

2023-2026

STRATEGIC PLAN

**Tourism, Culture, Arts
and Recreation**



MESSAGE FROM THE MINISTER

I am pleased to present the Strategic Plan from the Department of Tourism, Culture, Arts and Recreation (TCAR) for 2023-2026. This plan was prepared in accordance with the Government of Newfoundland and Labrador's commitment to accountability and was prepared under my direction. As Minister, I am accountable for the achievement of the goals and objectives contained therein, pursuant to subsection 5(4) of the **Transparency and Accountability Act**.

This Strategic Plan outlines the objectives and activities of the Department in its support of the Provincial Government's Strategic Directions of promoting our creative and cultural industries, making Newfoundland and Labrador a destination of choice, growing our film and television sector, and promoting active healthy lifestyles. These were considered where appropriate and applicable in the development of the plan.

The Department of Tourism, Culture, Arts and Recreation proudly supports this province's creative and cultural industries, our tourism sector and our athletic and recreational communities. This plan outlines how we will work to ensure that they are able to reach their full potential over the next three years.

Sincerely,

A handwritten signature in black ink that reads "S Crocker". The signature is fluid and cursive.

Hon. Steve Crocker
Minister of Tourism, Culture, Arts and Recreation

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Overview

The Department of Tourism, Culture, Arts and Recreation (TCAR) is the lead for tourism, arts and culture, sport and recreation, film and television, and Provincial parks.

TCAR is one of the province's largest operators of tourism, culture, heritage and recreation facilities including Arts and Culture Centres, Provincial Historic Sites, Provincial Parks, Visitor Information Centres, Provincial Pools, and the Labrador Training Centre. TCAR is responsible for supporting economic growth and employment in the tourism industry, cultivating contemporary arts, preserving the Province's cultural heritage, oversight of Provincial Parks, and for promoting and supporting physical activity for individuals, groups, and communities, by the development of policy and programs in support of provincial recreation and sport. Additionally, the Department provides regulatory protection of archaeological sites, artifacts and historic documents; supports the arts and heritage sectors, and recreation and sport, through programs and services; supports strategic product development in the tourism industry and markets Newfoundland and Labrador as a destination to visitor markets; and, supports the tourism industry through research, opportunity identification and strategy development. The department is also responsible for providing leadership in the development of the province's film and television industry.

The Department has three executive branches:

- (1) Tourism;
- (2) Arts and Culture; and,
- (3) Film, Television and Recreation.

The corporate services division of the Department reports to the Deputy Minister of the Department. Leadership is provided by the Deputy Minister and the Assistant Deputy

Ministers. Additional information regarding TCAR can be found on the Department's website <https://www.gov.nl.ca/tcar/>.

Finally, in accordance with the **Transparency and Accountability Act**, TCAR has taken the strategic directions of Government into account during the development of this multi-year plan, including the development of strategic issues, goals and associated indicators. Specifically, TCAR works to achieve these strategic directions by promoting our creative and cultural industries, making Newfoundland and Labrador a destination of choice, growing our film and television sector, and promoting active, healthy lifestyles.

Mandate

TCAR has a diverse mandate that focuses on the following key areas:

- a) marketing the province as a tourism destination and providing tourism visitor services and information through the operation of visitor information centres, a responsive internet presence and the delivery of contact centre services;
- b) supporting arts and culture in the province, including Arts and Culture Centres, The Rooms Corporation of Newfoundland and Labrador, the Newfoundland and Labrador Arts Council and the Newfoundland and Labrador Film Development Corporation;
- c) protecting and preserving the archaeological, built heritage, intangible heritage and other historic resources of the province and the provincial historic sites, provincial regional museums and the Heritage Foundation of Newfoundland and Labrador;
- d) a strategic approach to collaborative tourism market research and product development and competitiveness;
- e) partnering with communities, organizations and other governments to commemorate important wartime milestones and honour sacrifices of Newfoundlanders and Labradorians;
- f) the management, preservation, control, protection and development of provincial parks, as defined in the **Provincial Parks Act**;
- g) providing leadership and focus on progressive measures to help all people in the province to adopt healthier and more active lifestyles; and

- h) promoting and supporting the recreation, sport and healthy living delivery systems to advance and prioritize active living as a means to improve health for all residents of the province.
- i) providing leadership in the development of the province's film and television industry.

Vision

A vision statement is the outcome which would be achieved if TCAR successfully delivered on its mandate. Values are the fundamental principles, or actions that guide our behavior and decision making. During the development of the 2023-2026 Strategic plan, TCAR undertook a review of the department's vision and values in consideration of the evolving mandate of the department and the changing landscape that we work within. TCAR has identified its new vision statement as follows:

“Newfoundland and Labrador is a tourism destination of choice offering exceptional visitor experiences; where the province's natural and cultural heritage is protected, the creative industries flourish, and recreation and sport are supported for the benefit of an active population”.

Values

TCAR has identified its values as follows:

- Collaboration: We work together to maximize our unique strengths and expertise; and work with our clients and stakeholders towards our common goals;
- Accountability: We are responsible for our actions and results;
- Excellence: We provide an outstanding level of service to our clients, visitors and the residents of the province;
- Creativity: we are innovative, adaptable and flexible to fuel imagination and workplace satisfaction; and,
- Trust: we have confidence in our capabilities as proud employees of the Department of Tourism, Culture, Arts and Recreation.

The legislation of the Department of Tourism, Culture, Arts and Recreation is as follows:

- 1. Arts Council Act**
- 2. Books Preservation of Copies Act**
- 3. Boxing Authority Act**
- 4. Colonial Building Act**
- 5. Cruiseship Authority Act**
- 6. Grand Concourse Authority Act**
- 7. Historic Resources Act**
- 8. Innkeepers Act**
- 9. Pedestrian Trails Liability Protection Act**
- 10. Pippy Park Commission Act**
- 11. Provincial Parks Act**
- 12. Rooms Act, 2016**
- 13. Status of the Artist Act**
- 14. Tourist Accommodations Act**

Budget

The total budget of TCAR for fiscal 2023-24 is \$69,246,800. \$25 million of the budget is dedicated to the operations of 32 provincial parks, as well as tourism market research, tourism product development and implementation of a fully integrated marketing program targeted to potential non-resident and resident visitors and is designed to market the Province as a unique tourism destination for the purpose of economic growth. Appropriations also provide funding for support, coordination, and operations of Visitor Information Centres and services throughout the province. Funding is also provided for expenditures pertaining to the Atlantic Canada Agreement on Tourism.

Arts, Heritage and Historic Development budget of \$6.2 million provides for the preservation, management, development, and promotion of our arts and heritage through legislative oversight; the operation and maintenance of the Provincial Historic Sites

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network; archaeology supports and programs; funding and advisory support to the arts and heritage sectors; and cultural events, anniversaries and other celebrations. A grant budget of \$9,151,500 for sport and recreation provides for the support of physical activity, recreation and sport in the Province, and for the promotion of wellness and support for wellness initiatives implemented throughout the Province.

The total fiscal 2023-24 budget in the table below includes the budgets of entities and Crown corporations that report to the Minister of TCAR.

Entity	Budget	# of Staff
Heritage NL (HFNL): The 2023-24 budget provide for the operational funding for the HFNL, which supports the preservation of built heritage through the designation of heritage buildings, structures and districts; the provision of grants to assist with the preservation of designated buildings; and the provision of professional advisory services to individuals and organizations.	\$424,600	5
Newfoundland and Labrador Arts Council (NLAC): The 2023-24 budget provides operational funding for the NLAC, which supports the artistic development of visual and performing artists.	\$5,033,000	5
Newfoundland and Labrador Film Development Corporation (NLFDC): The 2023-24 budget provides funding to the NLFDC for marketing, operating and program support including equity and business financing assistance to telefilm companies in the Province.	\$10,837,100	6
Newfoundland and Labrador Sports Centre (NLSC): The 2023-24 budget provides for the operation of the NLSC Provincial Training Centre.	\$426,900	7
Pippy Park Commission (PPC): The 2023-24 budget provides for an operating grant to the PPC.	\$305,400	7

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Entity	Budget	# of Staff
Marble Mountain Development Corporation (MMDC): The 2023-24 budget is \$306,400.	\$306,400	5
The Rooms Corporation: The 2023-24 budget provides for the operation of The Rooms including the acquisition, conservation and preservation of art, artifacts and archival records of Provincial historical significance.	\$6,546,200	42

Branch	Permanent staff	Temporary staff	Seasonal staff	Contractual staff
Minister's Office	3	0	0	0
Executive Support	8	0	0	2
Corporate Services	10	4	0	1
Arts and Culture	55	34	32	0
Film, Television and Recreation	12	0	0	0
Tourism	41	16	114	1
Total	129	54	146	4

Locations/Regional Presence:

Office Locations (number of staff in each location)*		
<p><u>Arts and Culture Centres</u></p> <ul style="list-style-type: none"> • St. John's (24)** • Gander (3) • Grand Falls-Windsor (1) • Corner Brook (4) • Stephenville (3) • Labrador West (2) <p><u>Visitor Information Centres:</u></p> <ul style="list-style-type: none"> • St. John's International Airport (4) • Deer Lake Regional Airport and Deer Lake Highway (6) • Port aux Basques (5) • Notre Dame Junction (2) • Clarenville (3) • Whitbourne (4) • Argentia (2) 	<p><u>Provincial Parks (Camping)</u></p> <ul style="list-style-type: none"> • Barachois Pond (11) • Blow Me Down (6) • Butter Pot (15) • J.T.Cheeseman (7) • Dildo Run (6) • Frenchman's Cove (6) • La Manche (7) • Lockston Path (6) • Notre Dame (13) • Pinware River (4) • Pistolet Bay (5) • Sandbanks (5) • Sir Richard Squires (7) <p><u>Provincial Parks (Day Use):</u></p> <p>***</p> <ul style="list-style-type: none"> • Arches (0) • Cataracts (0) • Chance Cove (0) • Codroy Valley (0) • Deadman's Bay (0) • Dungeon (0) • Gooseberry Cove (0) 	<p><u>Provincial Historic Sites</u></p> <ul style="list-style-type: none"> • Colonial Building (6) • Commissariat House and Newman Wine Vault (6) • Cupids Cove Plantation (4) • Hearts Content Cable Station (4) • Trinity Historic Sites (8) • Cape Bonavista Lighthouse and Mockbeggar Plantation (7) • Beothuk Interpretation Centre (4) • Point Amour Lighthouse (5)

TCAR Corporate Headquarters-West Block Confederation Building, St. John's.

*# of positions in each location. **includes Arts and Heritage employees working in the subject area of provincial historic sites. ***There are no associated positions with the day use provincial parks.

Lines of Business

TCAR's lines of business for its three branches (Tourism, Arts and Culture, and Film, Television and Recreation) include the following:

Support Tourism in the Province: TCAR advances opportunities to promote and grow the tourism industry. Tourism development includes Market Research; Tourism Marketing; Strategic Product Development in collaboration with the tourism stakeholders in communities and regions and management of 32 provincial parks throughout the province. It works with the Government of Canada and partners to market Newfoundland and Labrador as a tourism destination nationally and internationally. It facilitates the creative and award-winning tourism marketing campaigns to promote the Province as a tourist destination.

Support Arts and Heritage in the Province: TCAR supports initiatives with partners to protect, develop, promote, and celebrate Newfoundland and Labrador's vibrant culture. It engages arts and heritage organizations on cultural financing, policy, and programs. It provides support to the Newfoundland and Labrador Film Development Corporation, the Newfoundland and Labrador Arts Council, the Heritage Foundation of Newfoundland and Labrador, and The Rooms.

Encourage Sports and Recreation: TCAR supports healthy active living among Newfoundlanders and Labradorians. It supports physical activity among all ages through policy and public education and oversees the Active Living Action Plan. TCAR also provides oversight to the Provincial Parks.

Provide leadership for the development of the film and television sectors: TCAR works with partners and stakeholders to attract film and video productions which support job creation and economic opportunity across the province.

Primary Clients

TCAR primary clients include the following:

- Aboriginal Sport and Recreation Circle of Newfoundland and Labrador
- Arts and Heritage Sector Organizations
- Community-based Heritage Organizations
- Non-profit Arts Organizations
- Community-based Recreation Organizations
- Destination Management Organisations
- East Coast Trail Association
- General Public
- Hospitality Newfoundland and Labrador (HNL)
- Newfoundland and Labrador Indigenous Tourism Association (NLITA)
- Newfoundland and Labrador Outfitters Association (NLOA)
- Indigenous Organisations
- Memorial University
- Municipalities NL
- Music NL
- Provincial Sports Organizations
- Recreation NL
- School Sports Newfoundland and Labrador
- Sport NL
- Tourism Industry Association
- Tourism Operators
- T’Railway Council

Strategic Issues

Strategic Issue 1: Tourism Transformation

Tourism is a significant industry for Newfoundland and Labrador due to its economic and employment impact, but also because it offers experiences that celebrate and promote our people, culture, history, heritage, stories and natural environment. Tourism not only contributes to the economy but also to the sociocultural vibrancy and environmental well-being of the province.

Tourism in Newfoundland and Labrador has seen drastic changes as a result of the COVID-19 pandemic. As in other jurisdictions, non-essential travel was discouraged starting in March 2020 due to the pandemic, with most travel prohibited to this province until July 2021. In addition, Canadian borders were closed to non-essential travel until the second half of 2021. As a result, visitation to the province nearly collapsed in 2020. Total in-province expenditures by non-residents were estimated at \$130.3 million, a decrease of 76 per cent compared to 2019.

In December 2022, Government released “Transition, Transform, Thrive - A Tourism Vision and Strategy for Newfoundland and Labrador.” Also known as “Vision 2026,” this five-year strategy will ultimately transform the province’s tourism landscape. During the 2023-2026 planning period, the department will focus on the short-term strategy that transitions tourism to more solid footing, building capacity to grow visitation to pre-2020 levels. And from 2024-2026 the department will focus on a medium-to-long-term strategy that transforms tourism on a sustainable path of consistent and responsible annual visitation, spending and employment growth. With Vision 2026, private and public stakeholders will strive to not only grow tourism’s contribution to the economy, but also to enhance the sociocultural vibrancy and environmental well-being of the province. This is consistent with Government’s strategic direction of making Newfoundland and Labrador a destination of choice.

Goal:

By March 31, 2026, TCAR will have transitioned Newfoundland and Labrador's tourism sector through its recovery from the COVID-19 global pandemic into a thriving tourism destination.

Indicators:

- Established clear and achievable economic, sociocultural and environmental goals;
- Increased the number of year-round and shoulder season opportunities for resident and non-resident visitation;
- Increased visitation and spending in the tourism sector; and,
- Provide increased opportunities for strong private sector engagement.

Objective 1:

By March 31, 2024, the Department of Tourism Culture Arts and Recreation will have built our capacity to grow visitation to pre-2020 levels.

Indicators:

- Prepared a framework that captures the economic, sociocultural and environmental goals and performance metrics to measure tourism's contribution;
- Completed resident and non-resident travel surveys;
- Completed a marketing strategy review;
- Completed a provincial parks renewal strategy and invested in strategic improvements;
- Completed a private-public leadership model review;
- Engaged in efforts to understand and build awareness of the needs of diverse groups; and,
- Increased the number of partnerships with Indigenous governments and organizations to advance tourism development priorities.

Objective 2:

By March 31 2025, the Department of Tourism, Culture, Arts and Recreation will have strategically implemented measures to transform tourism on a sustainable path of consistent and responsible annual visitation, spending and employment growth.

Objective 3:

By March 31, 2026, the Department of Tourism Culture Arts and Recreation will have established a regenerative tourism leadership approach.

Strategic Issue 2: Arts and Heritage

In Newfoundland and Labrador, our multi-faceted culture is expressed and celebrated every day in our art, literature, music, traditions and practices, built heritage, languages, food, oral histories and story-telling. Our artists, heritage practitioners, and cultural entities play a fundamental role in creating, nurturing, and safeguarding our rich, cultural mosaic.

In addition to the social significance and contribution to the wellbeing of communities, arts and heritage resources have become significant economic drivers. These resources build social capital through increased networks and creating successful social enterprises.

During the 2023-2026 period, the Department of Tourism, Culture, Arts and Recreation will undertake a number of initiatives aimed at strengthening our ability to protect, present, promote and celebrate arts and heritage in the province. These initiatives include, proclaiming the Year of the Arts 2024, which will include additional financial support for the arts, artists, and arts infrastructure in the province. The Department will also work toward UNESCO World Heritage Site designation for the Heart's Content Cable Station, and the refurbishment of the Provincial War Memorial and establishment of the Tomb of the Unknown Soldier in St. John's.

Guided by the **Historic Resources Act**, the **Status of the Artist Act** and the Cultural Action Plan (2019), TCAR will work with Newfoundland and Labrador's arts and heritage partners and stakeholders over the next three years to amplify our vibrant arts and heritage sector.

Goal:

By March 31, 2026 the Department of Tourism, Culture, Arts and Recreation will have strengthened our collective ability to protect, present, promote and celebrate arts and heritage in our communities.

Indicators:

- Completed a review of heritage legislation;

- Completed the groundwork for the designation of an additional UNESCO World Heritage Site in the province;
- Advanced work towards a comprehensive plan for the advancement of a new cultural plan;
- Completed upgrades to Arts and Culture Centre presentation spaces; and,
- Supported the commemoration of the National War Memorial centennial and 75th anniversary of Confederation.

Objective 1:

By March 31, 2024, the Department of Tourism Culture Arts and Recreation will have increased our capacity to protect, promote and present arts and heritage in the province.

Indicators:

- Increased funding for artists and arts infrastructure in the Year of the Arts;
- Assumed the operations of the Point Amour and Cupids Provincial Historic Sites;
- Completed the design for the refurbishment of the National War Memorial (with an added Tomb of the Unknown Soldier feature) in St. John's;
- Developed a new Year of the Arts program for artists and arts organizations;
- Presented a new production of Come from Away at the Arts and Culture Centre in Gander; and,
- Supported upgrades to art venue infrastructure

Objective 2:

By March 31, 2025, the Department of Tourism Culture Arts and Recreation will have implemented new opportunities to recognize and celebrate the arts and heritage in the province.

Objective 3:

By March 31, 2026, the Department of Tourism Culture Arts and Recreation will have implemented further opportunities to recognize and celebrate the arts and heritage in the province.

Issue 3: Supporting Active Healthy Living

Participation in recreation, sport and physical activity offers significant physical, mental, social and emotional health benefits. The Department of Tourism, Culture, Arts and Recreation is mandated to provide leadership and focus on progressive measures to help all people in the province to adopt healthier and more active lifestyles. Over the next three years, the Department of Tourism, Culture, Arts and Recreation will undertake a number of exciting initiatives in fulfillment of our sports and recreation mandate, and in support of active living in this province.

In 2025, the City of St. John's will host the 2025 Canada Summer Games which is anticipated to bring significant long term benefits to the sport and recreation community in the province. As part of the preparation for the Games, TCAR will work with partners to support upgrades to various sport and recreational facilities which will improve access to opportunities for sport participation for years to come. Hosting the Canada Games will also improve the capacity for volunteers and sports organizations to organize and implement sporting events, and will help increase the exposure of individuals in the province to engage in organized sports that may not have been available in the past. In addition, the Department will develop and implement an Active Living Action Plan to guide and support active living throughout the province.

Goal:

By March 31, 2026, the Department of Tourism, Culture, Arts, and Recreation will have increased opportunities for residents to lead active lifestyles.

Indicators:

- Developed and implemented a provincial Active Living Action plan;
- Supported the 2025 Canada Summer Games and its legacy infrastructure; and,
- Increased capacity for organizations and communities to provide recreation and sport opportunities.

Objective 1:

By March 31, 2024, the Department of Tourism, Culture, Arts, and Recreation will have improved the capacity to deliver sport and recreation opportunities in the province.

Indicators:

- Increased funding for upgrades to sports infrastructure in advance of the 2025 Canada Summer Games;
- Established a provincial safe sport framework; and,
- Advanced consultations of an Active Living Action Plan.

Objective 2:

By March 31, 2025 the Department of Tourism, Culture, Arts, and Recreation will have strategically implemented measures to advance opportunities for sport and recreation participation.

Objective 3:

By March 31 2025 the Department of Tourism, Culture, Arts, and Recreation will have established measures to ensure ongoing opportunities to participate in recreation and sport.

