



Nova Scotia Senior Citizens' Secretariat

Business Plan

2007-2008

TABLE OF CONTENTS

A. Message from the Minister and Chief Executive Officer	3
B. Mission, Vision, Mandate, and Structure	4
C. Link to the New Nova Scotia – The Corporate Path	4
D. Planning Context.....	7
E. Strategic Goals, Performance Measures, Core Business Areas, and Priorities	10
F. Human Resource Strategy.....	27
G. Budget Context	28

A. MESSAGE FROM THE MINISTER AND CHIEF EXECUTIVE OFFICER

It is with pleasure that we present the 2007-2008 Business Plan for the Nova Scotia Senior Citizens' Secretariat, hereafter referred to as either the Seniors' Secretariat or Secretariat.

The Secretariat's business plan is strategically aligned with the government's Strategy for Positive Aging which aims to engage government departments and all sectors of society in maximizing the opportunities and mitigating the challenges associated with the province's aging population. It is also supportive of the New Nova Scotia – the government's corporate path to strengthen families and build for the future.

In 2007-2008, the Secretariat will continue to lead the implementation of the Strategy for Positive Aging, its greatest single priority. Additional resources allocated for strategy implementation this year will enable the Secretariat to establish a modest community fund to encourage seniors' groups to develop community-based and age-friendly programs and services for seniors. It will also enable the Secretariat to work with its partners to plan and host a conference to inform the public, private, and not-for-profit sectors about the economic opportunities arising from an increasing number of older workers in the province and the changing attitudes towards work and retirement of aging baby boomers.

The implementation of the *Nova Scotia Elder Abuse Strategy: Towards Awareness and Prevention* is another top priority that will see the broader dissemination of the elder abuse education and awareness campaign and the establishment of community-based elder abuse networks. June 15th, 2007 will mark the third annual Nova Scotia Elder Abuse Awareness Day and World Elder Abuse Awareness Day.

The contributions of seniors and seniors' organizations to informing the work of the Seniors' Secretariat is invaluable. In 2007-2008, the Secretariat looks forward to further strengthening its strong model of collaboration and consultation with Nova Scotia's seniors.



Honourable Carolyn Bolivar-Getson
Minister of Seniors
Chairperson, Seniors' Secretariat



Valerie J. White
Chief Executive Officer

B. MISSION, VISION, MANDATE, and STRUCTURE

Mission – The Seniors' Secretariat is committed to ensuring the inclusion, well-being, and independence of seniors in Nova Scotia by facilitating the development of policies on aging and programs for seniors across government and through the provision and coordination of strategic planning, support, services, programs and information. This will be achieved through leadership and collaboration with our partners.

Vision – Nova Scotia is an inclusive society of caring communities that supports the well-being of seniors and values their contributions (Strategy for Positive Aging in Nova Scotia, 2005).

Mandate – The Seniors' Secretariat facilitates the planning, development, and coordination of policies, programs, and services for seniors in partnership with government departments, seniors, and voluntary seniors' groups. The Secretariat uses a variety of methods to consult with seniors and ensure their views are considered by the province in the development of policies, programs, and services. It also serves as a single entry point to the Government of Nova Scotia – providing information on programs and services for seniors and their families and responding to seniors' issues and concerns. The Seniors Secretariat leads the implementation of the Strategy for Positive Aging in Nova Scotia.

Structure – The Seniors' Secretariat is a cabinet committee chaired by Nova Scotia's Minister of Seniors. Other ministers of the Secretariat include the Minister of Health, Minister of Community Services, Minister of Education, Minister of Service Nova Scotia & Municipal Relations, Minister of Health Promotion and Protection, and Minister of Justice. The Secretariat office is staffed by a Chief Executive Officer and six permanent employees.

C. Link to The New Nova Scotia – The Corporate Path

The Seniors' Secretariat has aligned its goals and initiatives with the direction and priorities of the New Nova Scotia – the government's corporate path which is focused on building families and building for the future. At its core is a belief that securing Nova Scotia's future means making smart investments in order to grow the economy.

The New Nova Scotia lays the foundation for a prosperous province by setting a direction which focuses on Creating Winning Conditions, Seizing New Economic Opportunities, and Building for Individuals, Families and Communities. It is designed to ensure Nova Scotia is well-prepared for success in the new economy.

Creating Winning Conditions is about stimulating a globally competitive business climate, workforce, and connections (infrastructure).

Seizing New Economic Opportunities includes being a leader in information technology; research & development (R&D) and innovation; and the clean & green economy.

Building for Individuals, Families, and Communities is about healthy, active Nova Scotians, accessible services, and vibrant communities.

While the Strategy for Positive Aging in Nova Scotia links with all the priorities in the New Nova Scotia, the strategic goals and priorities of the Secretariat align most closely with the following priorities:

- globally competitive business climate
- globally competitive workforce
- healthy, active Nova Scotians
- accessible services
- vibrant communities.

Globally Competitive Business Climate and Workforce – The contribution that increased numbers of older workers can make to the global competitiveness of Nova Scotia's business climate and workforce is considerable. Similarly, retiring baby boomers represent a very large pool of highly skilled, capable, and active volunteers.

In 2007-2008, the Secretariat will work with a wide range of partners to increase awareness about the benefits of recruiting and retaining older workers and volunteers. It will also promote the many opportunities for economic growth and global competitiveness associated with this age group.

Healthy, Active Nova Scotians – By planning and preparing now for the near doubling of Nova Scotia's senior population over the next two decades there is an extraordinary opportunity to empower citizens to arrive at their senior years in better health and more engaged in community life.

In 2007-2008, the Secretariat will work with its many partners to promote the importance of healthy active living and life-long learning for seniors. Specifically, it will participate in initiatives to increase physical activity levels among seniors, prevent falls, improve health literacy, and promote positive attitudes about aging in Nova Scotia.

Accessible Services – Through the creation of age-friendly communities, the accessibility of housing and support services would be greatly enhanced – not just for seniors...but for all. Age-friendly communities offer the diverse range of programs, services, and housing options needed to ensure seniors maintain their dignity and functional independence for as long as possible. They are communities with physical and emotional environments that celebrate positive aging and engage seniors in a variety of activities that contribute to their quality of life. They also promote self-sufficiency and encourage connections between friends, family members, and neighbours.

In 2007-2008, the Secretariat will meet with representatives from the residential construction industry and municipal planners to promote age-friendly policies and accessible and affordable housing options. It will also continue collaborating with and increasing awareness about the age-friendly initiatives and research already underway in Nova Scotia with the World Health Organization, Public Health Agency of Canada, Federal/Provincial/Territorial Ministers Responsible for Seniors Forum, and Atlantic Seniors Housing Research Alliance. The Secretariat will also connect with a diverse range of partners to generate ideas and advance initiatives to improve access to services in rural communities and continue collaborating with the Office of Economic Development to advance the province's Community Development Policy.

Vibrant Communities – Age-friendly communities have the potential to attract retiring baby boomers back to Nova Scotia from other parts of the country. Since the majority of these new retirees are healthy, active, well-educated, and more affluent than their predecessors, their return to Nova Scotia could greatly revitalize struggling communities. Their potential contribution would be greatest in communities that were not intentionally planned for older people, but are indeed populated by large concentrations of seniors who require greater access to services, supports, and age-friendly infrastructure such as sidewalks and facilities that encourage active living.

In 2007-2008, as the Secretariat leads the implementation of the Strategy for Positive Aging in Nova Scotia, it will engage its partners in discussions to determine the feasibility of developing a program that would enable seniors to receive a wide-range of services to enhance their independence in exchange for volunteering their time to assist other seniors. Services such as friendly visiting, shopping, escorts, errands, minor home repairs, telephone reassurance, peer counselling, grief support, and health promotion are among those to be considered. Successful programs offered elsewhere have contributed to the activity levels and health of those who volunteer and enabled service recipients to remain at home in independent living situations for a longer time.

Safe Communities – Taking action to address the complex issue of elder abuse will enhance the safety of communities. Seniors, not unlike other age groups, need reassurance that they can age without fear in an environment that is free from danger and exploitation.

In 2007-2008, the Secretariat and its partners will continue to implement the Elder Abuse Awareness and Prevention Strategy by launching an education and awareness campaign focused on recognizing and responding to financial abuse of older adults and establishing elder abuse networks in various parts of the province. It will also encourage seniors to contribute to the government's Task Force on Safer Streets and Communities – work being led by the Department of Justice, and to liaise with RCMP Seniors' Safety Coordinators and other policing agencies, to reinforce their important role and promote strong linkages between these programs and other initiatives, such as telephone reassurance programs and emergency preparedness plans.

D. PLANNING CONTEXT

Population Aging – Based on the percentage of the population over the age of 65, Nova Scotia is already the oldest province in Atlantic Canada and the second oldest in Canada. Each month, nearly 700 Nova Scotians turn 65.

There are approximately 136,000 seniors in the province (total population 934,400) and it is expected that by 2031, the number of seniors will almost double. Thus, by 2031, seniors will represent more than a one-quarter (25 %) of the population. Also of note, is that in 2006, the average age of all citizens in Nova Scotia was 41. Among Canadian jurisdictions, only Newfoundland and Labrador was slightly higher at 41.3.

Seniors are the fastest growing population group in Nova Scotia and Canada. The rapid aging of Nova Scotia's population is already evident in many communities. In 2003, one in five residents (19.5 %) of Nova Scotia's 31 towns was 65 or older. In fact, more than one-quarter of the residents of Mahone Bay, Lunenburg, Lockport, Digby, Annapolis Royal, and Berwick are seniors. An additional eight towns that had between 20 and 25 % seniors in their population were Windsor, Middleton, Antigonish, Parrsboro, Bridgetown, Truro, Wolfville, and Hantsport.

It is clear that Nova Scotia is undergoing a demographic shift that will have a far-reaching effect on every facet of society.

Diversity of the Seniors Population – Seniors range in age from 65 to over 100 years – spanning more than two generations. Today's seniors differ in their work and cultural experiences, skills, abilities, and education. They also have varying levels of health, vulnerability, and financial independence. The vast majority live independently at home while some live at home with supports. A small percentage require assisted living or long-term care. Although most seniors cope well with declines that come with advanced age, those who are frail or disabled, live in poverty, or are socially isolated, have unique needs that deserve special attention.

Income Levels – The overall incidence of poverty for Nova Scotia seniors is comparable to the rate for younger adults aged 18-64. Federal programs such as Old Age Security, Guaranteed Income Supplement, and Canada Pension Plan help ensure that most seniors are living above the poverty line. However, despite income security programs, 3 in 20 seniors (15 %) or 18,000 older Nova Scotians were living below Statistics Canada's low-income cut-off (LICO) in 2001. The vast majority (67 %) of seniors living in economic hardship were women living by themselves.

Younger seniors (65-74) have a somewhat higher income compared to older seniors (75+). In 2002, the average income for seniors between 65-74 was \$25,200 or 11 per cent more than the income of \$22,700 of older seniors.

Also in 2002, seniors aged 65–74 derived nearly half (46 %) of their incomes from Old Age Security (OAS) and Canada Pension Plan (CPP), followed by private pensions (35 %), investments (10 %), and employment (10 %). In comparison, older seniors (75+) derived more than half (54 %) of their income from public benefits, while 32 % came from private pensions, 13 % from investments, and a modest 1 % from employment.

Unlike younger generations, seniors have relatively fixed incomes due to their limited ability to increase their income through employment or education.

Labour Force Issues – The aging of the baby boom generation, lower fertility rates and net out-migration of the young has exacerbated the aging of Nova Scotia's population. *Baby boomers are the larger than expected post-war generation who are currently in their 40s and 50s, and the oldest among them have recently entered their 60s.*

Long-term outlooks clearly show slowing population growth and reduced labour force participation rates resulting from the aging of the workforce and retirement of the baby boomers. In fact, Nova Scotia's labour force growth is expected to drop to zero by the end of the decade. If current trends continue, the economic cost of low labour market participation among older workers will be substantial.

Cumulative Costs – Seniors' expenses are variable. Although many seniors own their homes, they may face cost increases, especially if they become frail as they age, in areas that include home maintenance, personal care, transportation, medications, mobility aids, and long-term care. Additional expenses such as increased utility costs, increased drug costs, major housing repairs, and reductions in government benefits are also challenging, particularly for low and modest income seniors.

Philanthropy – Seniors have traditionally shown themselves to be the most generous segment of the population, giving more of both their time and money to support Nova Scotia's quality of life, communities, and economy.

Opportunities and Challenges

Planning for Nova Scotia's Aging Population – The Government of Nova Scotia has made seniors a priority in recognition of the impact the province's aging population will have on its economy and way of life. Through its Strategy for Positive Aging initiative, the province has taken on the challenge of looking beyond today's seniors and considering how Nova Scotia will prepare its programs, services, and infrastructure for the seniors of tomorrow.

As lead agency for the positive aging initiative, the Secretariat is overseeing the implementation of the Strategy – a guide that encourages collaborative action by individuals, communities, business, labour, the voluntary sector, and all levels of government to address the opportunities and challenges presented by the aging population.

Volunteerism – Nova Scotia's ability to mobilize the kind of community support needed to meet the challenges of an aging population will depend on growing and strengthening the voluntary sector. Between 1997 and 2000, Nova Scotia lost approximately 30,000 volunteers. Additionally, many not-for-profit groups are experiencing severe challenges in recruiting and retaining volunteers.

Retiring baby boomers represent a very large pool of highly skilled, capable, and active volunteers. If baby boomers decide to volunteer in their retirement at the rate they did when they were in their 40s and 50s, one in three will do so.

An opportunity exists to strategically influence the volunteer rates of baby boomers in retirement. This can be done by encouraging the boomers to give back to their communities, increasing their awareness of the diverse range of volunteer opportunities available, and educating those who seek to employ baby boomers in volunteer positions about the aspirations and interests of this unique generation. Retaining these volunteers will very much depend on the ability of voluntary organizations to meet the expectations of their volunteers.

Inter-generational Bonds – The most segregated groups in our society are the young and the old. Both have misconceptions about each other. An opportunity exists to strategically bring the generations together to increase their knowledge and understanding of each other, reduce misconceptions and fears, and foster a culture of caring. Initiatives to ensure community-based programs, schools, and long-term care facilities involve and include all age groups will make better use of existing resources and help bridge the gap between generations. Since baby boomers are less likely to segregate themselves by age and more likely to be involved in activities that include other age groups, it appears that the timing is right to pursue this opportunity.

Labour Force Issues and Age-Friendly Workplaces – Nova Scotia's labour force growth is projected to drop to zero by 2010, due mainly to the large number of baby boomers retiring from the workforce. Labour shortages in the skilled trades and in some service industries are already being experienced, including a shortage of paid health care providers. Low workforce participation rates among older workers further exacerbate this situation. If Nova Scotia's rates were merely at the national level, the province's workforce would be larger by about 25,000 workers.

Workplace and taxation policies and human resource practices developed during times of high unemployment and a surplus of young workers are ill suited for the coming demographic change. According to the Conference Board of Canada, 75 percent of Canadians age 51-61 would take advantage of phased-retirement policies to remain in the workforce longer – provided retirement income, pension systems and other financial considerations such as professional fees were modified to eliminate financial disincentives.

In an era where jobs will soon out-number workers, there is a significant opportunity to encourage and support workplace policies and practices that enable Nova Scotia companies to become employers of choice and gain a competitive advantage on a national and global scale.

In addition to enabling businesses to become more competitive, these policies can also influence the way Nova Scotians view their careers and the time they spend in the workforce...creating a society where more time is devoted to children, aging relatives, lifelong learning, and volunteerism. Furthermore, policies that address life-work balance can play an increasing role in retaining baby boomers and attracting the next generation of workers.

The opportunity exists to strategically increase the recruitment and retention of older workers by encouraging employers to take the following steps:

- Develop flexible, age-friendly, and healthy workplace policies such as flexible hours, contract and project work, and mentoring roles.
- Acknowledge and support employees with eldercare responsibilities and provide them with benefits such as those in place for childcare.
- Modify the workplace to better accommodate the physical needs of older and younger workers with disabilities.

E. STRATEGIC GOALS, PERFORMANCE MEASURES, CORE BUSINESS AREAS, AND PRIORITIES

Strategic Goals

The Secretariat has modified its strategic goals in 2007-2008 to align with the:

- Mandate of the Secretariat as identified in the *Senior Citizens' Secretariat Act* (1989).
- Corporate path for the government's New Nova Scotia, in the context of fiscal stability now and into the future.
- Strategy for Positive Aging in Nova Scotia, in the context of maximizing opportunities today to mitigate the increasing challenges associated with the aging population.

The goals define the Secretariat's long-term direction. They are challenging but attainable and key to achieving the Secretariat's mission, vision, and mandate.

1. To improve innovation and collaboration to ensure the diverse needs of seniors are met.

Creative thinking, innovative problem solving, and collaboration across departments, governments, and all sectors of society are key to ensuring the long-term sustainability of the policies, programs, and services required to age positively in Nova Scotia. As stated in the Strategy for Positive Aging, *"solutions to meeting the needs of seniors and all Nova Scotians today and in the future do not rest in convenient thinking, they lie in our collective creativity."*

2. To increase the age-friendliness of communities and promote active, healthy aging.

Age-friendly communities promote positive aging and are guided by the principles of dignity, fairness, participation, respect, safety, self-determination, self-fulfillment, and security. They are places with programs, services, and an infrastructure that enables seniors to access the community's educational, cultural, spiritual, and recreational resources and where they can pursue active lives that promote good health. The broad range of community-based health services, transportation and housing options available in age-friendly communities enable seniors to maximize their independence and live and die with dignity. Age-friendly communities promote inter-generational programs and activities to eliminate ageism and encourage interdependence between friends, family members, and neighbours.

3. To improve the financial security of seniors, particularly those with low and modest incomes.

Adequate income is a key determinant of health and of one's ability to age positively. Reducing the rate of economic hardship among those who fall below the poverty line (low-income cut-off), many of whom are single women living by themselves, is key. Taking steps to improve taxation and benefit policies to assist low and modest income seniors and ensuring baby boomers are financially ready for retirement are crucial to improving the financial security of seniors today and tomorrow.

4. To increase awareness of the value of older workers and the economic benefits of older worker participation in the labour force.

Increasing the participation rates of older workers in Nova Scotia's labour force can significantly enhance the Nova Scotia economy just as the competitiveness and productivity of its businesses can be increased through the skills, knowledge, and experience of older workers.

5. To enable seniors to live in safe and supportive living environments, free from danger, fear, and exploitation.

Many sectors and community-based organizations have a role to play in developing safe communities and ensuring the safety of seniors. Reducing social isolation, falls among seniors, crime rates, and elder abuse are key. Promoting seniors' safety in an emergency, and increasing their knowledge of medications, frauds and scams; and legal documents such as power of attorney and wills is also crucial. When prevention is not enough, providing supports to those who are victimized is paramount.

6. To support and promote the important work of volunteers.

Nova Scotia's ability to mobilize the kind of community support needed to meet the challenges of an aging population will depend on growing and strengthening the voluntary sector. Retiring baby boomers represent a very large pool of highly skilled, capable, and active volunteers and an opportunity exists to strategically influence the volunteer rates of baby boomers in retirement.

Performance Measures

The Secretariat launched its formal performance measurement system in 2006 to provide useful information about its work. The system enabled baseline data to be collected and targets to be set by the end of fiscal year 2006-2007 to inform its work in fiscal year 2007-2008. Since this business plan was prepared before the end of fiscal 2006-2007, targets for 2007-2008 had not yet been finalized. Those targets will be featured in the 2008-2009 business plan.

Core Business Areas and Priorities

The Secretariat has four core business areas. The activities, programs, services, and priorities identified within each contribute to its mission and strategic goals. They also link to the government's corporate path for the New Nova Scotia. In 2007-2008, nine priorities were identified. They are listed below under the applicable core business area.

Core Business 1

Intergovernmental, Interdepartmental, and Government-Wide Collaboration and Policy Development

- Priority 1 Strategy for Positive Aging in Nova Scotia
- Priority 2 Federal/Provincial/Territorial (F/P/T) Ministers Responsible for Seniors Forum

Core Business 2

Stakeholder Consultation and Collaboration

- Priority 3 Consultations with Seniors and Nova Scotia's Seniors' Network

Core Business 3

Planning and Coordinating Programs and Services

- Priority 4 Elder Abuse Awareness and Prevention Strategy
- Priority 5 Seniors' Volunteerism Initiative
- Priority 6 Healthy Active Living for Seniors Initiative
- Priority 7 Seniors' Literacy and Learning Initiatives

Core Business 4

Communications and Information Sharing

- Priority 8 50+ Expo and Seniors' Week Activities
- Priority 9 Enhanced Communications

Core Business 1

Intergovernmental, Interdepartmental and Government -Wide Collaboration and Policy Development

The Secretariat promotes collaboration across the Nova Scotia government and between levels of government in identifying and addressing the needs of seniors and contributing to relevant corporate initiatives. This ongoing work includes:

- Implementation of the *Strategy for Positive Aging in Nova Scotia*, developing the government's Action Plan for Positive Aging, and reporting on activities underway in support of the strategy.
- Meetings of the Seniors' Secretariat Ministers
- Responsibilities related to the Federal/Provincial/Territorial Ministers Responsible for Seniors and Committee of Officials.
- Contributing to the development and implementation of government-wide initiatives such as the Strategy for Positive Aging, Skills Nova Scotia Framework, Corporate Human Resources Strategy, Community Development Policy, Sustainable Communities Initiative, and Action Plan for Volunteerism.
- Policy research, policy advice, and preparation of the *Nova Scotia Seniors' Statistical Profile*.

Priority 1 Strategy for Positive Aging in Nova Scotia

The Secretariat is leading the implementation of the Strategy for Positive Aging – a framework to guide planning for an aging population over the next 10 to 15 years. The broad scope of the Strategy spans all core business areas of the Secretariat and has a profound influence on its strategic goals and other priorities.

In order to better manage the long-term implementation process for the Strategy, the Secretariat has set out a plan in which one societal action within each of the Strategy's nine goals will be addressed each fiscal year, beginning in 2007-2008. Societal actions may be initiated by the Secretariat and /or its government or community partners. The goals include Celebrating Seniors, Financial Security, Health and Well-Being, Maximizing Independence, Housing Options, Transportation, Respecting Diversity, Employment and Life Transitions, and Supportive Communities. The focus will be on providing leadership where needed and/or working closely with partners to implement actions that are important building blocks for others. Other activities planned this year include:

- Leading the development of the province's *Action Plan for Positive Aging*. An interdepartmental working group will be tasked with detailing the time lines, corporate responsibilities, and costs associated with implementing *societal actions* from the Strategy that are relevant to the provincial government and whose achievement depends upon departmental action. A key focus of the working group will be to identify opportunities to build new and stronger connections among government programs and to enhance community capacity to sustain programs over the long term.

- Addressing *societal actions* for which the Secretariat is ideally positioned to play a leadership role, including:
 - ▶ developing, promoting, and administering a new Community Project Fund to support local initiatives across Nova Scotia that support the Strategy and encourage seniors to participate in their communities.
 - ▶ recruiting partners to sponsor and co-host a "Silver Economy Conference" to bring together participants from the private, public and not-for-profit sectors to learn about the opportunities for economic and social gains that are inherent in Nova Scotia's aging population. By playing a key role in this event, the Secretariat will ensure the conference agenda advances the societal actions identified under the Employment and Life Transitions Goal in the Strategy for Positive Aging.
- ▶ Participating in speaking engagements to increase province-wide, multi-sectoral awareness of the Strategy and stimulate the development of local action plans.
- Maintaining a database of progress made by government, community groups, and other stakeholders in advancing the implementation of the Strategy.
- Using a variety of communication strategies to keep stakeholders and the public up-to-date on initiatives being undertaken in support of the Strategy.

Priority 2 Federal/Provincial/Territorial (F/P/T) Ministers Responsible for Seniors Forum

The Secretariat participates in ongoing discussions with provincial and federal jurisdictions on seniors' issues and collaborates on joint initiatives. Actions will include:

- Participation of Nova Scotia's Minister for Seniors in the 10th Meeting of F/P/T Ministers Responsible for Seniors, planned for Saskatchewan in October 2007.
- Participation of Secretariat staff on the F/P/T Committee of Officials and in the preparatory work for the meeting of Ministers.
- Participation of Secretariat staff on sub-committees of the F/P/T Committee of Officials including Safety and Security, Healthy Aging, and Planning for an Aging Population.

Performance Measure/s

Core Business 1 Intergovernmental, Interdepartmental, and Government-Wide Collaboration and Policy Development					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Involvement in F/P/T Ministers' for Seniors Forum					
Outcome	Measure	Base Year:	Target: 2007/2008	Ultimate Target	Strategic Actions
Involvement in the F/P/T Ministers Responsible for Seniors' Forum results in joint collaborative work.	Number of collaborative initiatives, projects and publications of the F/P/T forum	Year 04-05* 05-06* 06-07* *baseline data to be reviewed at end of 2006-2007	Will be set at end of 2006 -2007 for following year	Will be based upon target set in 2006-2007	Review accomplishments of the F/P/T forum to establish baseline data. Ensure Secretariat's work is informed by previous work and best practices of the F/P/T partners.

<p align="center">Core Business 1 Intergovernmental, Interdepartmental, and Government-Wide Collaboration and Policy Development</p>					
<p>OUTCOME (immediate or inter-mediate)</p>	<p>MEASURE</p>	<p>DATA</p>	<p>TARGET 200Y (Target for end of next Fiscal Year)</p>	<p>TARGET Year 200Z (Ultimate Target)</p>	<p>Strategic Actions to achieve target</p>
<p align="center">Involvement in F/P/T Ministers' for Seniors Forum</p>					
<p>Outcome</p>	<p>Measure</p>	<p>Base Year</p>	<p>Target 2007/2008</p>	<p>Ultimate Target</p>	<p>Strategic Actions</p>
<p>A Nova Scotia government-wide collaboration ensures the implementation of the Strategy for Positive Aging.</p>	<p>Completion of the <i>Positive Aging Action Plan</i> being developed by key government departments to outline the strategic actions they will take to support the implementation of the Strategy</p>	<p>07-08</p>	<p>Target will be set at end of 2007 - 2008 for following year</p>	<p>2017</p>	<p>Review the province's <i>Positive Aging Action Plan</i> and accomplishments to establish baseline data for targets in 2008.</p>
	<p>Number of speaking engagements focusing on the Strategy</p>	<p>06-07</p>	<p>Target will be set at end of 2006 - 2007 for following year</p>	<p>To be set at end of 06-07</p>	<p>As lead agency for the Strategy for Positive Aging, the Secretariat will support its government and non-government partners in the implementation of the Strategy.</p>
	<p>Number of actions under each of the goals initiated by government in a given year</p>	<p>07-08</p>	<p>Target will be set at end of 2007 - 2008 for following year</p>	<p>TBD</p>	<p>A minimum of 1 action under each of the 9 Goals will have significant progress completed in a given year</p> <p>Actions will be reviewed every three years to ensure relevancy as actions may be added or deleted</p>

Core Business 2

Stakeholder Consultation and Collaboration

The Secretariat promotes quality and evidence-based decision making in the development of aging-related policies and planning through consultation and collaboration with various government and non-government stakeholders.

A key function of Seniors' Secretariat is to serve as a resource to seniors and other government and non-government stakeholders on aging policies, programs, and services. This role includes participating on issue-specific standing committees of government and non-government agencies – a role that, although labour intensive, is key to achieving the Secretariat's mission, vision, and strategic goals. In 2007-2008, representatives of the Secretariat will participate on more than 30 such committees focused on issues that include: aging with disabilities, community development, diversity, challenging behaviours, continuing care services, crime prevention, emergency preparedness, elder abuse, energy rebates and conservation, falls and injury prevention, older workers, women/work/care, healthy active living, inclusive and community-based transportation, literacy and lifelong learning, medication awareness, mental health, oral health care, seniors' housing, seniors' safe driving, early detection of skin cancer.

The Secretariat also lends support to community-based seniors' organizations, promotes the continued growth of Nova Scotia's strong seniors' network, encourages the participation of seniors in the work of the Secretariat, and seeks their advice on policy issues. This ongoing work includes:

- Stakeholder collaboration and consultation on aging-related issues and research projects.
- Collaboration and consultation with seniors and seniors' organizations through consultations and information sharing in regular meetings with the Group of IX Seniors' Organizations; on issue-specific advisory committees of the Secretariat (seniors' safe driving, medication awareness, elder abuse prevention, literacy and learning); at the Secretariat's Spring and Fall consultations with seniors' organizations, and through special forums related to advancing the societal actions in the Strategy for Positive Aging.

Priority 3 Consultations with Seniors and Nova Scotia's Seniors' Network

The Secretariat provides seniors, seniors' organizations, and senior-serving agencies with opportunities to increase their knowledge and share information, participate in public policy consultations, and identify solutions to seniors' issues. The strength of the current formal and informal seniors' networks in Nova Scotia is greatly attributable to the Secretariat's efforts. Activities planned this year include:

- Hosting regular forums such as meetings with the Group of IX Seniors' Organizations and the Secretariat's Spring and Fall consultations with seniors' organizations.
- Encouraging the participation of seniors on standing committees and other special task forces.

Performance Measure/s

Core Business 2 Stakeholder Consultation and Collaboration					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Opportunity To Provide Advice and Increased Awareness					
Outcome Seniors' organizations and senior-serving agencies have opportunities to provide advice on public policy issues. Increased awareness and knowledge of the policies, programs and services available to seniors in Nova Scotia.	Measure Satisfaction level of seniors' organizations with information provided by the Secretariat on the policies, programs, and services available to seniors and the mechanisms in place for bringing issues of concern to the attention of the Nova Scotia government. In 2006-2007, new evaluation forms were developed for the Group of IX and for the seniors' consultations. The data collection form for the Seniors' Information Line was also revamped in order to assess satisfaction as described above.	Base Year: Baseline will be established in 2006-2007.	Target: 2007/2008 Targets to be established for all measures at end of 2006-2007.	Ultimate Target Targets to be established at end of 2006-2007.	Strategic Actions Hold regular meetings with the Group of IX Nova Scotia Seniors' Organizations. Continue to hold regular consultations with seniors' organizations. Collect data on Seniors' Information Line using updated data collection form. Continue to update Ministers of the Secretariat on emerging aging issues identified by seniors.

Core Business 3

Planning and Coordinating Programs and Services

The Secretariat collaborates with various government and non-government stakeholders to develop age- friendly programs and coordinate service delivery. It also develops and implements new or emerging seniors' programs, as required. The programs, services, and initiatives the Secretariat will lead in 2007-2008 include:

- Seniors' Art and Photo Gallery
- 50 + Expo
- Strategy for Positive Aging in Nova Scotia
- Nova Scotia Elder Abuse Prevention Strategy
- Seniors' Safety initiative
- Seniors' Volunteerism Initiative
- Seniors' Safe-Driving Initiative
- Medication Awareness Initiative
- Seniors' Service Exchange Initiative
- Age-Friendly Housing Initiative
- Age-Friendly Cities and Rural and Remote Communities initiatives
- Older Worker Initiative

Priority 4 Elder Abuse Awareness and Prevention Strategy

Working with its many partners, the Secretariat continues to lead the implementation of the province's Elder Abuse Awareness and Prevention Strategy, released in November 2005. Through these efforts, older Nova Scotians can be better supported and live their lives free from harm. This is a multi-year initiative. Activities to be undertaken this year include:

- Initiating an education and awareness campaign on recognizing and responding to abuse of older adults.
- Commemorating the second World Elder Abuse Awareness Day and Nova Scotia's third annual Elder Abuse Awareness Day on June 15th.
- Working with our Federal/Provincial/Territorial (F/P/T) colleagues in a coordinated effort to raise awareness of elder abuse, under the leadership of the F/P/T Ministers Responsible for Seniors Forum.
- Supporting community-based elder abuse prevention networks in their development and education/prevention work.
- Engaging partners from many sectors to stimulate action on elder abuse prevention.

Priority 5 Seniors' Volunteerism Initiative

The Secretariat is leading efforts to enable seniors, particularly new retirees, to continue using the skills, expertise, and experience they have developed over the years. Activities planned this year include:

- Completing and distributing a comprehensive profile of baby boomers to ensure efforts aimed at attracting them back to volunteering are able to appeal to their interests and aspirations.

Priority 6 Seniors Healthy Active Living Initiative

This collaborative and ongoing initiative is designed to improve and build the capacity of seniors, practitioners, and community leaders to increase active living opportunities and physical activity levels among older adults. Key partners include the Secretariat, Nova Scotia Department of Health Promotion and Protection, and Recreation Nova Scotia (RNS).

Activities planned this year include:

- Encouraging a variety of approaches to addressing the diverse needs of the seniors' population in pursuing healthy active lives.
- Determining the next steps required to address the growing demand for active living and physical activity information from seniors and practitioners across Nova Scotia and proceeding to implement key initiatives. Decisions will be informed by information collected in 2006-2007 through focus groups with seniors, a survey targeted towards practitioners from a variety of disciplines, and national and Nova Scotia-based information about active aging and physical activity.

Priority 7 Seniors' Literacy and Learning Initiatives

In partnership with the Skills and Learning Branch of the Department of Education, the Secretariat allocates funds to enable Community Learning Initiatives (CLI's) to provide literacy and learning opportunities to seniors throughout the province. Funds are allocated through the Seniors' Literacy and Learning Grants program. The basis of the curriculum for five of the six projects is the *Health Literacy for Older Adults* resource binder developed by the Secretariat in 2006-2007, while the other is based on the resource manual for *Enhancing the Basic Learning Skills of Older Nova Scotians: Context and Strategies*, developed by the Secretariat in 2003.

Activities planned this year include:

- Providing funding for the seniors' literacy coordinator
- Coordinating and supporting six health literacy projects across the province.
- Providing regular contact and support to seniors' literacy and learning tutors.
- Evaluating the outcomes of the programs.

Performance Measure/s

Core Business 3 Planning and Coordinating Programs and Services for Seniors					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Partnerships to Identify and Address Needs of Seniors					
Outcome	Measure	Base Year:	Target: 2007/2008	Ultimate Target	Strategic Actions
Partnerships with government departments and non-government organizations in identifying and addressing the needs of seniors.	Number and type of key partners identifying and addressing the needs of seniors	Baseline to be developed in 2006-07	Target will be set in 2007 - 2008 for following year	To be set at end of 2007-2008	Continue to work with the Office of Health Promotion and Protection to: support seniors in their efforts to be active; develop new community-based approaches to healthy active living for seniors; and prevent falls.
	Number and type of standing committees the Secretariat participates in.	Baseline to be developed in 2006-07	Target will be set in 2007 - 2008 for following year	To be set at end of 2007-2008	Continue to implement the elder abuse strategy with assistance from the Elder Abuse Prevention Strategy Committee, comprised of internal and external partners. Continue to collaborate with the Dept. of Education on seniors' literacy initiatives. Continue to collaborate with internal and external stakeholders on the seniors' oral health initiative.

Core Business 4

Communications and Information Sharing

The Secretariat informs and educates on aging issues, programs and services for seniors, and the Strategy for Positive Aging. It also promotes the contributions made by seniors to family and community life. Initiatives being led by the Secretariat include:

- 50+ Expo, Remarkable Seniors' Awards, and Proclamation of Seniors' Week
- Information Resource Centre (library)
- Seniors' Information Line and Website
- Preparing and distributing publications including: *Programs for Seniors*, *Strategy for Positive Aging in Nova Scotia*, *Elder Abuse Strategy: Towards Awareness and Prevention*, *Enhancing the Basic Learning Skills of Older Nova Scotians: Context and Strategies*, *Healthy Active Living Report*, *Seniors' News*, *Directory of Seniors' Councils, Clubs, Centres, and Organizations*, *Seniors' Statistical Profile*, and various brochures on topics such as the Seniors' Secretariat, elder abuse, safe driving courses for seniors, and Seniors' Art and Photo Gallery. It also assists other partners in the distribution of many seniors'-related publications including the *Knowledge is the Best Medicine* booklet and *And They Lived Happily Ever After: Rights and Responsibilities of Common Law Partners*.

Priority 8 50+ Expo and Seniors' Week Celebrations

The annual 50+ Expo is designed to educate and entertain the 50 plus age group. The event brings the government, non-profit, and business sectors together to showcase the many products, programs and services available to older adults. Each year the province proclaims Seniors' Week during the third week of June, in celebration of the positive role seniors play in society. The proclamation is made at the 50+ Expo. Activities planned this year include:

- Organizing the 50+ Expo taking place on June 8 and 9th at Exhibition Park in Halifax.
- Coordinating Seniors' Week celebrations and encouraging province-wide participation in this event.
- Presenting Remarkable Seniors Awards for leadership, volunteerism, and community service.
- Determining the winner of the 50 + "Star Search" contest which provides older adults with an opportunity to display their creative talent.

Priority 9 Enhanced Communications

As Nova Scotia's seniors' population continues to grow there is an ever increasing demand for information about programs and seniors' issues. The Seniors' Secretariat has secured a full-time Communications Director to work with the agency to provide consistent and regular information to seniors, stakeholders, and the general public. Activities planned this year include:

- Creating a greater public awareness of the agency, its role and function.
- Promoting the new corporate identity and diverse work of the agency.
- Increasing awareness of the Strategy for Positive Aging and Elder Abuse.
- Engaging a Co-op student to redesign the Secretariat's website.
- Working with the Lieutenant Governor's office to launch the Intergenerational Award Program in 2007.

- Creation and public launch of the Golden Oak Award to recognize accomplishments aimed at achieving Nova Scotia's Positive Aging Goals.
- Promoting the 50+ Expo.
- Enhancing the Seniors' News.
- Publication and distribution of the annual *Programs for Seniors* directory.
- Overseeing the development of news releases, articles, and media coverage
- Preparing briefing notes and speech writing for Secretariat CEO and Minister.
- Engage Secretariat staff in developing new ways to solicit feedback from stakeholders on the work of the Secretariat including its communication vehicles.

Performance Measure/s:

Core Business 4 Communications and Information Sharing					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Information is Communicated in a Senior-Friendly Format					
Outcome	Measure	Base Year: 2004/05	Target: 2007/2008	Ultimate Target	Strategic Actions
Information on programs and services for seniors is communicated in a senior-friendly format.	Survey methods will be used to assess current communications vehicles (quarterly newsletter, Programs for Seniors directory, and website on characteristics such as: suitability of contents, comprehensiveness, readability, layout, and design. Participants will include seniors and individuals who work with seniors.	Baseline will be established at end of 2007-2008.	To be set at end of 2007-2008.	Set at end of 2007-2008.	<p><i>Programs for Seniors:</i> Maintain contact with seniors' networks in Nova Scotia to ensure the directory is inclusive and comprehensive.</p> <p>Continue to update the directory and add new information.</p> <p>Develop a best practice checklist for readability and apply to the directory.</p> <p><i>Newsletter:</i> Update per feedback from stakeholders</p> <p><i>Website:</i> Update per feedback from stakeholders.</p>

Core Business 4 Communications and Information Sharing					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Information is Communicated in a Senior-Friendly Format					
Outcome	Measure	Base Year	Target 2007-2008	Ultimate Target	Strategic Actions
Greater public awareness of the Secretariat and its role and function.	Number of media stories released by Secretariat.	Baseline for all measures will be established at end of 2006-2007.	Targets for all measures to be set at end of 2006-2007.	Ultimate targets to be set at end of 2006-2007.	Ensure public awareness of Secretariat's events, activities and accomplishments through effective communications planning and actions.
	Number of media stories related to seniors.		<i>With one exception- please see next page***</i>		Website will be maintained and enhanced.
	Number and location of speaking engagements, as well as audience size and location.		Staff will be encouraged to keep up to date the completion of tracking and data forms.		
	Number of visits to the Secretariat's website.				
	Number of <i>Seniors' News'</i> newsletters distributed.				

Core Business 4 Communications and Information Sharing					
OUTCOME (immediate or inter-mediate)	MEASURE	DATA	TARGET 200Y (Target for end of next Fiscal Year)	TARGET Year 200Z (Ultimate Target)	Strategic Actions to achieve target
Information is Communicated in a Senior-Friendly Format					
	<p>Number of calls on the Seniors' Information Line.</p> <p>Number of <i>Programs for Seniors</i> directories distributed.</p> <p>Number of library requests and inquiries for information.</p> <p>Number of Nova Scotians who self report having knowledge of the Seniors' Secretariat. *** <i>(Although this measure was intended to be implemented in 2006-2007 this has moved ahead to 2007-2008. The Secretariat is still trying to determine the best survey to participate in).</i></p>				<p>Participate in an existing multi-client telephone survey of Nova Scotians which includes a question about the Secretariat.</p>

F. HUMAN RESOURCE STRATEGY

Human Resources staff from the Department of Health carry out human resource functions on behalf of the Secretariat.

In 2007-2008, the Secretariat will have seven authorized Full Time Employees (FTEs). Other staff will be employed on a contractual and as needed basis. The Secretariat will also provide learning experiences to university students in a variety of disciplines including Family Studies and Gerontology, and Public Relations, as the opportunity permits.

Human resource priorities for fiscal year 2007-08 are closely aligned with the government's Corporate Human Resources Strategy. They include:

providing leadership and core competencies development opportunities

- creating an agency employee recognition program
- continuing to utilize the extensive skills and experience possessed by Secretariat employees
- continuing to utilize internal communication strategies and tools such as regular staff meetings and a shared network for employees
- increasing staff and managers' awareness of diversity issues
- developing the first annual French-Language Services Plan
- supporting staff to attend French language courses to enhance the Secretariat's capacity to deliver services in the French language.

G. BUDGET CONTEXT

The Department of Health carries out finance, human resources, and information technology functions on behalf of the Secretariat. This enables the Secretariat to function with minimal expenditure for administrative overhead.

The Secretariat's budget and staffing complement have seen an increase in 2007-2008 which will enable it to undertake additional activities related to the implementation of the Strategy for Positive Aging.

Nova Scotia Seniors' Secretariat Estimated Budget Expenditures 2007-2008			
	<i>2006-2007 Estimate</i>	<i>2006-2007 Forecast</i>	<i>2007-2008 Estimate</i>
	<i>\$ Thousands</i>	<i>\$Thousands</i>	<i>\$Thousands</i>
Net Program Expenses	1,119.0	1,085.0	1,286.0
Program Expenses - Gross Current	668.1	615.2	717.6
Salaries and Benefits	450.9	469.8	568.4
Funded Staff (FTEs)	6.8	6.1	7.8