

Christopher A. Daly

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Professional Experience

A/Associate Deputy Minister (Nov 2011 – Present)

NOVA SCOTIA DEPARTMENT OF ECONOMIC AND RURAL DEVELOPMENT AND TOURISM

Executive Council Appointment.

Executive Director, Policy and Corporate Services (2009 – 2011)

NOVA SCOTIA ENVIRONMENT, Halifax, Nova Scotia

Report to the Deputy Minister and serve as a member of the department's Executive Team. Provide overall direction for the development, implementation, and review of departmental policy, regulatory and non-regulatory systems. Lead a multi-faceted division with broad responsibilities including the Environmental Assessment Regulatory Branch, Policy and Regulatory Management, Business and Strategic Planning, Information Management, FOIPOP, Business Services, Workforce Planning, coordination and reporting on the Minister's Roundtable and *Environmental Goals and Sustainable Prosperity Act*. Responsible for a budget of \$4.5 million and 35 FTEs.

Key Accomplishments:

- ❖ Restructured the Information and Business Service Branch into three functional areas including Business Technology, Organizational Development (workforce planning), and Information Services to provide better management and achieve better outcomes
- ❖ Provide overall coordination of the department's \$52 million (10/11 forecast) budget planning, including expenditure management, providing overall budget advice to the Minister and Deputy Minister and supporting the Minister in defending Budget Estimates in the Legislature
- ❖ Conducted a review of the Environmental Assessment Board to improve its effectiveness
- ❖ Oversaw the coordination of major departmental policy initiatives
- ❖ Overseeing the review of critical environmental legislation including the *Environment Act* and *Environmental Goals and Sustainable Prosperity Act*
- ❖ Overseeing the review and modernization of the department's Activities Designation Regulations which designates the types of activities regulated by the department
- ❖ Overseeing the management of the Minister's Roundtable -- a stakeholder committee that provides the Minister with advice on policy and legislative issues
- ❖ Regularly work with industry, government, non-government, and public stakeholders on a variety of regulatory and policy issues
- ❖ Executive Co-chair for the 2010 United Way Provincial Campaign
- ❖ Served as Acting Deputy Minister

**Senior Project Executive (Secondment from September – November 2010)
NOVA SCOTIA DEPARTMENT OF EDUCATION, Halifax, Nova Scotia**

At the request of the Deputy Minister of Education, took a three month secondment to the Nova Scotia Department of Education. The purpose of the secondment was to assist Education in developing options to help government achieve its expenditure management goals. This was a high profile, complicated and sensitive task that needed to be completed in an extremely short period of time.

Key Accomplishments:

- ❖ Worked with senior staff in all areas of the Public School system in developing options to reduce significant expenditure over a three year period in the P-12 system
- ❖ Worked closely with the Expenditure Management Initiative and other central agencies throughout the project

**Director, Policy and Competitiveness and Compliance Initiative (CCI) (2005 - 2009)
NOVA SCOTIA ENVIRONMENT/ ENVIRONMENT AND LABOUR, Halifax, Nova Scotia**

Promoted from Manager to Director, CCI in September 2005. As Director, led a change management initiative which improved the department's regulatory practice and culture, and served as a model for other departments. In April 2008, as part of a departmental restructuring, took on the additional responsibility of Director, Policy Division. These additional duties included the overall coordination of departmental policy and planning, including business planning and accountability reporting. Responsible for a budget of \$1.1 million and 13 FTEs.

Key Accomplishments:

- ❖ Established the new CCI Division from the ground-up, including hiring new staff, relocating to new office space, and creating new administrative procedures
- ❖ Directed the development and implementation of a multi-year strategic plan for CCI
- ❖ Achieved international recognition for CCI by being asked to speak at an international regulatory conference in Berlin, Germany for two successive years
- ❖ Lead for Environment portion of the Environment and Labour departmental restructuring transition team
- ❖ Directed the development of a government-wide web-based compliance portal for and in partnership with the construction industry aimed at making it easier for that sector to comply with the law
- ❖ Directed and led the development of a new department-wide regulatory management policy, procedures and training that became a government-wide standard
- ❖ Directed the planning and delivery of three government-wide conferences on "Regulatory Craft" to help achieve CCI and Better Regulation strategic objectives
- ❖ Member of senior interdepartmental committees including: Better Regulation Steering Committee, Senior Policy Executive Forum and Tax Policy Review Senior Officials Committee
- ❖ Directed the development and implementation of a departmental five-year strategic plan the new Department of Environment
- ❖ Directed the departmental annual business planning and accountability reporting
- ❖ Served as Acting Deputy Minister

Manager, Environmental Assessment (1999 to 2005)
NOVA SCOTIA ENVIRONMENT AND LABOUR (NSEL), Halifax, Nova Scotia

Promoted from Environmental Assessment (EA) Officer to Manager in less than one year with full responsibility for the effective management of the EA Program. Within two years, took on the additional responsibilities of leading and overhauling the Air Quality Program.

Provided effective advice on EA decisions to the Deputy Minister and Minister within very short regulated deadlines. Liaised and negotiated with the federal government regarding EA and air quality matters including frequent harmonization agreements. Regularly facilitated multi-stakeholder meetings. Liaised daily with the public, industry, and the private sector and developed strong relationships with key players. Lead for NSEL aboriginal tripartite negotiation matters. Managed up to nine professional staff and a \$0.85 million budget.

Key Accomplishments:

- ❖ Overhauled and resourced a new air quality program years ahead of schedule by initiating, developing, and implementing an innovative pollution fee structure and successfully demonstrated to TPB the need for the fee and program resources
- ❖ Expanded the air quality program resources by 25% in 2004/05 and set the stage for TPB to approve future funding increases up to 340% over 4 years
- ❖ Initiated and oversaw development of regulations which reduced key air pollutants in Nova Scotia by 50% by 2010
- ❖ Increased the number of air quality monitoring stations by 76% (8 to 33) to obtain more complete air quality information to inform government and public decision-making
- ❖ Initiated the development of an innovative air quality website to provide the public with near real-time air quality information within their community
- ❖ Spearheaded the redevelopment of the EA Program and made it more effective and accountable. These program changes have been used as a model in other provinces
- ❖ Responded proactively by developing a unique follow-up strategy to ensure that the EA program is continually improving
- ❖ Initiated and led negotiations on 12 EA Harmonization Agreements to provide coordinated EAs for industry and stakeholders; some have been national precedents
- ❖ Initiated, developed and implemented one of NSEL's first administrative approval fees
- ❖ Managed the appeal process for all environmental approvals
- ❖ Lectured on EA at several universities across Nova Scotia
- ❖ Developed and delivered EA training to the *Trinidad and Tobago* government
- ❖ Handpicked by a consultant to be part of a proposal to develop Grenada's new EA Program

Environmental Assessment Officer (1998-1999)
NOVA SCOTIA DEPARTMENT OF ENVIRONMENT (NSDOE), Halifax, Nova Scotia

Project manager for numerous environmental assessment projects. Promoted within nine months to Acting Manager. Provided effective advice to senior staff with respect to technical, environmental and socio-economic aspects of EA reports within prescribed deadlines. Facilitated the participation of industry, government, professional consultants, and the public in the EA

process. Facilitated dispute resolution among parties in order to create an effective and efficient regulatory process.

Education

Master of Environmental Studies (Faculty of Management) (1997)

Dalhousie University, Halifax, Nova Scotia

Bachelor of Science (Honours) (1994)

Dalhousie University, Halifax, Nova Scotia