


NOVA SCOTIA
Fisheries and Aquaculture



BUSINESS PLAN 2007–2008

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Message from the Minister and Chief Executive Officer

We are pleased to present the 2007-2008 Business Plan for the Nova Scotia Department of Fisheries and Aquaculture.

In fiscal 2006-2007, the Department of Agriculture and Fisheries evolved to become the Department of Agriculture and the Department of Fisheries and Aquaculture. The two new entities maintain operational linkages particularly in two core business areas – Industry Growth and Development, and Responsible Governance – as well as in the corporate service areas. This collaboration optimizes government expertise and maintains continuity in strategic service areas for the benefit of clients involved in primary and secondary food production.

Nova Scotia's fishery and aquaculture sectors continue to be economic engines of our coastal regions. Seafood is Nova Scotia's leading export surpassing \$1 billion in 2005. The industry must address a number of modern challenges, including international competition, bio-security related to food products, and the environment. The 2007-2008 Business Plan sets out priorities to address these and other challenges, and to take advantage of opportunities aimed at strengthening the economic viability of the industry and coastal communities that rely on this natural resource.

We are committed to providing the necessary support to meet the priorities as set out in the 2007-2008 Business Plan.



Honourable Ronald Chisholm
Minister



Paul LaFleche
Chief Executive Officer

Mission

To foster prosperous and sustainable fisheries, aquaculture and food industries through the delivery of quality public services for the betterment of coastal communities and of all Nova Scotians.

The Corporate Path

The Corporate Path concept has been designed to reflect the government's focus and to guide its decision-making. The concept is based on three principles: it recognizes that securing Nova Scotia's future means making smart investments to grow the economy; it commits to fiscal responsibility, a competitive business climate and social programs; and it calls for various government entities to take a realistic approach to managing the growing costs of programs and services. Throughout this business plan, linkages are drawn between the Corporate Path framework and the Department of Fisheries and Aquaculture's priorities in 2007-2008. The individual components of the Corporate Path are identified in the following chart:

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

Organizational Structure

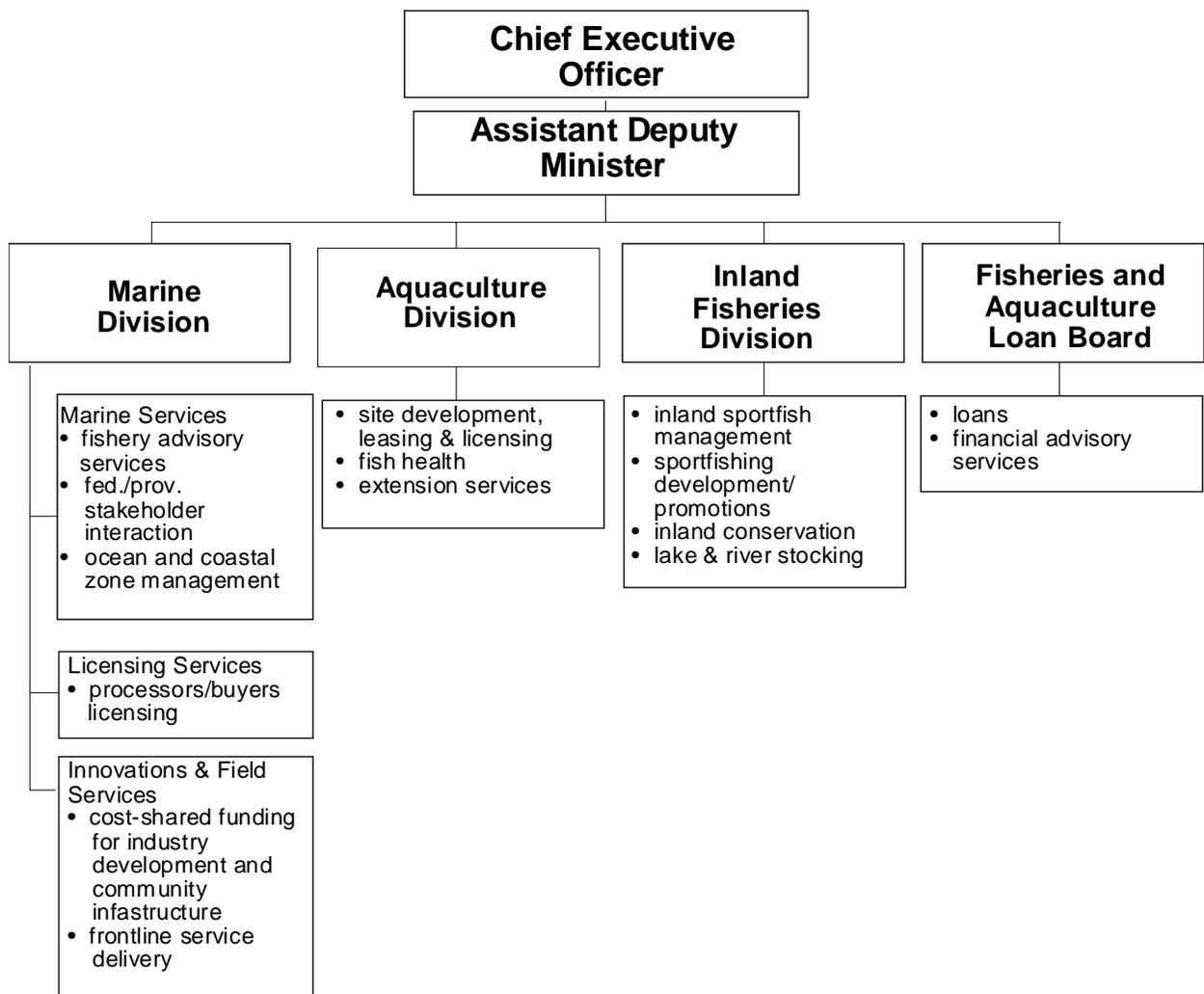
The Department of Fisheries and Aquaculture has a legislated mandate to promote, support, and develop the fisheries, aquaculture and food industries, recognizing that these sectors are economic engines of Nova Scotia's coastal and rural communities.

The department provides marine advisory and coastal zone management services for the commercial fisheries and rockweed harvesting sector. Field staff in eight regional offices ensure one-window access to programs and services for fishery and aquaculture clients. Coastal communities and industry sectors receive development and coastal infrastructure assistance through the Fisheries Innovations Program. Aquaculture staff offer a range of services, from licensing and leasing of aquaculture sites, to fish health and extension services. Inland fisheries focuses on management of Nova Scotia's recreational fishery resource and operates fish hatcheries that supply fish for province-wide stocking programs. The department is also responsible for fish buying and processor licensing, and provides industry investment through the Fisheries and Aquaculture Loan Board.

The Department of Fisheries and Aquaculture receives support services from the Legislation and Compliance Services branch of the Department of Agriculture for the

monitoring and enforcement of regulations related to fish processing. The Industry Development and Business Services branch of the Department of Agriculture provides marketing, product quality and development, and business development services to the fishery and aquaculture sectors. The Department of Fisheries and Aquaculture also receives corporate support services from the Policy and Planning division of the Department of Agriculture including policy research and development, business planning and annual performance reporting, administration of the *Freedom of Information and Protection of Privacy Act*, Occupational Health and Safety and administrative services. Communications services are also provided through the Department of Agriculture.

Department of Fisheries and Aquaculture Functional Chart



Planning Context

The fishing industry is a vital economic contributor in the province. Approximately 10,000¹ people are employed in the fishery in Nova Scotia. The shellfish sector is the industry's strongest sector, with lobster leading the way. Lobster landings were valued at almost \$412 million in 2005. Seafood products remain Nova Scotia's leading category of exports. The industry overall had a total export value of more than \$1 billion in 2005. Lobster exports alone exceeded \$390 million.

The Department of Fisheries and Aquaculture will continue to address matters related to the environment, industry growth and development, and fish health, in addition to a range of other issues.

Environment

Fish harvesters and aquaculturalists operate in an industry increasingly regulated for environmental performance. The Department of Fisheries and Aquaculture continues to monitor legislative and regulatory developments within other governments, and works with stakeholders to develop response strategies, and bring forward industry concerns.

The Department of Fisheries and Aquaculture is working to address a number of environmental challenges. For example, the department provides leadership on integrated coastal zone management (ICM) issues through the Provincial Oceans Network, community-based coastal management and other ICM initiatives. Such efforts serve to maintain and enhance watershed quality and ensure the sustainable utilization of coastal resources. The department is working this year to implement the federal *Species at Risk Act (SARA)*, which provides for the recovery of species at risk of extinction, and ensures that species of special concern do not become endangered or threatened. The department is also addressing environmental concerns related to the aquaculture industry, and issues associated with stock declines and the loss of inland fisheries habitat.

Nova Scotia is renowned for its recreational salmon fishery and provides support to the Margaree River Salmon Hatchery. In 2007-2008, the department will increase its involvement with the hatchery to increase salmon production in the Margaree River and support tourism in the area.

Industry Growth and Development

Nova Scotia's seafood industries operate in a dynamic business climate affected by regulations, tax regimes, and marketing and consumer trends. Globalization in food has fundamentally impacted the domestic arena. Whether exporting or not, food producers today need to compete with producers from around the world. Nova Scotia's seafood industries are facing intense market competition in products such as saltfish, frozen fish, and farmed salmon. Moreover, the food processing sector continues to face pressures due to aging plants and technology and labour cost competition from other areas of the world. The entry of products into the marketplace from countries like China and Chile, which have lower production costs, impacts Nova Scotia's ability to remain competitive.

¹ Refers to the number of people in the provincial workforce identifying the fishery as their primary industry attachment.

Nova Scotia's seafood industry is highly export oriented. Though this provides for countless marketing opportunities, the industry is in a vulnerable position because of the high volume of trade it conducts in the United States market. Nova Scotia's seafood export sales have declined in recent years as the value of the US dollar has dipped compared to the Canadian dollar. US bio-terrorism regulations have also posed a challenge for Nova Scotia's seafood exporters to that market. Though lobster remains Nova Scotia's largest fishery, soft shell lobsters have been an issue over the past few years, and the department has worked with government and industry partners on lobster research. Industry has been highly supportive of the lobster research programs, and the department will further invest in this joint activity in 2007-2008.

Individual fish harvesters and aquaculturalists face additional difficulties, including increased costs for fuel, feed, licenses and infrastructure gear. The lack of a national development and business risk management strategy with support programming continues to pose challenges for aquaculturalists. Furthermore, the fishery and aquaculture industries in general are struggling to attract new entrants and investment, and to overcome the perception that they are not profitable. This raises concerns about industry succession.

The department is committed to addressing these and other challenges, and to helping industry participants capitalize on development opportunities. Staff are working to level the trade playing field, to identify export opportunities in non-traditional markets, and to help seafood industry participants develop new products, services and technologies. The department also supports product differentiation and value-adding opportunities in the seafood industry. Product diversification, for instance in the development of health products such as nutraceuticals and pharmaceuticals, organic seafood, coastal tourism products and recreation, also presents important growth possibilities for the industry.

Increased market demands when it comes to food safety offer additional product and consumer service opportunities for the seafood industry. Tracking throughout the market chain, through programs such as Hazard Analysis Critical Control Point (HACCP)/(HACCP plus) and the Quality Management Program (QMP), provide opportunities to meet food certification standards in the European Union and Homeland Security measures in the United States. The Department of Fisheries and Aquaculture will work with Nova Scotia businesses to demonstrate that our products are safe and secure beyond current international standards of practice.

The department will engage in educational and promotional activities this year to enhance the profile of both the inland fisheries and aquaculture sectors. In the sport fishery, strategic partnerships between government bodies, non-government organizations, volunteer workers and academia have the potential to increase the research and management capacity in the sector, and lead to its overall expansion.

Aquaculture offers development opportunities for many coastal regions. As industry and government have made significant investments in the development of newly farmed

species, such as cod and halibut, Nova Scotia is now a leader in this field. Environmental concerns, however, and limited development dollars represent a significant challenge for this sector. The site application process, which can be complex, lengthy and expensive, is also impeding development. The department will continue to work with regulatory partners and stakeholders to make this process more efficient and less costly. Staff have also been working with federal, provincial and territorial partners to develop a new Aquaculture Framework Agreement, which will harmonize regulations and improve governance, support research and development activities, and improve access to investment and business risk management programs for aquaculturalists.

Fish Health

The need to respond to fish disease outbreaks and emerging fish health and disease prevention issues poses further challenges. The department will expand fish health services this year to meet evolving compliance requirements, and will work to define the province's role in the delivery of the National Aquatic Animal Health Program. This program is designed to protect wild and farmed aquatic resources from serious diseases, and to help the seafood industry maintain its international competitiveness.

CORE BUSINESSES, GOALS, STRATEGIES AND MEASURES

The Department of Fisheries and Aquaculture has identified the following goals, priorities, strategies and measures².

Core Business One: Sustainable Resource Management

Programs and Services:

- Aquaculture environmental resource management
- Inland fisheries resource management
- Marine and coastal resource management

Goal: Environmentally and socially responsible development of the fisheries, aquaculture and food industries.

Link to the Corporate Path

The priorities associated with this goal align with section 2.3 of the Corporate Path: Leader in Clean and Green Economy.

What it means

The department encourages Nova Scotia's fishery and aquaculture industries to plan for long-term industry growth through the adoption of environmental management practices. The Department of Fisheries and Aquaculture will foster the growth of a clean, green economy by supporting applied research, and promoting the adoption of generally accepted management principles.

² This business plan highlight's the department's key priorities for the 2007-2008 fiscal year. A full description of programs and services offered through the department can be found on the departments website, at: <http://www.gov.ns.ca/nsaf/>.

Priority – Implement strategies and initiatives to address environmental issues in the fisheries and aquaculture industries.

Strategies & Actions

- Continue to deliver the Environmental Monitoring Program for the aquaculture sector;
- Continue working with the federal government to establish a provincial role in the National Aquatic Animal Health Program (NAAHP);
- Expand fish health services in the province;
- Conduct applied research to assist environmental monitoring efforts on inland waters throughout the province;
- Continue to administer the Sport Fish Habitat Fund, offering financial support to individuals and community groups working on inland fisheries stewardship projects;
- Continue to deliver the salmon stocking program to increase fish populations in provincial waters;
- Increase provincial involvement in the management of the Margaree Salmon Hatchery in Cape Breton to boost salmon production in the Margaree River and aid in conservation of the stocks;
- Deliver programs to improve cold and warm sport fish management;
- Work with industry and government partners to implement the federal *Species at Risk Act*;
- Address fuel use and gear impacts.

Priority – Provide provincial leadership on Coastal and Oceans Integrated Resource Management issues.

Strategies & Actions

- Develop a formal coastal management agreement between the Government of Nova Scotia and the Government of Canada;
- Continue to lead an interdepartmental network (the Provincial Oceans Network) tasked with developing and implementing coastal management options for the province;
- Continue to participate in integrated resource management initiatives such as the Gulf of Maine Council on the Marine Environment and the Nova Scotia Sustainable Communities Initiative.

Performance Measures:

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Sustainable aquaculture	Percentage of “higher risk” marine aquaculture sites monitored under	11% (2003) 60% (2004) 82% (2005) 100% (2006)	100%	Maintain 100% monitoring of all active sites on a rotational basis using risk-based	Continue to selectively monitor sites applying risk-based approach

	the Aquaculture Environmental Monitoring Program (EMP) ³			approach	
Sustainable aquaculture	Percentage of “lower risk” marine aquaculture sites monitored under the EMP	38% (as of 2006)	45%	Complete baseline sampling of all marine aquaculture sites	Sample additional lower risk sites each year
Sustainable inland fisheries	Fish habitat restoration projects (square meters of fish habitat restored)	114,790 square meters (2005-06)	115,000 square meters	Maintain 2007-2008 target level of activity on an annual basis	Continue working with NGO’s to carry out projects Promote user group involvement

Core Business Two: Industry Growth and Development

Programs and Services:

- Aquaculture development and extension services
- Commercial fisheries development
- Inland fish stocking
- Coastal community economic development
- Lending services (provided through the Nova Scotia Fisheries and Aquaculture Loan Board)
- Business development and economics, product quality and development, and marketing services (provided through the Industry Development and Business Services branch of the Department of Agriculture)

Goal: Competitive fisheries, aquaculture, and food businesses that create economic growth and employment in coastal communities.

Link to the Corporate Path

The priorities associated with this goal align with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

What it means

The Department of Fisheries and Aquaculture will continue to facilitate growth in established and emerging sectors of the fisheries, aquaculture, and fish processing industries in order to create a globally competitive business climate. The Department of Fisheries and Aquaculture works with communities and industry on technology and infrastructure enhancement. Targeted public awareness campaigns designed to address

³ The EMP uses a risk-based approach where “higher risk” sites are typically larger and more productive sites using cages and lines (such as finfish and mussel sites) and “lower risk” sites are those that are inactive or use low-density production methods (such as bottom culture and oysters). “Data” and “target” figures presented for this measure are cumulative totals. In all other cases throughout the business plan, totals refer to work completed during a given year.

the profile of both the aquaculture and sport fishing industries in the province further contribute to the goal of economic growth and creating employment opportunities. In addition, the Industry Development and Business Services (IDBS) branch of the Department of Agriculture provides the fisheries, aquaculture and seafood industry with product development support, business counselling, strategy development, and marketing services. IDBS also promotes Nova Scotia seafood products through participation on various provincial trade teams, and industry boards and councils.

Priority – Undertake strategic initiatives to support development in the fisheries and aquaculture industries.

Strategies & Actions

- Ratify the proposed Aquaculture Framework Agreement to harmonize federal and provincial regulatory standards and improve business development programming, and work with industry and government partners to develop specific programming;
- Complete Phase 2 of the Guysborough County aquaculture project to improve the aquaculture site selection process;
- Work with government and industry partners to harmonize aquaculture leasing and licensing procedures to improve new site availability and develop a new guidebook for marine finfish aquaculture;
- Work with federal and provincial government partners to reduce interprovincial and international trade barriers;
- Develop fisheries for new species and design new approaches for resource utilization in recovered fisheries;
- Complete a state of the fish processing sector report and a competitive analysis of the fish processing sector;
- Support Harbour Authorities and other community groups to upgrade wharf infrastructure such as winches, haul-outs, floating docks, and bait freezers;
- Work with industry and government partners in support of lobster research.

Priority – Enhance the profile of and increase participation in the province’s sport fishery.

Strategies & Actions

- Provide educational opportunities and promote Nova Scotia’s sport fishery through demonstration clinics and participation at trade shows;
- Implement a new licence to develop fish angling opportunities in tidal waters;
- Continue to deliver the trout stocking programs to help ensure the long-term viability of the sport fishery.

Priority – Provide Nova Scotians with a better understanding of the province’s aquaculture industry by highlighting the industry’s economic potential, and its environmental management practices.

Strategies & Actions

- Develop an industry awareness campaign that will involve school presentations, and interactive displays at festivals and county fairs.

Priority – Develop policies and approaches to manage and support the fish buying and processing sector.

Strategies & Actions

- Address the recommendations contained in the Nova Scotia Seafood and Cape Breton Groundfish processing sector studies;
- Review the Nova Scotia Fish Processors and Fish Buyers License Policy;
- Implement a show cause process designed to strengthen provincial fisheries enforcement legislation.

Priority – Increase the competitiveness of the Nova Scotia fisheries, aquaculture and food sectors through targeted business development initiatives and sector strategy development.

Strategies & Actions

- Offer programs to encourage producers to generate, evaluate and implement strategies to capture industry development opportunities;
- Organize interactive and educational workshops and other supports focussing on food industry innovation and renewal;
- Develop the “Meet Your Match” program, to facilitate business linkages between Nova Scotia’s food buyers, food sellers and chefs;
- Develop a competitiveness analysis of the Nova Scotia seafood processing sector, analysing the sector’s strengths, weaknesses, opportunities and threats, for future strategy development and program support;
- Deliver business development support, including pathfinding assistance, business counselling, planning, and resources, to assist food industry participants;
- Undertake initiatives to accelerate development in key fisheries industries;
- Further develop the province’s culinary tourism strategy and plan for its implementation through the Taste of Nova Scotia Food Program.

Priority – Increase the value of Nova Scotia’s fisheries, aquaculture and food sectors through development and diversification of market, product, service and technology opportunities.

Strategies & Actions

- Complete the integration of the Taste of Nova Scotia programs to improve the position of the industry in domestic and international markets;
- Partner with the Atlantic BioVenture Centre to explore new opportunities for business development through science and innovation;
- Provide market development support through research and assistance to Nova Scotia companies for the customization and introduction of food products to new markets, with an emphasis on key export markets;

- Continue the initiatives of the Council of Atlantic Premier’s Atlantic Food Team, including investigation of direct marketing avenues for food producers and improved cooperation among stakeholders;
- Organize the Nova Scotia Seafood Festival, promoting Nova Scotian seafood while highlighting the importance of marine stewardship in market development;
- Continue to support initiatives like the healthy foods in schools policy, and the Office of Economic Development’s supplier development program, that can open new market opportunities for Nova Scotia’s fish harvesters and aquaculturalists;
- Prepare food businesses to meet new regulatory requirements for the marketplace, for instance, through continued participation in the Canadian Nutrition Labelling Project;
- Undertake Phase 2 of the Nova Scotia Saltfish Sector Initiative, aimed at promoting Nova Scotian seafood in the Mexican, Brazilian, and Dominican Republic markets;
- Provide business development services and initiatives to the sector;
- Develop and host a seafood festival to create awareness and demand for Nova Scotia’s fish, aquaculture and seafood products;
- Support cost shared industry based projects to develop new products for export.

Priority – Expand and develop Nova Scotia fisheries, aquaculture and food sectors investment and lending initiatives and partnerships to capture growth opportunities.

Strategies & Actions

- Continue to provide stable, cost-effective financing to Nova Scotia’s fish harvesters and aquaculturalists through the services of the Fisheries and Aquaculture Loan Board;
- Implement a new three-year trade and investment plan for the fisheries and aquaculture industries;
- Implement a strategic initiative to increase new investment in organic aquaculture.

Performance Measures:

Outcome	Measure ⁴	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of sales resulting from market development projects and tactics (millions)	\$4.5 (2004-05) \$5.5 (2005-06)	\$6	Increase industry profitability	Focus market development activities on priority markets
Competitive business climate	Ratio of Product and Quality Development (PQD) program funding invested to total R&D	34% (2003-04) 43% (2004-05) 32% (2005-06)	25%	Leverage increasing amounts of R&D funding from other (non-government)	Develop new partnerships Expand support to both industry-wide and individual-business

	invested through PQD projects ⁵			sources, thereby decreasing the ratio invested by government	initiatives
Competitive business climate	Support to industry for sector renewal (number of businesses assisted)	48 (2005-06)	60	Maintain or increase 2007-2008 level of activity	Research new business opportunities and provide information to clients
Competitive business climate	Value of new investment in the agri-food and seafood sectors (millions)	n/a	\$1.5	Increase domestic and foreign direct investment within the primary production and value-added sectors	Operationalize the investment plan
Competitive business climate	Increase in loan portfolio	\$53 (2000-01) \$80.5 (2005-06)	Increase loan portfolio from 2005-2006 total	Increase loan portfolio on an annual basis	Continue to support financially viable operations
Competitive business climate	Number of market research and information products developed	7 (2005-06)	12	Communicate market research to industry to enhance market development activities	Undertake focussed research on priority markets and products

Core Business Three: Responsible Governance

Programs and Services:

- Aquaculture licensing and leasing
- Fish health
- Licensing of fish buying and processing
- Fish plant inspections and enforcement (provided through the Legislation and Compliance Services branch of the Department of Agriculture)

Goal: Orderly development of the fisheries, aquaculture and food industries.

Link to the Corporate Path

The priorities listed under this goal align with section 1.1 of the Corporate Path: Globally Competitive Business Climate.

What it means

The department works to foster a competitive business climate in the province by maintaining a regulatory environment that enables business development and establishes a level playing field that is not unnecessarily burdensome for business operators.

The Legislation and Compliance branch of the Department of Agriculture delivers fisheries, aquaculture, and rockweed inspection and enforcement services on behalf of the

⁵ Measures the amount of funding leveraged from other sources by PQD program funding.

Department of Fisheries and Aquaculture. Legislative and regulatory development services are provided to the Department of Fisheries and Aquaculture through the Policy and Planning branch of the Department of Agriculture.

Department activities in this core business area are primarily focussed on responding to emerging issues in the fisheries and aquaculture industries.

Priority – Address and revise departmental and intergovernmental laws and policies.

Strategies & Actions

- Amend the aquaculture portion of the *Fisheries and Coastal Resources Act* and its accompanying regulations to better reflect the current state of the industry;
- Begin using a new Geographic Information Systems (GIS) database together with new software that allows for better integration of leasing and licensing information across government;
- Work with the Regional Fisheries Advisory Councils and the Inland Fisheries Advisory Council to review current management programs and sportfishing regulations.

Priority – As part of the Better Regulations Initiative, seek to minimize the unnecessary paperwork and administrative burden on industry.

Strategies & Actions

- Review the administrative processes under existing regulations to eliminate unnecessary paperwork and transaction time;
- Incorporate a burden minimization design in the development of new regulations and amendments of existing regulations.

Corporate Services

Programs and Services:

- Business Planning and Accountability
- Legislative and Policy Services
- Communications
- Employee Safety, Wellness and Health
- Information Management
- Human Resources
- Financial Services
- Information Technology

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

Corporate services are delivered through the offices of the Minister and Chief Executive Officer, the Policy and Planning and Communications divisions of the Department of Agriculture, and Resources Corporate Services Units⁶.

Human Resource Strategy

The Government of Nova Scotia Corporate Human Resources Plan establishes specific goals and objectives to guide the development of the public sector workforce. The Department of Fisheries and Aquaculture is advancing the goals and objectives of this plan, while simultaneously responding to recommendations put forth by department staff in a recent employee survey.

Priority – *Advance the goals and objectives of the Government of Nova Scotia Human Resource Plan.*

Strategies & Actions

- Continue the work of the Employee Survey Committee with a focus in 2007-2008 on employee career development and performance management;
- Implement the results of the Public Service Commissions Occupational Health and Safety audit;
- Continue to deliver health and wellness programming to department staff.

French-language Services

The Government of Nova Scotia's *French-language Services Act* came into effect in 2004. This Act and its accompanying regulations outline the government's plans for increasing the French-language services capacity in designated government departments, offices, and agencies.

Priority – *Continue to implement the French-language Services Plan, in accordance with the French Language Services Act.*

Strategies & Actions

- Continue to participate on the government's interdepartmental French-language Services Coordinating Committee;
- Continue to increase French-language service capacity in the department through language training;
- Continue to increase the availability of French-language services to clients through bilingual documentation and access to French speaking staff.

Communications

⁶ Resources Corporate Service Units provide financial, human resources, and information technology-related services to the department.

The Communications team will continue to work with federal and provincial colleagues to provide consistent, clear and timely information to internal and external clients.

Priority – Develop and implement communications strategies that support the activities and initiatives of the department.

Strategies & Actions

- Develop and implement communications strategies for the activities and initiatives of the department.

Long-Term Outcome Measures

Outcome	Measure	Data	Target 2007-08	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of aquaculture output (millions)	\$50 (2000) \$40 (2001) \$36 (2002) \$40 (2003) \$29 (2004) \$44 (2005)	Grow the aquaculture sector	Continued growth in the aquaculture sector	Diversify into new species and develop new technologies
Competitive business climate	Dollar value of sport fishing activities to the province (millions)	\$82 (2000) \$91.6 (2006)	Grow the sport fishing sector	Continued growth in the sport fishing sector	Add new sport fishing opportunities Create new education/promotion program
Competitive business climate	Domestic value of boat building (millions)	\$45 (2000) \$40 (2001) \$36 (2002) \$30 (2003) \$60 (2004) \$40 (2005) \$32 (2006)	Grow the boat building sector	Continued growth in the boat building sector	Champion industry's interests
Competitive business climate	Export value of boat building (millions)	\$20 (2000) \$35 (2001) \$45 (2002) \$53 (2003) \$25 (2004) \$33 (2005) \$42 (2006)	Grow the boat building sector	Continued growth in the boat building sector	Champion industry's interests
Competitive business climate	Fisheries and fish product exports (billions)	\$1.11 (2000) \$1.16 (2001) \$1.26 (2002) \$1.19 (2003) \$1.10 (2004) \$1.05 (2005) \$0.99 (2006)	Export growth	Continued export growth	Undertake focussed market development activities
Competitive business climate	Food manufacturing industry revenue from goods manufactured (millions)	\$2.13 (2003) \$2.18 (2004)	Increase in food manufacturing revenue	Continued increase in food manufacturing revenue	Assist industry in capturing value-added opportunities

Competitive business climate	Value-added as a percentage of food manufacturing revenue	30% (2003) 30% (2004)	Increase in food manufacturing revenue	Continued increase in food manufacturing revenue	Assist industry in capturing value-added opportunities
Competitive business climate	Dollar value of total capital expenditures in fisheries (millions)	\$53.1 (2000) \$62.6 (2001) \$64.5 (2002) \$64.9 (2003) \$57.3 (2004) \$59.3 (2005) \$61.0 (2006)	Increase in capital expenditures	Continued increase in capital expenditures	Provide focussed lending through the NS Fisheries and Aquaculture Loan Board Continue to support industry growth

Budget Context

Fisheries			
	2006-2007 Estimate	2006-2007 Forecast	2007-2008 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Ordinary Revenues	595	599	595
TCA Purchase Requirements	0	0	0
Net Program Expenses			
Administration	295	399	579
Aquaculture	1,485	1,473	1,554
Fisheries & Aquaculture Loan Board	532	508	575
Inland Fisheries	1,337	1,337	1,585
Marine Fisheries & Field Services	1,382	1,278	1,480
Total Net Program Expenses	5,031	4,995	5,773
Provincially Funded Staff (FTEs)	65	64	72

Rounding

Estimates/Forecasts:

Departments/PSV's

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

FTE's:

FTE's for Departments

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

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

- In accordance with what appears in the Nova Scotia estimates supplementary detail all FTE information should be rounded to the nearest ten.