



# Business Plan

2020–21

*Department of Communities,  
Culture and Heritage*



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Budget 2020–21: Business Plan  
Finance and Treasury Board  
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## Message from the Minister

I am pleased to share with you the 2020–21 Business Plan for the Department of Communities, Culture and Heritage (CCH). 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, our culture and heritage, health and wellbeing, and the ties that bind us together.

The work of CCH is guided by the *Culture Action Plan*. The goal of the plan is for Nova Scotia to be a place where cultural identity, expression and the 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. Since the plan was launched in 2017, many actions have been completed and in 2020-2021 we will continue to incorporate the plan into our everyday work.

Nova Scotia will celebrate the largest multi-sport event the province has ever hosted in 2020. The North American Indigenous Games will be held in Halifax and Millbrook in July with representation from 750 Indigenous nations from across North America in a celebration of culture, people, tradition, and athleticism. An estimated 5,200 Indigenous participants, including young athletes, will attend the event.

CCH will continue 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. We are also working towards making the province more inclusive by administering the Small Business ACCESS-Ability and Community ACCESS-Ability programs.

As part of the *Culture Action Plan*, Communities, Culture and Heritage will also undertake a program improvement initiative. We are working within our department first, and will then engage with culture organizations to review funding programs to ensure they are meeting the needs of the culture sector.

Together with Minister Tony Ince and the Office of African Nova Scotia Affairs, as well as and other government departments, we will support initiatives of the United Nations' International Decade for People of African Descent (2015-2024), by aligning our efforts with its three pillars: recognition, justice, and development. The action plan, *Count Us In*, helps government departments, organizations and the community to work together to help eliminate the many challenges faced by African Nova Scotians. It reflects work underway and new opportunities for the future. Together, we will also continue to advance the land titles clarification work.

Under the leadership of Ministers Lena Metlege Diab and Randy Delorey, the offices of Acadian Affairs and Francophonie and Gaelic Affairs will advance work with communities to ensure their language, history and culture are preserved.

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.

## 2020-21 Initiatives

Nova Scotia's *Culture Action Plan: Creativity and Community* is in its fourth year and many of the 60 specific actions, woven into the work of Communities, Culture and Heritage, are complete while others will continue to influence our everyday work.

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. Through our programming and specific initiatives, we will encourage and provide opportunities for Mi'kmaw culture to thrive.

Examples of specific initiatives:

- CCH is supporting the North American Indigenous Games (NAIG) Host Society in the execution of the games in Halifax and Millbrook in 2020. NAIG will bring significant economic and social opportunities to our province, leaving a lasting legacy of development and growth for our Indigenous people.
- CCH support includes:
  - development and implementation, with NAIG partners, of an anti-racism strategy that will provide cultural training for more than 3,000 volunteers;
  - development of a marketing communications plan to increase awareness of the Mi'kmaq Culture;
  - in partnership with Mi'kmaw Kina'matnewey, supporting provincial sport and recreation organizations to build and/or strengthen relationships in Mi'kmaw communities to develop or increase opportunities for participation in sport;
  - providing professional development opportunities to staff, board members and volunteers from provincial sport and recreation organizations around treaty education and creating inclusive environments within sport and recreation settings; and,
  - in partnership with Mi'kmaw Kina'matnewey, supporting Team NS Mi'kmaw and their preparations both operationally and through training and support of coaches and leaders.
- As a member of the Tripartite Sport and Recreation Committee, CCH will help create a strategy to increase participation and leadership opportunities for Mi'kmaw women and girls.
- Continue to support the Mi'kmaq Language Initiative Committee and Mi'kmaw Kina'matnewey with direction to increase its capacity to deliver Mi'kmaq language initiatives that promote revitalization, reclamation, and recognition of the language throughout Nova Scotia.

- In 2020-21 CCH will create a Mi'kmaw Cultural Liaison position for the department to build stronger direct relationships with the Mi'kmaw community.
- The Nova Scotia Archives will be working with Treaty Education Nova Scotia to explore uses for archives resources in curriculum development.
- The Nova Scotia Museum continues to work with the Mi'kmaq Working Group to create a new indigenous exhibit at the Museum of Natural History.
- Continue to support a trail coordinator position with the Confederacy of Mainland Mi'kmaq. This person is working with the Confederacy of Mainland Mi'kmaq and their member communities to determine the state of trails and develop trail operational and maintenance plans for each community.

## 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:

- Partner with businesses, post-secondary institutions and cultural organizations to explore innovation and collaboration through the development of cultural hubs. Examples include working with the Culture Link and the New Dawn Centre for Social Innovation. These are places that foster creativity by leveraging diversity and ideas as a result of co-location.
  - The Culture Link is a performing arts hub for theatre, dance, film, television, music and creative entrepreneurs. It is located in downtown Halifax and is scheduled to open fall 2020. This will be a vibrant cultural hub and incubator of creativity and talent. The New Dawn Centre for Social Innovation, the former convent, is located in Sydney. The centre has been supported by the department through its transformation into a welcoming, modern and affordable facility where artists can collaborate and develop their craft.
- The Culture Innovation Fund will continue to be a significant driver in 2020-21 for community capacity building and innovation. The fund has been used to assist innovative programs such as the Sisters of Science. This is a program that fosters creativity for girls in rural communities, combining Science, Technology, Engineering, Arts and Math (STEAM).
- In recognizing the crucial role volunteers play in Nova Scotia, a partnership with community has resulted in the development of a volunteer website and database, [volunteers.ca](http://volunteers.ca). This tool merges the previous major event volunteer database to create a central portal for volunteer opportunities in Nova Scotia.

- The Nova Scotia Archives is partnering with African Nova Scotia Affairs for the launch of a pilot project, Home Movies from Communities. This will include the collection and digitization of home movies from African Nova Scotian communities to preserve and develop public programming.
- CCH will undertake a program improvement initiative, working within our department and engaging with culture organizations to review funding programs to ensure they are meeting the needs of the culture sector.
- Arts Nova Scotia has developed a strategic framework to increase engagement of all artists through increased accessibility of programs. The term accessibility is used in a broader sense, encompassing cultural, physical and programming accessibility. In 2020-21, Arts Nova Scotia will review its application criteria, processes and procedures to reduce barriers to applicants and best accommodate the diversity of artistic activity in Nova Scotia.

### **Theme 3 – Strengthen Education, Partnerships and Understanding**

The actions within this theme focus on education and partnerships, supporting economic opportunities in the culture sector. Initiatives focus on sharing 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.

Examples of specific initiatives:

- Expand and build on existing educational partnerships related to culture, such as working with the book publishing industry to promote Nova Scotia content in teaching resources.
- Together with Education and Early Childhood Department, continue to support before and after school programming for children enrolled in the pre-primary program for four-year-olds. The program incorporates elements of *Nova Scotia's Let Get Moving Action Plan*, with delivery standards focused on movement, outdoor play, and physical literacy.
- Collaborate with Sport Nova Scotia and Recreation Nova Scotia to develop and launch an assessment tool for provincial organizations. The areas of priority will be women and girls and providing safe spaces and places.
- Continue to support immigrant and newcomer families and organizations to increase their understanding of and engagement with the public-school system through the Diversity and Community Capacity program.
- Continue to implement *Let's Get Moving Nova Scotia: an action plan for increasing physical activity*. Areas of focus:
  - develop and implement an engagement, education and public awareness initiative that will encourage people to include small sessions of movement in their daily routines;

- support the implementation of a Physical Activity Framework for the education system based on the principles of Healthy Promoting Schools;
- create and launch a toolkit for employers to encourage daily movement in workplaces for their teams, through partnership with Acadia University and Workers' Compensation Board and the Public Service Commission;
- support sport and recreation organizations to help families with financial barriers that prevent their participation; and,
- support our community partners to create and implement their community wide strategies.

#### **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, Aboriginal communities, African Nova Scotians, 2SLGBTQI communities, women and other diverse groups.

Examples of specific initiatives:

- *Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent, 2015-2024.* It is a guiding document that provides government with specific actions to help eliminate the many challenges facing African Nova Scotians. The actions are categorized under the three pillars identified by the United Nations: recognition, justice and development. Leadership to champion *Count Us In* involves the collaborative work of various government departments, the African Nova Scotian community and African Nova Scotian organizations. A Committee of Deputy Ministers for African Nova Scotian issues set up to monitor the implementation and delivery of the plan has commenced its work.
- African Nova Scotia Affairs will continue to advance work of the Land Titles Initiative for African Nova Scotians. ANSA continues to work with the five designated communities: North Preston, East Preston, Lake Loon/Cherry Brook, Lincolnville and Sunnyville to address the land clarification issues affecting African Nova Scotian residents. Partnerships continue with Lands and Forestry, Justice, Service Nova Scotia and Municipal Affairs and Nova Scotia Legal Aid for this initiative. Work continues through the Community Liaison Committee. This committee was recently established to hear directly from the community on issues of land title as a way to bring transparency and trust to the process.
- Continue to support our sport and recreation stakeholders to address racism and discrimination. CCH will also develop a resource for recreation and sport clients and stakeholders on inclusion and access for the Recreation Facilities Development program.

- 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. CCH will continue to provide resources to expand the work in the area of accessible standards for parks, trails and recreation facilities.
- Continue to support the capacity of organizations to mentor communities and leverage strength across the province. For example, support the LGBTIQ2+ community through various PRIDE organizations across the province, including those who serve diverse communities, and share the model of the Mobile Food Market for improving food accessibility and affordability.
- Support new and emerging cultural communities and organizations to pass on traditions that empower youth and involve elders through intergenerational learning, and increase economic opportunities through programs such as Cultural Communities and Identities.
- Continue to work with community serving organizations through their strategic planning processes to better align and serve the needs of our diverse Nova Scotian communities.

## **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 of specific initiatives:

- The Nova Scotia Archives will prepare for an upgraded platform for the delivery of Historical Vital Statistics Online (research and e-commerce tool).
- The Nova Scotia Museum will continue to advance work on institutional transformation by developing the Board of Governor's role and continue our work to make the Nova Scotia Museum more sustainable for future generations.
- Our libraries provide an important service and, in many areas, play a broader role in communities. We are investing more to ensure libraries' sustainability and continued relevance.
  - The One Library Card initiative is underway with the feasibility study being completed this past year. Implementation work continues into 2020-21 as Nova Scotia Public Library engages with the eight rural regional library systems. The initiative will simplify, unify and modernize how Nova Scotians use their libraries; making materials accessible to all library users.
  - Nova Scotia Public Library is working with the Accessibility Directorate and the regional library systems to create a joint Regional Library Accessibility

Framework. The framework will assist the library systems to develop their accessibility plans as prescribed public sector bodies under the *Accessibility Act*.

- Nova Scotia Museum will work in partnership with Transportation and Infrastructure Renewal to oversee Phase II of the CCS Acadia's refit and maintenance project; during which the ship will be drydocked.
- Continue consulting with community museums on the Community Museum Assistance Program with the goal of further refining guidelines that will better address the needs of eligible community museums.
- Work with federal and municipal governments to explore creative ways to incent the adaptive re-use of heritage buildings.
- 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.
- Continue to 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.

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

Culture and sport contributed \$1.08 billion to our provincial GDP in 2017 and accounted for 15,882 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 of specific initiatives:

- In 2020-21, Nova Scotia will continue to explore culture export trade through initiatives such as development of culture trade mission strategies to Europe. We will continue to seek cultural exchange opportunities and identify new global markets for Nova Scotia's culture products. Key to this will be the opportunities for publishers and craft exporters at the Frankfurt Book Fair in 2020 hosted by Canada.
- Continue to use the Creative Industries Fund to help Nova Scotia cultural businesses expand their markets and develop export potential. The Creative Industries Fund is specifically designed to help cultural industries including craft, artists, music, publishing export their products.
- Continue to support Screen Nova Scotia and the Screen Writer's Development Fund to strengthen the Nova Scotian film and television sectors, with a focus on gender parity.
- The Nova Scotia Event Strategy will focus on working with communities to build a calendar of major event opportunities. This work includes assessing current regional capacity and investing in programs to build and increase growth. Work will also begin to

develop a measurement plan to ensure consistent measurement of economic and social impacts of major events across Nova Scotia. CCH will create a government working group for major events in 2020, using NAIG as a pilot to ensure coordination and delivery of a successful games.

- Continue working across government to support projects focused on addressing poverty, increasing economic prosperity, and improving the social well-being of families with children living with lower employment income.
- Work with the Department of Business to support the province as it welcomes the 2020 Social Enterprise World Forum in fall 2020. The department will help plan and organize cultural events, speakers and other opportunities that help to showcase the diversity of Nova Scotia to the world.

## Measurement

Communities, Culture and Heritage has two research tools which provide current information on the economic and social importance of the culture sector. These measures allow us to monitor changes in the culture and sport sector for Nova Scotia.

### **Culture Satellite Account**

The Culture Satellite Account (CSA) and Provincial and Territorial Culture Indicators (PTCI) are economic measurement tools established and maintained by Statistics Canada. Nova Scotia is one of fourteen governments of the Federal-Provincial-Territorial Table on Culture and Heritage that fund this research along with 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 \$1.08 billion to our provincial GDP in 2017 and accounted for 15,882 jobs.

Nova Scotia's culture export is also significant. Data from Statistics Canada's Trade of Culture and Sport Products (TCSP) shows that culture exports were \$122 million (internationally) in 2017, accounting for 1.7% of all exports in the province. Top global markets for Nova Scotia culture continue to include the United States, United Kingdom, Europe and the Peoples' Republic of China.

### **Nova Scotia Culture Survey**

The Nova Scotia Culture Survey (NSCS) was developed to measure perceived value of culture in the broader sense and participation in the culture sector. The NSCS allows the province to measure the important social impact of the culture sector to the province.

The research indicates that in 2018, 78% of Nova Scotians agreed that culture helps to create community identity.

Culture research continues to inform government's Culture Action Plan and culture program directions. Outcomes, measures and evaluation tools help to establish benchmarks, monitor trends, and identify when Government's goals for culture have been successfully accomplished.

New data will be available in April, 2020 for reference year 2018.

### **Program Improvement**

CCH has begun a program improvement initiative that will include the evaluation and analysis of funding programs in 2020-21. The outcome of this project will help us determine if the funding and programs are internally aligned for success and evaluated in a practical way. This work will

lay the foundation for greater consistency in both data collection and clearly defined outcomes for all funding programs.

### **Sport and Recreation Assessment Data**

CCH provides annual core funding to over 70 provincial sport and recreation organizations. The organizations participate in a four year assessment process, linked to their funding. A variety of factors are evaluated and scored including: 1) organizational effectiveness 2) participation 3) leadership 4) access and inclusion, and 5) excellence. The next assessment process takes place in Spring 2021 with each organization. A cumulative report is prepared using the data from all organizations. This report provides the province with valuable data on the sport and recreation sector. The data from the cumulative report guides our support to the sector and provides a baseline for growth and development.

### **African Nova Scotian Employment Rates**

Data from the 2016 census shows that the African Nova Scotian employment rate was at 50 per cent, behind the expected target of 55.2 per cent, the provincial average. Goal 8 of the OneNS Dashboard is that the employment rate for First Nations and African Nova Scotians will be equal to the provincial average. Through *Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent, 2015-2024*, the government has renewed efforts to address this gap. *Count Us In* identifies specific actions for employment. As part of the Action Plan, the Committee of Deputy Ministers for African Nova Scotian Issues will monitor the implementation and delivery of the Plan.

# 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 2020-21:

- 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.
- Support 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.
- Support cultural projects in the Acadian and francophone community. The Office will continue to work with Acadian community groups to further promote and showcase Acadian artists and musicians on a national and international level - specifically with Quebec, Louisiana and France. Work will also be conducted in assisting community groups to develop strategic plans.
- Continue to work closely with the Nova Scotia Office of Immigration and engage community groups in Acadian regions to identify labour market needs. This will be achieved through continued stakeholder engagement, marketing, attraction, retention and integration, research and measuring progress to encourage and support francophone immigration to the province. International missions in francophone countries for recruitment purposes remains a priority.
- In addition to the existing Québec–Nova Scotia Agreement for Cooperation and Exchange, the Office will be seeking additional agreements in order to further strengthen and promote French-language exchanges and activities between community organizations in Nova Scotia and other francophone regions in Canada, in Europe and in Louisiana. Work continues on the development of a Nova Scotia submission for membership to the Organization on International Francophonie to explore potential economic development, education, health and environmental opportunities.

# 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 of the community and assist government in the delivery of services that meet the unique needs of African Nova Scotians. ANSA connects government to the community by promoting African Nova Scotian priorities while contributing to government decision-making. It also partners with departments, agencies and other organizations to develop solutions that support the well-being of African Nova Scotians.

## Key Initiatives and Priorities for 2020-21

ANSA will continue to strengthen and develop partnerships, lead and collaborate with community groups and organizations, CCH and government departments. In promoting creativity and innovation, ANSA will advance its work on the following initiatives:

- *Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent, 2015-2024.* It is a guiding document that provides government with specific actions to help eliminate the many challenges facing African Nova Scotians. The actions are categorized under the three pillars identified by the United Nations: recognition, justice and development. Leadership to champion *Count Us In* involves the collaborative work of various government departments, the African Nova Scotian community and African Nova Scotian organizations. A Committee of Deputy Ministers for African Nova Scotian issues set up to monitor the implementation and delivery of the plan has commenced its work.
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- Enhance access to training, development and workforce opportunities. Work continues with various partners such as Nova Scotia Community College and the Nova Scotia Apprenticeship Agency to increase education and employment opportunities for youth.
- Support community conversations for healing following the Restorative Inquiry - Nova Scotia Home for Colored Children. The Restorative Inquiry advocates a human-centered approach and system reorientation for family- led decision-making in community.

- 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.

In 2020-21 evaluation tools specific to the work of ANSA will be developed and will establish outcomes and measures specific to the work of ANSA.

# Gaelic Affairs

## Overview and Mandate

The Office of Gaelic Affairs works with government departments and communities, to support the reclamation of the Gaelic language, culture and identity of Nova Scotia Gaels, and to assist in the building of communities through the social and economic contributions made by Gaelic language and culture in the province. The Office's work honours, acknowledges and archives Nova Scotia's remaining Gaelic tradition bearers. The Office creates learning, awareness and sensitivity programs that build greater appreciation and understanding of Gaelic language, culture and identity, and provides services that support Gaelic community initiatives, strengthens partnerships with government departments and agencies, and international partners in other Gaelic regions.

## Key Initiatives and Priorities for 2020-21:

- Continue to work with our community and government partners on Gaelic Nova Scotia Month (May), highlighting the theme Slàn *Building a Healthy and Whole Gaelic community in Nova Scotia*; and offering Intro to Gaels in Nova Scotia sessions for public servants. Expanded opportunities for Gaelic language learning sessions will be explored in 2020-21.
- Enhance cross-cultural awareness by identifying common language, culture and historical narratives among Mi'kmaq, Acadians, African Nova Scotians. One example of this work is the Office's continued support for the community group called MAGIC (Mi'kmaq, Acadians and Gaels in Inverness County).
- Work with the Gaelic community members on the Minister's Advisory Council at Education and Early Childhood Development to promote Gaelic education including *Gaelic Nova Scotia: A Resource Guide* launched in 2019 for teachers' use.
- Strengthen partnerships with community groups.
- Foster awareness of international Gaelic events including the initiative CalumCille1500 in 2020-21 which celebrates the 1500<sup>th</sup> anniversary of the birth of Columba, the Saint of the Gaels of Nova Scotia, Scotland, Ireland and the Isle of Man.

## Financial Summary

<b>Departmental Expenses Summary</b>			
<b>(\$ thousands)</b>			
<b><u>Programs and Services</u></b>	<b><u>2019-2020</u></b>	<b><u>2019-2020</u></b>	<b><u>2020-2021</u></b>
	<b>Estimate</b>	<b>Forecast</b>	<b>Estimate</b>
Office of the Minister and Deputy Minister	805	627	<b>907</b>
Culture and Heritage Development	20,682	29,077	<b>19,400</b>
Communities, Sport and Recreation	26,630	28,331	<b>27,938</b>
Archives, Museums and Libraries	32,888	32,978	<b>35,756</b>
Policy and Corporate Services	3,829	4,060	<b>4,012</b>
Office of Acadian Affairs and Francophonie	1,991	1,989	<b>2,009</b>
African Nova Scotian Affairs	2,098	2,241	<b>2,243</b>
Gaelic Affairs	423	463	<b>436</b>
Art Gallery of Nova Scotia	2,186	2,186	<b>2,237</b>
Amortization	2,109	1,848	<b>1,952</b>
<b>Total - Departmental Expenses</b>	<b><u>93,641</u></b>	<b><u>103,800</u></b>	<b><u>96,890</u></b>
<b>Ordinary Recoveries</b>	<b>6,241</b>	<b>6,490</b>	<b>6,326</b>
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	<b>249.0</b>	<b>238.5</b>	<b>249.6</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