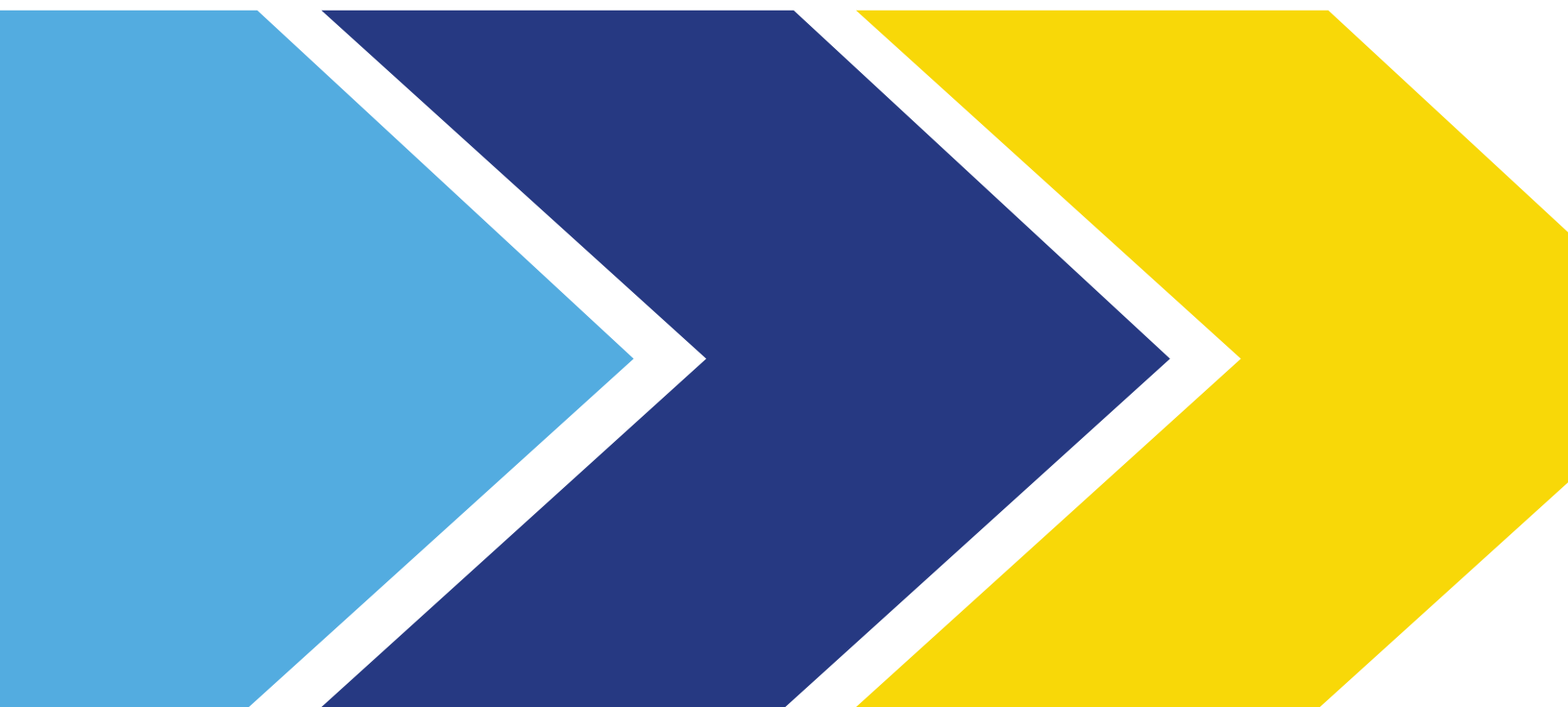


BUSINESS PLAN

2022-23



**Communities, Culture,
Tourism & Heritage**



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Message from the Minister

I am pleased to share the 2022-23 Business Plan for the Department of Communities, Culture, Tourism and Heritage (CCTH). The department supports communities across the province to be welcoming, inclusive and accessible while providing a great quality of life for Nova Scotians and a memorable experience for visitors. We value the collective diversity of our heritage and our people, and we believe this rich culture helps create healthy, active, growing communities.

In 2022-23, CCTH departmental priorities fall under three strategic goals: 1) helping our sectors grow and recover; 2) addressing systemic racism and creating a more equitable province; and 3) supporting healthy communities and development.

With tourism now part of the department, we see even greater opportunities to collaborate and promote all that Nova Scotia has to offer, from our thriving film industry and our many museums to the province's unique culinary and cultural assets. We will work across government and with industry partners such as the authors of the *Building Back Better: A Vision for Culture Recovery in N.S.* to market local products and experiences, to extend the tourism season and inspire people to visit and make a life here.

We continue to prioritize equity, diversity, and inclusion (EDI) training and awareness within CCTH and in partnership with the many arts, culture, community, and sport organizations that the department supports. As we work together to chart a way forward from the challenging years of the pandemic, we know a healthy Nova Scotia is one where everyone feels included and can thrive.

Original signed by

Hon. Pat Dunn
Minister of Communities, Culture, Tourism and Heritage

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Strategic Goal #1 - SECTOR GROWTH

1. Tourism Nova Scotia

- a. Grow regional tourism
Tourism Nova Scotia's Vibrant Communities Initiative will:
 - Engage with visitors, tourism organizations and businesses, and with local operators in community to identify opportunities to attract visitors to and within the province.
 - Feature local tourism products and experiences in marketing activities (NovaScotia.com, advertising campaigns, partnership programs).
 - Work with communities to promote existing assets like our parks and museums and identify opportunities to celebrate experiences.
- b. Leverage film to attract visitors to Nova Scotia
 - Establish a film working group.
 - Identify and prioritize opportunities to leverage local film production and attract professionals to Nova Scotia.
- c. Develop an integrated airport marketing plan
 - Establish a working group with local air authorities including Sydney to develop an approach for increasing air capacity within the province.
- d. Attract visitors from markets of highest opportunity to create tourism demand
 - Launch domestic and international advertising campaigns to inspire travel to and within Nova Scotia.
 - Create compelling reasons to visit Nova Scotia through editorial content and marketing activities.
 - Implement the Digital Content Marketing program.
- e. Cultivate compelling experiences to support industry recovery
 - Work with tourism businesses and organizations to develop and market authentic products and experiences aligned with consumer demand.
 - Prioritize the development of tourism products and experiences to attract visitors in the fall and winter, featuring sports, food, and culture.
- f. Foster a competitive, resilient tourism industry
 - Partner with Digital Nova Scotia to implement the Tourism Digital Adoption programming.
 - Support tourism businesses to improve readiness, including through business planning and market research.

- Collaborate with the Tourism Industry Association of Nova Scotia (TIANS) to develop resources to increase tourism businesses' accessibility.
 - Support, in collaboration with the Nova Scotia Tourism Human Resource Council, efforts to address current tourism labour shortages. This includes working with the council to distribute a labour-needs survey and supporting TIANS as it works to develop solutions and opportunities to improve tourism industry access to local and national research, resources, and programs for labour.
- g. Inspire tourism pride and confidence
- Lead the development of a confidence campaign to support increased tourism.
 - Continue stakeholder outreach and communications by sharing key tourism information with industry.
 - Engage with tourism stakeholders to inform tourism initiatives.
 - Execute on communications initiatives to foster the return of tourism.

2. Arts and Culture Sector Collaboration & Outreach

- a. Continue to engage on a regular basis with the arts and culture organizations that regularly connected with CCTH during COVID-19.
- b. Advance growth opportunities proposed by 200 organizations and representatives from the arts and culture sector in *Building Back Better: A Vision for Culture Sector Recover* through:
- Skills development - work with staff at Labour, Skills and Immigration to identify supports for increased training opportunities to fill growing creative sector labour demands.
 - Climate change - work with the Department of Environment and Climate Change to support creative sector activities aimed at reducing/offsetting carbon footprint and contributing to education.
 - Position results of program improvement process to address sector sustainability, increasing digital capacity, and operating grant support.
 - Use Equity, Diversity, and Inclusion as a lens through which to support sector recovery from Covid-19.
- c. Create a creative industry sector development plan that includes a plan for strategic culture export development and growth of domestic activity.
- d. Continual program improvement to ensure programs are addressing community needs.
- e. Create a creative industry sector development plan that includes a plan for strategic culture export development.

3. Event Strategy

- a. Continue to work on attraction and event capacity building in alignment with the Nova Scotia Event Strategy.
- b. Explore a shared resources model with targeted regional development agencies.
- c. Work with Tourism Nova Scotia to align event development and growth strategies.

4. Museums and Libraries as Economic Drivers

- a. Increase access to Atlantic Canadian authored works in libraries.
- b. Continue to expand providing digital resources, services, training, and internet at libraries.
- c. Open new Nova Scotia Museum online stores.
- d. Prioritize the Bluenose II 2022 schedule to support local events.
- e. Support the development of the Canadian Maritime Heritage District on the Halifax waterfront.
- f. Collaborate with Tourism Nova Scotia to promote libraries and museums as regional assets.
- g. We create opportunities for Nova Scotians to learn about Mi'kmaw culture, language, history, and heritage through programming, exhibits, and as a partner in the corporate Treaty Education initiative led by L'Nu Affairs.

5. Voluntary Sector Planning

- a. Create a voluntary sector roadmap and identify priorities.
- b. Identify feasibility of record checks for the not-for-profit sector.
- c. Collaborate with sector leaders to host a provincial gathering of non-profit organizations.

6. Art Gallery of Nova Scotia Project

- d. Continue to advance the Art Gallery of Nova Scotia project design and build on the Halifax waterfront.

Strategic Goal #2 - ADDRESS SYSTEMIC RACISM

1. African Nova Scotia Affairs Mandate Priorities

- a. Advocate the interests of the African Nova Scotian community within government.
- b. Create and promote an integrated approach within government on matters related to the African Nova Scotian community.

- c. Represent the interests of the province in intergovernmental, and other initiatives and negotiations, on matters integral to the interests of African Nova Scotians.
- d. Develop and co-operate on communication strategies and public education to increase awareness of African Nova Scotian culture, heritage, and community issues.

2. *Count Us In*

- a. Continue to complete actions under the pillars identified in *Count Us In: Nova Scotia's Action Plan in Response to the International Decade for People of African Descent*:
 - Recognition - recognize contributions of people of African descent, while also recognizing the long-standing prejudices they have endured for generations.
 - Justice - social justice and inclusion policies, eradicate racism and intolerance, and promote human rights.
 - Development - create healthier and more prosperous communities.

3. *Anti-Racism Initiatives*

- Expand and continue anti-racism initiatives including:
 - Conduct curatorial research into slavery in NS.
 - Ongoing program improvement to ensure CCTH programs are internally aligned and evaluated to support our diverse partners.
 - Review the scope of programming available to support marginalized communities.
 - Explore funding to build equity, diversity, and inclusion (EDI) capacity within the culture sector.
 - Launch new Emancipation exhibits at the Museum of Natural History and the Maritime Museum of the Atlantic.
 - Develop an online grade level curriculum tool (NS Archives).
 - Establish a working committee with the sport and recreation sector to initiate Nova Scotia's first anti-racism awareness week in the fall of 2022.
 - Apply an Equity, Diversity, and Inclusion (EDI) lens to programs and policies.

4. *Equity, Diversity and Inclusion Training for CCTH Agencies, Boards and Commissions*

- a. Continue Equity, Diversity and Inclusion training for the province's boards including NS Museums, Libraries, NS Archives, and others.

5. **Human Resource Planning (Long and Short Term)**
 - a. Ensure that EDI corporate policies are implemented in the department's hiring processes and, equity goals are embedded into human resources planning.
 - b. Facilitate EDI training for all staff.
6. **EDI Support for Sport and Recreation and Accessibility for Coaches and Participants**
 - a. Focus on improving equity, diversity, inclusion and accessibility outcomes in coaching, facility access, parasport and the KidSport program (targeting low-income youth, new Canadians, African Nova Scotians, Indigenous youth, females, and athletes with physical disabilities).

Strategic Goal #3 - HEALTHY COMMUNITIES & DEVELOPMENT

1. **Community Infrastructure**
 - a. Support, in partnership with Public Works, large infrastructure projects that leverage federal funding.
 - b. Continue to invest in community infrastructure through the Recreation Facility Development Grant, the Community Facility Improvement Program, the Rink Revitalization Fund and the Business and Community ACCESS-Ability Grants.
2. **Let's Get Moving**
 - a. Continue to partner with the Healthy Tomorrow Foundation on the Make Your Move campaign and the *Make your Move at Work* and *Make Your Move in Health* initiatives.
 - b. Implement the *Let's Get Moving Action Plan* and fund new leaders in marginalized communities.
 - c. Initiate the Active Communities pilot project in up to three communities.
3. **Language Preservation**
 - a. Support innovative language and cultural programs that meet the needs of the Gaelic community.
 - b. Support government departments with initiatives to offer French-language services.
 - c. Renegotiate a five-year French Language Services Agreement with the federal Department of Canadian Heritage.

4. Accessibility

- a. Continue to work with communities to ensure that accessibility of community infrastructure is funded through the Community and Business ACCESS-Ability Grant programs.
- b. Advise on accessibility standard development of trails, parks, and recreation facilities.
- c. Develop and implement regional accessibility plans at museums and public libraries
- d. Complete an accessibility plan for the six provincial Visitor Information Centres
- e. Complete an accessibility audit for TourismNS.ca and NovaScotia.com

5. Stewardship

- a. Climate Adaptation - finalize and implement CCTH's *Climate Adaptation Strategy* across the department.
- b. Records Management - improve stewardship of government records and digital records management and access through NS Archives.
- c. Repatriation - collaborate to revise the Repatriation Policy and Procedures for the Nova Scotia Museum.
- d. Collections Management – improve the Museum Collection Management System through training, expanding use, and the public access portal.
- e. Develop new museum exhibits including:
 - Mastodon travelling version
 - Pjila'si at the Museum of Natural History,
 - Perkins House Renewal
 - Emancipation Day exhibitions
- f. Archaeology - support improvements to the policies and processes associated with the regulation of archaeology.

6. COVID-19 Recovery

- a. Evaluate the ongoing impact of COVID-19 on the tourism, sport, recreation, arts, culture, and heritage sectors and adjust program and service delivery.
- b. Provide ongoing consultation on programs and services impacted by COVID-19.

Financial Summary

Departmental Expenses Summary			
(\$ thousands)			
<u>Programs and Services</u>	<u>2021-2022</u> <u>Estimate</u>	<u>2021-2022</u> <u>Forecast</u>	<u>2022-2023</u> <u>Estimate</u>
Office of the Minister and Deputy Minister	778	787	1,008
Culture and Heritage Development	45,294	125,725	45,086
Communities, Sport and Recreation	21,885	22,317	22,460
Archives, Museums and Libraries	35,749	35,485	35,854
Tourism	20,671	56,007	23,450
Policy and Corporate Services	4,342	4,496	5,219
Acadian Affairs and Francophonie	2,018	2,018	1,996
African Nova Scotian Affairs	2,582	1,894	2,486
Gaelic Affairs	443	365	448
Art Gallery of Nova Scotia	2,256	2,381	2,271
Amortization	1,751	1,342	1,673
Total - Departmental Expenses	137,769	252,817	141,951
Ordinary Recoveries	6,379	7,379	8,088
<u>Funded Staff (# of FTEs)</u>			
Department Funded Staff	250.9	232.9	344.0

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

African Nova Scotian Affairs

1. **Advocate the Interests of the African Nova Scotian Community within our Government**
 - a. Create community access to government services with the hiring of six new program officers across the province.
 - b. Ensure African Nova Scotian viewpoints are taken into consideration and adopted in government committees and initiatives.
 - c. Collect and provide data and evidence-based analysis to continue and grow government decision-making through an African Nova Scotian lens.
 - d. Increase understanding of African Nova Scotian communities by providing training to government/public servants.
 - e. Support decision-making within government through policy development and the corporate accountability framework.
 - f. Support ANSA staff as they continue to work within the public sector.
 - g. Expand the reach of government to more African Nova Scotian communities.
2. **Create and Promote an Integrated Approach within the Government on Matters Related to the African Nova Scotian Community**
 - a. Increase awareness of the United Nations International Decade for People of African Descent (DPAD) Action Plan and the Provincial Government's Response to the DPAD, *Count Us In*.
 - b. Ensure impact on the implementation of *Count Us In* through participation in the Deputy Ministers' table.
 - c. Monitor, assess, and develop metrics for the Provincial Government's response to *Count Us In*.
 - d. Engage expertise from the African Nova Scotia communities on various issues.
 - e. Identify issues in the African Nova Scotian community and develop recommendations for projects and programs.
 - f. Increase support for community capacity-building by leveraging government funding programs to benefit the ANS community.
3. **Represent the Interests of the Province in Intergovernmental, and other Initiatives and Negotiations, on Matters Integral to the Interests of African Nova Scotians**
 - a. Provide input into policy development and the corporate accountability framework.
 - b. Build relationships with other provinces, municipalities, in addition to creating relationships with countries that have historical African Nova Scotian connections such as Sierra Leone.

- c. Facilitate strategic conversations within government, including interprovincial interest in ANSA initiatives, an approach with racialized data identity, restorative inquiry, and the operations of ANSA as an entity.
4. **Develop Communication Strategies and Public Education to Increase Awareness of African Nova Scotian Culture, Heritage, and Community Issues**
- a. Create capacity within historical African Nova Scotian communities throughout the province to support more involvement in education for African Nova Scotians.
 - b. Increase awareness of African Nova Scotian culture and, heritage, as well as research on African Nova Scotians through partnership with post-secondary institutions.
 - c. Improve information sharing to the African Nova Scotian community through a newsletter, web presence and social media platforms.
 - d. Promote and advance African Nova Scotian communities through “Community Voices”, a program that documents and archives culture and heritage and highlights people and places.
 - e. Recognize, share, and promote the unique history, culture, and heritage of African Nova Scotians through commemorative days and months.
 - f. Create a tourism-focused community action partnership and a cultural tourism asset guide for African Nova Scotian community.

Acadian Affairs and Francophonie

1. **Address Acadian and Francophone Community Needs**
- a. Complete community-wide consultations on programs, policies, and services.
 - b. Participate in quarterly meetings with the Fédération acadienne de la Nouvelle-Écosse.
2. **Offer Advice/Support to Offices, Agencies and Crown corporations to Develop, Adopt or Provide Programs, Policies, and Services**
- a. Ensure French-language Coordinators Committee meet monthly to share best practices.
 - b. Collaborate with government departments to plan events for the Congrès mondial acadien.
 - c. Collaborate with the Department of Labour, Skills and Immigration on the development and implementation of the Francophone Immigration Strategy.

3. **Multi-level Partnerships with Acadian and Francophone Agencies**
 - a. Establish a twinning project with one (or more) regions in France.
 - b. Submit an application to L'Organisation internationale de la Francophonie (OIF) to become an Observer member.
4. **Development of Programs, Policies and Services that Address Acadian and Francophone Needs and Recognize the Contributions**
 - a. Provide financial support for community activities.
 - b. Encourage members of the francophone community to participate on agencies, boards, and commissions.
 - c. Support Lieutenant Governor's Award of Excellence for l'Acadie and Francophonie of Nova Scotia.

Gaelic Affairs

1. **Assist and Support Community Initiatives and Projects and Collaborate with International Partners to Increase Gaelic Learning Opportunities and Cultural Exchanges**
 - a. Collaborate with international Gaelic counterparts.
 - b. Invest in Gaelic language and cultural learning through the Gaelic Language and Culture in Community (GLIC) Fund.
 - c. Support the further development and promotion of Camino Nova Scotia: Slighe nan Gàidheal | The Gaels' Trail.
2. **Lead the Creation of Learning Materials for use by Instructors and Gaelic Learners**
 - a. Promote the Gaelic NS Resource Guide.
 - b. Advance the Language in Lyrics project and launch dataset.
 - c. Launch videos of Gaelic tradition bearers from the Recording Our Gaelic Heritage Video Collection (available on Gaelic Affairs' YouTube channel).
3. **Promote Gaelic's Value and Contribution to the Province**
 - a. Share with the public the Gaelic Language and Culture Impact Study.
 - b. Celebrate Gaelic Nova Scotia Month in May 2022.
 - c. Promote sessions of Intro to Gaels in Nova Scotia for Public Service employees.
4. **Support Innovative Language and Cultural Programs that Meet the Needs of the Gaelic Community and Facilitate Dialogue with Government and Community Partners on Strategies and Policies that Support Gaelic Development**
 - a. Gaelic Tutors' Team will focus on storytelling traditions and best practices around language acquisition and use.

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- b. Continue mentoring programs.
- c. Complete the Gaelic Narrative Project.
- d. Participate in the Gaelic NS Community Action Partnership.
- e. Continue community engagement.