



# Business Plan

2019–20

*Department of Communities,  
Culture and Heritage*



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Budget 2019-20: Business Plan  
March 2019  
ISBN: 978-1-55457-936-5

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## Message from the Minister

I am pleased to share with you the 2019–2020 Business Plan for the Department of Communities, Culture and Heritage. With a wide variety of programs and services, the department is fundamentally responsible for investing in the people of Nova Scotia – in our communities, our businesses, ideas, culture and heritage, health and wellbeing, and the ties that bind us together.

The work of Communities, Culture and Heritage is guided by the *Culture Action Plan*. Signed in February 2017, the goal of the plan is for Nova Scotia to be a place where cultural identity, expression and economy prosper. Through the plan, we are also working to address systemic racism; advance cultural diversity, and increase initiatives to promote, preserve and celebrate our Mi'kmaw culture and heritage.

In keeping with the themes of the *Culture Action Plan*, this year, a new Mi'kmaw Cultural Liaison Director will facilitate the connections between the Mi'kmaw artistic community and government programs, services, and opportunities. Our department will also continue to support planning for the 2020 North American Indigenous Games when Nova Scotia will host 1000 Indigenous Nations from across North America. Working with post-secondary institutions and partnering with businesses, we will promote creativity and innovation around the creation of cultural “sandboxes.” These sandboxes will serve as incubators for creative entrepreneurs to explore ways to use culture for the benefit of Nova Scotians. We will also work with post-secondary institutions to enhance the entrepreneurial and export skills of creative workers. Also, in 2019/20, CCH will begin the implementation of Nova Scotia's first Event Strategy.

Under the leadership of Ministers Ince, Metlege Diab and Delorey, the offices of African Nova Scotian Affairs, Acadian Affairs and Francophonie and Gaelic Affairs continue to work collaboratively with their respective communities on such things as: the land title clarification work, the inclusion of Gaelic language, history and culture in teaching resources and collaborating with the Office of Immigration to attract more French-speaking immigrants to the province.

I want to acknowledge the staff of the department who have shown immense enthusiasm in their work and have demonstrated incredible dedication to the people of Nova Scotia. The team at CCH shares a common vision – we all want our communities to be strong, healthy, empowered and vibrant. The work we will do in 2019/20 will ensure we continue to fulfill that vision.

Hon. Leo Glavine  
Minister of Communities, Culture and Heritage

## Mandate, Mission and Vision

### Mandate

The Department of Communities, Culture and Heritage is responsible for contributing to the well-being and prosperity of Nova Scotia's diverse and creative communities through the promotion, development, preservation and celebration of our culture, heritage, identity and languages, and by providing leadership, expertise and innovation to our stakeholders.

### Vision

Nova Scotia is an acknowledged leader in Canada as a place where cultural identity, expression, and economy prosper. A place where all people honour and embrace diversity and heritage, and thrive through unbridled creativity and community cohesion.

### Mission

The Department of Communities, Culture and Heritage supports our internal and external stakeholders and communities with best practice services, programs and policies that preserve and provide access to Nova Scotia's life-long learning, culture, heritage, identity and languages.

## 2019-20 Initiatives

Nova Scotia's *Culture Action Plan: Creativity and Community* was launched in February 2017 and includes 60 specific actions addressing six broad themes. These actions have been woven into the business plans of many departments, and continue to lead the work of Communities, Culture and Heritage.

This business plan aligns our activities, resources and efforts to the six themes of the Culture Action Plan. We continue to focus on opportunities for collaboration and partnerships in and outside of government to deliver on the important initiatives outlined in the plan.

### Theme 1 – Promote Mi'kmaw Culture

We acknowledge and embrace the significance of Mi'kmaw culture within Nova Scotia. The promotion and preservation of this culture is a priority for CCH. Through our programming and specific initiatives, we will encourage and provide opportunities for Mi'kmaw culture to thrive.

Examples of specific initiatives being undertaken include:

- In 2019/20 the Mi'kmaw Cultural Liaison Director will facilitate the connections of Mi'kmaw artists, crafters, creators and organizations with government programs, services and opportunities.
- Enhance opportunities for Mi'kmaw cultural expression through collaboration and support of crafts, powwows and mawiomil, arts, feasts, sporting events and other cultural activities. Example: A new Nova Scotia licence plate design was launched to recognize the importance of Mi'kmaw heritage. The revenue from sales of the license plate will be invested into Mi'kmaw youth sport and recreation activities in 2019/20.
- CCH supported the Mi'kmaw Sport Council in the successful bid to host the 2020 North American Indigenous Games (NAIG) in Halifax. In July 2020 Nova Scotia will host nearly 1000 Indigenous nations from across North America in a celebration of culture, people, tradition, and athleticism. Up to 5000 young athletes (aged 13-19) will compete and showcase their skill. Since the first games in 1990, the NAIG has been responsible for generating tens of millions of dollars in economic impact for host cities. This event is an unprecedented opportunity to connect communities from across North America and celebrate Mi'kmaq culture and heritage. In 2019-20, CCH will assist the NAIG Host Society on a variety of projects, including volunteer diversity training.

## Theme 2 – Promote Creativity and Innovation

Culture helps drive successful economies and communities. Creativity and innovation are key to supporting diverse cultural enterprises.

Examples of specific initiatives being undertaken include:

- With total investment of \$1.5 million, the Culture Innovation Fund is helping to foster valuable partnerships and community capacity building. Investment through this fund will continue to leverage growth in 2019-20 for communities and organizations, promoting inclusion, creativity, arts and culture.
- Work within CCH and with culture organizations to evaluate funding programs to ensure they are effective and transparent. The department is committed to evaluating all programs, funds and grants to ensure that they are modernized and meeting the needs of the Nova Scotians and communities we serve.
- Work with provincial government departments and community organizations to support the not-for-profit and voluntary sectors recognizing the essential role of volunteers in community and culture activities through the creation, launch and implementation of an *Integrated Strategy to support Volunteerism and Non-Profit Organizations* in Nova Scotia.

## Theme 3 – Strengthen Education, Partnerships and Understanding

The actions within this theme focus on education and partnerships to build a keen appreciation for culture and an eye for economic opportunities in the culture sector. Initiatives focus on exposing our children to culture and creative expression in our schools, and supporting Department of Education and Early Childhood Development's success in promoting and instilling innovative arts and culture education in the school system. Additionally, education initiatives for our culture and creative workers need to be supported to help expand their success. Examples of initiatives include:

- Work with post-secondary institutions to enhance the entrepreneurial and export development skills of creative workers. Example: Provide business education and mentorships for creative entrepreneurs and increase opportunities to access export markets. In 2019-20, initiatives will be undertaken to determine what resources are available for creative entrepreneurs and to focus on the most effective way to access and deliver support to creative workers.
- Improve culturally inclusive practices in early childhood development programs through the teaching framework, pre-service training, and professional development for early childhood educators and development interventionists.

- *Gaelic Nova Scotia: A Resource Guide*, developed as a tool for teachers on Gaels' language culture and history, will become part of the Department of Education and Early Childhood Development's P-8 resourcing for teachers in 2019-20.
- CCH will begin implementing *Let's Get Moving Nova Scotia: an action plan for increasing physical activity*. This plan encourages Nova Scotians to include more movement in their daily lives. It is an all-ages approach which includes emphasis on the less active population and content on reaching diverse communities. One area of focus of *Let's Get Moving* is to support healthy childhood development and to provide children with the skills and resources to be active for life. The before-and-after school pre-primary time presents an opportunity to encourage more physical activity. In 2019-20, CCH and the Department of Education and Early Childhood Development (EECD) are partnering to pilot on-site before and after school pre-primary programming. Movement and outdoor play will be encouraged at all sites.

#### Theme 4 – Advance Cultural Diversity

Diverse beliefs, cultures and experiences strengthen a modern society and build understanding, empathy and creativity. Such qualities also contribute to building a stronger economy where different points of view and experiences can create new opportunities. Action taken under this theme will help build a more inclusive, welcoming and equitable province for new and prospective Nova Scotians, aboriginals, African Nova Scotians, LGBTQI communities, women and other diverse groups. Examples of initiatives to be undertaken include:

- Working to address systemic racism across government and organizations in partnership with our diverse communities. This work will involve community engagement led by a new Director of Community Outreach and Inclusion. As well, two new community navigators will provide a vital link connecting government and the African Nova Scotian community, focused on the Land Titles Clarification project.
- Nova Scotia was the first province to proclaim the International Decade for People of African Descent (2015–2024). The *Nova Scotia Decade for People of African Descent Action Plan* will be launched in 2019. The plan will be implemented by developing partnerships, leading and collaborating with government departments and the African Nova Scotian community on the various deliverables of the action plan.
- Government continues its active participation and collaboration with the *Nova Scotia Home for Colored Children Restorative Inquiry* to build shared understanding of the central issues as we prepare for collective action in the final phase of the mandate.



- Through the shared and collective learning of the Inquiry (which completes its work in 2019), CCH will use the information gathered to create awareness about systematic and institutional racism and discrimination.
- Support the capacity of organizations to mentor communities and leverage strengths across the province.
- The Office of African Nova Scotian Affairs (ANSA) has worked closely with the Departments of Lands and Forestry, Justice, Service Nova Scotia and Municipal Affairs regarding the Land Titles initiative. The new Community Navigators are working directly with the residents to help them through the claims process, while Lands and Forestry has hired a new survey team to provide land survey support to residents at no cost.
  - Work is anticipated to continue in each of the 5 African Nova Scotian communities that are in the *Land Titles Clarification Act* (LTCA) jurisdiction. The Community Navigators have established a positive rapport with residents who qualify for the program. A Community Liaison Committee will be created in 2019-20.
- Continue to strengthen the province's Gaelic Affairs, African Nova Scotian Affairs and Acadian Affairs and Francophonie offices.
- Administer the Small Business ACCESS-Ability and Community ACCESS-Ability programs, working towards making Nova Scotia's businesses, workplaces and community facilities more accessible and equitable for all. In 2019-20, promotion of the business accessibility grant program will be focused on restaurants and 30% of the budget will be dedicated to restaurant bathroom accessibility.

## Theme 5 – Excellence in Cultural Stewardship

Culture plays a major role in our social and individual lives, shaping community identity, building pride of place, connecting us to our natural surroundings, and bringing together people from different backgrounds. Initiatives will support and enhance Nova Scotians' commitment to be true stewards of the province's cultural and natural worlds. Examples include:

- Continue positioning the Nova Scotia Museum system to tell the province's story while increasing relevance and attractiveness for visitors through strategic, targeted investments.
- Public library leaders and the department are currently working together to develop a feasible, long-term plan that will best meet the needs of citizens while ensuring the sustainability and continued relevance of Nova Scotia's public libraries.

- Work with community partners to implement the *Shared Recreation Strategy* to foster active healthy living and increase inclusion and access to recreation for all Nova Scotians.
- The *Trails Strategy* will be released in 2019-20. One of the first priorities will be the establishment of a Trails Strategy Coordinating Committee to oversee the implementation of the strategy.
- Seek community partnerships that help the Nova Scotia Archives share Nova Scotia's diverse documentary heritage. Example: Work continues in 2019-20, with African Nova Scotia Affairs (ANSA) to assist in building an online resource guide for the public, related to the land title clarification work.
- Continue to work with stakeholders to promote and increase awareness of Nova Scotia's rich built heritage and its value to our province and identity.

## Theme 6 – Drive awareness and economic growth of the culture sector

Culture and sport contributed \$1.03 billion to our provincial GDP in 2016 and accounts for 16,479 jobs. Actions will be taken to support the sector in developing more entrepreneurs, while encouraging innovation and creativity. Initiatives focus on investing, promoting, marketing and collaborating to grow enterprises in the creative culture sector. Examples include:

- In 2019, CCH will build on the success of the Creative Industries Fund which invests \$1.5 million per year supports innovative, cultural initiatives that address social priorities and opportunities in our communities.
- Support government's Nova Scotia-China Engagement Strategy by strengthening our culture trade relations with China as we plan our second culture mission to China in 2019 together with the Art Gallery of Nova Scotia to Guangdong Province.
- Support government's plans to develop a Nova Scotia-Europe Engagement Strategy which focuses on enhancing our longstanding linkages with European nations and building stronger relationships for generations to come. The strategy will offer opportunities for CCH to explore Nova Scotia's connections with Europe by strengthening our culture exports.

A new *Nova Scotia Event Strategy* outlines a comprehensive approach to event attraction and development that will position Nova Scotia as a leader in event hosting.

- CCH has collaborated with communities to successfully secure a number of major events, utilizing the *Nova Scotia Event Strategy* as a guide. Upcoming events

include the 2019 MasterCard Memorial Cup, the 2020 IIHF Women's World Hockey Championship, and the 2022 ICF Canoe Sprint World Championship.

- In 2019-20, CCH will begin a multi-year phased in approach to implementation of the *Nova Scotia Event Strategy*. Key activities include working with communities and key stakeholders, developing key stakeholder groups to encourage co-ordination, and continuing to secure a diverse long-term calendar of major events for Nova Scotia, while leveraging current investments.

## Measurement

CCH currently has two research tools which provide information on the importance of the culture sector, from both an economic and a social perspective, and allow us to monitor changes in the culture and sport sector for Nova Scotia.

Developed to measure the economic importance of culture, the Culture Satellite Account (CSA) and Provincial and Territorial Culture Indicators (PTCI) are economic measurement tools that were established by and are maintained by Statistics Canada. This work is funded by and for the fourteen governments of the Federal-Provincial-Territorial Table on Culture and Heritage, of which Nova Scotia is one, as well as other culture sector partners.

The CSA and PTCI use an accounting framework that provides estimates of GDP (Gross Domestic Product), output and jobs in both culture and sport and reveal trends in arts, cultural industries, heritage and sport in the Canadian economy. The credible economic data produced allows governments, stakeholders, professional organizations, and industries who use statistics to understand and express the value of these sectors relative to the rest of the economy. CSA and PTCI data are updated regularly and will continue to be used going forward to measure the economic importance of the culture and sport sectors.

The PTCI showed that culture and sport contributed \$1.03 billion to our provincial GDP in 2016 and accounted for 16,479 jobs.

Nova Scotia's culture export is also significant and rose by 61% from 2010 to 2016. Data from Statistics Canada's Trade of Culture and Sport Products (TCSP) show that Nova Scotia exported \$141.5 million of culture products in 2016 and makes up 2% of all exports from the province to global markets that include the United States, United Kingdom, Europe and the Peoples' Republic of China. In 2019-20, Nova Scotia will continue to explore culture export trade through initiatives such as development of a China strategy and planning for expansion into the European market.

The Nova Scotia Culture Index (NSCI) was developed to measure the social benefits of culture in the province. It provides data on how a representative sample of Nova Scotians participate in, are aware of, and value culture. The NSCI uses and measures the six primary culture domains found

in the Canadian Framework for Culture Statistics (CFCS 2011). From this, the Nova Scotia Culture Survey (NSCS) was constructed to simply measure perceived value of culture in the broader sense. A second iteration of the NSCS was launched in 2018, again to measure perceived value of culture, but also participation in the culture sector. The NSCS allows the province to measure the important social impact of the culture sector to the province.

Research indicates that in 2016, 78% of Nova Scotians agreed that culture helps to create community identity.

Insights from this research supports the *Culture Action Plan* and will inform government's future policy and program directions.

Data from the research tools noted above is being used to help benchmark and monitor progress as the *Culture Action Plan* continues to be implemented. Outcomes, measures and evaluation tools will help to establish specific actions to be undertaken and identify when goals have been successfully accomplished.

# ACADIAN AFFAIRS AND FRANCOPHONIE

## Overview and Mandate

The Office of Acadian Affairs and Francophonie works with government departments, agencies, offices and Crown corporations, to assist in the delivery of services in French. In addition to enabling the delivery of French-language services, the Office of Acadian Affairs and Francophonie promotes Acadian and francophone culture and heritage, celebrates accomplishments and supports community initiatives and projects, as well as maintains ongoing dialogue with the Acadian and francophone community, other provincial and territorial governments and the Government of Canada.

## Key Initiatives and Priorities for 2019-20

1. Support the development, planning, and delivery of French-language services to the public. Provide funding and advice to help increase the prevalence and awareness of French-language services through active offer, communications, printed and electronic materials, and by increasing the capacity of the public service to offer services in French.
2. Community consultation, engagement and outreach. Encourage the participation of the Acadian and Francophone community in the development of government policies with a view to improving the delivery of services in French.
3. Support cultural projects in the Acadian and francophone community.
4. Partner with Nova Scotia Office of Immigration (NSOI) as the *Francophone Immigration Action Plan* is launched in 2019. The Action Plan focuses on stakeholder engagement, marketing, attraction, retention and integration, research and measuring progress to encourage and support francophone immigration to the province, as well as retaining francophone immigrants.
5. Québec–Nova Scotia Agreement for Cooperation and Exchange. Promote and support French-language exchanges and cooperative activities between community organizations in Nova Scotia and Québec.

# African Nova Scotian Affairs

## Overview and Mandate

African Nova Scotian Affairs (ANSA) works with government departments and the African Nova Scotian community to enhance understanding and assist in the delivery of services that meet the unique needs of African Nova Scotians. It is the connecting point to the community, promoting African Nova Scotian priorities while contributing to government decision-making. ANSA facilitates positive change on behalf of African Nova Scotians. It also works in partnership with departments, agencies and other organizations to develop solutions that support the ongoing well-being of African Nova Scotians.

## Key Initiatives and Priorities for 2019-20

ANSA will continue to strengthen and develop partnerships, lead and collaborate with community groups and organizations, CCH and government departments to enhance understanding and assist in the delivery of services that meet the unique needs of African Nova Scotians. This will be done by promoting creativity and innovation through the following initiatives:

1. Launch and implement the *Nova Scotia Decade for People of African Descent Action Plan*. Develop partnerships, lead and collaborate with government departments and the African Nova Scotian community on the various deliverables of the action plan.
2. Advance work of the *Land Titles Clarification Act* initiative (LTCA) for African Nova Scotians. ANSA is working in partnership with CCH, Lands and Forestry, Justice, Service Nova Scotia and Municipal Affairs to address the land clarification issues that affect African Nova Scotian residents. In addition, government is partnering with Nova Scotia Legal Aid to support legal work and is seeking input from five communities (North Preston, East Preston, and Cherry Brook, Lincolnville and Sunnyville) which are in the *LTCA*.
3. Enhance access to training and development opportunities. Continue to work with government and community partners to advance various initiatives such as Pathways to Shipbuilding with Irving Shipyard, Early Childhood Education as a career option, and Nova Scotia Apprenticeship Agency for trades and apprenticeships.
4. Assist community groups and organizations in developing and sustaining capacity, as well as reengage the African Nova Scotian community action partnerships and community engagement programs.
5. Establish satellite offices in the Southwest and Northeast regions of Nova Scotia.

# Gaelic Affairs

## Overview and Mandate

Gaelic Affairs works with government departments and communities, supporting the reclamation of Nova Scotians' Gaelic language, culture and identity. Acknowledging the ongoing social and economic contributions that Gaelic language and culture make to our province, our work supports Nova Scotians in better understanding, learning and engaging with Gaelic language and culture, while honouring, acknowledging and archiving Nova Scotia's remaining Gaelic tradition bearers.

Gaelic Affairs works collaboratively to build greater appreciation and understanding for Gaels' language, culture, identity and history, and to support capacity building across groups, organizations and institutions in the Gaelic community.

## Key Initiatives and Priorities for 2019-20

1. Work with government and other partners to build on the following initiatives: Gaelic Nova Scotia Month (May), Intro Gaels in Nova Scotia sessions for Public Service employees, Gaels in Government (GIG) network development, mini-documentaries such as Bun is Bàrr: Intergenerational Learning in Gaelic Nova Scotia and Dòchas (Hope).
2. Enhance cross-cultural awareness to identify common language, culture, identity and historical narratives among Mi'kmaq, Acadians and Gaels and other Nova Scotia identity communities through the MAGIC (Mi'kmaq, Gaels and Acadians in Inverness County) initiative.
3. Coordinate and deliver community-focused programs: Bun is Bàrr (Root and Branch), Daltachas (Fosterage), Na Gaisgich Òga (The Young Heroes) and Gàidhlig aig Baile (Gaelic in the Community) Tutor training.
4. Support the inclusion of Gaelic language, history and culture in teaching grades primary to 12 in the Department of Education and Early Childhood Development, through the document *Gaelic Nova Scotia: A Resource Guide*.
5. Strengthen partnerships by working collaboratively with community groups, cross cultural communities, international partners and government departments to foster awareness of programs and initiatives.

## Financial Summary

<b>Departmental Expenses Summary</b>			
<b>(\$ thousands)</b>			
<b><u>Programs and Services</u></b>	<b><u>2018-2019</u></b> <b><u>Estimate</u></b>	<b><u>2018-2019</u></b> <b><u>Forecast</u></b>	<b><u>2019-2020</u></b> <b><u>Estimate</u></b>
Office of the Minister and Deputy Minister	802	538	<b>805</b>
Culture and Heritage Development	19,291	23,666	<b>20,682</b>
Communities, Sport and Recreation	22,102	21,669	<b>26,630</b>
Archives, Museums and Libraries	35,004	35,188	<b>32,888</b>
Policy and Corporate Services	4,352	4,484	<b>3,829</b>
Office of Acadian Affairs and Francophonie	1,987	1,990	<b>1,991</b>
African Nova Scotian Affairs	1,953	1,685	<b>2,098</b>
Gaelic Affairs	419	444	<b>423</b>
Art Gallery of Nova Scotia	2,136	2,136	<b>2,186</b>
Amortization	—	—	<b>2,109</b>
<b>Total - Departmental Expenses</b>	<b><u>88,046</u></b>	<b><u>91,800</u></b>	<b><u>93,641</u></b>
<b>Ordinary Recoveries</b>	<b>6,882</b>	<b>6,278</b>	<b>6,241</b>
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	<b>248.7</b>	<b>230.1</b>	<b>249.0</b>

**Note:**  
 For Ordinary Revenues, see Estimates and Supplementary Detail Book, Chapter 2  
 For TCA Purchase Requirements, see Estimates and Supplementary Detail Book, Chapter 1



