ensure awareness and competency.

Setting Standards

- Works with other jurisdictions and stakeholders to develop appropriate standards for occupational health and safety, fire safety, and public safety.

Certification and Licensing

- Certifies and licenses workers and workplaces to ensure worker/employer competency and public safety.

Conciliation and Mediation Services

- Provides conciliation and mediation services to promote harmonious labour-management relations.

Performance 1995–96

Department

- A plan was developed to improve customer service by implementing the departmental Commitment to Quality (DCQ). The focus in 1995–96 was on surveying departmental employees and external customers about the department's services. An employee satisfaction survey was undertaken during the year, and the results were made available to all staff of the department. A strategy was developed to respond to issues identified in the survey.

- Two task teams on restructuring in the areas of occupational health and safety and public safety made recommendations to the department. The recommendations are being implemented, with completion expected in 1996.

Occupational Health and Safety

- The Minister has introduced for consultation a draft bill on changes to the *Occupational Health and Safety Act*. This comes as a result of the recommendations made by the Occupational Health and Safety Advisory Council who have been reviewing the act and the various regulations over the past two and a half years. Eight regulatory initiatives have been undertaken:
 - Fall Protection and Scaffolding Regulation (completed)
 - First Aid Regulation (complete in spring 1996)
 - Underground Mining Regulation
 - General Safety Regulation
 - Workplace Violence Regulation
 - Joint Occupational Health and Safety Committee Regulation
 - Occupational Health Regulation
 - Indoor Air Quality Regulation
- The Occupational Health and Safety Division has implemented an electronic tracking system for all inspections and orders undertaken by the division.

- In partnership with industry and labour, three codes of practice were developed and put into place for the oil delivery industry, the film and video production industry, and the wood products manufacturing industry.

Office of the Fire Marshal

- The inspection activities of the Fire Marshal's Division have been automated with the purchase of Fire Service Management software.
- Public consultation has begun with regard to the Fire Prevention Act, the Electrical Installations Act, and Liquid Propane Gas Regulations.
- The Learn Not to Burn program was implemented throughout the provincial school system.

Public Safety

- A survey of elevator contractors and owners of elevators was undertaken to ascertain how they view our services.
- Consultation was completed with power engineers and crane operators to develop legislation.

Labour Standards

- A self-help program, which provides assistance to employees in an effort to resolve labour standards issues with their employers, was implemented.



Priorities 1996–97

- Introduce new Occupational Health and Safety legislation and regulations, which will define the foundations for the Internal Responsibility System (IR), including government's responsibility for establishing and clarifying the responsibilities of the parties under the law, supporting these parties in carrying out their responsibilities, and intervening appropriately when those responsibilities are not carried out.
- Develop a layperson's guide to the Labour Standards Code and regulations in order to enhance public understanding in this area.
- Promote client feedback for services/programs through the development of various client surveys.
- Further implement the department's Commitment to Quality initiatives.
- Develop proactive programs in the labour management relations area.
- Develop a strategic plan for the Department of Labour with quantitative measures of success in all areas.

Natural Resources



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
53,856	53,609	55,292	55,923

Includes current and capital expenditures.

Mission:

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

Strategic Goals

- Achieve sound natural resources stewardship and sustainable development.
- Maintain the diversity of the provinces' natural environment.
- Maintain the economic base for jobs and incomes in Nova Scotia.
- Improve the quality of life for Nova Scotians.

Core Business Functions

Resource Management and Protection

- Develops and maintains resource inventories for forests, wildlife and their habitats, Crown land holdings, minerals, and petroleum resources.

- Acquires Crown land, administers rights to the use of Crown land and the resources on this land, and issues permits and licenses for access to wildlife, minerals, and petroleum resources on both Crown and private lands.
- Protects the province's forests from fire, insects, and disease and provides for the management of forests on Crown lands.
- Develops, manages, and operates a system of provincial parks including protected areas and ecological reserves.

Legislation

- Develops and enforces policies and legislation to ensure the efficient and sustainable development and use of forests, wildlife and their habitats, provincial parks, minerals, and energy resources.

Research and Industry Assistance

- Develops and conducts research on forest management practices, wildlife populations, geological and geoscientific occurrences, and resource use and production technologies.



- Provides expertise in the areas of resource availability, awareness and application of new technologies, resource management and use, market opportunities and access, and promotion of the province and its resources, and financial incentives for woodlot management.

Education

- Informs and educates the public to increase understanding and appreciation of the nature and value of the province's natural resources.

Performance 1995–96

Sustainable Development and Resources Stewardship

Stewardship means maintaining our resources in a healthy state and managing them so as to ensure their availability on a sustained, long-term basis. A strong resource base provides opportunities for economic development and contributes to the quality of life enjoyed by Nova Scotians by providing health and recreational benefits.

- The department worked with the Coalition of Nova Scotia Forest Interests to develop a sustainable forest management strategy for Nova Scotia. This strategy is particularly important following the termination of federal funding support for forestry development.

- A discussion paper on a Forest Management Strategy for Nova Scotia was prepared and released for public review.

- The department continued to identify mineral deposits, including a recent kaolinite discovery.

- A pilot project was undertaken to produce an integrated resource management strategy for Crown lands in Colchester and Cumberland counties. This pilot project, which includes consultation with local stakeholder groups and the public, will be used to test and finalize a procedure for integrated resource management planning for Crown land.

- The department entered into a Memorandum of Understanding with the Geological Survey of Canada to provide for coordination of geoscience planning and programming, in order to ensure that geological research is better targeted to the mining industry's needs.

Diversity of the Natural Environment

A diverse natural environment ensures the ability to adapt to changes in resource needs over time, thus supporting both economic and quality of life objectives. Protection of landscape forms and ecosystems is essential to maintain species diversity.

- The report of the Public Review Committee on the Proposed Parks and Protected Areas Systems Plan for Nova Scotia was received, released and approved. This report, which contains the results of extensive public comment on the proposal, will be used by the department to complete the final parks and protected areas plan.
- The department developed an administrative agreement to provide a streamlined and coordinated regulatory process for the Sable Offshore Energy Project, in conjunction with the National Energy Board, the Canada-Nova Scotia Offshore Petroleum Board, and Natural Resources Canada.

An Economic Base for Jobs and Incomes

The availability of natural resources does not necessarily guarantee jobs and incomes. A supportive business and economic climate must accompany these resources in order to maximize the returns to Nova Scotians from their production and use.

- The department promoted the province's mineral resources and both onshore and offshore petroleum resources, resulting in active evaluation of specific deposits/reservoirs by major international interests.
- Services delivered from field offices were increased and broadened, and the extension effort of the department was reorganized to achieve greater client focus. These changes will improve client access to specialist advice and assistance in all parts of the province, most notably in rural communities, and will enhance the timeliness of transactions.
- GIS databases for geoscience activities and forest resources within the province were completed, and these databases were made accessible to the mining and forest industries.
- Agreements were concluded with community-based organizations for the operation of satellite wildlife parks (Upper Clements, Goshen Game Farm) previously operated by the department.
- The department facilitated the development of a joint environmental assessment and public review process for the proposed Sable Offshore Energy Project and the Maritimes and Northeast Pipeline Project.

Quality of Life

There are several factors that enhance quality of life for Nova Scotians: the availability of employment, a healthy environment, opportunity to participate in resource management decisions, access to recreational opportunities, and an open and accountable government are some of the factors that the Department of Natural Resources can influence.



- Partnership agreements were concluded with several community-based organizations for the further development of recreational facilities, including trails in provincial parks.
- A policy was implemented to streamline the process for licensing crossings of abandoned rail lines, and a policy regarding the conditions under which Crown land would be sold was formally adopted.
- In conjunction with the Department of Environment, the department developed a cooperative arrangement for issuing approvals for the use of submerged Crown land (wharves, slipways, and breakwaters). This will eliminate overlap and duplication of effort, while providing more streamlined and timely service.

Priorities 1996–97

Sustainable Development and Resources Stewardship

Communities, business and the public will be encouraged to practice sound resources stewardship through the following activities:

- Adopt a sustainable forest management strategy based on cooperation among the various organizations involved in the sector.
 - Develop management strategies for all Crown land, using an integrated management planning process.
- Promote initiatives and assess alternatives for the cost-effective and efficient production and use of energy.

Diversity of the Natural Environment

To preserve Nova Scotia's natural diversity and enhance the quality of the environment and human welfare, the department will:

- Finalize and implement the systems plan for parks and protected areas in Nova Scotia.
- Adopt a wildlife species-at-risk strategy for Nova Scotia in keeping with the national framework now being developed.

An Economic Base for Jobs and Incomes

The department will undertake initiatives to create a business climate that is competitive at national and international levels and supported by clear, fair, and effective policy and regulatory processes. These processes and policies must also ensure that the province's natural resources are used to provide economic opportunities for Nova Scotians and provide a fair economic rent to the province's citizens.

- Revise and develop legislation and procedures for the regulation of:
 - onshore and offshore oil and gas development, transportation and sales
 - energy utilities
 - mines.

- Establish a royalty regime for the off-shore area and, in conjunction with other departments and the project proponents, implement a strategy to maximize economic opportunities for Nova Scotians.
- Promote the province's resource base and its resource-based products outside of the province.
- Cooperate with other departments to rationalize processes for issuing permits and approvals to business and other clients.
- Evaluate opportunities to provide data in electronic form directly to clients. Initial areas for consideration include databases contained on the geographic information systems for forestry resources and geoscience activities and property records for Crown land holdings.

Quality of Life

Emphasis will be placed on improving client access to and the timeliness of department services, ensuring that the public can more fully participate in the management of its resources and reap the social and economic benefits that they can provide, and improving efficiency and reducing costs.

- Pursue partnership arrangements with community-based groups for the operation of the Two Rivers Wildlife Park and the development and operation of other park facilities, and assess options to reduce park operating costs.
- Provide information on resource management opportunities and decisions to communities and other stakeholders in order to promote informed participation in resource management issues.
- Develop and implement an automated system for the sale of hunting licenses, piloting the process with the 1996 moose draw. Wide-scale application of such a system to other forms of licenses will provide convenience to the public as well as provide cost savings to the department.





Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
1,353	1,315	1,367	1,367

Includes current and capital expenditures.

Mission:

To plan, promote, and communicate effective public policy for Nova Scotians.

Strategic Goals

Advance the priorities of the government

- Assist government in defining, implementing and communicating priorities.
- Implement the Government of Nova Scotia Renewal Process.
- Facilitate effective decision making by the Priorities and Planning Committee.

Align department policies and plans with government's priorities

- Assist departments in developing strategic plans to reflect government priorities.
- Assist departments in developing policies and implementation plans.
- Coordinate interdepartmental policy development and communications.

Make government work better

- Streamline processes for improved service delivery.
- Identify public/private partnership opportunities for improved service delivery, cost savings, and economic growth potential.
- Identify opportunities for economic growth and sustainability.
- Provide opportunities for career development through secondments.
- Assist departments in the training and development of staff.

Promote accountability

- Provide support for the development of outcome measures.
- Manage the process and report the progress of outcome measures.
- Evaluate business plans and implement an accountability framework.

Core Business Functions

- Planning and Coordination
- Policy Analysis
- Communications

Performance 1995–96

Advancing priorities of government

- Advancement of government priorities was achieved by participating in initiatives such as the Integrated Planning and Budgeting Process, *Government By Design* 1995–96, and the Canada/Nova Scotia Cooperative Agreement on Economic Diversification.
- The secretariat provided research, analysis, and recommendation of Priorities and Planning Committee agenda items.

Aligning department processes and plans with government priorities

- Alignment of departmental processes and plans with government priorities was achieved by such activities as strategic planning with the departments of the Environment and Transportation and Communications and participation in re-engineering/renewal processes for Student Assistance and the Registry of Motor Vehicles. The secretariat also played an instrumental role in information technology policy development (Atlantic Canada On-Line, Information Policy Initiative, Integrated Client Architecture Review, IWAN, and geographically referenced data).

Making government work better

- Making government work better was addressed through participation in such initiatives as electronic common legislation, procurement policy, media training, offshore oil and gas negotiation, and renewal/re-engineering initiatives.

Promoting accountability

- Promotion of accountability was addressed through the integrated planning and budgeting process and development of a process for implementing outcome measures for the province.

Priorities 1996–97

- Support legislative initiatives to ensure that they reflect governmental priorities, and review and streamline administrative processes, which may involve legislative and regulatory changes.
- Develop and implement a tracking system for follow-up on Priorities and Planning Committee and Cabinet minutes to improve accountability for the P&P Secretariat and departments.
- Implement the Nova Scotia Renewal Process.
- Coordinate, organize, and resource the P&P Secretariat to analyse business plans.



- Coordinate the development of a government-wide outcome measurement process.
- Promote a human resources management/labour strategy for government.
- Restructure government communications and devise a formal mechanism to communicate with government employees.
- Assist in the implementation of the Economic Diversification Agreement.
- Develop and implement an on-line directory of youth-serving organizations and coordinate and integrate government services to children and youth at risk.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
4,244	4,319	4,726	4,824

Includes current and capital expenditures.

Mission:

To provide leadership, coordination, and consistency in Information Technology (IT) policy and planning to optimize government's investment for taxpayers, to make strategic technological development decisions to enable improvements in program and service delivery for Nova Scotians, and to direct the development of all technologies as economic development tools for Nova Scotia.

Strategic Goals

- Provide strategic directions for IT development to meet established government priorities.
 - develop an information technology strategy
 - recommend on the relative priorities across IT plans within government.
- Coordinate planning and development of IT across government.

- Initiate government-wide/province-wide IT initiatives.
 - establish expenditure review processes and procedures for major IT projects.
- Support and participate in IT industry development in Nova Scotia through public-private partnerships.
- Develop a technology and science commercialization strategic plan in cooperation with InNOVAcorp and other departments.

Core Business Functions

Information Management

- Establishes government-wide data architecture and standards.
- Develops information policy in the areas of security, privacy, and confidentiality, access, information resource management, economic issues, ownership, accountability, and responsibility.

Technology Architecture

- Sets standards for hardware and software.
- Carries out research and development and product evaluation (LAN and workstations).



- Manages research facilities and other resources.
- Supports secretariat and departmental requests.

Standards Coordination

Development of Government-wide IT Training

Government-wide IT Leadership

- Provides Corporate Service Unit and other liaison as required.
- Coordinates departmental IT plans.
- Identifies and prioritizes government-wide IT initiatives.

Communications Policy

- Explores through a strategic planning process how science and other technologies can be used as economic levers for the province.

Priorities 1996–97

- Develop a strategy and business plan for the secretariat.
- Identify opportunities where technology can be used as economic development tools for government.
- Research and implement a series of corporate data standards to improve government's ability to exchange information from one department to another.
- Complete a strategic, technical, and tactical design for the roll-out of an integrated wide-area network for government (IWAN) that will support the delivery and efficiency of a range of public services (e.g., policing, fire protection, search and rescue) and information-sharing across government.
- Develop and implement policies to support government's use of its information resources.
- Continue the development of government's technical Information Technology Architecture Plan.



Fiscal Targets (\$ thousands)

1996-97	1997-98	1998-99	1999-00
241,389	249,990	263,927	254,751

Includes current and capital expenditures.

Mission:

To construct, maintain, and manage provincial transportation systems, property, and infrastructure.

Strategic Goals

- Improve and promote the safety of the transportation system.
- Improve land, sea, and air transportation links.
- Provide efficient, cost-effective, and environmentally sound services.
- Build and maintain organizational commitment to customer service.
- Implement comprehensive and effective business planning and marketing practices.
- Improve communication between the department and its employees and customers.
- Improve business processes within the department.
- Promote a skilled, competent, and motivated workforce.

Core Business Functions

- Operates, maintains, and constructs provincial roads, bridges, buildings, and property.
- Operates and maintains the provincial ferry system.
- Promotes an effective air, rail, and marine transportation system.
- Provides accommodation services to provincial government departments and agencies.

Performance 1995-96

The performance indicators discussed below refer to program areas or initiatives from the former Departments of Transportation and Communications and Supply and Services, which now fall under the mandate of the Department of Transportation and Public Works.

- A new Policy and Research section was established to support public-private partnering initiatives across government and to reorient departmental activities in a changing government environment.



- A new Management Information System (MIS) section was established to advance the department's proficiency in using information technology.
- A strategic planning process was initiated to identify service delivery/program priorities and direct operational plans.
- Staff and client satisfaction surveys were completed as part of the strategic planning process.
- Approximately 225 projects approved under the Public Works and Special Projects Budget with an expenditure of about \$32 million were supported.
- A Long Range Capital Planning Strategy, which identified approximately 1,260 projects required to support existing infrastructure over the next five years, was implemented.
- A Multi-Year Infrastructure Upgrade Program began for all provincially owned buildings, and an audit process was completed for all provincially owned and operated facilities.
- A strategic plan, audit, and implementation program were completed for the Energy Audit Management Program. The Energy Performance Contracting Demonstration Project was introduced.
- Construction of the Liverpool Elementary School was completed using a design/build model, which significantly reduced design and project delivery time.
- A new Solid Waste Management Section was established to lead the development of government recycling programs.
- Implementation began on a long-range strategic investment strategy for the management of expenditures on accommodations and facilities.
- Consolidation and office accommodation downsizing were supported in three departments. Facility downsizing was coordinated.
- Special initiatives were supported for the environmental remediation of the Sydney Tar Ponds and Coke Oven sites.
- A request for proposals was issued and a private sector partner was selected to construct Highway 104, the Western Alignment from Thomson Station to Masstown.
- A methodology was established to prioritize repavement needs in the province.
- A self-propelled scow-type ferry in Digby Neck capable of carrying 18 cars and 107 passengers was constructed and equipped.

Priorities 1996–97

- Complete integration of the former Department of Transportation and Communications and the former Department of Supply and Services.
- Consolidate and implement strategic plans from the former departments of Transportation and Communications and Supply and Services.
- Implement a Quality Assurance process for the construction of buildings.
- Develop a Technical Audit Manual to enable the monitoring of the performance and operation of a project.
- Establish a Hazardous Substance Management Strategy to ensure safe practices and compliance with current standards, guidelines, and regulations.
- Develop an Environmental Priority Audit Program to support the identification and remediation of environmental issues or problems related to government properties or facilities.
- Develop and implement cost-effective and innovative management approaches to optimize utilization of government-owned and leased facilities.
- Research, assess, recommend, and implement action plans to optimize the operation of government-owned facilities based on full life-cycle costing and private-public partnering.
- Promote and implement environmentally sound and economical practices for the management of solid waste.
- Continue construction of Highway 104, the Western Alignment for Thomson Station to Masstown.
- Implement information systems within the department to facilitate the cost-effective delivery of services.
- Establish provincial Rail Safety Regulations.

