



**NOVA SCOTIA DEPARTMENT OF
TOURISM, CULTURE AND HERITAGE**

2009 - 2010 BUSINESS PLAN

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A. MESSAGE FROM MINISTER AND DEPUTY MINISTER

Whether it is the heart of our cities or the community life in our rural towns and villages, Nova Scotia's economic and social prosperity is tied closely to its abundant and varied tourism, culture and heritage resources. This has never been more apparent as we face challenging economic circumstances.

Even in the face of challenging global circumstances, the tourism industry makes an important contribution to Nova Scotia's economy. With annual revenues of over \$1.3 billion and an average of 33,000 employees relying on the industry for their incomes, every region of the province derives benefits from investment and earnings related to tourism. The welfare of all Nova Scotians is supported by almost \$200 million in provincial tax revenues generated by the industry.

The department has made prudent choices as it faces challenges posed by changing visitor behaviours and global economic uncertainty. An exciting new regional advertising campaign will encourage Atlantic Canadians to explore their Nova Scotia favourites. The cost-effectiveness of social media is contained in campaigns in key European markets. These encourage potential visitors to discover what a Nova Scotia vacation has to offer.

The arts and culture sector contributes to both the social and economic health of Nova Scotia's communities. Generating almost \$1.2 billion in economic activity, Nova Scotia's artists, composers and craftspeople represent excellence in creativity. This year the department will continue to work with the Nova Scotia Arts and Culture Partnership Council to strengthen the ability of the sector to create lasting social benefits through its many funding programs and the development of an export strategy based on *Going Global: Creative Pursuits - A Partnership Strategy to Support Culture Exporters*.

As the implementation of the Nova Scotia's first Heritage Strategy, *A Treasured Past, A Precious Future*, continues, we remain committed to balancing the need to protect our many valuable heritage resources with the ability to realize benefits of new development. One of the key recommendations in the report, a review of the *Heritage Property Act*, will continue this year.

We remain committed to our most valuable resource - our people. Providing a safe, supportive and healthy workplace that encourages staff to be creative and productive remains a top priority. Senior management will build on successful initiatives such as flexible work arrangements, employee recognition activities, and promote a positive, effective working environment.

Tourism, Culture and Heritage promotes *a quality of life and pride of place, second to none*. This vision requires the involvement of every Nova Scotian, input from members of the sectors, and a willingness to be innovative. The priorities outlined in this business plan give us the capacity to achieve that goal.

Percy A. Paris
Minister

Kelliann Dean
Deputy Minister

B. VISION

A quality of life and pride of place, second to none.

C. MISSION

To promote, develop and preserve Nova Scotia's significant tourism, culture and heritage resources for lasting social and economic benefits.

E. PLANNING CONTEXT

The tourism, culture and heritage sectors are critical to Nova Scotia's economic and social prosperity. The department stimulates economic growth and export development in Nova Scotia's tourism, culture and heritage industries, and preserves and promotes Nova Scotia's rich and diverse natural and cultural heritage. Five key operational branches - Tourism, Culture, Heritage, Nova Scotia Archives and Records Management and Corporate Strategy and Operations - provide services to an extensive client base with resulting social and economic benefits to all Nova Scotians.

In 2008, the tourism industry supported approximately 31,600 direct/indirect jobs and generated \$1.33 billion in revenues; 64% of "export revenue" was generated by non-resident visitors which represents new money into Nova Scotia, or about 6% of total Nova Scotia export earnings. The tourism outlook for 2009 is being impacted by the economic slowdown, falling consumer confidence, volatile gas prices and fluctuating exchange rates. Demand for travel will continue to deteriorate as consumer and business confidence weakens. National research indicates that many Canadians are planning to travel less in 2009 and that will impact growth opportunities from this important market. The US economic outlook for 2009 continues to be grim, and a rebound in Nova Scotia's American visits is unlikely this year. Visits from Nova Scotia's largest overseas markets, the UK and Germany, also face challenges in 2009. Global air travel is expected to decline in 2009, and direct air capacity from Europe has weakened.

The department interacts with approximately 1,400 culture sector clients on an annual basis, encouraging participation in cultural activities, developing and strengthening relationships and communities, supporting enhanced skills and production in the culture sector, encouraging artistic development, creation and presentation, and providing opportunities for children and youth in the arts.

Stewardship of Nova Scotia's natural and cultural heritage is a fundamental role of the department, which maintains the province's collection of over 1 million artifacts and specimens, and more than 200 heritage buildings. Out-of-province visitors and residents continue to experience Nova Scotia Museum sites around the province. Web visits to the department's virtual museum are growing rapidly. Many of our heritage facilities have become anchor attractions in local communities, stimulating visitation and economic growth.

By listening and responding to what Nova Scotians say they value about their heritage, the department strives to be a competent steward of the province's rich heritage assets and resources. Working collaboratively across government, the department is now implementing government's first Heritage Strategy, *A Treasured Past, A Precious Future*. This strategy provides a framework for heritage protection, management and development over the next five years. Building on the broad definition of heritage provided by the Voluntary Planning Heritage Strategy Task Force, the strategy is inclusive of natural, cultural and intangible cultural heritage. The implementation of the strategy's activities over the next several years demonstrates government's commitment to heritage and validation of the voluntary planning public consultations.

Nova Scotia Archives and Records Management (NSARM) plays a key role in stewardship by acquiring and preserving archival records of provincial significance, and undertakes initiatives that contribute directly to the implementation of the government's Heritage Strategy. NSARM provides client-centered reference services, both on and off-site, to ensure broad access to the province's documentary heritage, and delivers, through two Internet websites (NSARM and Nova Scotia Historical Vital Statistics Online), a wide range of innovative online resources and outreach services. NSARM contributes to the government's corporate memory and accountability through its integrated archives and records management program. It provides government-wide records management services, including policy and standards development, coordination, evaluation, advice, and records centre services, and serves as the permanent repository of the government's archival records. NSARM also provides strategic support and financial assistance to strengthen the provincial archival community, in partnership with the Council of Nova Scotia Archives.

F. STRATEGIC GOALS

F.1 Economic Growth: Stimulate community and export development potential in Nova Scotia's tourism, culture and heritage sectors.

The Government of Nova Scotia recognizes that economic development and greater prosperity requires the right business climate for private sector investment and growth. Under its economic growth mandate, the priorities of the Department of Tourism, Culture and Heritage are focused on improving Nova Scotia's leadership position in the tourism, culture and heritage sectors.

F.2 Stewardship: Preserve, promote, interpret and develop Nova Scotia’s diverse cultural and heritage resources.

Heritage is intrinsic to community sustainability through its contribution to identity, cultural diversity, social cohesion and community participation. The Government of Nova Scotia recognizes the importance of maintaining a sense of community and preserving our unique natural and cultural heritage. Under its stewardship mandate, priorities of the Department of Tourism, Culture and Heritage focus on innovative ways to preserve, promote, interpret and develop our cultural and heritage resources for diverse audiences of all ages.

F.3 Governance/Accountability - Enhancing Operational Effectiveness: Deliver professional client services and effective programming to support government-wide and departmental priorities.

Fiscal responsibility, accountability and good internal management are critical success factors in the delivery of government services. Under its Governance/Accountability mandate, priorities of the Department of Tourism, Culture and Heritage focus on enhancing operational effectiveness and quality policy analysis to ensure informed decision making.

G. CORE BUSINESS AREAS

The core business areas of Tourism, Culture and Heritage are centered on the three strategic goals of the department: Economic Growth, Stewardship, and Governance/Accountability.

G.1. Economic Growth - The department supports the development of Nova Scotia's tourism, culture and heritage sectors. In 2009-2010, tourism, culture and heritage activities are expected to have a positive impact on the province's economic performance. Core business activities include:

Tourism

- Delivers tourism planning and development initiatives in order to grow and enhance tourism products, experiences and communities. The department liaises with regional development and tourism associations and other provincial and federal departments in the planning and implementation of strategic priorities and projects. The department's Tourism Development Investment program and Tourism Destination Area process support the development of quality, competitive and market-ready tourism experiences and destinations. The department facilitates tourism investment and business development opportunities and works in partnership with the Tourism Human Resource Council and other stakeholders to address industry professional development, career awareness and tourism labour issues.
- Undertakes provincial tourism marketing initiatives, including developing and implementing high-impact marketing campaigns across new and conventional media channels, promoting Nova Scotia as a tourism destination to core markets; responding to enquiries through a Tourism Customer Contact Service; administering Nova Scotia's official tourism consumer web site www.novascotia.com; and, managing an electronic library of over 50,000 visuals, negatives and travel videos used in tourism promotions.
- Promotes Nova Scotia's Tourism Brand with the travel trade and travel media to grow tourism. This work involves the following activities: in-market promotions and sales calls; developing partnerships with key stakeholders including transportation carriers; intelligence gathering; prospecting; lead follow-up; representing the province at consumer and travel trade shows in key markets; and, familiarization tours for the travel trade and travel media.
- Develops and delivers research to support government and industry planning and decision making. Provides relevant, accurate and timely tourism information and analysis to key internal and external decision makers. Ensures priority decisions are supported through the strategic deployment of research resources. Initiatives

include measurement of tourism activity; strategic prospecting; analysis of market conditions and consumer trends; providing forward-looking insights; and, tourism program evaluation.

- Provides policy analysis and advice to respond to opportunities and challenges impacting the tourism industry and to support government decision making and public accountability. Collaborates with federal, provincial and territorial governments to advance Nova Scotia tourism priorities and influence federal tourism policy.
- Distributes tourism literature through the provincial Tourism Distribution Centre; manages and operates travel counseling services at ten provincial visitor information centres in Nova Scotia and Maine; supports education and training programs for over seventy local visitor information centres; and, manages the contract of three retail operations at provincial visitor information centres.
- Manages major contracts and agreements including Tourism Customer Contact System (Check-In); Literature Distribution; Tourism Marketing Agency of Record; the Atlantic Canada Tourism Partnership (a joint marketing initiative of the Federal Government, Atlantic Provincial Governments and their respective tourism industry organizations, valued at \$19,950,000); and, partnership agreements with tourism industry associations and other sector organizations.
- Oversees private sector management of the three provincial Signature Resorts: Keltic Lodge Resort and Spa, Digby Pines Golf Resort and Spa, Liscombe Lodge Resort and Conference Centre.
- Provides planning and support to the Peggy's Cove Commission, mandated to preserve the unique scenic beauty, character and integrity of the Peggy's Cove Preservation Area for the enjoyment of residents and visitors.
- Department staff participate on the Nova Scotia Tourism Partnership Council, the public/private sector council mandated to advise the Minister on tourism plans, programs and areas such as product development, marketing, sales, partnerships and research.

Culture:

- Provides investment support and expertise to Nova Scotia cultural producers, organizations and facilities through programs such as Grants to Organizations and Small Groups and Operating Assistance to Cultural Organizations.
- Provides project support through the Industry Growth Program to increase out-of-province sales of Nova Scotia product, jobs in cultural industries, recognition of

the value of cultural goods and services, leveraging of private sector investment and local community economic development.

- Implements *Going Global: Creative Pursuits - A Partnership Strategy to Support Culture Exporters* in order to reinforce efforts aimed at growing cultural industry sub-sectors, including performance, dance and theatre; literature and publishing; visual arts; and, fine craft and production craft.
- Invests in the growing music industry through the Export Development Program for Music and the Emerging Music Business Program. The export development program focuses on marketing, showcasing and touring support for artists and music business professionals in markets outside the region and the country. The Emerging Music Business Program supports mid and entry level artists and industry workers in activities related to sound recording, marketing, business skill enhancement, and learning through mentorship. Both programs leverage private sector investment and assist the industry in positioning Nova Scotia as the Music Capital of Canada.
- Develops and promotes craft and design through investment in the Nova Scotia Centre for Craft and Design. This provincially-owned crown asset is sector managed through a service delivery agreement with the Nova Scotia Designer Crafts Council. The centre, including studio facilities and the Mary E. Black Gallery, offers training opportunities in craft and design, in addition to marketing/commercial opportunities.
- Develops and encourages alliances with the private sector and industry associations to identify opportunities and respond to challenges. The department works directly with cultural leaders through the Nova Scotia Arts and Culture Partnership Council. It also provides investment support to the Cultural Federations of Nova Scotia, community arts councils throughout the province, as well as industry associations such as Music Nova Scotia and the Atlantic Publishers Marketing Association.
- Invests in and provides encouragement to Nova Scotia's publishing industry through the Assistance to Book Publishers program. Annual funding contributes to the financial stability of book trade publishers and strengthens their ability to compete in national and international markets.
- Facilitates co-publishing ventures involving government agencies and private sector publishers. Publications which result from these ventures return financial benefits to both government and private business.

Heritage:

- Promotes increased recognition of the value of heritage goods and services. Heritage benefits the economy of Nova Scotia both directly and indirectly through spin-off benefits. The provincial museum system funds directly the employment of over 650 people through operational grants. The economic spin-offs of such investments are substantial in parts of Nova Scotia. In some rural areas, heritage is a major employer and economic driver. Heritage facilities are present in every county in the province, serving as location drivers that encourage visitation and continued economic benefits for communities.
- Partners with Nova Scotia's heritage sector and offers programs to help build heritage self-sufficiency and capacity in communities, by supporting community-run museums and providing resources such as expertise, funding and education, thereby fueling economic growth in communities across the province.

G.2. Stewardship - Preservation, promotion, interpretation and development of Nova Scotia's diverse cultural and heritage resources is intrinsic to our sense of community and enhances our quality of life. Core business activities include:

Tourism:

- Provides planning and policy support to help preserve Nova Scotia's natural and cultural heritage for its value to tourism. Specific activities include fostering coastal access and sustainable coastal development initiatives; administering the *Peggy's Cove Act*; collaborating on sustainable tourism initiatives with the Departments of Natural Resources and Environment on crown land, parks and protected areas; reviewing tourism-related impacts for undertakings as part of the province's Environmental Assessment Review process; and, providing support for several cultural and heritage interpretive initiatives including the Joggins Fossil Cliffs bid for UNESCO World Heritage Site designation.

Culture:

- Invests in arts organizations, cultural activities, cultural entrepreneurs, cultural organizations, facilities and professional artists. The department interacts with approximately 1,400 clients on an annual basis to accomplish the following:
 - Encourage participation in and access to cultural activities;
 - Develop and strengthen relationships and communities;
 - Support enhanced skills and production in the culture sector;
 - Encourage artistic development, creation and presentation; and,
 - Provide opportunities for children and youth in the arts.
- Enhances stability within cultural organizations that develop and sustain Nova Scotia's cultural community through the Operating Assistance to Cultural Organizations program. Support is provided to organizations which form a framework for the province's cultural sector, including those which produce cultural product, own and/or manage cultural facilities, provide service to the

cultural sector, and produce a cultural festival or event. These organizations are fundamental to the vitality and long-term health of cultural life in Nova Scotia, either as primary cultural producers, enablers or developers of cultural activity.

- Fosters artistic excellence and encourages creative expression by funding activity in the arts through the Grants to Individuals and Grants to Organizations and Small Groups programs. With this commitment to ensure equitable access to granting programs, professional Nova Scotian artists from all practices, all parts of the province, and all cultural backgrounds, including artists of colour, First Nations Peoples and historically under-represented groups, the department promotes a broad understanding and appreciation of art and artists through enabling the professional development, creation, commissioning and the presentation of work by artists.
- Recognizes excellence in artistic achievement through award programs, including the Portia White Prize, the Prix Grand-Pré, the Established Artists Awards, and the Community Arts and Culture Recognition Award.
- Encourages the development of artistic excellence and stimulates interest in visual arts and crafts among Nova Scotians and visitors through the Nova Scotia Art Bank, which purchases work by established artists and lends work to provincial sites with public spaces.
- Supports Nova Scotians studying in the arts by providing secretariat services and financial support to the Nova Scotia Talent Trust Scholarship Program.
- Invests in programs such as ArtsSmarts, Perform! and Writers In The Schools which place artists in the schools to work with children and provide opportunities for learning in the arts, as well as learning through the arts in all curriculum areas. Through exposure to artists, young people also learn about the culture sector and professional career options. The Department of Education partners with Tourism, Culture and Heritage to support these programs, along with private sponsors.
- Provides development, implementation and follow-up support on multicultural initiatives and the multicultural policy. The department works to promote and enhance partnerships with Nova Scotia's culturally rich communities and across government departments, recognizing the importance of education and a need for a system that reflects the diversity of those communities. With support from the Nova Scotia Arts and Culture Partnership Council, the department builds upon the multicultural policy to increase government's support of multiculturalism.
- Provides research and policy analysis in response to department efforts to actively respond to opportunities and challenges associated with cultural policy within the province, across the Atlantic region, and at the federal level.

- Supports Nova Scotia's cultural diversity through investment in a variety of cultural activities and by working interdepartmentally with colleagues in the Office of Aboriginal Affairs, Office of African Nova Scotian Affairs and Office of Immigration, as well as assisting the Office of Acadian Affairs with delivery of programs made possible by financial support of the Government of Canada through the Department of Canadian Heritage and the Canada/Nova Scotia Agreement on French-language Services. Participates in the Culture and Heritage Working Committee of the Mi'kmaq-Nova Scotia-Canada Tripartite Forum to discuss issues, develop solutions, and suggest actions with respect to Mi'kmaq culture and heritage.
- Facilitates Nova Scotia's participation in the Canada Games National Artists Program by providing financial investment, administrative and promotional support, coordination of artist selection, and team coordination for this program. The Canada Games National Artists Program brings together young artists from every province and territory to prepare collaborative and creative works of art associated with their Games experience. Their work is then presented to the public in the final days of the Games.

Heritage:

- Implements all core stewardship activities under the direction and mandate of *A Treasured Past, A Precious Future*, Nova Scotia's first Heritage Strategy designed to guide the work of the provincial departments and agencies that share government's heritage mandate.
- Operates and maintains the 27 museums that comprise the Nova Scotia Museum (NSM) through the direct management of 11 museum sites and through agreements with local societies that manage 16 museum sites. Activities include school and visitor programs, exhibit renewal, interpretation product development, special events, and the management of the Museum Information Management System.
- Collects, catalogues, conserves, preserves and researches the artifacts and specimens that make up the provincial collection. Curators work to provide expert, detailed and engaging information to the public, government and outside researchers and consultants. Related services include the provision of information related to natural and cultural heritage as part of the provincial environmental assessment process and, on a fee-for-service basis, on a variety of subjects to the consulting community.
- Administers the *Heritage Property Act* through the Heritage Property Program, which identifies, preserves and encourages the continued use of Nova Scotia's built heritage. The program works closely with the Advisory Council on Heritage Property and with municipalities and property owners to find effective, viable and

appropriate uses for heritage buildings, recognizing their importance to history, identity and economy. Funding is available to owners of registered heritage properties, municipalities and heritage groups for conservation work, conservation plans and special projects that encourage the protection and continuing use of the province's rich built heritage.

- Administers the *Special Places Protection Act* through the Special Places Program and related Heritage Research Permit process to oversee archaeological and palaeontological research by ensuring that researchers are qualified, use sound methodologies, provide useful and timely reports, and submit collections to the provincial repository at the NSM. The Special Places Program interacts with many heritage stakeholders and all levels of government to achieve these ends. It maintains records and responds to issues related to all known sites in the province including over 1,500 archaeological sites, 1,600 historical sites, 5,000 shipwrecks and 600 fossil sites, as well as newly discovered sites. The program also works to advance the protection and management of sites of outstanding significance such as Joggins, Debert and Belleisle.
- Administers the *Cemeteries Protection Act*, to provide advice to the public on the protection and preservation of the cemeteries.
- Administers the *Sherbrooke Restoration Commission Act*, and participates on the board of the Sherbrooke Village Commission to provide support for the operations of Sherbrooke Village, the largest locally-managed NSM site.
- Administers the *Nova Scotia Museum Act* and provides advice, documentation and administrative support to the NSM Board of Governors.
- Carries out heritage marketing and promotion activities to leverage resources and position the NSM as a key attraction for residents and visitors, including:
 - In-house design and distribution of NSM Events Guides (print and online), NSM rack cards, and Museum Map brochure;
 - Maintenance of the Learning Resources Catalogue website resource for educators;
 - Oversight of corporate advertising and promotion for the NSM family;
 - Provision of photographic services to support heritage promotion and the conservation and protection of historical photographs;
 - Online promotion of the NSM and the broader heritage sector through the NSM website www.museum.gov.ns.ca and the Nova Scotia heritage directory website [www.novascotiaheritage.ca](http://www.novascotiaheritage.ca;);
 - Provision of bench-marking, research and analysis to the department and heritage community to encourage a better understanding of our clients and the trends and issues relevant to the heritage sector; and,

- Promotion of best-practice research to demonstrate the contributions heritage makes in our communities.
- Administers the Community Museum Assistance Program (CMAP) to provide advice and financial support to 67 non-profit museums who interpret community-based heritage throughout the province. CMAP also provides operating assistance to the Nova Scotia Museums Association.
- Administers the Strategic Development Initiative (SDI) peer reviewed funding program to provide support to heritage-related projects that build on community assets and strengths, and encourage partnership to increase self-sufficiency in the province's growing heritage sector.
- Promotes a culture of conservation through the pan-Canadian collaboration of the Historic Places Initiative. Maintains and updates the Nova Scotia Historic Places Register www.nshistoricplaces.ca to support the Canadian Register of Historic Places, and promotes, interprets and educates on the *Standards and Guidelines for the Conservation of Historic Places in Canada*.
- Oversees a management agreement with the Lunenburg Marine Museum Society to operate *Bluenose II*.
- Represents the department in significant ongoing development initiatives such as the Queens Landing/Maritime Museum of the Atlantic expansion; Debert archaeological site development and protection; the Black Loyalist development steering committee at Birchtown; the Grand Pré UNESCO nomination process; and, provides funding and support to heritage-related institutions, such as the Joggins Fossil Centre and the Black Cultural Centre for Nova Scotia.

Nova Scotia Archives and Records Management:

- Serves as the archival repository of the Government of Nova Scotia, managing, preserving and making available the archival records of government departments and agencies transferred through the integrated archives and records management program. Activities include collaborating with departmental records management staff on STOR (records schedule) development and other aspects of the corporate records management program; determining which government records require preservation as archives; ensuring their preservation through rehousing and identification of records requiring reformatting or other preventive conservation measures; describing and providing online access through searchable databases and other electronic finding aids; providing specialized reference services; and, administering access to archival government records under the *Freedom of Information and Protection of Privacy Act (FOIPOP)*. In collaboration with government departments, works to develop and implement a preferred approach to the preservation of archival government records created in electronic form.

- Serves as the archival repository for private-sector records that are provincial in scope or significance. Activities include acquiring archival records of individuals, families and corporate bodies; negotiating terms of donation and documenting them in deeds of gift; making recommendations on purchase of archival material; ensuring preservation of archival records through rehousing and identification of materials requiring reformatting or other preventive conservation measures; describing and providing online access through searchable databases and other electronic finding aids; providing specialized reference services; arranging for monetary evaluation and, as appropriate, certification of donated archival material as Canadian cultural property by the Canadian Cultural Property Export Review Board. Refers prospective donations outside NSARM's acquisition mandate to its Council of Nova Scotia Archives partners in the Provincial Cooperative Acquisition Strategy, or transfers to them deaccessioned archival materials of local or regional significance.
- Develops and carries out a systematic preservation management program, in accordance with sound preservation management principles and practices, to ensure the preservation of the province's corporate memory and documentary heritage. Activities include microfilming government and private-sector records to international standards to facilitate preservation and access; digitizing existing microfilm holdings to improve image quality and expand access; digitizing analog media such as moving image materials in obsolete formats; carrying out preventive conservation measures such as rehousing, de-acidification and encapsulation; and, contracting for professional conservation services as required. Sets preservation management goals and priorities that reflect recommendations in global (comprehensive) preservation assessment reports on NSARM; provides advice to government departments on preservation issues and concerns as well as disaster recovery assistance and advice; develops and maintains the Archives' emergency preparedness and response plan; facilitates or delivers preservation management training; responds to public requests for information on the care of documents; and, collaborates with the CNSA on preservation management activities.
- Develops and carries out a range of professional, client-centred reference services, both on and off-site, to facilitate and ensure broad public access to the province's corporate memory and documentary heritage information resources. Services provided include comprehensive advice on general research sources and strategies; orientation to institutional reference tools and procedures; consultation on specialized research topics; information regarding resources held elsewhere in the provincial archival community; onsite reprographic services providing high-quality paper and digital copies of records; and, advice regarding authorized access, use, reproduction and publication of archival material.

- Develops, delivers and promotes, via two Internet web sites (NSARM and Nova Scotia Historical Vital Statistics Online), a wide range of innovative online resources and outreach services that expand access to the province's corporate memory and documentary heritage; attract new, non-traditional audiences; and, promote the relevance and value of archives. Products include virtual exhibits, thematic resource guides, digitized archives, searchable databases, and other similar genealogical and archival research tools, all designed to help Nova Scotians build a sense of identity by exploring their family, community and provincial heritage. Products are developed through partnerships and collaborations with stakeholder organizations, the provincial archival community, other government agencies and/or external service providers, and include e-business initiatives undertaken to advance government online access and service delivery objectives.
- Provides strategic support and financial assistance to strengthen the provincial archival community, in partnership with the Council of Nova Scotia Archives and in accordance with the government's Heritage Strategy. Includes providing financial assistance to enable the CNSA to deliver archival education, network, outreach and advisory services to the archival community throughout Nova Scotia. Also includes support for the Provincial Archival Development Program (PADP), which provides cost-shared, application-driven project funding to enhance and expand preservation and access in the provincial archival sector, and to assist in leveraging federal funding for archival projects in Nova Scotia archives. Collaborates on the preservation of the province's documentary heritage through active participation in the CNSA Provincial Cooperative Acquisition Strategy.

G.3. Governance/Accountability - The department delivers professional client services and effective programming to support government-wide and departmental priorities. Core business activities include:

Nova Scotia Archives and Records Management:

- Delivers an integrated archives and records management program to the Government of Nova Scotia in order to enhance government operations, preserve corporate memory and document government accountability and the rights of citizens.
- Develops policies, including the corporate records management and related policies, to ensure the continuing enhancement and expansion of both the corporate and departmental records management programs; monitors policy and program implementation and effectiveness; and, assists government in planning for and allocating resources to departmental records management programs through specialized tools such as program and technology-readiness assessments.

Develops standards which contribute to more effective records management, including the Standard for Administrative Records and various other technical standards; encourages, supports and facilitates the use of electronic records management technologies to improve the management of records in electronic form, as well as their usefulness and application to business processes; and, leads and coordinates implementation activities to ensure resources and information assets are shared and used effectively.

- Administers the *Government Records Act* and coordinates the activities of the Government Records Committee to ensure the timely review and approval of records schedules, which provide statutory authority to departments to manage and dispose of records, as well as to transfer to NSARM those records that require permanent archival preservation.
- Provides specialized advisory and consulting services to departments and agencies, boards and commissions in the development, implementation and refinement of records schedules; and assists with departmental records management program development, including strategic planning, recruitment and classification and job description, specialized technical assistance in records classification and description, interpretation of national and international standards, and advice on emerging trends and issues which may affect either records management programs or government business processes.
- Provides leadership and direction to the government records management community by acting as a coordinator and central resource. Activities include sponsoring the Records Management Council, composed of all activity-level records analysts in government; regularly liaising with and providing briefings to management representatives and designates on corporate program developments and strategic issues; and, working collaboratively with other members of the information management community on the information technology and access and privacy functions. Delivers a full range of training programs in both records management fundamentals and advanced topics; sponsors seminars and workshops on topics of interest as well as regular noon-time talks; maintains a comprehensive Intranet site as a central information resource and collaboration tool; and, undertakes special initiatives to improve overall capacity and effectiveness in the management of information assets.
- Delivers cost-effective government-wide records centre services for the management and disposition of semi-active records, through the operation of a central facility and a second regional facility. Services include managing the documentation relating to the life cycle of the records, administering access and retrieval authorizations, providing prompt and effective retrieval services, managing the disposition process by which records are either securely destroyed or transferred to the custody and control of NSARM, liaising with departments on

the disposition of records directly from their custody, assisting with special transfer projects and records schedule implementation projects in head and regional offices, and providing access to specialized software to assist with all aspects of the semi-active phase of the life cycle.

- Preserves corporate memory and contributes to government accountability by managing, preserving, describing, and making available the archival records of government departments and agencies transferred to NSARM through the integrated archives and records management program. Services include determining which government records require preservation as archives, administering access to archival records under *FOIPOP*, providing specialized reference and retrieval to government departments in relation to their records at NSARM, and advising government departments on records preservation issues and concerns, as well as providing disaster recovery assistance and advice. Also provides searchable online information on the administrative history and functions of all government departments, past and present, and all current agencies, boards and commissions.

Corporate Strategy and Operations:

- Conducts a wide range of policy and planning functions including:
 - Coordination and/or preparation of briefing materials for senior management, the Deputy Minister and the Minister;
 - Coordination and/or preparation of submissions to Executive Council;
 - Facilitation of the department's business planning and accountability reporting processes;
 - Coordination of departmental responses to central agency requests;
 - representation on intra-departmental and inter-departmental committees, task forces and working groups to enhance integration of the department's and government's corporate agenda; and,
 - Policy research, analysis and formulation of policy recommendations as required.
- Provides direction and advice on the management of the department's information as an asset and manages the departmental records management program. Responds to *FOIPOP* requests on behalf of the department, and ensures that the roles and responsibilities for staff to respond efficiently to *FOIPOP* are clear and well defined. Manages department-wide information systems to ensure those systems continue to meet the needs of the department, such as the electronic record keeping system and the community investment management system.
- Leads risk management for the department through the strategic incident management program, including business continuity management, security and capital assets. Provides advice for conducting business impact analyses, risk assessments and development of a departmental plan. Provides security advice

and expertise by conducting threat risk assessments. Ensures that risk related processes are established to limit the department's liability. Ensures that the department's assets are protected, and provides a safe environment for staff and the public.

- Provides front-line administrative services to the department as the first point of contact for the public, including mail, telephone and supplies for head office. Manages the department's inventory at departmental sites across the province and liaises with the Department of Transportation and Infrastructure Renewal to assist with the management of the department's capital assets.
- Executes the department's annual technology refresh plan, in collaboration with the department's Information Technology Corporate Services Unit, to enhance the management of information technology within the department. In addition to the planned acquisition of updated technology resources, the plan is intended to extend the life of aging technology through the cascading of equipment to capitalize on departmental requirements and opportunities.

H. PRIORITIES

The Department of Tourism, Culture and Heritage's priorities are centered on the department's three core business areas: Economic Growth; Stewardship and Governance/Accountability.

H.1. ECONOMIC GROWTH: Stimulate community and export development potential in Nova Scotia's tourism, culture and heritage sectors.

H.1.1. Grow Tourism and Culture Sectors: The tourism and culture sectors are critical to Nova Scotia's success and economic and social prosperity. Each sector generates export dollars for the province: tourism through visitation, and culture when our product is successful in export markets. These two sectors, while independent in action, rely in part on each other for success. Culture product draws tourists to Nova Scotia and, while here, tourists purchase both tourism and culture product. The department will focus efforts on growing the potential of these two sectors. Activities in support of this priority include:

Implement 2009 Tourism Plan

The tourism strategy, *New Realities, New Directions*, introduced in 2006, remains relevant. We will continue to focus on the strategy's three pillars – courtship, gateway and core experiences. Re-energized in 2008, the tourism brand is rooted in our maritime culture, both modern and traditional, and appeals to today's "cultural explorer" who wants to experience the way of life in the places he or she visits. In 2009, we will build upon the fundamental strengths of our brand and respond to change by pursuing opportunities in growth markets and using new tactics. Highlights include:

- A new brand advertising campaign to lure potential visitors to our beauty and culture through the warmth and friendliness of our people.
- A high-impact campaign in the Maritimes at a time when travellers are more inclined to vacation close to home. The campaign will stimulate immediate travel by highlighting the many exciting things to do. A local component will build pride in tourism and inspire residents to share Nova Scotia with their friends and relatives.
- Increase consumer marketing in the United Kingdom, our largest European market, to build on the foundation established with the travel trade in previous years.
- More use of social media to ensure Nova Scotia has a greater presence in global online travel conversations. This will include monitoring and responding to online discussions and questions, and integrating blogs, social media news releases and popular sites such as Facebook and YouTube into the traditional marketing mix.

- Greater use of events and publicity in key cities to stimulate peaks of awareness during decision-making periods. The events will include opportunities to showcase our culture through music, food, wine and history.
- An enhanced editorial program in both traditional and online media to ensure that more content is available for more media to maximize Nova Scotia's presence in key markets.
- A priority focus on developing cultural tourism experiences to meet the needs of visitors who are interested in experiencing our culture firsthand in tangible and interactive ways.
- Improvements to provincial visitor information centres which will include new brand imagery and technology upgrades. Digital flat-screen technology will be used to provide important travel-related information, promote attractions and events and encourage regional travel.
- A new communications strategy to keep industry informed and facilitate ongoing dialogue. This will include a new web portal, revamped Facts Flash and regular Let's Talk: Tourism Business Forums.

Product and Market Diversification Initiative

- Increase efforts in niche product and market development in 2009-2010, complementing existing product development and partnerships funding programs. To enhance Nova Scotia's competitiveness, there is a need to develop and promote new products and experiences that appeal to niche interests. Today's traveler has more choice than ever and makes vacation decisions based on specific passions and interests, rather than more generic vacation experiences. Nova Scotian niche products and experiences which this initiative will focus on include genealogical tourism, culinary/agri-tourism, experiences based on our founding cultures, cultural tourism (performing arts), and festivals and events. These niche areas have the potential to be sustainable because they are based on Nova Scotia's fundamental brand strengths and authentic core experiences.
- With assistance from the Community Development Trust (\$2.5 million fund allocated to tourism, delivered over three years, and administered by the Department of Economic and Rural Development), this initiative will fund partner organizations to develop and enhance niche products and create new tourism experiences, and to market them under the umbrella of Nova Scotia's tourism brand.

Strengthen Nova Scotia's position as a leader in cultural export sales and development

- Provide direct investment in market readiness and export development activities to enable cultural industries to increase their significant contribution to the growth of Nova Scotia exports worldwide.
- Initiate opportunities for trade development through participation in department-led or partnered international trade missions, and through co-coordination of Atlantic Canada's culture sector participation at the 2010 Vancouver Olympic Games.

Capitalize on existing cultural resources to bolster economic and trade initiatives

- Identify cultural exporters that have the potential to play an ambassador role to attract interest in Nova Scotia as a place to work or visit. Work with these cultural producers to develop the role and tools/investment.
- Identify out-of-country trade events where cultural industries can partner with other sectors to do business and to enhance the impact of the event by promoting Nova Scotia's culture.

The following measures will be used to track growth in the tourism and culture sectors:

Core Business Area: Economic Growth: Stimulate community and export development potential in Nova Scotia's tourism, culture and heritage sectors.					
OUTCOME	MEASURE	DATA		TARGET	
Support Tourism Sector Growth	Total Provincial Tourism Revenues	\$1.29 billion (2005 preliminary estimate) \$1.31 billion (2006 preliminary estimate) \$1.33 billion (2007 preliminary estimate) \$1.33 billion (2008 preliminary estimate)		\$1.3 billion (2009 calendar year)	
	Website Activity	Novascotia.com Website Visits	1.7 million (2007 base year - revised) 1.6 million (2008)	2.0 million (2009 calendar year)	
		Time on site (average)	4.68 min.(2007) 4.93 min.(2008)	6.18 min.	
		Bounce rate (note: a decrease in bounce rate is the desired outcome)	36.08% (2007) 34.37% (2008)	29.27%	
	Novascotia.com Referrals to Partners	Page Views of Operator Listings on Novascotia.com	528,638 (2007)* 555,957 (2008)	567,076 (2009 calendar year)	
		Click Throughs to Operator Websites	339,718 (2007) 330,428 (2008)	337,036 (2009 calendar year)	
	Tourism Partnership Leveraging	Product Development (per \$1 invested)	\$5.69 (2004-2005) \$6.99 (2005-2006) \$7.23 (2006-2007) \$5.34 (2007-2008) \$6.56 (2008-2009)	\$6.00 (2009-2010)	
		Sales and Partnerships (per \$1 invested)	\$7.02 (2005-2006) \$7.24 (2006-2007) \$8.05 (2007-2008) \$7.47 (2008-2009)	\$5.75 (2009-2010)	
		Marketing (per \$1 invested)	\$0.53 (2004-2005) \$0.50 (2005-2006) \$0.45 (2006-2007) \$0.83 (2007-2008) \$.75 (2008-2009)	\$0.50 (2009-2010)	
	Support Culture Sector Growth	Culture Investment Leveraging	Emerging Music Business and the Export Development Program (per \$1 invested)	\$2.50 (2008-2009)	\$2.50 (2009-2010)
			Industry Growth Program (per \$1 invested)	\$3.00 (2008-2009)	\$3.00 (2009-2010)

* The 2007 baseline figure was originally reported in 2008-2009 Business Plan as 436,700 but has been revised due to a change in analytic program being used to track website activity.

H.2. STEWARDSHIP: Preserve, promote, interpret and develop Nova Scotia's diverse cultural and heritage resources.

H.2.1. Strengthen and Expand Access to Nova Scotia's Heritage Resources and Services:

To enhance the protection, management and development of the province's rich and diverse heritage resources, government will continue to implement its first Heritage Strategy to improve the coordination of those who share responsibility to preserve, protect, promote and present Nova Scotia's heritage; improve the development and sustainable management of the full range of the province's significant heritage; and, increase public recognition of the value and relevance of the province's rich heritage.

Heritage Strategy Direction One - Coordination:

- Build partnerships with other government departments and communities:
 - Work with Natural Resources to review treasure hunting in Nova Scotia;
 - Work with Natural Resources and Environment to celebrate and promote 2010 - the Year of Biodiversity;
 - Work with Transportation and Infrastructure Renewal to focus on public area betterments to the Museum of Natural History and the Maritime Museum of the Atlantic; and,
 - Continue the *Heritage Property Act* review in cooperation with the Departments of Transportation and Infrastructure Renewal and Service Nova Scotia and Municipal Relations.

- Enhance engagement and partnerships with communities by expanding volunteer opportunities, pursuing exhibits that entertain and challenge visitors, and by collaborating with multiple stakeholders on significant heritage projects in Lunenburg, Debert and Birchtown.

- Develop and implement "Routes to Your Roots" in partnership with the Council of Nova Scotia Archives (CNSA) and the Tourism Division. This innovative online trip-planning tool will be positioned within Novascotia.com as a resource for expanding and growing the existing niche market for genealogical tourism, and for promoting the rich family-history resources already held in archives and libraries throughout the province.

- Continue to develop and enhance its partnership with the CNSA to deliver archival education, network, outreach and advisory services to the archival community throughout Nova Scotia

- Continue to support the Provincial Archival Development Program (PADP) to provide cost-shared, application driven project funding to enhance and expand preservation and access in the provincial archival sector, and to assist in leveraging federal funding for archival projects in Nova Scotia archives.

- Continue to participate in the Provincial Cooperative Acquisition Strategy by referring prospective donations outside its archival acquisition mandate to its CNSA partners or by offering them deaccessioned archival materials.

Heritage Strategy Direction Two - Sustainability:

- Examine and evaluate the structure of the Nova Scotia Museum, an identified Heritage Strategy priority. A transition plan for the Nova Scotia Historic Places Initiative will be developed to include a business case for the provincial register of historic places and recommendations on the *Standards and Guidelines for the Conservation of Historic Places in Canada*.
- Develop a plan for the provincial industrial collection in line with themes emerging from the Interpretative Master Plan.
- Identify opportunities for the Nova Scotia Museum to reduce its carbon footprint, implement the sustainable procurement policy, and green its buildings and operations in partnership with other environmental departments and organizations. Related projects will focus on greening certain museum rentals by providing specialty catering options with fair trade and eco-friendly products.
- Employ web-publishing software to merge heritage library catalogues into a central database and allow searchable desktop access for all staff, regardless of location. Deploy a Point of Sale system at the Maritime Museum of the Atlantic and Museum of Natural History to enhance admissions and retail operations.
- Refurbish the cold storage at Uniacke House and integrate the William Gilkerson Library Donation into the provincial collection.
- Continue to improve and enhance the preservation of archival holdings in accordance with sound preservation management principles and practices. Begin to implement the recommendations of the 2008 Global Preservation Assessment of the Public Archives site by carrying out the first phase of a multi-year project to improve the preservation of its provincially significant photograph collection. The acquisition of a state-of-the-art microfilm camera will enable the production of archival microfilm that meets international technical standards. The first phase of a project to reformat analog moving images to digital will focus upon migrating unique moving image materials from a now-obsolete VHS to digital format. The department will also continue to de-acidify archival records which are at risk due to the high acid content of the paper on which they are recorded, which will increase their life span by at least three to five times.

Heritage Strategy Direction Three - Relevance:

- Review educational programs at the Museum of Industry and Museum of Natural History in the context of the Interpretive Master Plan. The Museum of Natural History will design, test and deliver two new programs and products linked to curriculum outcomes. These activities will enhance educational use of the museum system.
- Building on the NSM's established reputation as a fun family destination during March Break, the Museum of Natural History will present "Venom" as its temporary exhibit and the Maritime Museum of the Atlantic will focus on interpreting a naval theme.
- The department will continue to leverage the rich documentary-heritage resources accumulated through its integrated archives and records management program to build fresh online content for a large and increasingly diversified Internet audience. New products on the NSARM Website will focus on archival photographs, digitized original records and documentary artwork. Over 20,000 newly-available birth, marriage and death records will be added to the NS Historical Vital Statistics Website through existing stakeholder partnerships. Collaboration with The Generations Network, combined with enhanced management of the department's existing documentary-heritage digital assets, will broaden online availability of and customer ease-of-access to these archival and family-history resources. The department will also expand public access through its initiative to scan selected records on microfilm at NSARM and distribute them on DVD to archives, museums and libraries throughout the province.
- The department will complement and expand public interest in community celebrations, historic anniversaries and special events taking place in 2009-2010 through its new online products. "Routes to Your Roots" will be promoted as a longer-term marketing and business-support product, while collaboration with The Generations Network will attract wider external audiences for heritage and family-history resources. Social marketing and Web 2.0 tools will also be developed by the department in 2009-2010 to promote the availability, use and value of these resources, and to encourage online dialogue and interaction with an Internet audience interested in exploring the province's documentary heritage.

The following measures will be used to track strengthened and expanded access to Nova Scotia's heritage resources and services:

Core Business Area: Stewardship: Preserve, promote, interpret and develop Nova Scotia's diverse cultural and heritage resources.			
OUTCOME	MEASURE	DATA 2008-2009	TARGET 2009-2010
Strengthened and More Accessible Heritage Resources and Services	Attendance at Nova Scotia Museum (27 sites)	527,640	527,640 Status Quo
	Nova Scotia Museum Website visits (includes Heritage Directory and Learning Resources Catalogue)	2,377,625	2,425,178
	Nova Scotia Museum page views (includes Heritage Directory and Learning Resources Catalogue) http://museum.gov.ns.ca/	7,211,194	7,211,194 Status Quo
	Historical Vital Statistics Website visits	565,000 (2007-2008 base year) 507,087 (2008-2009)	565,000
	Historical Vital Statistics Website page views https://www.novascotiagenealogy.com	27.98 million (2007-2008 base year) 27.03 million (2008-2009)	30.00 million
	Nova Scotia Archives and Records Management (NSARM) Website page views (excluding Vital Statistics) ¹ http://www.gov.ns.ca/nsarm	15.00 million (2005-2006 base year) 15.57 million (2008-2009)	17.00 million

¹ Previous measure of Nova Scotia Archives and Records Management (NSARM) Website visits (excluding Vital Statistics) has been deleted because it is no longer possible to generate an electronic report capturing the relevant statistics.

H.2.2. Support Culture Sector Development: The department recognizes the development of the culture sector is important not only to Nova Scotia's economy, but also to its social well being. Social prosperity is about people: how we live, what we value, what we do and how we do it. The report developed by the Nova Scotia Arts and Culture Partnership Council, "*Creative Nova Scotia - How Arts and Culture Can Help Build a Better Nova Scotia*", addresses many of these aspects of social prosperity.

The goal of the culture report is to strengthen connections across the sector, promote connections between culture and other sectors, such as health and education, and increase public awareness of the value of culture to a healthy society. In response to this report, government has developed a committee with senior representation from key government departments to review all of the recommendations in this plan and determine how best to focus existing resources and identify new resources to grow the culture sector in Nova Scotia. Activities in support of this priority.

- Continue to address recommendations outlined in the report: "*Creative Nova Scotia: How Arts and Culture Can Help Build a Better Nova Scotia*," including:
 - Continue work with the Department of Education to develop new programs and refine existing programs that complement the education system (eg. having artists in school programming at the classroom level and training teachers to provide improved arts programming);
 - Work with the Departments of Health and Justice to expand programming that supports artists in the community, focusing on artists in health care and restorative justice settings;
 - Continue to explore the potential to partner with community arts councils collectively to contribute to community cultural development;
 - Identify the culture sector's short-term and long-term infrastructure development needs across the province;
 - Develop an awareness campaign for culture to build local audience participation; and,
 - Develop tools to help enhance and promote the culture sector through online activities.

- Monitor the national touring program organized by the Vancouver Organizing Committee (VANOC) to assess potential for development of ongoing support for national touring by Nova Scotian artists.

- Improve the management of and access to the Art Bank collection through electronic records and web presence.

The following measures will be used to track culture sector development:

Core Business Area: Stewardship: Preserve, promote, interpret and develop Nova Scotia's diverse cultural and heritage resources.			
OUTCOME	MEASURE	DATA 2008 - 2009	TARGET 2009-2010
Increased value and visibility of culture within the broader government agenda	Number of recommendations from the NSACPC report that are implemented	Active work on most recommendations; five targeted recommendations were completed.	Active work on all recommendations; targeted work on five recommendations.
Awareness and understanding of culture sector programs	Website visits to the culture funding programs	15243	16005

H.3. GOVERNANCE/ACCOUNTABILITY: Deliver professional client services and effective programming to support government-wide and departmental priorities.

H.3.1. Improve and Expand Records Management Services to Government: Nova Scotia Archives and Records Management (NSARM) helps the department meet its mandate to promote good governance and accountability through the provision of records management services, standards and advice, records centre services, and management and preservation of government archival records. Activities in support of this priority include:

- Encourage, support and facilitate the adoption of an enterprise-wide approach to the use of information technology for records management functions to improve government's management of records in electronic form. The approach for targeted departments in 2009-2010 includes establishing formal partnerships, completing detailed evaluations including joint program assessments and Electronic Records Management (ERM) readiness assessments, providing specialized advice and assistance and monitoring implementation to ensure compliance with the corporate records management standards. NSARM will also work closely and collaboratively with other central agencies, corporate working groups and committees to ensure that implementation activities are coordinated and resources shared.
- Strengthen and improve consistent approaches to records management functions by monitoring compliance with the Records Management Policy; providing leadership and guidance to the government records management community and liaising with and participating fully in corporate information management activities; delivering corporate services, including advisory and consulting services and province-wide records centre services; and, implementing best practices and standards in records management methodology and record-keeping requirements which support the delivery of government programs and services.
- Carry out a review of the *Government Records Act* to identify a preferred approach to new legislation and examine its impact upon related legislation through a comprehensive analysis of national and international trends and standards, broad-based consultations with government stakeholders, and consideration of the business requirements of major government information systems.

The following measures will be used to track records management services:

Core Business Area: Governance/Accountability - Enhancing Operational Effectiveness: Deliver professional client services and effective programming to support government-wide and departmental priorities.			
OUTCOME	MEASURE	DATA	TARGET 2009-2010
Strengthened Records Management Services to Government¹	Number of Records Management program assessments	14 departmental assessments (June 2005 base year) 7 updated assessments (2008-2009 projected)	7 additional assessments
	Number of Electronic Records Management readiness assessments	4 departmental assessments (base year 2008-2009)	4 additional assessments

¹ Previous measure of Level of Compliance with Corporate Records Management Policy has been deleted, since the 80% target expected to be reached in 2008-2009 represents the maximum compliance level which can be reasonably achieved within the statutory, regulatory and resource environment in which the government-wide records management program operates.

H.3.2. Enhance Operational Effectiveness: Throughout 2009-2010, the department will develop and implement initiatives to enhance operational effectiveness in order to promote good governance and maximize accountability. Initiatives in support of this priority include:

- **Legislation**

The department will review its legislation including the *Heritage Property Act*, *Special Places Protection Act*, *Cemeteries Protection Act* and *Government Records Act*.

- **French Language Initiative**

The department will update its French Language Services Plan in 2009-2010, including highlights of progress in 2008-2009 in providing service in French to the province's Acadian and francophone community. The French-Language Services Committee will continue to meet to facilitate progress on the plan. The department will continue to implement initiatives including translation of information and other initiatives designed to enhance communication in French.

- **Healthy Workplace**

The department will restructure its healthy workplace committee, bringing all committees that contribute to workplace wellness together. The committee will initiate some activities while focusing on research to determine the department's needs, set benchmarks and develop a multi-year plan.

- **Access and Privacy**

The department will continue to establish a framework, processes, procedures and expertise among staff that will strengthen the department's capacity to support the access and privacy needs of internal and external clients' requests for access to information, while balancing the privacy and confidential requirements of all parties.

- **Risk Management**

- **Business Continuity Initiative**

The department will continue the ongoing planning and development of the department-wide business continuity plan as part of the province-wide initiative to establish a provincial business continuity program. The plan will assist in increasing risk capacity within the department, while supporting the development of a long-term strategic plan for the management of the department's capital assets.

- **Security**

The department will address significant risks as identified through the annual physical security, business continuity, violence in the workplace and audit risk assessments to ensure that safeguards for internal and external

environments of facilities continue to protect staff, visitors, sensitive information and assets from unauthorized access and activities.

- **Information Technology**

The department will focus on the following activities in recognition of the way in which information technology contributes to overall operational effectiveness:

- Implement the immediate priorities identified in the departmental web strategy, beginning with the development of new content and design for the corporate site. Other priorities include developing technical standards for all twelve departmental websites and creating a governance model for the web.
- Continue to focus on implementing an online investment program application that will integrate with the department's Community Investment Management System. This initiative will improve the quality of our investment application process for our clients and increase the efficiency of processing applications.

- **Web Strategy**

Implement the immediate priorities identified in the departmental web strategy, including finalizing an assessment of resource needs to implement the strategy, implementing a new system for web statistical monitoring and reporting, and purchasing a content management system for the Nova Scotia Museum sites.

- **Communications Plan**

The communications plan recognizes the importance of communicating to a broad range of audiences including staff, partners, stakeholders and the general public, and supports all ongoing and new initiatives in the department's business plan. In 2009-2010, Communications will continue to support all departmental initiatives while focusing on a number of broad activities:

- Continue to adapt and implement the Communications Strategy to enhance Nova Scotians' understanding of how tourism contributes to economic growth in the province, the role of industry in tourism planning and development, and the activities undertaken to strengthen and promote Nova Scotia's tourism sector.
- Work with the Culture Division and the Nova Scotia Arts and Culture Partnership Council to implement recommendations of "Creative Nova Scotia: *How Arts and Culture Can Make a Better Nova Scotia*"; particularly recommendations related to raising public awareness of the social and economic benefits of arts and culture.

- Work with the Heritage Division on the continued implementation of the Heritage Strategy. The focus will be on raising awareness of the strategy itself among heritage stakeholders and the general public, while also working on longer term recommendations within the strategy.
- Continue to strengthen and enhance internal communications by working with the department to implement the internal communications plan, which was based on input from both the internal communications survey and the Public Service Commission survey, and expand and adapt the new Connector intranet site based on employee feedback.

The following measures will be used to track operational effectiveness:

Core Business Area: Governance/Accountability - Enhancing Operational Effectiveness: Deliver professional client services and effective programming to support government-wide and departmental priorities.			
OUTCOME	MEASURE	DATA	TARGET 2009-2010
Operational Effectiveness	Percentage of employees who respond positively to the statement: "I know how my work contributes to our department's priorities/purpose." <i>(Source: PSC "How is Work Going" Survey)</i>	87% (2004-2005) 83% (2007-2008)	90% (or greater) ¹

- **Human Resources Plan**
The goal of the Human Resources Plan is to contribute to the operational effectiveness of the department by supporting the efforts of our employees and sustaining the environment which makes the department a preferred place to work. The department will focus on human resources activities aligned to the Corporate Employee Survey results, internal departmental survey results, as well as the Corporate Human Resources Plan.

¹Next PSC Survey to be conducted in 2009

Activities within the Human Resources Plan will be designed to contribute to a skilled, committed and accountable public service as well as to a safe and supportive workplace through continued emphasis in the following areas:

- Review results from the Occupational Health and Safety audit and identify and implement action plan;
- Commit to supporting leadership development programs through Talent Management;
- Continue to support participation in the Respectful Workplace Training (target is 100%);
- Analyze results and implement action plan on the workplace survey results;
- Ensure the orientation program is updated and aligned with the Corporate PSC program; and,
- Continue to oversee the implementation of the Flex Work initiative and make further recommendations, if required.

The following measures will be used to track implementation of the Human Resources Plan:

Core Business Area: Governance/Accountability - Enhancing Operational Effectiveness: Deliver professional client services and effective programming to support government-wide and departmental priorities.			
OUTCOME	MEASURE	DATA	TARGET 2009-2010
Preferred Place to Work	Percentage of employees who have performance plans ¹ with relevant training and development as well as career development plans	65% (2007-2008) 29% (2008 - 2009)	75% (or greater)
	Employee Engagement Index <i>(Source: PSC "How is Work Going" Survey)</i>	75% (2007-2008)	75% (or greater) ²

¹Performance Plan is the document that an employee and a manager complete at the beginning of a fiscal year that outlines the performance targets they intend to accomplish over the fiscal year. The performance plan is used throughout the year as a tool to measure an employee's progress relative to the targets they set and is termed an "appraisal" or "review" when it is completed at the end of the fiscal year.

²Next PSC Survey to be conducted in 2009

- **Finance Corporate Services**

The goal of Financial Services is to provide advice on financial management issues within the department, assist the department in meeting its fiscal objectives in the broader context of the government's overall objective of financial and economic sustainability, and ensure financial reporting, analysis and financial accountability requirements are met. Initiatives include:

- Contribute to the development of the department's business plan to promote, develop and preserve Nova Scotia's significant tourism, culture and heritage resources;
- Develop a departmental fiscal plan that supports the government's overall corporate fiscal and economic strategies;
- Participate in the Financial Community Human Resource Strategy for the creation of a sustainable, highly skilled financial community by developing existing financial talent and a balanced approach to future recruitment of financial staff;
- Provide professional accounting advice to ensure financial reporting, analysis and financial accountability requirements are met, including implementation of new Public Sector Accounting Board (PSAB) standards to ensure the department is compliant with changes in accounting and/or reporting requirements; and,
- Continue the consolidation of existing accounts receivable (A/R) systems throughout the department into one corporate SAP A/R for improved reporting and analysis, asset management, enhanced internal controls and documented procedures and processes.

I. BUDGET CONTEXT

Tourism Culture and Heritage			
	2008-2009 Estimate	2008-2009 Actual	2009-2010 Estimate
Program & Service Area	(\$thousands)	(\$thousands)	(\$thousands)
Program Expenses:			
Office of the Minister and Deputy Minister	515	485	463
Corporate Strategy and Operations	3,065	2,636	3,013
Tourism	24,109	24,723	25,229
Heritage	14,913	18,376	19,195
Culture	9,516	10,611	10,434
Art Gallery of Nova Scotia	2,018	2,055	2,076
Nova Scotia Archives and Records Management	2,591	2,470	2,612
Total Program Expenses	56,727	61,356	63,022
Additional Information:			
Fees and Other Charges	(2,971)	-3,126	(3,246)
Ordinary Recoveries	(1,649)	-1,582	(1,055)
TCA Cost Shared Revenue	-	-	(3,000)
TCA Purchase Requirements	-	1	6,293
Provincial Funded Staff (FTEs) Net	306	300	317