



**NOVA SCOTIA**  
Agriculture



**BUSINESS PLAN 2008–2009**

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## **Message from the Minister**

I am pleased to present the Department of Agriculture business plan for 2008-2009. Agriculture is an important contributor to the economic and social fabric of Nova Scotia. The industry stretches well beyond our province, with goods exported throughout the world. The success of the industry in the coming years depends heavily on the innovation of the agricultural sector and its ability to respond to emerging trends.

The Department of Agriculture is committed to helping Nova Scotia's agricultural industry develop with a view to long-term sustainability and profitability. This year, the department will pay particular attention to the beef and wine sectors, positioning the industry to address environmental and regulatory challenges. As well, we will continue with the implementation of a revised governance structure at the Nova Scotia Agricultural College that will benefit the province's agricultural industry for years to come.

I encourage everyone to visit the department's website at <http://www.gov.ns.ca/agri/> for more information on the full range of our programs and services.

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Honourable Brooke Taylor, MLA  
Minister of Agriculture

## Mission

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

## The Corporate Path

The Corporate Path concept has been designed to reflect the government’s focus and to guide its decision-making. It focuses on three principles: it recognizes that securing Nova Scotia’s future means making smart investments to grow the economy; it commits to fiscal responsibility, a competitive business climate and social programs; and it calls for various government entities to take a realistic approach to managing the growing costs of programs and services. Linkages are drawn throughout this business plan between the Corporate Path and the Department of Agriculture’s priorities for 2008-2009. The individual components of the Corporate Path are identified in the following chart:

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

## Opportunities for Sustainable Prosperity and Our Framework for Social Prosperity

Nova Scotia’s economic plan, described in *Opportunities for Sustainable Prosperity*, ensures that the province’s growth and development is guided by the concept of sustainable competitiveness. It is organized according to seven focus areas:

- Business Climate – Environment for Growth
- Productivity through Innovation
- Trade and Competitiveness

- Financial Capital – Investment
- Natural Capital – Sustainability
- Built Capital – Infrastructure
- Human Capital – Labour Force
- Social Capital – Regional Capacity

The newly proclaimed *Environmental Goals and Sustainable Prosperity Act* incorporates this strategy into law, with a requirement for annual progress reporting. Linkages are drawn throughout this business plan between *Opportunities for Sustainable Prosperity* and the department’s priorities for 2008-2009. The full *Opportunities for Sustainable Prosperity* document can be found online at:

[http://www.gov.ns.ca/econ/ofsp/docs/OfSP\\_2007\\_Progress\\_Report.pdf](http://www.gov.ns.ca/econ/ofsp/docs/OfSP_2007_Progress_Report.pdf).

In addition, Nova Scotia released a Social Prosperity Framework in 2007 to ensure that the province’s economic and social prosperity move forward together. This framework outlines the social policy goals of the province, while demonstrating how social prosperity, economic prosperity and environmental sustainability are connected. The Department of Agriculture supports this framework primarily through a focus on education and life-long learning. The framework document can be found online at:

<http://gov.ns.ca/coms/department/noteworthy/WeavingtheThreads.html>.

## **Government Business Plan**

The Government of Nova Scotia’s business plan for 2008-2009 is organized according to the following categories: Educating to Compete; Protecting our Environment; Better Roads and Infrastructure; Safer, Healthier Communities; and Shorter Wait Times. Two of the Department of Agriculture’s priorities are identified in the government business plan, as shown in the following table:

<b>Government Business Plan</b>	<b>Department of Agriculture priority</b>
Educating to Compete	Implement a new governance structure at the Nova Scotia Agricultural College.
Protecting our Environment	Provide support to Nova Scotia’s agriculture industry to improve energy efficiency and address the impacts of climate change.

## **Organizational Structure**

The Department of Agriculture has a legislated mandate to promote, support and develop the agriculture and food industries. The department also delivers services to Nova Scotia’s fisheries and aquaculture industries on behalf of the Department of Fisheries and Aquaculture.

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

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

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

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

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

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

**Nova Scotia Agricultural College (NSAC)** provides education and training related to agriculture, aquaculture, and the agri-food industries. NSAC works in cooperation with industry and government, and is the centre of agricultural expertise for Atlantic Canada. The Atlantic BioVenture Centre at NSAC supports value-chain development, research commercialization, and technology transfer.

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

## **PLANNING CONTEXT**

Primary agriculture production and food processing together contribute more than \$900 million annually to Nova Scotia's economy. In 2006, primary agriculture in Nova Scotia employed 2,300 people full time and 700 part time, with food processing employing more than 13,000. Dairy is the leading sector, with farm sales of more than \$107 million in 2006. As of 2005, Nova Scotia accounted for 56 percent of all fur production in Canada. The vast majority of this fur comes from mink, one of Nova Scotia's fastest growing agricultural sectors. Nova Scotia is also one of the world's leading blueberry regions, exporting 90 percent of the annual crop.

The department's activities are organized according to four core business areas: sustainable resource management; industry growth and development; responsible governance; and education and life-long learning. The department works with Nova Scotia's agriculture industry to address challenges in each of these areas, ranging from global events to evolving public expectations and new legislative developments. The department is committed to helping the industry seize opportunities to move forward.

### **Sustainable Resource Management**

The Government of Nova Scotia proclaimed the *Environmental Goals and Sustainable Prosperity Act* (EGSPA) in 2007, committing the province to having one of the cleanest and most sustainable environments in the world by 2020. The Act contains targets on several environmental indicators including air emissions, renewable energy, and water quality. Nova Scotia's agriculture industry has a role to play in addressing each of these issues. The Nova Scotia Agricultural College, which houses the Canada Research Chair in Agricultural Resource Management and conducts world-class research on issues such as climate change, will continue to play an important role in helping the agriculture industry address these challenges.

The Agricultural Policy Framework (APF) agreement came into effect in 2003, recognizing environmental protection as one of the pillars essential to agricultural growth. The department works with industry to deliver the Environmental Farm Plan initiative through the APF, addressing a variety of potential risks, including issues identified in the EGSPA. The department is working with government and industry partners to develop the next generation of agriculture policy, in which the natural environment will remain a focus. The current APF will be in effect until the next generation agreement is implemented in 2009.

### **Industry Growth and Development**

Primary agriculture in Nova Scotia has traditionally been characterized by a focus on domestic markets and commodity production, both of which face increasing pressure. Globalization in food has fundamentally impacted the domestic arena as borders open wider to imports and competition intensifies. Commodity production has struggled as producers find it increasingly difficult to retrieve rising input costs and expenses

associated with regulations. Rising input costs, largely due to Nova Scotia's distance from major North American suppliers, have especially been a problem for the province's pork sector. Meanwhile, the beef sector continues to struggle with lingering effects of the bovine spongiform encephalopathy (BSE) outbreak in 2003. The department will work with Nova Scotia's beef sector this year on a long-term profitability strategy.

Primary agriculture is often seasonal, with the spring through autumn months being the busiest times. Processing companies, as a result, often struggle to attract investment. Nova Scotia's processors lag in the adoption of innovative technologies, hindering new product development and cost-effectiveness in general. The department recognizes the importance of attracting new entrants to the industry, and investing in applied science, technology and business management training. The agriculture industry has had difficulty in recent years attracting labour due to rural out-migration and an aging population. Efforts to encourage investment in technology, and ongoing education and life-long learning initiatives will help address this labour shortage.

Extension and the transfer of knowledge play an important role in industry growth and development. These services are currently delivered through operational branches of the department, the Nova Scotia Agricultural College, AgraPoint and private sector organizations. The department will focus on improving the coordination and delivery of extension services this year to ensure Nova Scotia's farm community receives maximum benefit from these supports. The department will also enhance the scope of its extension services with the addition of new agricultural liaison workers.

The department recognizes the need for greater strategic partnerships and innovative thinking to deal with the increasingly complex challenges facing the industry. The department is committed to strategic planning and investment that encompasses sector-specific supply chain linkages and addresses competitiveness issues. The department will also improve business risk management and contingency planning options to respond to downturns caused by sudden and unexpected events. A significant challenge for the industry in recent years – for exporters in particular – has been the rising Canadian dollar. A continued focus on product differentiation and enhanced competitiveness through value-added strategies will help soften the impacts of currency fluctuations.

Agricultural growth in Nova Scotia depends largely on the industry's ability to differentiate and add value to their products. Nova Scotia has a foothold in markets for new and emerging agricultural products, including health and bio-products, award-winning speciality wines, a range of blueberry products, luxury furs, and agri-tourism. Growing consumer interest for locally grown products will further diversify marketing opportunities, and in 2008-2009 the department will build on the success of its 'Select Nova Scotia' campaign. At the same time, the department will continue its efforts to increase agricultural exports through marketing and promotional initiatives.

The department is committed to ensuring Nova Scotia's agriculture industry is environmentally and economically sustainable in the long-run. As part of these efforts in 2008, the department will develop an internal strategic framework to articulate its role in

advancing the government's 2020 agenda for the New Nova Scotia and sustainable prosperity. This Made in Nova Scotia Strategic Framework will cement the importance of agriculture in the province's economic future and serve as the basis for the department's engagement with the agriculture industry. It will support industry transition toward improved competitiveness and profitability in a way that reflects the government's focus to balance economic and social development and environmental protection.

### **Responsible Governance**

Increased public awareness and concern regarding food safety and animal health has led to new legislation and quality standards both nationally and provincially. The department is working with government and industry stakeholders to meet these standards. The Canadian Food Inspection Agency, for example, introduced an enhanced feed ban in 2007 to guard against BSE in Canada. The department worked with industry to secure a short-term disposal site for the Specified Risk Materials identified in the ban, and a long-term solution is being developed.

Maintaining and expanding laboratory accreditations to ensure reliability, credibility and adherence to the highest testing standards is also a challenge for the department. The department will be selective in developing new scopes for the accreditation process to ensure maximum possible impact for the province's agriculture industry. The department will also help industry fully implement the Foreign Animal Disease Emergency Support plan this year. Increased surveillance for animal diseases allows the province to better respond to events and limits economic losses should an outbreak occur.

The department recognizes a growing demand for improved coordination with similarly-mandated organizations. The department began working with the Department's of Health Promotion and Protection and Environment and Labour in 2007-2008 to better coordinate environmental health services, undertaking joint initiatives around education, recruitment and regulatory reform. The department will continue these efforts in 2008-2009 and will also work more closely with federal agencies such as CFIA on enforcement operations. Such collaboration requires enhanced communication and data sharing efforts between organizations.

Food safety, from the farm to the consumer, is fundamental not only to the integrity of the food system, but to the overall health of the province. Livestock sectors are developing traceability systems, and the department will work with government and industry partners to develop premise identification systems that enable inspectors to track animals to their birth farms.

### **Education and Life-Long Learning**

The Nova Scotia Agricultural College (NSAC) continues to provide high-quality research and education to move the province's agriculture industry forward. The environment for educational and research institutions has become highly competitive, and in 2007 the

department introduced legislation to place NSAC on a level footing with other institutions. The *Nova Scotia Agricultural College Act* will establish NSAC as a crown corporation that operates more independently from government and competes more effectively for research funding, quality teaching staff, and students. NSAC recognizes that the nature of education is changing, and will ensure that future programming, recruitment and retention efforts are shaped accordingly.

NSAC has positioned itself in recent years to play a lead role in the development of Atlantic Canada's bio-economy. Agriculture has the potential to provide the economic basis for a bio-economy that reinvigorates rural communities and helps reverse trends in rural population decline. The Atlantic BioVenture Centre (ABVC) at NSAC has been highly successful in attracting research funding, securing some \$6.5 million since its inception in 2005. The ABVC focuses on the development and commercialization of value-added products including food and feed supplements, nutraceuticals and functional food.

## **CORE BUSINESSES, GOALS, STRATEGIES AND MEASURES**

### **Core Business One: Sustainable Resource Management**

#### **Programs and Services:**

- Agriculture resource management and land protection

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

#### **What it means**

The department is committed to achieving a balance between long-term agricultural growth and environmental responsibility, and provides leadership to help the industry realize the benefits of good environmental stewardship. The department will continue to deliver services related to land protection, dyke maintenance and integrated pest management to bolster the industry and guard against damage and loss.

This year marks almost a decade for the Environmental Farm Plan, an initiative which provides for full, on-farm environmental assessments and remediation assistance. The department is also working to ensure agriculture in Nova Scotia remains clean and green and that the province meets its climate change commitments as established in the *Environmental Goals and Sustainable Prosperity Act*. The department's ongoing relationship with the Nova Scotia Agricultural College, which is home to world-class research on the subject, provides the basis for these efforts.

#### **Corporate Linkages**

- The following priority aligns with section 2.3 of the Corporate Path: Leader in Clean and Green Economy.

- It aligns with Natural Capital – Sustainability in *Opportunities for Sustainable Prosperity*.
- It aligns with Protecting Our Environment in the government business plan.

**Priority** – Provide support to Nova Scotia’s agriculture industry to improve energy efficiency and address the impacts of climate change.

**Strategies & Actions**

- Expand the Environmental Farm Plan to include on-farm energy audits and a farm safety component.
- Improve on-farm wastewater management technologies such as treatment wetlands, soil infiltration systems and composting systems.
- Measure ammonia and greenhouse gas emissions and soil water leaching from agricultural systems to identify simple farm management strategies to minimize their climate change impacts.
- Support on-farm energy conservation through the Farm Investment Fund.
- Participate on interdepartmental teams on sustainable prosperity and climate change.
- Work with industry to develop bio-fuel opportunities.

**Performance Measure:**

Outcome	Measure	Data	Target 2008-09	Ultimate Target	Strategic Actions to Achieve Target
Clean environment	Percentage of registered farms participating in the province’s Environmental Farm Plan (EFP) Initiative <sup>1</sup>	27% (2004-05) 35% (2005-06) 40% (2006-07) 44% (2007-08)	46%	Achieve level of 50% participation in the EFP by 2010	Expand the EFP to include energy audits and farm safety component  Continue to deliver the national farm stewardship program

**Core Business Two: Industry Growth and Development**

**Programs and Services**

- Business risk management
- Agricultural lending services
- Business development and economics
- Product and quality development
- Market services

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<sup>1</sup> This is based on approximately 2400 registered farms in Nova Scotia, though the exact number may vary from year to year. Approximately half are full-time commercial, with the remainder being smaller operations. The majority of farms participating in the EFP process are full-time commercial – those farms for which the initiative was initially designed.

- Agriculture development, regional and extension services (including AgraPoint) and investment

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

**What it means**

Nova Scotia entered into the Federal/Provincial/Territorial Agricultural Policy Framework (APF) in 2002, which allows various levels of government to take a more coordinated approach to program and service delivery. The APF focuses on five key pillars, namely business risk management, food safety and quality, environment, renewal, and science and innovation. The framework was originally set to expire on March 31, 2008; however, the province will sign an agreement to allow for uninterrupted programming while negotiations take place for Growing Forward, the next generation of agricultural policy.

**Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate, section 1.2: Globally Competitive Workforce, section 2.2: Leader in R&D and Innovation, and section 2.3: Leader in Clean and Green Economy.
- It aligns with Business Climate – Environment for Growth in *Opportunities for Sustainable Prosperity*.

**Priority** – *Ensure the interests of Nova Scotia’s agriculture industry are strongly reflected in Growing Forward, the next agricultural policy agreement.*

**Strategies & Actions**

- Sign and implement an agreement to extend the APF to March 31, 2009 to allow for further development of the next generation of agriculture policy.
- Conclude negotiations on Growing Forward, the next generation of agriculture policy, and sign an implementation agreement.
- Replace Canadian Agricultural Income Stabilization (CAIS) with new business risk management products AgriStability and AgriInvest, and add AgriRecovery for disaster situations in agriculture.
- Provide additional crop and livestock insurance products to meet industry needs.

**Performance Measures:**

Outcome	Measure <sup>2</sup>	Data	Target 2008-09	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Percentage of provincial farm allowable net	60% (2007-08)	70%	75% by 2009-10	Replace CAIS with AgriInvest

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<sup>2</sup> Data for 2007-08 is a projection and/or only partially calculated at this time.

	sales covered by AgriInvest <sup>3</sup>				Promotion and awareness
Competitive business climate	Percentage of provincial farm reference margin protected by AgriStability	60% (2007-08)	70%	75% by 2009-10	Replace CAIS with AgriStability  Promotion and awareness
Competitive business climate	Total Production Insurance coverage (millions)	\$52.5 (2004-05) \$51.3 (2005-06) \$56.4 (2006-07) \$64.1 (2007-08)	\$72	Increase number of participants and the associated value of production protected by Production Insurance	Expand insurance product line  Provide new features on existing products

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

### What it means

The department continues to focus on key market opportunities to strengthen Nova Scotia’s agri-food industry and business climate. The department will develop a comprehensive plan for investment attraction this year. The department will also continue to offer the services of the Farm Loan Board and will again offer a loan interest rebate to help new farmers enter the industry.

The department continues to support product differentiation and value-added initiatives, and provides financial support and counselling to help producers move beyond the research and planning stage and into commercial production. This year the department will also implement a new three-year trade plan and address transportation logistics and distribution challenges. A particular emphasis will be on developing market opportunities in Germany. The department will focus on sector development as well, particularly beef and wine, horticulture, culinary tourism, health and wellness foods and organic agriculture.

### Corporate Linkages

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.
- It aligns with Business Climate – Environment for Growth in *Opportunities for Sustainable Prosperity*.

**Priority** – *Transition Nova Scotia’s agriculture industry towards a sustainable and prosperous future.*

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<sup>3</sup> AgriInvest and AgriStability together replace the Canadian Agricultural Income Stabilization (CAIS) program. AgriInvest helps producers protect their margins from small declines (less than 15 percent) in income, while AgriStability protects against larger drops (more than 15 percent).

### **Strategies & Actions**

- Develop a Made in Nova Scotia Strategic Framework to articulate the department's vision for advancing the government's 2020 agenda for sustainable prosperity.
- Administer the second year of the four-year Strategic Infrastructure Investment Fund.
- Provide financial support and mentorship through an Agri-Food Innovation Award to help an innovative producer plan and develop a business idea.
- Expand partnerships with the Atlantic BioVenture Centre.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.
- It aligns with Business Climate – Environment for Growth, and Financial Capital – Investment in *Opportunities for Sustainable Prosperity*.

**Priority** – *Work with government and industry partners to address short term challenges and build conditions for long-term profitability in Nova Scotia's beef sector.*

### **Strategies & Actions**

- Facilitate the development and implementation of an industry strategic plan to grow Nova Scotia's beef sector.
- Support industry efforts to develop a Maritime brand beef product for the local market.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.
- It aligns with Business Climate – Environment for Growth in *Opportunities for Sustainable Prosperity*.

**Priority** – *Accelerate the growth and development of Nova Scotia's wine sector.*

### **Strategies & Actions**

- Implement the 2007 Farm Winery Policy to guide industry growth and development.
- Continue working with government and industry partners across Canada towards the development of a national wine standard.
- Develop regulations under the *Agriculture and Marketing Act* for provincial quality standards, a provincial wine authority, and enforcement provisions for current farm and cottage winery policy.
- Provide ongoing support to the Winery Association of Nova Scotia to assist in the implementation of their strategic plan.
- Work with the Nova Scotia Liquor Corporation to develop a plan to expand and enhance the presence of Nova Scotia wines at their provincial retail locations and at private wine stores.

- Support grape and wine sector research activities at the Nova Scotia Agricultural College.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.
- It aligns with Business Climate – Environment for Growth, and Social Capital – Regional Capacity in *Opportunities for Sustainable Prosperity*.

**Priority** – Increase market share for Nova Scotia’s agriculture producers through continued ‘buy local’ promotional initiatives.

### **Strategies & Actions**

- Analyse the first phase of the Select Nova Scotia campaign to assess its impact and effectiveness and guide ongoing activities.
- Implement the second year of the Select Nova Scotia campaign.
- Coordinate with the Council of Atlantic Premier’s Agri-Food Action Team to research direct marketing opportunities for agricultural producers throughout Atlantic Canada.
- Work with Nova Scotia Economic Development to increase the volume of local agricultural products in provincially owned and operated institutions.
- Analyse the success of the conference *Growing Opportunities: Realizing the Benefits from the Local Food Economy* that addressed challenges producers face selling goods in the local market, and follow up on priorities identified.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.
- It aligns with Business Climate – Environment for Growth, and Social Capital – Regional Capacity in *Opportunities for Sustainable Prosperity*.

**Priority** – Improve and enhance extension and information services to better facilitate knowledge transfer and capacity building in Nova Scotia’s agriculture industry.

### **Strategies & Actions**

- Implement the results of an operational review to improve coordination of extension services currently offered through the department, AgraPoint, the Nova Scotia Agricultural College and private industry to achieve maximum benefit.
- Hire new industry liaison officers to address strategic areas, including animal health and welfare, environment and industry transition.
- Continue geographic information systems mapping of agricultural land in Nova Scotia for foreign animal disease surveillance and traceability purposes.

**Performance Measures<sup>4</sup>:**

<b>Outcome</b>	<b>Measure</b>	<b>Data</b>	<b>Target 2008-09</b>	<b>Ultimate Target</b>	<b>Strategic Actions to Achieve Target</b>
Competitive business climate	Value of sales resulting from market development projects and tactics (millions)*	\$4.5 (2004-05) \$5.5 (2005-06) \$9.4 (2006-07)	\$10	Increase industry sales	Focus market development activities on priority markets
Competitive business climate	Consumer awareness of Select Nova Scotia campaign (new measure, results based on annual survey)*	6% (2007-08)	15%	Increase over previous year's results	Recruit additional industry partners  Hire a staff person to work on the initiative full time
Competitive business climate	Ratio of Product and Quality Development (PQD) program funding invested to total R&D invested through PQD projects <sup>5*</sup>	43% (2004-05) 32% (2005-06) 19% (2006-07) 18% (2007-08)	17%	Increase amount of R&D funding from other (non-government) sources, thereby decreasing the ratio invested by government	Develop new partnerships  Expand support to industry-wide and individual-business initiatives
Competitive business climate	Value of new investment in the agri-food and seafood sectors (millions)*	\$1.5 (2006-07) \$1.5 (2007-08)	\$2	Increase domestic and foreign direct investment within the primary production and value-added sectors	Operationalize the investment plan
Competitive business climate	Percentage of Farm Loan Board principal in arrears <sup>6</sup>	3.3 % (2005-06) 2.9% (2006-07) 3.0% <sup>7</sup> (2007-08)	3.0% or less	3.0% or less	Monitor the status of accounts  Contact clients in arrears and refer to industry resources where appropriate
Integrity and security of the food system	Percentage of commercial livestock locations identified for premise identification	10% (2007-08)	50%	100% of all commercial livestock sites	Partner with commodity groups

<sup>4</sup> Measures identified with an asterisk (\*) refer to activities on behalf of the agriculture, fisheries and aquaculture industries.

<sup>5</sup> Indicates the amount of funding leveraged from other sources by PQD program funding.

<sup>6</sup> The Farm Loan Board provides long-term lending to support agricultural industry growth and development. A low percentage of principal in arrears suggests high profit margins in the industry.

<sup>7</sup> Projection

## **Core Business Three: Responsible Governance**

### **Programs and Services**

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

**Goal:** Orderly development of the agriculture and food industries.

### **What it means**

The orderly development of the agriculture and food industries is the foundation for Nova Scotia's agricultural success. The department delivers a range of programs and services to this effect, including farm registration services and support to the Natural Products Marketing Council, which supervises Nova Scotia's producer marketing boards. The council also advises government and industry on market conditions and acts as a mediator in industry disputes. The department is committed to advancing the government's Better Regulation Initiative, aimed at minimizing regulatory burden to industry and ensuring a business-friendly regulatory climate.

The department will continue to ensure public expectations are met for food safety and animal health this year, in particular through increased staffing and expanded partnerships. The department will hire additional veterinary staff to focus on meat inspection, animal welfare issues and emergency preparedness. The department will also continue to work with the Department's of Health Promotion and Protection and Environment to better coordinate environmental health services, with joint initiatives around education, recruitment and regulatory reform.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate, and section 2.2: Leader in R&D and Innovation.
- It aligns with Business Climate – Environment for Growth, and Built Capital – Infrastructure in *Opportunities for Sustainable Prosperity*.

**Priority** – *Partner with the Canadian Food Inspection Agency to enhance foreign animal disease surveillance in Nova Scotia.*

### **Strategies & Actions**

- Enter into a Memorandum of Understanding and a two-year funding agreement with the Canadian Food Inspection Agency for the construction of a foreign animal disease surveillance laboratory.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

- It aligns with Business Climate – Environment for Growth in *Opportunities for Sustainable Prosperity*.

**Priority** – Minimize the administrative paperwork burden to business and improve regulatory service delivery to industry clients through the Better Regulation Initiative.

### Strategies & Actions

- Review select regulations for focus and appropriateness, and attempt to limit unnecessary burdens to industry clients.
- Help industry clients identify, understand and respond to regulatory requirements.

### Performance Measures:

Outcome	Measure	Data	Target 2008-09	Ultimate Target	Strategic Actions to Achieve Target
Public health protection Integrity and security of the food system	Volunteer food handlers trained in safe food handling*	469 (2004) 394 (2005) 1,192 (2006) 646 (2007)	700	All volunteers involved in food preparation trained in safe food handling techniques	Contact volunteer groups Continue offering food handling courses
Public health protection Integrity and security of the food system	Number of food safety concerns reported*	324 (2004) 278 (2005) 325 (2006) 275 (2007)	250	No repeat public complaints about the same facility	Continue to investigate all public complaints
Public health protection Integrity and security of the food system	Number of suspected food poisoning cases reported*	66 (2004) 69 (2005) 75 (2006) 47 (2007)	40	No confirmed food-borne illnesses from Nova Scotia eating establishments	Increase food handling training Enhance enforcement

## Core Business Four: Education and Life-Long Learning

### Programs and Services

- Agriculture outreach and youth
- Post secondary education and research

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

### What it means

Education and life-long learning remain central to agricultural renewal and long-term viability for the industry. The department continues to offer Agriculture Awareness and 4-H programming to educate the general public about farming and promote the industry as a viable career choice. The department will host workshops and leadership development sessions in 2008, develop curriculum materials and organize other activities to strengthen relationships between farming and non-farming communities, and address

succession planning issues. The department continues to offer farm safety education to industry and the general public to reduce the number of accidents and injuries that occur on farms.

The Nova Scotia Agricultural College (NSAC) continues to provide high-quality research and education. NSAC will review, adapt and develop programs in 2008 to increase enrolment, including Distance and Continuing Education and certificate courses, and will increase recruitment efforts in international and non-traditional markets. NSAC will enhance research capacity by continuing the implementation of a Ph.D. program and establishing new research positions in mink immunology, farm energy use, fur waste management and agri-health. Development of the Office of Research and Graduate Studies will also continue, and increased partnerships will further leverage the benefits of the existing industrial research chair program. In addition, NSAC will increase technology transfer and commercialization capability by continuing to support the development of the Atlantic BioVenture Centre and increasing the tenancy base at AgriTECH Park. The establishment of a new governance structure at the university will underpin and provide a stronger support network for these activities.

### **Corporate Linkages**

- The following priority aligns with section 1.1 of the Corporate Path: Globally Competitive Business Climate, section 1.2: Globally Competitive Workforce, and section 2.2: Leader in R&D and Innovation.
- It aligns with Business Climate – Environment for Growth, Productivity through Innovation, and Human Capital – Labour Force in *Opportunities for Sustainable Prosperity*.
- It aligns with Educating to Compete in the government business plan.

***Priority*** – Implement a new governance structure at the Nova Scotia Agricultural College.<sup>8</sup>

### **Strategies & Actions**

- Support passage of Bill 107, the *Nova Scotia Agricultural College Act* in the spring session of the legislature.
- Establish a transition board of directors in preparation for a formal board and academic senate, and finalize details for the transition from the Nova Scotia Public Service to the new entity.

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<sup>8</sup> Bill 107, the *Nova Scotia Agricultural College Act*, was introduced in the fall 2007 session of the legislature. The strategies and actions associated with this priority are contingent upon the bill being passed in the spring session.

### Performance Measures:

Outcome	Measure	Data <sup>9</sup>	Target 2008-09	Ultimate Target	Strategic Actions to Achieve Target
High quality agricultural research and education	Total value of research and infrastructure grants awarded to NSAC researchers (millions)	\$5.74 (2004-05) \$5.79 (2005-06) \$6.49 (2006-07) \$8.00 (2007-08)	\$8.5	\$10 by 2011	Facilitate professional proposal development  New faculty recruitment
Skilled agricultural workforce	Number of students enrolled at NSAC	753 (2004-05) 758 (2005-06) 793 (2006-07) 788 (2007-08)	800	1000 students by 2013	Recruitment drives  Improve campus facilities
Skilled agricultural workforce	Number of international students enrolled at NSAC	26 (2004-05) 26 (2005-06) 47 (2006-07) 59 (2007-08)	65	100 international students by 2013	International recruitment drives  Improve campus facilities

## Internal Management

### Programs and Services

- Business planning and accountability
- Legislative and policy services
- Communications
- Employee safety, wellness and health
- Human resources
- Information management
- Information technology

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

### What it means

Corporate services are delivered through the offices of the Minister and Deputy Minister, the Policy and Planning and Communications divisions, and Resources Corporate Service Units<sup>10</sup>.

## Human Resources Strategy

### Corporate Linkages

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<sup>9</sup> These figures are the most up-to-date available for 2007-2008. NSAC releases official enrolment figures in October and fiscal data in June of each year.

<sup>10</sup> Resources Corporate Service Units provide financial, human resources, and information technology services to the department.

- The following priority aligns with section 1.2 of the Corporate Path: Globally Competitive Workforce.
- It aligns with Human Capital – Labour Force in *Opportunities for Sustainable Prosperity*.

**Priority** – Address the goals and objectives of the Government of Nova Scotia Human Resource plan<sup>11</sup>.

### Strategies & Actions

- Coordinate the efforts of intra-departmental working groups addressing aspects of the corporate human resource strategy, including the diversity and healthy workplace components.
- Encourage and provide opportunities for staff to participate in government sponsored career planning workshops.

### Long-Term Outcome Measures

Outcome	Measure	Data	Target 2008-09	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of agricultural production (farm cash receipts, millions) <sup>12</sup>	\$452.3 (2004) \$459.4 (2005) \$447.6 (2006)	Growth in the agriculture sector	Continued growth in the agriculture sector	Continue to provide business risk management and development programs, and provide product development support  Undertake focussed market and business development activities  Develop a strategic framework to guide industry competitiveness
Competitive business climate	Dollar value of total capital and repair expenditures in agriculture (millions) <sup>13</sup>	\$58.5 (2004) \$53.5 (2005) \$48.0 (2006) \$48.7 (2007)	Increase in capital expenditures	Continued increase in capital expenditures	Provide focussed lending through the Farm Loan Board  Continue to support industry growth
Competitive business climate	Total agri-food exports (less	\$271.7 (2004) \$271.0 (2005)	Export growth	Continued export growth	Undertake focussed market

<sup>11</sup> The Government of Nova Scotia's Corporate Human Resources Plan 2005-2010 identifies five goals to guide development of the public sector workforce in the province: To make a difference, through a skilled, committed, and accountable public service; To be a preferred employer; To be a safe and supportive workplace; To be a diverse workforce; To be a learning organization.

<sup>12</sup> Source: Statistics Canada, Catalogue Number 21-011-X

<sup>13</sup> Source: Statistics Canada CANSIM Table 0800012

	seafood products and fishing, millions) <sup>14</sup>	\$263.1 (2006) \$253.7 (2007)			development activities
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## Budget Context

<b>Agriculture</b>			
	<b>2007-2008 Estimate</b>	<b>2007-2008 Forecast</b>	<b>2008-2009 Estimate</b>
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Total Department Expenses:</b>			
Senior Management	1,047	1,095	828
Policy, Planning, Comm.	771	788	815
Agricultural Services	23,716	26,016	23,750
Legislation and Compliance	8,160	8,770	8,846
Industry Development and Business	11,554	12,069	5,890
N. S. Agricultural College	17,947	18,567	19,434
<b>Total Departmental Expenses</b>	<b>63,195</b>	<b>67,305</b>	<b>59,563</b>
<b>TCA Purchase Requirements</b>	<b>355</b>	<b>435</b>	<b>360</b>
<b>Provincial Funded Staff (FTEs)</b>	<b>458</b>	<b>457</b>	<b>467</b>

### ***Rounding***

#### **Estimates/Forecasts:**

##### **Departments/PSV's**

- All estimates/forecasts should be rounded to the nearest thousand.

##### **FTE's:**

##### **FTE's for departments**

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

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

- In accordance with what appears in the Nova Scotia Estimates Supplementary Detail all FTE information should be rounded to the nearest tenth.

<sup>14</sup> Source: Industry Canada Trade Data Online, Accessed 13 March 2008