

Office of Economic Development
Accountability Report for Fiscal Year
2006/2007

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Accountability Statement

The accountability report for the Office of Economic Development (OED)* for the year ended March 31, 2007, is prepared pursuant to the Provincial Financial Act and government policy and guidelines. These authorities require the reporting of outcomes against the OED business plan information for the fiscal year 2006/2007. The reporting of OED outcomes necessarily includes estimates, judgments and opinions by OED management.

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

Hon. Angus MacIsaac
Minister

Paul Taylor
Deputy Minister

* As of April 1, 2007 the Office of Economic Development became the Nova Scotia Department of Economic Development. However, since this accountability report reflects activity in the period between April 1, 2006 and March 31, 2007, the organization is referred to in this document as the Office of Economic Development (OED).

Message from the Minister

I am pleased to present the Economic Development Accountability Report for the fiscal year 2006/07. The report is an accounting of the work undertaken by the staff of Economic Development in the pursuit of the strategic goals and priorities outlined in the department's 2006/07 business plan.

The Province's economic growth strategy, *Opportunities for Sustainable Prosperity* includes a vision that by 2010 Nova Scotia will be the best place to live, work, do business and raise a family. This accountability report demonstrates that Economic Development is working steadily towards that goal.

Introduction

This report covers the period from April 1, 2006 to March 31, 2007. It reflects the organizational goals, priorities and performance measures outlined in Office of Economic Development's (OED) 2006/2007 business plan and describes results, achievements and progress in meeting the intended performance measures expected during this period.

DEPARTMENTAL PROGRESS AND ACCOMPLISHMENTS 2006/07

Core Business Area 1

Creating an Environment for Economic Growth

1. Priority: Opportunities for Sustainable Prosperity Implementation

Opportunities for Sustainable Prosperity (OfSP), is the updated economic growth strategy for the province. OfSP was developed in fiscal year 2005/2006 through the joint effort of government departments that contribute to economic growth in Nova Scotia. OfSP builds on the success of Opportunities for Prosperity and responds to the changes that have occurred in the economic environment since its release in 2000. OfSP reaffirms a common vision for economic growth in Nova Scotia. It provides a framework for a wide variety of government work that supports economic growth.

Progress reports have documented the province's economic development activities and results. The priority for fiscal year 2006/2007 is to implement the revitalized strategy with an emphasis on intra-government coordination.

Accomplishments

In 2006/2007, a full-time Growth Strategy Development and Implementation Officer was hired to support the implementation phase of OfSP and facilitate intra- governmental coordination through a multi-department/agency implementation steering committee. This committee meets monthly to share ideas and best practices and to identify opportunities to link initiatives in each of the eight strategic focus areas of the strategy. While individual departments and agencies are accountable for specific initiatives, semi-annual OfSP progress reports provide a holistic look at the work being done across government in support of the strategy. The two progress reports for 2006/2007 are housed on Economic Development's website (www.gov.ns.ca/econ/ofsp/). Effective tracking and measurement of progress is an important component of these reports. In 2006/2007, the steering committee began developing a series of measurable targets, which, over time will help us understand issues, monitor progress and inform decision-making.

2. Priority: Export Strategy Implementation

The Provincial Trade Committee, includes representation from Economic Development, Nova Scotia Business Inc. (NSBI), and the Departments of Agriculture and Fisheries, . Energy, Environment and Labour, Intergovernmental Affairs, Natural Resources, and Tourism, Culture & Heritage. These organizations will continue to work collaboratively to support the development of exports of Nova Scotia small and medium sized enterprises (SMEs). The Department of Finance sits as an observer on this committee.

OED priorities for fiscal year 2006/2007 include:

- *the launch of the Export Expansion Program (pilot)*
- *preparation of a State of Trade report to direct government priorities and*

actions; and

- *the development of an action plan to guide the implementation of the Export Development Strategy*

Accomplishments

In 2006/2007 the Provincial Trade Committee provided advice and input into the development of the implementation plan for “Going Global, Staying Local”, Nova Scotia’s export strategy. This plan has guided the collaborative efforts of the trade partners for the past year, and will continue to provide direction on priorities over the course of the next two years.

OED continued to work with its partners in government (provincial and federal) as well as various not-for-profits, to support the development of exports, especially those of Nova Scotia SMEs. This was accomplished through a number of approaches such as:

- new program funding,
- analyzing Nova Scotia’s trade performance,
- stakeholder engagement, and
- business outreach in rural NS

Two export expansion programs were launched in January 2007:

- the ExportAbility program
- the Go-Ahead program

Funding for these programs is provided by OED; they are administered by NSBI. All provincial departments and agencies on the Provincial Trade Committee refer clients to

the ExportAbility and Go-Ahead programs, as they are open to all business sectors. More information and eligibility criteria can be found at www.gov.ns.com/econ/trade.

3. Priority: Productivity/Innovation Strategic Framework

Productivity needs to be addressed to make Nova Scotia sustainably competitive... In the fiscal year 2006/2007, OED will complete further research and analysis to better define issues and identify potential policy options.

OED will bring its resources and existing partnerships to bear on the most promising opportunities. Plans include:

- *Completion of an industry level analysis of the “productivity gap”;*
- *Linking existing or new strategies to the productivity challenge as applicable, for example the Nova Scotia Export Development Strategy.*
- *Linking with partners to explore results of the research, and develop initiatives to address sector specific issues;*
- *Developing and implementing initiatives to stimulate private sector research and development (R&D), with its links to increased GDP, in partnership with the Premier’s Council on Innovation;*
- *Implementing the Cape Breton SME Innovation Business Plan Competition and evaluating results for broader applicability.*

Accomplishments:

Work in 2006/2007 on the Productivity/Innovation Strategic Framework included:

- An internal-OED industry level analysis of the “productivity gap”, which was completed in August 2006. Results of this analysis informed other OED work such as the development of the provincial export strategy and research into labour force and demographic issues.
- A research paper was produced in October 2006 with input from InNOVACorp and companies involved in R&D. This resulted in recommendations for activities to support private sector innovation. OED worked with InNOVACorp to develop programs and initiatives for implementation in the next fiscal year.
- In partnership with NSBI, InNOVACorp and the Department of Finance, OED pursued research to inform the Premier’s Council on Innovation’s interest in the Provincial Scientific Research and Experimental Development Tax Credit .
- In 2006, OED contributed \$50,000 to InNOVACorp’s I-3 (Idea, Innovation, Implementation) pilot business plan competition in Cape Breton. The pilot generated more than 75 enquiries and 18 formal submissions. Entries ranged from medical devices, to information and communications technologies, to industrial and energy innovations. The winner was Halifax Biomedical Devices Inc., a research and development company based in Mabou, Cape Breton that specializes in the commercialization of medical devices. They received \$100,000 in cash and in-kind support. Based on the success of this pilot project, the I-3 competition will be expanded to the entire Province in 2007/08.

Core Business Area 2

Building Capacity for Economic Growth

4. Priority: Community Development Policy- Implementation

Government endorsed a community development (CD) policy in December 2004.

“Strengthening Communities: Strengthening Government,” Nova Scotia's Community Development Policy Action Plan for 2006/2007 includes initiatives to support communities and build on their strengths. Objectives for fiscal year 2006/2007 are to:

- *articulate a citizen-developed vision for the future of Nova Scotia's communities;*
- *organize a second CD conference to showcase successful CD;*
- *build capacity and provide training in community-based leadership for both the public sector and community based organizations;*
- *undertake departmental pilot projects to use the Community Development Lens as business plans, policies and programs are developed and tested;*
- *collaborate with Community Counts (Dept of Finance) to provide accessible community-level data, statistics and indicators; and*
- *engage the federal and municipal governments on collaborative CD initiatives*

Accomplishments

2006/2007 was the second year of an evolving multi-year implementation plan for the Province's Community Development Policy. Year two accomplishments included:

- the establishment of a partnership with the Cape Breton County Economic Development Authority (CBCEDA) to host the second community

development conference, *Celebrating Communities Conference and Awards*, scheduled for September 2007

- support for the establishment of the Volunteerism Interdepartmental Coordinating Committee (VICC) to develop a government action plan to support the volunteer sector
- sponsorship of Coastal Communities Network's (CCN) Rural Policy Forum: *Communities Choosing Change*, February 2007
- development, in partnership with CCN and the Pictou Regional Development Commission (PRDC), of a tool kit to help community groups use Community Counts. Community Counts is a web-based statistical information system that provides accessible community-level data, statistics and indicators
- initiation of a new community-based program to help local practitioners access learning opportunities and skills development
- beginning to produce community development training materials for both government and community

5. Priority: Business Retention and Expansion Pilot Project

Business Retention and Expansion (BRE) programs identify and deal with issues that threaten local businesses. The systematic process provides an excellent link between business development and community development. OED will be working with federal, provincial and municipal partners to launch a BRE Pilot Program that will enable all partners to access web-based tools to share information. The pilot will be launched in six of the Regional Development Authorities (RDA) areas and rolled out to the rest of the province as success is achieved.

Accomplishments

BRE is a community-based approach to collecting information in order to create a better understanding of business in local areas. In early 2006, OED, as part of a multi-stakeholder partnership that includes Nova Scotia Business Inc. (NSBI), the Atlantic Canada Opportunities Agency (ACOA), Service Canada and the Nova Scotia Association of Regional Development Authorities (NSARDA), launched a BRE pilot project in six areas of Nova Scotia. The project continued through 2006/2007, with priorities focused on the retention and growth of businesses located in rural areas. Account executives were hired to meet with local businesses in each pilot area to identify issues, and work with economic development partners to find solutions. An evaluation process was developed and implemented and is on-going into the 2007/2008 fiscal year. Results of the evaluation will assist in the decision to expand the pilot to other RDAs in the next fiscal year.

Core Business Area 3

Corporate Technology and Information Management

6. Priority: Enterprise Architecture

A Corporate Enterprise Architecture Strategy and Framework will better align business goals and objectives with IT service delivery enabling improved service to the public.

This will allow government to more quickly identify areas for simplification and sharing of existing resources, be they technology, application, process, data, strategy or business.

Fiscal year 2006/2007 will be a foundation planning year for Enterprise Architecture and OED will lead the development of a common definition and a corporate vision. During this fiscal year, an Enterprise Architecture strategy will be developed and methodologies evaluated. A high-level implementation plan will also be developed.

Accomplishments

In 2006/2007, the Corporate Information Strategies Division (CIS) began planning for an Enterprise Architecture (EA) strategy and framework for the Province of Nova Scotia. Research was undertaken as to the status of EA in other jurisdictions and organizations. An EA definition and vision was developed. Frameworks, processes, and methodologies were reviewed and evaluated. A high-level draft implementation plan was developed.

A provincial EA Forum was established with representatives from departments and CSU's. Two EA Forum sub-committees (an EA Business Working Group and an EA Solutions Working Group) were established to begin documenting the requirements for each of the architectural disciplines. A contract was procured (via a RFP process) and signed with Gartner Advisory Services for Enterprise Architecture Advisory Services.

7. Priority: Information Management

An Information Management Strategy and Framework has been developed for the province. It will allow government to proactively manage information as a strategic business resource and public trust on behalf of Nova Scotians. The Strategy lays out the basis for a comprehensive information management program that deals with governance and accountability, as well as accessibility, protection, quality, and optimizing the value of information assets. The preliminary implementation plan covers a two-year period. The objectives for fiscal year 2006-07 are to begin the development of the information management policies and tools identified in the Strategy, and to continue raising awareness about the Strategy and Framework across government.

Accomplishments:

In 2006/2007, OED completed a large-scale communications effort to raise awareness around the IM Strategy and Framework Initiative, educate client departments on how implementation of the Strategy recommendations will impact their business, and market the Corporate IM Program. Some of the communications efforts included:

- Developing and delivering a series of tailored presentations to departmental senior management committees, central agencies, various corporate forums and management committees, as well as hosting group sessions for agencies, boards, commissions, and various special interest groups;
- Redesigning and adding significant new content to the IM Web, the Corporate IM Program's single point of access on the intranet, including the development and launch of a new section to promote the IM Strategy and Framework;
- Designing an online orientation program to introduce all government employees to the basics of the information management program; and
- Assisting with the creation and establishment of a National Information

Management Committee for inter-jurisdictional collaboration on information management topics and initiatives.

While the IM Strategy and Framework has been widely accepted and is seen as extremely important to government, its true success is in its implementation. OED made significant progress on that front. Twenty-six of the 52 recommendations in the IM Strategy – in the areas of governance, accountability, organization and structure, capacity, information management handling practices, and marketing, communications, and education – have been implemented and are in various stages of development. Some of the more significant accomplishments include:

- Establishing an oversight committee of Deputy Ministers to champion the IM Strategy and Framework and aid in its implementation;
- Drafting an IM Policy that establishes governance, accountability, and practices to ensure government information is proactively managed;
- Creating an IM Requirements Analysis tool that includes a template and guideline to ensure requirements are addressed at the initial stages of program, system, or service development or change, when their application will be most effective and cost efficient;
- Receiving BTAC approval for the Policy for Distribution and Sale of Information Held in Provincial Databases, which includes a database application and process to facilitate support and reporting to BTAC on distribution and sale initiatives, as well as a comprehensive website to support policy implementation;
- Developing, and receiving Cabinet approval for, the Citizen Online Identity Authentication Policy, worksheet, and guidance to provide a consistent approach to determine the authentication levels necessary for online authentication;
- Developing and publishing GroupWise Tips and Tools: Active Ways to

Manage Email as a first step to helping employees better manage their email;

- Working with the FileNet/ECM Steering Committee to explore the potential for a corporate enterprise content management suite; and
- Completing the first phase of a Corporate Information Asset Inventory that captures and describes the information assets of government in a consistent format using international metadata standards.

8. Priority: Increased the Realized Values from SAP Software Investment

An Enterprise Resource Planning (ERP) application is software that supports multiple government (or business) functions (e.g. financials, human resources, procurement, etc.). The Province selected SAP as the provincial standard for ERP software and launched the SAP Public Sector Program in 2000. The licensing agreement entered into at that time included Provincials departments, municipalities, academic institutions, school boards and the health sector. OED provides strategic leadership to the SAP Public Sector Program through the Program Management Office.

Priorities for 2006/2007 included:

- *Completion of the blueprint for implementation of SAP's financials, human resource and payroll software in all District Health Authorities as well as the IWK;*
- *Implementation of a new Human Resource and Payroll system (SAP) in partnership with the Department of Education for the provincial school boards;*
- *Implementation of a governance model and resource strategy to support the sustainability of the SAP Public Sector Program;*
- *Continued evolution of a framework to evaluate the SAP Public Sector Program; and*

- *Implementation of recommendations from the project management framework for SAP implementations.*

Accomplishments

In 2006/2007 the SAP Program Management Office (SAP PMO) continued to support government's investment and expertise in SAP software. A resource strategy to support the sustainability of the SAP Public Sector Program is continually evolving. As part of that effort, the SAP PMO created a Standing Offer for SAP resources. The Project Management Framework for SAP implementations also is continually evolving. Significant accomplishments this year include an initial implementation of Solution Manager which provides a repository for the many templates, guidelines, and samples of project deliverables that are being created and gathered through the Project Management Framework. Efforts were also directed toward the further development of an evaluation framework to demonstrate the benefits of the program to the public sector. The SAP PMO has also been developing standards for quality management for SAP implementations, and has been actively involved in post project reviews of a number of initiatives.

The SAP PMO also continued its work with other public sector entities to expand and strengthen the program. Project JEM, the implementation of SAP's human resource and payroll software; in the eight School Boards and 450 schools within the Province was completed and went "live" on April 1, 2007. Project RPM (Regional Plant Maintenance), the implementation of SAP's plant maintenance software; in the eight School Boards and 450 schools within the Province was completed and also went "live" on April 1, 2007.

In addition to school boards, planning and scoping along with the development of a blueprint were completed for HASP, the implementation of SAP's financial, payroll, and human resource software across the district health authorities and the IWK. The realization phase for HASP is currently underway and will continue into 2008.

During the year, tax and water billing using SAP Industry Specific Solution for Utilities (IS/U) were implemented in the Town of Amherst and Region of Queens. The rollout of the IS/U products to the County of Annapolis is currently underway and will be followed in 2007/08 by the Towns of Berwick and Lunenburg.

The first phase of Project 360, the implementation of SAP's financial, materials management, warehouse management, sales and distribution, and retail software; in the Nova Scotia Liquor Corporation was completed and went "live" on April 1, 2007. Phase two, which includes the implementation of SAP's human resource and payroll software is expected to begin in 2008.

Planning and scoping exercises were completed by the Public Service Commission related to two SAP modules; Environment, Health and Safety Management, and Personnel Development. These two modules will be building on the functionality put in place through the Province's HR/Payroll implementation.

OED, specifically the SAP PMO, led the implementation of Phase one of SAP's Training and Event Management to assist the SAP PMO in the administration of Provincial SAP training and the training rooms located at OED. Phase two is expected to begin in 2007. Training and Event Management also builds on the Province's HR functionality.

The introduction of SAP's Business Intelligence and Portal and the development of strategies to drive their implementation and long term use throughout the Province, continues to be led by the SAP PMO. In 2007/2008, blueprints and implementation roadmaps will be developed for both of these initiatives.

Core Business Area 4

Procurement

9. Priority: Nova Scotia Procurement Council

It is estimated that government departments, agencies, boards and commissions including health authorities and school boards procure in excess of one billion dollars per year. Procurement Services will investigate the feasibility of forming a Strategic Procurement Council, crossing all sectors of government, including municipalities, academic institutions, school boards and health authorities. The council will identify opportunities to create alternative approaches to procurement and to generate corporate cost-savings for government. The council will promote the benefits of developing cooperative procurement policies, strategies, terms and conditions in support of the Supplier Development program.

Accomplishments

During 2006/2007 OED surveyed approximately 90 public sector procurement staff across all sectors of government including municipalities, academic institutions, school boards and health authorities (MASH sector). The survey was designed to gauge interest in the formation of a strategic procurement council in Nova Scotia, and included questions regarding what content should be covered, and how the council should be structured if it was established.

The response to the notion of a council was positive, with 97% of respondents suggesting there is value in establishing some type of council. The results were evenly split on whether the council should be structured informally or formally, and regarding who should lead the council. The top topics respondents would be interested in learning more about include best practices, the Request for Proposals (RFP) process and

cooperative purchasing. Due to this interest, in 2007/2008, OED will meet with interested parties from the MASH sector to explore further steps.

10. Priority: Environmentally Responsible Procurement

Environmentally responsible procurement is the procurement of goods services and construction that is environmentally preferable... Environmental procurement must be a corporate goal. Procurement Services will work with departments to develop guidelines and provide outreach and education to promote the benefits of environmentally responsible procurement. The guidelines will facilitate the development of procurement objectives, increase departmental and consumer awareness, and demonstrate a firm commitment to environmentally responsible government. A consolidated effort will guide expansion of activities, and complement the development of a government-wide program.

Accomplishments

2006/2007 was the first year that OED focused its efforts on environmentally responsible procurement, and it was quickly determined that the term “environmentally responsible” wasn’t encompassing enough. Instead OED adopted the notion of “sustainable procurement”, which combines not only environmentally responsible procurement, but also life cycle costs, and social aspects of purchasing goods, services and construction. It was quickly determined that several departments have already been working towards making some sustainable changes in their purchasing habits, but no coordinated effort across government had ever been established.

The Procurement Services division of OED initiated a working group to develop ideas and a high level work plan to assist in initiating this movement within government. At Supplier Development Program’s Reverse Trade Shows, a survey was conducted of

companies with sustainable products. This information was to be captured and added to the Province's supplier database. A section was added to the Procurement Services website related to sustainable procurement which shares the government's commitment statement, progress to date as well as links to additional information. Procurement Services also continued its participation in various government wide working groups related to sustainable procurement.

11. Priority: Supplier Development

OED's Supplier Development program became a fully operational division of Procurement Services in 2005/06. Activities planned for 2006-07 included:

...continued outreach and education including a ramped up Reverse Trade Show schedule. A new full-time staff position will focus on the identification and implementation of Nova Scotia-based specifications for major Crown projects. A primary objective will be to liaise with local architects and engineers, informing them about Nova Scotia manufactured goods and products and encouraging them to use these specifications as a standard in all government-related building designs. A branded approach and the completion and distribution of a Supplier Development Toolbox will further enhance the outreach and education to Nova Scotia vendors and Nova Scotia Public Sector Procurement and Economic Development entities.

Accomplishments

The Supplier Development program continued to be a popular destination for suppliers from all around the province with OED bringing in new entities into the show mix. A new sector specific workshop initiative was also launched and a full time Liaison Officer was hired to interact with the architects, engineers and designers, in order to inform them about Nova Scotia manufactured goods and products, and encourage them to use these specifications as a standard in government related building designs.

OED hired an external consultant to conduct an evaluation of the Supplier Development program and provide recommendations for improvement. Recommendations included the development and use of a supplier database, working closer with partners throughout Nova Scotia, particularly municipalities, and building greater awareness of the Supplier Development Program as a brand. These recommendations will be reviewed in greater detail during 2007/2008.

A Supplier Development toolkit was created for distribution to government offices around the province to enhance outreach and education. A new branded logo for the Supplier Development program was designed and is now in use on all material provided by the program.

An Expenditure Analysis Report for the 2005/2006 fiscal year was completed to assess what products and services are being bought outside the province that may have the potential to be manufactured or distributed by companies in Nova Scotia. Highlights of this report will be used in marketing and informational materials that are distributed as part of the Supplier Development Program in future years.

Other OED Business Areas:

12. Priority: Human Resource Strategy

Human resource priorities for fiscal year 2006/2007 include:

- *providing leadership development opportunities;*
- *planning for succession management;*
- *creating a departmental employee recognition program;*
- *continuing to make use of the extensive experience and variety of skills possessed by OED employees;*
- *continuing to focus on and develop internal communications techniques such as the OED Intranet site; and*
- *continuing to participate in GoverNEXT events and provide representative for the Steering Committee.*

Accomplishments

In 2006/2007, OED staff continued to participate in Public Service Commission leadership development and leadership continuity programs, while the senior management team continued to work on succession planning. OED staff were assigned to various challenging assignments that built on their existing experience and skill but also provided development opportunities. OED staff also continued to play an important role in the GoverNEXT initiative.

The department also launched its employee recognition program with a staff day held in October to recognize employees' years of service. A Minister's award of excellence program was also developed and held in April 2007. The Employee recognition committee met regularly and continued to identify and promote both formal and information employee recognition opportunities.

In November 2006, OED's communications team received the Canadian Public Relations Society's Atlantic Gemstone Award of Merit for the OED Intranet site. This site is regularly used by OED staff and has become an important and actively used internal communications tool.

Budgeting Context - Financial Results 2006/07

| Department of Economic Development | | | |
|------------------------------------------------------|----------------------------------------------------------------------|---------------------------|-----------------------------|
| | 2006/07 Estimate (Per 2007/08 Estimates Book) | 2006/07 Actual | 2006/07 Variance |
| | (\$ thousands) | (\$ thousands) | (\$ thousands) |
| Ordinary Revenues | \$713 | \$604 | (\$109) |
| | | | |
| Total Program Expenses - Gross (note 1) | \$63,031 | \$73,798 | \$10,767 |
| Net Program Expenses - Net of Recoveries (note 2) | \$60,115 | \$70,035 | \$9,920 |
| | | | |
| Salaries & Benefits | \$8,251 | \$8,441 | \$190 |
| Funded Staff - Gross FTEs | 124 | 113 | (11) |
| Funded Staff - Net FTEs | 119 | 109 | (10) |

Significant Variance Explanations: 2006-2007 Actual to 2006-2007 Estimate**1. Total Program Expenses - Gross - an increase of \$10.8 million:**

(a) Additional funding approved by Executive Council during the fiscal year for the following initiatives:

- ▶ \$8.0 million to the Nova Scotia Research & Innovation Trust Fund to support research and innovation in Nova Scotia
- ▶ \$5.9 million for innovation incentives and Loan Valuation Allowance based on activity during the year
- ▶ \$1.8 million for various regional economic development projects

(b) \$1.0 million for increased salary costs related to contract wage settlements.

(c) The above increases were partially offset by the following:

- ▶ \$2.4 million grant reduction to Stora Forest Industry Limited
- ▶ \$1.3 million reduction in capital grants for InNOVAcorp
- ▶ \$2.1 million reduction for miscellaneous salary, operational and grants savings throughout the department

2. Net Program Expenses - Net of Recoveries - an increase of \$9.9 million:

- ▶ as indicated above plus \$1.0 million in increased salary recoveries related to contract wage settlements.

Outcome Measures 2006/2007

This section reports on each of the department's measures as outlined in the 2006/2007 business plan.

Core Business Area 1

Creating an Environment for Economic Growth

OED works to create an environment for economic growth in two key ways; by monitoring and influencing the investment, tax, and regulatory environment; and by working with other entities to identify opportunities and develop strategies for economic growth.

Outcome 1: Create a competitive provincial business climate for economic growth

Measure: Competitiveness of Nova Scotia business climate compared to other provinces nationally and the Atlantic provinces (from the Nova Scotia Business Climate Index).

Intended outcome:

Improving the business climate of Nova Scotia was the number one issue identified by the Red Tape Reduction Task Force and *the Opportunities for Prosperity* consultations. The Business Climate Index (BCI) is based on a broad range of indicators and provides a benchmark for comparing Nova Scotia's performance to other Canadian jurisdictions. It is currently under review.

What does the measure tell us?

The BCI assesses general business climate across 53 indicators and ranks the province on each of these relative to other provinces in Canada. Data compiled for the index helps pinpoint areas where Nova Scotia needs to improve. Data for the index is compiled primarily from Statistics Canada and is based on the most recent year available: Typically complete data is available two years after the fiscal year it occurred. NSED's 2006/2007 accountability report reflects BCI results from 2004. This is a change from

previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred.

Where are we now?

The most recent results are described in the table below: For the sixth year in a row, the BCI demonstrates that Nova Scotia had the most competitive business climate in Atlantic Canada. Despite leading in Atlantic Canada, Nova Scotia continued to sit at 6th place on the national ranking. This reflects an effort by other provinces, notably Quebec, to aggressively increase their competitiveness through efforts such as revised tax policy.

| Outcome 1 of 5: | | Create a competitive provincial climate for economic growth | | |
|------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------|
| Measure | Base Year | Performance Results* 1999 through 2004 | Targets expected to achieve in 2006/2007 | Data Source |
| Competitiveness of Nova Scotia business climate compared to other provinces. | National: 3 rd Atlantic: 1 st (BCI 1999) | National Ranking/Atlantic Rankings 1999- 3 rd /1 st 2000- 4 th /1 st 2001- 4 th /1 st 2002- 5 th (tie)/ 1 st 2003- 6 th /1 st 2004- 6th /1st | National: 3 rd Atlantic 1st | Business Climate Index** |

*Note that the data results for this outcome measure is on a 2 year delay; 2006 & 2007 results will be reviewed and available in 2008 and 2009 respectively. NSED’s 2006/2007 Accountability Report reflects BCI results from 2004. This is a change from previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred. The base and subsequent years have been adjusted accordingly.

**The format and approach to the Business Climate Index is under review

Where do we want to be in the future?

Nova Scotia’s goals are to maintain the best business climate in Atlantic Canada and improve our national ranking. OfSP identifies means by which Nova Scotia will work to achieve these outcomes.

Outcome 2: Tax and fiscal environment conducive to economic growth

Measure: Canadian & Atlantic ranking of Nova Scotia tax and fiscal environment (from BCI)

Intended outcome:

A competitive tax and fiscal environment is key to economic growth and prosperity. In 2006/2007 reduction of capital taxes, continued development of the investment environment through the Equity Tax Credit Act, monitoring of the corporate and personal income taxes, and monitoring of property and indirect taxes will contribute to the Province's successful achievement of the target for 2006/2007: to maintain a 1st place ranking in Atlantic Canada.

What does the measure tell us?

The measure tells us how we rank relative to other provinces in the Atlantic Region and on a national scale with regard to how and where taxes are raised and how they are spent to grow the economy.

Where are we now?

Nova Scotia's ranking for tax and fiscal environment dropped to 2nd in Atlantic Canada behind New Brunswick in 2004. This was largely due to New Brunswick's improved performance in the private Sector R& D Investment indicator and lower corporate taxes compared to gross domestic product (GDP). However, Nova Scotia did show an improvement in personal income tax paid moving from 9th to 7th place in Canada.

| | |
|------------------------|-----------------------------------------------------------------|
| Outcome 2 of 5: | Build a tax and fiscal environment conducive to economic growth |
|------------------------|-----------------------------------------------------------------|

| Measure | Base Year | Performance Results* 1999 through 2004 | Targets expected to have achieve | Data Source |
|-----------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------|
| Canadian & Atlantic ranking of Nova Scotia tax and fiscal environment | National: 2 nd Atlantic: 1 st (BCI 1999) | National Ranking/Atlantic Rankings 1999- 2 nd /1 st 2000- 4 th /1 st 2001- 4 th /1 st 2002- 4 th (tie)/1 st 2003- 4 th /1 st 2004- 5th/2nd | National: 4 th Atlantic: 1 st | Business Climate Index**: Tax and Fiscal environment |

*Note that the data results for this outcome measure is on a 2 year delay; 2006 & 2007 results will be reviewed and available in 2008 and 2009 respectively. NSED's 2006/2007 Accountability Report reflects the BCI results from 2004. This is a change from previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred. The base and subsequent years have been adjusted accordingly.

**The format and approach to the Business Climate index is under review.

Where do we want to be in the future?

The target for the future is to return to first place in Atlantic Canada, through such efforts as the phasing out of the Business Occupancy and capital taxes; continued development of the investment environment through the Equity Tax Credit Act, monitoring of corporate and personal income tax; and monitoring of property and indirect taxes.

Core Business Area 2

Building Capacity for Economic Growth

OED assists specific communities, and the province as a whole, in building economic capacity in three main areas - financial capital, human and knowledge capital, and infrastructure. Capacity building efforts may target specific industries, strategic goals (e.g. innovation), or communities of interest.

Outcome 3: Access to financial capital

Measure: National ranking of the province/Atlantic Canadian ranking of the province (from BCI) with regard to venture capital dollars available per employee and business loans per employee

Intended outcome: Access to financial capital for Nova Scotia businesses

What do the measures tell us?

Venture Capital per employee measures private equity dollars available in Nova Scotia. Business loans per employee measures the number of business loans from chartered banks to businesses in Nova Scotia. The BCI venture capital ranking helps us to compare NS performance to other provinces in the Atlantic region and in the rest of Canada.

Where are we now?

Data from the BCI reflect an improvement on the venture capital per employee measure, as well as the business loans per employee measure. Nova Scotia moved into first place in Atlantic Canada ranking for venture capital per employee and business loans per employee and into 4th place at the national level. The 2006/2007 results are described in the table on the following page:

| | |
|------------------------|---------------------------------------------------|
| Outcome 3 of 5: | Increase access to financial capital for business |
|------------------------|---------------------------------------------------|

| Measure | Base Year | FY 2006/2007 Targets | Performance Results 1999 through 2006/2007 | Data Source | | | | | | | | | | | | | | | | | | |
|------------------------------------------------------------------------------------|--------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------|---------------------------|-------|----|--------|-------|----|---------|-------|----|---------|-------|----|---------|-------|----|---------|----------------------------------------------------------------------------------------------------|
| National & Atlantic ranking Nova Scotia venture capital investment (per employee). | Atlantic: 2 nd (BCI 1999) | Atlantic: 1 st | National Ranking/Atlantic Rankings 1999- 8 th /2 nd 2000- 8 th /2 nd 2001- 6 th /1 st 2002- 8 th /2 nd 2003- 7 th /3 rd 2004- 7 th /2 nd 2005- 7 th /3 rd 2006- 4 th /1 st Community Economic Development Investment Funds (CEDIFS) <table border="1"> <thead> <tr> <th></th> <th># of Funds</th> <th>Total \$Raised (millions)</th> </tr> </thead> <tbody> <tr> <td>02/03</td> <td>16</td> <td>\$7.73</td> </tr> <tr> <td>03/04</td> <td>22</td> <td>\$10.53</td> </tr> <tr> <td>04/05</td> <td>24</td> <td>\$13.79</td> </tr> <tr> <td>05/06</td> <td>37</td> <td>\$20.14</td> </tr> <tr> <td>06/07</td> <td>41</td> <td>\$25.46</td> </tr> </tbody> </table> | | # of Funds | Total \$Raised (millions) | 02/03 | 16 | \$7.73 | 03/04 | 22 | \$10.53 | 04/05 | 24 | \$13.79 | 05/06 | 37 | \$20.14 | 06/07 | 41 | \$25.46 | Business Climate Index**: Development Capacity: Venture Capital Investment CEDIFs |
| | # of Funds | Total \$Raised (millions) | | | | | | | | | | | | | | | | | | | | |
| 02/03 | 16 | \$7.73 | | | | | | | | | | | | | | | | | | | | |
| 03/04 | 22 | \$10.53 | | | | | | | | | | | | | | | | | | | | |
| 04/05 | 24 | \$13.79 | | | | | | | | | | | | | | | | | | | | |
| 05/06 | 37 | \$20.14 | | | | | | | | | | | | | | | | | | | | |
| 06/07 | 41 | \$25.46 | | | | | | | | | | | | | | | | | | | | |
| National & Atlantic ranking of Nova Scotia business loans (per employee) | Atlantic: 2 nd (BCI 1999) | Atlantic: 1 st | National Ranking/Atlantic Rankings 1999- 6 th /2 nd 2000- 6 th /2 nd 2001- 6 th /2 nd 2002- 6 th /2 nd 2003- 7 th /3 rd 2004- 6 th /2 nd 2005- 5 th /2 nd 2006- 4 th /1 st | Business Climate Index**: Development Capacity: Business | | | | | | | | | | | | | | | | | | |

*Note that the data results for this outcome measure is on a 2 year delay. This is a change from previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred. The base and subsequent years have been adjusted accordingly.

**The format and approach to the Business Climate index is under review.

Where do we want to be in the future?

Nova Scotia's goal is to maintain its first place in Atlantic Canada ranking and its ranking at the national level. To achieve this target the Province will pursue the following activities: encouraging formation of capital investment, building Community Economic Development Investment Funds, continuing to support the Credit Union Loan Guarantee Program and strategic use of Industrial Expansion Fund (IEF).

Outcome 4: Development capacity

Measure: National ranking of the province/Atlantic Canadian ranking of the province (from BCI) with regard to development capacity

Intended outcome

Development capacity refers to the quality of social and physical infrastructure supporting economic performance.

What does the measure tell us?

The measure tells how Nova Scotia ranks in development capacity in comparison with other provinces across Canada. This measure is based on a series of indicators that includes human, financial and technical resources as well as infrastructure and amenities.

Where are we now?

For the sixth year in a row, the BCI demonstrates that Nova Scotia had the best development capacity ranking in Atlantic Canada. Nova Scotia's national ranking improved to second place in 2004, reflecting a slight increase in Nova Scotia's indicators.

| | |
|------------------------|-------------------------------------------------------------------------------|
| Outcome 4 of 5: | Improve social and physical infrastructure supporting NS economic performance |
|------------------------|-------------------------------------------------------------------------------|

| Measure | Base Year | Performance Results* 1999 through 2004 | Targets expected to achieve in 2006/2007 | Data Source |
|-----------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------|
| National & Atlantic ranking of Nova Scotia development capacity | Atlantic: 1 st (BCI 1999) | National Ranking/Atlantic Rankings 1999- 4 th /1 st 2000- 4 th /1 st 2001- 4 th /1 st 2002- 4 th /1 st 2003- 5 th /1 st 2004- 2nd/1st | Atlantic: 1 st | Business Climate Index**: Development Capacity |

*Note that the data results for this outcome measure is on a 2 year delay; 2006 & 2007 results will be reviewed and available in 2008 and 2009 respectively. This Accountability Report for 2006/2007 reflects the BCI results from 2004. This is a change from previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred. The base and subsequent years are adjusted accordingly.

**The format and approach to the Business Climate index is under review

Where do we want to be in the future?

Nova Scotia's future intention is to maintain the best development capacity ranking in Atlantic Canada. Nova Scotia will pursue that goal through the implementation of the Community Development Policy and continuing to support our regional development authorities, industry sector groups and communities of interest to build regional capacity.

Outcome 5: Business vitality ranking

Measure: National ranking of the province/Atlantic Canadian ranking of the province (from BCI) with regards to business sector vitality.

Intended outcome:

Business vitality refers to the strength of Nova Scotia's business sector. Opportunities for Sustainable Prosperity includes a vision that Nova Scotia will become the best place to do business in Canada.

What does this measure tell us?

The business vitality ranking reflects the level of business development and a variety of regional initiatives related to business retention and expansion. The measure demonstrates how we compared with other Atlantic provinces and with the rest of Canada.

Where are we now?

Nova Scotia strengthened its ranking over previous years, moving to 7th in Canada and 2nd in Atlantic Canada with regard to business vitality. Improvements were made in the service sector growth, change in export diversity and new company job growth.

| Outcome 5 of 5: | | Improve the strength of the NS business sector | | |
|----------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------|
| Measure | Base Year | Performance Results* 1999 through 2004 | Targets expected to achieve in 2006/2007 | Data Source |
| Atlantic ranking of Nova Scotia business sector vitality | Atlantic: 2 nd (BCI 1999) | National Ranking/Atlantic Rankings 1999- 3 rd /1 st 2000- 6 th /1 st 2001- 8 th /3 rd 2002- 9 th /3 rd 2003- 9 th /4 th 2004- 7th/2nd | Atlantic: 1 st | Business Climate Index ^{**} : Business Vitality |
| # of service firms penetrating new markets | 11 ¹ (2005/06) | 2006/07 32 | 20 | SEP quarterly reports (clients are surveyed) |

*Note that the data results for this outcome measure is on a 2 year delay; 2006 & 2007 results will be reviewed and available in 2008 and 2009 respectively. This Accountability Report for 2006/2007 reflects the BCI results from 2004. This is a change from previous business plans and accountability reports, which originally posted results by year reported rather than the year the results occurred.

**The format and approach to the Business Climate index is under review

Where do we want to be in the future?

Nova Scotia's efforts to improve business vitality is reflected in the Province's revised economic growth strategy *Opportunities for Sustainable Prosperity*, with plans to move forward on such initiatives as the implementation of the innovation agenda, a provincial export strategy, the Community Access Program (C@P) and further development of the provincial broadband network.

¹ This number represents only 9 months of program operation for the fiscal year in question This was a new measure in 2006 and was taken from the results of the Service Export Program.

Core Business Area 3

Technology and Information Management

Outcome 1: An improved and sustainable Corporate administration via the application of information technology

Measure #1: Number of NS public service entities participating in SAP program (cumulative)

Intended outcome:

An improved and sustainable Corporate Administration via the application of information technology.

What does this measure tell us?

An increased number of public sector entities participating in the SAP Public Sector Program is an indicator of efficiency through system coordination.

Where are we now?

In 2006/2007, thirty-nine public service entities participated in the program.

| | |
|------------------------|----------------------------------------------------------------------------------------------------|
| Outcome 1 of 3: | An improved and sustainable Corporate administration via the application of information technology |
|------------------------|----------------------------------------------------------------------------------------------------|

| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
|--------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------|
| Number of NS public service entities participating in SAP program (cumulative) | 39 (06-07) | <ul style="list-style-type: none"> • Complete eMerge implementation • Add District Health Authorities & Town of Amherst (Tax and Water) | This is new data resulting from the SAP project. Future results will be reported using 06-07 as the base year | SAP PMO Records |

Where do we want to be in the future?

We want to have increased participation in the SAP Public Sector Program by implementing SAP within District Health Authorities.

Measure # 2: Number of SAP modules implemented (cumulative)

Intended outcome:

An improved and sustainable Corporate Administration via the application of information technology.

What does this measure tell us?

An increased number of public sector entities implementing SAP modules in the SAP Public Sector Program is an indicator of efficiency through system coordination.

Where are we now?

In 2006/2007, there were a total of 12 SAP modules implemented.

| | |
|------------------------|----------------------------------------------------------------------------------------------------|
| Outcome 1 of 3: | An improved and sustainable Corporate administration via the application of information technology |
|------------------------|----------------------------------------------------------------------------------------------------|

| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
|------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------|
| Number of SAP modules implemented (cumulative) | 12 (06-07) | <ul style="list-style-type: none"> • Expand use of SAP Business Warehouse within the province • Implement of SAP Financials, SAP Human Capital, Human Capital Management, Materials Management, Analytics, Business Intelligence and Portals | This is new data resulting from the SAP project. Future results will be reported using 06-07 as the base year | SAP PMO Records |

Where do we want to be in the future?

We want to have increased participation in the SAP Public Sector Program by implementing Performance Management and Occupational Health and Safety.

Measure #3: Number of SAP users (Cumulative)

Intended outcome:

An improved and sustainable Corporate Administration via the application of information technology.

What does this measure tell us?

An increased number of public sector entities participating in the SAP Public Sector Program is an indicator of efficiency through system coordination.

Where are we now?

There are approximately 6017 SAP users within the Nova Scotia Public Sector. As

well, there are approximately 52,000 users being processed through payroll.

| | |
|------------------------|----------------------------------------------------------------------------------------------------|
| Outcome 1 of 3: | An improved and sustainable Corporate administration via the application of information technology |
|------------------------|----------------------------------------------------------------------------------------------------|

| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
|---------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------|
| Number of SAP users | 6017 users 52,000 payroll users (06-07) | <ul style="list-style-type: none"> • Expand use of SAP Business Warehouse within the province • Implement of SAP Financials, SAP Human Capital, Human Capital Management, Materials Management, Analytics, Business Intelligence and Portals | This is new data resulting from the SAP project. Future results will be reported using 06-07 as the base year | SAP PMO Records |

Where do we want to be in the future?

We want to continue to see increased participation in the SAP Public Sector Program.

This will happen through implementation of SAP in District Health Authorities.

Outcome 2: An improved client service to Nova Scotians via the increased sharing of information and technology resources among government departments and agencies.

Measure #1: Increased sharing of enterprise applications and technology across Government Departments

Intended outcome

To set the stage for Government to be able to identify opportunities to share and re-use applications and technology.

What does this measure tell us?

This measure tells us that Departments are increasingly considering and able to re-use and share resources as part of solutions delivery strategy.

Where are we now?

As part of the Enterprise Architecture Foundation Project we have established an Enterprise Architecture Forum which will include working groups designed to move towards increased cross Government collaboration.

| | |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome 2 of 3: | An improved client service to Nova Scotians via the increased sharing of information and technology resources among Government Departments and agencies. |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|

| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Increased sharing of enterprise applications and technology across Government Departments | TBD (06-07) Data available & reviewed in 08/09 for base year 06/07 | Set the stage for Government to be able to identify opportunities to share and reduce data stores by: <ul style="list-style-type: none"> • Completion of an approved definition of Enterprise Architecture • Completion of final selection and approval of an Enterprise Architecture Framework for NS Government • Complete the Implementation Plan for Enterprise Architecture project • Determine draft measurements 07/08 | Departments increasingly considering and able to re-use and share resources as part of solutions delivery strategy | Enterprise Architecture Project Records |

Where do we want to be in the future?

Through the Enterprise Architecture Forum working groups, we will continue to evolve standards for the documentation and design of business solutions so that they can be more easily re-used in part or in whole across Government.

Measure #2: Reduced duplication of data stores across Government Departments

Intended outcome

To set the stage for Government to be able to identify opportunities to share data stores.

What does this measure tell us?

This measure tells us that Departments are increasingly considering and able to share data stores.

Where are we now?

As part of the Enterprise Architecture Foundation Project we have established an Enterprise Architecture Forum and working groups designed to move towards increased sharing of data stores across Government.

| | |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome 2 of 3: | An improved client service to Nova Scotians via the increased sharing of information and technology resources among Government Departments and agencies. |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|

| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
|------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------|
| Reduced duplication of data stores across Government Departments | TBD (06-07) Data available & reviewed in 08/09 for base year 06/07 | Set the stage for Government to be able to identify opportunities to share and reduce data stores by: <ul style="list-style-type: none"> • Completion of an approved definition of Enterprise Architecture • Completion of final selection and approval of an Enterprise Architecture Framework for NS Government • Complete the Implementation Plan for Enterprise Architecture project • Determine draft measurements 07/08 | Departments increasingly considering and able to share and reduce data stores | Enterprise Architecture Project Records |

Where do we want to be in the future?

Through the Enterprise Architecture Forum working groups, we continue to evolve standards for the documentation and design of data stores so that they can be more easily shared across Government.

Outcome 3: A public service that understands and values the importance of managing information as a corporate resource.

Measure #1: Number of government employees participating in the Information Management (IM) Orientation program

Intended outcome

The IM Strategy and Framework vision is that everyone working for the provincial government manages information as a strategic business resource and public trust on behalf of Nova Scotians. This outcome ensures that government employees understand their responsibility for managing information and know where to go to get more information (in other words, have a sufficient grasp of IM to realize its relevance to their own jobs and its importance to government overall).

What does this measure tell us?

This measure tells us how many staff have taken the mandatory IM orientation program. It is anticipated that by taking the mandatory program staff will be better informed and will understand their responsibilities to adhere to IM policy and frameworks.

Where are we now?

Although the release of the IM Strategy and Framework has raised awareness of IM in general, to date, only government employees with a specific IM role have a good understanding of IM and their responsibilities for it.

| Outcome 3 of 3: | | A public service that understands and values the importance of managing information as a corporate resource. | | |
|------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------|
| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
| Number of government employees participating in IM Orientation program | TBD (06-07) Data available and currently being reviewed | <ul style="list-style-type: none"> • Complete development of Orientation Program | This is new data resulting from new IM Project initiatives | IM Program Office Records |

Where do we want to be in the future?

In the future we want all employees to take the orientation program to gain an understanding of the fundamentals of information management and their responsibility for incorporating IM policies and practices into their everyday work life.

Measure #2: Number of government employees participating in the Information Management (IM) professional training program

Intended outcome

This outcome is to ensure we have sufficient IM capacity within the Nova Scotia Government to meet the challenges and realize the vision of Information Management.

What does this measure tell us?

This measure will help us determine how many employees are developing IM skills.

Where are we now?

Although all staff play a role in managing government information, it is the IM professionals who use their knowledge, skills, and abilities to advance IM programs. Nova Scotia’s community of IM professionals is relatively small. In 2005 it appeared that government had 32 employees who could be identified as pure IM professionals and 18 of those were within the Department of Health.

| Outcome 3 of 3: | A public service that understands and values the importance of managing information as a corporate resource. | | | |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------|
| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
| Number of government employees participating in IM Training program | TBD (06-07) Data available and being reviewed | <ul style="list-style-type: none"> Begin development of IM professional training program | This is new data resulting from new IM Project initiatives | IM Program Office Records |

Where do we want to be in the future?

Additional IM capacity is essential if we are to advance the IM agenda. Along with new hires of graduates versed in IM, introductory, intermediate, and advanced training for existing staff will be required. We want to augment our IM ranks and ensure the IM professional is recognized with an appropriate classification and career path.

Measure #3: Number of Government departments and agencies who have created IM programs with assigned IM roles

Intended outcome

To ensure government departments are responding to the need for better information management by establishing IM programs with assigned IM roles.

What does this measure tell us?

This measure will allow us to gauge departmental response to the creation of departmental IM programs and roles.

Where are we now?

Government departments have responded by establishing a variety of IM positions and programs, with each department developing and creating its own IM structure.

| Outcome 3 of 3: | | A public service that understands and values the importance of managing information as a corporate resource. | | |
|--------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------|
| Measure | Base Year | Strategic Actions to Achieve future Targets | Performance Results | Data Source |
| Number of Government departments and agencies who have created and assigned IM roles | 9 (06-07) | <ul style="list-style-type: none"> • Begin implementation of IM Strategy and Framework Communications Plan • Begin implementation of IM Strategy Recommendations | This is new data resulting from new IM Project initiatives. Future results will be reported using 06-07 as the base year | IM Program Office Records |

Where do we want to be in the future?

IM programs across government need to move towards more common IM structures. At minimum, there should be a structure suitable for large departments and a viable model for use within smaller departments.

Core Business Area 4

Procurement

Outcome: *A procurement process that is open, fair and obtains best value for the province.*

Measure #1: *Percentage of government goods, services and construction obtained through competitive bid.*

Intended outcome:

Procurement Services is committed to ensuring that the government's requirements for goods, services, and construction are met through an open and fair process that provides the highest degree of competition and value to the province.

What does this measure tell us?

This measure tells us the percentage of government goods, services and construction that have been obtained through the competitive bid process.

Where are we now?

The average percentage of government goods, services and construction obtained through the competitive bid process was TBD² in FY 06/07 (87.1 in FY 05/06, 89.3% in FY 04/05, 90.8% in FY 03/04)

²This figure will be available in time for the final version of the accountability report.

| Outcome 1 of 1: | A procurement process that is open, fair and obtains best value for the province. | | | | | | | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|---------|----|---------|------|---------|------|---------|------|---------|------|---------|-----|--|-----|
| Measure | Base Year | FY 2006/2007 Targets | Performance Results* 2001 through 2006 | | Data Source | | | | | | | | | | | | | | |
| Percentage of expenditures for goods, services and construction obtained through competitive bid process | 89% (01-02) | > 90% | <table border="1"> <thead> <tr> <th><u>Year</u></th> <th><u>Percentage</u></th> </tr> </thead> <tbody> <tr> <td>2001-02</td> <td>89</td> </tr> <tr> <td>2002-03</td> <td>91.2</td> </tr> <tr> <td>2003-04</td> <td>90.8</td> </tr> <tr> <td>2004-05</td> <td>89.3</td> </tr> <tr> <td>2005-06</td> <td>87.1</td> </tr> <tr> <td>2006-07</td> <td>TBD</td> </tr> </tbody> </table> | <u>Year</u> | <u>Percentage</u> | 2001-02 | 89 | 2002-03 | 91.2 | 2003-04 | 90.8 | 2004-05 | 89.3 | 2005-06 | 87.1 | 2006-07 | TBD | | SAP |
| <u>Year</u> | <u>Percentage</u> | | | | | | | | | | | | | | | | | | |
| 2001-02 | 89 | | | | | | | | | | | | | | | | | | |
| 2002-03 | 91.2 | | | | | | | | | | | | | | | | | | |
| 2003-04 | 90.8 | | | | | | | | | | | | | | | | | | |
| 2004-05 | 89.3 | | | | | | | | | | | | | | | | | | |
| 2005-06 | 87.1 | | | | | | | | | | | | | | | | | | |
| 2006-07 | TBD | | | | | | | | | | | | | | | | | | |

Where do we want to be?

Our target for Fiscal Year 2007/08 is to have 90% or greater of our goods, services and construction obtained through the competitive bid process.

Measure #2: Average number of bids received per competition.

What does this measure tell us?

This measure tells us the average number of bids that we have received per competition. It provides us with a perspective on what the supplier response has been to the public tendering process.

Where are we now?

The average number of bids received per competition was 4.5 in FY 06/07 (4.08 in 05/06, 4.3 in FY 04/05, and 4.3 in FY 03/04).

| Outcome 1 of 1: | A procurement process that is open, fair and obtains best value for the province. | | | | |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------|
| Measure | Base Year | FY 2006/2007 Targets | Performance Results* 2001 through 2006 | | Data Source |
| Average number of bids received/competition through competitive bid process | 4.4 (01-02) | >4 | <u>Year</u> 2001-02 2002-03 2003-04 2004-05 2005-06 2006-07 | <u>Bids Received</u> 4.4 4.5 4.3 4.3 4.08 4.5 | SAP |

Where do we want to be?

We would like to see an increasing trend in the average number of responses received for each competition through the public tendering process.

Measure #3: Average time lapse between the date we publicly advertise the procurement competition and the close date.

What does this measure tell us?

This measure provides us with the average time lapse between the day a tender is publicly available and the closing dates. It is an indicator of whether vendors have reasonable notice to bid on opportunities.

Where are we now?

Average time lapse in FY 06/07 was 21.6 days (22.36 in 05/06, 21.7 in 04/05, and 22.9 in 03/04).

| | |
|------------------------|-----------------------------------------------------------------------------------|
| Outcome 1 of 1: | A procurement process that is open, fair and obtains best value for the province. |
|------------------------|-----------------------------------------------------------------------------------|

| Measure | Base Year | FY 2006/20 07 Targets | Performance Results* | | Data Source |
|------------------------------------------------------------|----------------------|--------------------------------|----------------------|--------------------|-------------|
| | | | 2001 through 2006 | | |
| Average time lapse between tender issue and closing dates. | 21.9 days (01-02) | > 15 | <u>Year</u> | <u>Time (Days)</u> | SAP |
| | | | 2001-02 | 21.9 | |
| | | | 2002-03 | 21.3 | |
| | | | 2003-04 | 22.9 | |
| | | | 2004-05 | 21.7 | |
| | | | 2005-06 | 22.36 | |
| | | | 2006-07 | 21.6 | |

Where do we want to be?

We want to maintain a minimum lapse time between tender issue and closing date of 15 days in order to give suppliers time to respond to tenders.