



# Business Plan

2021–22

*Communities, Culture and Heritage*



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Departmental Business Plans  
Finance and Treasury Board  
March 2021

ISBN: 978-1-77448-182-0

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## Message from the Minister

Along with our community partners, Communities, Culture & Heritage has a strong role to play in government's vision of a more equitable province that values climate action, and where our communities are welcoming, accessible, and inclusive. We support the development of our province as one where families can be active and healthy, and where arts, culture and heritage are touchstones of a good quality of life.

Through the ongoing work of the *Culture Action Plan*, we want more Nova Scotians to see themselves represented in our public institutions, including our museums and libraries, and to see cultural identity, language and expression thrive in our communities. We will continue action under *Count Us In* in the areas of recognition, justice, and development, working to ensure more African Nova Scotians have access to land title, and collaborating with the new Office of Equity and Anti-Racism to break down more barriers created by centuries of systemic racism.

Government is committed to ensuring our province emerges from the pandemic stronger than before. The hundreds of organizations funded by CCH, across the arts, culture, heritage, sport and community sectors, will play a significant role in economic recovery, from events and festivals, to food security and sport and recreation. We will seek to support all our sectors in an equitable and environmentally accountable manner, so that as many people, organizations and communities as possible feel the effects of economic growth.

Hon. Suzanne Lohnes-Croft

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.

## 2021-22 Initiatives

Nova Scotia's *Culture Action Plan: Creativity and Community* remains a foundation for the work at Communities, Culture and Heritage in the year ahead. Many of the 60 specific actions within the government plan are complete while others continue to evolve into ongoing initiatives that define and influence the work of the department.

CCH will continue to focus on opportunities to address systemic racism, collaborate and partner in and outside of government to deliver on the important initiatives outlined in the business plan. The six themes of the *Culture Action Plan* that guide the delivery of CCH initiatives are:

<p><b>Theme 1 – Promote Mi’kmaq Culture</b></p> <p>We acknowledge and embrace the significance of Mi’kmaq culture within Nova Scotia. Through our programming and specific initiatives, we encourage and provide opportunities for Mi’kmaq culture to thrive.</p>	<p><b>Theme 2 – Promote Creativity and Innovation</b></p> <p>Culture helps drive successful economies and communities. Creativity and innovation are key to supporting diverse cultural enterprises.</p>
<p><b>Theme 3 – Strengthen Education, Partnerships and Understanding</b></p> <p>Education and partnerships support economic opportunities in the culture sector. Initiatives focus on sharing culture and creative expression in our school system, in collaboration with the Department of Education and Early Childhood Development.</p>	<p><b>Theme 4 – Advance Cultural Diversity</b></p> <p>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.</p>
<p><b>Theme 5 – Excellence in Cultural Stewardship</b></p> <p>Culture shapes community identity, builds pride of place, connects us to our natural surroundings, and brings together people from different backgrounds. Initiatives support and enhance Nova Scotians’ commitment to be true stewards of the province’s cultural and natural worlds.</p>	<p><b>Theme 6 – Drive awareness and economic growth of the culture sector</b></p> <p>Culture and sport contributed \$1.08 billion to our provincial GDP in 2018 and accounted for 15,571 jobs. Initiatives focus on investing, promoting and collaborating to grow enterprises in the creative culture sector.</p>

## **2021- 22 Initiatives:**

### **1. Sector Stabilization through COVID-19**

Support CCH sectors and stakeholders as they pivot, rebuild, and sustain service delivery to our communities.

These initiatives support the delivery of Nova Scotia's Culture Action Plan Theme Six: "Drive Awareness and Economic Growth of the Culture Sector."

- a. Expand support for digital tools and approaches for the creative sector to manage the impacts of COVID-19.
- b. Expand stakeholder and partner networking (with additional sector collaboration via organizations such as the Creative Nova Scotia Leadership Council and Arts Nova Scotia).
- c. Support communities and the hospitality and tourism sectors through event and festival planning as part of the *Nova Scotia Event Strategy*.
- d. Support sport and recreation stakeholders through increased communication, collaboration and planning as these sectors make changes to how they deliver services.
- e. Support Nova Scotia Museum sites and public libraries as economic drivers and service providers (including internet access and electronic resources) for community-level economic recovery in rural areas.

## 2. Address Systemic Racism

Support implementation of *Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent*.

Working with the new Office of Equity and Anti-Racism Initiatives, increase collaboration between community, government, and stakeholders to address systemic racism.

These initiatives support delivery of Nova Scotia's *Culture Action Plan* Theme One: "Promote Mi'kmaw Culture", Theme Two "Promote Creativity and Innovation" and Theme Four: "Advance Cultural Diversity."

- a. Collaborate with the Department of Health and Wellness to initiate a voluntary collection of race-based data through a Medical Services Insurance (MSI) initiative to understand health outcomes for racialized communities. This information will inform a better understanding of what equity-seeking populations need to be healthy, receive better care and treatment.
- b. Continue to provide services to ensure clear title is given to residents in the five African Nova Scotian communities identified in the *Lands Titles Clarification Act*.
- c. Support culturally appropriate communications and continue to work with Black Indigenous and People of Colour (BIPOC) communities for the delivery of anti-racism support and education.
- d. Foster the growth of Nova Scotia's diverse and inclusive creative sector.
  - Assist emerging and professional artists from designated communities who have historically faced barriers to accessing funding (e.g., Arts Nova Scotia Arts Equity Program).
- e. Support the Mi'kmaw community through Treaty Education initiatives and partnerships with the Office of L'Nu Affairs and the Department of Education and Early Childhood Development.
- f. Deliver equity, diversity and inclusion training to increase education and awareness to deliver programs and to support recruitment initiatives for a more diverse workforce and diverse representation on government agencies, boards and commissions.
- g. Support the development of museum exhibits and programs that highlight diversity in Nova Scotia, including the launch of "Pjila'si" at the Museum of Natural History during Winter 2021-22, and "How Unique We Still Are," which will open at the Maritime Museum of the Atlantic in June 2021.



- h. Continue participating in the Canada-Nova Scotia-Mi'kmaq Tripartite Forum to commemorate activities, which recognize the Indian Residential School in Shubenacadie, and its history and legacy for survivors and descendants.
  - Nova Scotia libraries will collaborate with Treaty Education to increase awareness of Mi'kmaq culture and equity, diversity and inclusion (EDI) practices in library services.

### 3. Community Development

Support communities and sectors through the following initiatives:

These initiatives support delivery of Nova Scotia's *Culture Action Plan* Theme Two: "Promote Creativity and Innovation."

- a. Evaluate CCH programs, funds, and grants through the Program Improvement initiative to ensure that the programs and application processes are modernized and are more inclusive as we meet the needs of the communities we serve:
  - Improve and simplify CCH programs through an equity and accessibility lens to meet the needs of the department's diverse partners.
  - Communicate directly with communities on the breadth of our programs.
- b. Define program funding priorities for 2021-22 Business ACCESS-Ability and Community ACCESS-Ability programs to support accessibility in businesses, workplaces, and community facilities in alignment with government's *Access by Design 2030: Achieving an Accessible Nova Scotia*.
- c. Continue to support sector organizations to enhance the use of technology and implement digital tools to grow the arts and culture sector.
  - Support cultural organizations to educate and strengthen creativity and innovation in the sector through the Creative Industries Fund.
- d. Support vulnerable citizens by working across government and within communities to strengthen and support initiatives focused on addressing poverty, increasing economic prosperity, and improving social well-being of

families with children living with lower employment income. This includes accessibility, food security and digital skills and training. CCH's COVID-19 recovery work and delivery of the *Building Vibrant Communities* program with Department of Community Services are examples of this support (e.g., supporting meal delivery and providing services to the most vulnerable in our communities).

- e. Continue to implement *Let's Get Moving Nova Scotia: Action Plan for Increasing Physical Activity* and work with partners to minimize the effects of chronic disease (e.g., Healthy Tomorrow Foundation, Nova Scotia Health Authority, Dalhousie University):
  - Implement an awareness campaign to increase the activity level of women ages 50 to 70.
  - Provide a toolkit for employers to encourage daily movement in the workplace.
- f. Support innovative local initiatives tailored to community needs through the new Library Development Fund, administered by the Nova Scotia Provincial Library.

#### **4. Infrastructure that Supports Culture and Communities**

These initiatives support delivery of Nova Scotia's *Culture Action Plan* Theme Five: "Excellence in Cultural Stewardship."

- a. Support the final design, community engagement and first stages of construction of the new Art Gallery of Nova Scotia with the Department of Infrastructure and Housing, ensuring that the new public gathering space is inclusive and reflects all Nova Scotians.
- b. Support community spaces where people can gather, celebrate, and connect:
  - Continue to invest in not-for-profit projects that improve new and existing cultural and community facilities.

- Support libraries and museums as community and cultural hubs across Nova Scotia throughout the pandemic (e.g., mask distribution, COVID-19 pop-up testing).
- c. Continue to fund community infrastructure through a variety of programs, including the Recreation Facility Development grant program, the Legion Capital Assistance Program, Business ACCESS-Ability and Community ACCESS-Ability.
  - d. Continue to invest in repairs and updates at 28 Nova Scotia Museum sites across the province.
  - e. Develop accessibility plans for Nova Scotia libraries, in partnership with government's Accessibility Directorate, to increase access to public spaces and services for Nova Scotians of all abilities. Nova Scotia Museum will also conduct an accessibility review of provincial museum sites.

## 5. Stewardship

Museums play an important role in preserving Nova Scotia's unique history and culture as well as attracting visitors to the province. Nova Scotia Museum and Nova Scotia Archives bring our rich and diverse culture and heritage to life and preserve Nova Scotia's history and stories.

These initiatives support delivery of Nova Scotia's *Culture Action Plan* Theme Five: "Excellence in Cultural Stewardship."

- a. Promote online content and digitalization to increase public access and awareness to museum and archives programs. This includes the launch and implementation of a new museum collections management system and the migration of over one million historic vital records to the NS Archives' website.
- b. Provide leadership and support to Nova Scotia's regional libraries to optimize access to library literacy and learning resources for all citizens (e.g., shared library catalogue, public library impact evaluation framework and digital collection enhancement).
- c. Continue to participate in the provincial Climate Adaptation Leadership Program and support strategies to mitigate the impacts of climate change in Nova Scotia:

- Assess and develop a monitoring program to better understand impacts of coastal erosion on significant heritage sites.

## Measurement

CCH has two primary research tools: the Culture Satellite Account (CSA) and the Culture Index. They provide information on the importance of the culture sector from both an economic and a social perspective.

- The Culture Satellite Account (CSA) is maintained by Statistics Canada and funded by the Federal-Provincial-Territorial Table on Culture and Heritage. The CSA provides estimates of GDP (Gross Domestic Product), output and jobs in both culture and sport and reveals trends in arts, cultural industries, heritage and sport in the Canadian economy. This data is updated regularly and continues to be an important tool for measuring the economic importance of the culture and sport sectors.
- In 2018, Culture GDP contributed \$943 million and more than 13,116 jobs to Nova Scotia's economy.
- The Nova Scotia Culture Index measures 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. Based on the 2020 Culture Index Survey, 72 per cent of Nova Scotians agree there should be more learning opportunities regarding Mi'kmaw and African Nova Scotian culture and history.

Other tools which will complement evaluation in 2021-22 include:

- Land Titles evaluation to inform measurement and program implementation;
- The Community Sector Council of Nova Scotia (CSCNS) 2020 surveys on the impact of COVID-19 on the non-profit sector in Nova Scotia; and
- Nova Scotia's Quality of Life Index survey data on:
  - Community vitality
  - Healthy populations
  - Leisure and Culture

# 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 promotes Acadian and francophone culture and heritage and supports community initiatives and projects; it also maintains ongoing dialogue with the Acadian and francophone community, other provincial and territorial governments, and the Government of Canada.

## Key Initiatives and Priorities for 2021-22:

- 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 consultations, 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 culture on a national and international level - specifically with Quebec, Louisiana and France. Work will be conducted in assisting community groups to develop strategic plans.
- Continue to work closely with the Nova Scotia Office of Immigration and Population Growth 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.
- In addition to the existing Québec–Nova Scotia Agreement for Cooperation and Exchange, the Office will seek additional agreements 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. ANSA 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 2021-22

ANSA will continue to strengthen and develop partnerships, lead and collaborate with community groups and organizations, CCH and the new Office of Equity and Anti-Racism to break down more barriers created by centuries of systemic racism. This will enhance understanding and assist in the delivery of services that meet the unique needs of African Nova Scotians. 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.* This guiding document 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. ANSA will champion *Count Us In* to address systemic racism related to all three pillars by engaging other departments, the African Nova Scotian community and organizations. A Committee of Deputy Ministers for African Nova Scotian issues will continue to monitor the implementation and delivery of the plan. In 2021-22, staff from across government will begin the work of actioning various government initiatives. Work will include developing a framework which will examine the effectiveness and outcomes of these initiatives.

- As part of advancing *Count Us In* commitments, ANSA, in partnership with the Department of Health and Wellness, will begin to collect race-based data for understanding and improving health outcomes for racialized communities. This will inform a better understanding of what diverse populations need to be healthy, receive better care and treatment.
- ANSA will advance work of the *Land Titles Clarification* Initiative for African Nova Scotians. Together, Communities, Culture and Heritage, Lands and Forestry, Justice, Service Nova Scotia and Municipal Affairs will continue to work with five communities: North Preston, East Preston, and Cherry Brook / Lake Loon, Lincolnville and Sunnyville to address the land clarification issues affecting African Nova Scotian residents. A new Community Liaison committee will ensure community perspectives are heard. A Land Titles Clarification evaluation report will also be submitted.
- ANSA will continue to encourage the human-centered approach as described in the Final Report of the Restorative Inquiry – Nova Scotia Home for Coloured Children. The community dialogue for healing will continue in partnership with the African United Baptist Association and the educational initiative with the Black Cultural Centre (and other key stakeholders) for the Digital Oral Histories for Reconciliation (DOHR) Project.
- Support for African Nova Scotian Community Action Partnerships, known as Regional Networks, will advance. These networks allow community organizations in a region to gather, share services, exchange information and explore potential partnership projects.
- In 2021-22 specific evaluation tools for the work of ANSA will be implemented to establish outcomes and measures. As well, work will begin on several data collection projects for African Nova Scotians.

## Gaelic Affairs

### Overview and Mandate

The Office of Gaelic Affairs works to tell the story of Nova Scotia Gaels by supporting the reclamation of Gaelic language, culture and identity in the province, and assisting in the building of capacity in Gaelic heritage communities to enhance social and economic contributions. The Office's work honours, acknowledges and archives Nova Scotia's remaining Gaelic tradition bearers. The Office creates and facilitates learning, awareness and sensitivity programs that build greater appreciation and understanding

of Gaelic language, culture and identity, and provides expertise, resources and support to strengthen partnerships with Gaelic community stakeholder groups and members, government departments and agencies, and international partners in other Gaelic regions.

### Key Initiatives and Priorities for 2021-22:

- Develop a framework for a Gàidhlig aig Baile (Gaelic in Community) Institute, actioning Adult Gaelic Learner research survey and findings specific to a Pathway for Gaelic Language Learning in Nova Scotia.
- Advance the Gaelic Nova Scotia Impact Study, which uses recognized social and economic impact measurement tools to quantify and qualify Gaels' language and cultural impact in Nova Scotia life.
- Partner with How We Thrive to launch the Gaelic Narrative Project, a series of facilitated, online Narrative sessions. Storytelling, reflection and collective meaning-making narratives will be co-authored to incorporate diverse perspectives, voices and stories of the Gaelic cultural community.
- Strengthen partnerships and build greater capacity with community groups, including Comhairle na Gàidhlig | The Gaelic Council of Nova Scotia, Colaisde na Gàidhlig | The Gaelic College and Baile nan Gàidheal | Highland Village Museum.
- Plan and launch Mios nan Gàidheal | Gaelic Nova Scotia Month 2021.
- Work with the Atlantic School of Theology partnership to deliver four walks/pilgrimages as part of Camino Nova Scotia: Slighe nan Gàidheal | The Gaels Trails initiative. This work promotes Gaelic language, culture and identity and celebrates the 1500<sup>th</sup> anniversary of the birth of Calum Cille | St. Columba, the Saint of the Gaels. The initiative supports the promotion of cross-cultural diversity and connections with Nova Scotia as part of international Gaeldom with Scotland, Ireland, Northern 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>2020-2021</u></b>	<b><u>2020-2021</u></b>	<b><u>2021-2022</u></b>
	<b>Estimate</b>	<b>Forecast</b>	<b>Estimate</b>
Office of the Minister and Deputy Minister	907	747	<b>778</b>
Culture and Heritage Development	19,400	30,400	<b>45,294</b>
Communities, Sport and Recreation	27,938	38,172	<b>21,885</b>
Archives, Museums and Libraries Nova Scotia	35,756	35,574	<b>35,749</b>
Policy and Corporate Services	4,012	4,031	<b>4,342</b>
Office of Acadian Affairs and Francophonie	2,009	1,952	<b>2,018</b>
African Nova Scotian Affairs	2,243	2,673	<b>2,582</b>
Gaelic Affairs	436	419	<b>443</b>
Art Gallery of Nova Scotia	2,237	2,594	<b>2,256</b>
Amortization	1,952	1,571	<b>1,751</b>
<b>Total - Departmental Expenses</b>	<b><u>96,890</u></b>	<b><u>118,133</u></b>	<b><u>117,098</u></b>
<b>Ordinary Recoveries</b>	<b>6,326</b>	<b>12,628</b>	<b>6,379</b>
<b><u>Funded Staff (# of FTEs)</u></b>			
<b>Department Funded Staff</b>	<b>249.6</b>	<b>233.0</b>	<b>250.9</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