

**Nova Scotia Environment
Business Plan**

2008-09

April 22, 2008

TABLE OF CONTENTS

Message From the Minister	
A.	Mission 1
B.	Link to the Corporate Path 1
C.	Planning Context 2
D.	Strategic Goals 4
E.	Core Business Areas 5
1.	Environmental and Natural Areas Management 5
2.	Environmental Monitoring and Compliance.....5
3.	Climate Change.....5
4.	Competitiveness and Compliance Initiative (CCI).....6
5.	Environmental Agencies, Boards and Commissions 6
F.	Priorities 6
1.	Promote sustainable management and protection of the environment, natural areas and public health through regulatory and non-regulatory means.....7
2.	Create good regulatory practice to improve business competitiveness and ensure the protection of the public interest 10
3.	Environmental Agencies, Boards and Commissions.....11
4.	French Language Services.....11
G.	Human Resource Strategy 12
H.	Budget Context 14
I.	Financial Management, IT and Communications 15
Appendix A	
	Nova Scotia Environment Organizational Chart 16
Appendix B	
	Environment Agencies, Boards and Commissions 17
Appendix C	
	Performance Measures 18

MESSAGE FROM THE MINISTER

I am very pleased to present the Business Plan for 2008-09 for our new department, Nova Scotia Environment. On April 1, 2008, Nova Scotia Environment and Labour divided into two new departments, Nova Scotia Environment and Nova Scotia Labour and Workforce Development. As part of this change, the responsibility for this province's response to the challenge of Climate Change has moved from the department of Energy to Nova Scotia Environment. This new department is another example of the Province of Nova Scotia's commitment to environmental protection and sustainability.

Our province is committed to having one of the cleanest and most sustainable environments in the world by the year 2020. We will do this, while increasing economic prosperity and enhancing social development. Having a department dedicated solely to the environment will help us achieve our goal.

The department has a full agenda for 2008-09 that includes:

- leading and coordinating implementation of the Environmental Goals and Sustainable Prosperity Act (EGSPA), which sets environmental targets in a framework that integrates economic prosperity with environmental and social well-being; activities will include:
 - public consultation on development of a comprehensive Water Resource Management Strategy;
 - development of a policy to prevent net loss of wetlands;
 - designation of three new wilderness areas;
 - building on our Solid Waste program achievements by implementation of the Electronic Product Stewardship Regulations; and
 - engaging stakeholders in advising government on its progress towards achieving EGSPA goals through the Round Table on Environment and Sustainable Prosperity;
- taking significant measures to adapt to the expected impacts of climate change and to decrease greenhouse gas emissions; by
 - leading implementation of the Climate Change Action Plan that will lay out a plan to reduce greenhouse gases and set a course to adapt to climate change;
 - setting a clear path describing how we will meet our greenhouse gas targets; and
 - by providing federal funding support through ecoTrust for projects that will reduce greenhouse gases and other air emissions;
- continuing to integrate environment protection with public health and economic prosperity by:
 - further implementation of the Environmental Public Health Initiative, which will enhance public health and safety through increased inspection capacity throughout the Province; and
 - improve monitoring of drinking water quality at small facilities;
- working in concert with many other departments to implement Government's key strategies, including Opportunities for Sustainable Prosperity, the Provincial Oceans Network, and the Better Regulation Initiative;
- ensuring the Sydney Tar Ponds clean up project, the largest contaminated site restoration ever undertaken, is carried out in compliance with all environmental approvals and laws; and,
- working with our federal, provincial, and municipal counterparts to promote environmental science and technology transfers to key industries and our trade partners.

This Business Plan sets out specific goals to ensure we meet our 2020 vision for Nova Scotia. To meet these goals, the department continues to:

- employ and develop a highly motivated, skilled and diverse workforce;
- contribute to the competitiveness of Nova Scotia businesses through delivery of effective and efficient regulatory systems that protect the public;
- promote and support compliance with regulatory requirements through the application of diverse policy instruments and approaches;
- work with stakeholders, other departments, and other levels of government to deliver complementary programs that reflect the priorities of Nova Scotians.

In 2008-09, the department, in partnership with Nova Scotia Labour and Workforce Development, will continue its commitment to regulatory excellence through the Competitiveness and Compliance Initiative (CCI). The initiative works to better protect public health and the environment while contributing to a business climate that helps enterprises compete and prosper. CCI takes a systematic approach to improving laws and regulations over the long term without compromising effectiveness. It ensures our programs are well-designed, well-implemented, and regularly reviewed. The department will continue to work with stakeholders and the public to improve awareness of regulatory requirements, to enhance their enforcement, and promote voluntary compliance. Through-out the past year, the department continued to measure and reduce the administrative cost of compliance with our programs.

Nova Scotians value strong, sustainable communities. The department will dedicate additional resources to providing advice and support to families with wells and on-site septic systems through the Environmental Home Assessment Program (EHAP). This program protects and conserves drinking water through proper maintenance and use of household wells, septic systems, and oil tanks. EHAP program contributes to Government's Social Prosperity Framework, helping to reduce poverty and keep people in their own homes. A related project, the Septage Treatment Facility Program, helps facilities operate in an environmentally responsible manner.

Our department has focused on sustainable improvements to our programs and services over the past 12 months. Working with our partners, stakeholders, and staff, I look forward to leading Nova Scotia Environment in the implementation of this Business Plan for 2008-09.

Mark Parent
Minister

Nancy Vanstone
Deputy Minister

A. Mission

Nova Scotia Environment promotes the sustainable use and protection of our environment through actions that support human health and prosperity.

B. Link to the Corporate Path (The New Nova Scotia)

In 2003, Nova Scotia's Green Plan (*Towards A Sustainable Environment*) outlined our approach to managing the environment and established future directions. It was an approach that built on our successes and improved our ability to deliver initiatives and programs. The Environmental Goals and Sustainable Prosperity Act (EGSPA), 2007, evolved from the Green Plan and shows our on-going, aggressive commitment to responsible environmental management. EGSPA establishes measurable targets and time lines that help to focus the department's priorities in the business plan.

Nova Scotia Environment's business plan uses EGSPA to align our efforts with Government's overall corporate path and priorities within the context of fiscal sustainability. The plan is based on an integrated approach to our mandate to protect and preserve the environment. It considers the impact of environmental quality on human health, the sustainability of our communities and the promotion of responsible growth.

The initiatives outlined in this business plan link under the coordinating frameworks that guide our direction to 2020. The goals outlined in the EGSPA align with the Province's economic plan described in *Opportunities for Sustainable Prosperity* and with the social plan described in the social prosperity framework called *Social Prosperity - Weaving the Threads: A Lasting Social Fabric*.

Flowing from the two frameworks are five immediate priorities set out in the throne speech. The department plays a leading role in Protecting our Environment and makes significant contributions to two other priorities, Better Roads and Infrastructure and Safer Healthier Communities.

- **Protecting our Environment**

Climate change poses a major threat to our environment. Nova Scotia has become a leader in tackling this issue head on by setting measurable targets for cleaner air. The department is leading progress toward a Clean and Green economy, both in the continuing development of Nova Scotia's world-leading solid waste system, in the establishment of protected areas, and in the creation of Pollution Prevention initiatives. Work will continue on a comprehensive Water Resource Management Strategy that will not only further protect the gains in public health to date, but also ensure Nova Scotia communities and businesses continue to have water and other forms of natural capital that are key to our prosperity. The department continues work in concert with many other departments to achieve the goals of the *Environmental Goals and Sustainable Prosperity Act* and to promote NS environmental businesses and practices in developing countries.

- **Better Roads and Infrastructure**

The department recognizes the need for continuing improvements in roads and infrastructure and promotes best practices that will allow economic growth to be done in an environmentally

friendly manner. A key EGSPA goal is the development of a green government building by 2015. The department is working with other departments to have a clean and green technology procurement policy adopted for Government by 2009.

- **Safer, Healthier Communities**

The department, by working to protect the environment and promoting sustainable use of our resources, fosters safe and healthy communities. The Environmental Home Assessment Program and the Septage Facility Treatment Program are good examples our focus on actions that will support the safety and health of families in their homes and in their communities.

C. Planning Context

The department is mandated to protect and promote a healthy environment, while at the same time contributing to a competitive business climate. This mandate is based on the understanding that economic strength is an essential condition for a sustainable environment, and a healthy workforce and a sustainable environment are essential for a strong economy.

The department administers the following laws, along with many regulations passed under these laws: the *Environment Act*, *Environmental Goals and Sustainable Prosperity Act*; *Special Places Protection Act*, *Water Resources Protection Act*; and the *Wilderness Areas Protection Act*. These laws are supplemented by government strategic initiatives that relate to the mandate of the department, including the *Green Plan*, the *Better Regulation Initiative*, *Opportunities for Sustainable Prosperity*, the *Energy Strategy*, the *Solid Waste Strategy* and the *Drinking Water Strategy*. The department relies heavily on public education, communications and the application of “best practice” instruments to help accomplish its mission. The Department organization is outlined in **Appendix A**. This is a transitional structure due to the split of Nova Scotia Environment and Labour on April 1, 2008. Nova Scotia Environment will determine whether changes are required to improve our ability to meet medium and long term goals.

Challenges:

- Having a broad regulatory mandate requires the Nova Scotia Environment to reconcile competing priorities and focus on key areas to maximize resources and impact;
- The department’s responsibilities are multi-dimensional in many issues such as climate change, and cut across departmental lines, providing staff with the challenge of operating horizontally with other departments and levels of government to address jurisdictional and service issues;
- The department will make decisions that will balance the desire for responsible growth and resource use with the commitment to protect and sustain the environment;
- An increasing number of partnerships are necessary to ensure that there is shared ownership and involvement in addressing key issues, with the ensuing challenge of providing resources to support these partnerships;
- A large proportion of our workforce is concentrated in inspection, enforcement and compliance and there is a need to balance our resources in ways that produce environmental protection through knowledge, skills transfer and innovation while reducing the administrative burden on our stakeholders;
- There is a continuous need to build knowledge, skill and capacity to meet the challenges

of a changing workforce and marketplace, and ensure necessary tools are in place to allow them to work effectively;

- The transition to a stand alone Nova Scotia Environment will bring the administrative and resource reallocation challenges that accompany any major transition;
- An informed public leads to greater public expectation and pressure on the department to do more with existing resources. For example, the heightened interest of the public in environmental issues places demands on the department to act quickly and definitively on all resource protection and environmental issues; and
- Heightened public also means new products and innovations such as the use of biosolids and wind turbine locations have to be assessed on both an economic and environmental basis.

Opportunities:

- The *Environmental Goals and Sustainable Prosperity Act (EGSPA)* focuses the province's commitment on protecting and enhancing the environment and on being accountable to the public for achieving a broad range of environmental goals. As the lead department for EGSPA we are positioned to now demonstrate this commitment with action and measurable progress;
- The environment continues to be a top issue for Nova Scotians, as for other Canadians;
- The transition to a stand-alone department provides the opportunity to focus on our core mission of environmental protection and natural areas management;
- There is an increasing opportunity to integrate protection of the environment with sustainable growth and development of the economy;
- Recent amendments to the *Environment Act* create new ways for government to contribute to environmental protection and support new technology and services, including a renewed Environmental Trust Fund, and a Round Table on Environment and Sustainable Prosperity;
- The Federal Regulatory Framework for Industrial Air Emissions has potential to help Nova Scotia achieve several air emission and energy goals set out in EGSPA by providing a coordinated, national effort and broader set of tools to use in achieving these goals;
- New federal initiatives and commitments, including new legislation, eg. Proposed *Clean Air Act*, and carbon trading systems may lead it to take actions that support the province's efforts in addressing climate change and air pollution, leading to improved air quality in Nova Scotia; and
- Exploration of new markets may boost opportunities to export Nova Scotian environmental technologies and governance expertise to other nations.

The planning context for the department is based on the following principles:

(1) Interconnectedness: The economy relies on the market and the environment for its supply of natural resources and human capital. Environmental and economic initiatives must take this

relationship into account.

(2) Sustainable prosperity: Sustainable workplaces and environmentally sustainable economic growth recognize the economic value of the province's natural capital and its' intrinsic link to social prosperity and economic competitiveness which are essential to Nova Scotia's long-term sustainability.

(3) Shared responsibility: A healthy environment and the economy are the shared responsibility of all levels of government, the private sector, and all citizens of the province.

(4) Stewardship: The environment, human capital and the economy must be managed for the benefit of present and future generations. Today's decisions must consider tomorrow's impacts.

(5) Innovation: Innovative solutions are necessary to mutually reinforce the workforce, the environment and economy rather than trade off the priorities of one against the other

(6) Long-term Approach: A long-term approach to planning and decision-making is necessary to harmonize the goals of the environment and economy

(7) Continuous Development of our People: One of the key challenges of the department continues to be the delivery of a highly complex and specialized mandate in the face of increasing labour market shortages for skilled and knowledgeable workers. The department will remain focused on four Human Resource development areas: Career Development, Work/Life Balance, Recognition and Leadership. The department's Strategic Human Resource Plan is outlined in **Section G**.

(8) Regulatory Excellence: Continually improving how we design, implement and review our regulatory programs.

D. Strategic Goals

The strategic goals of the department are:

1. Promote sustainable management and protection of the environment, public health and natural areas through the establishment and achievement of aggressive environmental and resource management goals in the areas of air, water and land resource.
2. Promotes the protection and responsible development of the environment through the delivery of programs, outreach services, environmental monitoring and compliance mechanisms.
3. Provide leadership and coordination of Governments' response to the challenges of climate change.
4. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory system to protect the environment in a manner that supports sustainable economic competitiveness.
5. Plan and implement the effective and efficient operation of key oversight of environmental Agencies, Boards and Commissions that are established to provide a process for decisions, advice or public input.

6. Create a work environment that supports the attraction and retention of skilled and knowledgeable staff and builds human resource capacity in preparation for leadership roles within the department.

E. Core Business Areas

1. Environmental and Natural Areas Management

Promotes sustainable management of the environment through the development and implementation of plans, standards, guidelines, and policies for the management and protection of Nova Scotia's **air, water and land resources** including protected areas.

Services are delivered through the following programs:

1. environmental outreach and environmental home assessment
2. environmental assessment
3. hazardous substances management
4. protected areas
5. environmental trade and innovation
6. air quality
7. waste-resource management
8. drinking water standards and water-resource management.

2. Environmental Monitoring and Compliance

Promotes the protection and responsible development of the environment in a manner that supports competitiveness, through both regulatory and non-regulatory means, including the delivery of programs, outreach services, and environmental monitoring and compliance mechanisms.

Services are delivered through the following programs:

1. environmental permitting
2. monitoring and promoting compliance with regulatory requirements
3. septage assistance
4. Sydney Tar Ponds Clean up management
5. planning, research and development of good public policy

3. Climate Change

The department is responsible for developing mitigation and adaptation policies, in collaboration with federal, provincial and municipal partners, as well as private and public stakeholders. This includes assessing greenhouse gas reduction opportunities, setting priorities, developing and/or supporting the development of strategies, programs and other actions to reduce emissions and help Nova Scotia prepare for climate change.

The division also works in cooperation with the federal government and key industry stakeholders on setting emission targets, reduction timelines, and regulations for large point source emitters. It is also active in providing funding and increasing public awareness of climate change and enhancing understanding of the impacts and the science of climate change.

4. Competitiveness and Compliance Initiative (CCI)

Encourages and supports good regulatory practice throughout the department, improving our protection of the public interest, including the competitiveness of Nova Scotia businesses.

5. Environmental Agencies, Boards and Commissions

Assists board Chairs and members in the agencies, boards and commissions established pursuant to legislation administered by the department, to fulfill their statutory mandates by:

- ensuring that appointments to these entities are carried out in accordance with Provincial procedural standards and with applicable statutory and operational requirements,
- providing resources to implement Agency, Board and Commission policy and procedures, and
- participating effectively in inter-jurisdictional discussions related to policy and programs within the domain of these entities.

A list of the department's agencies, boards, commissions and tribunals is included in **Appendix B**.

F. Priorities

It is a priority of Nova Scotia Environment to lead by example in the adoption of environmentally sound processes and practices that will secure a clean and healthy environment, and a sustainable and prosperous future for the province. To demonstrate this leadership:

- we will apply best practices for pollution prevention, green procurement and sustainable transportation to departmental operations. The focus in 2008-2009 will be green procurement, both at the department and government-wide level;
- we will communicate best practices to companies and other departments in order to help them become more environmentally and economically sustainable;
- we will work with Health Promotion and Protection, Labour and Workforce Development and other departments on the Advisory Group on Radon, the interdepartmental committee that is developing and overseeing Nova Scotia's plan to implement effective public health measures with respect to radon gas;
- we will continue to support and participate with First Nations, municipalities and federal departments in the Collaborative Environmental Planning Initiative, the multi-parts process that is developing a management plan for the Bras d'Or Lake Watershed; and,
- we will continue our work with individual homeowners to implement year three of the Environmental Home Assessment Program (EHAP). EHAP focuses on assessing well water, septic systems and oil tanks in private homes. It provides financial assistance to

qualified Nova Scotians to help repair or replace failed septic systems. EHAP will also dedicate new resources to help Nova Scotians on private wells to protect their health and the health of their families. We are pleased that 70 grants were issued to low income Nova Scotians in 2006-07, 200 in 2007-08 and a further 200 will be available in 2008-09.

1. Promote sustainable management and protection of the environment, natural areas and public health through regulatory and non-regulatory means.

With the passing of the *Environmental Goals and Sustainable Prosperity Act* the department has set measurable targets for sustainable management and protection of the environment, natural areas and public health. The Act commits the government to demonstrate international leadership by having one of the cleanest and most sustainable environments in the world. As the lead department for EGSPA we must demonstrate this commitment with action in 2008-2009 in the key resource areas of **air, water and land**. Our priorities for this year are based in-part on targets outlined in EGSPA as outlined below.

Air Quality and Climate Change

The Nova Scotia Government is taking significant action to adapt to the expected impacts of climate change and to decrease the emissions of greenhouse gases to prevent further temperature rises. The *Environmental Goals and Sustainable Prosperity Act* puts Nova Scotia as the first province in Canada to enshrine greenhouse gas targets in legislation. Air pollutants affect human health and contribute to acid rain. As a result, we need to continue to reduce these emissions. Significant reductions occurred in 2005, with more to come in 2009 and 2010. Actions to reduce air pollution can also impact on greenhouse gas emissions and our climate change goals. Consequently we are taking an integrated approach to address air pollution and climate change.

Climate Change Targets:

- ***Target: Greenhouse gas emissions will be at least ten percent below 1990 levels by 2020;***
- ***Eighteen and one-half per cent of the total electricity needs of the Provinces will be obtained from renewable energy sources by the year 2013;***
- ***All new residential dwelling units constructed in the Province that are within the scope of Part 9 of the national Building code of Canada will be required to display an EnerGuide rating by the year 2008;***
- ***All new residential dwelling units constructed in the Province will be required to achieve an EnerGuide rating of 80, or meet energy conservation measures adopted in the Nova Scotia Building Code Regulations made under the Building Code Act after January 1, 2011;***
- ***Target: Adopt emission standards for greenhouse gasses and air pollutants from new motor vehicles by 2010.***

The department will continue to work with stakeholders including the department of Energy and Conserve Nova Scotia, to achieve these emission targets and improve air quality. While these reductions put us on the right path, the latest science tells us that further reductions are required. As a result, the department is working with the department of Energy to incorporate post 2010 emission reduction targets in the renewed Energy Strategy and Climate Change Action Plan, which will be released in 2008. This document will also outline how we will meet our greenhouse gas targets.

Water Resources

Water is also critical to economic and social prosperity of the province and to human health and natural biodiversity. Aquatic systems are home to a diverse range of plants, fish and insects. In turn, wildlife depends on these systems. Natural areas around watercourses play an important ecological role in improving water quality and minimizing flooding. A healthy watershed will protect the animal and plant life that is unique to our province while sustaining healthy communities and a healthy economy.

Target: A comprehensive water-resource management strategy will be developed by 2010.

Building on the Drinking Water Strategy, we are developing a comprehensive Water Resource Management Strategy to address security and sustainability of Nova Scotia's water supply to ensure long term prosperity of water-dependent industries and health of communities and ecosystems. In 2008-09, we will hold public consultations on a discussion paper "*Towards a water resources management strategy for Nova Scotia*", review existing water programs and policies, and begin drafting a long term water strategy.

Target: All municipal public drinking water supplies will meet the province's treatment standards by 2008.

As part of the Drinking Water Strategy, all municipal water supplies need to meet new drinking water treatment requirements by 2008 that will bring Nova Scotia drinking water up to Canadian standards. We will continue to work with municipalities to achieve full compliance. Nova Scotia Environment will also support the protection of private water supplies through a multi-departmental initiative to strengthen environmental health protection services by developing a private well-audit program in collaboration with the departments of Health Promotion and Protection, Agriculture, and Fisheries and Aquaculture. To complement our focus on health protection, we will also improve monitoring of drinking water quality at small commercial facilities.

Target: A policy to prevent net loss of wetlands will be established by 2009.

The department will lead development of a government-wide policy to prevent net loss of wetlands. The public will have opportunity to provide input as part of the broader consultation towards development of a comprehensive water resource management strategy.

Target: Wastewater treatment facility discharges will be provided at least primary treatment by 2017.

Support finalization and implementation of a Canada-wide strategy for managing municipal wastewater effluent that will require municipal treatment facilities in Nova Scotia to meet new treatment standards that will improve environmental and human health protection.

Target: Septage treatment facilities will be operated in accordance with the Guidelines the Handling, Treatment and Disposal of Septage by 2011.

The department will provide financial and technical assistance to septage treatment facility operators to protect the quality of drinking water and groundwater resources through proper construction, maintenance and operation of facilities, including through the Septage Treatment Facility Program. In addition we will work with sewage pumpers on a continuous education program to develop the industry and coordinate activities with the work of Waste Water Nova Scotia and Groundwater Nova Scotia.

Land Resources

Government recognizes the importance of protecting ecologically significant portions of the landscape so that present and future generations can appreciate and enjoy the simple pleasures they provide. When compared to other provinces, Nova Scotia ranks third in Canada, with more than 8 per cent of its land protected. This is a big accomplishment, considering that almost three-quarters of the province is privately owned. In addition, the reclamation of contaminated sites, reduction in landfills and measures intended to reduce waste contribute to the protection and preservation of our land resource.

Target: Develop regulatory tools to stimulate redevelopment of contaminated land and contribute to economic development by 2010.

The department will be undertaking a multi-stakeholder consultation on contaminated site regulations that would maintain or improve environmental protection while expanding investment and redevelopment opportunities;

Target: Achieve a solid-waste disposal rate of three hundred kilograms per person per year by 2015

The department will work with stakeholders to identify and develop new approaches to product stewardship and best practices in solid waste management, while proceeding with implementation of new e-waste regulations;

Support the enhancement of the Solid Waste Strategy to maintain our position as a National leaders in Solid Waste Management

Target: Legally protect twelve percent of the total land mass of the Province by 2015.

Work towards a comprehensive protected area system plan leading to protection of 12% of the provinces land base. In 2008-09 this will include designation of 3 new Wilderness areas (Blue Mountain Birch Cove Lakes, Ship Harbour Long Lake, and Shelburne River), 14 Nature Reserves, continuing collaboration with environmental organizations and with forestry companies through the Colin Stewart Forest Forum, and continuing work on creating improved conditions for the protection of private lands.

2. Create good regulatory practice to improve business competitiveness and ensure the protection of the public interest.

As a department responsible for a wide range of regulatory programs, this department is working hard to improve how we design, implement and evaluate our regulatory programs – what we call our “regulatory practice.” The goal of NS Environment’s *Competitiveness and Compliance Initiative* (CCI), which is part of the Province’s **Better Regulation Initiative**, is to encourage and support good regulatory practice throughout the department, improving our protection of the public interest, including the competitiveness of Nova Scotia businesses. As part of this overall process, we will enhance the effectiveness of departmental operations through the implementation of recommendations from the Office of the Auditor General.

CCI is entering year three of its four year strategy. This year, the department will work jointly with the new Nova Scotia Labour and Workforce Development to achieve our goals. CCI’s key strategic objectives are to create quality regulatory tools, make it easier for people to comply with our laws, improve our compliance programs, and continually improve our regulatory programs by:

- Creating *quality regulatory tools* by ensuring regulatory proposals follow a standardized and systematic development process. Developing training for NS Environment staff on how to identify and analyze problems; set goals and monitor performance; and choose the right regulatory tool for the job to ensure staff have the training they need to consistently develop quality regulatory tools.

Measure: 95% of regulatory proposals comply with a standardized, systematic development process by 2010.

- *Making it easier for people to comply with our laws, especially small and medium size business*, by reducing the paperwork burden for business and developing service standards for licences, permits and approvals. Regulatory programs will develop divisional Compliance Plans that improve awareness of regulatory requirements.

Measure: Reduce the paperwork burden for business by 20% by 2010.

- *Improving compliance with our regulatory programs* by ensuring that our inspectors and investigators complete standardized foundation training, improving the

consistency of our compliance programs resulting in improved protection. Develop a department-wide compliance framework that sets our principles and a model for achieving compliance. Develop further plain language guides to regulation, such as the “Fish Safe” booklet that was developed for employers and employees in the fishery sector.

Measure: 100% of our existing inspectors and investigators complete standardized foundation training by 2012.

- *Continuously evaluating and improving our regulatory programs* to ensure they are meeting objectives and maximizing harmonization opportunities. Problem-solving team(s) will address important external problems, emphasizing the need for new tools for measuring the effectiveness of approved interventions. Divisions will evaluate their regulatory performance measures and create new ones where needed.

Measure: 90% of regulatory programs have performance measures by 2010.

3. Environmental Agencies, Boards and Commissions

Government recognizes the importance of establishing the Round Table on Environment and Sustainable Prosperity and ensuring that the EGSPA goals are met over the next 12 years. The department will also move to re-invigorate the NS Environmental Trust and secure long term funding for it. NS Environment will continue to meet with our stakeholders on key advisory boards, such as the Resource Recovery Fund Board and On-site Services Advisory Board, to ensure the programs continue to function effectively meeting time targets and objectives.

4. French Language Services

Implement in collaboration with the Office of Acadian Affairs, NS Environment’s multi-year action plan to enhance the department’s capacity to deliver French language services to its clients. Priorities for 2008-2009 include:

- increase employee awareness of the provincial government’s commitment to provide French language services, and promote interest and involvement in service delivery;
- explore opportunities to address French language community needs;
- continue to build departmental capacity to provide service in French through employee training in the French language.

G. Human Resource Strategy

Since 2004, the Government of Nova Scotia has conducted employee surveys that have

become the impetus for change in the public service. This, coupled with a shrinking labour market and increased competition for staff, means the department must remain focused on initiatives that support attraction and retention and build human resource capacity. The following outlines the initiatives under department's Strategic Human Resource Plan, which serves as the foundation for operationalizing the Corporate HR goals. These goals are being a preferred employer; providing a safe and supportive workplace, having a diverse workforce; being a learning organization and making a difference through a skilled, committed and accountable public service.

Career and Workforce Planning

A two-phased pilot implementation of the Workforce Planning and Career Development process has been successfully completed. The department will continue to sustain this process on an ongoing basis and address recruitment, retention and capacity building needs by identifying best practices, providing tools and supports as well as continued program development and refinement.

The objectives of the department include: ensuring consistent implementation of the performance appraisal process, providing mentoring/coaching and career planning, providing development opportunities, promoting diversity and equality during the hiring process, and human resource planning to address future staffing needs.

Healthy Workplaces

The Healthy Workplaces Program (HWP) will continue to support and integrate corporate HWP policy, programs and activities with the underlying goals of providing departmental health and wellness programming that will contribute to a supportive workplace. The department will identify best practices and provide tools and supports to promote healthy lifestyle choices by employees in and outside the workplace.

The objectives of the department include such things as: A wellness program that fits the unique culture and organizational needs, and encouraging the support and management of work/life balance

Employee Recognition

The department's Recognition Initiative seeks to provide effective programs and tools to recognize and value staff's contributions to departmental operations and to ultimately maximize employee engagement and organizational excellence. Its goals are to provide a variety of formal and informal recognition opportunities and create a culture of recognition in the department.

The objectives of the department include: To create a culture of recognition within the department, to provide formal recognition programs, and to promote an understanding of the value and use of informal recognition.

Diversity Management

The Diversity Initiative focus is on assessing the diversity climate of the department, developing and implementing a strategy to meet department and corporate diversity

objectives and identifying ways to measure progress so that we become a diverse workforce that truly represents the public which we serve.

The objectives of the department include: increasing visibility and promoting the importance of a diverse work place, providing awareness training and development opportunities, encouraging employee participation in diversity initiatives, and encouraging partnerships and collaboration that advance the creation of an inclusive, diverse culture.

Leadership

As identified in the Employee Survey results and further through department focus groups, leadership confidence will be strengthened through the implementation of the programs, processes and training and development activities outlined in the preceding topic areas with the key objective of improving confidence in the core competency areas of: decisiveness, strategic orientation, development of people, team leadership, achievement orientation, self-confidence, impact and influence and relationship building, human resource and financial management.

The objectives of the department include: providing new employee orientation programs and foundational management skills training, recognizing employee contribution and development of strengths, and recognizing and supporting the need for employee engagement and participation in program, policy and process design and development.

Success Indicators

Just as they have provided valuable insight and direction for action, future Government Employee Surveys will be a key vehicle for measuring success. To supplement and further validate results, formal internal mechanisms will be developed to monitor progress and measure outcomes to track our successes.

H. Budget Context

NS Environment	
-----------------------	--

	Estimate 2008/09
Program and Service Area	\$44,607
Ordinary Revenues	\$1,737
TCA Purchase Requirements	\$1,355
Program Expenses	
Administration	\$959
Policy/ CCI	\$1,122
Environmental Monitoring & Compliance	\$11,877
Environmental & Natural Areas Management	\$27,838
Climate Change	\$1,055
Information & Business Services	\$1,756
Other Divisions transferred to Labour and Workforce Development	\$0
Total Program Expenses	\$44,607
Funded Staff (FTEs)	272.8

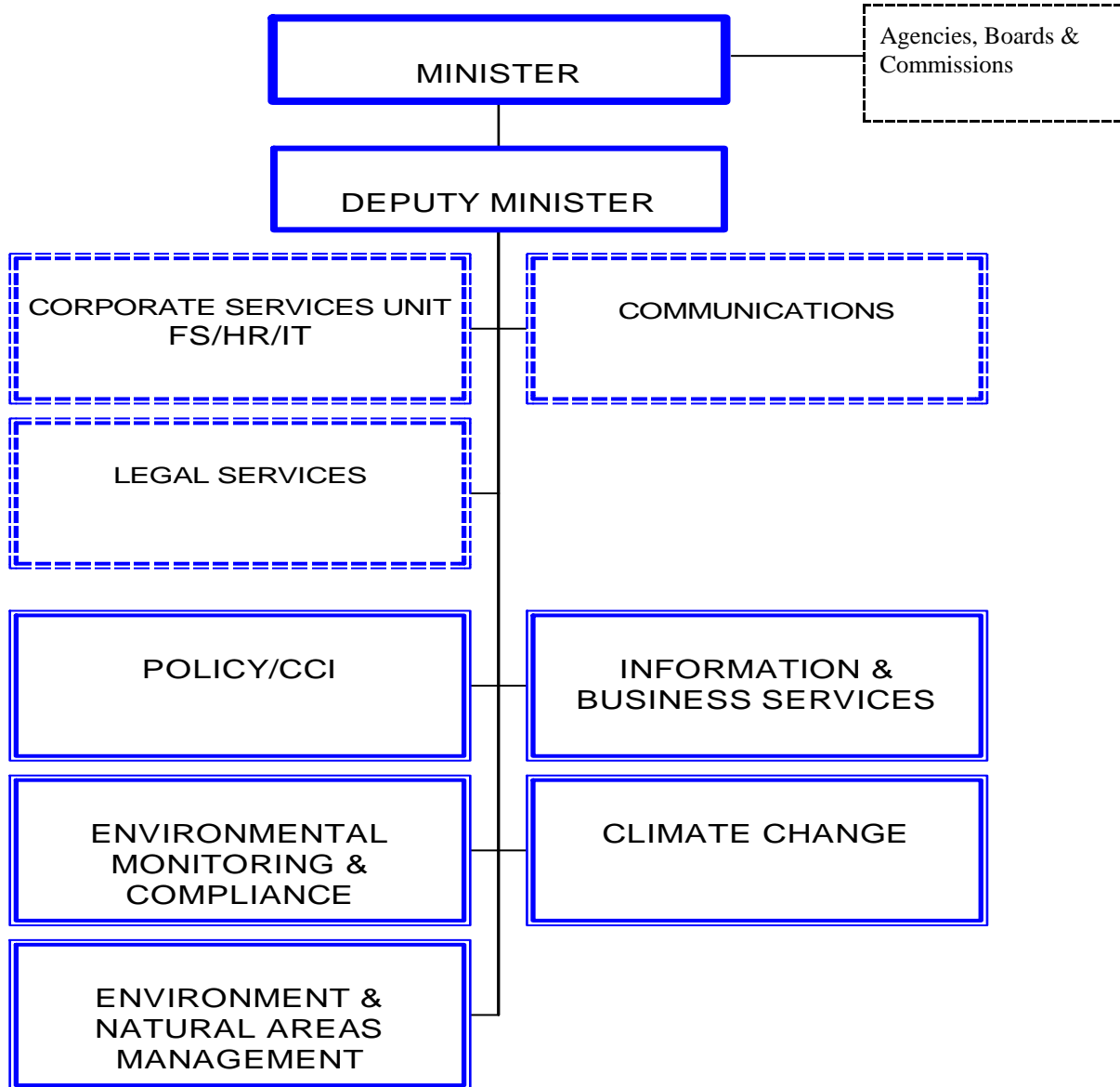
I. Financial Management, IT and Communications

NS Environment recognizes the need to provide staff with the tools they need to effectively manage their work and to provide our clients with timely access to information. The department has two of these tools under development: the Activity Tracking System and the On-line Environmental Registry.

The Activity Tracking System will provide support for the primary business functions and information needs of the department. With the establishment of a common approach to inspection and compliance activities and enhanced tools for data capture and reporting, the department is significantly increasing its capacity to manage its activities effectively. The information system will provide an ability to share information across the department and provide an ability to report and manage our activities at an individual program level as well as at a departmental level. The development will take place over the next 2 years as funding permits.

The development of an on-line environmental registry is underway in order to provide more timely access to the information identified under Section 10 of the Environment Act. The on-line access to this information, which is predominately property based information, will enable our clients to complete their activities on their own time without the need to contact the department. The development will take place over the next 2 years as funding permits.

Appendix A



Appendix B

Environmental Agencies, Boards and Commissions

- Advisory Committee on the Protection of Special Places
- Environmental Assessment Board
- On-Site Services Advisory Board
- Resource Recovery Fund Board
- Roundtable on Environment and Sustainable Prosperity
- Environmental Trust Fund Board

**Appendix C
Performance Measures**

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Competitiveness and Compliance Initiative					
Quality tools, including regulatory tools	Compliance with a standardized, systematic development process	Baseline year 2006/07	85% compliance by 2008/09	95% compliance by 2010.	Deliver 2 training sessions for NS Environment staff on a standardized regulatory development process.
Easier for business to comply with our laws and reduce costs to improve competitiveness and compliance.	Reduced time spent by business on administrative requirements.	Baseline year 2006/07	17% less time spent by business on administrative requirements	20% less time spent by business on administrative requirements by 2010.	department-wide workplan to reduce administrative burden.
Improved compliance to create a level playing field and improved protection.	percentage of Inspectors with standardized inspection and investigation foundation training.	Baseline year 2006/07	40% of Inspectors complete standardized foundation training in 2008/2009	100% of Inspectors complete standardized foundation training by 2012.	Roll-out of the foundation training developed last fiscal year
Continual improvement of our regulatory programs	number of regulatory programs with performance measures	Baseline year 2006/07	50% of regulatory programs identify measures	90% of regulatory programs have performance measures by 2010	inventory and evaluate regulatory performance measures across divisions and create best practices
Core Business Area: Environmental and public health protection and natural areas management					
Clean and safe drinking water	percentage of population served by municipal water supplies that meet	96.5% (2001)	maximize the percentage of population served by	all municipal drinking water supplies will meet the Province's	- enforce <i>Water and Wastewater Facilities Regulations</i> and Public

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
	the health-based criteria for bacteriological quality, as stated in the <i>Guidelines for Canadian Drinking Water Quality</i> , at all times during the calendar year	96.5% (2002) 95.7% (2003) 98.4% (2004) 98.0% (2005)	municipal water supplies that meet the health-based criteria for bacteriological quality	treatment standards by 2008. a comprehensive water resource management strategy will be developed by 2010.	Drinking Water Supplies Regulations including the <i>Guidelines for Monitoring Public Water Supplies</i> - implement drinking water strategy - support and encourage the development of municipal water supply protection plans - promote innovative NS-based technological solutions to environmental problems
Clean air	annual total sulphur dioxide (SO ₂) air emissions (tonnes) in the province	170,000 tonnes (2000) 164,000 tonnes (2001) 154,000 tonnes (2002) 161,000 tonnes (2003) 161,000 tonnes (2004) 134,000 tonnes (est - 2005)	maintain a SO ₂ emission cap of 141,750 tonnes.	achieve a 50% reduction in SO ₂ emissions (from 1995 cap of 189,000 tonnes) for 2001 emitters by 2010.	- work with major industrial sources to reduce emissions through the use of lower sulphur fuels and process upgrades

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Clean Air (cont)	annual total mercury (Hg) air emissions (kg) from electrical power generation in the province	267 kg (2000) 185 kg (2001) 163 kg (2002) 158 kg (2003) 170 kg (2004) 105 kg (2005)	maintain a Hg emission cap of 168 kg for electrical power generators	maintain a Hg emission cap of 65 kg for electrical power generators, by 2010	- work with NSPI to encourage the use of lower mercury fuels

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
	annual total nitrogen oxide (NO _x) air emissions (tonnes) in the province	90,000 tonnes (2000) 88,500 tonnes (2001) 80,500 tonnes (2002) 76,000 tonnes (2003) 74,500 tonnes (2004) 68,000 tonnes (est -2005)	prepare for NO _x emissions at 20% or lower than base year (72,000 tonnes, based on revised value for base year measure) in 2009.	maintain NO _x emissions at 20% or lower than base year (72,000 tonnes, based on revised value for base year measure)	<ul style="list-style-type: none"> - work with major industrial sources to reduce emissions - require the use of low NO_x burners for new facilities and during major upgrades and refits

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Protected natural areas	total hectares of land protected through NS Environment program options	287,028 ha (2001-2002) 287,320 ha (2002-2003) 287,704 ha (2003-2004) 290,137 ha (2004-2005) 300, 314 ha (2005-2006) 301,154 (2006-2007) 301,474 (2007-2008)	increase the hectares of land under various protection options	protect 12% (663,125 hectares) of Nova Scotia's total land mass by 2015.	<ul style="list-style-type: none"> - conduct resource inventories and area assessments - conduct public consultations - encourage private land stewardship - participate in Crown land planning - support partnership agreements

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Shared responsibility for environmental management	annual municipal solid waste disposal rate per capita (Kg/person), compared with the regional and national disposal rates	<p>NS - 416 Atlantic - 569 Canada - 753 Kg/person 2000 (base year)</p> <p>NS - 416 Atlantic - 564 Canada - 760 Kg/person 2002</p> <p>NS - 427 Atlantic - 596 Canada - 772 Kg/person 2004</p>	maintain the NS disposal rate lower than the national and Atlantic average	achieve a disposal rate of 300 kg/person or lower by 2015	<ul style="list-style-type: none"> -continue to implement the Solid Waste-Resource Management Strategy - enforce the <i>Solid Waste-Resource Management Regulations</i> - educate and inform industry, businesses and citizens - continue to develop product and industry stewardship agreements - promote research and development of markets for construction and demolition materials and plastics

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Shared responsibility for environmental management (Cont)					
	total number of categories of materials banned from disposal in Nova Scotia *New target	13 materials (2006/07)	17 materials	21 or more materials banned from disposal by 2010.	<ul style="list-style-type: none"> - work with RRFB Nova Scotia and other partners to support research and development into value-added applications for waste materials. - target electronic products and construction and demolition materials.

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Proactive environmental management	total number of business sectors and municipalities participating with NS Environment in environmental management and/or pollution prevention programs and initiatives	5 participating sectors, municipalities (2001-2002) 6 (2002-2003) 9 (2003-2004) 12 (2004-2005) 14 (2005-2006)	increase number of participating sectors, municipalities compared to the previous year	increase number of participating sectors, municipalities	<ul style="list-style-type: none"> - provide technical assistance - facilitate/participate in demonstration projects - partner with funding agencies/other levels of government - partner with business associations to initiate new plans
	number of environmental home assessments completed through Environmental Home Assessment Program (EHAP); number of septic repairs completed with funding from EHAP	Baseline year 2006/07	1000 homes with environmental home assessments completed 200 septic system repairs completed	Complete 1000-2500 environmental home assessments per year in each year of the program.	<ul style="list-style-type: none"> - delivery of the Environmental Home Assessment Program by non-governmental organizations - program management and evaluation completed by Pollution Prevention Branch, NS Environment.

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Efficient and effective program delivery	percentage of industrial facility approvals in operation for at least one year to which a risk-based inspection and auditing (RBIA) program has been applied	90% (2004-2005) 90% (2005-2006)	- All new Industrial files will be audited and a risk score assigned - Every two years 100% of the Industrial Facilities will be audited	minimum of 90% of industrial facility approvals in operation for at least one year will be audited on an ongoing basis	-utilize compliance promotion and enforcement policy
	average administrative time (days) to process applications for the approval of the installation of on-site sewage disposal systems	40 days (2000-2001) 28 days (2001-2002) 28 days (2002-2003) 20 days (2003-2004) 25 days (2004-2005) 20 days (2005-2006)	Applications designated for full review will be processed in 5-7 business days.	Overall program improvement. Approval turnaround times will be reduced by two thirds of the previous average turn-around time	- ongoing process re-design (Note - legislation specifies 60 day maximum turnaround time) - streamlining of On-Site application / approval delivered province wide