



**NOVA SCOTIA**  
Agriculture



**2011 – 2012 Statement of Mandate**

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## **Message from the Minister**

I am pleased to present the Department of Agriculture's 2011-2012 Statement of Mandate, which outlines our mission, mandate and vision, along with key performance indicators and action items for the year ahead.

I encourage readers to look at this document together with Homegrown Success, which articulates the department's ten-year plan for a profitable and sustainable agriculture industry in Nova Scotia. Together with Homegrown Success, this statement of mandate reflects our commitment to providing Nova Scotia's agriculture industry the support they need to be more competitive, seize new market opportunities, develop new and innovative products and create new job opportunities.

I invite readers to visit our website at [www.gov.ns.ca/agri](http://www.gov.ns.ca/agri) to learn more about Homegrown Success and our priorities for the coming year.

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John MacDonell  
Minister

## **Department Mandate**

The Department of Agriculture supports the development of competitive, sustainable and profitable agriculture and agri-business industries that contribute to the economic, environmental and social prosperity of Nova Scotia's rural and urban communities.

The Department of Agriculture also supports the development of competitive and profitable ocean products and recreational fishing industries in partnership with the Department of Fisheries and Aquaculture.

## **Department Vision**

The Department of Agriculture's vision is of an agriculture and agri-food industry that is diversified, market-focused and profitable.

It is an industry recognized for its adaptable, collaborative business approach and its safe, exceptional quality products.

Moreover, it is an industry valued for contributing to the economy, the environment and vibrant rural communities.

## **Department Mission**

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

## **Alignment with Government Priorities**

The Department of Agriculture released Homegrown Success in November 2010, a framework document describing a vision for long-term profitability and sustainability in Nova Scotia's agri-product industry. It articulates our commitment to working with and helping businesses across the value-chain seize market opportunities, be profitable in the long-term and create good jobs for Nova Scotians. Homegrown Success builds on several initiatives already underway in the department and reflects the government's core priorities.

The Government of Nova Scotia's three core priorities are to:

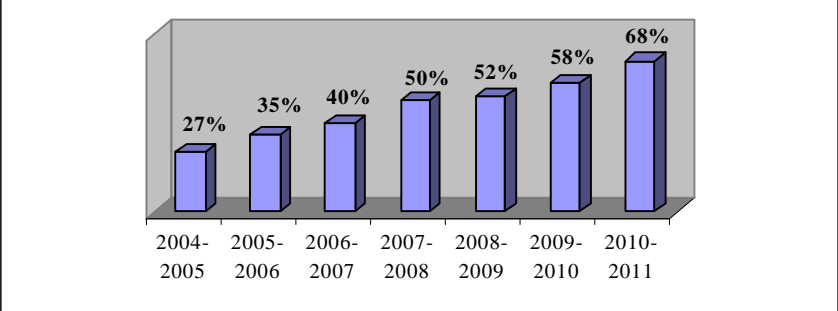
**Get back to balance and ensure government lives within its means.** The Department of Agriculture has realigned programs and services in recent years to address the changing needs of the agriculture industry. The ten-year plan will guide our efforts to better align programs and services, target more specific needs and increase the overall profitability of the agri-product industry.

**Make health care better for you and your family.** The department continues to address public expectations for animal welfare, environmental health services for soil, dairy and water quality, and retail food safety.

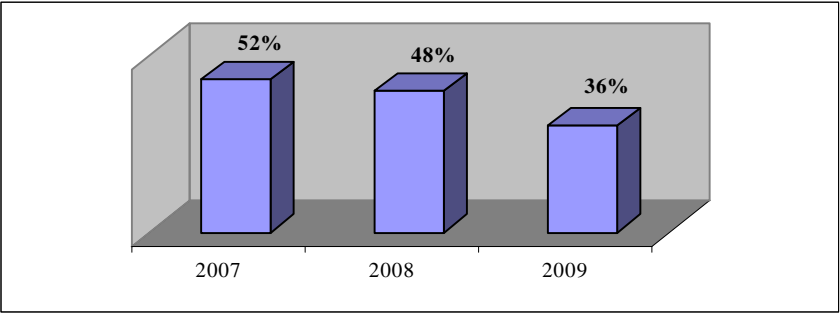
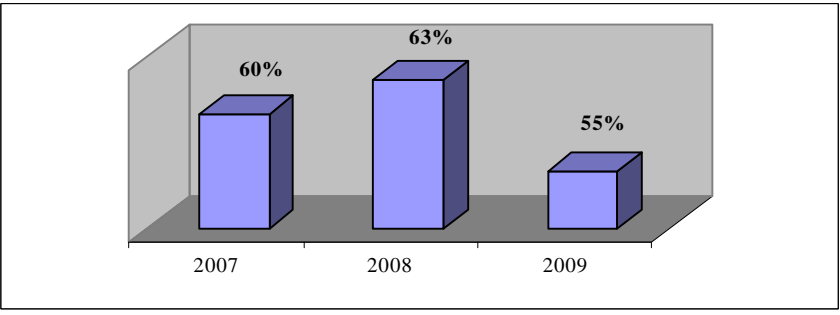
**Create good jobs and grow the economy:** Homegrown Success aligns with the government's *jobsHere* strategy. It articulates our commitment to growing Nova Scotia's agri-product industry and creating jobs across the value-chain (including primary, processing, distribution and retail). The department also launched initiatives in recent years to help prospective farmers find information, contacts and tools they need to begin farm businesses in Nova Scotia.

## Performance Measures

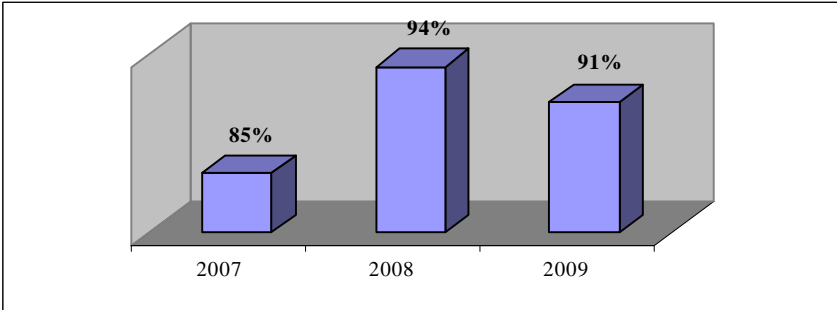
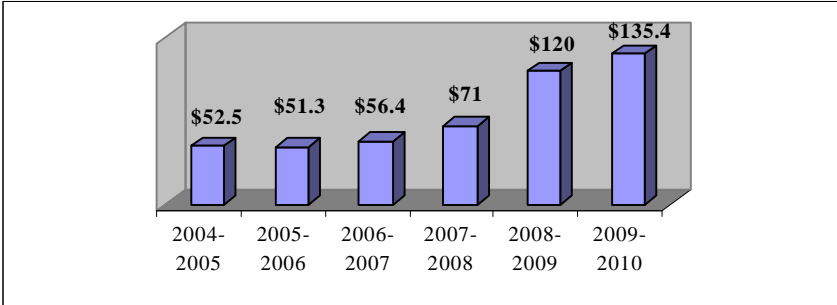
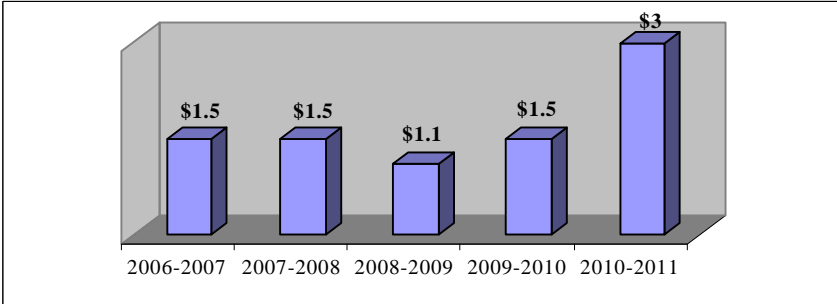
### Sustainable Resource Management

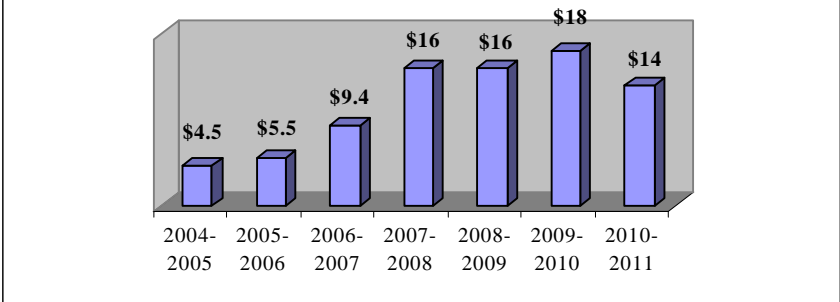
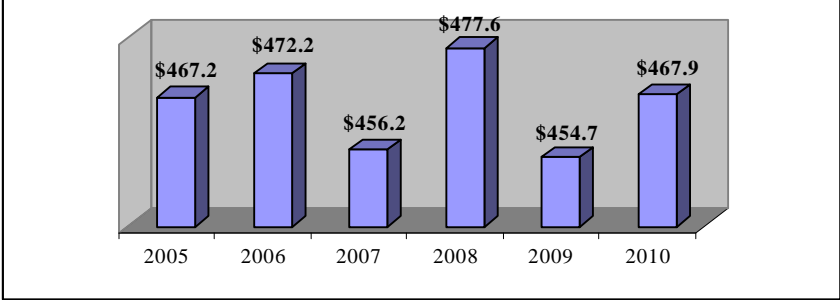
Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target																
Environmental sustainability	Percentage of registered farms with an Environmental Farm Plan	 <table border="1" data-bbox="596 461 1428 769"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>27%</td> </tr> <tr> <td>2005-2006</td> <td>35%</td> </tr> <tr> <td>2006-2007</td> <td>40%</td> </tr> <tr> <td>2007-2008</td> <td>50%</td> </tr> <tr> <td>2008-2009</td> <td>52%</td> </tr> <tr> <td>2009-2010</td> <td>58%</td> </tr> <tr> <td>2010-2011</td> <td>68%</td> </tr> </tbody> </table>	Year	Percentage	2004-2005	27%	2005-2006	35%	2006-2007	40%	2007-2008	50%	2008-2009	52%	2009-2010	58%	2010-2011	68%	<p>Target for 2011-12: 70%</p> <p>Ultimate target: Continued increase in the number of registered farms participating</p>	<p>Continue to encourage industry participation in the environmental farm plan program</p> <p>Expand the energy audit and assessment component of the program</p> <p>Support pilot projects based on renewable energy and agri-products</p>
Year	Percentage																			
2004-2005	27%																			
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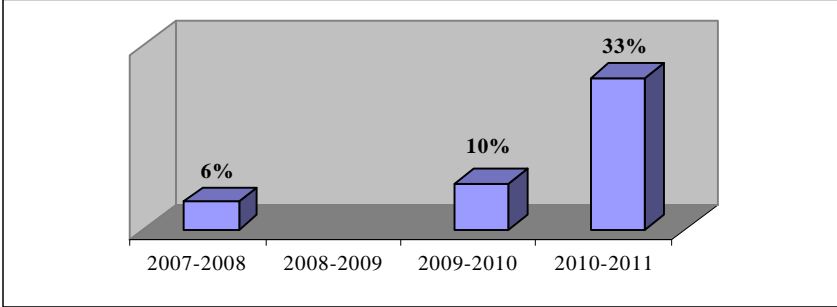
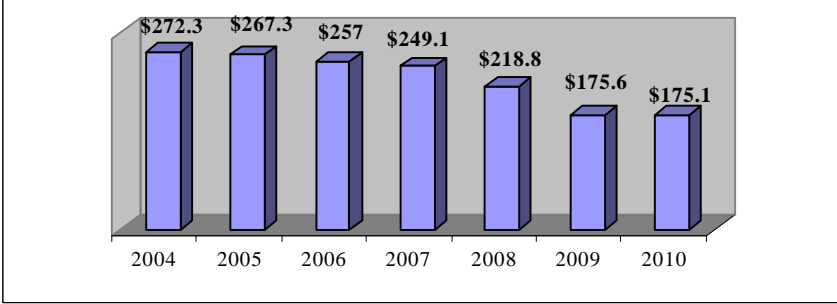
## Industry Growth and Development<sup>1</sup>

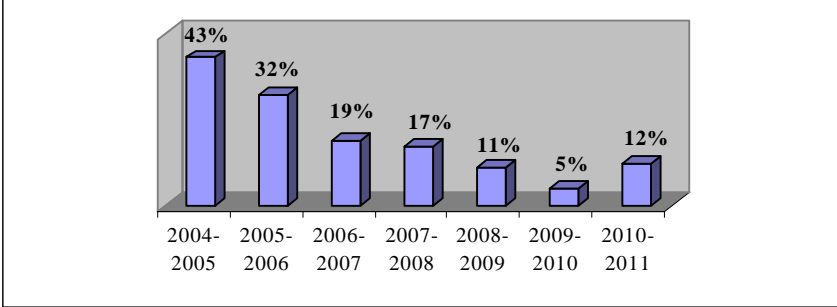
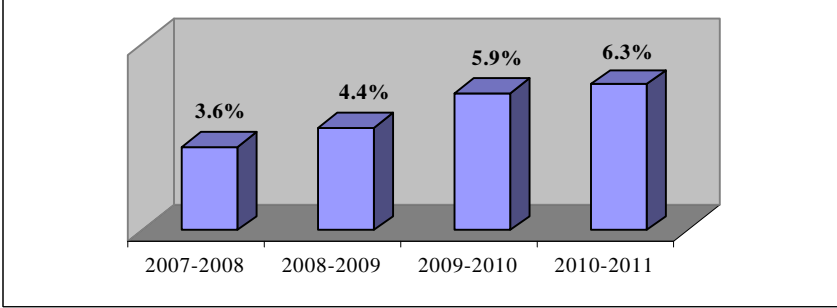
Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target
An agriculture community that is proactive about managing business risks	AgriStability participants market revenues as a percent of total farm income	 <p>AgriStability is a government / producer cost-shared initiative to protect farm businesses against income losses greater than 15 percent in a given year, with AgriInvest protecting against income losses up to 15 percent. Participation is voluntary, with the federal and provincial governments and business operators paying into a deposit account that the business can access if market revenues decline past a certain point.</p>	<p>Target for 2011-12: 50%</p> <p>Ultimate target: A majority of farms with income protected through AgriStability</p>	Ongoing promotions, including information sessions, personal communication with industry, and print media
An agriculture community that is proactive about managing business risks	AgriInvest participants market revenues as a percent of total farm income		<p>Target for 2011-12: 60%</p> <p>Ultimate target: A majority of farms with income protected through AgriInvest</p>	Ongoing promotions, including information sessions, personal communication with industry, and print media

<sup>1</sup> An asterisk (\*) shows services on behalf of the agriculture, fisheries and aquaculture industries.

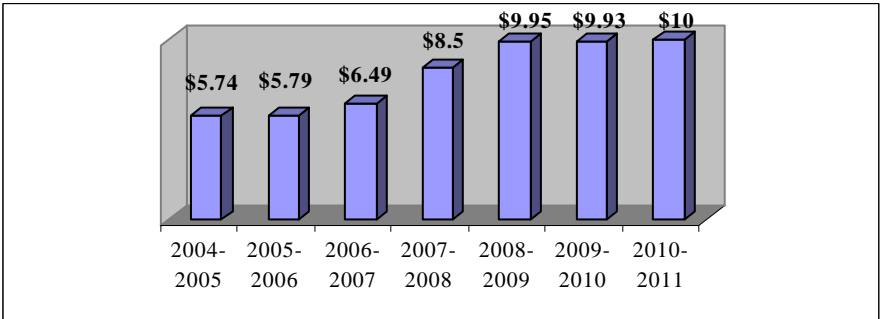
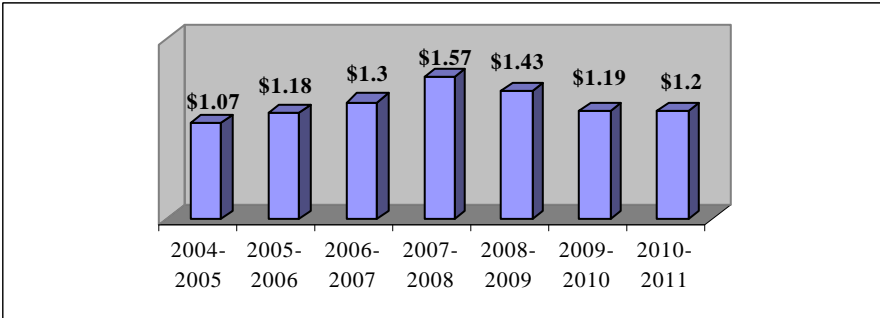
Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target														
An agriculture community that is proactive about managing business risks	Percentage of AgriInvest producers participating in AgriStability	 <table border="1" data-bbox="594 310 1425 618"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>85%</td> </tr> <tr> <td>2008</td> <td>94%</td> </tr> <tr> <td>2009</td> <td>91%</td> </tr> </tbody> </table>	Year	Percentage	2007	85%	2008	94%	2009	91%	<p>Target for 2011-12: 95%</p> <p>Ultimate target: A majority of farms with income protected by both AgriInvest and AgriStability</p>	Ongoing promotions, including information sessions, personal communication with industry, and print media						
Year	Percentage																	
2007	85%																	
2008	94%																	
2009	91%																	
An agriculture community that is proactive about managing business risks	Total production insurance coverage (millions)	 <table border="1" data-bbox="594 641 1425 943"> <thead> <tr> <th>Year</th> <th>Coverage (millions)</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>\$52.5</td> </tr> <tr> <td>2005-2006</td> <td>\$51.3</td> </tr> <tr> <td>2006-2007</td> <td>\$56.4</td> </tr> <tr> <td>2007-2008</td> <td>\$71</td> </tr> <tr> <td>2008-2009</td> <td>\$120</td> </tr> <tr> <td>2009-2010</td> <td>\$135.4</td> </tr> </tbody> </table> <p>AgriStability and AgriInvest are based on the market income of an entire farming operation. Production insurance compensates for production declines of specific crops and livestock.</p>	Year	Coverage (millions)	2004-2005	\$52.5	2005-2006	\$51.3	2006-2007	\$56.4	2007-2008	\$71	2008-2009	\$120	2009-2010	\$135.4	<p>Target for 2011-12: \$132</p> <p>Long-term target: \$135 by 2012-13</p>	Introduce insurance plans for maple and stone fruit
Year	Coverage (millions)																	
2004-2005	\$52.5																	
2005-2006	\$51.3																	
2006-2007	\$56.4																	
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2009-2010	\$135.4																	
New investment in the agriculture and seafood industries directly attributed to investment recruitment efforts	Value of new investment in industry sectors directly attributed to investment recruitment efforts*	 <table border="1" data-bbox="594 1057 1425 1359"> <thead> <tr> <th>Year</th> <th>Value (millions)</th> </tr> </thead> <tbody> <tr> <td>2006-2007</td> <td>\$1.5</td> </tr> <tr> <td>2007-2008</td> <td>\$1.5</td> </tr> <tr> <td>2008-2009</td> <td>\$1.1</td> </tr> <tr> <td>2009-2010</td> <td>\$1.5</td> </tr> <tr> <td>2010-2011</td> <td>\$3</td> </tr> </tbody> </table>	Year	Value (millions)	2006-2007	\$1.5	2007-2008	\$1.5	2008-2009	\$1.1	2009-2010	\$1.5	2010-2011	\$3	<p>Target for 2011-12: \$2</p> <p>Ultimate target: Increase new investment over time</p>	<p>Targeted in-country initiatives</p> <p>Launch an investment website</p> <p>Develop prospectus for key sectors</p>		
Year	Value (millions)																	
2006-2007	\$1.5																	
2007-2008	\$1.5																	
2008-2009	\$1.1																	
2009-2010	\$1.5																	
2010-2011	\$3																	

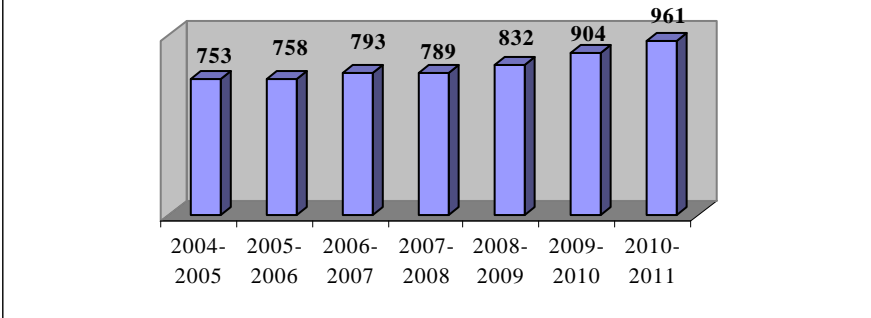
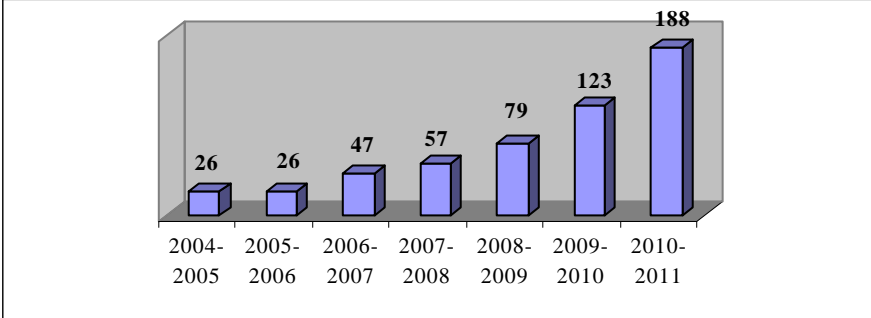
Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target
Economic growth	Value of industry sales generated by participating in market development projects and tactics (millions)*	 <p>This measure is based on feedback from industry clients participating in department-led initiatives, and does not reflect overall industry sales.</p> <p>The global recession, combined with the high Canadian dollar relative to the United States led to a decline in export sales and prices in recent years.</p>	<p>Target for 2011-12: \$18</p> <p>Ultimate target: Increase industry sales over time</p>	<p>Diversify products and markets</p> <p>Product branding</p> <p>Continue to work with industry partners on incoming and outgoing missions, domestic and international trade shows, direct marketing initiatives and events, and foodservice development</p>
Economic growth	Value of agricultural production (farm cash receipts, millions )	 <p>Farm cash receipts vary from year to year due to several factors, including variable growing and economic conditions, and the value of the Canadian dollar.</p> <p>Source: Statistics Canada – Table 002-0001</p>	<p>Target for 2011: Increase in farm cash receipts</p> <p>Long-term target: Continued increase in farm cash receipts</p>	<p>Promote innovation, competitiveness and business planning</p> <p>On-going marketing and industry (and business skills) development</p> <p>Development of strategies and sector plans</p>

Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target
Increased local sales of Nova Scotia agri-food and seafood products	Consumer awareness of Select Nova Scotia campaign *	 <p>This measure is based on feedback from public surveys. The department did not conduct a survey in 2008-2009.</p>	Target for 2011-12: 35%  Long-term target: 65%	Targeted promotions, multi-media and website
Economic growth	Total agri-food exports, less seafood products and fishing (millions)	 <p>The global recession, combined with the high Canadian dollar relative to the United States led to a decline in export sales and prices in recent years.</p> <p>Export data is calculated by Statistics Canada, which counts exports from the province where they leave Canada. As a result, one major category not reported in Nova Scotia exports is mink, which exported almost \$78 million worth of pelts in 2010.</p> <p>Source: Statistics Canada</p>	Target for 2011-12: Increase export sales  Long-term target: Continued increase in export sales	Inform trade negotiations to achieve favorable outcomes  Focus on market and product diversification, branding, co-operative efforts, research and information and strategic alliances  Support the Department of Economic and Rural Development and Tourism on trade-related initiatives

Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target
<p>Increased margins throughout the agri-food and seafood value-chain</p> <p>Increased participation from stakeholders to support the development of new products and technologies</p>	<p>Leverage of Product and Quality Development (PQD) funding: Ratio of PQD funds invested in PQD projects (declining ratio is success)*</p>	 <p>Based on preliminary estimates, the department invested \$113,000 in PQD projects in 2010-2011. The overall investment in these projects from all sources (federal and provincially funded repayable and non-repayable loans, cost-shared funding and private investments) totaled \$915,000. In other words, for every dollar we cost-shared, another \$7 was leveraged from all other sources.</p>	<p>Target for 2011-12: 10%</p> <p>Ultimate target: A decreased ratio meaning increased funding from other sources</p>	<p>Business training</p> <p>Targeted product development initiatives</p> <p>Liaison with research and innovation partners and stakeholders</p>
<p>Fiscal responsibility</p> <p>New investment in the agriculture industry</p>	<p>Percentage of Farm Loan Board principal in arrears</p>	 <p>Arrears rates have exceeded targets in recent years due to difficulties particularly in the hog and beef sectors, and an overall increase in farm debt. The blueberry sector also experienced low prices in recent years and has taken time to recover. The board is committed to bring arrears rates back in line with targets through concentrated efforts, dedicated staffing to work with clients experiencing difficulties, and individual resolution of outstanding accounts.</p>	<p>Target for 2011-12: 4.5%</p> <p>Ultimate target: 4% or less</p>	<p>Strategic plan for the board with enhanced risk assessment</p>

## Education and Life-Long Learning

Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target																
High quality agricultural research and education	Total value of research and infrastructure grants awarded to NSAC researchers (millions)	 <table border="1" data-bbox="663 480 1537 797"> <thead> <tr> <th>Year</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>\$5.74</td> </tr> <tr> <td>2005-2006</td> <td>\$5.79</td> </tr> <tr> <td>2006-2007</td> <td>\$6.49</td> </tr> <tr> <td>2007-2008</td> <td>\$8.5</td> </tr> <tr> <td>2008-2009</td> <td>\$9.95</td> </tr> <tr> <td>2009-2010</td> <td>\$9.93</td> </tr> <tr> <td>2010-2011</td> <td>\$10</td> </tr> </tbody> </table>	Year	Value (Millions)	2004-2005	\$5.74	2005-2006	\$5.79	2006-2007	\$6.49	2007-2008	\$8.5	2008-2009	\$9.95	2009-2010	\$9.93	2010-2011	\$10	Target for 2011-12: \$10  Long-term target: \$10 by 2013	Facilitate professional proposal development  Increase industry liaison and outreach
Year	Value (Millions)																			
2004-2005	\$5.74																			
2005-2006	\$5.79																			
2006-2007	\$6.49																			
2007-2008	\$8.5																			
2008-2009	\$9.95																			
2009-2010	\$9.93																			
2010-2011	\$10																			
High quality agricultural research and education	Total value of peer-based awards through national granting councils (millions)	 <table border="1" data-bbox="663 820 1537 1136"> <thead> <tr> <th>Year</th> <th>Value (Millions)</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>\$1.07</td> </tr> <tr> <td>2005-2006</td> <td>\$1.18</td> </tr> <tr> <td>2006-2007</td> <td>\$1.3</td> </tr> <tr> <td>2007-2008</td> <td>\$1.57</td> </tr> <tr> <td>2008-2009</td> <td>\$1.43</td> </tr> <tr> <td>2009-2010</td> <td>\$1.19</td> </tr> <tr> <td>2010-2011</td> <td>\$1.2</td> </tr> </tbody> </table>	Year	Value (Millions)	2004-2005	\$1.07	2005-2006	\$1.18	2006-2007	\$1.3	2007-2008	\$1.57	2008-2009	\$1.43	2009-2010	\$1.19	2010-2011	\$1.2	Target for 2011-12: \$1.2  Long-term target: \$2 by 2013	Facilitate professional proposal development  Recruit new faculty
Year	Value (Millions)																			
2004-2005	\$1.07																			
2005-2006	\$1.18																			
2006-2007	\$1.3																			
2007-2008	\$1.57																			
2008-2009	\$1.43																			
2009-2010	\$1.19																			
2010-2011	\$1.2																			

Outcome	Measure	Data	Targets	Strategic Actions to Achieve Target																
Skilled agricultural workforce	Number of students enrolled at NSAC	 <table border="1" data-bbox="663 375 1528 690"> <thead> <tr> <th>Year</th> <th>Number of Students</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>753</td> </tr> <tr> <td>2005-2006</td> <td>758</td> </tr> <tr> <td>2006-2007</td> <td>793</td> </tr> <tr> <td>2007-2008</td> <td>789</td> </tr> <tr> <td>2008-2009</td> <td>832</td> </tr> <tr> <td>2009-2010</td> <td>904</td> </tr> <tr> <td>2010-2011</td> <td>961</td> </tr> </tbody> </table>	Year	Number of Students	2004-2005	753	2005-2006	758	2006-2007	793	2007-2008	789	2008-2009	832	2009-2010	904	2010-2011	961	Target for 2011-12: 975  Long-term target: 1000 by 2013	Recruitment drives  Improve campus facilities
Year	Number of Students																			
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2005-2006	758																			
2006-2007	793																			
2007-2008	789																			
2008-2009	832																			
2009-2010	904																			
2010-2011	961																			
Skilled agricultural workforce	Number of international students enrolled at NSAC	 <table border="1" data-bbox="663 716 1528 1031"> <thead> <tr> <th>Year</th> <th>Number of Students</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td>26</td> </tr> <tr> <td>2005-2006</td> <td>26</td> </tr> <tr> <td>2006-2007</td> <td>47</td> </tr> <tr> <td>2007-2008</td> <td>57</td> </tr> <tr> <td>2008-2009</td> <td>79</td> </tr> <tr> <td>2009-2010</td> <td>123</td> </tr> <tr> <td>2010-2011</td> <td>188</td> </tr> </tbody> </table>	Year	Number of Students	2004-2005	26	2005-2006	26	2006-2007	47	2007-2008	57	2008-2009	79	2009-2010	123	2010-2011	188	Target for 2011-12: 193  Long-term target: 200 by 2013	International recruitment  Bilateral international agreement development
Year	Number of Students																			
2004-2005	26																			
2005-2006	26																			
2006-2007	47																			
2007-2008	57																			
2008-2009	79																			
2009-2010	123																			
2010-2011	188																			

## Budget Context

<b>Agriculture</b>			
	<b>2010-2011 Estimate</b>	<b>2010-2011 Forecast</b>	<b>2011-2012 Estimate</b>
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Gross Departmental Expenses:</b>			
Senior Management	720	713	720
Policy, Planning, Comm.	835	714	871
Agricultural Services	23,971	24,102	23,797
Legislation and Compliance	8,988	9,277	9,060
Industry Development and Business	6,204	7,271	6,226
N. S. Agricultural College	20,161	22,456	20,441
<b>Total Gross Departmental Expenses</b>	<b>60,879</b>	<b>64,533</b>	<b>61,115</b>
<b>Additional Information:</b>			
<b>Fees and Other Charges</b>	(9,682)	(12,085)	(9,867)
<b>Ordinary Recoveries</b>	(4,101)	(4,290)	(4,537)
<b>TCA Purchase Requirements</b>	<b>500</b>	<b>641</b>	<b>490</b>
<b>Provincial Funded Staff (FTEs)</b>	<b>476</b>	<b>472</b>	<b>476</b>