

Department of Tourism, Culture and Heritage

**Annual Accountability Report
For The Fiscal Year
2006-2007**

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1. **Accountability Statement**

The accountability report of the Department of Tourism, Culture and Heritage for the year ended March 31, 2007, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism, Culture and Heritage's business plan information for the fiscal year 2006-2007. The reporting of Tourism, Culture and Heritage's outcomes necessarily includes estimates, judgements and opinions by department management.

This accountability report is the responsibility of department management and represents, to the greatest extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism, Culture and Heritage's business plan for the year.

Minister _____
Honourable Bill Dooks

Deputy Minister _____
Kelliann Dean

2. Message from the Minister

I am pleased to report on the Department of Tourism, Culture and Heritage for the fiscal year 2006-2007.

Our department's mission is to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians. To support that mission, the department's budget for the 2006-2007 fiscal year was set at \$57.0 million.

Our department employs staff who deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors, the general public, community groups, municipalities, heritage groups, tourism groups and operators, artists and cultural organizations.

Our service is shaped by the recognition that Nova Scotia's beautiful landscape, rich heritage and diverse culture add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travelers.

Highlights of the department's accomplishments in 2006-2007 include:

- Generated an estimated \$150.0 million in advertising generated revenues through online and conventional channels. This investment generated an estimated return on investment of 30:1.
- Invested \$587,000 in 36 third-party tourism development projects leveraging a record \$7.36 of partner funding for every \$1.00 of provincial investment.
- Partnered with Bay Ferries to hold a major consumer promotion aboard the CAT in Boston, USA, promoting the re-establishment of the ferry service between Portland, Maine and Yarmouth.
- Delivered a joint Culture/Tourism promotion at the Milwaukee Irish Festival, the largest of its kind in the world.
- Invested \$7.1 million in 603 cultural clients, projects and activities.
- Developed the Export Strategy for Cultural Products which was approved through collaboration with economic growth agencies.
- Hosted the Creative Nova Scotia Conference and Awards Gala where entertainment represented a wide range of arts and culture disciplines.
- Invested \$2.0 million towards construction of the \$9.0 million Joggins Fossil Cliffs Interpretive Centre and advanced the UNESCO World Heritage Site nomination process and expanded the protected site under the *Special Places Protection Act*.
- Presented the Final Report and Recommendations for a Heritage Strategy to government through Voluntary Planning.
- Operated Bluenose II successfully through a partnership with Lunenburg Marine Museum.
- Launched Historical Vital Statistics Online with one million vital statistics entries dating back to 1864.

The resulting activities reflect the government's commitment to strengthening the quality of life for our families and communities and achieving continued economic growth and prosperity for our province.

3. Introduction

This report describes the performance of the Department of Tourism, Culture and Heritage by detailing the achievements of the Department and the performance targets used to measure the department's success. The Department's 2006-2007 Business Plan can be used as a source of comparison against this report.

This report is divided into sections that outline the department's progress and accomplishments, financial results and outcome measures. Supplementary information outlining tourism industry facts is also attached. Specific highlights from the department's Tourism, Culture, Heritage and Nova Scotia Archives and Records Management (NSARM) divisions include:

Tourism

- The department partnered with Bay Ferries and launched a major consumer promotion aboard the CAT in Boston, USA. The three-day trade show onboard the high-speed catamaran promoted the re-establishment of the ferry service between Portland, Maine and Yarmouth. The Department also worked closely with the Halifax Stanfield International Airport to increase air capacity to Nova Scotia for 2007. This fiscal year also marked the return of Icelandair and Zoom Airlines' direct flights to Belfast and Paris.
- The department invested \$587,000 in 36 third-party tourism development projects with estimated total project costs of \$4.9 million. These investments supported tourism development initiatives in communities throughout the Province and leveraged a record \$7.36 of partner funding for every \$1.00 of provincial investment.
- The department invested \$2.0 million towards the \$9.0 million Joggins Fossil Cliffs Interpretive Centre which is currently under construction. Community ownership and management of Upper Clements Park was secured with a provincial investment of \$1.0 million for improvements and transitional operating funding. Enhancements totaling \$1.0 million were also made to the Peggy's Cove Visitor Information Centre (VIC) and parking lot in 2006-2007.
- The Travel Media Program continued to be successful. It was a record year for Nova Scotia Media coverage with \$50.8 million dollars in publicity value and 121.3 million in circulation figures, an increase of over \$10.0 million from the previous year. The return on investment is 543:1 (\$1 spent generated \$543.00 in media publicity value).

Culture

- In 2006-2007 the department invested \$7.1 million in 603 clients, projects and activities. These investments included \$411,093 in 123 activities under the Cultural Activities program. Through the Operating Assistance to Cultural Organizations program the department invested \$3.3 million in 82 organizations. Through the Emerging Music Business program the department invested \$398,840 in 83 projects.
- The Export Strategy for Cultural Products was presented to the Nova Scotia Arts and Culture Partnership Council. As well, the Provincial Trade Strategy was developed through collaboration with economic growth agencies including the Business Development Agreement Cultural Industries Working Group, Trade Team Nova Scotia which includes federal and provincial governments, and the provincial Trade Commission.

- The NSACPC report, *Creative Nova Scotia: How Arts and Culture Can Help Build a Better Nova Scotia*, was released to the public in October 2006. The report highlights the opportunities provided by government departments in support of culture. An interdepartmental committee was formed to address the ten recommendations in the report. The report was accepted by government and the recommendations have become a key focus of the department's work plan over the next few years.
- The Creative Nova Scotia Conference and Awards Gala was held October 19, 2006 at the DeCoste Centre in Pictou, Nova Scotia. There were 174 participants at the event which marked the integration of significant arts and culture awards. Entertainers represented various arts disciplines including music, dance, visual arts, literary arts and theatre. Three major arts awards were presented as well as the inaugural Lieutenant Governor of Nova Scotia's Masterwork Award.

Heritage

- Through Voluntary Planning, the Final Report and Recommendations for a Heritage Strategy was presented to government. Fifteen departments and offices were directly and indirectly involved in the strategy development phase from December 2006 to June 2007. Key external partners, the Federation of NS Heritage, Voluntary Planning and the Council of NS Archives were made aware of developments and involved in the internal process wherever possible.
- Through a partnership with Lunenburg Marine Museum Bluenose II was operated successfully with full accountability. The Province is committed to the continued operations of Bluenose II as reported in an October 2006 press release.
- The restoration and launch of the S class sloop, Valkyrie, was completed in July 2006. A major gala ceremonial launch took place at Second Peninsula, Lunenburg County, Nova Scotia on August 5, 2006. This was the original launch site. The ceremony secured significant media coverage including spontaneous write-ups on historic vessel websites in Britain and the United States.
- The department supported advancement of Joggins Fossil Cliffs UNESCO World Heritage Site nomination. The department expanded the boundaries of the Protected Site under the Special Places Protection Act. This included contacting 87 landowners directly about expanding the site boundaries and addressing all concerns. Staff presented on the Joggins Fossil Collecting Policy to a World Heritage conference in Telford, England and continued to contribute to interpretive planning and development for the site.

Nova Scotia Archives and Records Management (NSARM)

- Historical Vital Statistics Online and e-business services was launched in March 2007. One million vital statistics entries dating back to 1864 are available online at www.novascotiagenealogy.com. The site had 80,000 visits and 4.0 million page views by fiscal year end. It is a content-rich site with visitors spending an average of 30 minutes per visit.
- Major new virtual exhibits and online resources that were launched or completed included the following:

- “S. Edgar March: Nova Scotia Bird Watercolours” (1915-53)
 - “Rogers’ Halifax Photographic Advertising Album” (1871) – developed in partnership with the Historic Places Initiative
 - “Royal Engineers in Halifax: Photographing the Garrison City, 1870-1875” – launched in partnership with Parks Canada
 - “The Eassons and the Hoyts: Two Hundred Years of Family and Community Life in Nova Scotia Family Records” – entire archival collection (1734-1933) digitized
 - “Gone But Never Forgotten: Bob Brooks’ Photographic Portrait of Africville”
-
- The NSARM Website was marketed in Boston at the CAT Ferry Promotion in May and at the Federation of Genealogical Societies International Conference in September. These promotions attracted 20,000 visitors.

4. Department Progress and Accomplishments

Tourism, Culture and Heritage priorities and accomplishments in 2006-2007 were directed at achieving the mission and goals of the department. Our mission was “*to promote, develop and preserve Nova Scotia’s significant tourism, culture and heritage resources for lasting social and economic benefits*”. The strategic goals were:

Economic Growth - Develop the economic and export potential of Nova Scotia’s tourism, culture and heritage sectors.

Stewardship - Preserve, promote, interpret and develop Nova Scotia’s diverse cultural resources and natural and cultural heritage.

Governance/Accountability- Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

The 2006-2007 priorities and accomplishments are described under each of the three core business areas in the 2006-2007 Business Plan as follows:

4.1 Core Business - ECONOMIC GROWTH: Develop the economic and export potential of Nova Scotia’s tourism, culture and heritage sectors.

4.1.1 Support Tourism Sector Growth:

Nova Scotia’s tourism industry is led by an innovative partnership between the department and the private sector - the Nova Scotia Tourism Partnership Council (TPC). Each year, the Council and the department collaborate to develop an Annual Tourism Plan which identifies strategic provincial priorities in research, marketing, sales, and product development. The Annual Tourism Plan is the signature plan that guides the department’s efforts.

Priorities are built upon strategic analysis of market and product research that aligns Nova Scotia’s product strengths with market needs and expectations. The very characteristics that make Nova Scotia appealing to visitors - our pride of place, seacoast identity, scenic landscapes, cultural fabric, living traditions, authentic history, and richness of people - are rooted in the things Nova Scotians value.

Business Plan priorities for 2006-2007 were aimed at building greater prosperity and increasing Nova Scotia’s competitiveness as a premier seacoast tourism destination in core and emerging markets. Our core markets account for 87% of non-resident visitation to Nova Scotia and include Atlantic Canada, Ontario, Quebec, North Eastern United States, and Europe. For the first time, Nova Scotia was promoted in Western Canada as a tourism destination and the department undertook new sales activities in Germany and the United Kingdom and also extended its reach into the United States through strategic promotions utilizing Bluenose II and the Cat ferry.

Specific initiatives in support of this priority included:

i) Participate on the Tourism Vision Team (TVT) and assist in implementing Vision Recommendations.

Accomplishments:

The department continued to demonstrate leadership and expertise in working together with industry and communities across the province. The department worked closely with the Tourism Partnership Council and the Tourism Vision Team to champion growth and guide the implementation of the 11 key recommendations.

ii) Achieve the targets outlined in the 2006 Tourism Plan in partnership with industry.

Activities in support of this initiative included:

a) Strengthen Transportation Access

Accomplishments:

In May 2006, the department partnered with over 40 individual tourism operators, Bay Ferries and the Atlantic Canada Tourism Partnership to launch a major consumer promotion aboard the Cat in Boston, USA. The three-day trade show onboard the high-speed catamaran promoted the re-establishment of the ferry service between Portland, Maine and Yarmouth and attracted over 14,000 consumers from the Boston area.

The department worked closely with the Halifax Stanfield International Airport to increase air capacity to Nova Scotia for 2007. This fiscal year also marked the return of Icelandair and Zoom Airlines' direct flights to Belfast and Paris.

b) Destination Development

Accomplishments:

The department launched new guidelines for tourism destination development which provide a roadmap for communities as they assess and grow their tourism-related capacity.

The department invested \$587,000 in 36 third-party tourism development projects with estimated total project costs of \$4.9 million. These investments supported tourism development initiatives in communities throughout the Province and leveraged a record \$7.36 of partner funding for every \$1.00 of provincial investment.

Additionally, the department invested \$2.0 million towards the \$9.0 million Joggins Fossil Cliffs Interpretive Centre which is currently under construction. Community ownership and management of Upper Clements Park was secured with a provincial investment of \$1.0

million for improvements and transitional operating funding. Enhancements totaling \$1.0 million were also made to the Peggy's Cove Visitor Information Centre (VIC) and parking lot in 2006-2007.

As part of the department's legislative review, a formal industry consultation process was undertaken with key tourism industry stakeholders regarding the *Tourist Accommodations Act and Regulations*. The consultation process will inform the future direction of Nova Scotia's commercial accommodation policy.

The fourth annual Product Development Day was held in April 2006 with close to 200 tourism industry and community leaders in attendance.

Destination Diaries, a new bi-monthly newsletter was launched in September 2006. The newsletter communicates and highlights the work of groups actively involved in the Tourism Destination Area development program.

The department launched a tourism investment attraction initiative in 2006, along with a complementary tourism investment website www.gov.ns.ca/tourisminvestment and partner tool kit: *Nova Scotia Tourism: The Business Advantage*.

The Travel Media Program continued to be successful. It was a record year for Nova Scotia Media coverage with \$50.8 million dollars in publicity value and 121.3 million in circulation figures, an increase of over \$10.0 million from the previous year. The return on investment is 543:1 (\$1 spent generated \$543.00 in media publicity value).

c) Deliver SMART Tourism

Accomplishments:

The department participated in a working group with representatives of the Tourism Industry Association of Nova Scotia and the Tourism Partnership Council to finalize the Sustainable Coastal Tourism Development Strategy and identified key priorities for implementation.

In support of the strategy, the department reviewed a series of Environmental Assessment submissions for potential tourism impacts, collaborated with the Department of Natural Resources in the acquisition of new crown land, and participated on the Provincial Oceans Network interdepartmental committee.

In support of improved coastal access, the department provided \$33,258 in funding to community-based projects to foster development of beach boardwalks, hiking trails, and interpretive coastal look-offs.

d) Make our Tourism Business More Competitive

Accomplishments:

In 2006-2007, through a Fee for Service Agreement, the Department of Tourism, Culture and Heritage provided funding in the amount of \$102,500 to support the Nova Scotia Human Resource Council's mandate and provincial labour market priorities. Areas supported included:

- Career Development
- Industry Professional Development
- National Development
- Human Resource Marketing and Implementation
- Service Excellence Programs

Support for these initiatives at the provincial level is instrumental in building a sustainable tourism workforce in Nova Scotia.

The department provided an additional \$18,273 to assist the Nova Scotia Tourism Human Resource Council in developing and delivering the first Tourism Master Class series. This series of executive level development programs featured world class speakers on a variety of tourism business related topics ranging from marketing to technology to quality and leadership development. Sessions were held in several communities across the province.

In partnership with the South West Shore Regional Development Authority and ACOA \$37,500 was provided for the development and implementation of a new market readiness program targeting 50 tourism operators in the Yarmouth and Acadian Shores area.

The department's series of twelve Tourism Business Development guides were combined and produced on a single CD-ROM to facilitate cost-effective distribution to clients. The guides continue to be available for download online on the department's website.

e) Take our Brand to New Places

Accomplishments:

The department delivered a series of tourism promotions in existing and new markets to increase awareness of Nova Scotia as a tourism destination and encourage visitation. Highlights include:

- A week-long Ceilidh promotional event was held in Calgary in May 2006 and promoted Nova Scotia as a vacation destination for Western Canadians.
- The Milwaukee Irish Festival was a joint Culture/Tourism promotion and marked the first time Nova Scotia participated in this event, the largest of its kind in the world. There were 130,000 in attendance.

- The Rolling Stones concert, the biggest concert in the province, was a tremendous success and put Nova Scotia on the map as an international concert venue.
- The Boston Tree Lighting held in November 2006 marked the thirty-fifth anniversary of Nova Scotia providing a tree to Boston. The Nova Scotia client reception was delivered in partnership with Brand Nova Scotia and Nova Scotia Business Incorporated.
- In support of developing new markets, the department participated in marketing initiatives in Washington and New York.
- The Department's 2006 tourism marketing campaign generated an estimated \$150.0 million in advertising generated revenues through online and conventional channels. This investment generated an estimated ROI of 30:1 based on \$4.9 million invested in tourism marketing in 2006. This reflects a change in methodology. Estimating total ad-generated revenues from online in addition to conventional conversion results yields a higher number.

f) Close the Sale

Accomplishments:

The department continued to develop a Tourism Customer Contact System to provide integrated customer database management and customer interfacing including online, Visitor Information Centres and telephone information and reservation servicing. The new system will ensure that customers and other users can access the same consistent information and are able to make reservations using current information. Contract negotiations to facilitate the development of the new system are nearing completion.

The travel trade sales team implemented 17 joint marketing partnerships with tour operators supporting increased sales of Nova Scotia's tourism products. The department's tourism sales team also promoted Nova Scotia to tour operators at 13 trade shows and marketplaces in key target markets.

The Travel Media Program continued to be successful. The media relations team hosted 50 media familiarization tours, representing 116 travel media and attended 11 media-related marketplaces and events. 2006-2007 was a record year for Nova Scotia Tourism Media coverage with \$50.8 million dollars in publicity value and 121.3 million in circulation figures, an increase of over \$10.0 million from the previous year. The return on investment is 543:1 (\$1 spent generated \$543 in media publicity value).

g) Gain New Insights

Accomplishments:

To assist the department in synthesizing monthly tourism indicators, meetings were held with key stakeholders each month to discuss the status of the tourism season. This was then conveyed to the larger industry and the general public through monthly press releases.

As part of the Tourism Investment initiative, the department developed a brochure describing the various Tourism Research services that are available to industry and the public at large. The brochure will assist in increasing the industry's familiarity with the range of services provided by the department's research section.

Through a partnership with the other Atlantic provinces and Atlantic Canada Opportunities Agency, the department funded a research project to investigate potential tourism markets for Nova Scotia. The information from this project will help better understand current and emerging markets and direct future marketing plans.

A Tourism Research symposium was held in March, 2007, to align research efforts and capitalize on opportunities to better serve the needs and expectations of the industry. Forty stakeholders participated. Input during the symposium will assist the department in establishing a research strategy and multi-year research plan. Highlights of recommendations include publishing new tourism research bulletins on the website such as accommodation activity by property type, a comparison of urban and rural accommodation performance, visitor origin statistics by mode of transportation, and a description of methods used to monitor Nova Scotia's tourism activity. These will be published during the 2007-2008 fiscal year.

iii) Support the Minister's Task Force on Tourism in concert with the Tourism Partnership Council to achieve priority joint initiatives.

Accomplishments:

The department continues to work with colleagues across government to advance tourism priorities. To strengthen interdepartmental collaboration, Ministers from ten provincial departments sit on the Minister's Task Force on Tourism. Key achievements of the Task Force include formation of a Tourism-Transportation committee to enhance collaboration on highway infrastructure improvement projects; joint-support for Nova Scotia's growing culinary and wine tourism sector; and strengthened efforts to support sustainable tourism including new coastal crown land acquisitions at Cape Split and other important coastal areas. The Ministers Task Force on Tourism also established a series of joint-priorities for implementation in 2007-2008 to further build upon this work.

iv) Develop the 2007 Tourism Plan in partnership with the Tourism Partnership Council and industry.

Accomplishments:

The new multi-year strategy, "*New Realities, New Directions*", was developed in collaboration with the Tourism Partnership Council and released to industry at the annual Tourism Conference December 4, 2006. The plan incorporates several new strategic directions in response to new market realities and opportunities and three areas of strategic focus: Gateway Strategy, Consumer Courtship Strategy and Core Experiences Strategy. The province was among the first to use Google Earth technology as a tourism marketing tool. Visitors to novascotia.com can download data placing more than 100 Nova Scotia experiences, represented by tartan dots, across the province.

v) Update and enhance the department's Tourism Economic Impact Model

Accomplishments:

The department developed a Terms of Reference and formed a project steering committee to enhance the department's Tourism Economic Impact Model (TEIM). Several meetings were held with the Department of Finance to refine the Terms of Reference and determine the ongoing maintenance, oversight and custodian responsibilities related to the model.

Discussions were held with Department of Finance, industry partners and a management consultant regarding synergies between the Tourism Economic Impact Model (TEIM) update initiative and the Tourism Vision Economic Agenda. This has resulted in broadening the terms of reference beyond consumer tourism demand, to include the modeling of economic impacts of capital and operating expenditures. The new model will continue to measure the impact of tourism on the provincial economy, but will have an added predictive, strategic resource allocation dimension.

Additionally, the department will continue to support the Department of Finance's efforts to update the public version of their economic input/output model.

Statistics Canada's release of 2005 spending data has been delayed until December 2007. The Statistics Canada data will form an integral part of the model, as in-province travel by Nova Scotians accounts for about one-third of provincial tourism industry revenues. Consequently, TEIM completion has been adjusted to March 2008 in response to the revised Statistics Canada production schedule.

4.1.2 Support Growth of Cultural Industries:

The department recognizes that Nova Scotia's cultural industries are important to the province's economy. Cultural products have significant sales potential that can provide opportunities for individuals, businesses and communities throughout this province. In 2006-2007 the department invested \$7.1 million in 603 clients, projects and activities. These investments included \$411,093 in 123 activities under the Cultural Activities program. Through the Operating Assistance to Cultural Organizations program the department invested \$3.3 million in 82 organizations. Through the Emerging Music Business program the department invested \$398,840 in 83 projects.

Specific initiatives in support of this priority included:

- i) Implement an export strategy for cultural products through collaboration with economic growth agencies.**

Accomplishments:

The Export Strategy for Cultural Products was presented to the Nova Scotia Arts and Culture Partnership Council and the Council's Program Review Committee has asked Culture Division staff to solicit comments from the sector.

The Culture Division is represented on the following economic growth agencies: Business Development Agreement Cultural Industries Working Group; Trade Team Nova Scotia which includes federal and provincial governments; and the provincial Trade Commission. The Provincial Trade Strategy was approved.

4.2 Core Business -STEWARDSHIP: Preserve, promote, interpret and develop Nova Scotia's diverse cultural resources and natural and cultural heritage.

4.2.1 Strengthen Heritage Resource Management:

Heritage is essential to the preservation and development of Nova Scotia's communities. It contributes to our economy, to opportunities for life-long learning, and to our identity and pride of place. Specific initiatives in support of this priority included:

- i) Develop a heritage strategy in response to the recommendations of the Voluntary Planning Task Force including continued engagement of government and stakeholders.**

Accomplishments:

Voluntary Planning released its interim report for a heritage strategy on June 26, 2006. The Final Report and Recommendations for a heritage strategy was presented to government on December 14, 2006. An internal project advisory committee was formed and an external consultant hired to assist government write the heritage strategy document. Fifteen

departments and offices were directly and indirectly involved in the strategy development phase from December 2006 through fiscal year-end 2007. Key external partners, the Federation of NS Heritage, Voluntary Planning and the Council of Nova Scotia Archives were made aware of developments and involved in the internal process wherever possible.

During this internal phase, government identified the critical issues that needed to be addressed in order to advance the heritage agenda. Research and analysis was conducted on 30 different heritage related plans and/or strategies. An “Issues and Opportunities” document was prepared to assist in developing the critical issues into strategic directions. It was shared with partners including the departments and offices who share the heritage agenda. Planning for a two-day strategy workshop to be held April 2-3, 2007 was completed.

ii) Preserve the Nova Scotia Museum (NSM) collection. Activities in support of this initiative included:

a) Phase III of the Collections Documentation Project.

Accomplishments:

Under Phase III of the Collections Documentation Project the final Phase II 2005-2006 Museum Assistance Program (MAP) report was completed and sent to the Federal Government. Documentation work at the new sites was delayed due to Federal MAP funding constraints. All Phase II 2005-2006 final site reports were completed in Phase III.

b) Response to report and recommendations form the collections inventory of six NSM sites.

Accomplishments:

Recommendations from Phase II were incorporated into planning for Phase III and subsequent phases of inventory. The MIMS database was upgraded and the NSM collections management forms were revised.

An application for Federal Museum Assistance Program funding, originally rejected, was revised and re-submitted. The project remains on hold pending word on the funding application.

iii) Develop an interpretation evaluation framework to ensure continued relevance to Nova Scotia.

Accomplishments:

In the development of an interpretation evaluation framework the department completed an evaluation tool and methodology research. Draft project goals, evaluation criteria and interpretation standards were also developed. Other activities in support of this initiative included:

a) Enhance the relationship between the Nova Scotia Museum and the Department of Education

Accomplishments:

Through a partnership with the Department of Education to create a Museum/Education links database the final pilot database was presented December 14, 2006. This provided a user-friendly system for teachers and museum staff. The department also provided recommendations for interpretive development and schools use.

b) Partner with the Lunenburg Marine Museum Society to operate Bluenose II.

Accomplishments:

Bluenose II was operated successfully with full accountability through a partnership with Lunenburg Marine Museum . The Province is committed to the continued operations of Bluenose II as reported in an October 2006 press release.

c) Partner with the Human Rights Commission and other government departments to present the Anne Frank exhibit.

The department developed a close working relationship with the Human Rights Commission and Atlantic Jewish Congress to present the Anne Frank exhibit. A gala opening was held in partnership with the Human Rights Commission in November 2006. Over 13,000 visitors including 2,700 students visited the exhibit.

Other accomplishments included the interpretive renewal of the McCulloch House Museum. The department managed and completed a multi-year project to showcase a new exhibit on Scottish settlement in Nova Scotia in the newly restored interior of the McCulloch House Museum in Pictou, Nova Scotia. The department worked closely with the Department of Transportation and Public Works on the restoration and with consultants on preparing artifacts for the new exhibit. A successful gala re-opening took place in August 2006.

iv) Begin to develop a culture of heritage conservation in partnership with the Federal Government.

Accomplishments:

The department hosted the Heritage Conservation Conference in March 2007 with 80 participants from provincial and municipal government and community heritage groups. Thirteen municipalities were engaged in this process. The department began planning for the second annual Heritage Communities Conference.

The "Points in Time" Heritage Map Series for Halifax was completed. The final draft of the map for Digby was completed and progress made on the maps for Lunenburg, Annapolis Royal and Truro. Other activities in support of this priority included:

a) Continue to promote Nova Scotia's participation in the Historic Places Initiative.

Accomplishments:

Under the Historic Places Initiative the department added 209 properties to the historic places register, increasing the total Nova Scotia properties to 604. The Federal Contribution Agreement was signed for the next three years.

b) Focus on the conservation and launch of the S class sloop.

Accomplishments:

The restoration and launch of the S class sloop, Valkyrie, was completed in July 2006. A major gala ceremonial launch took place at Second Peninsula, Lunenburg County, Nova Scotia on August 5, 2006. This was the original launch site. The ceremony secured significant media coverage including spontaneous write-ups on historic vessel websites in Britain and the United States.

v) Continue to strive for more efficient heritage resource management. Activities in support of this initiative included:

a) Continued integration of Le Village historique acadian into the Nova Scotia Museum

Accomplishments:

Continued activity on the integration of Le Village historique acadian into the Nova Scotia Museum included the completion of a site binder and research. The department initiated and completed the process to hire a site manager and develop a site training manual.

b) Supporting the nomination of Joggins Fossil Cliffs to UNESCO and its development as a destination area.

Accomplishments:

The department secured capital investment in the Joggins Fossil Cliffs development and advanced the UNESCO World Heritage Site nomination process. The department expanded the boundaries of the Protected Site under the Special Places Protection Act. This included contacting 87 landowners directly about expanding the site boundaries and addressing all concerns. Staff presented on the Joggins Fossil Collecting Policy to a World Heritage conference in Telford, England and continued to contribute to interpretive planning and development for the site.

vi) Launch and promote historical vital statistics online and e-business services.

Accomplishments:

Historical Vital Statistics Online and e-business services was launched in March 2007. One million vital statistics entries dating back to 1864 are available online at www.novascotiagenealogy.com. The site had 80,000 visits and four million page views by fiscal year end. It is a content-rich site with visitors spending an average of 30 minutes per visit.

vii) Expand online public access to archival and genealogical resources.

Accomplishments:

Genealogical resources have been expanded through a website. There are one million vital statistics entries online at novascotiagenealogy.com. The NSARM website was marketed at the CAT promotion in May 2006 and at the International Genealogical Conference in September 2006. The website was viewed by a total of 20,000 visitors through these promotional events.

The Public Archives CAP site was expanded from three to nine online public access computer stations.

In addition, a new archival cold storage unit to preserve Nova Scotia's film heritage officially opened in May 2006. Other activities in support of this priority included:

a) Five new exhibits and resources.

Accomplishments:

Major new virtual exhibits and online resources that were launched or completed included the following:

- "S. Edgar March: Nova Scotia Bird Watercolours" (1915-53)
- "Rogers' Halifax Photographic Advertising Album" (1871) – developed in partnership with the Historic Places Initiative
- "Royal Engineers in Halifax: Photographing the Garrison City, 1870-1875" – launched in partnership with Parks Canada
- "The Eassons and the Hoyts: Two Hundred Years of Family and Community Life in Nova Scotia Family Records" – entire archival collection (1734-1933) digitized
- "Gone But Never Forgotten: Bob Brooks' Photographic Portrait of Africville"

b) Website updating and renewal.

Accomplishments:

A major update to and reorganization of NSARM Website was completed, parallel with

the launch of a separate “Nova Scotia Historical Vital Statistics” Website. Other renewal activities were deferred due to unanticipated delays around completion of the Vital Statistics Project.

c) Refining e-business processes.

Accomplishments:

The first Privacy Impact Assessment undertaken within the Government of Nova Scotia was completed, in compliance with requirements of the new *Personal Information International Disclosure Protection Act*. This assessment is now routinely required on the part of government when providing e-business services to citizens.

d) Exploring new e-business opportunities.

Accomplishments:

Primary activity for mid-term (2007-2009) that was identified was the phased expansion of www.NovaScotiaGenealogy.com (Nova Scotia Historical Vital Statistics). Preliminary discussions were conducted with the service provider regarding specific project deliverables and timelines for 2007-2008.

viii) Support the Queens Landing development.

Accomplishments:

The department continued to support the Queens Landing project working with partners (Waterfront Development Corporation Limited, Canadian Naval Memorial Trust and Armour Group) to move the project forward. The department also supported the development of a business case for Queens Landing and consulted with Economic Planning Group Ltd. to support the analysis of space requirements for various scenarios of museum operations in an expanded museum/Queens Landing project. The Economic Planning Group space study was completed.

4.2.2 Support Culture Sector Development:

Specific initiatives in support of this priority included:

i) Address the Nova Scotia Arts and Culture Partnership Council report and its ten recommendations.

Accomplishments:

The NSACPC report, *Creative Nova Scotia: How Arts and Culture Can Help Build a Better Nova Scotia*, was released to the public in October 2006. The report highlights the opportunities provided by government departments in support of culture. The province views

this document as a call to fully recognize the potential to provide support to this vibrant element of our society. The recommendations in the report have become a key focus of the department's work plan over the next few years. The report received government acceptance and support.

ii) Establish an Inter-departmental Culture Committee

Accomplishments:

In early 2007, the Interdepartmental Committee in Support of Culture was struck and has senior level representation from 11 government departments and offices (Departments of Education, Health, Health Promotion and Protection, and Justice and the Offices of African Nova Scotian Affairs, Acadian Affairs, Aboriginal Affairs and Economic Development, Gaelic Affairs, and Immigration). Chaired by the Department of Tourism, Culture and Heritage and reporting to the Deputy Minister of the Treasury and Policy Board, this new committee will help provide a co-ordinated approach to cultural development and spending across government as well as strengthening interdepartmental relationships. The committee has approved a terms of reference, will meet at least bi-monthly and report in one year.

iii) Assist the Nova Scotia Arts and Culture Partnership Council in hosting a culture conference.

Accomplishments:

The Creative Nova Scotia Conference and Awards Gala was held October 19, 2006 at the DeCoste Centre in Pictou, Nova Scotia. There were 174 participants at the event which marked the integration of significant arts and culture awards. Entertainers represented various arts disciplines including music, dance, visual arts, literary arts and theatre. Three major arts awards were presented as well as the inaugural Lieutenant Governor of Nova Scotia's Masterwork Award.

iv) Research the social benefits of the culture sector.

Accomplishments:

Through a joint initiative between the Culture Division and Corporate Strategy and Operations, the department engaged the services of a consultant to develop a logic model and outcome measures to capture the social benefits of culture. This research was finalized and incorporated into the department's outcome measures.

4.2.3 Promote Multiculturalism:

i) Coordinate and host a Federal, Provincial and Territorial meeting of Ministers responsible for multiculturalism.

Accomplishments:

The department agreed to co-chair the FPT process for multiculturalism. Nova Scotia co-chaired a meeting of officials in October 2006, held in Ottawa, Ontario, to continue the process of working on the issue of multiculturalism. The process may lead to Nova Scotia hosting the first meeting of Ministers Responsible for Multiculturalism.

ii) Implement a government strategy in support of multiculturalism.

Accomplishments:

The department drafted a policy in support of multiculturalism which was circulated to other departments. The draft policy was circulated to the NSACPC's Policy Review Committee which made revisions then presented it to Council. With Council's approval, the Chair sent a letter to the Minister requesting it be brought forward to be adopted as a government policy.

4.3 Core Business - GOVERNANCE/ACCOUNTABILITY: Deliver professional services and corporate support to government and the department to facilitate accountability and responsible governance.

4.3.1 Strengthen Records Management Services to Government:

Nova Scotia Archives and Records Management 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. Specific initiatives in support of this priority included:

i) Continue with the incremental implementation of the corporate records management policy. Activities in support of this priority included:

a) Encourage the completion of STOR development in departments lacking adequate records schedules.

Accomplishments:

Over 20 departments and agencies received approval to use STAR Version 6. NSARM conducted eight compliance audits and one interim compliance audit.

b) Enhance joint program assessment methodology.

Accomplishments:

Records management policy compliance was improved through systematic expansion and enhancement of departmental programs. The overall compliance rate was 70 per cent, a 5 per cent increase over 2005-2006.

ii) Approve and issue electronic records management functional requirements as an NSARM standard.

Accomplishments:

An electronic records management standard was issued in June 2006.

iii) Substantially increase NSARM Records Centre capacity from 50,000 to 60,000 boxes.

Accomplishments:

The department had shelving installed in the NSARM Records Centre in February 2007, increasing records centre storage capacity by 20 per cent.

4.3.2 Enhance Operational Effectiveness:

Throughout 2006-2007 the department developed and implemented several initiatives to enhance operational effectiveness. Initiatives were designed to promote good governance and maximize accountability. Specific initiatives in support of this priority included:

i) Continue to refine the department's corporate scorecard framework developed in 2005 to enhance and better utilize outcome measures.

Accomplishments:

To better reflect the department's activities, the department conducted a comprehensive review of its outcome measures. As a result five, more relevant, outcome measures were introduced in the department's 2007-2008 Business Plan. Two outcome measures were removed because data was no longer available and one outcome measure was removed because it was no longer relevant to the department's activities. In addition, one outcome measure was refined to ensure consistency in data collection methods used in other areas of the department and one outcome measure was refined because of a change in data collection methods. Please refer to Section 6 for more details.

ii) Continue to enhance consistency and efficiency and improve the delivery of the department's investment programs using the inventory of funding program best practices developed in 2005-2006.

Accomplishments:

The department began an initiative to develop e-forms, that will allow applicants the ability to electronically apply for funding under some of the department's investment programs. The initiative is designed to improve the delivery of the of the department's investment programs. The inventory of funding program best practices developed in 2005-2006 was used to assist in an analysis to determine whether an off-the-shelf software product or an in-house

developed custom IT solution is the most effective and efficient approach.

iii) Review the department's legislation in support of government's Better Regulation Initiative.

Accomplishments:

In support of government's Better Regulation Initiative, the department began a review of the *Tourist Accommodation Act and Regulations* in July of 2006. One component of the review was a consultation with industry groups representing a cross-section of operators in the accommodation sector on how a safe, quality accommodation experience can best be achieved for our visitors. These groups included:

Tourism Industry Association of Nova Scotia
Hotel Association of Nova Scotia
Nova Scotia Bed and Breakfast Association
Nova Scotia Association of Unique Country Inns
Innkeepers Guild of Nova Scotia
Campground Owners Association of Nova Scotia
Quality Visitor Services (Canada Select)
Regional Tourism Industry Associations

The department prepared a discussion paper with options for the industry groups to consider. The discussion paper outlined the current regulatory framework and provided insights on approaches used in other provinces. Boardworks Consulting Inc., facilitated the consultation using the discussion document as a backgrounder.

The industry associations were invited to gather input from their members in order to develop a consolidated position. Stakeholders submitted their written comments in March 2007. Some comments were received from individuals as well. A summary of this feedback was shared with the industry groups that participated in the consultation.

The department conducted a thorough review and analysis of tourist accommodation best practices and trends in other provinces. The department also began work to gather secondary research and conduct primary research as it relates to consumer expectations in the tourist accommodations sector. All of this information will be used to enhance the existing legislation or to develop alternatives to legislation.

- iv) **Increase the risk management capacity within the department by developing a department-wide business continuity plan, completing security threat risk assessments for the department's sites, and incorporating risk management into the development of a long-term strategic plan for the management of the department's capital assets.**

Accomplishments:

The development of the department-wide business continuity management program was initiated with successful completion of a departmental strategy, site risk assessments and more than 50 per cent of the business impact analysis conducted for the department's critical services. The remainder of the security threat risk assessments for completed for the department's sites across the province with audits completed on the previous year's assessments and follow-up action taken where required. A Risk Manager position has been developed to assist with long-term planning of capital assets from a risk management perspective.

- v) **Communications Plan**: Recognizing the importance of communicating to staff, partners, stakeholders and to the general public, the department continued to improve our external and internal communications. Activities in support of this initiative included:

- a) **Develop and implement a communications strategy to enhance Nova Scotians' understanding of how the tourism industry contributes to economic growth in the province, the role of the local industry in tourism planning and development, and the activities being undertaken through the tourism plan to strengthen and promote Nova Scotia's tourism sector.**

Accomplishments:

The department continued to proactively communicate the marketing activities linked to the tourism plan with the Nova Scotia media and industry stakeholders through news releases, media interviews, speeches and industry communications. Began to issue news releases for monthly tourism statistics. Developed a communications plan and website for the launch of *The Business Advantage*, a new tourism investment initiative.

- b) **Develop an awareness campaign to help Nova Scotians understand and appreciate their unique culture and heritage.**

Accomplishments:

Communications activities in 2006-2007 focused on support for the first Creative Nova Scotia conference. Messaging at this conference, as well as throughout the year, focused on the social and economic benefits of arts and culture. The report of the Nova Scotia Arts and Culture Partnership Council (NSACPC), entitled *Creative Nova Scotia; How Arts and Culture Can Build a Better Nova Scotia*, includes a recommendation for an awareness campaign. The report is currently being discussed by an inter-departmental committee that will develop priority actions. The development and implementation of an

awareness campaign will proceed once funding has been identified and input from the NSACPC, the inter-department committee and others, as appropriate, has been gathered.

- c) Create a web strategy to ensure a coordinated approach to the provision of programs, services, and information via the Internet and to enhance integration of the various departmental sites.**

Accomplishments:

The department developed a web strategy and began the first phase implementation: to hire a permanent departmental webmaster and initiate an audit to identify additional resources required to implement the strategy.

- d) Continue to strengthen and enhance internal communications within the department and increase opportunities for staff input, collaboration, and access to senior management.**

Accomplishments:

The Communications CSU administered and analyzed the results of a departmental internal communications survey. The survey will be used to develop an internal communications plan, and both will be rolled out to staff and implemented in 2007-2008. The internal communications plan will include enhanced formal communications tools, such as a refreshed Connector intranet site, as well as a focus on communications skills development for management.

- vi) Execute the department's technology refresh plan, to enhance the management of information technology within the department.**

Accomplishments:

The annual technology refresh plan was rolled out to replace aging equipment and cascade equipment to sites to help meet their requirements. The program has come full circle with the replacement of equipment purchased from the first year of the execution of the strategy. As a result, the department has a broad base of computers of an acceptable age that helps ensure required computing requirements are available for staff and programs.

- vii) Implement the Human Resources Strategy to address the Tourism, Culture and Heritage employee survey results and Business Plan priorities. Activities in support of this initiative included:**

- a) Performance Management:** Continue to promote and support the performance management process and develop a training and development calendar.

Accomplishments:

Human Resources developed a targeted CSU Training and Development calendar based

on the needs as a result of performance plans submitted by the whole department. Of performance plans received, 85 percent have development plans links to performance targets and business plan.

- b) Foundations for Management:** Continue to build, maintain and improve Foundations for Management, a web-based initiative designed to provide managers, employees and human resources professionals with easy access to information relevant to creating and sustaining a culture of performance excellence.

Accomplishments:

The Foundations for Management website was successfully launched for managers and will become a centrally managed corporate resource for all employees.

The pilot results from Phase 1 were validated using focus groups in September 2006. Development of Phase 2, the rollout to employees began in conjunction with the Public Service Commission, Labour Relations Division.

A Recruitment and Selection module is in development as one of the Training and Development modules in Phase 3. It will be rolled out to the Human Resource community first and then to all managers.

- c) Workforce Planning:** Implement career development plans within the context of the performance management process and promote and support the Policy Formulation for Operational Managers course and the Public Service Commission's Career Starts, Leadership Development and Leadership Continuity programs.

Accomplishments:

Employees began to complete career development plans along with performance plans linked to the department's business plan. Six employees participated in the province's Leadership Development Program and the department was an active participant in the province's Career Starts Program.

- d) Employee Orientation:** Deliver employee orientation program information sessions to all Managers/Supervisors.

Accomplishments:

The employee orientation program was successfully implemented within the Department for all permanent employees.

e) Implement a departmental employee recognition program.

Accomplishments:

The employee recognition program was introduced at the Business Plan launch in June 2006. There is a Recognition Gallery on the department's internal website, *The Connector*. The program recognizes employees for years of service, the Minister's awards and includes informal recognition kits.

f) Health and Safety(OH&S): Implement initiatives to enhance employee health and safety including an occupational health and safety pre-audit project charter, online occupational health and safety courses, a Healthy Workplace initiative and a Respectful Workplace program.

Accomplishments:

The department's occupational health and safety (OHS) program review was completed. Mandatory core OHS training for all employees was identified. Core OHS training was aligned with the Public Service Commission calendar.

Coaching on SMART targets was provided.

Executive Management Team participated in an "Accountabilities and Due Diligence" workshop.

The department provided self-directed e-learning in job safety analysis, back protection, office ergonomics and fire extinguishers.

Respectful Workplace training continued to be delivered through the CSU calendar,

g) Diversity: Enhance mandatory diversity/affirmative action training through the addition of an Aboriginal Perceptions course and implementation of the corporate Diversity for Leaders program.

Accomplishments:

Diversity and Aboriginal Perceptions courses were promoted in the targeted HR CSU training and development calendar. Diversity for Leaders was identified as a priority course for all managers by the end of the fiscal year. Thirty-four participated in the Diversity Course, two in the Aboriginal Perceptions course, and five in Cultural Competence course.

5. Financial Results

Following is a summary of budgeted amounts compared with actual results.

Department of Tourism, Culture and Heritage				
	2005-2006 Estimate (\$ Thousands)	2005-2006 Actual (\$ Thousands)	2006-2007 Estimate (\$ Thousands)	2006-2007 Actual (\$ Thousands)
	(Per 2007-08 Estimates Book)	(Per 2007-08 Estimates Book)	(Per 2007-08 Estimates Book)	
Tangible Capital Assets (TCA)	\$821	\$840	\$92	\$84
Total Program Expenses - Gross Expenses (note 1)	\$48,931	\$52,158	\$49,904	\$57,231
Net Program Expenses - Net Expenses (note 2)	\$42,383	\$44,803	\$44,401	\$48,431
Salaries and Employee Benefits	\$13,789	\$12,758	\$14,065	\$14,844
Funded Staff (FTEs) (Gross) (note 3)	314.2	293.4	310.5	287.3
Funded Staff (FTEs) (Net) (note 4)	299.1	282.3	299.1	277.2

Significant Variance Explanations: 2006-2007 Actual to 2006-2007 Estimate

Note 1: Total Program Expenses - Gross Current

Additional \$7.3 million for:

- ▶ \$2.0 million to develop the Joggins fossil cliffs
- ▶ \$1.4 million to transfer ownership of Upper Clements Park
- ▶ \$0.6 million for Culture sector development
- ▶ \$2.0 million for Bargaining Unit wage settlement (fully recovered)
- ▶ \$1.0 million for Atlantic Canada Tourism Partnership (ACTP) US marketing campaign (fully recovered from the ACTP Agreement)
- ▶ \$0.3 million for tourism marketing partnership (fully recovered from Corporatel Contract)

Note 2: Net Program Expenses

Additional \$4.0 million for:

- ▶ \$2.0 million to develop the Joggins fossil cliffs
- ▶ \$1.4 million to transfer ownership of Upper Clements Park
- ▶ \$0.6 million for Culture sector development

Note 3: Funded Staff (FTEs) (Gross)

Decrease of 23.2 due to normal staff turnover.

Note 4: Funded Staff (FTEs) (Net)

Decrease of 21.9 due to normal staff turnover.

6. Performance Measures

Efforts have been made by the Department of Tourism, Culture and Heritage to redefine measures to ensure a more focussed and relevant approach in assessing and reporting results. These efforts have resulted in the addition of one measure presented in our Business Plans from the fiscal year 2005-2006 to 2006-2007.

Outcome	Measure	Status	Comment
The NSARM Records Centre required additional capacity to meet expanding needs of records by government.	Number of boxes increase in Records Centre storage capacity	Added as a one-time initiative	Measure identifies the actual capacity of the NSARM Records Centre

A summary of our progress related to the performance measures outlined in the 2006-2007 Business Plan is presented below:

Core Business Area: Economic Growth

Measure 1 - Total Estimated Advertising Generated Tourism Revenues

Outcome Description: One of Tourism, Culture and Heritage's core business areas is supporting Economic Growth in Nova Scotia. A desired outcome within this core business area is to maintain a positive return on investment from the department's tourism marketing campaign. This new measure is refinement of the former measure "Total Revenues Generated from Tourism Marketing Campaign". In previous years, the advertising-generated revenue objective has been based on numbers of customers who requested printed tourism material, and then applying factors such as the percentage of those who chose to visit Nova Scotia and the average spending of those respondents. Since 2004, the Department has also estimated (but not included) revenue generated by the rapidly increasing number of potential customers who seek information about Nova Scotia on-line, without requesting printed material. The current measure now reflects the combined total revenues from both sets of customers.

What Does this Measure Tell Us? Tourism industry growth is marked by the measurement of marketing campaign generated tourism revenue from core and developing markets. This measure is calculated based upon standard tourism campaign performance measurement indicators and follow-up consumer surveys. In other words, the measure demonstrates the return that can be directly linked to our advertising activities.

Where Are We Now? Total estimated ad generated tourism revenues reached \$150 million in 2006. This compares with \$147 million in 2005. The 2005 tourism marketing campaign generated \$69 million in trackable tourism revenues.

Of the \$150 million advertising-generated revenues in 2006, one-third (\$49 million) was generated by consumers responding to the department's advertising through traditional channels, such as requesting a travel guide about Nova Scotia. The remaining two-thirds of the revenues

(\$101 million) were generated by anonymous consumers who visited novascotia.com for trip decision making and travel planning, but did not request a travel guide or leave their contact information. Anonymous online conversion research is a relatively new and evolving methodology and the department continues to look at ways to estimate revenues from consumers who visit novascotia.com without leaving any contact information.

Anonymous website visits continue to make up a growing component of advertising-generated revenues and are of increasing economic significance for the department and for the industry. More and more travelers are researching and planning trips exclusively using the Internet. Visits to novascotia.com reached nearly 3.1 million in 2006.

The current shift in advertising-generated revenues is a continuation of the trend which has seen revenues from anonymous website activity increasing significantly over the past few years while traditional revenues declined from virtually 100 per cent of all revenues in 2002 to 76 per cent in 2004, and 33 per cent in 2006.

Where Do We Want to Be in the Future? The 2007 target has been set at \$153 million in total estimated ad-generated tourism revenues. The department will continue to work with its partners to refine the anonymous online web conversion research and to investigate possible integration of traditional and online conversion activity.

Measure 2 -Tourism Partnership Leveraging

Outcome Description: In 2004-2005 the department introduced tourism partnership leveraging as a performance measurement indicator. A desired outcome within this core business area is to generally maintain the current level of tourism partnership leveraging associated with strategic tourism investments.

What Does this Measure Tell Us? Tourism Partnership Leveraging identifies the amount of funds leveraged by every dollar of provincial investment in tourism partnership programs. The combined measure includes all partnership activity in product development, sales and partnerships, and marketing where third party funding is present. Tourism partnership leveraging is an indicator of program success in attracting investment from the private sector, communities, and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia's tourism industry.

Where Are We Now? In 2003-2004 (base year) each \$1 in provincial tourism investment generated \$1.42 in additional partnership funding. In 2006-2007, each \$1 in provincial tourism investment generated \$2.82 in additional partnership funding, as follows:

2006-2007 Tourism Partnership Leveraging:

Product Development Leveraging	\$7.23 per \$1 provincial investment
Sales & Partnerships Leveraging	\$7.24 per \$1 provincial investment
Marketing Leveraging	\$0.45 per \$1 provincial investment
Total Overall Leveraging	\$2.82 per \$1 provincial investment

While tourism partnership leveraging activity rose in 2006-2007, this indicator fluctuates somewhat year over year due to the availability of strategic investment opportunities aligned with the Tourism Plan. The amount of funds from other organizations that can be leveraged is but one of the factors impacting tourism investment decisions.

Where Do We Want To Be? The objective is to generally maintain a stable level of partnership investment with industry in support of the 2007 Tourism Plan. More specifically, targets outlined in the 2007/2008 Business Plan are as follows for every \$1 in provincial tourism investment:

Product Development target	\$6.00
Sales & Partnerships target	\$5.75
Marketing target	\$0.50

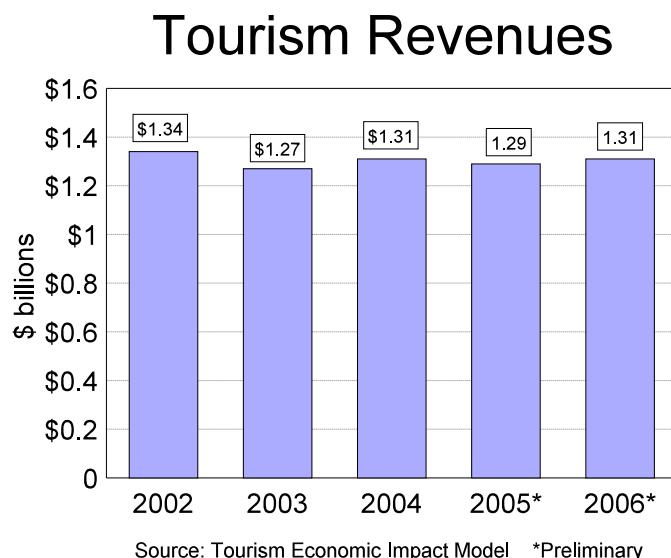
Measure 3 - Total Provincial Tourism Revenues

Outcome Description: As stated above, one of Tourism, Culture and Heritage’s core business areas is economic growth. Growth in the industry is measured by estimating total provincial tourism revenues or “tourism receipts” (visitor spending).

What Does the Measure Tell Us? Tourism receipts illustrates consumer spending on tourism - related sectors of the economy. As we attract more visitors to the province and captivate them to stay longer, more money is spent on various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation statistics, accommodation statistics, where visitors come from and how long they stay here. Each of these is influenced by the combined efforts of the department and industry through the Tourism Partnership Council with marketing, product development, sales and partnerships, and visitor services initiatives.

Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, and police services.

Where Are We Now? Preliminary 2006 provincial tourism revenues totaled \$1.31 billion, an estimated 2 per cent increase over 2005 levels. (See chart.) While overseas (-2 per cent) and American (-8



per cent) visitation performance weakened; slight increases in Canadian (1 per cent) travellers meant that total visitation remained even for 2006, compared to 2005. Nova Scotia was not alone in reduced US traffic. Factors contributing to the decline in US visitors to Nova Scotia included confusion about passport requirements, a strong Canadian dollar, and higher gasoline prices. Accommodation activity held at 2005 levels, while campground site nights decreased 6 per cent, compared to 2005.

In 2006, \$1.31 billion spending in the tourism industry in Nova Scotia generated 32,800 direct and indirect jobs, \$510.5 million in direct and indirect wages and salaries, and \$122 million in provincial and municipal taxes.

Where Do We Want to Be in the Future? Our target for this measure is to increase provincial tourism receipts to \$1.33 billion in 2007 through implementation of the 2007 Tourism Plan in concert with industry.

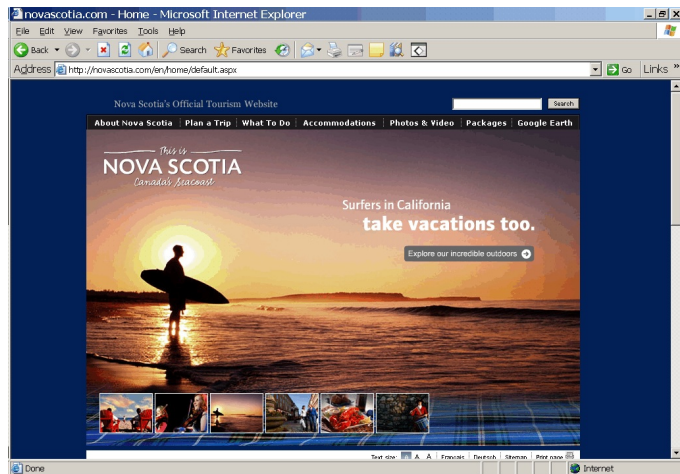
In addition to the measure of provincial tourism revenues, the following industry performance measures are reported monthly/seasonally to the tourism industry and many are also published regularly in *Tourism Insights* and online at www.gov.ns.ca/dtc:

- Advertising Generated Inquiries - All advertising is tracked to source inquiries generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for traveling to Nova Scotia.
- NovaScotia.com - The tracking of visitation levels (website visits) and tourism information downloads from the provincial tourism website.
- Check In Reservations - Accommodation booking activity and inquiries generated via Nova Scotia's Check In information and reservation service is tracked to provide an indication of travel intention and anticipated room night demand.
- Accommodation Activity - Occupancy rates and room-nights sold are tracked through reports submitted by all licensed fixed-roof accommodation properties in the province.
- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of non-Nova Scotians embarking at the Halifax International Airport.
- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the family of 27 provincial museums operated by the Nova Scotia Museum.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimikujik National Park and Halifax Citadel National Historic Site; however, for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell National Historic sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses are reported.
- Visitor Information Centre Activity - This tracks the total number of visitors counselled at all

provincial VICs.

Measure 4 - Nova Scotia.com Website visits

Outcome Description: The measure of “website visits” to Nova Scotia’s tourism website www.Novascotia.com was initially introduced in the Department’s 2004-2005 Business Plan and re-introduced in the department’s 2007-2008 Business Plan. The new measure replaces the former on-line performance measure of on-line *downloads* (tourism information downloaded from the website) in response to technological advances and changing consumer use of the internet.



What Does this Measure Tell Us? The number of website visits is an indicator of the success of tourism marketing campaigns in generating visitation to Nova Scotia.com for tourism information. In turn, website visitation is an indicator of potential tourism visitation and economic growth to the Province.

Where Are We Now? The base year measure is taken from 2005, where website visits measured 2.4 million visits. In 2006, website visits totaled 3.1 million, up 22 per cent over 2005 levels. This is not comparable to the Business Plan target of 725,000 website downloads since the measure has changed to website visits.

Where Do We Want To Be? The 2007 target for website visits has been set at 3.5 million visits, a 10 per cent increase over 2006 levels.

Measure 5 - Value of Exported Cultural Products

The following outlines our ability to measure to date.

Outcome Description:

Research indicates that strong export activity helped counteract the slower growth in the domestic market during the 1990s and it will be vital to the continued success of the culture sector. The measure of this outcome is provided by the International Trade Division of Statistics Canada. It tracks annual domestic exports and retained imports of the culture goods trade for Canada as well as Nova Scotia.

What Does this Measure Tell Us?

An increase in the value of exported cultural products is an indication of the success of the culture sector in developing international markets. It does not, however, quantify the inroads made into foreign markets that have not yet resulted in sales, including extensive research, relationship building and product development for market readiness.

The development and sustainability of the culture sector workforce in Nova Scotia during the 1990s relied, in part, on the exploitation of the international marketplace. Therefore, healthy export sales can also give an indication of the vitality of the culture sector as a whole.

Where Are We Now?

Between the years 2000 and 2006, the annual rate of export growth ranged anywhere from - 18.9 per cent and 71.9 per cent and it is anticipated that these annual fluctuations will continue. The last year figures are available is 2006 when the total value of culture goods trade for Nova Scotia was just over \$5 million which represented a 30.2 per cent increase over the 2000 figure. This figure appears to be significantly less than the Business Plan target of \$14.80 million as a result of a change in Statistics Canada's methodology. In addition, while the department participated in another Federal-Provincial spending survey it dealt only with economic impact and not with export.

Where Do We Want To Be?

Due to the annual fluctuations in the value of exported culture goods, a performance target of 13.8 per cent annual growth was set which was the average annual growth rate between 1996 and 2002. As noted above, achieving export sales is a long term process of market and product development, which the department continues to support through investment in the culture sector. According to Statistics Canada, the value of Nova Scotia's exported culture goods has been in decline since 2003. While this may be what their figures show, the department feels that they do not capture the true value of our exported culture goods. Additionally, the current trend in the arts and culture sector is toward measuring the instrumental and intrinsic benefits. Other provincial jurisdictions are exploring this and a Federal-Provincial-Territorial working group has been struck to work on creating common definitions and measures. Further to this, the Department of Tourism, Culture and Heritage has conducted a feasibility project to investigate developing outcome measures/social indicators that are reflective of this shift in research focus. The department believes that these measures will more accurately show the value of the arts and culture sector in Nova Scotia.

Core Business Area: Stewardship

Measure 6 - Attendance At Nova Scotia Museum Sites

Outcome Description:

The Nova Scotia Museum, under the *Nova Scotia Museum Act*, is mandated with informing Nova Scotians about their natural and cultural heritage. The Museum addresses this in a number of ways, including providing school programs, hosting community workshops, and developing and presenting exhibits that are uniquely Nova Scotian.

What Does This Measure Tell Us?:

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

Where Are We Now?:

The basis for reporting of Nova Scotia Museum site attendance changed from a calendar year to a fiscal year. Consequently the actual figure for 2006-2007 is not comparable to the Business Plan target. Total 2006-2007 Nova Scotia Museum site attendance was 515,298. This represents a 7 per cent decrease over the 2005-2006 number of 555,829. Resident attendance at Nova Scotia Museum sites was reported at 167,104. This represents 32 per cent of the total attendance which was 515,298. This number is significantly less than the 78 per cent that was reported in 2005-2006 the first year for the measure. This is attributed to a refinement in reporting, identifying visitors by several categories, including in-province, out-of- province, and measuring the percentage of visitors that are from unknown places of origin.

Where Do We Want To Be?:

Given the Nova Scotia Museum expects to increase overall attendance by 2 per cent, the target for resident attendance is to also increase by 2 per cent. This will be achieved by investing in the core heritage infrastructure that allows the creation of museum experiences that encourage Nova Scotians to connect with their heritage. Through the development of the first provincial government Heritage Strategy and related Interpretive Master Plan, government will be in an improved position to align resources more effectively toward increasing the recognition of the value and relevance of Nova Scotia's heritage to residents and visitors.

Measure 7 - Museum Website Visits

Outcome Description:

As the world changes, so too have the ways in which Nova Scotians experience their world, including their heritage. The world-wide-web has become a key vehicle for reaching Nova Scotians, national, and international audiences.

What Does This Measure Tell Us?:

A variance in website visits will tell us if we are successfully using electronic communication technology to engage virtual visitors in a Museum experience. As our definition of who

constitutes a museum visitor shifts to include virtual visitors, this becomes an important factor in tracking overall Museum attendance.

Where Are We Now?:

In 2006, 4.03 million web visits were made to Nova Scotia Museum web pages as compared to a target of 2.96 million. This number reflects actual visits, versus ‘hits’ to the sites and represents a 44 per cent increase over the previous year.

Where Do We Want To Be?:

It is difficult to predict web visits based on one year of statistics. The Museum hopes to increase web visits by 5 per cent but anticipates that it will take several years before an actual visitation trend is identified and more accurate predictions estimated.

Measure 8 - Historical Vital Statistics Website Visits/Page Views

Outcome Description:

Historical Vital Statistics Online provides a fully-searchable database of 1,000,000 personal names, linked directly to 800,000+ digitized birth, marriage and death registrations dating back to 1864, all located at www.novascotiagenealogy.com /. Website visitors can immediately view online and in their entirety, high-quality digitized images of the original records, and are able to place orders online for electronic or paper copies, paying by credit card. The site provides instant access to a major genealogical resource of immense value to all those searching for their Nova Scotian roots. Nova Scotia is one of the first jurisdictions in Canada to make its historical vital statistics fully available online, in digitized format and without charge; the Website is a significant accomplishment in broadening the scope of Government’s commitment to providing electronic service delivery.

What Does this Measure Tell Us?

The number of Website visits and page views reflects a positive and enthusiastic public response to NSARM’s continuing initiatives in providing high-quality online genealogical resources. Genealogists form the majority client community using archives and are active in identifying their research needs. Providing electronic service delivery for these resources will result in increased visitation to www.novascotiagenealogy.com, increased purchases of available online products, a ready market for product expansion, and significant goodwill for Government.

Where Are We Now?

A target of 500,000 visits and 6 million page views was set for 2006-2007, based on an initial projected launch date of March 31, 2006. The launch was unavoidably delayed until March 18 2007, but by the end of the 2006-2007 fiscal year (2 weeks later) there were already 80,000 visits and 4 million page views.

Where Do We Want To Be?

A target of 650,000 visits and 7 million page views has been set for 2007-2008, the first full fiscal year of the site’s operation. Targets for future years will be based in part on the 2007-2008 results. The site will continue to expand as additional vital statistics records are added annually.

Measure 9 - Nova Scotia Archives and Records Management (NSARM) Vital Statistics Recoveries

This new measure was introduced in the 2006-2007 Business Plan with a target of \$27,000 in Vital Statistics recoveries. The measure was removed, however, since recoveries are not an appropriate measure of performance.

Measure 10 - Nova Scotia Archives and Records Management (NSARM) Website Visits

Outcome Description:

The institutional website (www.gov.ns.ca/nsarm) is NSARM's most effective outreach tool. It has been designed to expand public access to and encourage non-traditional use of Nova Scotia's archival resources through the increased availability and utility of online informational content and services, especially those delivered via virtual exhibits, searchable databases and digitized holdings. Educational products and genealogical research tools are an integral component of the website's strategy to engage Nova Scotians and other interested online visitors in an awareness of and participation in the province's rich archival heritage and the discovery of their roots.

What Does this Measure Tell Us?

A consistent increase in the number of website visitors indicates appropriate selection and design of online products, effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional practices to a new reliance on distant access and the web-based experience, including advance preparation for actual onsite research activities. Analysis of website traffic from outside Nova Scotia also provides information on the volume and specificity of non-Nova Scotian interest in the province's archival heritage.

Where Are We Now?

A total of 780,000 online visitors accessed the NSARM website during 2004-2005 and 1.1 million in 2005-2006. In 2006-2007 this rose to 1.7 million, an increase of 35 per cent over 2005-2006.

Where Do We Want To Be?

NSARM continues to be a leader among Canadian archives in making archival resources accessible online. NSARM targeted 1.4 million web visits for 2006-2007, exclusive of Historical Vital Statistics Online, which was a new measure in 2006-2007. This target was based on the anticipated response to new website products under development and being planned. The number of actual website visits for 2006-2007, exclusive of Historical Vital Statistics Online, exceeded the target by 300,000 visitors. A target of 1.5 million visits, exclusive of Historical Vital Statistics Online, has been set for 2007-2008 but is expected to be exceeded, based on results for 2006-2007. Continuing to systematically expand online products, coupled with a corresponding increase in website visits, will continue to raise NSARM's profile, enhance its reputation, and allow it to take advantage of emerging e-business opportunities to better serve the public.

Measure 11 - Nova Scotia Participation in Cultural Activities and Events

Statistics Canada tracks “culture participation” using the General Social Survey (Time Use). Unfortunately, the last available figures are from 2005 and because the survey is cyclical, they will not be measured again until 2010.

However, the current trend in the arts and culture sector is toward measuring the instrumental and intrinsic benefits. Other provincial jurisdictions are exploring this and a Federal-Provincial-Territorial working group has been struck to work on creating common definitions and measures. Further to this, the Department of Tourism, Culture and Heritage has conducted a feasibility project to investigate developing outcome measures/social indicators that are reflective of this shift in research focus.

The following outlines our ability to measure to date.

Outcome Description:

Statistics Canada tracks the annual participation of Canadians in culture activities and events through the General Social Survey, which provides us the average participation rates for Canada and Nova Scotia. Participation can be through attendance at a cultural event as a spectator or participation in any number of cultural activities. Participation rates are also provided by age and income and can be viewed by specific activities or artistic disciplines.

What Does this Measure Tell Us?

The measure of participation can tell us various things, including the success of the culture sector in engaging the public and the percentage of the population who are accruing benefit from personal participation in cultural activities. In viewing the rates by age we can interpret the future audience potential since current participation of youth may predict future trends. In viewing rates by income it is interesting to note that participation rates increase by income and, despite a gap between provincial and national average wages, Nova Scotians have higher rates of participation. Overall the participation rate may tell us the relative importance of the culture sector to Nova Scotians.

Where Are We Now?

The overall participation rate in culture activities and events declined 3.7 per cent in Nova Scotia between 1992 and 1998, compared to a 5.3 per cent drop at the national level. The average participation rate in 1998 was 31 per cent.

Where Do We Want To Be?

Data is not available to track this measure on a regular basis and therefore will be replaced by a new measure that tracks the number of website visits to culture sector funding programs.

Core Business Area: Governance / Accountability

Measure 12 - Rate of Compliance with Corporate Records Management Policy

Outcome Description:

The government wide Records Management Policy was approved by Treasury and Policy Board on February 26, 2003 and implemented in the 2003-2004 fiscal year. The Policy is designed and structured to be consistent with and contribute to more effective, open and accountable government; to support and link to Treasury and Policy Board strategic goals; to place the corporate records management program solidly within the government policy framework; and to apply to and support new initiatives and approaches. NSARM contributes to the advancement of the policy through the provision of advisory and consulting services and particularly through the provision of direct assistance and measurement of policy compliance and by supporting the application of technology to records management functions.

Where Are We Now?

Records management policy compliance was improved through systematic expansion and enhancement of departmental programs. Over 20 departments and agencies received approval to use STAR Version 6. NSARM conducted eight compliance assessments and one interim compliance assessment which exceeded the Business Plan target of seven completed updated assessments. The overall compliance rate for 2006-2007 was 70 per cent, a five per cent increase over 2005-2006.

Where Do We Want To Be?

The targeted departmental policy compliance rate for 2007-2008 has been set at 75 per cent. This will be achieved by focussing on prioritized opportunities for program enhancement including greater utilization of electronic records management technologies and improving cross-departmental collaboration and government wide standards setting initiatives.

Measure 13 - Number of Boxes Increase in Records Centre Storage Capacity

Outcome Description:

The NSARM Records Centre provides a full range of services for the management of semi-active records to all government departments, agencies, boards and commissions. The Records Centre required additional capacity to meet expanding needs for storage of records by government.

What Does this Measure Tell Us?

This measure identifies the actual capacity of the NSARM Records Centre.

Where Are We Now?

The department had shelving installed in February 2007, increasing records centre storage capacity by 20 per cent from 50,000 to 60,000 boxes.

Where Do We Want To Be?

This was a one-time initiative.

Measure 14 - Percentage of employees who respond positively to the statement: “I know how my work contributes to the department’s priorities and purpose.”

Outcome Description: A new Performance Measure was identified in the department’s 2005-2006 Business Plan which calls for the measurement of the percentage of employees who contribute to the achievement of the Department’s Business Plan priorities and functions.

What Does this Measure Tell Us? The percentage of employees who respond positively to the statement: “I know how my work contributes to the department’s priorities and purpose” measures the comprehensive engagement of employees in the year round business planning and accountability process. It also measures the provision of effective internal communication regarding the department’s vision, mission and Business Plan priorities.

Where are We Now? The Business Plan launch evaluations completed in May 2006 indicate that 93 per cent of employees see how their daily work activities fit into our 2006-2007 priorities which surpasses the 90 per cent target established in the Business Plan. The results from the PSC employee survey conducted in February-March 2007 which is based on a larger sample size, indicate that 83 per cent of employees respond positively to the statement, “I know how my work contributes to our department’s priorities/purpose”.

Where Do We Want to Be in the Future?

The target is to achieve a rate of 90 per cent or better.

Measure 15 - Percentage of employees who complete training and development relevant to their work and established in their performance plans

Outcome Description: A new Performance Measure was identified in the department’s 2005-2006 Business Plan which calls for the measurement of relevant training and development in support of individual performance plans and the department’s Business Plan.

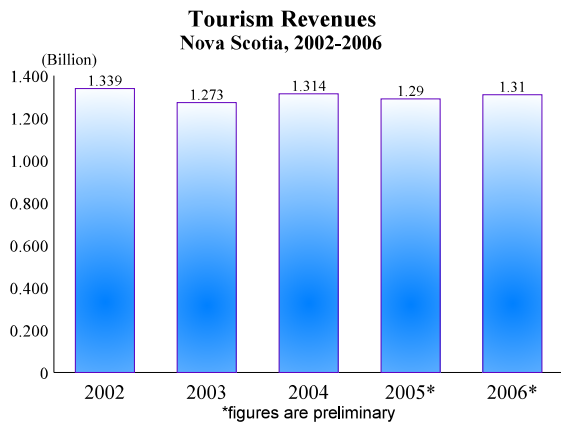
What Does this Measure Tell Us? The percentage of employees who complete training and development relevant to their work and established in their performance plans measures performance planning that is conducted in accordance with the Government’s accountability framework. This contributes to individual performance that supports the department’s business plan and priorities. Provides input to the HR Strategy to address common Department training and development needs and priorities.

Where are We Now? Of the performance reviews on file, all have met the stated training and development requests, thus statistically the measure is at 100 per cent compliance - for those performance reviews received. For the measure to be truly reflective in the future, the issue of outstanding reviews needs to be addressed.

Where Do We Want to Be in the Future? The measure will shift in focus from the percentage of employees who complete training and development relevant to their work to a measure as follows: 100 per cent compliant with performance reviews on file; performance reviews will indicate training and development relevant to employee’s work; and 75 per cent of performance plans will also include career development plans.

7. Supplementary Information and Appendices

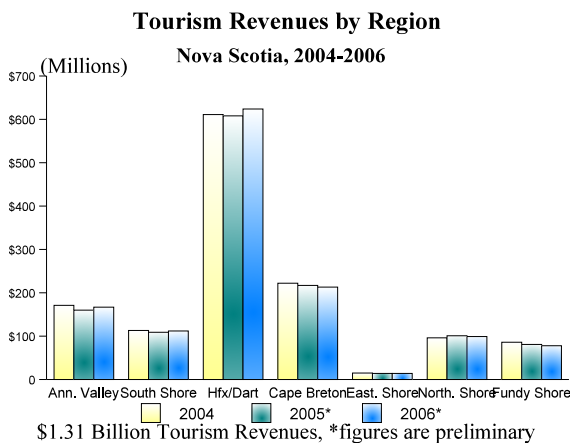
2006 Tourism Industry Performance Highlights



How important is tourism?

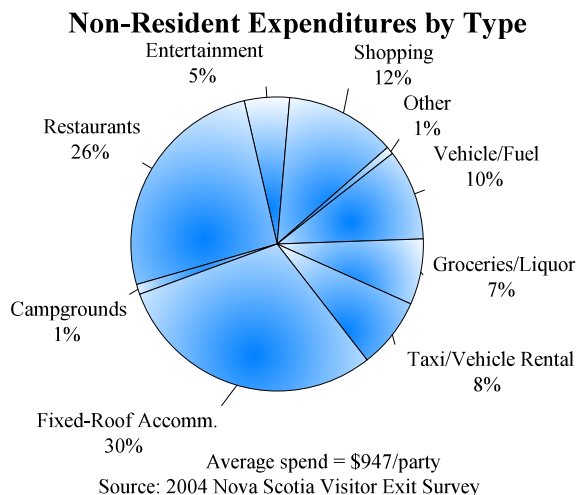
The tourism industry in Nova Scotia continues to contribute more than \$1 billion to the economy. Tourism revenues increased 1% from 2005 generating millions of tax dollars and tens of thousands of jobs for Nova Scotians. Preliminary estimates for 2006 indicate that the tourism industry in Nova Scotia generated:

- \$1.31 billion in direct revenues with 64% or \$830 million from non-resident visitors to Nova Scotia
- 32,800 direct and indirect jobs
- \$510.5 million in direct and indirect wages and salaries
- \$121.6 million in provincial and municipal taxes



How are revenues shared among the regions?

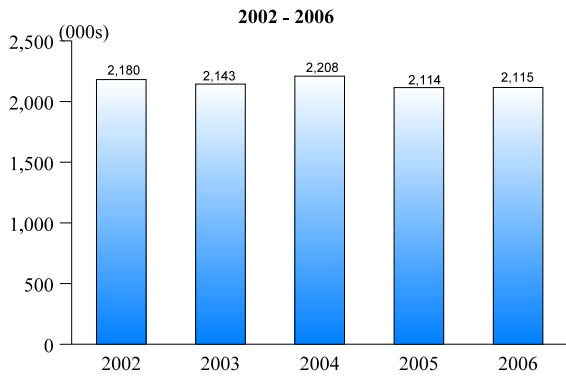
Both the urban and rural areas of the province benefit from tourism generated revenues. Breaking out revenues by region: Halifax/Dartmouth receives 48%, Cape Breton 16%, Annapolis Valley 13%, South Shore 8%, Northumberland Shore 8%, Fundy Shore 6% and the Eastern Shore 1%.



What businesses benefit from tourism?

Spending by tourists in Nova Scotia benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, highway maintenance, education, police services, and snow removal.

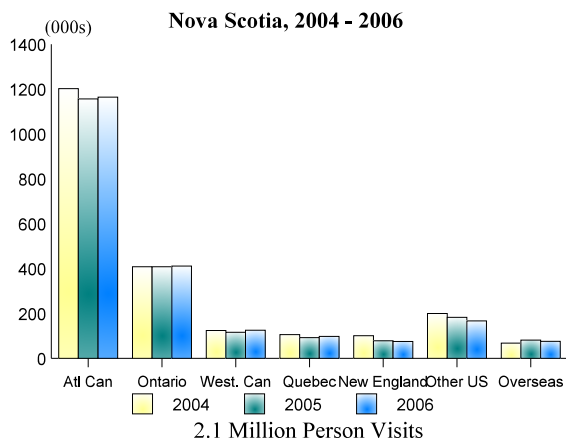
Non-Resident Visitation to Nova Scotia



How many people choose Nova Scotia as a travel destination?

For January to December 2006, overnight, non-resident visitation to Nova Scotia totalled 2.1 million people. This does not include residents of Nova Scotia who make close to two million overnight and four million same-day trips within the province annually, providing significant benefits for the industry.

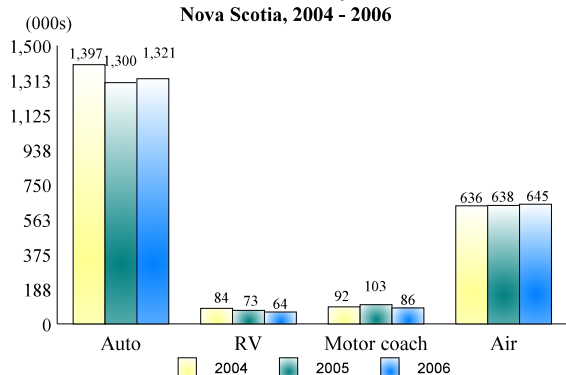
Non-Resident Visitation by Region of Origin



Who visits Nova Scotia?

The majority of non-resident visitors to Nova Scotia come from other areas of Atlantic Canada (55%). Visitors from Ontario comprise another 19% and other parts of Canada 11% (Quebec 5% and Western Canada 6%). US and overseas visitors also make a significant contribution. In 2006, 11% of our visitors came from the United States, while 4% came from other international markets.

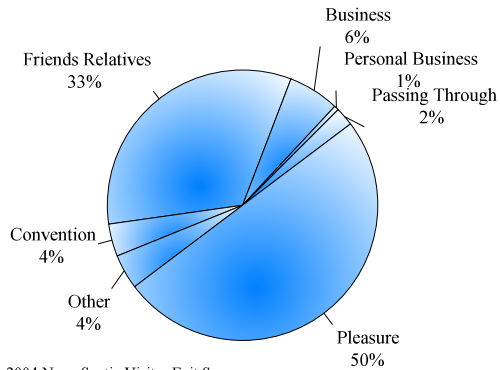
Non-Resident Visitation by Mode of Travel



How do they get here?

More than two-thirds (70%) of Nova Scotia's visitors travel by motor vehicle, via road and ferry. Specifically, 62% arrive by car, 3% by recreational vehicle, and 4% by motor coach. More than a quarter of all visitors (30%) arrive by air plane.

Why People from Outside Atlantic Canada Visit Nova Scotia

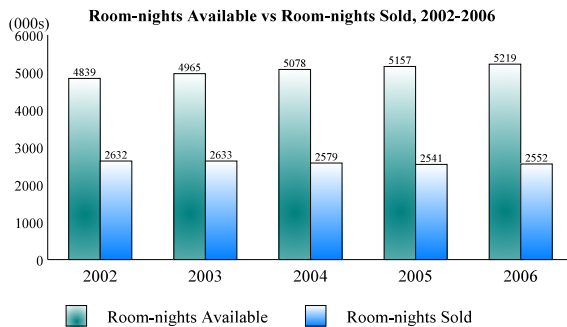


Source: 2004 Nova Scotia Visitor Exit Survey

What attracts people to Nova Scotia?

People from outside Atlantic Canada visit Nova Scotia for many reasons: to take a vacation and enjoy the natural beauty that Nova Scotia offers, to visit friends and relatives, to conduct business, attend conventions, and to take care of personal business. General pleasure (50%) was the number one reason given for coming to NS, and the second most common reason was to visit friends and relatives (33%).

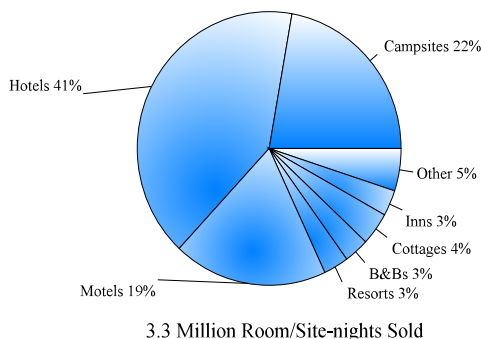
Nova Scotia Fixed-Roof Accommodation



How does accommodation supply compare to demand?

Between 2002 and 2006, the number of room-nights sold decreased 3%, while the number of room-nights available in the province grew 8%.

Room/Site-Nights Sold by Type Nova Scotia, 2006



Where do they stay?

Nova Scotia offers a variety of accommodations to our visitors. Hotels, motels, and campsites represent the most commonly used accommodation types.

Need more information?

Visit our website at:

www.gov.ns.ca/dtc/pubs/insights

Telephone: Karen McNutt at (902) 424-6355

Email: mcnuttk@gov.ns.ca
