

THOUGHT LEADERSHIP PAPER OVERVIEW

From Transactional to Strategic

How consulting and technology partners can help provincial government close the gap between record spending and demonstrable outcomes

INTENDED FOR	Executive leadership of consulting and technology firms serving provincial governments, and provincial decision-makers in finance, education and service delivery
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Why This Paper

Provincial governments are spending more and finding it harder to show results. Nova Scotia's school capital record, audited in June 2025, is used as the demonstration case. The paper proposes the TIME Model for portfolio governance, a regional Atlantic Digital Accord for shared procurement, and a 90 day plan of quick wins. It also asks where AI features are already sitting inside provincial systems without a governance decision.

At a Glance

\$1.19B Projected 2026-27 deficit, Nova Scotia	+43% Growth in provincial spending since 2021-22	\$162M Spent on portables and modulars in the Halifax region over four years	90 days Timeframe for the first measurable quick wins
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What the Full Paper Covers

- **The gap:** what the Auditor General found, and why the pattern shows up in other provinces.
- **The TIME Model:** tolerate, invest, migrate or eliminate, applied to every system and project.
- **The Atlantic Digital Accord:** a regional route to shared buying power and one performance standard.
- **Quick wins:** four actions for the first 90 days, including a check on embedded AI.

Request the Full Paper

From Transactional to Strategic runs twelve pages with sources. Email s.topiwala@praxiskar.com for a copy.