


NOVA SCOTIA
Fisheries and Aquaculture



BUSINESS PLAN 2008–2009

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Message from the Minister

I am pleased to present the 2008-2009 Business Plan for the Department of Fisheries and Aquaculture.

Nova Scotia's fisheries and aquaculture industries are key contributors to Nova Scotia's economy. In 2006, the export value of Nova Scotia fish and seafood products approached \$1 billion with our products exported to more than 86 countries worldwide. In 2008-2009, departmental priorities will focus on three key areas: sustainable resource management, industry growth and development, and responsible governance of the fisheries and aquaculture industries.

Several specific priorities include leading the development and implementation of a coastal management strategy for Nova Scotia, establishment of a new lending service that will better enable new entrants into the industry, and increasing both export and local marketing and promotion of fish and seafood products. Finally, Nova Scotia's seafood processing sector requires revitalization and the department will advance the implementation of recommendations of a study examining this important sector.

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

Sincerely,

Honourable Ron Chisholm, MLA
Minister of Fisheries and Aquaculture

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 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 for 2008- 2009. 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

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

- Business Climate - Environment for Growth
- Productivity through Innovation
- Trade and Competitiveness
- Financial Capital - Investment
- Natural Capital - Sustainability
- Built Capital - Infrastructure
- Human Capital - Labour Force
- Social Capital - Regional Capacity

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

http://www.gov.ns.ca/econ/ofsp/docs/OfSP_2007_Progress_Report.pdf.

In addition, Nova Scotia released a Social Prosperity framework in 2007 to ensure that the province’s economic and social prosperity move forward together. This framework outlines the social policy goals of the province, while demonstrating how social prosperity, economic prosperity and environmental sustainability are interconnected. The Department of Fisheries and Aquaculture supports this framework, primarily through a focus on community development and growth. The social prosperity framework document can be found online at: <http://gov.ns.ca/coms/department/noteworthy/WeavingtheThreads.html>.

Government Business Plan

The Government of Nova Scotia’s business plan for 2008-2009 is organized according to the following categories: Educating to Compete; Protecting our Environment; Better Roads and Infrastructure; Safer, Healthier Communities; and Shorter Wait Times. Linkages between these categories and the department’s priorities for this year, where relevant, have been identified in this business plan. The following chart illustrates how the Department of Fisheries and Aquaculture’s priorities align with elements of the Government Business Plan.

<p>Priority 1 (Sustainable Resource Management) : Ensure the coastal management framework is implemented within two years</p>	<p>Theme: Protecting our Environment</p>
<p>Priority 2 (Sustainable Resource Management): Transition fisheries and aquaculture industries to ensure balance between environmental protection and economic success</p>	<p>Theme: Protecting our Environment</p>

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 fisheries 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.

Planning Context

Nova Scotia's fisheries and aquaculture industries are contributors to Nova Scotia's economy. In 2006, nearly \$1 billion of Nova Scotia fish and seafood products were exported to more than 86 countries. Sales to the United States alone accounted for \$570 million. Lobster is the leading export, accounting for \$390 million in 2006.

The Department of Fisheries and Aquaculture will continue to address matters pertaining to sustainable resource management, industry growth and development and responsible governance of the fisheries and aquaculture industries.

Sustainable Resource Management

Sustainable management of the fisheries and aquaculture industries is essential for development, viability of the sectors, and marketing and promotion of healthy Nova Scotia fish and aquaculture products.

The Department of Fisheries and Aquaculture continues to address environmental issues through monitoring processing, freshwater and aquaculture activities and enforcement of regulations. Staff work with other government partners and stakeholders to ensure that strategies are developed for emerging issues. Current sustainable resource management issues facing the fisheries and aquaculture industries include managing coastal resources and conservation of the recreational sport fishery. This year the department will continue to provide leadership on integrated coastal zone management, with a focus on developing a Sustainable Coastal Development Strategy for Nova Scotia. The department will continue to conserve, maintain and promote the recreational fishery in Nova Scotia through stock assessments, management, enhancement and research programs. The recreational sport fishery in Nova Scotia contributes \$92 million to Nova Scotia's economy annually, and is valued by Nova Scotians and tourists.

Industry Growth and Development

Growth and development of the seafood industry is impacted by many factors including the regulatory and tax environment, competition issues within the industry, demographic shifts, and consumer trends. These impacts are felt in the traditional fishery, seafood processing and aquaculture industries. Out migration of working age Nova Scotians along with an aging population are altering the demographic composition in coastal and rural communities, reducing the availability of skilled labour and the ability of the industry to renew itself. The industry is also facing competition from other user and industry groups for access to coastal lands and resources including the tourism and energy sectors and residential and commercial developers. Nova Scotia's seafood industry is highly export-oriented, with the majority of exports going to the United States. This increases the vulnerability of the fish and seafood industry and intensifies market risk. The high value of the Canadian dollar against the US currency has made seafood exports less competitive in the US market and has impacted revenues to Nova Scotian harvesters and processors.

Nova Scotia's harvesting and processing sectors are undergoing a transition process related to modernization, globalization and succession issues. The department will work with industry and government partners to address these and other challenges through programming and strategic initiatives. This year, the department will establish a new lending program that will recognize the value of licenses as collateral for loans through the Fisheries and Aquaculture Loan Board. Industry has called for such a program which will facilitate the entry of new fishers into the industry. The department will also begin implementing the recommendations of the Nova Scotia Seafood Sector Processing Study which will include a review of departmental policies on governing fish buying and selling. This effort will aid in modernizing the industry and ensuring its viability into the future.

Aquaculture continues to provide many opportunities including development of niche products, alternate species and eco-tourism. However, there are various challenges which hamper the development of this sector including access to new sites, a complex and lengthy application process which can impede development, and ongoing public opposition to aquaculture sites. This year, the department will create an aquaculture strategy that will identify the major strategic directions needed over the next several years so that the industry can make a greater contribution to Nova Scotia's economy and address the interests of multi-stakeholder groups.

In addition the department will investigate eco-labeling, work with and support industry to assist in moving towards eco-certification of certain fish and seafood products. A focus will be placed on profiling trends in eco-certification and conducting research and assessment activities on market access for eco-certified products. Also, Nova Scotians will be encouraged to buy local fish and seafood products. This will include recruiting more seafood producers to the Select Nova Scotia initiative and promoting buy local among Nova Scotia consumers.

Responsible Governance

The Department of Fisheries and Aquaculture is committed to facilitating the orderly development of the fisheries, aquaculture and food industries.

The department will support and advise the Office of Aboriginal Affairs in the tripartite treaty process to ensure a positive outcome in the integration of Aboriginal fishing rights with existing commercial fisheries. This will help to promote positive relations between the aboriginal community, the department and commercial fishers. Also, the department will contribute to the Government's Better Regulation Initiative aimed at improving the regulatory environment for business operators. In 2008-2009, the department will proceed on reduction of the administrative paperwork burden and reduction of turn-around times for licenses, permits and approvals. This effort will make it easier to do business in Nova Scotia, while maintaining the benefits of regulation.

CORE BUSINESSES, GOALS, STRATEGIES AND MEASURES

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

Core Business One: Sustainable Resource Management

Programs and Services:

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

What it means

The department encourages Nova Scotia's fisheries and aquaculture industries to plan for long-term industry growth through the adoption of environmental management practices.

The department continues to address the problem of invasive marine species through education initiatives. The department also supports industry led efforts to enhance clam and lobster populations by holding workshops and co-funding hatchery programs. The department works to ensure the aquaculture industry is managed in an environmentally sound manner through its environmental monitoring initiative, which ensure aquaculture sites meet specific environmental standards . The department continues to provide fish health services and deliver the National Aquatic Animal Health Program, to protect wild and farmed resources from serious diseases. In addition, the department will participate in negotiations on Canadian Shellfish Sanitation Program regulations.

Through the Inland Fisheries Division, the department continues to address environmental and habitat impacts on freshwater resources. The Sportfish Habitat Fund offers financial assistance to individuals and community groups working on inland fisheries stewardship projects, and three hatcheries breed and stock trout and salmon in Nova Scotia's lakes and rivers. This work is carried out in consultation with user groups, non-government organizations and other government departments.

While ensuring that these programs and initiatives continue, the department highlights the following priorities for the 2008-2009 year.

Corporate Links

- The priorities associated with this goal align with:
 - Section 2.3 of the Corporate Path: Leader in Clean and Green Economy.
 - Natural Capital (Sustainability) in *Opportunities for Sustainable Prosperity*.
 - Government Business Plan priority: Protecting the Environment.

Priority- *Ensure the coastal management framework is implemented within two years.*

Strategies and Actions

- Lead implementation of the Coastal Management Framework, including development of the Sustainable Coastal Development Strategy.
- Develop and release the State of Nova Scotia's Coast Report, including release of a consultation schedule.
- Identify and expand public education and awareness related to priority coastal areas.
- Continue to serve as chair and secretariat to the Provincial Oceans Network, including coordination and strategic planning activities.
- Participate in local, regional, national and international coastal and oceans planning and management activities.

Priority- *Transition fisheries and aquaculture industries to ensure balance between environmental protection and economic success.*

- Support strategies to address the problem of invasive marine species, including education initiatives and harvests where economically viable.
- Participate in the National Program of Action on fish plant effluent.
- Research new fishing gear technology and support industry led projects to adopt environmentally friendly gear types.
- Continue to work with industry and Federal counterparts to ensure that the implementation of *Species at Risk Act* is effective and does not unduly harm traditional fish harvesting activities.
- Promote the use of green energy within the aquaculture industry.

Performance Measures:

Outcome	Measure	Data	Target 2008-2009	Ultimate Target	Strategic Action to Achieve Target
Sustainable Aquaculture	Percentage of “higher risk” ¹ marine aquaculture sites monitored under the Aquaculture Environmental Monitoring Program (EMP)	60% (2004) 82% (2005) 100% (2006)	100%	Maintain 100% monitoring of all active sites on a rotational basis using risk-based approach	Continue to selectively monitor sites applying risk-based approach
Sustainable Aquaculture	Percentage of “lower risk” marine aquaculture site monitored under EMP	38% (as of 2006) 45% (as of 2007)	50%	Complete baseline sampling of all marine aquaculture sites	Sample additional lower risk sites each year
Sustainable inland fisheries	Fish habitat restoration projects (square metres of fish habitat restored)	114,790 square metres (2005-2006) 160,000 square metres ² (2006-2007)	115,000 square metres per year	Maintain 115,000 target on an annual basis	Continue working with NGO’s to carry out projects Promote user group involvement

¹ “Higher risk” sites are typically larger and more productive sites using cages and lines (such as finfish and mussel sites). “Lower risk” sites are those that are inactive or use low-density production methods (such as bottom culture and oysters).

²The number of square metres of fish habitat restored by community groups was higher than predicted in 2006-2007. The current target of 115,000 square metres of habitat restoration reflects annual targets and is dependent on the number of fish habitat restoration projects completed by community groups.

Programs and Services:

- Aquaculture development and extension services
- Commercial fisheries development
- Inland fish stocking
- Coastal community economic development
- Lending services
- Business development and economics,
- Product quality and development
- Marketing services

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

What it means

The Department of Fisheries and Aquaculture facilitates growth in established and emerging sectors of the fisheries, aquaculture and fish processing industries. Staff work with communities and industry on technology and infrastructure enhancement and strive to improve public awareness of the value of the industries to Nova Scotia's economy and society. These activities contribute to growing the economy and jobs in our coastal regions.

The department works closely with industry groups and the federal government to address major policies affecting stock access, management and development. For example, the department continues to provide input on the federal Department of Fisheries and Oceans Owner-Operator Policy to ensure that the future structure of the fishing industry is globally competitive, supports coastal communities and provides optimum economic benefits for Nova Scotia. Additionally, the department continues to administer the *Fishermen's Organization Support Act* designed to strengthen industry associations and their ability to represent the interests of harvesters. In 2008-2009 the department will investigate opportunities for holding a young fishers summit in Nova Scotia and implement a new lending program for new entrants.

Credit and financing services are available through the Fisheries and Aquaculture Loan Board, which provides long-term credit at fixed interest rates, and counseling services on lending matters. Loans are provided for purchase of commercial fishing vessels and equipment, as well as for aquaculture capital investment.

The Department of Agriculture, provides the fisheries, aquaculture and seafood industry with product development support, business counselling, strategy development, and marketing services. The department also promotes Nova Scotia seafood exports through participation on various provincial trade teams, and industry boards and councils. Product and quality development programs encourage production of new and value-added products and production systems. Staff provide support and assist seafood businesses investigate new processes, technologies, packaging and products, as well as address barriers to commercialization. In addition, the department provides professional, effective economic analysis and business development leadership and expertise to assist in the creation of a competitive investment climate for the fish and agri-food industries.

In 2008-2009, the department will continue to deliver programming and services in these areas, with emphasis on promoting fish and seafood products in local markets through the newly created Select Nova Scotia program. Other projects and initiatives include: market enhancement opportunities such as Taste of Nova Scotia, coordination and delivery of a Nova Scotia Seafood Festival, Council of Atlantic Premiers initiatives and increased culinary tourism initiatives.

Corporate Links

- The priorities associated with this goal align with:
 - Section 1.1 of the Corporate Path: Globally Competitive Business Climate.
 - Business Climate (Environment for Growth; Productivity through Innovation; Trade and Competitiveness), in *Opportunities for Sustainable Prosperity*.

Priority: *Review and begin implementing the recommendations of the Nova Scotia Seafood Processing Sector Study.*

Strategies and Actions

- Conduct consultations to engage industry on implementation of the recommendations in the Seafood Sector Processing competitiveness study.
- Develop an information resource on the processing industry including human resources information and statistical data.
- Initiate review of current fish processors and buyers legislation/policy and revise/amend as necessary to support the modernization of the fish processing and processing buying.

Priority: *Expand and develop the aquaculture industry in Nova Scotia.*

Strategies and Actions

- Develop an aquaculture strategy for Nova Scotia.
- Participate in the new federal aquaculture renewal plan, Aquaculture 2012
- Improve public confidence in aquaculture by developing a communications plan for industry.

Priority- Investigate, with industry partners, and communicate the process and benefits for obtaining eco-certification for certain NS fisheries.

Strategies and Actions

- Research and profile worldwide trends in eco-labeling, from a market perspective.
- Work with industry to identify steps to implementing eco-labeling and assist in the process for obtaining eco-certification.
- Participate in the federal/provincial/territorial task group, Canadian Council of Fisheries and Aquaculture Ministers to address eco-labeling issues in Canada.

Priority- Increase market share for local producers by encouraging Nova Scotians to buy local fish and seafood products.

Strategies and Actions

- Through the Select Nova Scotia campaign, continue to communicate the benefits of buying local products and build awareness of locally caught/harvested products.
- Increase membership of fish and seafood companies in Select Nova Scotia.
- Implement the second year of the Select Nova Scotia campaign, which includes hiring a full time marketing specialist to lead the initiative year-round and recruiting additional business and organizational partners, including fish and seafood harvesters and producers.
- Work with Nova Scotia Economic Development to increase the volume of local products in provincially owned and operated institutions.

Outcome	Measure	Data	Target 2008-2009	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Ratio of Product and Quality Development (PQD) program funding invested to total R&D invested through PQD projects ³	43% (2004-2005) 32% (2005-2006) 19% (2006-2007) 18% (2007-2008)	17%	Proportion of funding from non-government source increases	Develop new partnerships Expand support to both industry-wide and individual business initiatives
Competitive business climate	Value of new investment in the seafood and agri-food industries (millions)	\$1.5 million (2006-2007) \$1.5 million (2007-2008)	2 million	Increase domestic and foreign direct investment within the primary production and value-added sectors	Operationalize the investment plan
Competitive business climate	% of loan principle in arrears ⁴	1.58% (as of March 31, 2007)	On par with or less than industry standard of 3%	On par with or less than industry standard of 3%	Continue to support financially viable operations

³The ratio of Product and Quality Development program funding invested to total R&D invested through PQD projects represents the department's ability to leverage funding from other sources. A lower percentage indicates that the department has been successful at leveraging alternate funding sources.

⁴ This is a new measure for 2008-2009. It replaces the measure "increase in loan portfolio" and more accurately depicts how well the Fisheries and Aquaculture Loan Board is doing as a lending agent and the success of loan repayment from borrowers. Success of industry loan repayment reflects success of the industry overall.

Core Business Three: Responsible Governance

Programs and Services:

- Aquaculture licencing and leasing
- Fish health
- Licencing of fish buying and processing
- Fish plant inspections and enforcement

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

What it means

The department supports 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, rockweed (aquatic plant) inspection and enforcement services on behalf of the 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 focused on responding to emerging regulatory issues in the fisheries and aquaculture industries. Ongoing activities within this core business area include administering the *Fishermen's Organization Support Act*, providing stable funding for industry associations and working with Regional Fisheries Advisory Councils and the Inland Fisheries Advisory Committee to review current management programs and sportfishing regulations. These efforts will continue in 2008-2009, with a focus on regulatory review and improving service to departmental clients.

Corporate Links

- The priorities listed under this goal align with:
 - Section 1.1 of the Corporate Path: Globally Competitive Business Climate
 - Business Climate (Environment for Growth; Productivity through Innovation; Trade and Competitiveness), in *Opportunities for Sustainable Prosperity*.

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

Strategies & Actions

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

Internal Management

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.

What it means:

Corporate services are delivered through the offices of the Policy and Planning and Communications divisions of the Department of Agriculture, and Resources Corporate Services Units.

Corporate Linkages

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

Human Resource Strategy

Priority - Address the goals and objectives of the Government of Nova Scotia Human Resource plan.

Strategies & Actions

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

Long Term Outcome Measures

Outcome	Measure	Data	Target 2008-2009	Ultimate Target	Strategic Actions to Achieve Target
Competitive business climate	Value of Aquaculture Output (millions)	\$36 (2002) \$40 (2003) \$29 (2004) \$44 (2005) \$42 (2006) \$47 (2007)	grow the aquaculture sector (grow production value from previous year)	Continued growth in the aquaculture sector	Diversity into new species and develop new technologies
Competitive business climate	Dollar value of sportfishing activities to the province (millions)	\$82 (2000) \$92 (2006)	grow the sport fishing sector	Continued growth in the sport fishing sector	Add new sportfishing opportunities. Create new education/promotion programs
Competitive business climate	Domestic value of boat building (millions)	\$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)	\$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)	\$1.16 (2001) \$1.26 (2002) \$1.19 (2003) \$1.10 (2004) \$1.05 (2005) \$0.99 (2006)	export growth	Continued export growth	undertake focused market development activities
Competitive business climate	Dollar value of total capital expenditures in fisheries (millions)	\$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 focused lending through the Fisheries and Aquaculture Loan Board. Continue to support industry growth

Budget Context

Fisheries & Aquaculture			
	2007-2008 Estimate	2007-2008 Forecast	2008-2009 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Total Department Expenses:			
Administration	579	649	626
Aquaculture	1,695	1,655	1,684
Fisheries & Aquaculture Loan Board	689	686	821
Inland Fisheries	1,896	2,131	1,978
Marine Fisheries & Field Services	1,841	1,970	2,354
Total Departmental Expenses	6,700	7,091	7,463
TCA Purchase Requirements		106	95
Provincial Funded Staff (FTEs)	72	69	77

Rounding

Estimates/Forecasts:

Departments/PSV's

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

FTE's:

FTE's for Departments

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

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

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