

# Statement of Mandate 2015–2016



**Communities,  
Culture and Heritage**



**NOVA SCOTIA**

**Department of Communities, Culture and Heritage**  
**Statement of Mandate**

**2015-16**

## **Table of Contents**

<b>1.</b>	<b>Message from the Minister and Deputy Minister</b>	<b>3</b>
<b>2.</b>	<b>Mandate, Vision, Mission</b>	<b>4</b>
<b>3.</b>	<b>Government Priorities</b>	<b>5</b>
<b>4.</b>	<b>Performance Measures</b>	<b>8</b>
<b>5.</b>	<b>Budget Context</b>	<b>15</b>

## 1. Message from the Minister and Deputy Minister

We are pleased to present the Department of Communities, Culture and Heritage's 2015-2016 Statement of Mandate. This Statement of Mandate reflects our priorities and shows progress in key program areas. It reflects our commitment to promote and preserve life-long learning, culture, heritage, identity and early languages.

The Statement of Mandate is also indicative of our interest to support the critical priorities of government in the areas of fiscal sustainability, economics, education and demographics. CCH is well positioned to support this work through the development of government's first Culture Strategy, which will explore options to strengthen the culture sector, identify opportunities for growth and celebrate cultural diversity.

During the year, our department will continue its work to promote the vital connection between a healthy culture sector, economic growth and the social health of our province. We will work with our partners across Nova Scotia on a number of key initiatives, including:

- working in partnership with library stakeholders to review how public libraries are funded to ensure equity and sustainability of services;
- celebrating the opening of the new Black Loyalist Heritage Centre and its inclusion into the Nova Scotia Museum system.
- continuing work that quantifies and communicates the economic and social value of culture through key projects the Culture Satellite Account;
- implementing the online grants management system to streamline the grant application process; and
- conducting consultation with municipalities and recommending amendments to the Heritage Property Act.

We are confident in the department's ability to deliver on its plan outlined in this Statement of Mandate. We want to acknowledge and thank the CCH employees and public servants who provide high-quality programs and services to Nova Scotia communities, organizations and individuals each and every day.

We also encourage readers to visit our website at <http://cch.novascotia.ca/> to learn more about our department and our priorities for the upcoming year.

Tony Ince  
Minister

Kelliann Dean  
Deputy Minister

## **2. Mandate, Vision and Mission**

### **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**

A Province which enhances pride in our creative and diverse communities and people, allowing us to embrace our past and influence our future

### **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.

### **3. Government's Core Priorities**

#### **Introduction**

Since 2013, the work of the Department of Communities, Culture and Heritage has been guided, in large part, by the priorities in its 5-Year Strategic Plan. The CCH Strategic Plan Implementation Committee has worked to report on the success of the plan and link departmental activities to government priorities. With the release of the One Nova Scotia report and implementation of the coalition, the work of the Department has evolved to link to government's key priorities. The new Strategic Priorities Implementation Committee demonstrates these linkages and leverages the resources of the department to support the critical priorities of government in the areas of fiscal sustainability, economics, education and demographics.

The Department is well positioned to support this work through the development of a Culture Strategy that will guide:

- the delivery of programs and services that help create a quality of life for people and businesses to thrive;
- the delivery of programs and services to support creative expression and access to culture to promote social inclusion and empowerment to help make residents and immigrants feel welcome;
- the development of early-stage cultural enterprises;
- the celebration and preservation of Nova Scotia's distinct culture to enhance its contributions to our sense of identity and the provincial economy; and
- the establishment of a strong and modern legislative framework for culture.

In 2015-16, a number of key initiatives and projects will be initiated throughout the department and with key partners across Nova Scotia that demonstrate the value of department to the current and future economic and social health of this province.

#### **Fiscal**

Like all departments, Communities, Culture and Heritage is actively engaged in an exercise to identify cost savings and is committed to regular monitoring to ensure programs and services are delivered in the most cost effective and sustainable way. In 2015-16 the department will:

- actively explore how the Nova Scotia Museum, government's largest cultural institution, can be fiscally sustainable while improving its delivery of high quality museum programs and services;
- work in partnership with library stakeholders to review how public libraries are funded to ensure equity and sustainability of services; and

- implement the online grants management system to streamline the grant application process for the public.

## **Economic**

The national Culture Satellite Account identifies the economic contribution of culture to the Canadian economy at \$47.8 billion annually with provincial figures to be released in the spring. The work of the department contributes to these numbers and has lasting benefits on communities from supporting job creation to boosting tourism revenues. Programs such as our Industry Growth Program support early stage culture entrepreneurs to grow their businesses, leverage funding and help create jobs across the province. In 2015-16 the department will:

- continue work that quantifies and communicates the economic and social value of culture through key projects including: the Culture Index, Sensemaking and the Culture Satellite Account;
- find opportunities to support cultural product development and enhance access to cultural products;
- develop strategic partnerships with the Nova Scotia College of Art and Design, Saint Mary's University and the Nova Scotia Community College to facilitate greater cultural enterprise development; and
- administer the Regional Economic Development program, which was previously administered by Economic and Rural Development and Tourism. Provincial government funding for the Black Business Initiative, Community Access Program and Le Conseil de développement économique de la Nouvelle-Écosse will also be administered by CCH.

## **Education**

In education, our museums, libraries and archives are vibrant assets that play a central role in life-long learning. Every day, school-aged children frequent our museums to learn about Nova Scotia's heritage, and thousands of online users search our Historical Vital Statistics every year to learn about their own roots in the province.

The recent provincial educational review found that the school system needs to make families more welcome and ensure that students' cultures are an integral part of the learning environment. The review also spoke to opportunities to learn the creative arts. Through Communities, Culture and Heritage, government can access and leverage programs and the resources to help address these gaps. In 2015-16 the department will:

- work to connect students to their culture, sense of place and creativity in partnership with education providers;
- identify departmental education resources that can augment curriculum service delivery; and

- assist with the development of skillsets specific to the culture sector through formal and informal training and mentorship.

## **Demographic**

In the area of demographics, there are great opportunities for Communities, Culture and Heritage to facilitate work that helps create welcoming communities for everyone. Departmental culture programming allows people of all cultural identities to express themselves and, more specifically, the work of Communities NS and the offices, African Nova Scotian Affairs, Acadian Affairs and Gaelic Affairs, play a critical advocacy role ensuring that their communities can inform and navigate government.

We currently have programs that create welcoming and easily accessible experiences for diverse communities under the Nova Scotia Museum's "Welcome Aboard" banner. We know that our libraries serve many immigrants because of the ease with which users can access adult literacy and integration programs, get information in their own language and connect to the broader community. Contributing to the development of strong and resilient communities is a priority for the Department of Communities, Culture and Heritage. In 2015-16 the department will:

- increase the number of opportunities for underrepresented communities to participate in the social fabric of Nova Scotia;
- work to bridge the gap between newcomer and existing communities; and
- play a leadership role in partnering with others to develop open, inclusive and welcoming communities.

## 4. Performance Measures

CCH Strategic Priority: Innovative Organization					
An engaged, accountable and creative work force exhibiting best practices and innovation in the delivery of programs and services for Nova Scotians.					
Outcome	Measure	Data	Target	Trends	Strategic Actions to Achieve Target
CCH is an effective and best practice organization where innovation, creativity and diversity are supported, communicated and championed.	Enhanced client experiences	<p>Final Reports from funding programs</p> <p>Social media interaction with clients</p> <p>Application process times</p> <p>Leveraged dollars</p>	Grow qualitatively and quantitatively	Facebook and Twitter followers maintained	<p><b>FISCAL</b></p> <ul style="list-style-type: none"> <li>Implement the online scalable grants management project to coordinate applications for department funding programs.</li> <li>Collaborate with the Library Boards Association of NS, the Council of Regional Librarians and municipal councils to develop a renewed funding model for annual operating grants to libraries.</li> <li>Improve sustainability of the NS Museum System.</li> </ul> <p><b>ECONOMY / EDUCATION</b></p> <ul style="list-style-type: none"> <li>Quantify and communicate the economic and social value of culture through the release of the results of the national Culture Satellite Account, CCH's Culture Index and sensemaking projects.</li> </ul> <p><b>DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>Develop a broad range of partnerships with health entities (DHW, IWK, NSHA) promoting the value of libraries as community spaces and information resources that support healthy communities and citizens.</li> </ul> <p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive Culture Strategy to provide policy direction to government for the support, development and celebration of Nova Scotia's vibrant culture.</li> </ul>

					<ul style="list-style-type: none"> <li>• Establish a project management office and deliver related training to staff.</li> <li>• Initiate a comprehensive review of performance outcomes and measures for CCH.</li> </ul> <p>Maintain an effective legislative framework:</p> <ul style="list-style-type: none"> <li>• Complete the review of <i>Public Archives Act</i> and participate in a complementary review of the <i>Government Records Act</i>.</li> <li>• Conduct consultation with municipalities and recommend amendments to the <i>Heritage Property Act</i>; develop subsequent regulations following approval of legislative amendments.</li> <li>• Develop a provincial policy for French-language training in Nova Scotia for public servants.</li> </ul>
CCH Workplace is an environment where employee engagement is recognized and promoted as an essential contributor to overall wellbeing of its employees and success of the department	Delivery of programs and training to support employee engagement	How's Work Going Survey  CCH Day evaluation forms			<p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>• Develop and implement an accountability structure for employee engagement (to include committees such as OH&amp;S, psychological health and safety, diversity, etc.).</li> </ul>

**CCH Strategic Priority: Stewardship and Life-long Learning**

**CCH will strengthen communities by: preserving, protecting, promoting and presenting Nova Scotia’s arts, culture, heritage and languages; and, working to support a culture of life-long learning throughout Nova Scotia.**

Outcome	Measure	Data	Target	Trends	Strategic Actions to Achieve Target
<p>Nova Scotia is a province demonstrating pride and appreciation of the identity of communities to which we belong to positively shape our future and inspire us to share with others.</p>	<p>Participation in the Province’s arts, culture, and heritage sectors.</p>	<p>Culture Index Culture Satellite Account Sensemaking</p>	<p>Data to be released in 2015 for both the Index and CSA will provide data for measurement</p>		<p><b>FISCAL</b></p> <ul style="list-style-type: none"> <li>• Develop options and a new evaluation process for the Community Museum Assistance Program, in partnership with the Association of Nova Scotia Museums.</li> </ul> <p><b>ECONOMY</b></p> <ul style="list-style-type: none"> <li>• Work with the Atlantic Publishers Marketing Association to provide ebooks of Atlantic publishers to NS library users.</li> <li>• Support and identify opportunities for the African Nova Scotian Cultural Tourism Association to increase tourism revenues and awareness of African Nova Scotian culture and history.</li> <li>• Develop a strategy to connect Gaelic to tourism development through entrepreneurship, training and marketing.</li> </ul> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Continue work with Saint Mary’s University on the implementation of a collaborative plan to protect NS underwater heritage resources.</li> <li>• Pilot and evaluate a new “Museums in the Schools” program for grade five students with Mount Saint Vincent University.</li> <li>• Finalize the “Toolbox for Museum School Programs”, in partnership with Department of Education and Early Childhood Development; to be released Fall 2015.</li> </ul>

					<ul style="list-style-type: none"> <li>• Develop an action plan to guide Nova Scotia’s participation in Canada 150 celebrations.</li> <li>• Expand Gaelic Bunn is Barr partnership by engaging additional institutions in curriculum planning and delivery.</li> </ul> <p><b>DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>• Celebrate the opening of the new Black Loyalist Heritage Centre and its inclusion into the Nova Scotia Museum system.</li> <li>• Continue work to accurately represent African Nova Scotian community history through the Community Voices project.</li> </ul>
	Life-Long Learning opportunities	<p>Culture Index</p> <p>Culture Satellite Account</p> <p>Sensemaking</p>	Data to be released in 2015 for both the Index and CSA will provide data for measurement		<p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Provide support to the first Archives, Museums and Library Conference in September 2015, which marks the first time all three sectors will deliver a joint conference supporting professional development for the sector.</li> <li>• Increase the number of Community Voices profiles to capture and learn about the history of African Nova Scotian communities.</li> </ul>

**CCH Strategic Priority: Creative Economy and Artistic Excellence**

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

Outcome	Measure	Data	Target	Trends	Strategic Actions to Achieve Target
<p>Nova Scotia’s creative communities are contributing to increased economic growth, quality of life and sense of belonging.</p>	<p>Size of arts, culture, and heritage sectors (GDP)</p>	<p>Culture Index</p> <p>Culture Satellite Account</p> <p>Sensemaking</p>	<p>Data to be released in 2015 for both the Index and CSA will provide data for measurement</p>		<p><b>ECONOMY</b></p> <ul style="list-style-type: none"> <li>• Develop and enhance NS museums and archives e-commerce sites in collaboration with Service NS.</li> <li>• Initiate work to identify opportunities to support cultural product development and easier access to cultural products.</li> <li>• Develop navigation tools for individuals and communities related to the creation of cultural businesses.</li> <li>• Develop, in partnership with Ross Farm, social enterprise and other business model options for the museum to generate sources of revenue.</li> <li>• Contribute to protecting and maintaining the French language by working with Acadian and francophone community media to strengthen their business models.</li> <li>• Work in partnership with Nova Scotia Business Inc. to advance the creative economy.</li> </ul>

**CCH Strategic Priority: Diversity and Social Equity**

**CCH will champion the benefits of diversity and social equity in program delivery and celebrate cultural identities of all Nova Scotians.**

Outcome	Measure	Data	Target	Trends	Strategic Actions to Achieve Target
<p>Nova Scotia is a province that champions increased diversity, social equity in program delivery and the celebration of cultural identity.</p>	<p>Community capacity building and awareness and support for diverse communities</p>	<p>Culture Index Culture Satellite Account Sensemaking</p>	<p>Base line dependent upon eventual measure selected</p>		<p><b>ECONOMY/EDUCATION</b></p> <ul style="list-style-type: none"> <li>Establish, in partnership with Labour and Advanced Education and Nova Scotia Community College, a distance education project to connect rural African Nova Scotians to the trades, science and technology employment fields.</li> </ul> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>Implement, in partnership with Capital Health and Department of Health and Wellness, the Brotherhood Initiative to address the health disparities and access issues faced by African Nova Scotian males.</li> <li>Work with Doctors NS to provide an article, to be released October 2015, about access to libraries as a determinant of health.</li> </ul> <p><b>DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>Partner with Office of Immigration, Labour and Advanced Education, Municipal Affairs and others as determined, to more strategically ensure Nova Scotia has open, inclusive and welcoming communities.</li> <li>Analyse data and deliver results from the Culture Index and Sensemaker projects related to cultural identity in Nova Scotia.</li> <li>Coordinate and support communities in the celebration of African Nova Scotia, Gaelic and Mi'kmaq heritage months, Acadian Day celebrations and Heritage Day.</li> </ul>

					<ul style="list-style-type: none"> <li>Lead the NS Public Libraries Diversity Services Working Group to develop and expand multilingual collections in public libraries, with a focus on Mi'kmaq.</li> </ul>
	Accessible and equitable government service delivery	New measure being developed	Base line dependent upon eventual measure selected		<p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>Deliver Gaelic language training and cultural awareness training for public servants.</li> </ul> <p><b>EDUCATION/DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>Support the delivery of services in French from the department and across government through programs and services.</li> </ul>

## 5. Budget Context Chart

<b>Communities, Culture, Heritage</b>			
	<b>2014-2015 Estimate</b>	<b>2014-2015 Final Forecast</b>	<b>2015-2016 Estimate</b>
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
<b>Gross Departmental Expenses:</b>			
Office of the Minister and Deputy Minister	560	550	557
Culture and Heritage Development	15,408	15,097	15,315
Archives, Museums and Libraries	34,615	32,383	35,737
Secretariat	5,007	4,838	4,738
Acadian Affairs	2,006	1,880	2,034
African Nova Scotian Affairs	904	838	829
Gaelic Affairs	516	547	480
Art Gallery of Nova Scotia	2,240	2,265	2,147
<b>Total Gross Departmental Expenses</b>	<b>61,256</b>	<b>58,398</b>	<b>61,837</b>
<b>Additional Information:</b>			
<b>Fees and Other Charges</b>	1,683	1,512	1,552
<b>Ordinary Recoveries</b>	4,037	4,336	4,718
<b>TCA Cost Shared Revenue</b>	0	0	0
<b>TCA Purchase Requirements</b>	0	\$1,002	0
<b>Provincial Funded Staff (FTEs) - Net</b>	229.5	202.3	220.6