


NOVA SCOTIA
Fisheries and Aquaculture



BUSINESS PLAN 2009–2010

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Message from the Minister

I am pleased to present the 2009-2010 business plan for the Department of Fisheries and Aquaculture. We are committed to providing the support needed to meet the priorities set out in the plan.

Nova Scotia's fisheries and aquaculture industries continue to make significant contributions to the social and economic success of our province. Much of the work in both fisheries and aquaculture takes place in our rural, coastal communities, a valuable resource unto themselves.

In 2008, the export value of Nova Scotia fish and seafood products was more than \$829 million, with our products exported to more than 86 countries worldwide. In 2009-2010, departmental priorities will focus on three key areas: sustainable resource management, industry growth and development, and responsible governance of the fisheries and aquaculture industries.

This year, we are working on specific priorities that include leading the development and implementation of a coastal management strategy for Nova Scotia, addressing eco-certification, increasing marketing and promotion of local fish and seafood products and developing a strategic plan for growing the aquaculture sector. We will make every effort to develop solid relationships with stakeholders and our federal counterparts, and advance issues and concerns as they pertain to fisheries and aquaculture.

I invite 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 Sterling Belliveau
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.

Organizational Structure

The Department of Fisheries and Aquaculture has a legislated mandate to promote, support, and develop the fishing, aquaculture and food industries, recognizing that these sectors are economic engines of Nova Scotia's coastal and rural communities. The department is organized according to the following units¹:

Aquaculture promotes sector development through promotion and outreach, aquaculture site leasing and licensing, environmental monitoring, and fish health and extension services.

Inland Fisheries promotes recreational fishing opportunities throughout the province, issues licences, engages in outreach, education and research, and participates in habitat rehabilitation projects. The branch operates three fish hatcheries to enhance salmon and trout stocks in inland waters.

Marine Services provides marine advisory and coastal zone management services to the commercial fisheries and rockweed harvesting sectors, supports coastal infrastructure and development projects, and is responsible for fish processor and buyer licensing. The branch coordinates field staff in eight regional offices throughout the province, ensuring one-window access to programs and services for fisheries and aquaculture clients.

Fisheries and Aquaculture Loan Board provides long-term, stable lending services to the fishing and aquaculture industries. The board operates as a Crown corporation and is accountable to the public through its own business plan and annual report.

Industry Development and Business Services (IDBS) provides marketing, product and quality development, and business development and economic services.

Legislation and Compliance Services (L&C) oversees the monitoring and enforcement of fish processing regulations.

Policy and Planning (P&P) provides corporate support for policy and planning activities, including legislative and regulatory development. The division is also responsible for the administration of the *Freedom of Information and the Protection of Privacy Act*, and Occupational Health and Safety services.

¹ IDBS, L&C, P&P and Communications are housed in the Department of Agriculture, and provide services to both the Department of Agriculture and the Department of Fisheries and Aquaculture.

Communications provides government partners, industry clients and the general public with up-to-date, timely information on issues involving the department.

Planning Context

Nova Scotia's fisheries and aquaculture industries are major contributors to the province's economy. Nova Scotia's commercial fishery generated more than \$599 million in primary sales² in 2007. Sportfishing, the province's most popular outdoor recreational activity, is worth another \$94 million annually³. Aquaculture sales in 2008 were just over \$36 million. Nova Scotia is Canada's leading seafood export province. More than \$829 million worth of fish and seafood products was exported to more than 86 countries in 2008, with the majority going to the United States.

Long-term growth and renewal in Nova Scotia's fisheries, aquaculture and sportfishing industries continues to be influenced by factors such as emerging public expectations, economic and demographic trends, and the province's regulatory and business climate. The department continues to work with industry and federal and provincial government partners to address new challenges and position the industry to seize emerging opportunities for long-term economic growth and job creation.

Environmental management

Public interest in environmental issues has increased in recent years, and demand for ecosystem protection is growing. Nova Scotia's fisheries and aquaculture industries are increasingly required to address all aspects of habitat and sea life protection, including issues related to gear impacts, bycatch limits, endangered and threatened species, aquatic animal health, the industry's carbon footprint and other impacts of energy use and waste discharge.

The province's fisheries and aquaculture industries are governed by an ever-increasing number of international and national environmental policies and initiatives. The department continues to represent Nova Scotia's interests in the development and implementation of federal policy initiatives, such as the International Convention on Biodiversity, the federal *Species at Risk Act*, the Aquaculture Environmental Monitoring Program, the National Aquatic Animal Health Program, and others. The department also works with Nova Scotia's sportfishing sector to address a number of environmental issues, including public education, fish habitat restoration, and climate change research.

Global economic issues

The effects of the current global economic downturn are impacting Nova Scotia's fisheries and aquaculture industries. Demand and market prices for many seafood products have hit very low levels, threatening viability in many sectors. On the other hand, this situation has alleviated a number of issues facing the industry in recent years,

² Primary sales do not include processing revenues.

³ This figure is estimated based on an angler survey conducted by the department every five years.

at least in the short-term. Specifically, this has helped lower production costs, especially for fuel, and helped maintain exports due to a more favourable exchange rate.

Job creation and youth

Experts predict that Nova Scotia will experience a declining population and workforce in the coming years. The population is expected to decline almost four percent over the next 20 years, and the labour force is expected to decline almost 13 percent. This will create new recruitment and retention challenges for the commercial fisheries and aquaculture sectors. The Fisheries and Aquaculture Loan Board is implementing a new program this year recognizing the value of fishing licences as collateral for loans. This will make it easier for new entrants to purchase boats, gear and licences, and for existing fishers to diversify if the option exists.

Cooperation with other users of the marine environment

Nova Scotia's commercial fisheries, aquaculture and sportfishing sectors face increasing competition from traditional and non-traditional users for the marine resource, including the tourism and energy sectors, and residential and commercial developers. Increased access and participation by First Nations will play a large part in the future of Nova Scotia's fishing industry. The department will continue to support and advise the Office of Aboriginal Affairs in the Made in Nova Scotia treaty process to integrate Aboriginal fishing rights with existing commercial fisheries, and to promote positive relations between the Aboriginal community, the department and commercial fishers.

Image and public opinion

The department continues to promote a positive view of fisheries and aquaculture in the face of negative public attention focused on some activities. Major issues of importance to the fishing industry, such as the grey seal hunt and perceived environmental concerns about some fishing activities, continue to be the focus of public opposition. Moreover, the contribution that the fisheries and aquaculture industries make to Nova Scotia's economy is often overlooked or not well understood.

Nova Scotia's aquaculture industry struggles to present itself in a more positive light with public opposition and concerns about environmental impacts being major factors limiting development. The department will fund a study in 2009 to better understand these concerns, and determine the best way to address public concerns about aquaculture.

Infrastructure

Nova Scotia's seafood processing infrastructure is aging as a result of limited new investment. Processors need quality and efficiency improvements to compete for existing and emerging markets, with higher demands for traceability, quality and sustainability.

The department continues to provide annual funding support for infrastructure, technology and development. The department recently established a seafood sector renewal initiative focused on eco-labelling and certification, quality development, technology development and transfer, product development, and market diversification. A number of fisheries are already moving forward with eco-certification. Quality improvement projects are also underway using new storage, chilling, processing and packaging methods to improve the overall quality and reputation of Nova Scotia seafood.

Market development and diversification

Nova Scotia's seafood industry is highly export oriented. More than half of Nova Scotia's seafood exports go to the United States, with a large portion of this ending up in the northeast. While this market is very lucrative and accessible, concentrating too much on a single market can lead to vulnerability. In 2009, the department will implement year two of a three-year trade plan focusing on six strategic directions, including market development and diversification, product branding, strategic alliances, core markets, and targeted market research and information.

The seafood industry is focused increasingly on meeting market demand for sustainability and food safety. This often requires certification, traceability and documentation systems to ensure seafood products come from regulated and reported fisheries. The department continues to promote the benefits of industry eco-certification through the Marine Stewardship Council for sustainability and helps to secure markets for Nova Scotia seafood products.

Nova Scotia seafood is promoted around the world. The German market will be a focus for value-added opportunities, functional foods and nutraceuticals in 2009, mirroring the successful Japanese market development project from recent years. The saltfish industry development initiative will also continue, focusing on markets in the Dominican Republic, Brazil and Mexico. The department continues to represent the province at international seafood shows in Boston and Brussels, and organized a major seafood show in Halifax in 2009 to increase consumer awareness for Nova Scotia seafood. The department will also work to include more seafood producers in the Select Nova Scotia buy local initiative.

Aquaculture

Aquaculture is growing globally by eight percent annually, and now accounts for half of the seafood consumed worldwide. In Nova Scotia, sales increased by about 250 percent between 1997 and 2007, particularly due to the growth of finfish and shellfish farming. Sectors showing the most growth include Atlantic salmon, ocean trout, mussels, clams and marine plants. Aquaculture continues to provide many opportunities, including the development of niche products, alternate species and eco-tourism.

As the industry matures and becomes more profitable, companies are looking at new places to invest, and Nova Scotia is considered an excellent choice for expansion. The

department is working to address a number of challenges to sector development, for example building public confidence and addressing environmental concerns. The department will introduce a five-year aquaculture growth strategy in 2009. This will identify the major strategic directions needed over the next several years for growing the industry and addressing the interests of multi-stakeholder groups.

Sportfishing

Sportfishing is Nova Scotia's most popular outdoor recreational activity, drawing an estimated 100,000 participants annually and contributing to the province's economic, social and environmental health. The department continues to work with government and non-government partners to manage the resource sustainably while providing opportunities for anglers to enjoy the sport. This includes formal agreements establishing responsibilities for enforcement and other fish habitat issues, as well as partnerships to profile sportfishing in provincial tourism campaigns and promote health and recreation benefits. The department worked with 72 non-government organizations in 2008, including five inland fishery advisory committees, to help develop the sport and resolve conflicts.

Sportfishing in Nova Scotia is typically a freshwater activity. According to a 1994 estimate, angling could generate \$45 million in Atlantic Canada if allowed in saltwater areas, as is normal on Canada's west coast. The department continues to work with Fisheries and Oceans Canada to explore access to the saltwater marine resource for anglers and other recreational users.

Regulatory climate

The department continues to work with federal and provincial government partners and industry to maintain and streamline a modern regulatory climate that encourages investment and fosters seafood industry growth and renewal. Evolving public expectations and demands for environmental protection, food safety and other issues continue to exert regulatory pressures for Nova Scotia's fisheries, aquaculture and sportfishing sectors. The department will continue to participate in the government's Better Regulation Initiative in 2009 to improve the regulatory environment for business.

Coastal Zone Management

The department continues to provide leadership on integrated coastal zone management, with a focus on developing a Sustainable Coastal Development Strategy for Nova Scotia. The Coastal Zone Management Framework lets the province take a more coordinated and strategic approach to integrating coastal economic growth and sustainability. A major State of the Coast report will be completed in 2009, followed by public consultation to seek the best way forward for stakeholders interested in the long-term management of Nova Scotia's coastal resources.

Core Business One: Sustainable Resource Management

Programs and services

- Aquaculture management
- Inland fisheries resource management
- Marine resource management

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

What it means

The department is committed to balancing long-term growth and environmental and social responsibility, and provides leadership to help the commercial fisheries, aquaculture and sportfishing sectors realize the benefits of good environmental stewardship.

Priority # 1 – Work with government and non-government partners to sustainably manage Nova Scotia’s sportfishery.

Strategies & Actions

- Focus Sportfish Habitat Fund initiatives such as Adopt-a-Stream to increase coldwater habitat restoration.
- Implement a special management areas initiative to conserve and enhance coldwater sportfisheries.
- Expand research partnerships with academia, government and non-government organizations to better manage fish habitat.
- Expand salmon and trout stocking efforts in lakes and streams.
- Work with federal and provincial government partners to rewrite the Maritime provinces fisheries regulations to strengthen the rules around invasive species.
- Educate anglers and the general public about the negative impacts of illegally introducing aquatic invasive species.

Performance Measure:

Outcome	Measure	Data	Target 2009-10	Ultimate Target	Strategic Actions to Achieve Target
Sustainable inland fisheries	Square meters of fish habitat restored	114,790 square meters (2005-06) 160,000 square meters (2006-07) 110,000 square meters (2007-08) 158,000 square meters (2008-09)	115,000 square meters	Maintain target of 115,000 square meters annually	Continue to work with non-government organizations 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
- Business development and economics
- Product and quality development
- Market services

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

What it means

The fisheries, aquaculture and sportfishing industries are the economic engines of many of Nova Scotia's coastal communities. The department facilitates growth in established and emerging sectors.

Priority # 2 – Develop and implement a strategic plan to grow Nova Scotia's aquaculture industry.

Strategies & Actions

- Develop a road map for increasing investment in Nova Scotia aquaculture, including the identification of environmental, infrastructure and shared-use information criteria, data sources, and possible sites for finfish and shellfish expansion.
- Improve site access by funding applications for new sites or expansion of existing sites.
- Review and harmonize the Aquaculture Environmental Monitoring Program with Fisheries and Oceans Canada.
- Review the province's regulatory framework for aquaculture to identify possible areas of harmonization with other provinces.
- Review capacity at fish health labs and program delivery.
- Develop a plan of action for increasing public confidence in aquaculture.

Performance Measures:

Outcome	Measure	Data	Target 2009-10	Ultimate Target	Strategic Actions to Achieve Target
Competitive aquaculture sector	Value of aquaculture output (millions)	\$29 (2004) \$44 (2005) \$42 (2006) \$53 (2007) \$36 (2008)	\$50 million	Continued growth in the aquaculture sector	Public confidence study and development plan Roadmap for investment plan Five year aquaculture growth strategy
Sustainable aquaculture	Percentage of 'lower risk' ⁴ marine aquaculture sites monitored under the Aquaculture Environmental Monitoring Program	38% (2006) 45% (2007) 58% (2008)	Increase the percentage of sites sampled	Complete baseline sampling for all marine aquaculture sites	Continue to monitor sites

Priority # 3 – Foster renewal in the marine fisheries and seafood sectors.

Strategies & Actions

- Implement a new program to help finance fishing licences for first time entrants and new species for existing licence holders.
- Implement the second year of a three-year, \$3.75 million cost-shared fund to help seafood producers improve productivity, enhance product quality, and diversify product and market opportunities.
- Support infrastructure projects to improve facilities used in commercial fishing and aquaculture.

Priority # 4 – Increase participation in sportfishing.

Strategies & Actions

- Work with the federal Department of Fisheries and Oceans to expand saltwater angling opportunities.
- Increase communication and outreach activities to better promote the health and wellness benefits of sportfishing.
- Promote urban angling opportunities alongside other urban sport, recreation and community programs.

⁴ The Aquaculture Environmental Monitoring Program uses a 'risk-based' approach. Higher risk sites are typically larger and more productive, using cages and lines. These are usually finfish and mussel sites. Lower risk sites are those that are inactive or use low-density production methods, such as bottom culture and oysters. The department has already reached the goal of sampling 100 percent of higher risk sites, and aims to maintain ongoing monitoring of all active sites on a rotational basis.

- Expand the delivery of demographic-specific angler recruitment programs targeted towards youth, women and seniors.

Performance Measure:

Outcome	Measure	Data	Target 2009-10	Ultimate Target	Strategic Actions to Achieve Target
Competitive sportfishing sector	Dollar value of sportfishing activities to the province (millions)	\$92 (2006) \$94 (2008)	Grow the sportfishing sector	Continued growth in the sportfishing sector	Develop new sportfishing opportunities Education and promotion

Priority # 5 – Enhance the competitiveness of fisheries and aquaculture businesses.

Strategies & Actions

- Promote value adding and quality development, with a focus on innovative products, services and technologies, including health and wellness products.
- Provide funding support to the newly established Lobster Council and invest in lobster marketing
- Develop tools and tactics to encourage entrepreneurship and business skills development.
- Enhance investment attraction and immigration outreach activities with federal and provincial partners based on the department’s investment strategy with specific deliverables.
- Continue to implement the Nova Scotia saltfish sector development initiative.
- Build the department’s statistical, analytical and information capacity to support industry development.
- Continue to provide business development supports to encourage innovation and value adding.
- Enhance entrepreneurial and business development support for the sectors.
- Develop a series of business development fact sheets to address knowledge and information gaps for new entrants.

Performance Measures⁵:

Outcome	Measure	Data	Target 2009-10	Ultimate Target	Strategic Actions to Achieve Target
Competitive seafood sector	Ratio of Product and Quality Development (PQD) Program funding invested to total R&D invested through PQD projects ^{6*}	43% (2004-05) 32% (2005-06) 19% (2006-07) 17% (2007-08) 11% (2008-09)	Increase funding from other sources	Increase funding from other sources	Develop new partnerships Expand support to industry-wide and individual business initiatives
Competitive seafood sector	Value of new investment in the agri-food and seafood sectors directly attributable to investment recruitment efforts (millions)*	\$1.5 (2006-07) \$1.5 (2007-08) \$1.1 (2008-09)	Increase new investment over time	Increase new investment over time	Operationalize the investment plan
Competitive seafood sector	Percent of Fisheries and Aquaculture Loan Board principal in arrears	1.58% (2007) 2.02% (2008) 3.74 % (2009)	On par with or less than the industry standard of 3%	On par with or less than the industry standard of 3%	Support financially viable operations
Competitive seafood sector	Dollar value of total capital expenditures in fisheries (millions)	\$57.3 (2004) \$59.3 (2005) \$61.0 (2006)	Increase in capital expenditures	Continued increase in capital expenditures	Focused lending through the Fisheries and Aquaculture Loan Board. Support industry growth
Competitive boat building sector	Domestic boat building sales (millions)	\$60 (2004) \$40 (2005) \$32 (2006) \$30 (2007) \$29 (2008)	Increase in boat building sales	Continued growth in the boat building sector	Implement the Boat Builders Marketing Assistance Program Champion industry's interests
Competitive boat building sector	Export boat building sales (millions)	\$25 (2004) \$33 (2005) \$42 (2006) \$36 (2007) \$21 (2008)	Increase in boat building sales	Continued growth in the boat building sector	Implement the Boat Builders Marketing Assistance Program Champion industry's interests

⁵ Measures identified with an asterisk (*) refer to activities on behalf of the agriculture, fisheries and aquaculture industries.

⁶ Increased participation and funding from other sources results in a decrease in the overall percentage invested by the department.

Priority # 6 – Increase the international marketing and trade of Nova Scotia’s fisheries and aquaculture products.

Strategies & Actions

- Implement year two of a three-year trade plan focusing on market development and diversification, product branding, strategic alliances, maintaining core markets, and targeted market research and information.
- Partner with the Atlantic BioVenture Centre to explore new opportunities for business development through science and innovation.
- Work with industry and government partners to improve transportation and distribution efficiencies.
- Identify additional market diversification tools and strategies, focusing in particular on the German market.
- Promote organizational development for the Nova Scotia lobster sector.
- Implement the recommendations of the Nova Scotia seafood processing sector study.

Performance Measure:

Outcome	Measure	Data	Target 2009-10	Ultimate Target	Strategic Actions to Achieve Target
Competitive seafood sector	Fisheries and fish product exports (billions) ⁷	\$1.10 (2004) \$1.05 (2005) \$0.98 (2006) \$0.95 (2007) \$0.83 (2008)	Increase in exports	Continued increase in exports	Focused market development activities

Priority # 7 – Increase the value of Nova Scotia’s fisheries and aquaculture sectors.

Strategies & Actions

- Participate on the Council of Atlantic Premier’s Agri-Food Action Team to address distribution and retail challenges facing small and medium sized food businesses.
- Organize Meet Your Match events to bring together food sellers, food buyers and chefs to create value-chain linkages in Nova Scotia’s food chain.
- Continue working with Taste of Nova Scotia to expand culinary and agri-tourism opportunities in the province and in the export arena.
- Continue implementing the Select Nova Scotia buy local campaign to increase awareness and purchases of Nova Scotia agri-food and seafood products in the province.
- Develop a Nova Scotia seafood festival with sustainable industry and consumer health themes.
- Increase trade-related research and analysis and industry-led international business development initiatives.

⁷ Source: Industry Canada Trade Data Online, Accessed March 17, 2009

Core Business Three: Responsible Governance

Programs and services

- Aquaculture licensing and leasing
- Fish health
- Fish processor and buyer licensing
- Fish plant inspections and enforcement
- Coastal resource management

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

What it means

Nova Scotia's regulatory framework for the commercial fishing, aquaculture and sportfishing sectors helps maintain a level playing field and support a competitive business climate.

Priority # 8 – Implement Nova Scotia's Coastal Management Framework.

Strategies & Actions

- Finalize and release the *State of Nova Scotia's Coast* report, outlining the Government of Nova Scotia's current understanding of priority coastal management issues.
- Establish a Sustainable Coastal Development Strategy for Nova Scotia to advance coordinated action on Nova Scotia's priority coastal management issues.
- Create a coastal research network in order to better communicate the Government of Nova Scotia's coastal management research needs.
- Improve information and data exchange on coastal and ocean management issues through the development of a website and participation in regional coastal governance bodies.
- Coordinate and accelerate coastal mapping by working collaboratively on relevant and aligned initiatives.
- Sign a Memorandum of Understanding with the Government of Canada strengthening collaboration on Nova Scotia's priority coastal management issues.
- Increase public education and awareness through targeted and collaborative outreach initiatives, such as Oceans Day.

Priority # 9 – Review and improve fisheries legislation, regulations and policies.

Strategies & Actions

- Update fish processors and fish buyers licence policies and regulations.
- Develop and advance to industry a position on specific issues identified in the Seafood Processing Sector Study, including rationalization of the seafood processing industry.

- Work with the newly formed Nova Scotia seafood processors advisory committee to develop government policy and management strategies to better prepare the seafood processing sector for the future.
- Expand existing licence statistical data by implementing a system of weekly mandatory reporting for licensed buyers of lobster.
- Develop a regulatory framework to address specific goals related to health and food safety, economic viability and environmental sustainability.
- Continue to work with licensing authorities from the other Maritime provinces to achieve harmonization of respective licensing policies and legislation.
- Review the *Fisheries Organizations Support Act* and the *Fisheries and Coastal Resources Act* for improvements.

Corporate Services

Programs and services

- Business planning and accountability
- Legislative and policy services
- Communications
- Employee safety, wellness and health
- Information management
- Human resources
- 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 Minister and Deputy Minister, the Policy and Planning and Communications divisions, and Resources Corporate Service Units⁸.

Human Resource Strategy

Priority # 10 – Address priority areas identified in the Corporate Human Resource Strategy⁹.

⁸ Resources Corporate Service Units provide financial, human resources, and information technology services to the department.

⁹ The Government of Nova Scotia's Corporate Human Resources Plan 2005-2010 identifies five goals to guide development of the provincial public sector workforce: To make a difference, through a skilled, committed, and accountable public service; To be a preferred employer; To be a safe and supportive workplace; To be a diverse workforce; To be a learning organization.

Strategies & Actions

- Host an orientation day to welcome new staff to the department, including an overview of departmental functions, an introduction to senior management, and information on employee services, GoverNEXT, Occupational Health and Safety, and ethics in government.
- Hold a two-day staff conference focusing on issues of work/life balance, stress in the workplace, career development, personal financial management in difficult times, and intergenerational diversity.
- Provide career coaching training to help managers guide employees interested in making decisions about their work/life future.

Budget Context

Fisheries and Aquaculture			
	2008-2009 Estimate	2008-2009 Actual	2009-2010 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Ordinary Revenues	607	701	624
TCA Purchase Requirements	0	0	0
Net Program Expenses			
Administration	626	483	579
Aquaculture	1,684	1,776	2,885
Fisheries & Aquaculture Loan Board	821	739	890
Inland Fisheries	1,978	1,932	1,991
Marine Fisheries & Field Services	2,354	2,381	5,005
Total Net Program Expenses	7,463	7,311	11,350
Provincially Funded Staff (FTEs)	77	72	79

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.