



Tourism, Culture and Recreation

STRATEGIC PLAN 2011-12 to 2013-14

June 30, 2011

TO OBTAIN A COPY OF THIS REPORT OR REACH THE DEPARTMENT OF TOURISM, CULTURE AND RECREATION

ONLINE

Website: www.tcr.gov.nl.ca/publications/

PAPER

Department of Tourism, Culture and Recreation

P.O. Box 8700

St. John's, NL

A1B 4J6

Tel: 709-729-2974

Fax: 709-729-0870

Email: jpitt@gov.nl.ca

REFERENCE PERIOD

This Strategic Plan covers the period April 1, 2011 through March 31, 2014,
three fiscal years of the Government of Newfoundland and Labrador

PUBLISHED BY

The Department of Tourism, Culture and Recreation

Government of Newfoundland and Labrador

FOREWORD BY THE MINISTER



I am pleased to present the strategic plan for the Department of Tourism, Culture and Recreation (TCR) for the fiscal years 2011-12 to 2013-14. As the Minister for the Department of Tourism, Culture and Recreation, I have reviewed this strategic plan and am satisfied that it truly reflects the strategic directions of government for which this Department is primarily responsible. The strategic directions relevant to this Department are presented in Appendix 1. I am accountable for the preparation of this plan as well as for the achievement of the specific goals and objectives contained therein. Over the next three years, the Department of TCR will focus on a number of priorities to support the further growth and development of the province's arts, heritage, recreation and sport and tourism sectors.

The launch of *Uncommon Potential - A Tourism Vision for Newfoundland and Labrador* in 2009 and the subsequent establishment of a joint industry-government tourism board have resulted in increased industry cooperation and results. In an increasingly competitive marketplace, the Department and the tourism industry will continue to work more effectively together to maximize non-resident visitation to Newfoundland and Labrador and to encourage more resident travel within the province. We will continue to focus on making Newfoundland and Labrador a multi-season tourism destination, and work with communities and organizations to start and grow tourism products and experiences for year-round participation. This includes investment in critical infrastructure and initiatives that provide platforms for growth and development in the province's regions.

Successes in our cultural industries through the key investments and initiatives of *Creative Newfoundland and Labrador* (provincial cultural strategy 2006) are reinforcing this work in tourism. Over the planning period, the Department will build on these investments to further support regional opportunity and development in the arts, heritage and cultural tourism sectors in the province. We will focus on improving the appeal and relevance of our Provincial Historic Sites that directly supports our efforts in broadening and enriching the range of tourism products and experiences in the province. We will also focus on revitalizing our regional Arts and Culture Centres by developing a new approach to the presentation of live performances and increased engagement in the arts.

A vigorous, engaged population is at the heart of the province's recreation and sport strategy, *Active, Healthy Newfoundland and Labrador*, released in 2007. In collaboration with community partners across the province, the Department of TCR will build on the measures already being undertaken through the strategy to support recreation and sport overall, and to better integrate physical activity into the daily lives of people of all ages. The Department is focusing on supporting partnerships to facilitate opportunities in the critical after-school period for children and youth.

A handwritten signature in black ink, appearing to read 'Tommy F. ...'.

Minister

CONTENTS

PLAN-AT-A-GLANCE.....	1
OVERVIEW	
Key Statistics.....	2
Organization.....	2
Location.....	2
Financial Information.....	5
Category of Department.....	5
MANDATE.....	5
LINES OF BUSINESS.....	6
VALUES.....	7
THE PEOPLE WE SERVE.....	10
VISION.....	10
MISSION.....	10
STRATEGIC ISSUES, GOALS AND OBJECTIVES	
Strategic Issue 1: Aligning and Strengthening Tourism Partnerships.....	11
Strategic Issue 2: Further Support Regional Opportunity and Development in the Arts and Heritage Sectors in the Province.....	13
Strategic Issue 3: Increase Physical Activity Opportunities for Children and Youth.....	15
APPENDIX 1 – STRATEGIC DIRECTONS.....	17
APPENDIX 2 – OTHER ENTITIES REPORTING TO THE MINISTER.....	20

PLAN-AT-A-GLANCE

Vision

The vision of the Department of Tourism, Culture and Recreation is of a province that is a tourism destination of choice with superior and authentic visitor experiences, a robust cultural identity, natural and cultural resources that are protected and sustained, creativity in the arts that is fostered and recognized, cultural industries that are strong and vibrant, and an active, healthy population participating safely in physical activity, recreation and sport at all levels for quality of life and improved health.

Mission

By 2017, the Department of Tourism, Culture and Recreation will have provided opportunities for enhanced participation by citizens engaged in developing and promoting tourism, arts, heritage and physical activity, recreation and sport so that the province is a better place in which to live, visit and work.

Goal 1

By March 31, 2014, the Department will have achieved a more organized, coordinated and effective tourism industry structure that minimizes duplication, maximizes marketing and supports market readiness and product development.

Goal 2

By March 31, 2014, the Department will have further enhanced regional opportunity and development in the arts and heritage sectors in the province.

Goal 3

By March 31, 2014, the Department will have enhanced physical activity opportunities for children and youth.

OVERVIEW

Key Statistics

As of April 1, 2011, the Department of TCR had 147 permanent employees, 283 temporary staff, both full and part time (clerks, theatre ushers and assistants, technicians, site interpreters, lifeguards and swimming instructors), 50 seasonal, 19 employees on special projects and 30 contractual employees. This total staff complement of 529 was composed of 183 male and 346 female employees. The Department has a high ratio of female-to-male directors (4:1).

The Department is cognizant of, and seeks to apply gender-based analysis in the recruitment, training and retention of all employees and in the selection of members of boards, advisory and working groups associated with the Department.

Organization

As shown in Figure 1, the Department is organized into two branches: 1) the Tourism Branch, which includes the divisions of Tourism Marketing, Strategic Tourism Product Development and Tourism Research; and 2) the Culture and Recreation Branch, which is composed of the Arts Division, the Cultural Heritage Division, the Arts and Culture Centres Division and the Recreation and Sport Division. Executive Support comprises the Communications and Strategic Planning and Policy Divisions. The Executive provides for the senior planning and direction of the Department, including the establishment and evaluation of policies and objectives. The Minister presides over the Department (*Executive Council Act*, Section 5-1).

Location

As shown in Map 1, the Department of TCR remains one of the province's largest operators of public facilities including seasonal tourism and heritage infrastructure, year-round recreation and sport facilities and arts infrastructure. Fifty-one percent of the Department's workforce was located outside the Avalon Peninsula in 2010-2011, and communications and engagement of regional staff continues to be a priority. Most of these facilities are located in rural areas of the province where they are important sources of employment, and act as regional tourism anchor attractions and centres for community leadership, outreach, engagement and development.

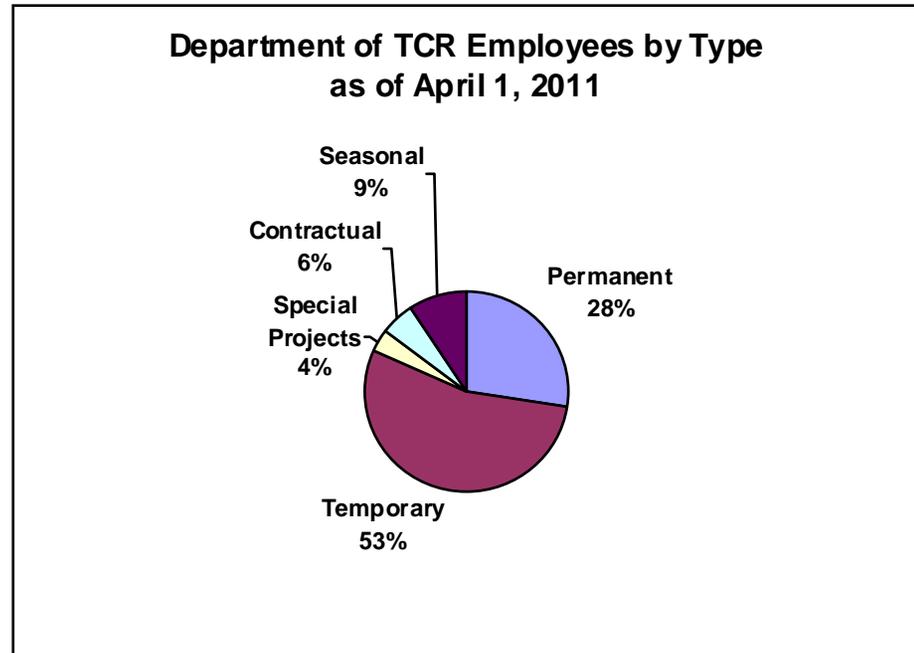
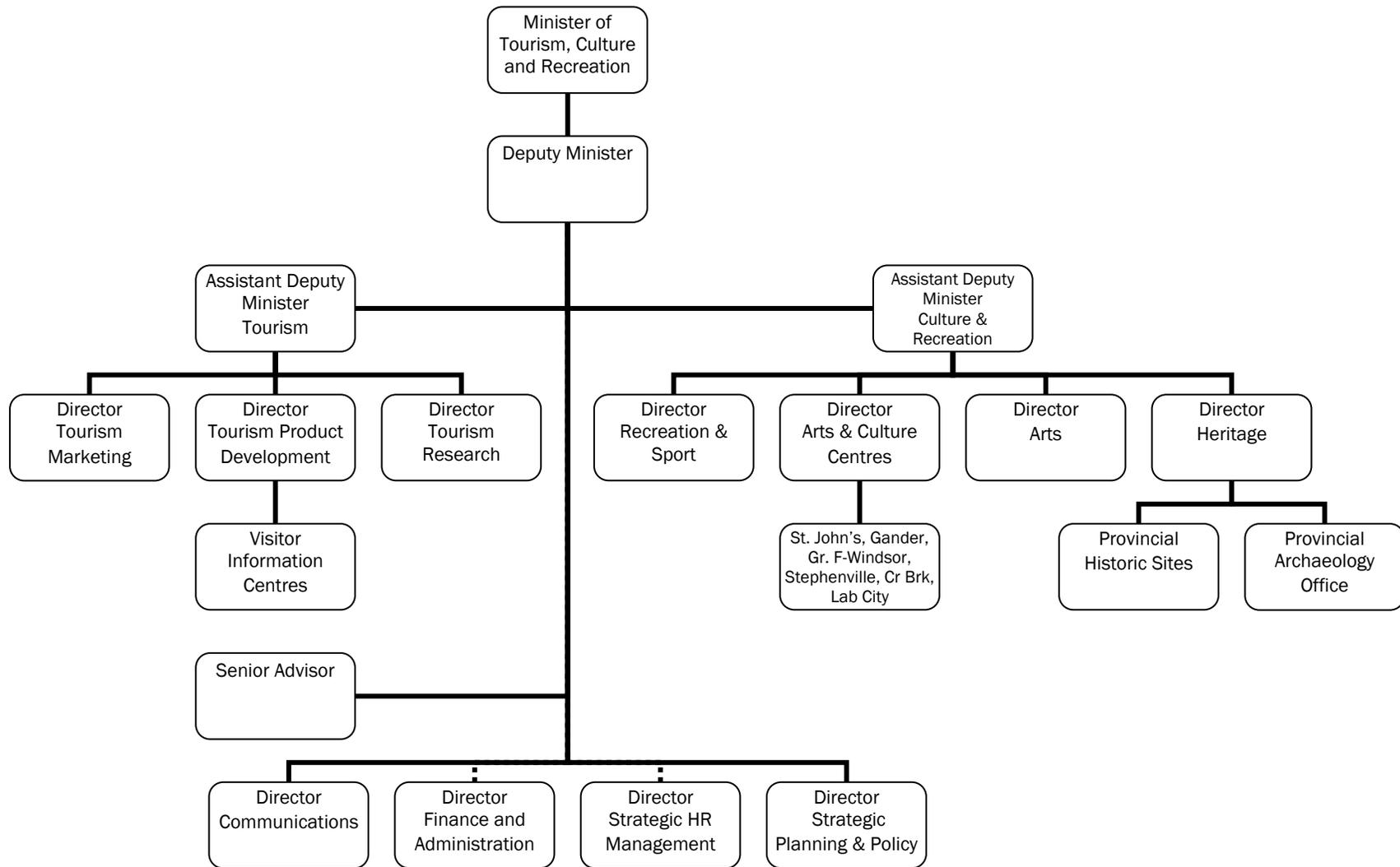
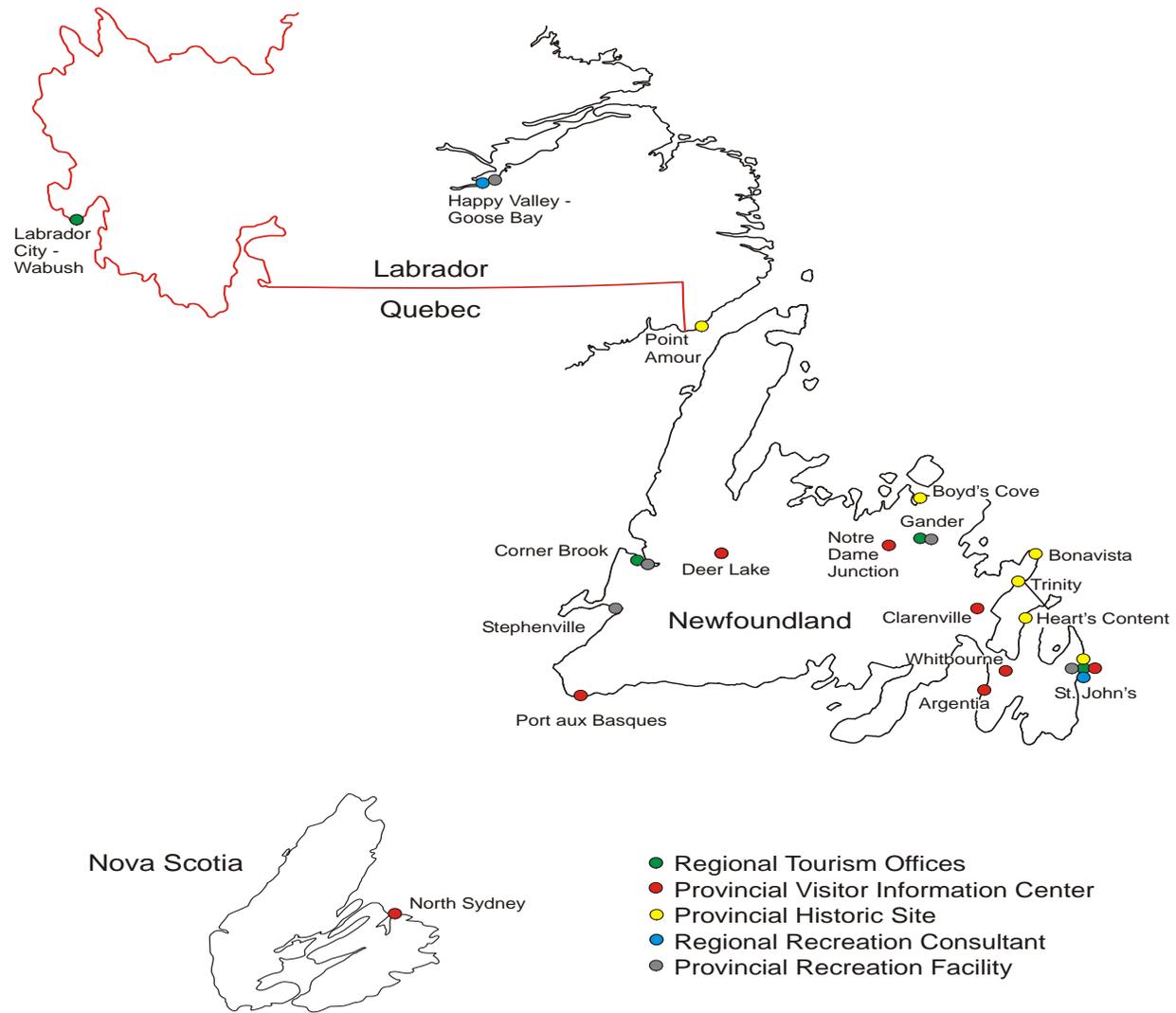


FIGURE 1 - ORGANIZATION OF THE DEPARTMENT OF TOURISM, CULTURE AND RECREATION



MAP 1 - LOCATION OF THE DEPARTMENT OF TOURISM, CULTURE AND RECREATION OFFICES, SITES AND FACILITIES



Financial Information

In 2010-11, the Department’s total revised budget was \$59,337,000 (gross expenditures less related revenue). In 2011-12, the Department’s estimated total budget is \$60,619,300 (gross expenditure less related revenue).

Department of TCR Summary of Expenditures and Related Revenue Fiscal Year 2011-12	
Gross Expenditures - Amount Voted	\$64,784, 700
Less Related Revenue - Current	(4,165,400)
NET EXPENDITURE (Current and Capital)	\$60,619,300
Source: <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2011-12</i> . Prepared by the Budgeting Division of the Department of Finance, April 19, 2011, p. 179.	

A summary of the Department’s funding by program (gross expenditure) for the fiscal year 2011-12 is provided below.

Department of TCR Program Funding Summary Fiscal Year 2011-12 (Gross Expenditure)			
Program	Current \$	Capital \$	Total \$
Executive and Support Services	2,243,800	3,582,900	5,826,700
Tourism	19,126,400	-	19,126,400
Culture and Heritage	22,810,200	5,000,000	27,810,200
Recreational Services and Facilities	12,021,400	-	12,021,400
TOTAL: PROGRAM ESTIMATES	56,201,800	8,582,900	64,784,700
Source: <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2011-12</i> . Prepared by the Budgeting Division of the Department of Finance, April 19, 2011, p. 171.			

Category of Department

The Department of Tourism, Culture and Recreation is designated as a Category One government entity under the *Transparency and Accountability Act*. As a Category One entity, the Department is required to prepare a multi-year strategic plan every three years which identifies specific outcome-based goals to be achieved over a specified period of time.

MANDATE

The Department of Tourism, Culture and Recreation’s mandate is to:

- Support the development of sustainable economic growth in the tourism and cultural industries
- Support the arts and foster creativity

Strategic Plan 2011-12 to 2013-14

- Preserve the province's cultural heritage and historic resources and recognize their importance
- Promote participation in recreation and sport, and support sport development.

This mandate is fulfilled by:

- Operating historic sites, visitor information centres, arts and culture centres and regional recreation facilities
- The regulatory protection of archaeological sites, artifacts and historic documents
- Supporting development of the arts and heritage sectors through a number of programs and services
- Supporting strategic product development in the tourism sector, and marketing Newfoundland and Labrador as a destination to specific tourist markets
- Supporting the development of the tourism sector through research, opportunity identification and strategy development, and various funding programs and services
- Providing opportunities for physical activity and participation in recreation and sport through various programs and services.

Most of these activities require close cooperation with other provincial, federal and municipal government departments and agencies, the private sector and all types of groups including volunteer, economic development, recreation, tourism, heritage preservation and cultural groups.

LINES OF BUSINESS

As of April 1, 2011, the Department of TCR undertakes its mandate through the following lines of business:

Recreation and Sport. Recreation and Sport encompasses active living, sport and community recreation programs in support of healthier lifestyles and community-based organizations and support for provincial and national sports programs. Programs include: Community Recreation Development Grants, Regional Games, National Travel Subsidy Program, Seniors Community Recreation Grants, Grants to Provincial Sport Organizations, Professional Assistance Grants, the Labrador Travel Subsidy, Provincial Training Centres and Pools, Capital Grants Programs, Newfoundland and Labrador Winter and Summer Games, Canada Games Grants, the Premier's Athletic Awards Program, National Coaching Certification and Consulting Services. The Department also provides annual operating funding to School Sport NL, Recreation NL and Sport NL.

Contemporary Arts. The Contemporary Arts Division of the Culture Branch provides financial assistance to artists and works to support and sustain diverse cultural industries including cultural export. Programs include: the Arts component of the Cultural Economic Development Program (CEDP), Publishers Assistance, Cultural Events, the Arts and Letters Awards and Partnership and Industry Development.

Heritage. Cultural Heritage seeks to protect, preserve, safeguard, interpret and promote the province's cultural tangible and intangible cultural heritage. Programs include: Provincial Historic Sites (PHS), Provincial Archaeology Office (PAO), Designation and Commemorations, Sustaining Grants, Heritage Grants and the heritage component of the Community Economic Development Program (CEDP).

Strategic Plan 2011-12 to 2013-14

Arts and Culture Centres. The six Arts and Culture Centres are live performance venues for the celebration and presentation of the province's own talent and the best from elsewhere. They offer regional and touring programs and work with community partners to bring this entertainment to more audiences. Program areas include Touring, Client Rentals, Community Partnerships, and facility rooms for rehearsals, workshops and meetings.

Tourism Marketing. Tourism Marketing encompasses the marketing of Newfoundland and Labrador as a tourism destination in national and international markets. Programs include: Advertising, Tourism Inquirer Response (contact centre/distribution), Internet Marketing and Tourism Website, Collateral and Publications, Travel Media Relations, Market Development and Travel Trade and the Atlantic Canada Tourism Partnership (ACTP).

Strategic Tourism Product Development. Strategic Tourism Product Development works cooperatively with the tourism industry to: grow high quality, authentic experiences and sustainable tourism products that meet the demands of travelers in the province; develop a professional, skilled, high performing and knowledgeable tourism sector; and assess the impacts of the tourism industry. Programs include: Visitor Services (including Visitor Information Centers – VICs); Strategic Product Development (including Regional Services and Consumptive and Non-Consumptive Tourism Products and Experiences based on both natural and cultural assets); and a Market Readiness Program.

Tourism Research. The Tourism Research Division is responsible for ensuring accessible, timely, high-quality market intelligence and research to support planning and continued growth of the tourism sector in Newfoundland and Labrador. This includes developing and implementing a research strategy and measuring the success of implementing the Tourism Vision 2020.

Executive Support is the provision of professional advice to the Minister on all matters related to the Department's mandate. The Communications Division provides strategic communication and support to the Minister of Tourism, Culture and Recreation, and coordinates all communication activity for all of the Department's branches. The Strategic Planning and Policy Division is responsible for departmental planning and reporting functions as outlined under the *Transparency and Accountability Act* including the multi-year strategic plan, operational plan, annual report and performance contract, as well as coordinating policy and program evaluation and information management.

The Executive and Minister's Office comprises the Minister, the Deputy Minister, two Assistant Deputy Ministers (ADM Tourism and ADM Culture and Recreation), a Senior Adviser and the Executive Assistant and Constituency Assistant. Executive administrative services are provided by Administrative Assistants to the Minister, the Deputy Minister and the Assistant Deputy Ministers.

VALUES

These are the Department's principles and beliefs to which we aspire and which provide direction for all our people at all levels and in all capacities. They are measures of performance in realizing our goals. These values are held to be most important for us now, and in the

coming period. The importance of these has been demonstrated and therefore the values, established for the 2008-11 plan, remain for the 2011-14 plan.

Respect: The acceptance, care, consideration, and appreciation of ourselves, our co-workers, partners, the public we serve and the environment in which we work and live.

- We listen to and respect the opinions of others. We take into consideration their views and desires and incorporate these views into our decision-making.
- We believe respect is being truthful to people and undertaking our responsibilities with integrity, reliability and trust.
- We believe you must give respect in order to gain respect. Respect recognizes work well done at every level of our Department and expresses appreciation.
- We extend respect to ourselves, to each other, to our clients and partners and to the physical, natural and cultural environment in which we live and work.

Teamwork: Involves working with each other, our clients and partners, linked by common purposes and supported by the necessary skills to accomplish our common goals. Together everyone achieves more.

- We see ourselves as effective team players in both Department and overall Government strategies and plans which seek to improve the quality of life for the province's people.
- We seek close, fruitful partnerships and collaborations which support our mandate, extend our services and further our mutual goals with clients and stakeholders.
- We build strong teams and well-supported partnerships within a climate of trust, valuing each member, and building the skill sets necessary to work constructively together.

Leadership: We seek and nurture leaders and leadership at every level and in all capacities of our Department.

- We empower all members and parts of our organization to take the initiative to improve and enhance the Department's services and program delivery.
- We believe leaders lead by example, demonstrating commitment, fairness, openness, responsiveness and appreciation and recognition of efforts and achievements.
- We show leadership through stewardship of resources, best practices and sound policies in the belief that we can make a difference in how people regard, value, learn about and actively protect our rich natural and cultural heritage.

Client-Focus: We understand things from our client's point of view and treat our clients with the utmost respect, regard and service. We are accountable to, and transparent with, the people who have entrusted us to run the Department's programs, facilities and services.

- We believe in being a client-focused organization providing effective, efficient, and personable customer service that achieves consistent customer satisfaction.
- We ensure reasonable access to our programs and services with as few barriers as possible.
- We are dedicated to continually improving internal and external communication in all areas of our organization.

Strategic Plan 2011-12 to 2013-14

- We work to coordinate and collaborate with partners from other departments, sectors and groups to more effectively and efficiently meet client needs.
- We ensure openness, transparency and accountability for our clients through well-defined programs and procedures; clear processes; and communication that facilitates understanding of our decision-making and financial policies.

Creativity: Our base for generating new ideas and converting them to new approaches to make the Department's programs and services more useful, innovative and viable.

- We believe that stimulating creativity and imagination in the province leads to innovation and positive change for Newfoundland and Labrador in all areas of our society and economy.
- We seek effective new approaches, processes, programs and services and ways of communication in order to meet the changing needs of our clients, markets and environment.
- We value thinking, research, expertise, risk taking, learning and diversity; we are tolerant of failure.
- We encourage new ways of thinking and we are motivated to make new connections, communicate and share new ideas, perceive the world in new ways and generate solutions to problems.
- We ensure that learning and development supports fresh, creative thinking and the re-framing and exploring of different perspectives, approaches and solutions.

Sustainability: We work to realize and sustain the best possible quality of life for the people of the province, our culture, our environment and ourselves.

- We believe in managing now for the future, to protect and sustain the health, diversity and productivity of our rich natural environment and distinctive culture, for the benefit of present and future generations. In this, we recognize that our knowledge of our natural and cultural heritage is as yet incomplete, which leads us to apply a precautionary approach to heritage management and conservation.
- We take a balanced approach to preserving the province's past and protecting our cultural resources, and the need to create jobs and develop economic opportunities.
- We support an active, engaged population that is supported and motivated to keep fit and involved through lifelong active living and community recreation.
- We support our province's people having opportunities to excel to the highest level of their abilities through sport development.
- We believe we must continually invest in and support the professional development of all our employees, so that they may further acquire and develop the knowledge, skills, competencies and experience necessary to do their jobs well in a fast-paced, changing and demanding environment.

THE PEOPLE WE SERVE

The Department of Tourism, Culture and Recreation has three main client groups: individual citizens and visitors, community-based non-profit organizations and sector stakeholders in tourism, recreation, sport and culture (arts and heritage), and education. The Department also works with many federal, provincial and municipal governments, departments and agencies including the Nunatsiavut Government and others.

VISION

The vision of the Department of Tourism, Culture and Recreation is of a province that is a tourism destination of choice with superior and authentic visitor experiences, a robust cultural identity, natural and cultural resources that are protected and sustained, creativity in the arts that is fostered and recognized, cultural industries that are strong and vibrant, and an active, healthy population participating safely in physical activity, recreation and sport at all levels for quality of life and improved health.

MISSION (2017)

The mission statement identifies the priority focus area of the Minister over the next planning cycle. It represents the key longer-term result that the Minister and the Department will be working towards as they move forward on the Strategic Directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

The Department of Tourism, Culture and Recreation is supporting the development of the tourism industry by strengthening the Public Private Partnership as outlined in the 2009 Tourism Vision. The Department is preserving, safeguarding and supporting heritage resources and facilitating the continuing growth of the cultural and heritage industries through cultural sector support. The health benefits of increased physical activity are well recognized, and the Department is supporting physical and social environments that facilitate opportunities for increased regular participation in physical activity, active recreation and sport. TCR has selected these focus areas as the Strategic Directions, as well as the mission, goals and objectives, as they ensure the department continues to move forward in its fulfillment of its three large sector strategies, *Creative Newfoundland and Labrador (2006)*, *Active, Healthy Newfoundland and Labrador (2007)*, and *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (2009)*.

MISSION STATEMENT

By 2017, the Department of Tourism, Culture and Recreation will have provided opportunities for enhanced participation by citizens engaged in developing and promoting tourism, arts, heritage and physical activity, recreation and sport so that the province is a better place in which to live, visit and work.

Measure:

Provided opportunities for enhanced participation by citizens engaged in developing and promoting tourism, arts, heritage and physical activity, recreation and sport.

Indicators

- Public-Private Partnerships in tourism more aligned and strengthened.
- Participation of citizens in promoting and developing the province's tourism, culture and recreation encouraged
- Increased opportunities for developing and promoting arts and heritage provided
- More partnerships and opportunities for physical activity for children and youth supported
- Critical cultural, tourism and recreation programming and infrastructure revitalized.

STRATEGIC ISSUES, GOALS AND OBJECTIVES

Considering Government's strategic directions and the mandate and financial resources of the Department, the following areas are the key priorities identified by the Minister for the next three years. The goals identified for each issue reflect the results expected in the three-year period while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objectives to assist both the Department and the public in monitoring and evaluating success.

Over the next three years, the Department will monitor and consider the impacts on individual citizens of the province, community and provincial organizations and stakeholder groups in the three sectors of tourism, recreation and sport and culture (arts and heritage). The goals and objectives in this plan will address three strategic issues:

1. Aligning and Strengthening Tourism Partnerships
2. Further Support Regional Opportunity and Development in the Arts and Heritage sectors in the province
3. Increase Physical Activity Opportunities for Children and Youth

Strategic Issue 1: Aligning and Strengthening Tourism Partnerships

In 2009, *Uncommon Potential – A Vision for Newfoundland and Labrador Tourism* was developed as a unique public-private partnership. The Newfoundland and Labrador Tourism Board was established and commenced the process of implementing the Vision to see tourism revenues reach \$1.6 billion by 2020. In 2010, for the first time the province has surpassed the \$410 million mark in non-resident spending. These achievements reflect some improvement in partnerships created by the Department of Tourism, Culture and Recreation (TCR) and the tourism sector in implementing the Tourism Vision 2020.

Strategic Plan 2011-12 to 2013-14

Vision 2020 identified public private leadership and partnership as the number one priority in moving the tourism sector forward in Newfoundland and Labrador. The current structure of the tourism sector is fragmented and we need to better align, focus and strengthen our efforts if we are to continue to grow the tourism industry. Government has more than doubled the budget for tourism marketing in the past seven years from \$6 million to \$13 million. We have succeeded in raising awareness of our destination and visitors want to come here. Now we must continue to deliver on the promises made in the marketplace. Authentic tourism products that are high in quality and unique in appeal contribute to the visitor experience. Expanding the tourism season also is critical to growing tourism in the province.

Government and its partners over the next three years will continue to strategically market the province as a global destination. As promised in the Minister's Strategic Direction 4, we will strengthen the public-private leadership that is the basis of our continued success. We will seek to better align and strengthen provincial and industry marketing and market development efforts. The Department will continue to work with tourism partners to facilitate product development, especially market-driven products that reflect our culture and heritage and expand the tourism season. To do this, we must encourage buy-in and support participation in market readiness development including best practices and quality assurance.

We will continue to build a solid foundation of critical tourism infrastructure that will foster the competitiveness of the growing market and further support regional development through tourism. The performance measurement framework developed for the Tourism Vision will guide evaluation efforts at the same time as the Department of TCR continues to improve our tourism research capabilities.

Goal 1: By March 31, 2014, the Department will have achieved a more organized, coordinated and effective tourism industry structure that minimizes duplication, maximizes marketing and supports market readiness and product development.

Measure: A more organized, coordinated and effective tourism industry structure that minimizes duplication, maximizes marketing and supports market readiness and product development.

Indicators:

- An organizational structure for the tourism industry defined and communicated
- More streamlined and coordinated tourism marketing and advertising efforts at the provincial and regional levels
- Increased number of multi-season tourism product and experiential development initiatives supported in regions
- Increased number of tourism industry workshops and training initiatives delivered in regions
- Increased number of tourism industry best practices missions.

Objective 1: By March 31, 2012, the Department will have worked to achieve a more coordinated and effective organizational structure among public private partners in the tourism industry.

Measure: A more coordinated, effective organizational structure among public private partners in the tourism industry defined and communicated.

Indicators:

- A more coordinated, effective organizational structure for the tourism industry defined and communicated
- Roles and responsibilities within new organizational structure defined
- More streamlined marketing and advertising efforts at the provincial and regional levels.

Objective 2: By March 31, 2013, the Department will have supported more coordinated and streamlined regional tourism marketing, product development and market readiness initiatives.

Objective 3: By March 21, 2014, the Department will have further supported more coordinated and streamlined regional tourism marketing, product development and experiences and market readiness initiatives.

Strategic Issue 2: Further Support Regional Opportunity and Development in the Arts and Heritage Sectors in the Province.

Through *Creative Newfoundland and Labrador* (2006), the provincial cultural strategy, people are coming together in cooperative partnerships and collaborations that protect cultural resources; support professional artists and cultural enterprises and organizations; build on our cultural base, and; provide platforms for new economic activity and increased opportunities for cultural engagement and participation. More and more, new growth in regions throughout the province is grounded in the wealth and opportunities presented by our arts and heritage resources, including those linked to development in the tourism sector.

Moving forward, the Department of TCR will work with communities and partners to further support cultural attractions, enhance programming and activities that engage and educate the public, and increase the contribution of cultural (both arts and heritage) resources to the development of the province. This forms the core of the Minister's Strategic Direction 1 and 2 – Preserve and Safeguard Tangible and intangible Heritage, and Strengthen Cultural Sector Partnership and Support. Success in our cultural sector will further reinforce the province's *Tourism Vision* (provincial tourism strategy) which directs that developing and delivering strategic, sustainable traveler experiences are essential to the growth and development of the tourism industry.

Over the next three years, the Department will focus on further supporting opportunities to generate social and economic activity through the arts and heritage that will work to grow and sustain our regions and communities over the long term. Government has invested in cultural infrastructure and institutions such as Provincial Historic Sites (PHSs) and Arts and Culture Centres (ACCs), and will continue to build capacity in cultural organizations and initiatives at the provincial and community levels. This will be complemented by the Department of TCR's Cultural Economic Development Program (CEDP) which helps stimulate economic activity by providing financial support for heritage and professional arts activities and support for cultural industries.

Provincial Historic Sites are among the province's most important regional anchor heritage attractions. They help secure the development of the tourism industry especially in rural areas, generate employment and income, help extend tourism seasons and are platforms for events, festivals and other activities. Initiating enhanced interpretive programming and community education and outreach at these sites will make

Strategic Plan 2011-12 to 2013-14

these special places more vibrant, engaging and relevant for residents and visitors alike. Based on past evaluation and experiences, PHSs will move forward with “value-added experiences” through a combination of special events, demonstrations, self-directed tours, interpretative site animation and school programs tied to curriculum outcomes.

Government is also committed to revitalizing the provincial Arts and Culture Centres over the next three years by adopting a new approach for presentation of live performances. This will be achieved through the implementation of a new human resources model and new programming that will support increased engagement of audiences to the arts and artists, and expand cultural education and outreach within communities. The Partners in Presentation Affiliation initiative will focus on expanding the community circuit in all regions of the province. An Arts and Culture Classroom initiative in partnership with the Department of Education and School Districts will link arts and culture to curriculum content.

Goal 2: By March 31, 2014, the Department will have enhanced regional opportunity and development in the arts and heritage sectors in the province.

Measure: Regional opportunity and development in the arts and heritage sectors in the province enhanced.

Indicators:

- Special events, demonstrations, self-directed tours and small scale interpretative site animation planned and delivered at selected Provincial Historic Sites
- Evaluation frameworks for enhanced interpretive programming at Provincial Historic Sites and more relevant regional programming at Arts and Culture Centres developed
- Circuit and schools consultation in relevant, regional programming at Arts and Culture Centres undertaken
- Arts and Culture Classroom Initiative plan developed and relevant programming for school audiences offered
- Partners in Presentation Affiliation Initiative developed and community representatives engaged
- Selected circuit tours coordinated and delivered
- Increased number of arts presentations in community venues

Objective 1: By March 31, 2012, the Department will have enhanced programming at selected Provincial Historic Sites and supported enhanced engagement in the Arts and Culture Centres.

Measure: Enhanced interpretive programming at Provincial Historic Sites developed and delivered, and engagement in relevant, regional programming at Arts and Culture Centres supported.

Indicators:

- New Special events, demonstrations and small scale interpretative site animation programs planned and delivered at selected Provincial Historic Sites.
- Local performance groups encouraged to use PHSs as venues for live performances identified and initiated

Strategic Plan 2011-12 to 2013-14

- Evaluation framework for improved, more appealing interpretative programming and participation at PHSs and more relevant regional programming at Arts and Culture Centres developed
- Circuit and schools consultation in relevant, regional programming at Arts and Culture Centres undertaken
- Arts and Culture Classroom Initiative plan developed and relevant programming for school audiences offered
- Partners in Presentation Affiliation Initiative developed and submitted to community representatives for possible engagement

Objective 2: By March 31, 2013, the Department will have developed and initiated a new approach for more relevant regional programming and increased circuit involvement at Arts and Culture Centres and continued implementation of enhanced interpretive programming at PHSs.

Objective 3: By March 31, 2014, the Department will have evaluated identified opportunities for more appealing, relevant programming at Provincial Historic Sites and the increased involvement and more relevant regional programming at all Arts and Culture Centres.

Strategic Issue 3: Increase Physical Activity Opportunities for Children and Youth

Active, Healthy Newfoundland and Labrador, the 2007 Provincial recreation and sport strategy, directs Government and its partners to: 1) increase participation in recreation and sport and physical activity and; 2) encourage and support communities and organizations to improve access to recreation and sport by overcoming barriers to participation. This is further enforced through the Minister's Strategic Direction #3 – Physical Activity, Active Recreation and Sport. Increased exercise has been shown to help children and youth maintain good health, improve self-confidence and carry over their healthy habits into their adult lives. Recent research also shows that children and youth in Newfoundland and Labrador ages five to 19 are not as active as they should be.

Government is committed to focus its efforts on the critical after-school period, beginning with the introduction of a new pilot program and support for partnerships. Many children and youth do not avail of after-school physical activity (ASPA) programs because of a lack of transportation, skills, training, equipment, facilities and volunteers for such programs. TCR, working with the Departments of Education, Health and Community Services and Human Resources, Labour and Employment, and non-government groups will seek and support partnerships to overcome barriers and create sustainable opportunities for increased physical activity in the critical after-school time period. Leadership and training initiatives to support programming are also included.

Over the next three years, TCR will lead government and community partners in piloting and evaluating a new initiative targeted at increasing physical activity opportunities for the after school period 3:00p.m.–6:00p.m., for youth ages nine to 15 (grades four to nine) at least two days a week. The ASPA Initiative has been designed to assist schools and communities in addressing barriers to participation in physical activity, especially for those children and youth who do not have access or who have limited access to existing ASPA opportunities. This includes addressing barriers to participation in such programs, for example, transportation, quality programs, costs and leadership. Activities are to be fully inclusive for those children and youth with disabilities, with an emphasis on ensuring the participation of girls.

Strategic Plan 2011-12 to 2013-14

This initiative's success will depend on strong partnerships as no single organization in the province has the ability to respond to all needs of children, youth, leaders and volunteers. It will draw upon the expertise, resources and energy of many groups and individuals working together. The first two years will be a pilot approach to inform how this program can be successful throughout the province. The initiative will be formally evaluated to assess program impacts and requirements for sustainability and effectiveness over the longer term.

Goal 3: By March 31, 2014, the Department will have enhanced physical activity opportunities for children and youth.

Measure: Enhanced physical activity opportunities for children and youth.

Indicators:

- Pilot program developed, launched, promoted, monitored and evaluated
- Increased physical activity opportunities in the after school time period initiated in successful applicant schools
- Increased leadership training developed and delivered
- Increased physical activity opportunities for girls
- Increased opportunities for participation in physical activity by children/youth who have limited access to physical activity in the after school time period increased
- Partnerships between the school and community developed
- Skills and knowledge of volunteers and community leaders increased

Objective 1: By March 31, 2012, the Department will have developed, launched and promoted a pilot after-school physical activity initiative that increases physical activity opportunities in the after-school time period

Measure: Pilot After-school Physical Activity Initiative developed, launched and promoted.

Indicators:

- After-school physical activity program developed, launched and promoted
- After-school physical activity program evaluation framework and program evaluation plan developed
- Successful after-school physical activity program proposal identified.
- Physical activity opportunities in the after school period initiated in approved applicant schools
- Leadership and training initiatives developed and delivered.

Objective 2: By March 31, 2013, the Department will have monitored the initiatives of approved schools and other partners who have implemented after school physical activity initiatives.

Objective 3: By March 31, 2014, the Department will have evaluated the pilot program and identified recommendations for future after school physical activity program initiatives.

APPENDIX 1 – STRATEGIC DIRECTIONS

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments. Strategic Directions that are relevant to the Department are:

1. PRESERVE AND SAFEGUARD TANGIBLE AND INTANGIBLE HERITAGE

Outcome: Tangible and intangible heritage resources are preserved and safeguarded for the benefit of present and future generations; and to maximize their impact on sustainable tourism and community development.

Focus Areas of the Strategic Direction	This Direction is:			
	to be addressed by other entities reporting to the Minister	addressed in the Minister's Plan	addressed in the DM Operational Plan	addressed in divisional work plans within the Department
Further advance the strategic cultural plan and its ten key directions	•	•		
Strengthen heritage legislation and policies			•	
Further safeguard Intangible Cultural Heritage	•			•
Protect archaeological sites			•	
Strengthen the links and opportunities between tangible and intangible heritage and tourism	•	•		
Build increased awareness of historic places, persons and events	•	•		
Initiate enhanced programming and outreach at selected Provincial Historic Sites		•		

2. STRENGTHEN CULTURAL SECTOR PARTNERSHIP AND SUPPORT

Outcome: Stronger partnerships are forged within a collaborative atmosphere in order to increase awareness of, and support for, artists, cultural professionals, the cultural industries as well as the community.

Focus Areas of the Strategic Direction	This Direction is:			
	to be addressed by other entities reporting to the Minister	addressed in the Minister's Plan	addressed in the DM Operational Plan	addressed in divisional work plans within the Department
Further advance the strategic cultural plan and its ten key directions	•	•		
Further implement the <i>Strategic and Operational Review of Arts and Culture Centres</i>		•		
Recognize and support Artists and Cultural Professionals	•			•
Continue to support cultural industries and cultural organizations (arts and heritage)	•		•	
Address cultural professional and enterprise development needs				•
Investigate private sector and not-for-profit partnerships and investment	•			•
Pursue opportunities to maximize tourism through arts and culture	•			•
Support infrastructure for the Cultural Sector	•		•	
Collaborative support for Aboriginal culture	•			•
Expand cultural education and outreach	•			•
Increase public engagement in arts and heritage	•			•

3. PHYSICAL ACTIVITY, ACTIVE RECREATION AND SPORT

Outcome: Supportive physical and social environments are created that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport.

Focus Areas of the Strategic Direction	This Direction is:			
	to be addressed by other entities reporting to the Minister	addressed in the Minister's Plan	addressed in the DM Operational Plan	addressed in divisional work plans within the Department
Further advance the Recreation and Sport Strategy and its six key directions	•	•		
Focus on after school hour physical activity for children, youth and families		•		
Promote increased physical activity and healthy eating throughout the province		•		
Increase access and participation for under-represented groups (disabled persons, women and girls, lower income, Aboriginal)		•		
Support regional recreation and sport			•	
Strengthen provincial recreation and sport organizations			•	
Support for sport development	•			•

4. STRENGTHEN PUBLIC-PRIVATE PARTNERSHIP IN TOURISM

Outcome: Public-Private Partnerships are strengthened to increase the contribution of tourism to the province's economy.

Focus Areas of the Strategic Direction	This Direction is:			
	To be addressed by other entities reporting to the Minister	addressed in the Minister's Plan	addressed in the DM Operational Plan	Addressed in divisional work plans within the Department
Further advance the Tourism Vision and its seven key directions	•	•		
Organization and Coordination of the Tourism Industry			•	
Develop priority, in-demand and export ready tourism products and experiences	•			•
Market Newfoundland and Labrador as a tourism destination	•		•	
Evaluation and performance measurement of the Tourism Vision and revenue target			•	
Development of the tourism workforce				•

APPENDIX 2 – OTHER ENTITIES REPORTING TO THE MINISTER

The following entities also report to the Minister of Tourism, Culture and Recreation:

The Rooms Corporation of Newfoundland and Labrador. The Rooms is a crown corporation created in 2002 under the Corporations Act to govern the Provincial Art Gallery of Newfoundland and Labrador, the Provincial Archives of Newfoundland and Labrador and the Provincial Museum of Newfoundland and Labrador. The Board of Directors are appointed by the Minister of Tourism, Culture and Recreation, and, under the Chair, are responsible to ensure that the Provincial Museum, the Provincial Art Gallery and the Provincial Archives conserve, exhibit, and present the artifacts, archival records and art of Newfoundland and Labrador on a world-class level. The Rooms supports the Department in the implementation of its strategic directions, notably the directions of preserve and safeguard tangible and intangible heritage, strengthen cultural sector partnership and support, and strengthen public-private partnership in tourism. Under the *Transparency and Accountability Act*, The Rooms Corporation is a Category One entity.

The Marble Mountain Development Corporation (MMDC). The Marble Mountain Development Corporation was incorporated in April 1988 and is a totally provincially-owned crown corporation. The Corporation's principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The Marble Mountain Development Corporation is a Category Two entity, as classified under the *Transparency and Accountability Act*. MMDC supports the strategic direction of strengthening public-private partnership in tourism.

Newfoundland and Labrador Film Development Corporation (NLFDC). The NLFDC was created in 1997 with a mandate to foster and promote the development of the province's indigenous film and video industry and to establish Newfoundland and Labrador as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund (EIP) and the Newfoundland and Labrador Film and Video Industry Tax Credit, in working with the Department of Finance. The NLFDC is the point of contact for the industry to make application for the tax credit. The applications are reviewed by the NLFDC and approved by the Department of Finance. The corporation operates at arms length from the Provincial Government through an independent Board of Directors and staff. The NLFDC also supports the department in the implementation of its strategic directions, notably the direction to strengthen cultural sector partnership and support. Under the *Transparency and Accountability Act*, the NLFDC is a Category Two entity.

Newfoundland and Labrador Arts Council (NLAC). Under the Arts Council Act, the Newfoundland and Labrador Arts Council is mandated to “foster and promote the study, enjoyment of and the production of works of art of the province and to encourage the preservation and public awareness of cultural heritage.” The mandate is accomplished by offering grants to individuals and companies for the creation of new works in all disciplines, by offering sustaining grants to arts organizations, by recognizing outstanding contributions through Arts Awards, and by other means. Approximately \$1.5 million in funding provided by the Government of NL is awarded by the NLAC. The council, which operates under the direction of a Board of Directors (mainly composed of members of the arts community), is the key vehicle by which government supports the creative process of the arts. The NLAC supports the Department of TCR in working to ensure that cultural sector partnership and support is strengthened. The council's programs offer stable working conditions to professional artists through public and private sector support and provide support toward the development of sustainable creative enterprises and cultural industries (including heritage industries). NLAC is a Category Three entity under the *Transparency and Accountability Act*.

Heritage Foundation of Newfoundland and Labrador (HFNL). As stipulated in the Historic Resources Act, the mandate of the Heritage Foundation is “to stimulate an understanding of and an appreciation for the architectural heritage of the province; to support and contribute to the preservation, maintenance and restoration of buildings and other structures of architectural or historical significance in the province; and to contribute to the increase and diffusion of knowledge about the architectural heritage of the province.” The HFNL accomplishes this mandate by designating buildings of architectural and historical significance, by providing matching grants to owners of designated buildings for restoration purposes and by educating the

Strategic Plan 2011-12 to 2013-14

public and by advising the Minister of Tourism, Culture and Recreation. Until March 31, 2010, the Foundation delivered the Historic Places Initiative (HPI), a national program to protect the architectural heritage of Canada, on behalf of the Department of TCR. The HFNL also supports the department in the implementation of its strategic directions, notably the direction which states that Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed. The foundation is also instrumental in ensuring that Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated. The HFNL is a Category Three Entity, as classified by the *Transparency and Accountability Act*.

Provincial Historic Commemorations Board (PHCB). The Government of Newfoundland and Labrador recently adopted legislation which allows for the commemoration of aspects of our history and culture that are of provincial significance. The Historic Resources Act was amended to include commemorations of sites, events, people or cultural traditions in the province that are considered by the minister to be of historical or cultural significance and that are to be registered provincial cultural resources. The function of the PHCB is to advise the Minister of Tourism, Culture and Recreation regarding these nominations for designation under the guidelines of the Provincial Historic Commemorations Program. The Provincial Historic Commemorations Program, launched in November 2008, is unique in that it recognizes provincially significant people, places and events, but also aspects of our living heritage that are less tangible in nature. The board was appointed in February of 2008, and since that time it has developed the historic commemorations program itself including establishing parameters and criteria for designation. It has been classified as a Category Three entity under the *Transparency and Accountability Act*.

Newfoundland and Labrador Sports Centre. The Newfoundland and Labrador Sports Centre opened in St. John's in 2008-09, and serves as a venue for athlete training and to host provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador (SNL). The Newfoundland and Labrador Sports Centre Complex, which will be operated as a provincial Crown Corporation, includes two buildings – a multi-purpose indoor training facility and a high-performance centre. The training facility provides Newfoundland and Labrador's elite athletes with access to a boxing/combat room, locker/shower rooms, and a 2,977 square foot gymnasium which is large enough to have four basketball, seven volleyball, or seven badminton courts playable at any one time. The high-performance centre includes a multi-purpose meeting room, three offices and a strength and conditioning room. The NL Sports Centre was funded through a cost-shared public/private partnership between the federal, provincial and municipal levels of government and the private sector. The Board is expected to be appointed in 2011-12. Under the *Transparency and Accountability Act*, the NL Sports Centre is a Category Three entity.