

# Accountability Report

2016–2017

Department of Communities,  
Culture and Heritage  
July 2017

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## 1. Accountability Statement

The Accountability Report of the Department of Communities, Culture and Heritage for the year ended March 31, 2017 is prepared pursuant to the *Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Department of Communities, Culture and Heritage Business Plan for the fiscal year just ended. The reporting of the Department of Communities, Culture and Heritage outcomes necessarily includes estimates, judgments and opinions by Department of Communities, Culture and Heritage management.

We acknowledge that this Accountability Report is the responsibility of Department of Communities, Culture and Heritage management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Department of Communities, Culture and Heritage 2016-2017 Business Plan.

Original signed by

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Honourable Leo Glavine  
Minister

Original signed by

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Tracey Taweel  
Deputy Minister

## 2. Message from the Minister and Deputy Minister

We are pleased to present the Accountability Report for the Nova Scotia Department of Communities, Culture and Heritage for 2016-17. This report highlights last year's progress in meeting our Business Plan and outlines our strategic priorities for the year ahead.

Last year, the department continued its work to ensure Nova Scotia's culture sector and communities achieve their greatest potential. We launched the province's first comprehensive Culture Action Plan which is guiding the department's actions and future strategic priorities. As we move through this exciting transition period, the department will develop new performance measures to advance and align with the Culture Action Plan. The measures we are developing will consider economic data and the Culture Index which aims to better understand Nova Scotians' participation, awareness and opinions about the value of culture.

The Culture Action Plan brings to life the department's mandate which is to contribute to the well-being and prosperity of Nova Scotia through the promotion, development, preservation and celebration of our culture, heritage, identity and languages. Because our culture is worth celebrating. Worth investing in. Worth improving, expanding, and exporting.

Culture, and a strong creative industries sector – in addition to enriching all aspects of our lives -- play a key role in economic growth. We all know that culture is an economic driver. It is a sector worth almost one billion dollars to Nova Scotia's GDP. There are nearly 14,000 people who work in our provincial culture sector. And there is tremendous opportunity for growth, especially in the export sector.

That is why last year, the Department of Communities, Culture & Heritage invested more than \$56 million in our culture and creative sectors. Much has been accomplished during the past year, and there are exciting opportunities before us. Through the hard work and dedication of our staff and partners, we will build on our historic culture and heritage and continue to improve overall quality of life in our communities.

Original signed by

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Honourable Leo Glavine  
Minister

Original signed by

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Tracey Taweel  
Deputy Minister

### 3. Financial Results Fiscal Year 2016-2017

<b>Departmental Expenses Summary</b>			
<b>(\$ thousands)</b>			
<u>Programs and Service Area</u>	<u>2016-2017 Estimate</u>	<u>2016-2017 Actual</u>	<u>2016-2017 Variance</u>
<b>Departmental Expenses:</b>			
Office of the Minister and Deputy Minister	527	535	8
Culture and Heritage Development	19,619	34,454	14,835
Communities, Sport and Recreation	16,370	17,224	854
Archives, Museums and Libraries	35,323	35,779	456
Policy and Corporate Services	4,596	4,374	(222)
Office of Acadian Affairs and Francophonie	1,998	2,120	122
African Nova Scotia Affairs	771	757	(14)
Gaelic Affairs	408	395	(13)
Art Gallery of Nova Scotia	2,077	2,287	210
<b>Total: Departmental Expenses (Note 1)</b>	<b>81,689</b>	<b>97,925</b>	<b>16,236</b>
<b>Additional Information:</b>			
Fees and Other Charges	1,446	1,835	389
Ordinary Recoveries	4,909	5,450	541
<b>Total: Revenue, Fees and Recoveries (Note 2)</b>	<b>6,355</b>	<b>7,285</b>	<b>930</b>
TCA Purchase Requirements (Note 3)	-	321	321
Provincial Funded Staff (FTEs) (Note 4)	244.3	223.3	(21.0)

#### Significant Variance Explanations: 2016-2017 Estimate to 2016-2017 Actual

##### Note 1: Total Departmental Expenses

Expenditures were \$16.236 million or 19.9% higher than budget primarily due to investments in community infrastructure \$12.269 million, Canada 150 Forward \$2.034 million, increased expenses related to recoveries \$541 thousand, support for Regional Library Boards \$474 thousand, Creative Economy \$422 thousand, East Coast Music Awards \$300 thousand, La Picasse Cultural Community Centre \$250 thousand, offset by temporary vacancy and operating savings \$54 thousand.

##### Note 2: Revenue, Fees and Recoveries

Revenue, Fees and Recoveries were \$930K or 14.6% higher than budget due to \$389K increased admission revenue at Museum Sites, and increased recoveries for Support4Culture \$300K, Bluenose II Mobile Exhibit \$100K, Nova Scotia Museums Security Upgrade \$40K and Gully Exhibit Project \$30K, other miscellaneous recoveries \$71K.

##### Note 3: TCA Purchase Requirements

TCA Purchase Requirements were \$321K or 100% higher than budget due to resolution of outstanding deficiencies for vessel completion.

##### Note 4: Provincial Funded Staff (FTEs) – Net

Provincially funded staff were 21.0 FTEs lower than budget due to temporary staff vacancies.

## 4. Measuring Our Performance

### CCH Strategic Priority #1: People

#### Outcome:

Enhance the government's outcome that Nova Scotia's population is growing, productive and thriving. Specifically, we will contribute to the goal of improving communities and social well-being.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
<p>Promote and celebrate cultural expression and identity and built capacity within Nova Scotia's diverse communities by:</p> <ul style="list-style-type: none"> <li>• Strategically aligning Communities Nova Scotia within the department to help build capacity; and</li> <li>• Modernizing the <i>Multiculturalism Act</i>.</li> </ul>	<p>The Communities Nova Scotia unit of the department clarified its focus to align with the Culture Action Plan. The unit provided support for diversity, community capacity and sustainable development. The team facilitated access to government programs and services, promoted and celebrated Nova Scotia's diversity, and supported welcoming communities by encouraging the expression of their vibrant culture and heritage and including traditionally marginalized groups. Support was also provided through community infrastructure programs.</p> <p>The unit led the department's Diversity and Leadership Engagement Committee. The Committee worked with community and organizations to offer department staff opportunities to learn more about diversity and cultural competence.</p> <p>The unit led the provincial government's Diversity and Social Equity Steering Committee (DSESC). The DSESC provided strategic direction and leadership on corporate diversity and social equity related issues.</p> <p>A jurisdictional review of national and international legislation supporting multiculturalism was presented to senior leadership. An internal team has been established to begin the process to engage Nova Scotian communities in providing input into a new <i>Multiculturalism Act</i>.</p>

<p>Prepare and implement a substantive plan for Nova Scotia's participation in Canada's 150 celebrations in 2017.</p>	<p>In keeping with the Culture Action Plan, the 150 Forward Fund was created to support local and regional initiatives to celebrate and highlight Nova Scotia culture in action throughout 2017.</p> <p>CCH seconded a lead staff person to oversee the management of this onetime \$6 million investment to commemorate Canada's Sesquicentennial Celebrations.</p> <p>Over 500 applications were received in response to the department's call under the 150 Forward Program and 178 applications were provided with investment.</p> <p>Celebrations such as the Rendez-Vous 2017 Tall Ships Regatta, the Grand-Pré 2017 Celebrations, the Africville Sunrise Service, and the Symphony Nova Scotia Summer Series were some of the signature events that complemented smaller community based programming. The 150 Forward Fund has and will support programming across the province throughout 2017.</p>
<p>Collaborate with Engage Nova Scotia and the Office of Immigration to support the development of welcoming communities.</p>	<p>In consultation with the Nova Scotia Office of Immigration and community organizations, the department supported welcoming communities through projects aimed at the retention of new Nova Scotians and promoting diversity. Projects included the Immigrant and Migrant Women's Association of Halifax "Art Hive" project.</p> <p>CCH engaged the Immigrant Settlement Association of Nova Scotia (ISANS) to create and deliver a cultural competency training session for staff of the department.</p> <p>Staff worked with representatives from Engage Nova Scotia to discuss community engagement and how CCH, through the Culture Action Plan and the Recreation Shared Strategy, can strategically align to meet the aims of making our communities more inclusive and welcoming.</p>

Lead, in partnership with Recreation NS, the implementation of the Nova Scotia Shared Strategy for Recreation.	Accomplishments in 2016-2017 include a renewed focus on access, inclusion and diversity and participation in the Rec Newcomers pilot project.
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## CCH Strategic Priority # 2: Innovation

### Outcome:

CCH will enhance government's outcome that Nova Scotia has a strong and globally competitive economy and a sustainable, modern government. Specifically we will contribute to the goals of:

- Creating the climate for private sector and social-enterprise economic growth through cultural development; and
- Supporting tourism through enhanced visitor cultural experiences.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
Implement the recommendations of the Culture Action Plan.	The Culture Action Plan was expected to be launched in the fall of 2016, however, the Plan was not completed until the winter of 2017 and launched on February 22, 2017. The additional time allowed us to collaborate with other departments resulting in a government-wide plan. While the Department's ability to implement specific recommendations prior to the end of the fiscal year was limited, the groundwork for many recommendations was in place. For example, effort related to updating the province's <i>Multiculturalism Act</i> under the theme of Advancing Cultural Diversity had begun as part of the 2016-17 Business Plan. In addition, budget preparations included consideration of recommendations under the Plan for Implementation in 2017-18 and beyond.
Leverage the value of Nova Scotia's culture to support tourism. Specific examples include: <ul style="list-style-type: none"> <li>• Revitalize the Nova Scotia Museum system to enhance the quality of visitor experience, build partnerships and ensure long term sustainability; and</li> <li>• Maximize opportunities for the Bluenose II to attract visitors to Nova Scotia and create high quality experiences.</li> </ul>	Several projects have been undertaken to help inform the next steps for the Nova Scotia Museum (NSM) including response to an internal audit of collections care, and a public survey that helped to gauge public awareness of the NSM, and receptivity to targeted and private investment in the NSM.  The Nova Scotia Museum worked with the Canadian Maritime Heritage Foundation to pursue development opportunities.



	<p>Collaboration with Tourism Nova Scotia generated new promotions (Doers &amp; Dreamers Guide Cover), special events (Bluenose II Hockey Canada Hall of Fame Induction Ceremony) and increased awareness of successful new products (Deckhand for a Day Program).</p> <p>The schedule for the Bluenose II for 2017 was developed to maximize its participation and visibility during Canada 150 and Tall Ships 2017.</p> <p>A new Bluenose II mobile exhibit was built to accompany the vessel and increase awareness of Nova Scotia's maritime culture.</p>
<p>Continue to support provincial roll-out of Connect.ca, an online resource which connects to all sport, recreation and physical activity opportunities in a region or community, including programs, facilities and trails.</p>	<p>Provided guidance and support to Recreation Nova Scotia and five Connect.ca regional partnerships. The site currently holds 7122 records and is operational throughout the province except Halifax Regional Municipality.</p>

**CCH Priority # 3: Education**

**Outcome:**

CCH will support government's outcome that skilled Nova Scotians drive a knowledge and innovative economy. As the government's culture department CCH has a significant role to play in the inclusion of "Arts" in STEM (Science, Technology, Engineering and Mathematics) to create STEAM (Science, Technology, Engineering, Arts and Mathematics). Our cultural assets such as museums, libraries and archives are also significant contributors to the other aspects of STEAM.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
<p>Collaborate with Education and Early Childhood Development and use the assets of CCH to ensure that "Arts" is included in STEAM (Science, Technology, Engineering, Arts and Mathematics) and our contribution to the other aspects of STEAM are maximized.</p>	<p>The department collaborated with the Department of Education and Early Childhood Development (EECD) in the development of actions for the Culture Action Plan.</p> <p>EECD has had success promoting and instilling innovative arts and culture education in our school system. The Culture Action Plan will mean progress to seeing Arts included in</p>

	<p>STEAM. The Culture Action Plan commits to an expansion of the following programs:</p> <ul style="list-style-type: none"> <li>• WITS (Writers in the Schools);</li> <li>• PAINTS (Professional Artists in the Schools); and</li> <li>• PERFORM (performers to showcase drama, music and dance).</li> </ul>
<p>Support the integration of Nova Scotia Culture in the school curriculum and position CCH sites as excellent resources for learning.</p>	<p>Theme 3 of the Culture Action Plan is "Strengthen Education, Partnerships, and Understanding" which was developed in collaboration with the Department of Education and Early Childhood Development. Actions to support the integration of culture in school curriculum include:</p> <ul style="list-style-type: none"> <li>• Improve culturally inclusive practices in early childhood development programs;</li> <li>• Promote cultural awareness and equity;</li> <li>• Include the language history and culture of Acadians, African Nova Scotians, Gaels and Mi'kmaq, including Treaty Education in teaching grades primary to 12; and</li> <li>• Include the history of immigration in Nova Scotia in teaching grades primary to 12.</li> </ul>
<p>Collaborate with EECD to support and enhance curriculum that develops physical literacy, as well as support complementary community programming. Physical activity improves cognitive outcomes, school performance, attitudes, concentration, attention and classroom behaviour.</p>	<p>In partnership with Education and Early Childhood Development developed "Hop, Skip and Jump", a program which introduced physical literacy for Early Childhood Educators.</p> <p>Delivered "Fundamental Movement Skills" course to students across the province as part of Grade 12 Leadership.</p>

**CCH Priority # 4: Innovative Organization**

**Outcome:**

CCH is an effective and best practice organization where innovation, creativity and diversity are supported, communicated and championed.

CCH will foster an engaged, accountable and creative work force exhibiting best practices and innovation in the delivery of programs and services for Nova Scotians.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
<p>Launch the grants management public portal that will provide secure, convenient and expandable on-line application process for our grant programs, reducing process times and improved service to clients.</p>	<p>Departmental preparation for the rollout to the public continued in 2016, with an expanded focus to align with the recommendations of the province's first Culture Action Plan. This expanded focus began to integrate with the foundational next steps for launching online services to ensure we are re-aligning funding programs and services to better supporting the initiatives of organizations and individuals that are advancing the themes of the Plan through their commitment to Nova Scotia's diverse and creative communities.</p>
<p>Continue to develop an organizational value of evaluation to ensure programs meet government priorities as appropriate and core department responsibilities.</p>	<p>The internal performance reporting on grant and contribution programs and the process in place to inform senior management on program outcomes varies within the department and is dependent on the objectives, scope and client. Policy and Corporate services have worked with several programs to develop evaluation criteria. The launch of the Culture Action Plan provides the department with an opportunity to align the evaluation of these programs within the themes of the Plan and to develop evaluation criteria as new programs are implemented.</p>
<p>Pursue e-commerce other opportunities in CCH facilities and support the buy local movement.</p>	<p>Pursuit of enhanced e-commerce at the Nova Scotia Archives was delayed as government refocused its online efforts to supporting services to the public. This also impacted e-commerce with the Nova Scotia Museum.</p> <p>Ross Farm curated its gift shop to ensure that local producers are represented, hosted a farmers' market, and piloted a project with Bulwark Cider to sell their products. Several Nova Scotia Museum sites developed plans to host farmers' markets this upcoming season.</p>

	The Culture Action Plan commits to the creation of the “Buy Nova Scotia Culture” marketing program.
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**CCH Priority # 5: Stewardship and Lifelong Learning**

**Outcome:**

Nova Scotia is a province demonstrating pride and appreciation of the identity of communities to which we belong to positively shape our future and inspire us to share with others. CCH will strengthen communities by:

- Preserving, protecting, promoting and presenting Nova Scotia’s arts, culture, heritage and languages; and
- Working to support a culture of life-long learning throughout Nova Scotia.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
Address the long term sustainability of the Nova Scotia museum.	Several projects have been undertaken to help inform the next steps for the Nova Scotia Museum (NSM), including a response to an internal audit of collections care and a public survey that helped to gauge public awareness of the NSM, receptivity to targeted and private investment in the NSM.
Complete the Library funding review.	Staff continued to engage with Library Boards Association and Council of Regional Libraries, using the Culture Action Plan as a guide, and to develop a plan for service review to further understand the role of libraries across the province.
Co-lead the implementation of the provincial MOU on treaty education.	Promoting Mi’kmaw Culture is a cornerstone of the province’s Culture Action Plan. Eleven actions were identified in Theme I, Promotion of Mi’kmaw Culture, that will guide the work of government over the coming years as the Culture Action Plan is implemented.  CCH worked with the Department of Education and Early Childhood Development and the Office of Aboriginal Affairs through the treaty education implementation committee to support the treaty education Memorandum of Understanding with the Mi’kmaw community of Nova Scotia.

	<p>Coordinated a ceremony to commemorate the Treaty Relationship with the Mi'kmaw community at Government House. Digitized copies of the treaties were unveiled and may now be accessed online.</p> <p>On Aboriginal Day 2016, supported the launch of "Living Treaties: Narrating Mi'kmaw Treaty Relations" at the Maritime Museum of the Atlantic.</p> <p>Supported "Aonach / Mawiomi: Sharing Our Paths", a day of sharing the knowledge and the experiences of the Mi'kmaq and Gaels through centuries of contact.</p> <p>To celebrate Nova Scotia Heritage Day 2017, honouring the Mi'kmaw Heritage, supported and coordinated with the community, the Mi'kmaq Heritage Hockey Classic – Bury the Hatchet.</p>
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**CCH Priority # 6: Creative Economy and Artistic Excellence**

**Outcome:**

Nova Scotia's creative communities are contributing to increased economic growth, quality of life and sense of belonging.

CCH will contribute to revitalizing Nova Scotia's communities and economy by supporting cultural industries and fostering artistic and expressive excellence and celebration.

PROPOSED STRATEGIC ACTIONS	ACTIONS TAKEN IN 2016-2017
Implement the recommendations of the Culture Action Plan.	The Culture Action Plan was expected to be launched in the fall of 2016, however, the Plan was not completed until the winter of 2017 and launched on February 22, 2017. The additional time allowed us to collaborate with other departments resulting in a government-wide plan. While the Department's ability to implement specific recommendations prior to the end of the fiscal year was limited, the ground work for many recommendations was in place. For example, effort related to updating the province's <i>Multiculturalism Act</i>

	under the theme of Advancing Cultural Diversity had begun as part of the 2016-17 Business Plan. In addition, budget preparations included consideration of recommendations under the Plan for implementation in 2017-18 and beyond.
Implement a research and communications strategy to improve measurement and awareness of culture's impact on the economy and social well-being.	During the 2016-17 fiscal year, development of a research plan was substantially completed. A team was established within the department to examine research needs and to determine and prioritize resources needed to carry out the research. The launch of the Culture Action Plan will have a significant influence on this plan, which will be adjusted as necessary.
Ensure CCH agencies and crown corporations improve governance, accountability and alignment with government priorities.	Policy and Corporate Services Division continued to work with agencies such as Art Gallery Nova Scotia to review business plans and accountability reports to ensure alignment with government priorities. In addition, new regulations were developed under the <i>Public Archives Act</i> with respect to composition of the Advisory Board of the Public Archives to modernize the governance of the Board of Trustees and the appointment of its members.

**CCH Priority # 7: Cultural Promotion and Community Capacity**

**Outcome:**

Nova Scotia's communities thrive with increased celebration and promotion of cultural identity. CCH preserves, promotes and celebrates cultural expression and identity to build capacity within Nova Scotia's diverse communities

<b>PROPOSED STRATEGIC ACTIONS</b>	<b>ACTIONS TAKEN IN 2016-2017</b>
Promote the benefits of Cultural Identity to foster welcoming and inclusive communities.	CCH supported 64 projects and organizations in 46 communities across the province to promote the benefits of cultural identity to foster welcoming and inclusive communities. The department provided ongoing support to, and collaboration with, emerging communities and organizations. Projects in 2016-2017 included:

	<ul style="list-style-type: none"> <li>• Polish Canadian Society of Nova Scotia's 2<sup>nd</sup> Annual Polish Film Festival;</li> <li>• Halifax Pride Committee's 2016 Pride Festival;</li> <li>• The 2017 Mi'kmaq Hockey Heritage Day Classic in Membertou and Millbrook;</li> <li>• Let Abilities Work Partnership Society's video project in Pictou; and</li> <li>• The United Negro Improvement Association Hall renovation in Glace Bay.</li> </ul>
<p>Establish and implement community engagement plans at all CCH public institutions to ensure public infrastructure is used to support integration activities.</p>	<p>A comprehensive tool for creating a community engagement plan was developed and presented to the Nova Scotia Museum sites. This tool will be used in the upcoming year to create plans, and will serve as a template for the creation of a plan for the Nova Scotia archives. The tool focusses on the museum sites as "third places" where after home and work, community connects.</p>
<p>Work with Engage Nova Scotia to ensure community engagement principles articulated.</p>	<p>Staff met with representatives from Engage Nova Scotia to discuss community engagement and how CCH through the Culture Action Plan and the Recreation Shared Strategy can strategically align to meet the aims of making our communities more inclusive and welcoming.</p>
<p>Work with sport and recreation stakeholders to address barriers to participation for underrepresented populations (women and girls, low socio-economic status, persons with disabilities).</p>	<p>Partnered with the Lifesaving Society to offer "Swim to Survive" which saw 6800 grade three students take part in the program which reduces transportation and financial barriers faced by students.</p> <p>Over 150 recreation facilities were funded through the Facility Access Program which reduces barriers to participation.</p> <p>"After the Bell" program reached 1810 participants, of whom 73 % were female, to provide physical activity programming in the after-school time period.</p>

	Supported the expansion of the Municipal Physical Activity Leadership program with the addition of Millbrook, the development of a sport plan for the 5 Mi'kmaw communities in Cape Breton, and the establishment of new "Walking in the Footsteps" partnership between the Heart and Stroke Foundation and First Nation communities.
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## 5. Changes in Measures

CCH currently has two significant tools which provide information on the importance of the culture sector, both from an economic (Culture Satellite Account) and a social (Culture Index) perspective, and allow us to track changes in the impact of the culture sector on the province and its citizens. As the Culture Action Plan is implemented, data from these tools will be used to help benchmark and monitor progress. In addition, outcomes, measures and evaluation tools will be identified and established for specific actions as they are implemented.

The Culture Satellite Account (CSA), is the result of collaboration among all 14 Federal-Provincial-Territorial jurisdictions in Canada that hired Statistics Canada to provide ongoing economic data for culture and sport. It is an accounting framework and statistical tool that provides current estimates of the economic contribution of culture to the economy of each province and territory in Canada. It provides estimates of GDP (Gross Domestic Product), output and jobs in both culture and sports and reveals trends in arts, cultural industries, heritage and sport. Statistics Canada research shows that in 2014 Culture contributed \$949 million to our provincial GDP and that 13,874 Nova Scotians worked in the culture sector, while Sport contributed \$98 million and 1939 jobs. The next update for data results will be in the fall of 2017. We will continue to use the CSA data to measure economic importance of the culture and sport sectors.

The Nova Scotia Culture Index provides data on how Nova Scotians participate in, are aware of, and value all major aspects of culture in the province. It is a research tool created to gauge the social impact of culture in the province and to reveal how Nova Scotians interact with culture. The Nova Scotia Culture Index measures, tracks, compares and analyzes our citizens' responses to culture over time. In 2016, a shortened survey from the Index collected data based on randomized telephone interviews conducted with 1000 Nova Scotia residents. Insights from this research will support the Culture Action Plan and government's future policies and program directions. Data through this survey will be collected again in 2018 with the broader Index collecting data in 2020.



## 6. Public Interest Disclosure of Wrongdoing Act

Information Required under Section 18 of the Act	Fiscal Year 2016-2017
The number of disclosures received	Nil
The number of findings of wrongdoing	Nil
Details of each wrongdoing	N/A
Recommendations and actions taken from each wrongdoing	N/A