

Statement of Mandate 2015–2016



**Fisheries and
Aquaculture**



NOVA SCOTIA

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Message from the Minister

We are embarking on a renewal in the fisheries and aquaculture industries this year that will keep our economy growing and Nova Scotians employed.

These resource sectors remain the backbone of Nova Scotia's coastal rural communities and are critical to prosperity of the province. One Nova Scotia Commission's Report challenged us to double seafood exports.

We are building from a position of strength. Seafood is Nova Scotia's largest export commodity at \$1,300,000,000. Our high quality lobsters are being bought up in China and other countries like never before. That`s why we are consulting with the buyers and harvesters to ensure we invest in science and marketing in a way that makes sense to them. Opportunities exist for other species and other markets as well. Working with industry, the department intends to focus on quality, product development and new markets to increase the value of seafood exports.

Aquaculture is already a significant contributor to the economy of Nova Scotia and has the potential to contribute a lot more. In 2015-2016, our department will introduce a world-class regulatory regime based on the advice of the Doelle-Lahey Report. Those regulations will improve the approval processes and strengthen regulations and enforcement. The changes will improve public and investor confidence and help move the industry forward in Nova Scotia.

The time has come to be bold and support new ideas. I invite all Nova Scotians to help us seize the new opportunities our marine resources have to offer.

In the following pages, you will find the Department of Fisheries and Aquaculture 2015-2016 Statement of Mandate.

Yours sincerely,

Honourable Keith Colwell, E.C.N.S.

Minister of Fisheries and Aquaculture

Department Mandate

The Department of Fisheries and Aquaculture has a legislated mandate to manage, promote, support and develop the fishing, aquaculture and seafood processing industries that contribute to the economic, environmental and social prosperity of Nova Scotia's coastal and rural communities.

Department Vision

The Department of Fisheries and Aquaculture promotes Nova Scotia as Canada's premier fish and seafood province.

Our vision includes:

An economically, environmentally, and socially sustainable aquaculture industry creating year-round jobs and increased wealth throughout rural coastal Nova Scotia.

A provincially managed recreational fishery that thrives on sustainability and diversity of its stock and client base providing exceptional, healthy, active outdoor activity to citizens and visitors, making Nova Scotia a destination of choice for sport fishing.

An organized, sustainable, profitable, market-focused marine fisheries sector producing innovative, high-quality products driving economic growth in coastal communities of Nova Scotia.

Department 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.

Our Strategic Outcomes

The strategic outcomes of the Department of Fisheries and Aquaculture guide the efforts, programs and activities of department as a whole. These outcomes also provide fundamental guidance to help prioritize work for each branch, and the sections contained within, as well as the work of each departmental staff.

- Functioning effectively under the allotted budget for the Department
- Capture the true value of the resources within the fisheries and aquaculture industries
- Innovative and efficient industries with an attractive and favorable business climate
- Environmentally responsible with emphasis on fish health, populations, and habitats
- Collaborative industries with effective communication among stakeholders
- Safe, responsible, and attractive fisheries and aquaculture industries
- Reliable and highly qualified workforce

Priorities of the Government of Nova Scotia

The Government of Nova Scotia has four key priorities:

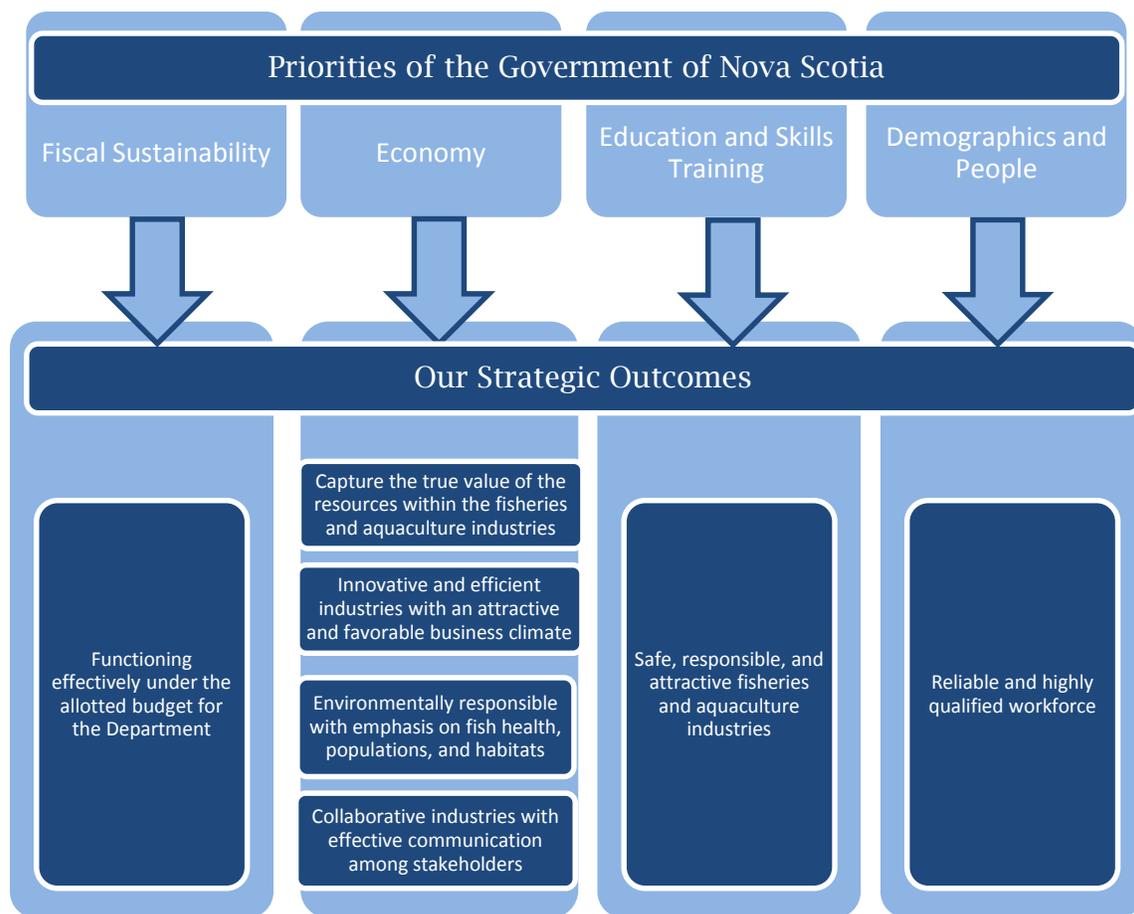
- *Fiscal Sustainability* - Balance budget during mandate and achieve sustainable government.
- *Economy* - Create climate for private sector and social enterprise economic growth to support OneNS's economic goals.
- *Education and Skills Training* - Increase workforce participation and entrepreneurship by improving early childhood and P-12 education systems and continually improving opportunities for skill development and knowledge through post-secondary education, training and apprenticeship.
- *Demographics and People* - Increase net interprovincial in-migration and international immigration levels; enhance wellness & health initiatives; enhance workforce participation of youth, older workers and marginalized communities; and enhance communities and social well-being.

Our Linkages with the Government Priorities

Our strategic outcomes guide the Department of Fisheries and Aquaculture’s efforts, programs and activities to pursue its’ legislated mandate. The Department supports its mandate and aligns its resources to meet the higher priorities of government by focusing on fiscal sustainability, the economy, demographics and people, and education and skills training.

The linkages between these Government of Nova Scotia key priorities and the strategic outcomes of the Department are illustrated below in Figure #1. This figure represents the main relationships between these higher priorities and our strategic outcomes.

Figure #1: The linkages between the key priorities of Government and the Department’s strategic outcomes



Our Priority Areas Support Government Priorities

The priority areas of the Department of Fisheries and Aquaculture are strategically designed to pursue our legislated mandate, while focusing on the higher priorities of government. Below our main priority areas, and their associated strategic actions, have been organized to show how they align with the higher priorities of Government and the strategic outcomes of the Department.

Focusing on Fiscal Sustainability

The following priority areas aim to balance the budget and achieve fiscal sustainability. These priority areas, and their associated strategic actions, support the government goal of “Balanced budget during mandate and achieve sustainable government.”

Functioning Effectively Under the Allotted Budget for the Department

1. **A Balanced Budget** - Ensuring the Department operates within its allotted budget.
 - Monitor monthly budget forecasts.
 - Manage expenditures to meet budget allocations.
 - Leveraging funds from other sources to achieve outcomes.

Focusing on the Economy

The following priority areas are focused on creating conditions that promote economic growth. These priority areas, and their associated strategic actions, support the government goal: “Create climate for private sector and social enterprise economic growth to support OneNS economic goals.”

Capture the True Value of the Resources within the Fisheries and Aquaculture Industries

1. **Capturing the True Value of the Resource** - By capturing the true value of the resource and delivering that value to strategically targeted markets, Nova Scotia is one of the top suppliers of quality seafood and aquaculture products in the global market place. Nova Scotia will continue to capture more value from the resource by

focusing on quality and high valued markets. For residents and non-residents alike, Nova Scotia is a premier destination for sport fishing. Improving opportunities for recreational fishing, such as marine sport fishing, will increase economic activity for the province.

- Focus on building market intelligence and research capacity, identifying branding opportunities for premium quality products, and promoting diversification of value added products.
- Explore opportunities to expand trade with China and South East Asia and take advantage of recently negotiated trade agreements with the European Union.
- Implement a “Catch to Plate” pilot project to help maximize the value of the lobster resource through maintaining quality, reducing mortality, and implementing quality standards to achieve higher prices for all stakeholders throughout the value chain.
- Focus on shifting the cultural mindset to embrace the concept of “value” and support the efforts made in this direction as well as towards collaboration along the value chain.
- Increase the value of seafood exports by targeting markets for higher value premium seafood products and increasing the value added production of seafood.
- Develop a new marketing program under Growing Forward II to encourage the seafood industry to expand their market share and foster economic growth and job creation.
- Promote and develop angling opportunities throughout the province and assess the value of the sport fishery by participating in the Survey of Recreational Fishing in Canada, which is conducted every five years.
- Promote and expand marine sport fishing to add value to the resource and the economy.

Innovative and Efficient Industries with an Attractive and Favorable Business Climate

2. **A More Innovative Industry** - Innovation can transform industries from a state of status quo to one that embraces change to take advantage of, and even create, new

opportunities for marketing, harvesting and processing of quality fish and seafood products.

- Foster a creative approach to solving existing problems and explore new technologies, either through the commercialization of marine and aquaculture research or by adapting new technologies.
 - Support the research and development work of innovators in the industry.
3. **Efficient Operations** - Lowering the cost of doing business by creating efficiencies within industry and government processes.
- Encourage modernization of infrastructure through efficiency programs (such as the Efficiency NS program).
 - Collaborate with Nova Scotia seafood processors to improve production efficiency and plant modernization and create high value jobs.
4. **Attractive and Favorable Business Climate** - Working with other key stakeholders and regulators, the Department can maximize the attractiveness of the Nova Scotia business climate for development opportunities.
- Expand the mandate of Perennia Food and Agriculture to include seafood with a goal of accelerated growth in the seafood sector through business, product development, quality initiatives, and food safety advice and support.
 - Introduce a new legislative and regulatory framework to guide the development of a low impact/high value aquaculture industry in Nova Scotia in a manner that respects the recommendations of the Doelle-Lahey report.

Environmentally Responsible with Emphasis on Fish Health, Populations, and Habitats

5. **Environmentally Responsible, Aware, and Focused Industries** - Monitoring, reporting and enforcement ensures the health of farmed and wild fish stocks while maintaining habitat conservation and shared stewardship of the resource.
- Exercise the Department's regulatory capacity to take action against invasive aquatic species in inland waters using rapid response initiatives for containment and control.

- Play a more rigorous regulatory and enforcement role and formalize an audit program that can withstand technical and enforcement challenges for finfish aquaculture sites.
 - Promote fisheries management practices that support quality, encourage resource stewardship, and maximize economic returns for Nova Scotia.
6. **Comprehensive Health Programs** - The prevention and containment of disease is critical to the future development and success of the aquaculture industry in Nova Scotia.
- Work with key stakeholders, including the Department of Fisheries and Oceans and the Canadian Food Inspection Agency, to develop surveillance, emergency response, and disease control operating procedures that will effectively manage the control of emerging disease as well as facilitate auditing.
 - Work toward the development of Bay Management regulations and Biosecurity Inspection protocols to manage the spread of disease.
7. **Management of Fish Populations** - Managing the fish stocks is important due to its economic impact within the sport fishing and tourism industries.
- Continue to monitor inland fish populations to help understand and address management issues, including exploitation, fish population dynamics, migration, introduced species, fish health, and population enhancement.
 - Continue to support the production and distribution of trout and salmon in 400 lakes and rivers in Nova Scotia each year and manage the provinces' three fish hatcheries: Fraser's Mills Hatchery, McGowan Lake Hatchery, and Margaree Fish Hatchery.
8. **Protection and Enhancement of Fish Habitats** - Continued monitoring and support to improve the sport fishery experience is important for the enjoyment of all Nova Scotians and tourists.
- Provide support for the protection and restoration of fish habitats through riparian planting, stream bank stabilization (revegetation/rocking), and fencing.

9. **A Structured and Organized Industry** - Improving collaboration and industry organization within the fish, aquaculture and seafood processing industries is important to optimize value chain opportunities, compete more effectively, and realize growth and development.

- Focus on building a stronger and more cohesive representation among harvesters by implementing the Fish Harvesters Organizations Support Act (FHOSA).
- Promote awareness of FHOSA and the benefits of a strengthened industry organization.
- Explore opportunities to deepen collaboration across each of the sectors and improve dialogue across the value chain.

10. **Public Engagement** - The Nova Scotia fishery, aquaculture and seafood industries make up the economic and social backbone of many rural communities and a significant contribution to the overall economy.

- Evaluate the feedback from Lobster levy consultations to determine next steps to support generic promotions, market intelligence, scientific research and quality assurance initiatives.
- Continue to meet regularly with the Recreational Fishing Advisory Council to hold discussions on special management areas, fieldwork activities, enhancement strategies, and promotion and development of our sport fishery.
- Review methods for public input on aquaculture development proposals.

Focusing on Education and Skills Training

The following priority areas focus on promoting a greater human capacity within Nova Scotia. These priority areas, and their associated strategic actions, support the government goal of “Increase workforce participation and entrepreneurship by improving early childhood and P-12 education systems and continually improving

opportunities for skills development and knowledge through post-secondary education, training, and apprenticeship.”

Safe, Responsible, and Attractive Fisheries and Aquaculture Industries

1. **A Safe, Responsible and Attractive Industry** – It is the responsibility of industry stakeholders to increase their knowledge to take advantage of growth and development opportunities, while still protecting their people and resources.
 - Work with industry, Workers’ Compensation Board, Labour and Advanced Education, Nova Scotia Fisheries Sector Council, and Fisheries Safety Association of Nova Scotia to promote a safety culture and undertake activities that foster safety within the industry.
 - Work with Labour and Advanced Education, Nova Scotia Community College, and Nova Scotia Fisheries Sector Council to build industry’s training capacity
 - Continue to raise awareness of the industry and support fishing skills development through Learn to Fish (L2F), Outdoor Woman, Adopt-a-Stream, hatchery tours, and student work terms.

2. **Supporting Skills Development, New Knowledge, and Technology Transfer** – Creating opportunities for skills development, research and innovation, and adoption of new technology.
 - Enhance business skills and training by adapting current services and programs to better support profitability and growth in business and employment opportunities in rural Nova Scotia.
 - Through our annual grant to Dalhousie University Agricultural Campus in Bible Hill and enhanced partnerships with other academic institutions, the province is helping to ensure a continued focus on aquaculture, promote industry-led research, and improve knowledge and technology transfer between academia and industry.

Focusing on Demographics and People

The following priority areas focus on promoting a stronger workforce within Nova Scotia. These priority areas, and their associated strategic actions, support the

government goal of “Increase net interprovincial in-migration and international immigration levels; enhance wellness & health initiatives; enhance workforce participation of youth, older workers and marginalized communities; and enhance communities and social well-being.”

Reliable and Highly Qualified Workforce

1. **Utilizing Available Labour Resources** – A reliable and knowledgeable workforce can strengthen the aquaculture and seafood industries in Nova Scotia and benefit the economies of rural communities.
 - Work with Labour and Advanced Education to develop a workforce strategy to ensure the industry is able to best utilize and train workers from the available labour pool.
 - Commit to working with the Mi’kmaq to foster Aboriginal entrepreneurial activity in aquaculture and inland fisheries. The Government will engage the Mi’kmaq in the “Made in Nova Scotia” process and collaborate on further involvement with industry development.
2. **Promoting Highly Qualified Workforce and Entrepreneurs** – Attracting and developing a diversified group of highly qualified entrepreneurs and employees within aquaculture.
 - Provide an annual grant to Dalhousie University Agricultural Campus to support the training of both domestic and international students who can become the next generation of leaders in the aquaculture sector in Nova Scotia.

Our Performance Measures

Our performance measures are used to show how the strategic actions of the Department are making progress towards our strategic outcomes and that of the higher priorities of Government. Table #1 below illustrates the linkages among the key priorities of Government and the Department’s strategic outcomes, priority areas, and performance measures. The performance measures show how the Department fulfills its mandate through their current values, short-term targets, and their trends and long-terms targets.

Table #1: Linkages among the key priorities of Government and the Department’s strategic outcomes, priority areas, and performance measures

Government Priority	Our Strategic Outcome	Our Priority Area	Measure	Current Value	Short-term Target	Trends and Long-term Targets
Fiscal sustainability	Functioning effectively under the allotted budget for the department	<ul style="list-style-type: none"> A balanced budget 	<ul style="list-style-type: none"> Balancing the budget 	29,000	0	Decreasing discrepancy between the estimated and actual values of total gross Departmental expenses in the budget. The goal is to maintain a balanced budget over the long-term.
			<ul style="list-style-type: none"> Value of seafood product preparation and packaging 	\$893 million	\$950 million	From 2005 to 2014, the value of seafood product preparation and packaging fell 19% in real terms. In more recent years, these processing revenues have been increasing and stabilized around \$860 million. The long-term target is to continue the current trend and realize a sustained increase in this value.
Economy	Capture the true value of the resources within the fisheries and aquaculture industries Innovative and efficient industries with an attractive and favorable business climate	<ul style="list-style-type: none"> Capturing the true value of the resource A more innovative industry Efficient operations Attractive and favorable business climate 	<ul style="list-style-type: none"> Value of aquaculture fish and seafood harvested 	\$53 million Estimated	\$70 million	This value has remained relatively constant. New shellfish and finfish aquaculture sites have recently been approved and stocked which will have a positive influence on the production value and employment in the industry. The long-term target is a diverse industry with small, medium and large operations worth \$125 million.
			<ul style="list-style-type: none"> Total fishing and seafood exports 	\$1263 million	\$1389 million	Exports have been increasing for the past several years from the low in 2010 experienced during the worldwide recession. The 10 year target, adopted from the ONE NS Commission, is to double exports by 2024 (Goal 15) with the 2014 benchmark value of \$1263 million.
			<ul style="list-style-type: none"> Value of the sport fishing industry 	\$56.4 million	\$65 million	The value of the sport fishing industry has shown a relatively steady increase since 1995. A 20% increase over the 2015 target or \$78 million is the long-term target for 2020.

Government Priority	Our Strategic Outcome	Our Priority Area	Measure	Current Value	Short-term Target	Trends and Long-term Targets
	Capture the true value of the resources within the fisheries and aquaculture industries	<ul style="list-style-type: none"> Capturing the true value of the resource A more innovative industry 	<ul style="list-style-type: none"> Number of fish licenses sold 	66,000	70,000	The number of fish licenses sold has remained relatively constant since 2010 with slight fluctuations year to year. Sustainably increasing the number of fish licenses sold is the long-term target.
	Innovative and efficient industries with an attractive and favorable business climate	<ul style="list-style-type: none"> Efficient operations Attractive and favorable business climate 				
Economy	Environmentally responsible with emphasis on fish health, populations, and habitats	<ul style="list-style-type: none"> Environmentally responsible, aware, and focused industries Comprehensive health programs Management of fish populations Protection and enhancement of fish habitats 	<ul style="list-style-type: none"> Inland fish habitat restored Number of trout and salmon stocked in rivers and lakes 	117,000 m ²	115,000 m ²	The area restored alternates between just under the annual target of 115,000 square meters to significantly over it. The average area restored per year is well over the annual target. The goal is to focus on continuing efforts in this area in the long-term.
				1,820,000	1,800,000	The number of fish stocked has been consistently over the target of 1,800,000. The goal is to focus on continuing efforts in this area in the long-term.

Government Priority	Our Strategic Outcome	Our Priority Area	Measure	Current Value	Short-term Target	Trends and Long-term Targets
Economy	Collaborative industries with effective communication among stakeholders	<ul style="list-style-type: none"> A structured and organized industry Public engagement 	<ul style="list-style-type: none"> Membership in accredited organizations under FHOSA 	3 of the 6 FHOSA regions	FHOSA acceptance in another region	Since FHOSA was legislated in 2013, membership has been steadily increasing. A third region recently voted to accept FHOSA, which has 633 license holders. This will result in a significant increase in the number of license holders who have membership in an accredited organization. The long-term goal is to have FHOSA fully implemented in all regions in the province.
Education and skills training	Safe, responsible, and attractive fisheries and aquaculture industries	<ul style="list-style-type: none"> A safe, responsible and attractive industry 	<ul style="list-style-type: none"> Learn to Fish Participants 	1,800 participants	1,800 participants	There has been an increasing trend since 2011 with a slight decrease since 2013. The goal is to focus on continuing efforts in this area in the long-term.
		<ul style="list-style-type: none"> Supporting skills development, new knowledge, and technology transfer 	<ul style="list-style-type: none"> Registered Workers' Compensation Board (WCB) Claims 	277 accidents	250 accidents	There has been a decreasing trend in WCB claims since 2006. The goal is to maintain the downward trend into the long-term.
Demographics and people	Reliable and highly qualified workforce	<ul style="list-style-type: none"> Utilizing available labour resources Promoting highly qualified workforce and entrepreneurs 	<ul style="list-style-type: none"> Employment in commercial fisheries 	5,100	5,100	Over the last 20 years average fishing employment has declined by 26%. Lower fish stocks and the shift towards higher valued shellfish species has likely contributed to reduced labour demand. From 2005 to 2014 employment declined from 7600 to 5100 persons, a 35% decline over 10 years. The long-term goal is to focus on higher value jobs and attract and maintain a workforce that meets the needs of the industry.

Government Priority	Our Strategic Outcome	Our Priority Area	Measure	Current Value	Short-term Target	Trends and Long-term Targets
Demographics and people	Reliable and highly qualified workforce	<ul style="list-style-type: none"> Utilizing available labour resources Promoting highly qualified workforce and entrepreneurs 	<ul style="list-style-type: none"> Employment in seafood processing 	4336	4336	Seafood processing employment has steadily declined over the last 20 years due to reduced fish stocks and the shift towards higher valued shellfish species. From 1995 to 2014 average monthly employment fell 38%. The decline in employment has slowed in recent years, which could be an indication that employment levels will soon stabilize. The long-term goal is to focus on higher value jobs and attract and maintain a workforce that meets the needs of the industry.
			<ul style="list-style-type: none"> Aquaculture employment 	636	650	Recent increases in aquaculture employment is expected to continue based on anticipated growth in shellfish and finfish production. Increase full and part-time jobs in primary aquaculture by 25% by 2016. The long-term goal is to focus on higher value jobs and attract and maintain a workforce that meets the needs of the industry.

Budget Context

	2014-15 Estimate (\$thousands)	2014-15 Forecast (\$thousands)	2015-16 Estimate (\$thousands)
Administration	786	617	758
Aquaculture	2,773	2,767	2,673
Inland Fisheries	2,119	2,521	2,349
Marine Fisheries	3,944	3,511	4,103
Total Gross Departmental Expenses	9,622	9,416	9,833
Additional Information			
Fees and Other Charges	(929)	(926)	(938)
Ordinary Recoveries	0	(2)	0
TCA Purchase Requirements	30	130	100
Provincial Funded Staff (FTEs)	76.8	67.5	75.7