Department of Communities, Culture and Heritage

Annual Accountability Report

For the Fiscal Year

2011-2012
1. Accountability Statement

The accountability report of the Department of Communities, Culture and Heritage for the year ended March 31, 2012, is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against Communities, Culture and Heritage’s Statement of Mandate for the fiscal year 2011-2012. The reporting of Communities, Culture and Heritage’s outcomes necessarily includes estimates, judgments and opinions by Communities, Culture and Heritage management.

We acknowledge that this accountability report is the responsibility of department management and represents, to the greatest extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Communities, Culture and Heritage’s 2010-2011 Statement of Mandate.

For information on the department’s goals, please refer to the CCH Statement of Mandate at http://www.gov.ns.ca/cch/department/docs/cch-statement-mandate-2012.pdf.

Honourable Leonard Preyra
Minister

Laura Lee Langley
Deputy Minister
2. Message from the Minister

I am pleased to report on the activities and accomplishments of the Department of Communities, Culture and Heritage for the fiscal year 2011-2012.

The department’s focus on contributing to communities through promoting and celebrating our province’s diverse culture and heritage, encouraging artistic excellence and growth in our creative economy, supporting the work of public libraries across Nova Scotia, and ensuring our heritage resources are preserved and interpreted for the benefit of Nova Scotians, and their visitors, continues to support the provincial government’s commitment to make life better for families in every region of Nova Scotia.

In 2011-12, the department moved forward on the elements of a five point plan for supporting the arts and culture sector announced in February 2011. Status of the Artist legislation was introduced, recognizing the role and contribution of the professional artist in Nova Scotia. Two new bodies were established to help support the arts and culture sectors and provide advice to government: the Creative Nova Scotia Leadership Council and Arts Nova Scotia. An intergovernmental committee on culture was established to support the arts and culture sector across government and the commitment to develop better channels of communication with the sector are well underway.

The department continued to focus on providing Nova Scotians with strengthened and more accessible resources, services and programs to enrich and promote a sense of shared heritage, culture and opportunities for life-long learning. The commitment of the Nova Scotia Museum to presenting, preserving and promoting Nova Scotia’s rich mix of cultures, beliefs, and experiences helped to ensure our unique stories were told and brought to life. The installation of “Netukulimk” at the Museum of Natural History transformed the Museum of Natural History main gallery inviting visitors to find their place in the forest by experiencing this Mi’kmaq concept of the natural environment. The Maritime Museum of the Atlantic hosted, “Hello Sailor”, becoming the first museum in North America to explore the lives of gay and lesbian mariners. The Provincial Library and the Provincial Archives provided Nova Scotians with enhanced on-line access to resources, through investments in digital media collections. Collaborations with partners such as Ancestry.ca and the use of social media engagement helped to keep Nova Scotians in touch with their roots.
Acadian Affairs, African Nova Scotian Affairs, and Gaelic Affairs continued to ensure the needs and concerns of these distinct cultural communities were reflected in the work of government. In addition to work in the communities, the offices reached out to government partners to educate and inform them through presentations and workshops, increasing government’s awareness of their contributions to fostering healthy, vibrant communities.

In the year ahead, the department looks forward to increasing engagement with stakeholders and all Nova Scotians as part of its mandate to support strong and vibrant communities that respect our past and ensure our diverse culture and heritage influences the future prosperity of the province.
3. Financial Results

<table>
<thead>
<tr>
<th>Communities, Culture and Heritage</th>
<th>2011-12 Estimate ($thousands)</th>
<th>2011-12 Actual ($thousands)</th>
<th>Variance ($thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program &amp; Service Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of the Minister and Deputy Minister</td>
<td>450</td>
<td>501</td>
<td>51</td>
</tr>
<tr>
<td>Culture and Heritage Development</td>
<td>9,211</td>
<td>9,190</td>
<td>(21)</td>
</tr>
<tr>
<td>Archives, Museums and Libraries Nova Scotia</td>
<td>36,524</td>
<td>36,091</td>
<td>(433)</td>
</tr>
<tr>
<td>Secretariat</td>
<td>2,842</td>
<td>2,742</td>
<td>(100)</td>
</tr>
<tr>
<td>Acadian Affairs</td>
<td>2,105</td>
<td>1,849</td>
<td>(256)</td>
</tr>
<tr>
<td>African Nova Scotian Affairs</td>
<td>1,390</td>
<td>1,228</td>
<td>(162)</td>
</tr>
<tr>
<td>Gaelic Affairs</td>
<td>532</td>
<td>539</td>
<td>7</td>
</tr>
<tr>
<td>Art Gallery of Nova Scotia</td>
<td>2,046</td>
<td>2,096</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total Program Expenses</strong> - Note 1</td>
<td>55,100</td>
<td>54,236</td>
<td>(864)</td>
</tr>
</tbody>
</table>

**Additional Information:**

<table>
<thead>
<tr>
<th></th>
<th>2011-12 Estimate ($thousands)</th>
<th>2011-12 Actual ($thousands)</th>
<th>Variance ($thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees and Other Charges</td>
<td>(1,694)</td>
<td>(1,647)</td>
<td>47</td>
</tr>
<tr>
<td>Ordinary Recoveries - Note 2</td>
<td>(2,335)</td>
<td>(2,044)</td>
<td>291</td>
</tr>
<tr>
<td>TCA Cost Shared Revenue - Note 3</td>
<td>(0)</td>
<td>(1,459)</td>
<td>(1,459)</td>
</tr>
<tr>
<td>TCA Purchase Requirements - Note 4</td>
<td>7,100</td>
<td>4,565</td>
<td>(2,535)</td>
</tr>
<tr>
<td><strong>Provincially Funded Staff (FTEs)</strong></td>
<td>229</td>
<td>216</td>
<td>(13)</td>
</tr>
</tbody>
</table>
**Note 1: Total Program Expenses**  
Total Program expenses are under spent due to savings from staff vacancies across the department.

**Note 2: Ordinary Recoveries**  
Reduced recoveries from the Federal Government due to under expenditures in cost shared programs.

**Note 3: TCA Cost Shared Revenue**  
Federal Stimulus funding was extended to October 31, 2011, which resulted in additional revenue.

**Note 4: Tangible Capital Assets (TCA)**  
Decrease due to timing of Bluenose II Restoration Project. Costs moved to fiscal 2012-2013.
1. **Outcome: Economic Growth**

**Measure 1 – Funds Leveraged by Culture’s Emerging Music’s Business and the Export Development Program (per $1 invested)**

**Outcome Description:**

Measuring investment leveraging indicates the level of investment by partners per $1 invested by the department. A desired outcome within this core business area is to generally maintain the current level of culture investment leveraging. Culture investment leveraging is calculated by dividing partner funding by department funding for the Emerging Music Business Program and the Export Development Program for Music (combined).

**What Does the Measure Tell Us?**

Culture investment leveraging is an indicator of program success in attracting investment from the private sector, communities and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia’s arts and culture sector.

**Where Are We Now?**

In 2011-2012, each $1 invested in the Emerging Music Business Program and the Export Development Program for Music (combined) generated $3.27 in the culture sector.

**Funds Leveraged by the Emerging Music Business Program and the Export Development Program for Music (combined) by year:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars leveraged per 1$ invested</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>$3.27</td>
<td>$3.35</td>
</tr>
<tr>
<td>2010-11</td>
<td>$3.37</td>
<td>$3.00</td>
</tr>
<tr>
<td>2009-10</td>
<td>$4.35</td>
<td>$2.50</td>
</tr>
<tr>
<td>2008-09</td>
<td>$2.50</td>
<td>-</td>
</tr>
</tbody>
</table>
As in 2010-2011, demand for the program continues to be high. Peer assessment panels have recommended funding a greater number of projects within the project budget instead of providing maximum eligible funding to successful applicants. Other factors which have led to a high leveraging figure include rising costs of fuel, accommodation and travel and other business costs.

**Where Do We Want to Be?**

The objective is to maintain a relatively stable level of culture investment leveraging. The target culture investment leveraging ratio for the Emerging Music Business Program and the Export Development Program for Music (combined) for 2012-2013 is $4.00 invested by partners per $1 invested by the department.
Measure 2 – Funds Leveraged by Cultural Industry Growth Program (per $1 invested)

Outcome Description:

Measuring investment leveraging indicates the level of investment by partners per $1 invested by the department. A desired outcome within this core business area is to generally maintain the current level of culture investment leveraging. Culture investment leveraging is calculated by dividing partner funding by department funding for the Industry Growth Program.

What Does the Measure Tell Us?

Culture investment leveraging is an indicator of program success in attracting investment from the private sector, communities and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia’s arts and culture sector. In 2011-2012, each $1 invested in the Industry Growth Program generated $4.07 in the culture sector.

Funds Leveraged by the Industry Growth Program by year:

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars leveraged per 1$ invested</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>$4.07</td>
<td>$3.85</td>
</tr>
<tr>
<td>2010-11</td>
<td>$3.58</td>
<td>$3.25</td>
</tr>
<tr>
<td>2009-10</td>
<td>$4.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>2008-09</td>
<td>$3.00</td>
<td>-</td>
</tr>
</tbody>
</table>

The 2011-2012 cultural investment leveraging figure for the Industry Growth Programs reflects that peer assessment panels recommended funding a similar number of projects to what were funded in 2010-2011, while the overall value of funded projects decreased.
Where Do We Want to Be?

The department believes that a funding a balance of small, medium and large cultural industry organizations is healthy for the sector. The objective is to maintain a relatively stable level of culture investment leveraging. The target culture investment leveraging ratio for the Industry Growth Program for 2012-2013 is $4.20 invested by partners per $1 invested by the department.
Measure 3 – Creation and Maintenance of Culture and Heritage
African Nova Scotian Partnerships (ANSCAPS)

Outcome Description:

The African Nova Scotians Partnerships (ANSCAPs) are primary reference groups made up of volunteer community members who bring their insight and expertise on a variety of issues related to African Nova Scotians and their communities. The work of the ANSCAP’s contributes to the discussion and analysis of a variety of issues and future projects that affect the African Nova Scotian communities. ANSCAPs work to inform, bring issues, solutions and recommendations forward to government.

What Does the Measure Tell Us?

Measuring the ANSCAPs inform us of the key areas the African Nova Scotian Communities want to address. It also tells us the level of civic engagement and/or participation from community members. ANSCAPs function as a capacity building initiative where volunteers come together to develop long-term plans to address a number of issues related to African Nova Scotian people and communities.

Where Are We Now?

To date, ANSA has created four ANSCAPs: health and wellness, culture and tourism, youth leadership and community engagement. These four ANSCAPs resulted in 40 people being engaged for an 18 month process to identify issues and areas of concern, research, inform, and offer solutions and recommendations to government.

Where Do We Want to Be?

Over the next fiscal year, ANSA plans to work with all four ANSCAPs and continue to develop discussion papers, recommendations, project proposals and community initiatives that would benefit the African Nova Scotian Communities.
2. **Outcome: Strengthened and more accessible resources, services and programs to enrich and promote a sense of shared heritage, culture and opportunities for life-long learning.**

**Measure 4 - Website Visits to the Culture Funding Programs**

**Outcome Description:**

The internet is the primary means to accessing information relating to Culture’s funding programs and prizes. The target for 2011-2012 was 28,000 website visits.

**What Does the Measure Tell Us?**

Measuring visits to the department’s web pages for funding programs and prizes indicates potential applicants’ interest in these programs. It also provides the department with a means to evaluate awareness of these programs in the community.

**Where Are We Now?**

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

**Where Do We Want To Be in the Future?**

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
Measure 5 - NSM Site Visits

Outcome Description:

The Nova Scotia Museum, under the Nova Scotia Museum Act, is mandated with informing Nova Scotians about their natural, cultural and intangible cultural heritage. The museum accomplishes this by providing school programs, hosting community workshops and developing and presenting exhibits that are uniquely Nova Scotian. The target for 2011-12 was 527,640 site visits.

Visitation at Nova Scotia Museum sites refers to actual visits by individuals or groups at any of the 27 sites across the province, that comprise the museum system. Attendance figures do not include visitation to the 67 community-based museums that are funded through the department’s Community Museum Assistance Program or visitation at other heritage attractions that may receive operating support from the department or from other levels of government.

What Does the Measure Tell Us?

A variance in site attendance indicates whether the programs and exhibits developed, presented and marketed by the Nova Scotia Museum are relevant to Nova Scotians and if the Nova Scotia Museum has been successful in engaging Nova Scotians and visitors in learning about their heritage.

The measure can also be analyzed against external trends to maximize opportunities and/or mitigate negative effects (e.g., infrastructure closures, decline in Nova Scotia school aged student population and correlated decrease in museum school visits and variations in provincial tourism visitor statistics).
Where Are We Now?

The total Nova Scotia Museum site attendance for the fiscal year 2011-12 was 481,210. This figure represents a decrease over the 2010-11 visitation number of 549,001. This decrease can, in part, be attributed to the lack of blockbuster museum exhibits during the fiscal as compared to the incredibly successful ‘A T Rex Named Sue’ exhibit in 2010-2011. In addition, museum visitation numbers were impacted in 2011-12 by closures due to structural work (Balmoral Grist Mill dam project), poor weather in June, rumours of potential labour unrest (Sherbrooke Village), and the draw of the reconstruction of Bluenose II competing with visitation to the Fisheries Museum of the Atlantic in Lunenburg.

Where Do We Want to Be?

The Nova Scotia Museum expects a slight decrease in visitor numbers for the 2012-13 fiscal year over 2011-12 numbers as no blockbuster exhibits are planned for 12-13.
Measure 6 - NSM Website Visits

Outcome Description:

Today’s web landscape is changing quickly. For the Nova Scotia Museum’s 28 museum websites, including over 30 additional exhibit and heritage based sites, it is important that website recording and analytics are used to support ongoing website renewal and marketing strategies. This measure records visits to all of the above sites. The target for 2011-12 was 2,449 429 website visits.

What Does the Measure Tell Us?

Website visit numbers are used as a baseline for overall traffic volumes and are key indicators for how effectively the museum is able to reach and acquire visitors. Changes in visit patterns are indicative of a change in the relationship between the people the museum is trying to reach and the Nova Scotia Museum website.

The true value of museum website visit information is found through comparative analyses between similar time frames and marketing activities. While it is important to record total number of visits; of greater value is the year-over-year change. Having this information helps us understand not only how traffic patterns are developing, but how visitation is impacted by museum marketing and website activities. Growth in the number of visits is a key indicator of the likelihood of revenue growth as a percentage of these online visits will convert into visits to actual sites.

Where Are We Now?

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.
Online marketing initiatives, such as social media and direct email campaigns, are anticipated to increase online traffic and awareness of the online assets the Nova Scotia Museum and Heritage Division. Currently, there are 1,081 Nova Scotia Museum Facebook friends and 6,482 Twitter followers, up significantly from 2011 numbers of 791 and 3801 respectively. These initiatives strive to connect to users where they are online by aggregating content on sites such as Facebook, Twitter, YouTube and Flickr. These activities may not always drive traffic directly to the Nova Scotia Museum website, however, they work to assist the department fulfill its stewardship mandate.

Where Do We Want To Be in the Future?

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
Measure 7 - NSM Web Site page views

Outcome Description:

In addition to website visits, another measure used to analyze web statistics is page views. Page views represent the number of ‘clicks’ a person makes on a website and are a basic indicator of traffic load. Variations in page views are the single best indicator that something has changed in the website’s relationship with its online visitors. The target for 2011-2012 was 7,283,305.

What Does the Measure Tell Us?

By recording web page views, the Nova Scotia Museum is better able to understand why visitors are coming to the website, how they are navigating on the website and when more information may be needed. One should not assume that a large spike in page view traffic will automatically correlate with a similar increase in website visitor numbers.

It is also important to understand that high or low page view numbers can be acceptable and indicate positive outcomes. For example, a blog can have a high number of visits, but low page views because a blog is a single page of information. In contrast, websites with extensive databases can have hundreds of pages of content and records that can result in high page views numbers with relatively lower visitation numbers. This is especially true when the site’s primary purpose is research.

The diversity of Nova Scotia Museum websites results in different user needs and goals. For example, hours and admission prices are clearly positioned on home pages because they are the top search requests from users. A museum site can effectively serve its users with a single page view; however, the same website may fulfill other user goals such as research through multiple page views (i.e., shipwreck database). Page views alone can often be misleading. They are more meaningful when compared in conjunction with other analytics such as website visits.
Where Are We Now?

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

Where Do We Want to Be?

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
Measure 8, 9, 10 - Heritage Research (publications, mentorship, and conference publications):

Outcome Description:

Heritage research conducted, supported and communicated by staff directly relates to the educational mandate of the department. Growth in the research area supports a greater awareness of the natural and cultural heritage of this province and promotes engagement with the professional and student populations, facilitating learning opportunities. These measures reflect discipline-specific research of an academic nature.

What Does this Measure(s) Tell Us?

Level of department outreach and engagement with research institutions on specific research projects and sharing of results to the broader public through peer reviewed journals and publications.

Where Are We Now?

Research measures were introduced in 2011-12. Targets were all met: publications 2, mentorship 2 and conference presentations 2.

Where Do We Want to Be?

We want to maintain this level of research activity while promoting the value of this work within the department and with colleagues in the sector.

Outcome Description:

The institutional website (www.gov.ns.ca/nsarm) is NSA’s most effective outreach tool, designed to expand public access to Nova Scotia’s archival resources and encourage their non-traditional use. The site provides continually expanding online content and services, primarily delivered through virtual exhibits, searchable databases and digitized holdings. Educational products, lifelong learning resources, and genealogical research tools are an integral part of a strategy to engage online visitors from Nova Scotia and elsewhere in the discovery of their roots and to build their awareness of the province’s rich documentary heritage. The target for 2011-12 was 1.45 million website visits.

What Does the Measure Tell Us?

A consistent increase in the number of website visitors reflects NSA’s success in understanding and meeting public expectations and preferences for searching and accessing information. It also reflects effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional service delivery to a new reliance on distant access and the web-based experience. Analysis of website traffic from outside Nova Scotia also provides information on the nature and extent of interest of non-Nova Scotians in the province’s documentary heritage.

Where Are We Now?

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

Where Do We Want to Be?

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.

Outcome Description:
The institutional website (www.gov.ns.ca/nsarm) is NSA’s most effective outreach tool. It has been designed to expand public access to Nova Scotia’s archival resources and encourage their non-traditional use. The website continually increases the availability and value of online informational content and services, especially those delivered through virtual exhibits, searchable databases and digitized holdings. The annual target for 2011-12 was 45 million.

What Does the Measure Tell Us?
A consistent increase in the number of website page views reflects the Archives’ success in understanding and meeting public expectations and preferences for searching and accessing information. It also reflects effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies.

Where Are We Now?
Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

Where Do We Want to Be?
Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
Measure13- Historical Vital Statistics Website Page Visits (www.novascotiagenealogy.com)

Outcome Description:

Historical Vital Statistics Online provides fully-searchable access to digitized birth, marriage and death registrations for 1.1 million individuals, dating back to 1864, as well as delayed registrations of births that took place as early as 1836, and marriage bonds dating back to 1763, all located at www.novascotiagenealogy.com. Website visitors can view, without charge, high-quality digitized images of the original records, and are able to place orders online for electronic or paper copies, paying by credit card. The site provides instant access to a major genealogical resource of immense value to all those searching for their Nova Scotia roots. Nova Scotia is one of the first jurisdictions in Canada to make its historical vital statistics fully available online; the website has significantly broadened the scope of government electronic service delivery. The target for 2011-12 was 575,000 website visits.

What Does the Measure Tell Us?

The number of website visits reflects a positive public response to the Archives’ ongoing initiatives to provide high-quality online genealogical resources. Genealogists are the largest client community using archives and are active in identifying their research needs. Providing electronic service delivery for these resources continues to result in increased visitation to www.novascotiagenealogy.com, increased purchases of available online products, a ready market for product expansion, and significant goodwill for government.

Where Are We Now?

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

Where Do We Want to Be?

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
**Measure 14 - Historical Vital Statistics Website Page Views**

**Outcome Description:**

In addition to website visits to the Historical Vital Statistics Website (www.novascotiagenealogy.com.), another measure used to analyze web statistics is page views, which provide a good indication of the volume and flow of traffic on the site. The target for 2011-12 was 34 million website page views.

**What Does the Measure Tell Us?**

The number of Historical Vital Statistics website page views reflects a positive public response to NSA’s ongoing initiatives to provide high-quality online genealogical resources. Providing electronic service delivery for these resources continues to result in increased visitation to www.novascotiagenealogy.com, increased purchases of online products, a ready market for product expansion, and significant goodwill for government.

**Where Are We Now?**

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

**Where Do We Want to Be?**

Through the consistent use of Google Analytics web statistics software the priority is to establish reliable benchmarks for 2012-2013.
**Measure 15 - “Routes to Your Roots” Website Visits within www.novascotiagenealogy.com**

**Outcome Description:**

Routes to Your Roots’ was launched in April 2010 as an online trip planning tool, designed to build on and expand the existing niche market for genealogical tourism in Nova Scotia. It was developed through collaboration among the Council of Nova Archives, the Tourism Division, and Nova Scotia Archives (NSA), and uses NSA’s Historical Vital Statistics database as a key part of its underlying technical infrastructure. The site provides tourists, especially those interested in genealogy, with extensive, readily searchable information about early family names and their location within the province; and links to local archives, museums and libraries, featuring information about the family research resources each of them provides; as well as links to local tourism services and attractions. The target for 2011-12 was 35,000 website visits.

**What Does the Measure Tell Us?**

The number of visits to ‘Routes to Your Roots’ reflects the level of interest by potential visitors in planning a trip to find their roots in Nova Scotia through visits to local archives, libraries and museums, while exploring the communities where these are located.

**Where Are We Now?**

Due to reporting challenges with Web Trends software, no reliable web statistics are available for 2011-2012.

**Where Do We Want to Be?**

Though remaining on the novascotia.com web site, the Routes to your Roots product is no longer led by the department and is not included as a measure in the 2012-13 Statement of Mandate document.
**Measure 16 – Ensure accountability and service quality of the Provincial Library through annual client survey**

**Outcome Description:**

The Provincial Library survey is distributed to representatives of the Council of Regional Librarians and is focused on the services and programs provided to the regions (e.g., Internet connectivity, E-book services, central cataloguing) to measure client satisfaction. The annual surveys results are used to determine planning and research priorities for the Provincial Library and identify collaborative opportunities.

**What Does the Measure Tell Us?**

Annual client surveys identify the client experiences of the programs and services offered through the Provincial Library, specifically the efforts of the Provincial Library related to collaborative activities on behalf of regional libraries.

**Where Are We Now?**

While the 2008-09 through 2010-2011 surveys achieved an average rating of ‘very good’, results for 2011-2012 were inconclusive because of low survey participation. It is unclear why the response rate for 2011-12 dropped significantly.

**Where Do We Want to Be?**

Following a planned review of the survey and response rates for the 2011-12 year, we will determine the relevancy of the measure and if this tool should be used in 2012-13. Other measurement tools are being explored (e.g., more regular focus groups).
**Measure 17 – Use of rural Provincial Library digital media collections**

**Outcome Description:**

The Provincial Library digital media collections are those collections accessible on line (e.g., digital media, E-books). These collections were launched in the summer of 2010 to increase accessibility to a larger client base.

**What Does the Measure Tell Us?**

Measuring use is an indicator of growth in the use of digital collections and changing trends in client profiles. Efforts to enhance the use of digital collections support broader goals of increasing the accessibility of library programs and services to communities and individuals throughout the province.

**Where Are We Now?**

The target use for the 11-12 library digital media collections was 75% increase over year one (partial due to summer launch). As anticipated, we met the anticipated increase in use of collection over the first full fiscal period.

**Where Do We Want to Be?**

With increasing use of on-line technologies throughout the library environment combined with Provincial Library efforts, including promotion and media strategies, we anticipate continued growth in circulation on monthly basis in line with increasing internet use more broadly in society.
3. **Outcome: Stronger Partnerships and Collaboration to foster development and capacity building within our diverse and distinct communities**

**Measure 18 – Number of groups partnering and collaborating with Gaelic Affairs to increase awareness and maximize programming effectiveness**

**Outcome Description:**

A central component of the work of Gaelic Affairs is raising the awareness, profile and prestige of Gaelic in Nova Scotia. Two pieces of this pertain to identifying opportunities to increase awareness, i.e. through partner institutions and organizations and maximizing program and services effectiveness by directly engaging community stakeholders.

**What Does the Measure Tell Us?**

By identifying opportunities to increase awareness, collaborative partnerships are developed and enhanced. Maximizing programs and services effectiveness ensures greater impact and outcomes for investment.

**Where Are We Now?**

The first piece identified in the 2011-12 planning year was a Nova Scotia College of Art and Design, design course in Gaelic landscapes. This course engaged students in an effort to better understand and appreciate intangible elements contained within a linguistic and cultural community, such as the Gaelic Community of the province. Students developed presentations specific to raising awareness and greater appreciation of Gaelic in Nova Scotia. The second piece was a Gaelic Affairs’ donation of a resource library of Nova Scotia Gaelic publications for the Antigonish-Pictou Regional Library. These resource materials are now available through the provincial library system.
In an effort to maximize the Gàidhlig aig Baile (Gaelic in the Community) language acquisition and usage program in the province, Gaelic Affairs developed an attendance sheet and student language skill assessment. This effort to better ascertain Gàidhlig aig Baile programming efficacy, led to strategizing around how to engage Gaelic instructors to better define and implement criteria for Gàidhlig aig Baile in future.

**Where Do We Want to Be?**

Gaelic Affairs wishes to creatively utilize partners to further measure Gaelic presence and impacts in the province. A collaborative partnership with St. Francis Xavier University’s Service Learning, Gaelic Council of Nova Scotia and Gaelic Affairs on asset mapping for the Gaelic Community presents opportunities to better measure Gaelic language and cultural presence and various contributions and impacts.

A Gaelic Instructors Conference to be held in June 2012 will provide further direction to Gaelic Affairs on how to support Gàidhlig aig Baile programs in the community. With more developed criteria for Gàidhlig aig Baile sessions, Gaelic Affairs can better determine outcomes in terms of numbers of individuals coming to greater fluency in Gaelic and levels of awareness and appreciation of Nova Scotia’s unique Gaelic culture.
**Measure 19 – Number of African Nova Scotian groups collaborating with ANSA and government entities**

**Outcome Description:**

Measuring the number of African Nova Scotian groups collaborating with ANSA and government entities indicates an increased level of trust African Nova Scotian groups have in the provincial government. Building confidence and trust in the government structure has been a struggle at times for the African Nova Scotian communities because of past injustices, but through the work of ANSA, the African Nova Scotian communities and government departments are working towards common goals. This is also a way to build capacity in grass roots organizations to link them directly with other government departments and service providers.

**What Does the Measure Tell Us?**

This measure tells us the number of African Nova Scotian groups collaborating with government to build future partnerships and increase the level of trust in government.

**Where Are We Now?**

In 2011-2012, ANSA collaborated with 26 groups and organizations across the province, which resulted in further collaboration with 18 other government departments and agencies. This is an increase from our targeted goal of 20.

**Where Do We Want to Be?**

ANSA continues to strengthen its relationship with African Nova Scotian stakeholder groups and promotes the Service Providers Network model, developed by our Cape Breton office. The Service Providers Network is a forum where Service Providers servicing the African Nova Scotian community meet on a monthly basis to network and share information for the betterment of the African Nova Scotian Community.
Measure 20 - Number of new Provincial Library partnerships or strategic initiatives with other CCH divisions/offices

(nb discontinued: not included in the 2012-13 CCH Statement of Mandate document)

Outcome Description:

Reflecting the 2010-11 restructuring of the Provincial Library from the Department of Education to the new Department of Communities, Culture and Heritage, this outcome is related to the effective integration of the provincial library branch within the new department. Outcomes of new initiatives or partnerships include improved resource sharing, better understanding of shared mandates, establishment of new relationships across the new department for more effective service to clients.

What Does the Measure Tell Us?

The measure is an indication of how the provincial libraries are collaborating with other branches within the Archives, Museums and Libraries Division and other divisions of the Department of Communities, Culture and Heritage.

Where Are We Now?

The Provincial Library branch is fully integrated into the Archives Museum and Libraries Division. All related activities and initiatives are developed and implemented in collaboration with division partners and broader department colleagues whenever possible. Examples of the integration include the MOA between Acadian Affairs and Public Libraries on support services; the integration of libraries into the new Archives, Museums and Libraries unit began discussions on future resource sharing.

Where Do We Want to Be?

With full integration, as above, regular business requires collaboration and integration at all times. As part of regular Archives, Museums and Libraries operational planning and reporting, the partnerships and strategic initiatives identified for the Provincial Library as part of the restructuring of the new department are now part of regular operations. This measure has been discontinued and is not included in the 2012-13 CCH Statement of Mandate.
4. **Outcome: Enhanced awareness and understanding of African Nova Scotian, and Gaelic communities to government services**

**Measure 21 – Number of presentations about Gaelic Affairs delivered to government partners**

**Outcome Description:**

Gaelic Affairs continues to develop its programming and services to support Gaelic language and cultural identity. Gaelic Affairs’ work encompasses communication, programming, outreach and translation and training and support services. The work of Gaelic Affairs is aimed at supporting the development of a Gaelic Cultural Nation in Nova Scotia. A Gaelic Cultural Nation means strengthening the Gaelic Community’s sense of identity through language and cultural development, helping to ensure more Nova Scotians are engaged in building communities, involving health, well-being and life-long learning, making life better for Nova Scotia’s family and making significant contributions to the province’s economy. A strategic component of the development of a Gaelic Cultural Nation is presenting on Gaelic in Nova Scotia to various partners within and outside of government.

**What Does the Measure Tell Us?**

By determining strategic partners and presenting to them on Gaelic development in Nova Scotia, we are laying a foundation of awareness and appreciation and how partners can be involved in collaborative initiatives that strengthen the Gaelic language and cultural assets of the province and further strengthen Gaelic Community identity.
Where Are We Now?

In 2011-12, 6 high level presentations were made to government and government related groups, i.e. School Board Association of Nova Scotia. From these presentations these accomplishments followed: 1) additional administrative support was realized via the CCH’s Secretariat Division for Gaelic Affairs; 2) Gaelic interpretation opportunities were identified in the Museum of Industry; and, 3) an overview of Gaelic Language and Studies in the province’s public schools was achieved through such initiatives as introducing schools and school boards to programs within the Department of Education which are available to introduce and/or expand Gaelic Language and Studies programming.

Where Do We Want to Be?

Gaelic Affairs will continue to collaborate with government and government related partners to increase Gaelic services and resources. As identified in CCH’s 2012-13 Statement of Mandate, Gaelic Affairs will specifically partner with Archives, Museums and Libraries Division to increase Gaelic services and resources.
Measure 22 – Number of presentations about African Nova Scotians presented to government

Outcome Description:

Building the capacity of African Nova Scotian communities and working collaboratively with key African Nova Scotian stakeholder groups is a critical component of ANSA’s mission - to assist, support, and enhance the provincial government’s delivery of services to African Nova Scotians and be a partner in developing innovative solutions that lead to self-reliance and sustainable development. In order to do this, ANSA needs to build awareness and understanding of African Nova Scotian experiences to government and conversely, governments programs and services to the African Nova Scotian communities.

What Does the Measure Tell Us?

This measure tells us the number of government departments and agencies that have collaborated with ANSA to understand the African Nova Scotian communities and/or partnered with ANSA to go to the communities to do a joint community presentation.

Where Are We Now?

In 2011-2012, ANSA conducted 23 presentations to government and community presentations. This is a slight increase from the target of 20.

Where Do We Want to Be?

Over the next fiscal year, ANSA will continue to linking government entities with community groups in hopes that the awareness and understanding of the African Nova Scotian experiences informs the work of how government interacts with the African Nova Scotian communities.
5. **Outcome: Enhanced government awareness of obligations under the *French Language Services Act* 

**Measure 23 – Number of designated departments and offices represented on the French-language Services Coordinating Committee**

**Outcome Description:**

The French-language Services Coordinating Committee provides direction to government on the implementation of the *French-language Services Act*.

**What Does the Measure Tell Us?**

The *French-language Services Act* requires that deputy heads of departments and CEOs of offices each appoint a French-language services coordinator to the French-language Services Coordinating Committee. This committee assists and advises the Minister of Acadian Affairs on the implementation of this Act. The measure indicates adherence to the legislation.

**Where Are We Now?**

- 2006-2007 – 20
- 2007-2008 – 22
- 2008-2009 – 24
- 2009-2010 – 24
- 2010-2011 – 25 reached, adjusted to 24 with departmental restructuring.
- 2011-2012 – 24

The target for 2011-2012 was 25, and as of March 2012, 24 departments and offices were represented on the French-language Services Coordinating Committee. A list of the French-language Services Coordinating Committee members is available on the Acadian Affairs website.

**Where Do We Want to Be?**

The Office of Acadian Affairs will continue to inform designated public institutions of their obligations to ensure representation on the Coordinating Committee. The ultimate target is that 100% of all designated departments and offices are represented.
**Measure 24 – Number of designated public institutions developing and publishing French language services plans**

**Outcome Description:**

Government is aware of its obligations under the *French-language Services Act* and the Acadian and francophone community is informed of government’s progress and plans relating to French-language services.

**What Does the Measure Tell Us?**

The *French-language Services Act* requires designated public institutions to publish an annual French-language services plan. By publishing these plans, public institutions inform the Acadian and francophone community of the improvements to services to be implemented in the coming year and of the progress for the previous year.

**Where Are We Now?**

2007-2008 – 34  
2008-2009 – 34  
2009-2010 – 39  
2010-2011 – 35  
2011-2012 – 35

The target for 2011-2012 was 40 however only 35 designated public institutions published plans.

**Where Do We Want to Be?**

After changes in departmental structures, the ultimate target is 45. Acadian Affairs will continue to inform designated public institutions of their obligations to publish an annual French-language services plan. For 2012-2013 we are again targeting 40.
Measure 25 – Number of public servants taking the “Acadie at a Glance” workshop and number of sessions offered

Outcome Description:

Public servants are more knowledgeable about the approach being taken by the government to provide French-language services and more aware of the cultural, social and economic issues pertaining to the Acadian and francophone community.

What Does the Measure Tell Us?

The “Acadie at a Glance” workshop, developed by Acadian Affairs, helps public servants better understand and appreciate the cultural identity and heritage of the Acadians and francophones of Nova Scotia. The workshop also explains the provincial government’s commitment toward the preservation and growth of the Acadian and francophone community. Practical tools are provided to enable participants to contribute to French-language services development and delivery. This measure is an indication of increased awareness of obligations of government under the French-language Services Act.

Where Are We Now?

2009-2010 – 48 participants in 4 sessions
2010-2011 – 137 participants in 19 sessions
2011-2012 – 124 participants in 13 sessions

The annual target for 2011-2012, the third year of the program, was 130. 124 (95%) was reached. 49 employees participated in 6 regular sessions offered in Halifax and 75 participants attended 7 sessions delivered across the province in the district health authorities and the IWK Heath Centre through collaboration with Réseau Santé Nouvelle-Écosse.
Where Do We Want to Be?

The “Acadie at a Glance” workshop continues to be popular and Acadian Affairs will continue to deliver it on a regular basis from Halifax as well as in other regions across the province. Acadian Affairs will work with the French-language Services Coordinating Committee to determine priority departments and areas.

As part of a collaboration between Acadian Affairs and Réseau Santé-Nouvelle-Écosse, the Réseau plans to deliver the “Acadie at a Glance” workshop to health-care professionals in the district health authorities and the IWK Health Centre starting in 2012-2013. Réseau Santé will also launch a new training session that is more focused on providing health care adapted to the needs of Acadian and francophone patients. This measure is discontinued for 2012-2013.
Measure 26 – Percentage of “How’s Work Going?” survey respondents with self-assessed intermediate or advanced French language capacity in Speaking/Listening, Reading and Writing

Outcome Description:

The capacity of government to provide services in French is increased.

What Does the Measure Tell Us?

The French language capacity of the public service is an indication of its potential to offer services in French. Recruitment of bilingual staff and providing French language training to public servants are ways to increase the French language capacity of government.

Where Are We Now?

A comparison of the results of the 2009 and the 2011 How’s Work Going? biennial survey undertaken by the Public Service Commission shows the percentage of employees with self-assessed French language skills at the intermediate or advanced levels as follows:

<table>
<thead>
<tr>
<th>Self-assessed French skills Intermediate or Advanced</th>
<th>2009 Survey</th>
<th>2011 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaking and listening</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>Reading</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Writing</td>
<td>12%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Given the sample sizes and the survey methodology, these results are not significantly different. Results by department were reviewed by the French-language Services Coordinating Committee.

Human Resources Guidelines to support implementation of the French-language Services Act were rolled out across government in 2011-2012. These provide guidance on recruitment of bilingual employees, evaluation of French capacity, and French language training.
During 2011-2012, Acadian Affairs coordinated French language training for public servants in order to continue to increase their French language skills. Over 700 seats of French language training were filled by public servants in Halifax, Tusket, Truro, Sydney, Greenwood, Petit-de-Gras, and Amherst.

**Where Do We Want to Be?**

We would like to continue to grow the French language capacity of government employees. The French-language Services Coordinating Committee will continue to evaluate the French language training program and its impact on delivery of French-language services and to encourage the full implementation of the Human Resources Guidelines to Support Implementation of the *French-language Services Act*.

The targets for the 2013 How’s Work Going Survey for Self-assessed French skills at intermediate or advanced levels are:

- Speaking and listening: 15%
- Reading: 17%
- Writing: 13%
6. Outcome: Preferred place to work

**Measure 27- Percentage of employees who have participated in the performance management process**

**Outcome Description:**
To identify number of employees within the department who have met and received a performance review by their Manager.

**What Does the Measure Tell Us?**
Number of employees participating in the performance management process.

**Where Are We Now?**
The results for 2011-2012 have not been received to date.

**Where Do We Want to Be?**
Communities, Culture and Heritage understands the importance of performance management. In an effort to increase participation, managers will be reminded on a regular basis of their responsibility for performance management. In addition, support through HR will be provided as required. Communities, Culture and Heritage would like to increase performance management participation rates to 50% in 2012-2013.
Measure 28 - Employees Engagement Index (Source: PSC “How is Work Going” Survey)

Outcome Description:

The Engagement index measures the extent to which individuals feel connected to and involved in their job, their organization and includes their level of satisfaction and commitment.

What Does the Measure Tell Us?

The number of employees who feel engaged within the department.

Where Are We Now?

2011-2012: 69%

Where Do We Want to Be?

Communities, Culture and Heritage believes that employee engagement is critical to the department’s performance. Employee engagement has been identified as a value in the departments draft Five Year Strategic Plan. Efforts to increase employee engagement include a requirement for all managers to develop employee engagement plans, regular department-wide employee engagement sessions, participation by staff on Community of Action re employee engagement team.

The department hopes to increase the level of employees who feel engaged to 78% in 2012-2013.
Measure 29 - Percentage of employees who respond positively to the statement: “I know how my work contributes to our department’s priorities and purpose.” (Source: PSC “How is Work Going” Survey)

Outcome Description:
Number of employees who understand how their work contributes to the department’s priorities.

What Does the Measure Tell Us?
This tells the department whether their employees understand their role and how it contributes to the priorities and purpose of the department.

Where Are We Now?
2011-2012: 70%

Where Do We Want to Be?
2011-2012 was a year of learning and change for the department. Employees adapted to a new department structure that saw changes in reporting relationships and in section mandates. The department recognized that engagement and communication would be key to ensuring employees felt connected to the department’s priorities and purpose. Please see Measure 28 for engagement activities. The department is developing a Five Year Strategic Plan in 2012-2013. Employees will be included in the development of the plan through ongoing workshops on department values, goals, and activities. Results of workshops will be communicated to employees through email, staff sessions, and regular updates by the Deputy Minister.

The department hopes to increase the level of employees who understand how their work contributes to the department’s priorities to 90% in 2012-2013.
Title: Annual Accountability Report 2011-2012
Date: 28 June 2012
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