



Performance Report 2013 to 2014

Department of Tourism, Culture and Recreation
Government of Newfoundland and Labrador



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PAPER

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REFERENCE PERIOD

This Annual Report covers the period April 1, 2013 through March 31, 2014, one fiscal year of the Government of Newfoundland and Labrador, and April 1, 2011 to March 31, 2014, three fiscal years of the Government of Newfoundland and Labrador.

PUBLISHED BY

Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador.

Message from the Minister



As Minister of the Department of Tourism, Culture and Recreation (TCR), I am pleased to submit the Department's Annual Performance Report for 2013-14 in accordance with the requirements of a Category One government entity under the *Transparency and Accountability Act*. The outcomes identified in this report are a measure of the Department's performance against the strategic issues identified in TCR's 2011-14 Strategic Plan.

Marking the final year of our 2011-14 Strategic Plan, this report not only details our achievements for 2013-14, but also reports on our many accomplishments over the last three years. In 2013-14, TCR continued to work toward a more organized, coordinated and effective tourism industry structure that minimized duplication, maximized marketing, supported market readiness and product development. In Arts and Heritage, TCR continued to enhance programming in its Arts and Culture Centres and Provincial Historic Sites, as well as support opportunities for regional development through its Community and Economic Development Program (CEDP). In Recreation and Sport, TCR further enhanced physical activity opportunities for children and youth through joint efforts with the Departments of Health and Community Services and Education to promote healthy lifestyles in the areas of fitness, wellness and healthy aging. All of these efforts were critical to achieving TCR's overall mandate to contribute to the economic growth and well-being of a vibrant, creative and active province.

As Minister, my signature below is indicative of my accountability for the preparation of the Department's 2013-14 Annual Performance Report and the results reported.

A handwritten signature in black ink, appearing to read 'Tony Cornect', written in a cursive style.

TONY CORNECT, M.H.A.
Port Au Port
Minister

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Who We Are and What We Do

Introduction

This Annual Report demonstrates the work accomplished by the Department of Tourism, Culture and Recreation (TCR) throughout the 2013-14 fiscal year and the 2011-14 planning cycle, in the delivery of our commitments in support of the development and sustainability of the tourism, culture (arts and heritage) and recreation and sport sectors.

Mandate

The mandate of TCR is to contribute to the economic growth and well-being of a vibrant, creative and active province by:

- Marketing the province as a tourism destination and supporting the development of the tourism industry.
- Supporting and fostering access to and development of the arts, and contributing to the capacity of cultural entities.
- Promoting, protecting and preserving the province's heritage.
- Promoting and supporting physical activity and the recreation and sport delivery systems.

This mandate is fulfilled by:

- Operating Provincial Historic Sites (PHSs), Visitor Information Centres (VICs), Arts and Culture Centres (ACCs) and regional recreation facilities.
- The regulatory protection of historic resources under the *Historic Resources Act*.
- 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 co-operation with other provincial, federal and municipal government departments and agencies, the private sector and other stakeholder groups including volunteer, economic development, recreation, tourism, heritage preservation and cultural groups.

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 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. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success. This mission statement, as well as the goals and annual objectives, also considers the Department's fulfillment of its three sector plans: *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (2009), *Creative Newfoundland and Labrador* (2006) and *Active, Healthy Newfoundland and Labrador* (2007).

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.

Lines of Business

The Department is responsible for the following Lines of Business:

Culture

The Arts provides funding and other assistance to artists and works to support and sustain diverse cultural industries. Programs include: the arts component of the Cultural Economic Development Program (CEDP), the Publishers Assistance Program (PAP), Cultural Events, the Arts and Letters Awards (ALA), and partnership and industry development.

Arts and Culture Centres includes six live performance venues across the province's regions for the celebration and presentation of the province's own talent and the best from elsewhere. Program areas include Touring, Client Rentals, Community Partnerships, and facility rooms for rehearsals, workshops and meetings.

Heritage seeks to protect, preserve, safeguard, interpret and promote the province's tangible and intangible cultural heritage. Programs include: PHSs, the Provincial Archaeology Office (PAO), the Provincial Historic Commemorations Program (PHCP), and the heritage component of the CEDP which provides funding through operating grants for community heritage organizations, project funding, and the Aboriginal Cultural Heritage Program (ACHP).

Tourism

Tourism Marketing involves the marketing of Newfoundland and Labrador as a tourism destination to national and international markets. Programs include: advertising, tourism inquirer response, digital marketing and website, collateral and publications, travel media relations, travel trade sales and partnerships, and the Atlantic Canada Tourism Partnership (ACTP).

Strategic Tourism Product Development works cooperatively with the tourism industry to foster high-quality, authentic experiences and sustainable tourism products and to develop a professional tourism sector. Programs include: VICs, Strategic Product Development and a Market Readiness Program.

Tourism Research is responsible for ensuring accessible, timely, high-quality market intelligence and research to support planning and continued growth of the tourism sector. This includes developing and implementing a research strategy and measuring the success of *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (also cited as *Vision 2020*).

Recreation and Sport

Recreation and Sport includes active living, sport and community recreation programs for healthier lifestyles, and support for community based recreation and sport organizations and provincial and national sports programs. TCR also provides annual operating funding to School Sports Newfoundland and Labrador,¹ Recreation Newfoundland and Labrador and Sport Newfoundland and Labrador.

Where We Operate

TCR is one of the province's largest operators of public facilities including ACCs, PHSs, VICs and Training Centres and Pools. Many of our facilities are located in rural areas of the province. They are important sources of employment, act as regional tourism anchor attractions and are centers for community outreach, engagement and development. We also operate regional offices in tourism and recreation and sport. See Figure 1 – Map Showing the Department of TCR Facilities and Offices.

Our Employees

Our employees play a critical role in delivering TCR's mandate and services, and engaging with the public, our partners and our stakeholders. As of March 31, 2014, we have a core staff of 399 of whom 126 (32%) are permanent employees and 264 (66%) are temporary employees (including seasonal workers). Nearly one third of our employees (including seasonal workers) are located outside the Avalon Peninsula (193 or 48%). Of our 399 permanent, temporary and seasonal staff, TCR has 280 female employees (70%) and 119 male employees (30%). Figure 2 shows our current organization chart.

Our Financial Base

Expenditure and revenue figures included in this document are based on public information provided in the *Report on the Program Expenditures and Revenues of the Consolidated Fund for the Year Ended 31 March 2014*. TCRs total net expenditures for 2013-14 was \$60,267,372. More detailed financial information is contained in Appendix One.

¹ Hereafter, the abbreviation NL is generally used to refer to Newfoundland and Labrador throughout this strategic plan.

Figure 1: Map Showing Department of TCR Facilities and Offices

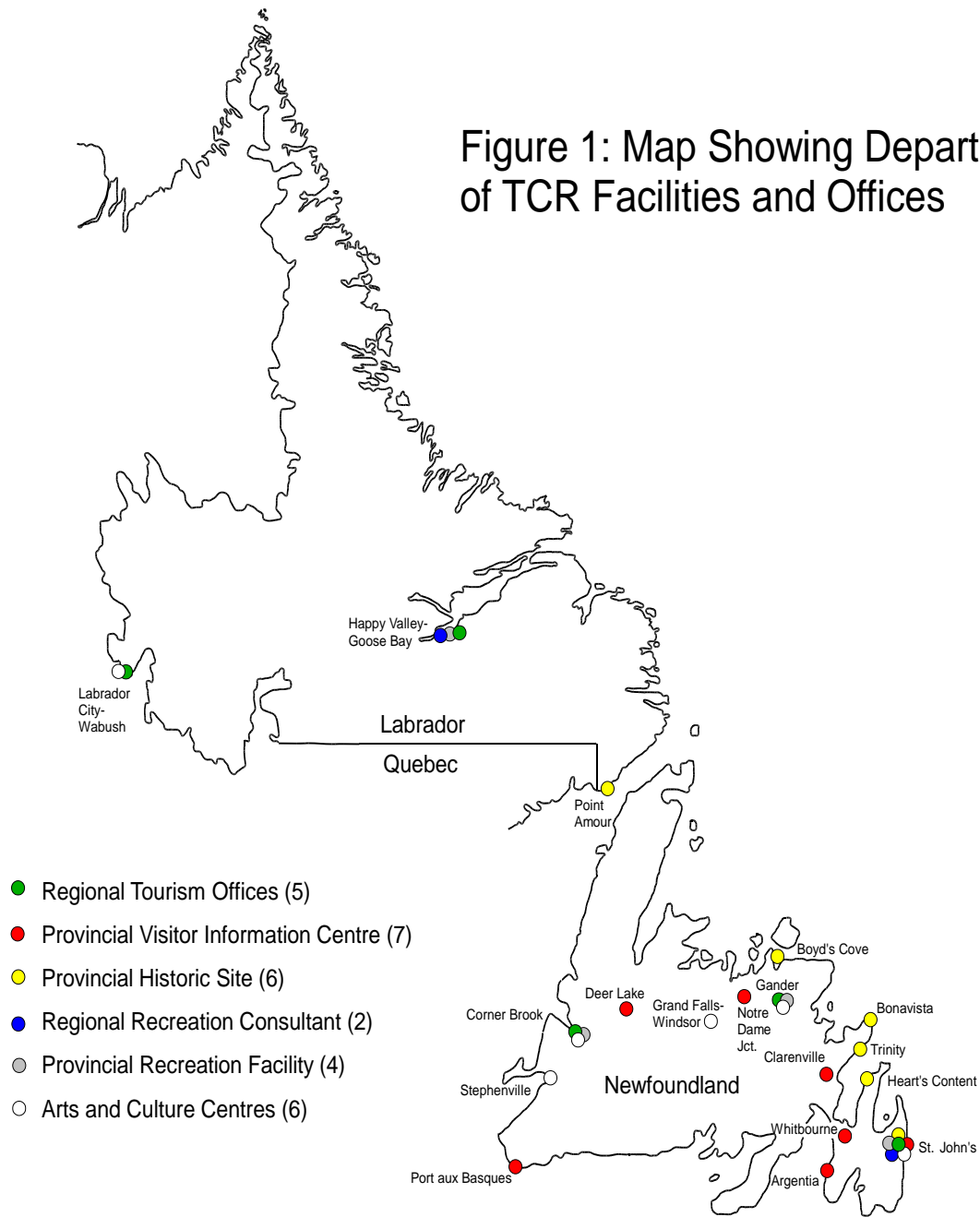
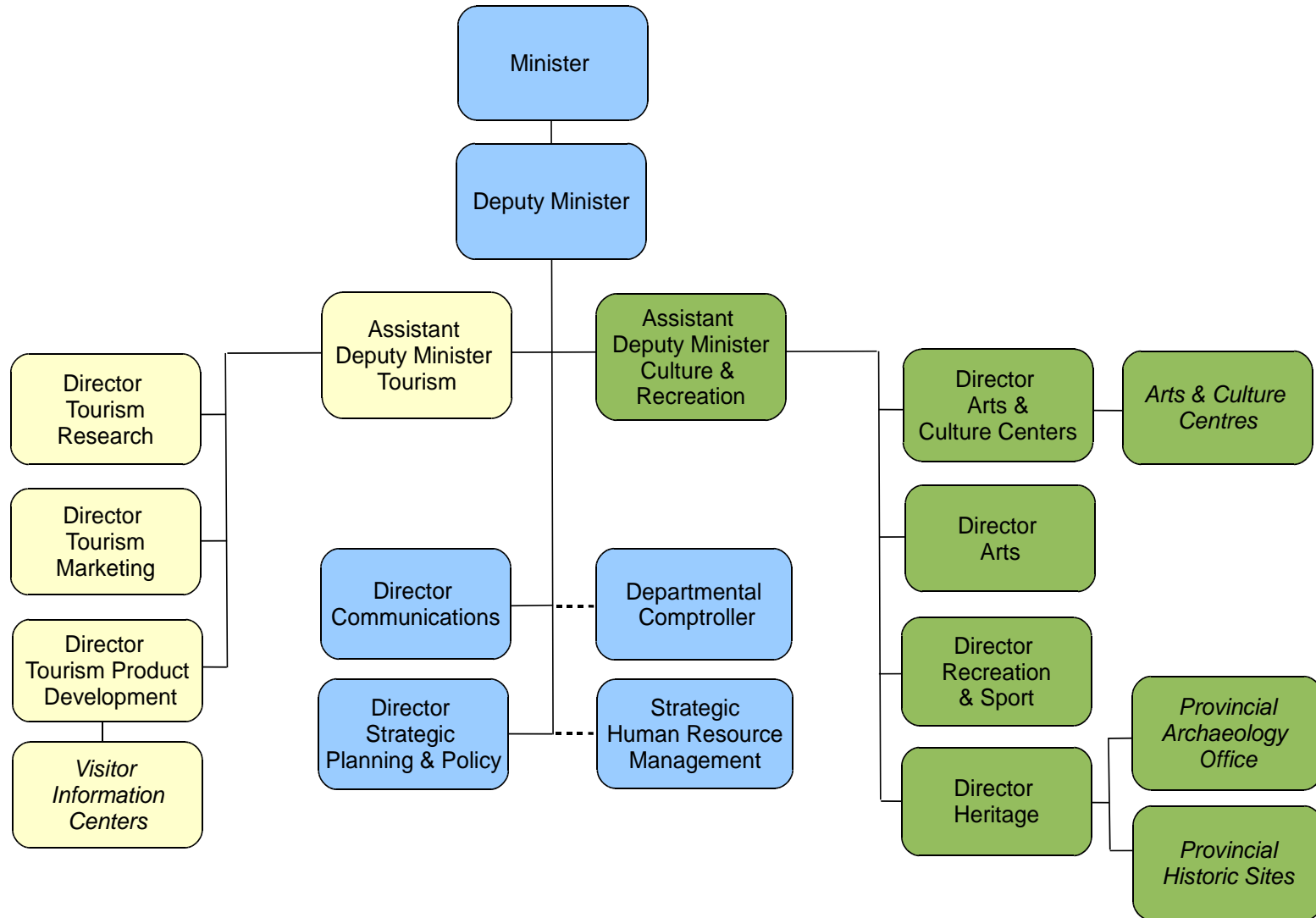


Figure 2 - Department of TCR Organization Chart



Our Shared Commitments

Recreation and Sport

The Recreation and Sport Division worked with its key partners Recreation NL, School Sports NL and Sport NL in support of Government's Strategic Direction, "Physical Activity, Recreation and Sport - Supportive physical and social environments are created that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport."

- The After School Physical Activity (ASPA) Initiative, a three-year pilot project with the Departments of TCR and Health and Community Services (HCS), is designed to encourage schools and communities in partnering to address barriers to participation in physical activity during the after school time period for children and youth in grades four to nine.
- The Inter-Departmental Coordination Committee [composed of the Departments of HCS, Education, Advanced Education and Skills (AES) and TCR] was formed to help implement *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* and promote health, wellness and disease prevention through physical activity, sport and recreation. The Division continued to partner with various government departments and non-governmental organizations to develop and promote more inclusive practices and policies in recreation, sport and physical activity.
- Federal-Provincial-Territorial (FPT) Ministers responsible for recreation and sport met in 2013 in Sherbrooke, Quebec, to advance actions to support sport, physical activity and healthy weights including implementation of the 2012 Canadian Sport Policy and priorities for collective action. Ministers also reviewed progress on a number of physical activity and recreation initiatives including an FPT *Framework for Action to promote Healthy Weights*, the *Multi-Sectoral Framework for Action on the After-School Time Period*, planning for a National Recreation Summit in 2014 and *Active Canada 2020*, a strategy to increase physical activity among Canadians.

Arts and Heritage

In support of Government's Strategic Directions to "Preserve and Safeguard Tangible and Intangible Heritage" and "Strengthen Cultural Sector Partnerships and Support," TCR works with its entities (see Appendix Two) and cultural sector partners to preserve and safeguard tangible and intangible cultural heritage, and to strengthen cultural sector partnerships and support for professional artists, the cultural industries and the community including:

- The Newfoundland and Labrador Arts Council (NLAC) which provides support to artists and arts organizations and Newfoundland and Labrador Film Development Corporation (NLFDC) and Music Newfoundland and Labrador (Music NL) which support the cultural industries in the critical areas of film, video and music.
- Memorial University of Newfoundland (MUN), the Atlantic Canada Opportunities Agency (ACOA) and the business community, to support Business and Arts Newfoundland and Labrador, an initiative designed to increase private sector support for the arts.

- The federal Department of Canadian Heritage (DCH), ACOA, the provincial Department of Innovation, Business and Rural Development (IBRD), and the Federal-Provincial Committee on Cultural Initiatives to address cultural professional and enterprise development needs of the sector through ongoing meetings and dialogue.
- The provincial Departments of Transportation and Works (TW), Municipal and Intergovernmental Affairs (MIGA), IBRD and the Heritage Foundation of Newfoundland and Labrador (HFNL) to strengthen heritage legislation and policies. TCR also worked with TW on capital projects related to PHSs and ACCs including improved accessibility at the province's ACCs, which is aligned with the Government of Newfoundland and Labrador's *Provincial Strategy for the Inclusion of Persons with Disabilities in Newfoundland and Labrador (2012)*.
- Hospitality Newfoundland and Labrador (HNL) to explore links and pursue opportunities to maximize tourism through the arts and heritage; the HFNL, the Association of Heritage Industries (AHI), and associations such as the Museum Association of Newfoundland and Labrador (MANL) and the Association of Newfoundland and Labrador Archives (ANLA) to preserve, strengthen and celebrate tangible and intangible heritage.
- Municipalities, provincial government departments, the Nunatsiavut Government and community-based groups to protect the province's tangible cultural heritage and significant paleontological resources.
- FPT ministers responsible for Culture and Heritage in Canada who met in Iqaluit, Nunavut, in 2013 to focus on such issues as: government support for encouraging the development of creative industries; increasing Canadians' engagement and their appreciation of their culture and heritage; and fostering the conservation of places of historic and cultural value.

Tourism

TCR works with key tourism partners in support of Government's Strategic Direction to "Strengthen Public-Private Partnership in Tourism" in order to increase the contribution of tourism to the province's economy. Partners include:

- The NL Tourism Board, which is composed of government and industry representatives who work together to implement the seven strategic directions of *Uncommon Potential: A Tourism Vision for Newfoundland and Labrador (2009)*; and annual priorities.
- Destination Management Organizations (DMOs) to reduce duplication, build on the provincial brand, further engage industry and partners and work to develop authentic, market ready tourism products and experiences.
- The Departments of IBRD (lead) and TW to improve air access, and TW to advocate for a more reliable, safe and efficient ferry service at Marine Atlantic Incorporated. TCR also works with TW to improve provincial and inter-provincial ferry service, and with the Department of Environment and Conservation (ENVC) to collaborate on shared issues with the Outfitting Sector.
- HNL and the Department of AES to advance tourism representation in labour force matters.
- Twenty-three regional VICs who received financial support from TCR in addition to support for information and training to enhance customer service.

- The Cruise Association of Newfoundland and Labrador (CANL), the Newfoundland and Labrador Snowmobiling Federation (NLSF), the Newfoundland and Labrador Outfitters Association (NLOA), and the Marble Mountain Development Corporation (MMDC) on diversifying the tourism product base, multi-season development/extending seasons and service quality.
- With Destination St. John's (DSJ) through investment for the expansion of the St. John's Convention Centre in order to meet increasing demand in the meetings and convention sector.
- FPT Ministers Responsible for Tourism who met in 2013 in Whitehorse, Yukon, to discuss improving visitor access, marketing and tourism attraction development. Ministers were provided with an update on growth markets, improving international traveler access to Canada and they recognized the importance of developing and promoting tourism attractions and experience including Aboriginal tourism.

Highlights and Accomplishments 2013-14

Recreation and Sport

- TCR continued to invest significantly in recreation and sport, contributing just over \$7 million dollars to sport and recreation in our province. The investments made have the ability to positively impact the physical, mental and social well-being of all residents who participate in sport and recreation programming. This is in line with Government's Strategic Direction outcome to support the creation of physical and social environments that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport.
- The investments made in sport through Coaching NL, the Premier's Athletic Award program and the Elite Athlete Assistance Program are all providing increased resources to support athletes from NL. In June 2013, support of \$730,000 was announced for the Labrador Travel Subsidy. The program assists approximately 1,500 athletes, teams and individuals in Labrador with travel to the island portion of the province to participate in athletic competitions and training camps.
- In 2013-14, the Recreation and Sport Division created two inventories of all programs, campaigns, committees and grant/funding programs available through: 1) TCR and Sport NL, Recreation NL, and School Sports NL and; 2) TCR, Education and HCS targeted at the school-age population and available through the three departments. The Division also re-aligned the Seniors Recreation Development Grant Program, reviewed the provincial Recreation and Sport Strategy by updating all action items and the overall status. All of these actions enabled the Division to focus on enhanced coordination, collaboration and cooperation concerning key priorities and programs.
- Between 2011 and 2013, TCR and HCS contributed \$1,000,000 to the ASPA Pilot Initiative: \$800,000 for project costs, \$140,000 for program support to Recreation NL for leadership training as well as \$60,000 for evaluation and monitoring.
- The Division launched the Athletic Excellence Fund which now features a single, streamlined application for the Premier's Athletic Awards, Elite Athlete Assistance, Team Gushue and Sport NL Scholarships. Other program efficiencies and improved practices were also developed in connection with the Capital Grants Program.

- The Provincial Government also provided support of \$350,000 for the Canadian Tire Jumpstart Program, a community-based charitable initiative which helps financially disadvantaged youth participate in organized sport and recreation. A proclamation signed by Government and Canadian Tire on May 25, 2013 officially declared it as NL's first Jumpstart Day.
- The Provincial Government invested a total of \$500,000 in the 2014 Newfoundland and Labrador Winter Games of which \$338,000 was provided in support of the Host Committee, NL play downs and travel costs for participating athletes, coaches, officials and managers. The largest multi-sport event for youth in the province, the 2014 Games took place in Clarenville and brought together more than 1,400 athletes, coaches and managers from eight provincial regions and St. Pierre and Miquelon.
- The Provincial Government also announced the 16-member staff of the 2015 Canada Winter Games for Team NL. Rod Snow of Paradise, as the Chef de Mission, will lead the team, along with Karen Sherriffs of St. John's and Frank Humber of Corner Brook, as Assistant Chefs de Mission.
- On March 25, 2014, the City of Corner Brook was selected to host the Special Olympics Canada 2016 Winter Games, and the Provincial Government committed \$500,000 to support the initiative.

Culture (Heritage and the Arts)

- Activities of TCR in heritage outlined below supported the Strategic Direction outcome to preserve and safeguard tangible and intangible heritage resources for the benefit of present and future generations; and to maximize their impact on sustainable tourism and community development.
- In 2013-14 TCR provided the following support through the CEDP (Heritage Component) to organizations and related initiatives throughout the province: \$942,260 in operational funding 121 community heritage organizations; \$244,000 in support of six sectoral heritage organizations (MANL, ANLA, the NL Family History Society, the Newfoundland Historic Trust, and the Newfoundland Historical Society); \$60,500 to 10 community heritage organizations for project funding; and \$50,000 to 12 organizations under the Aboriginal Cultural Heritage Program.
- The Red Bay Basque Whaling Station was inscribed on the United Nations Educational, Scientific and Cultural Organization's (UNESCO) World Heritage List by the World Heritage Committee at its annual meeting, held in June 2013 in Cambodia. Red Bay has joined the 16 other UNESCO World Heritage Sites in Canada, and is the first such site for Labrador and the third for the province (the other two are L'Anse aux Meadows and Gros Morne National Park).
- Five new designates of the PHCP were announced by the Provincial Government in October 2013. This year's designates under Events of Provincial Significance were: the establishment of formal schooling in NL in Bonavista in 1727; the introduction of moose to the Island of Newfoundland; and the resettlement of Bar Haven, Placentia Bay; root cellar construction recognized as a Distinctive Cultural Tradition and Practice, and; Emile Benoit was recognized as a Person of Provincial Significance.

- With the 100th anniversary of the First World War approaching in 2014, the Provincial Government unveiled its plans in November 2013 to honour the sacrifices made by veterans. With an investment of more than \$3.6 million, the initiative entitled *Honour 100* will commemorate NL's First World War story.
- In 2013-14, the CEDP had introduced the first minimum standards for community museums and archives as a requisite for provincial operational funding.
- Together with MUN and other government partners including the PAO and the Office of Climate Change and Energy Efficiency, TCR in 2013-14 developed a \$460,000 funding package to address the impacts of climate on valuable coastal heritage (archaeological) resources.
- In 2013-14, work continued on the restoration of the Colonial Building.
- TCR engaged with officials of the Basques Government to explore collaborative opportunities relating to our shared history (early fishing and whaling industries) and leading up to a visit in 2017 of the reconstructed *San Juan* to NL.
- Activities of TCR in the Arts outlined below supported the Strategic Direction outcome of forging of stronger partnerships within a collaborative atmosphere in order to increase awareness of, and support for, artists, cultural professionals, the cultural industries as well as the community.
- Budget 2014 continued its support for the television production of *Republic of Doyle*. Every \$1 of public spending generated \$2.86 of NL labour and business income and resulted in a net overall economic benefit of \$36.4 million.
- The artist's concept for the memorial to the victims of Cougar 491 in 2009 and the 1985 Universal Helicopter crashes was presented at an event at the memorial's future site on October 23, 2013.
- By October 2013, patrons of all six ACC theatres (and two basement theatres) enjoyed an improved listening experience thanks to personal FM listening systems which were made available at all locations for those who experience hearing challenges. This initiative was recognized by the Canadian Hard of Hearing Association NL with a Community Advocacy Award which is presented to individuals, service groups, community agencies, businesses, or government (agencies or departments) that have voluntarily made a contribution to the hard-of-hearing community.
- The CEDP (Arts component) provided \$1.3M to approximately 60 major initiatives through the province in 2013-14. These investments allowed for enhanced opportunities for festivals and events in every region of NL.
- Over 600 entries were received in the 2013 Arts and Letters Awards, with over \$47,000 in prizes presented to the winners.
- The Publishers Assistance Program (PAP) provided \$200,000 to local publishers.

Tourism

- Activities undertaken by TCR outlined below supported the Strategic Direction outcome of strengthening Public-Private Partnerships to increase the contribution of tourism to the province's economy.
- NL's tourism marketing efforts were recognized once again at the 2013 Innovation, Creativity and Enterprise advertising awards, taking home 19 awards. The province's tourism campaign received another three awards as well - a gold for

colourist and a finalist for cinematography for the *Most Easterly Point* television ad at the Bessie awards, and a silver for cinematography for the *Most Easterly Point* ad from the Advertising and Design Club of Canada – bringing the total number of awards to date to 207.

- NL's 2014 tourism campaign was officially kicked off with the launch of the latest television ad for the province's *Find Yourself* campaign. Entitled *Magic*, the ad features Gros Morne National Park, a UNESCO World Heritage Site in western Newfoundland recognized for its geological landscape. The ad is part of the 2014 tourism multimedia advertising campaign and is running nationally on television for 15 weeks. The television campaign is also integrated with newspaper, in-flight advertising, online advertising, digital marketing, as well as social media.
- NL Tourism's website continues to grow in visitation with more and more clicks going to the tourism operator's details pages. Visits to NewfoundlandLabrador.com reached 1,872,997 in 2013, up 22% over 2012. Website visits for 2013 have now exceeded 1.8 million. Clicks to Tourism Operators Details pages have increased by +26%. Mobile traffic to the website is up +100%. As of December 2013, there have been over 17,500 downloads of the mobile application since their launch in the summer of 2012. From January to December 2013, the mobile application was downloaded 11,602 times.
- NL Tourism's Social Media fan base continues to grow year over year and online communities are more engaged than ever in terms of likes, comments, and views. Facebook likes have increase 51% from 34,350 in 2012 to 51,920 in 2013. Twitter followers have increased 96% from 8,404 in 2012 to 16,437 in 2013. YouTube Subscribers increased 278% from 577 in 2012 to 2,183 in 2013. YouTube views increased 258% from 407,422 in 2012 to 1,459,045 in 2013.
- *SnowWest 2014* brought a number of organized winter activities such as snowmobiling, snowshoeing, skiing and culinary events to various areas throughout western Newfoundland. This event is one of a number of initiatives developed by the Western DMO and supported by the Provincial Government to help extend the tourism season in Western Newfoundland.
- VICs reported 117,593 visitors for the operating period ending September 2013. This is an increase of four per cent over the operating period 2012.



Report on Performance - Strategic Issues

Strategic Issue One: Aligning and Strengthening Tourism Partnerships

In support of Government's Strategic Direction, the Department of TCR has continued to strengthen the innovative public-private partnership that is the basis for our continued success. This partnership, through the NL Tourism Board, brings the Provincial and Federal Governments, HNL, and the DMOs together to implement our ten-year strategy, *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism*. This is the single most important step we are taking in order to achieve our vision of becoming a leading tourism destination offering authentic experiences showcasing our people, culture and natural environment.

Annual Performance 2013-14

Objective 2013-14: By March 31, 2014, the Department will have supported more coordinated and streamlined regional tourism marketing, product development and market readiness initiatives.

Measure: Further supported more coordinated and streamlined regional tourism marketing, product development and experiences and market readiness initiatives.

Indicator Reporting: Objective 2013-14:

Planned for 2013-14	2013-14 Results
<p>Sustained number of multi-season tourism product and experiential development initiatives supported in regions.</p>	<ul style="list-style-type: none"> • TCR worked with DMOs, municipalities, and tourism operators to identify, advise, support and develop tourism products, experiences and events which motivate travel during the off peak season (September to May) time frame. These initiatives across the province include: <ul style="list-style-type: none"> ○ <i>Cain’s Quest</i> snowmobile endurance race in Labrador. ○ <i>SnowWest</i>, a multi-event winter activity and cultural festival held in the western region. ○ <i>Trails Tales and Tunes</i>, a two-week festival held in Norris Point. ○ <i>The Feather and Folk Festival</i>, held in the Stephenville and Codroy Valley areas. ○ <i>The Iceberg Festival</i>, held in the St. Anthony area. ○ <i>The Songs, Stages and Seafood Festival</i> held in the Bay Roberts area. ○ <i>The Roots Rants and Roars</i>, held annually in Elliston, Bonavista Peninsula. ○ <i>Quadapalooza</i>, inaugural ATV event which occurred in Gander. ○ <i>Mid-Winter Bivver</i>, held in Central’s Exploits Valley region. ○ <i>Eat the Hill</i>, held at the White Hills Resort in Clarenville. • TCR continued to work to sustain and improve the six established multi-season events and develop four new events. TCR supported these events to improve upon their experiences and products as well as expand and build new experiences. In addition to financial support for these events, TCR staff engage throughout the planning cycle each year so that events continue to improve and adapt to consumer needs. TCR also markets these products using available department resources. Multi-season events proved successful throughout the regions, and TCR facilitated the startup of four new events during the reporting period. These were also developed with the guidance of TCR staff through organizing stakeholder involvement, providing advice, counselling and funding to develop and promote these new multi-season tourism opportunities. The new events were the <i>Mid-Winter Bivver</i>, <i>Songs Stages and Seafood</i>, <i>Quadapalooza</i> and <i>Eat the Hill</i>.

Planned for 2013-14	2013-14 Results
<p>Increased number of tourism industry workshops and training initiatives delivered in regions.</p>	<ul style="list-style-type: none"> • In 2013-14, the number of tourism industry workshops and training initiatives delivered in regions increased from 108 to 110, compared to 2012-13, an overall increase of nearly two per cent. • The focus of tourism industry training and development was on market readiness specifically the implementation of the Tourism Assurance Plan (TAP). Training programs/workshops, and webinars were conducted throughout the province by HNL, TCR and DMOs including: 20 TAP workshops/webinars; and five TAP related workshops/webinars on insurance, online presence and/or electronic payment. • Other training and industry development initiatives undertaken by the DMOs with support from TCR included packaging, travel media training, social media, capacity building, business retention and expansion, festivals and events, and culinary development for a total of seven topic specific training sessions/workshops. • One of the key responsibilities of the DMOs is to build tourism industry engagement. Fifteen industry engagement sessions occurred including annual general meetings, Tourism Awareness Week activities, regional meetings/presentations and other networking sessions. Many of these engagement sessions included training and information sharing. • TCR staff placed an emphasis on one-on-one training sessions with the 23 Regional VICs. <ul style="list-style-type: none"> ○ All regional VICs have been enhanced with up-to-date information and communications from the network of Provincial VICs. This information sharing provides reliable information to the Regional VICs that their Provincial counterparts research and develop. ○ The Visitor Information manual has been updated yearly and provided to the Regional VIC Supervisors. ○ Open communications and guidance are strongly encouraged on a regular basis between the Provincial VICs, Regional VICs, Visitor Centres, Call Centre and TCR Headquarters staff. • World Host (customer service training) offered through HNL is promoted by TCR for the staff at the Regional VICs as well as students and Provincial Regional staff. • TCR has sponsored <i>You, Your Town and Tourism</i> Program which was offered in several regions of the province in 2013-14. • TCR's Visitor Services staff presented at the three Regional DMOs Industry Awareness Sessions. • TCR also participated in the Municipalities NL's Regional Planning Seminars throughout the province.

Planned for 2013-14	2013-14 Results
<p>Phase One of the Destination Development Plan Tourism Destination Visitor Appeal Assessment (TDVAA) initiated.</p>	<ul style="list-style-type: none"> • Phase One of the Destination Development Plan TDVAA was initiated in 2013-14. • The Eastern Region TDVAA was completed with the final report going through the adoption process by all partners. Eastern Region partners initiated the development of an action plan for implementing the recommendations in the TDVAA report. Using the Opportunities Management process facilitated by IBRD, the recommendations will be laid out in a priority ranking as well as short-term, mid-term and long-term timeframes. • The Labrador Region TDVAA was launched October 17, 2013. The public sessions were well attended and industry welcomed the process. Data collection was completed on time and preliminary recommendations will be presented to the validation committee and government resource team later this year for feedback. • The Western region launched the TDVAA process in February 2014 with six sessions being well attended by industry stakeholders. Western data collection is on schedule with a team of collectors working from the Western DMO’s office, TCR and the VIC in St. John’s airport.

Discussion of Results 2013-2014:

In 2013-14, TCR continued to create a stronger, more aligned and more effective tourism industry through coordinated provincial and industry marketing, market development and destination management and development especially at the regional level with the four DMOs. TCR also focused on product development and experiences, especially multi-season, market-driven products. Festivals and events in particular have become effective travel generators, increasing room night sales, food and beverage sales, craft sales and other expenditures in the all regions of the province. These events contribute significant revenue to the local economy, allowing operators to have a longer and more viable season of operation. TCR also worked to ensure the success of events that occur outside of the summer months. Work continued with all industry partners to better identify and align tourism assets and strategies both provincially and regionally.

Phase one of the new three-year provincial destination development planning was initiated with participation across the province for the TDVAA process. The TDVAA is designed to provide a foundation of knowledge about NL’s appeal from the customer’s perspective. Understanding the appeal of the destination’s assets and attributes, and which tourism businesses help deliver on the provincial brand promise is vital. This knowledge will inform tourism stakeholders about their strengths in delivering memorable travel experiences and identify where investment is needed to enhance the competitiveness of the

destination and individual business. The remaining regions – Central and the DSJ catchment area - are planned for later in 2014. TCR has developed a work plan to implement these projects within existing resources and budgets.

To ensure competitiveness with other national and international destinations, the new TAP was the primary focus for training initiatives in 2013-14. TAP will soon be ready for implementation which will offer assurance to travellers about the quality of tourism services and attractions being promoted in the province. All partners of the NL Tourism Board have endorsed this plan and are collaborating to enhance quality assurance standards for specific sectors of the industry.

Three-Year Performance 2011-2014

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 2011-14:

Planned for 2011-14	2011-14 Results
An organizational structure for the tourism industry defined and communicated.	<ul style="list-style-type: none"> • New organizational structure defined and communicated to the tourism industry by May 2011; four re-organized DMOs in place by November 2011. • New three-year plans for each DMO developed and approved including definition of roles and restructuring, a focus on improved governance and the development of performance indicators: <ul style="list-style-type: none"> ○ Priority activities to establish more coordinated effective marketing undertaken at the provincial and regional level. ○ Leadership and professional development initiatives undertaken to strengthen the capacity of the DMOs. • Performance contracts signed with four DMOs which outlined performance targets for product development and marketing initiatives. An annual performance report and annual audited financial statements are submitted by each DMO.

Planned for 2011-14	2011-14 Results
<p>More streamlined and coordinated tourism marketing and advertising efforts at the provincial and regional levels.</p>	<ul style="list-style-type: none"> • With core funding of \$150,000 each and ongoing support from TCR, all four DMOs undertook industry engagement, marketing, destination development and market readiness and other development initiatives as well as training. • Annual DMO general meetings, stakeholder sessions, partnership initiatives, workshops and one-on-one mentoring led to more streamlined and coordinated efforts at the provincial and regional levels. • Priority activities to establish more streamlined marketing and advertising efforts and reduce duplication at the provincial and regional levels included the following: <ul style="list-style-type: none"> ○ Re-development of NL Tourism website to eliminate duplication and inefficiency and to enhance consumer use. ○ Regional content developed on the provincial site in consultation with the DMOs. ○ Regional DMO websites eliminated and an enhanced, single source for trip planning information created at the provincial level at www.newfoundlandlabrador.com. ○ Regional advertising sections developed for the Traveller’s Guides. ○ Sales and coordination of the spring, summer and fall Marketing Packages by all DMOs. ○ All four DMOs provided TCR with annual reports. TCR had critical input into annual plan priorities to ensure better co-ordination and also monitored implementation through bi-monthly reviews of marketing plans and tactics. • TCR’s proactive alignment and coordination among all DMOs led to more information sharing and identification of shared challenges and opportunities for market expansion and tourism growth. This in turn strengthened and aligned provincial marketing efforts under our brand and allowed DMOs to better focus on supporting regional destination development and the tourism industry. • TCR continued to expand the regional website information on NewfoundlandLabrador.com while DMOs continued to re-develop their websites as industry support sites rather than consumer sites. This reduced duplication and TCR made further major improvements to regional pages of NewfoundlandLabrador.com including the ability of DMOs to populate content via regional highlight boxes, regional blogs, packages and feature packages which provided added value for DMOs and tourism industry stakeholders. • TCR designed a NL space for consumer trade shows unifying under the provincial brand while incorporating regional brochures and information, reducing duplication and maximizing consumer and trade show marketing activities. NL Tourism marketing opportunities on

Planned for 2011-14	2011-14 Results
	<p>NewfoundlandLabrador.com and Traveller’s Guide Advertorial Program provided further opportunities to coordinate, engage and interact with stakeholders.</p> <ul style="list-style-type: none"> • DMO Governance Module was developed and delivered as part of key training initiatives which also included social media webinars, organizational workshops, packaging workshops and partnership initiatives and support.
<p>Increased number of multi-season tourism product and experiential development initiatives supported in regions.</p>	<ul style="list-style-type: none"> • Multi-season development (season extension) was further expanded during 2011 to 2014 resulting in an increased number of multi-season tourism product and experiential development initiatives supported in regions. This includes the development of 10 successful multi-season events that are described in the indicator reporting for 2013-14. This is an increase of five since 2010-11. • These were developed with concerted guidance from TCR through organizing stakeholder involvement, providing advice, counselling and funding to develop and promote these new multi-season tourism opportunities. • TCR was engaged throughout the planning and development each year ensuring that events continue to offer quality, in-demand products. TCR also ensured that these events were appropriately marketed using available department resources. TCR worked with groups in four regions to further develop major seasonal festivals. Partners were pursued to take the lead on festival development and sustainability.
<p>Increased number of tourism industry workshops and training initiatives delivered in regions.</p>	<p>The current DMO regional model was newly established by the NL Tourism Board to coordinate the delivery of industry workshops and training initiatives in all regions of the province. Training initiatives prior to the DMO alignment process were sporadic and mainly centralized in the larger urban areas. An increased number of tourism industry workshops and training initiatives were delivered in regions as follows:</p> <ul style="list-style-type: none"> • From 2011-14, a total of 93 tourism industry workshops and training initiatives were delivered to tourism industry partners and DMO staff in the province’s regions. Although the total number varied year over year according to needs, demand and type of training, overall, this represented a significant increase in tourism industry training initiatives. • Through TCR investment in 2011-12, DMOs offered a combined 11 workshops and training opportunities to their industry partners and members to increase the knowledge and skill set of staff to meet the needs of the industry.

Planned for 2011-14	2011-14 Results
	<ul style="list-style-type: none"> ○ The sessions were: a three-day Social Media and E-Marketing Certificate from the Gardiner Institute, a one-day Newfoundlandlabrador.com website regional page training offered by Target Marketing, two-day Capacity Building workshop, and a three-day DMO Leadership Program. ○ In addition to these programs, the NL Tourism Board in partnership with the DMOs, TCR, IBRD, ACOA, and HNL offered information sessions to industry in several locations in each region of the province. There were eight sessions in total with approximately 160 industry members in attendance. ● A total of 50 sessions were offered by DMOs across the province in 2012-13. ● In 2013-14, 25 training opportunities were offered focusing specifically on the implementation of the TAP as well as an additional seven topic specific training sessions/workshops for a total of 32 workshops and initiatives. This work was carried out either by or in cooperation with the DMOs and HNL.
<p>Increased number of tourism industry best practices missions.</p>	<p>Best Practices Missions provided tourism planners and operators with first-hand industry knowledge and information on development and marketing models which exemplify such attributes as quality, high productivity, experiential experiences, sustainable tourism practices, and motivation to travel. Missions were designed to expose tourism operators to outstanding products in other regions of Canada and the USA. It was intended that this exposure would stimulate the generation of new product ideas, improved practices in customer service, innovative operational techniques, sound planning models and partnership opportunities for the tourism sector.</p> <ul style="list-style-type: none"> ● Best Practice Missions and Market Readiness sessions participation occurred in 2012-13 and 2013-14, these sessions were highly focused on and tailored to industry needs: <ul style="list-style-type: none"> ○ 2012 - 44 session participants for an investment of \$21891.30. ○ 2013 - 19 session participants for an investment of \$7909.96. ● With a total of 63 sessions over the planning period, this was an increase over the number of best practices missions in previous years. These numbers show an increase over the 13 sessions held in 2010-11 under Tourism Atlantic.

Discussion of Results 2011-2014:

By March 31, 2014, TCR had achieved a more organized, coordinated and effective tourism industry structure that minimized duplication, maximized marketing and supported market readiness and product development. With the guidance of the province's 10-year strategy *Vision 2020*, government and industry are taking provincial tourism to unprecedented levels of success and showing tourism to be a growing economic powerhouse in our province. NL has become a destination that others watch and imitate, and our tourism industry knows how to overcome challenges. Our brand is stronger than ever, and our campaign has become one of the most recognizable advertising campaigns in the country.

Tourism spending reached \$1 billion for the first time in 2011. This puts us ahead of schedule for achieving our *Vision 2020* goal. This success would not be possible without the partnership we share with the tourism industry. Our approach to research, marketing and diversifying our products has become more sophisticated over time, and we are seeing the benefits of our approach. Development of the provincial tourism development framework has facilitated a more coordinated, aligned and integrated approach to tourism marketing and product development, allowing government and industry to more effectively meet the needs of visitors for services, infrastructure, products and experiences.

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

TCR has been working 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 supports Government's Strategic Directions to "Preserve and Safeguard Tangible and Intangible Heritage," and "Strengthen Cultural Sector Partnership and Support." Success in our cultural sector will further reinforce *Vision 2020*, which directs that developing and delivering strategic, sustainable traveler experiences are essential to the growth and development of the tourism industry.

TCR has focused 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 PHSs and ACCs, and has worked to build capacity in cultural organizations and initiatives at the provincial and community levels. This has been complemented by TCR's CEDP which helps stimulate economic activity by providing financial support for heritage and professional arts activities and support for cultural industries.

Annual Performance 2013-14

Objective 2013-14: 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.

Measure: 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 evaluated.

Indicator Reporting: Objective 2013-14:

Planned for 2013-14	2013-14 Results
<p>Evaluation framework data gathered to monitor progress on more enhanced, appealing interpretative programming and participation at Provincial Historic Sites and more relevant regional programming at Arts and Culture Centres developed.</p>	<ul style="list-style-type: none"> • Evaluation frameworks for PHSs and ACCs were fully developed including indicators and data sources by November 2013. • PHSs and ACCs developed data gathering mechanisms for implementation of evaluation frameworks in 2013-14 season. • PHS program feedback was gathered through visitor comments, feedback from staff, and measured from administrative data and visitor numbers. • ACC data and program feedback was gathered through administrative data (revenue, usage, community partner statistics), partner reports, online ticketing data, audience feedback (including online ticketing, social media and audience engagement activities) and ongoing consultation with key partners such as the Department of Education, school districts and the Atlantic Presenters Association (community circuit network and consultation). • Progress was monitored on further implementation of more enhanced, appealing interpretive programming at PHSs and more relevant regional programming at ACCs.
<p>Special events, demonstrations and small scale interpretative site animation programs planned and delivered at selected Provincial Historic Sites.</p>	<ul style="list-style-type: none"> • A total of 36 Special Events were planned and delivered to an estimated audience of 4,500 visitors at all 11 PHSs including: Commissariat House (10), Newman Wine Vaults (four), Cupids (two), Heart's Content (four), Mockbeggar (four), Cape Bonavista (two), Trinity (three), Beothuk Interpretation Centre (four), and Point Amour (three). • Eight Hands-on Demonstrations (one per week at 10 PHSs) were planned and delivered, providing interactive opportunities of hands-on learning.

Planned for 2013-14	2013-14 Results
	<ul style="list-style-type: none"> • Nine Small-Scale Interpretive Site Animations (historical vignettes) were planned and delivered at three PHSs: Mockbeggar Plantation (one), Cupids Cove Plantation (three), and Commissariat House (five). • Community engagement in planning and delivering 10 enhanced interpretive programs: 1) Miawpukek First Nation (Conne River) and "Voices on the Wind" at the Beothuk Interpretation Centre; 2) Restaurant Association of NL dinner series at Commissariat and Newman Wine Vaults; 3) Food Sharing Association, "Christmas at Commissariat"; 4) Newfoundland Historic Trust, "Doors Open" event at the Newman Wine Vaults; 5) Association for New Canadians, Cultural Company event at Heart's Content; 6) Upper Trinity Radio Operators Club, "Getting Connected" at the Heart's Content Cable Station; 7) Trinity Historical Society for events at Trinity PHSs; 8) Royal Astronomical Society of Canada, "Stargazing at the Cape" at Cape Bonavista; 9) Garrick Theatre, "Site at Night" Concert and "Christmas in the Library" at Mockbeggar Plantation, and; 10) Town of Bonavista on Canada Day at Mockbeggar. • One self-directed tour using the SCVNGR smartphone application that led people between the Commissariat House and the Newman Wine Vaults. • School visitation continued to occur at a number of sites, most notably at the Beothuk Interpretation Centre, Cupids Interpretation Centre and Commissariat House. • Program participation: 30 Partners in 2013, up from 25 in 2012 and; site visitation in 2013-14 was 57,727 (2013-14) (virtually unchanged from 2012-13). • PHSs also facilitated community engagement programming with a number of groups through CEDP: NL Historic Trust on "Doors Open" event at the Newman Wine Vaults, St. John's; the Trinity Historical Society for events at Trinity PHSs; and the Bonavista Historic Townscape Foundation for the Garrick Theatre on "Site at Night" Concert and "Christmas in the Library" at Mockbeggar Plantation in Bonavista.
<p>Local performance groups encouraged to use Provincial Historic Sites as venues for live performances identified and initiated.</p>	<ul style="list-style-type: none"> • Six local performance groups were encouraged to use PHSs as venues for live performances. This process targeted performance groups that had a similar to fit to site programming. In all but one case, PHS initiated contact with the groups. In all cases, these groups were offered space to undertake performances. • Performances were encouraged at two PHS sites. One performance was identified and initiated for both sites (<i>Shakespeare By The Sea</i>).

Planned for 2013-14	2013-14 Results
<p>Arts and Culture Classroom relevant programming for school audiences offered.</p>	<ul style="list-style-type: none"> • Five new programming initiatives for school audiences (six ACCs and 12 communities on the community circuit) provided relevant programming that met curriculum requirements at all grade levels across the province. Activities involved live performances and audience engagement and participation by artists, storytellers, playwrights and musicians as follows: <ul style="list-style-type: none"> ○ A three-person adaptation of William Shakespeare’s <i>Julius Caesar</i> entitled <i>Caesar</i> was presented at six ACCs as well as the community circuit (two locations). This production was directly related to the secondary school curriculum (Literature studies). ○ <i>Foghorns</i>, an initiative by the NL Symphony Orchestra for Music students was a concert featuring arrangements of popular songs on brass instruments, was presented at the Labrador West ACC. ○ C2C Theatre presented a series of Robert Munsch stories for the stage entitled, <i>I Love You Forever</i>. School shows at ACCs were presented in Gander, Grand Falls, and Labrador West and targeted at reading curriculum for primary school level. ○ Theatre NL presented <i>Cruel Times In Between</i>, based on the collected works of poet and writer Al Pittman. This theatre piece addressed student curriculum goals for NL studies. ○ <i>Utrecht</i>, a pageant style presentation by Paul Rowe and Louise Moyse was produced on the main concourse of ACC St. John’s. The play, spoken entirely in French, took French Immersion students through a series of short scenes depicting the historical experience of the French in NL.
<p>Partners in Presentation Affiliation Initiative continuing with community representatives engaged.</p>	<ul style="list-style-type: none"> • In 2013-14, the Partners in Presentation Affiliation Initiative continued with a total of 13 presentations, an increase of five from the previous year. • ACCs used programming and marketing resources and in-kind services in 2013-14 to engage community representatives and boost revenue at four of six ACCs (St. John’s, Gander, Stephenville and Lab West). • Event nights were secured from ten artists and organizations in Associated Presentations: Eddy Coffey; Jason Cyrus; Feast of Cohen; Culture Days; Kevin Collins; MUN Public Engagement; Country Blend; Shanneygannock; Contact East Showcase and; the Provincial Drama Festival. • ACCs presented Poverty Cove Theatre’s production of <i>Our Eliza</i> (directed by St. John’s ACC

Planned for 2013-14	2013-14 Results
	<p>2012-13 Artist in Residence Lois Brown) at four ACCs and with the following community partners: Bird Cove, Sandy Cove, St. Anthony and Clarenville.</p> <ul style="list-style-type: none"> • Three additional Artist Residency Projects were piloted in three other ACCs in 2013-14 with continued engagement of community representatives as described below. • Theatre directors Charlie Tomlinson and Courtney Brown were artists in residence for two weeks each in the Gander and Labrador West ACCs. During that time, they worked with local theatre companies, youth groups, and introduced some new community members to the performance aspects of theatre. A presentation of the verbatim play <i>Rig</i> was performed in both communities with local community members directed by Tomlinson and Brown. • Writer/Director John Doyle conducted a series of workshops with local film students in the craft of screenwriting and producing at the Corner Brook ACC. As part of the residency, John screened a number of his films for the attending screenwriters.
<p>Selected circuit² tours coordinated and delivered.</p>	<p>ACC presented seven tours comprising 39 events which were coordinated and delivered to 32 communities and venues outside the network of the six ACCs. ACCs were the sole presenter, or assisted in presentation for these events as follows:</p> <ul style="list-style-type: none"> • C2C Theatre: <i>I Love You Forever</i> - Salt Pond, St. Lawrence, Rushoon, Bonavista. • Poverty Cove Theatre: <i>Our Eliza</i> - Sandy Cove (three shows), Bird Cove, St. Anthony, Milton. • <i>Revue 2013</i> Carbonear (five shows), Clarenville (two shows), Bonavista (one show, one cancelled due to weather), Trinity, Goose Bay (two shows). • Ian Foster House Concert³ - Spaniard's Bay, Norris Point, Steadybrook, Lewisporte, Gambo, English Harbour, Grand Bank, Milton. • <i>Caesar</i> - Happy Valley-Goose Bay. • <i>The Trews</i> - Clarenville.

² The community circuit refers to places/venues in the province that do not have an ACC. This includes such towns as Carbonear, Bonavista, Trinity, Eastport and Happy Valley-Goose Bay which have defined performance venues. There are also other communities which have expressed an interest or have participated in a presentation that is solely developed and presented by the ACCs or one in which ACCs partner with other producers.

³ The house concert has quickly become a popular method for artists to perform for a wide range of audiences across Canada, the US, and abroad. The presentations are hosted by someone who will literally stage the show in their own home, giving touring musicians an opportunity to tour to a wider range of towns in front of audiences they would not normally reach.

Planned for 2013-14	2013-14 Results
	<ul style="list-style-type: none"> Theatre NL: <i>Cruel Times In Between</i> - Placentia (two shows including a school show), Burin, Milton, Eastport, Norris Arm, Lewisporte, Twillingate, Change Islands, Tilting.
Increased number of arts presentations in community venues.	<ul style="list-style-type: none"> The total number of arts presentations decreased from 80 in 2012-13 to 39 in 2013-14.

Discussion of Results 2013-14:

Opportunities for more appealing, relevant programming at PHSs were initiated as part of the TCR work plan. Using data gathered from the Provincial Visitor Exit Survey and site staff along with the Canadian Tourism Commission’s visitor experience profiles, PHS identified programming opportunities for each site to ensure programming was appealing and relevant to a variety of target audiences. The increased community involvement and more relevant regional programming at all ACCs were identified, implemented and assessed in 2013-14. Evaluation frameworks enabled both PHSs and ACCs to monitor and assess the progress and success of initiatives and projects were further developed in 2013-14. Internal data collection, surveys, reports, partner consultation and feedback, Mystery Shopper initiatives, the ACCs new online ticketing system and social media tools at both PHSs and ACCs combined with ongoing monitoring and review provided a good base upon which to assess regional opportunities. For the ACCs Classroom Program, feedback was sought and received from School District representatives concerning the impact of live performances and related post-show activities on curriculum-related goals in order to make texts more meaningful and supplement in-class discussion.

At all PHSs, the enhanced interpretive programming planned for 2013-14 was successfully delivered. Some activities were offered for the first time and on a scale never before achieved. These offerings included 37 Special Events, nine Demonstrations; one Self-Directed Tour and nine Small Scale Interpretive Site Animations. This programming continued efforts to enhance regional opportunity and development through expanded partnerships with over 30 public and private community groups, and businesses (up from 25 in 2012), including:

- Miawpukek First Nation at the Beothuk Interpretation Centre, Boyd’s Cove.
- Restaurant Association of Newfoundland & Labrador at Commissariat and Newman Wine Vaults, in St. John’s.
- Food Sharing Association at Commissariat House in St. John’s.
- NL Historic Trust at the Newman Wine Vaults in St. John’s.
- Association for New Canadians, and Upper Trinity Radio Operators Club at Heart’s Content.

- Trinity Historical Society at Trinity PHSs.
- Royal Astronomical Society of Canada at the Cape at Cape Bonavista Lighthouse, Bonavista.
- Garrick Theatre and the Town of Bonavista at the Library at Mockbeggar Plantation, in Bonavista.

Enhanced programming contributed to an increase in overall visitation at PHSs. While 2013 remained on par with 2012 levels, some sites where enhanced interpretation took place had notable increases in visitation as follows: Cape Bonavista Lighthouse recorded 10,771 visits in 2013 or an increase of five per cent over 2012; Heart's Content Cable Station had 4,798 visits in 2013, an increase of 10 per cent over 2012; Trinity Interpretation Centre recorded 7,639 visits, an increase of 13 per cent in 2012; and Commissariat House reported 4,426 visits in 2013, an increase of 12 per cent over 2012. Only Boyd's Cove and Newman Wine Vaults did not record increases in 2013 compared to 2012.

At the ACCs, membership in the Atlantic Presenters Association allowed the Manager of Programming, Promotion and Partnership and Regional ACC managers to continue to encourage community circuit presentation and the building of a more professional network in support of this goal. Opportunities were available to provincial presenters through ACCs block booking and professional development offered. Coordination with the Community Circuit continued including four of five ACC Classroom projects which were also presented on the community circuit in the following communities: Happy Valley-Goose Bay, Bonavista, Rushoon, St. Lawrence, Salt Pond, Placentia, Fogo Island, Change Islands, Lewisporte and Clarenville.

In 2013-14, ACCs focused on extending its Artists-in-Residence Program. The goal of the program was to initiate longer term engagements with artists to allow them to make community contacts, build local support, and give audiences a new presentation experience at the ACC and in the community circuit. The success of the newly formed Poverty Cove Theatre, for example, was an outcome of the initial pilot Artist in Residence project in St. John's in 2012-13. Their production of *Our Eliza* in 2013-14 fulfilled the mandate of the ACCs to both partner with communities and to partner with arts organizations. Because of the initial commitment of ACCs to the show, the production was not only able to tour across the island at four ACCs and five communities, but also landed a production spot in the SuperNova Theatre Festival in Halifax, Nova Scotia.

In 2013-14, event nights through associated presentations were secured from 10 artists and organizations (Associated Presentations). New initiatives and existing presentations and partnerships included the inaugural *Queer Theatre Festival* which ran for two days in St. John's ACC at the Barbara Barrett Theatre and the 35-year ACC partnership with the Stephenville Theatre Festival which resulted in a tour of their production of *Mary's Wedding* and a visit and writers workshop in St. John's with playwright, Stephen Massicotte. Other notable NL artists who toured in 2013-14 at both ACCs and community venues included Mary Barry, Ron Hynes, Pamela Morgan, Duane Andrews, Craig Young and Ron Hynes.

The ACC online ticketing system in 2013-14 contributed to increased sales and access, better financial reporting, and enhanced marketing strategies in 2013-14. The system provided audiences with better descriptions of events and artists, and linked audiences to applicable website and social media pages with further content and interaction. Active *Facebook* (2,372 “likes” in 2013-14, a 50 per cent increase over the 1,676 “Likes” in 2012-13) and new *Twitter* accounts (2,478 followers in 2013-14) were utilized for updated show information, notifications about cancellations, audience feedback, and artist description. In 2013-14, ACCs delivered audience information on relevant programming more swiftly and were able to address questions and queries in a more effective manner.

Explanation of Variance:

The Partners in Presentation Affiliation Initiative continued in 2013-14 with community representatives engaged and selected circuit tours were coordinated and delivered involving all six ACCs, however there was no increase in the number of arts presentations in community venues. In 2013-14, this totalled 39 events in 32 communities, compared with 80 events in 72 communities in 2012-13.

Although selected circuit tours were coordinated and delivered, this did not result in an increased number of arts presentations in community venues. This was in part because the 2012-13 provincial production of *Tempting Providence* toured in a record 69 communities. Touring at this magnitude could not be sustained, nevertheless the *Tempting Providence* model provided a legacy of comprehensive information concerning community capacities and the needs of presenters which continues to inform future development of relevant regional programming involving the community circuit. The 2013-14 numbers still represented an increase over 2011-12 (36 presentations) and the community circuit was widened as these presentations involved communities not previously visited in 2012-13.

Three-Year Performance 2011-2014

Goal: 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.

Indicator Reporting 2011-2014:

Planned for 2011-14	2011-14 Results
<p>Special events, demonstrations, self-directed tours and small scale interpretative site animation planned and delivered at selected Provincial Historic Sites.</p>	<ul style="list-style-type: none"> • New Special Events increased from three events (one each at three selected PHSs) in 2011-12 to thirty-seven events (across all PHSs) by 2013-14. • Before 2011, there was no community engagement in planning and delivering enhanced interpretive programming. In 2012-13, five enhanced programs were planned and delivered, and by 2013-14, 10 enhanced interpretive programs were planned and delivered. • Two new exhibits and one self-directed tour which led people between Commissariat House and the Newman Wine Vaults were planned and delivered. • In 2011-12, three Small-Scale Interpretive Site Animations were planned and delivered. By 2012-13, this number of historical vignettes increased to nine, and this number was maintained in 2013-14. • A new Demonstration Series was developed in 2011-12 and was delivered at all PHSs. In total, each site had four demonstrations, each lasting one week. The series was expanded to eight Demonstrations (one per week at ten PHSs), which continued in 2013-14, providing interactive opportunities for hands-on learning. • Five school programs were developed in 2011-12 and delivered at four PHSs, most notably these continued at the Beothuk Interpretation Centre, Cupids and Commissariat House. • Local performance groups were encouraged to use PHSs, beginning with The Once Pop-Up Concert Series delivered as a pilot in 2011-12; with continued efforts to encourage local performance, resulting in the planning and delivery of Shakespeare by the Sea at the Newman Wine Vaults in 2012-13 and 2013-14. • The number of communities groups engaged in the planning and delivery of programs increased from eight in 2010 to 25 in 2011-12 to 30 by 2013-14.
<p>Evaluation frameworks for enhanced interpretive programming at Provincial Historic Sites and more relevant regional programming at Arts and Culture Centres</p>	<ul style="list-style-type: none"> • Evaluation Frameworks for improved, more appealing interpretive programming and participation at PHSs and ACCs were developed and approved by March 31, 2011. A full suite of data sources and key indicators were developed by November 2013. • Data collection, monitoring and reporting informed development and implementation of all enhanced regional opportunities and initiatives at PHSs and ACCs in 2012-13 and 2013-14. • The Cultural Statistics Working Group formed with the Department of Finance in 2011-12 provided ongoing technical support and advice in the development of program statistics to

Planned for 2011-14	2011-14 Results
developed.	<p>support further development, monitoring and analysis of data within these frameworks.</p> <ul style="list-style-type: none"> • Developed data gathering mechanisms to implement the PHSs evaluation framework in 2014, and evaluation of opportunities for more enhanced, appealing interpretive programming was initiated. • Completed the ACCs Venue Capacity Inventory and Assessment in 2012-13 through the <i>Tempting Providence</i> provincial tour (69 communities). • Online ticketing and social media tools introduced at ACCs in 2012-13 and 2013-14 provided accessible, timely data for monitoring and analysis of inquiries, purchasing, venue capacities and audience characteristics for marketing, promotion and planning including further regional programming and curriculum-based presentations as well as the community circuit.
Circuit and schools consultation in relevant, regional programming at Arts and Culture Centres undertaken.	<ul style="list-style-type: none"> • Circuit and schools consultation in relevant regional programming undertaken in 2011-12, resulting in a new approach at all six ACCs and around the province. This approach, initiated in 2011-12, was further developed in 2012-13 and well established with assessment of new models and approaches by 2013-14. • Through the position of the Manager of Programming, Partnerships and Promotion, consultation was undertaken in 2011-12 with the Department of Education and school districts, regional ACC managers, artists, arts companies and community groups to identify, broker and support the development and presentation of relevant regional programming in schools and the community circuit. • In 2011-12, the ACCs Classroom Initiative was developed in consultation with the Department of Education curriculum consultants in 2011-12 resulting in relevant programming developed and offered (see below). This included a master list of teachers and administrators to support ongoing consultation, program development and delivery.
Arts and Culture Classroom Initiative plan developed and relevant programming for school audiences offered.	<ul style="list-style-type: none"> • In 2011-12, ACC staff consulted with the Department of Education to choose productions that addressed curriculum requirements. All six ACCs have presented curriculum-based productions for all grade levels. • ACCs developed productions of <i>Oedipus</i>, <i>Antigone</i> (2011-12), and <i>Caesar</i> (2013-14) an in-house for the ACC Classroom project which were presented at six ACCs and at schools across the province. ACC also provided outreach opportunities with the following productions: <ul style="list-style-type: none"> ○ <i>Dying Hard</i> – included talkback with students in school with performer Mikaela Dyke

Planned for 2011-14	2011-14 Results
	<p>about creating one-person shows and the research that went into creating the show which focuses on fluorspar mining on The Burin Peninsula.</p> <ul style="list-style-type: none"> ○ <i>Caesar</i> - included a post-show talk back for students and activity guide for teachers ○ <i>Oedipus and Antigone</i> – included a study guide and interviews that were posted online with designers during rehearsal and production, post show talk back. ○ <i>Evolution</i> – a full workshop for students in Gander, Grand Falls, and Clarenville with hip hop dancer Crazy Smooth was conducted before the evening performance. <ul style="list-style-type: none"> ● The program also looked to create more engagement opportunities for students with ACCs including: presentations and adaptations of classic works of literature; musical spaces; a French language presentation aimed at French immersion students as well as a primary reading curriculum project and an NL theatre piece aimed at secondary students. ● All activities involved live performances, audience engagement and participation by artists, storytellers, playwrights and musicians and related curriculum-based activities. The innovative production of <i>Caesar</i>, which was a re-imagining of one of Shakespeare’s plays <i>Julius Caesar</i>, included a post-show talk back for students and activity guide for teachers aimed at student literature and language enrichment.
<p>Partners in Presentation Affiliation Initiative developed and community representatives engaged.</p>	<ul style="list-style-type: none"> ● The Partners in Presentation Initiative involved ACC Managers working with new/existing presentation partners including communities in all regions of the province. The goal of expanding the ACC touring programming to more rural communities was communicated at the June 2011 presenters workshop along with information concerning where venues and production support was available. The Initiative was developed after a consultation with a number of arts organizations across the province and the Atlantic Presenters Association, with the new Manager of Programming, Promotions and Partnerships (hired 2011). ● Presented 149 community partner events over three years. These productions, presentations and events featured more local talent and stories resulting in highly relevant and engaging presentations for provincial audiences. ● The Manager of Programming, Promotions and Partnerships took a board seat with the Atlantic Presenters Association which encouraged expanded community circuit presentation and the creation of a community network in support of this goal. ● Unique partnerships were formed with Theatre NL, MUN (Centre for Marine Simulation and the Research Centre for Music, Media and Place), the Festival of New Dance and Wonderbolt

Planned for 2011-14	2011-14 Results
	<p>Circus among others. Partnerships continued with such partners as Stephenville Festival and the Rising Tide Theatre Company.</p> <ul style="list-style-type: none"> • Commitment of the ACCs to enhancing artistic direction as demonstrated through the coproduction and presentation of <i>Our Eliza</i> (directed by Lois Brown) with the Poverty Cove Theatre Company and the ACCs.
<p>Selected circuit tours coordinated and delivered.</p>	<p>Coordination with the Community Circuit to offer a new approach for programming in all regions of the Province was established and selected circuit tours were delivered as follows:</p> <ul style="list-style-type: none"> • In 2011-12, <i>Dying Hard</i> was presented in 20 communities across the province including communities on the Burin Peninsula with a direct link to the NL story. • In 2012-13, <i>Tempting Providence</i> was produced and presented in a record 69 communities. Through this tour, the largest ever in the province, ACCs began capturing venue data in 2012-13 and now has a comprehensive document which details the presenting capacity of 40+ communities and their venues. • In 2012-13, ACCs also presented <i>Oil and Water</i> by Artistic Fraud in five ACCs and two communities (St. Lawrence, the site of this dramatic World War Two story and Happy Valley-Goose Bay).
<p>Increased number of arts presentations in community venues.</p>	<ul style="list-style-type: none"> • Since 2011, ACCs have made 128 visits to communities outside its network with their programming or with associated programming resulting in 277 presentations as follows: <ul style="list-style-type: none"> ○ In 2011-12, there were 24 events in 30 communities. ○ In 2012-13 there were 72 events in 80 communities. ○ In 2013-14, there were 32 events in 39 communities. • Increased engagement of audiences to the arts and artists including the establishment of four artistic residencies as pilot projects in St. John's, Gander, Corner Brook and Labrador West. These pilot projects were the first such residencies at ACCs and resulted in new creations and productions, community engagement and workshops in the visual, literary and the performing arts.

Discussion of Results 2011-2014:

In 2011-12, PHSs received an increase of \$45,000 to the annual operational budget to enhance programming activities across all of the sites. Based on the multi-year Programming Strategy, enhanced program activities were introduced in the visitor season 2011 and built upon in 2012 and 2013. As a result of the 2011-12 budget investment and the multi-year Programming Strategy, the following results have been realized in the planning and delivery of enhanced interpretive programs:

- The number of overall programs increased from eight in 2010 to 37 in 2013.
- A new hands-on demonstration series was developed and implemented at all 11 sites.
- Two new exhibits and one self-directed tour were planned and delivered.
- Nine new small-scale site animation activities were developed and implemented and by 2013.
- The number of communities groups engaged in the planning and delivery of programs increased from eight before implementation of the Program Strategy to 25 in 2012 and to 30 by 2013.
- Five school programs were developed between 2011 and 2013 and implemented at four PHSs.
- Between 2010 and 2013 overall PHS visitor numbers increased by 5 per cent.

ACCs entered this three year period 2011-12 to 2013-14 with new personnel and a renewed commitment to expanding the scope of its operation and its presentation practice. Through new investment in Budget 2011-12 of \$375,000, the ACCs engaged with stakeholders and community groups throughout the province to expand their community circuit of venues that receive productions developed by ACCs and other touring groups. With a strong emphasis on enhanced community engagement, student programming, and partner building, the organization laid out a plan to meet these objectives and still provide a high level of service to its client base and audiences. ACCs were able to achieve the following:

- Established the Classroom initiative through consultation with the Department of Education that provided diverse artistic presentations to students directly linked to curriculum outcomes at all levels.
- Presented 149 community partner events over the plan period including the record-setting provincial tour *Tempting Providence* in 2012-13 (69 communities).
- Undertook 128 visits to communities and 277 presentations in communities for ACCs events outside of its network.
- Established four Artist-in-Residence projects resulting in a range of creative initiatives aimed at community engagement and access to the arts and the development of four artistic presentations. In turn, ACCs were also able to offer artists resources in the creation and development of new material.
- Established and maintained working creative partnerships with organizations across the province that included Stephenville Festival, Provincial Drama Festival, Gros Morne Summer Music, Rising Tide, Pride NL, Queer Theatre Festival, Tombolo Multicultural Festival, and the Wreckhouse International Jazz and Blues Festival.

- Established a new online ticketing system and online tools to increase access and provide data and the means for marketing, audience engagement and analytics. A dedicated commitment to a revitalized online presence and use of social media tools kept ACCs in the public eye, competitive in our markets and extended the experience of cultural patrons and audiences.
- Developed an evaluation framework for more relevant regional programming and associated program data including a comprehensive Venue Capacity Inventory for identification, monitoring and assessment of regional opportunities for more relevant regional program
- Re-developed and re-named the Barbara Barrett Theatre (ACC St. John's – formerly the Basement Theatre) and utilized additional available space (small theatre spaces, gallery spaces, and lobbies) as potential venues for new and unique audience experiences at all six ACCs.
- Implemented capital improvements at all six ACCs and conducted a full accessibility review with work initiated to address these concerns. Hearing assisted devices were upgraded at all ACC theatres.

Before the new approach was instituted, overall ACC revenue was \$3,104,889. Over the plan period, overall revenue increased from \$4,154,970 in 2011-12 to \$4,658,343 in 2013-14, which can be attributed to a number of factors including: 1) collection of box office service fees from Audience View; 2) higher ticket prices; 3) increased usage through accessibility to the main stage and; 4) an effective marketing strategy. Overall ACC usage (performance nights, main stage only) increased from 469 in 2010-11 to 509 in 2011-12 to a peak of 505 in 2013-14 to 481 in 2013-14. In addition, there was increased focus on utilization of all available space including lobbies, galleries and other space at all six ACCs. Since the introduction of Audience View in 2011-12, ticket sales activity at all six ACCs (excluding the community circuit and such events as festivals, convocation etc.) increased from 179,999 in 2012-13 to 187,122 in 2013-14.

Increased usage reflected the increase in partnership and access by artists to audiences and audiences to artists on both the main stages and alternative spaces. The refurbished, renamed Barbara Barrett Theatre in the St. John's ACC had 108 ticketed events in 2013-14 in this space. The second space in Stephenville became an important resource for the Stephenville Theatre Festival and for the ACCs touring program. Grand Falls adopted a configuration for the main-stage whereby the audience is seated on stage in an intimate performance space. Gander and Labrador West utilized their gallery and green room spaces for smaller events. Notably, the project of re-fitting studio space in 2012-13 to meet dancers' needs was undertaken in collaboration with the Research Centre for Music, Media and Place in the St. John's ACC.

Through the Affiliated Partners in Presentation initiative and coordination and development of the community circuit, the ACCs provided direct financial support, technical advice, block booking and access to space and services. Community presenters were able to assume greater financial responsibility and enhanced technical production of presentations across the province that resulted in more relevant, high-calibre regional programming. Through the *Tempting Providence* multi-level partnership

model involving the ACCs, the DCH and the Canada Council, the ACCs are examining the potential of such partnerships for the future. The Venue Capacity Inventory has been an especially valuable legacy and was utilized four times by four separate groups in 2013-14 to assess resource requirements and capacities for cultural ventures.

Complementing these initiatives, the CEDP (Arts) supported enhanced opportunities for festivals and events which are increasingly embedded in communities in every region as tourism attractions that put a spotlight on regional tourism destinations. Examples include: Writing festivals at Eastport and Woody Point; Opera on the Avalon which brought the operatic experience in partnership with the Garrick Theatre, Bonavista; Support for the St. Michael's Print Shop (which marked its 40th anniversary in 2014); and ART Ex, a Visual Arts Festival held annually in Central Newfoundland which is becoming a major cultural attraction in the Exploits region both for local and tourist audiences.

CEDP (Heritage) also supported regional opportunities for cultural tourism including: the three-year Cluster Pilot Project on the Great Northern Peninsula, which helped community heritage organizations improve their operations and capacity; investments in Heritage Tourism Anchor Attractions including: Colony of Avalon Foundation, Cape Freels Heritage Trust, Battle Harbour Historic Trust, Bonavista Historic Townscape Foundation, Trinity Historical Society, Sir William Ford Coaker Heritage Foundation, Sir Wilfred T. Grenfell Historical Society, and the Aboriginal Culture Heritage Program which supported projects involving the safeguarding of traditions and culture, including language, traditional knowledge and skills.

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

In the Strategic Plan 2011-14, TCR set out to support physical activity opportunities for children and youth through the creation and implementation of an ASPA Pilot Initiative. The ASPA was created to provide support to partnerships to overcome barriers, and create sustainable opportunities for physical activity in the after-school time period. The province's children and youth ages five to 19 are not as active as they should be and national research had identified the after-school period as a critical time gap for physical activity. The creation of this pilot initiative was aligned with the 2007 provincial Recreation and Sport Strategy's direction 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 pilot initiative was also a focus area of Government's Strategic Direction of "Physical Activity, Active Recreation and Sport - Supportive physical and social environments are created that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport."

Designed and implemented over the plan period 2011-14, the ASPA intervention was intended to provide valuable information and insight to inform future initiatives in this critical area. Funding up to a maximum of \$25,000 per year per project in the

initiative, could be used to support leadership, transportation, activity costs and fees, as well as small equipment purchases. Also, applicants were able to request to use up to \$1000 of their funding for structural changes to accommodate participants with disabilities so as to encourage inclusion.⁴ The program funding cycle was based on the school year (September to June) with a total of two and one-half cycles completed during the three-year plan period (year one covered the period January 2012 to June 2012 and year two covered the period September 2012 to June 2013). To ensure an adequate pilot length that would provide accurate and rich data to inform how to best address physical inactivity for children and youth in the after school time period, the ASPA pilot was extended to include the 2013-14 school year.

Annual Performance 2013-14

Objective 2013-14: By March 31, 2014, the Department will have evaluated the pilot program and identified recommendations for future after school physical activity initiatives.

Measure: Evaluated the pilot program and identified recommendations for future after school physical activity initiatives.

Indicator Reporting: Objective 2013-14:

Planned for 2013-14	2013-14 Results
All monitoring reports received from 2013 and data and information compiled.	<ul style="list-style-type: none"> • Monitoring reports were received from 24 of 25 groups participating in the program in June 2013. TCR was unable to achieve this indicator as planned because of unanticipated delays with reporting from one of the 25 groups. • All data and information was compiled within TCR and used to inform the ASPA Pilot Initiative evaluation undertaken by a qualified independent evaluator hired by TCR following a public call for proposals (see below). • To ensure an adequate pilot length that would provide accurate and rich data to inform how to best address physical inactivity for children and youth in the after-school time period, the ASPA pilot included the 2013-14 school year (year three).
All programs updated on program objectives and their	<ul style="list-style-type: none"> • All programs (25 of 25) received the ASPA Pilot Initiative objectives annually, as well as the updated guidelines. This provided all program personnel with an update on program objectives and responsibilities for the fall of 2013.

⁴ The *Provincial Strategy for the Inclusion of Persons with Disabilities in Newfoundland and Labrador* defines inclusion as follows: “Inclusion is when individuals have access and choices about participating in all aspects of life in Newfoundland and Labrador” (p. 6).

Planned for 2013-14	2013-14 Results
responsibilities for the Fall of 2013.	<ul style="list-style-type: none"> • Training was also updated. From April 1, 2013 to November 20, 2013, Recreation NL organized six workshops – two for Principals of Healthy Child Development (PHCD), and one each for Fundamental Movement Skills (FMS), and Basketball, Inclusion and Gymnastics. A total of 37 participants were trained, enabling them to better meet program objectives and understand their roles and responsibilities in leadership and physical activity. Recreation NL also introduced a bi-monthly e-newsletter for the 2013-14 period which ensured that ASPA project personnel were informed of available training and resources.
Interdepartmental Committee meetings held to monitor program and develop Request for Proposals for an independent evaluation.	<ul style="list-style-type: none"> • With the ASPA Pilot Initiative including the 2013-14 school year, the Interdepartmental Committee composed of representatives of the Departments of TCR, HCS and AES was extended in 2013. Recreation NL was also formally included in an extension of committee membership. • Progress reports on the status of the ASPA Pilot Initiative were regularly circulated to all committee members in order to monitor the program and maintain communications and required feedback and inputs. • A Request for Proposals (RFP) for the Evaluation of the ASPA Pilot Initiative was issued by TCR in January 2014. The RFP was based on the evaluation framework and the evaluation plan, which were formulated based on advice and inputs provided by Interdepartmental Committee members. This input provided a comprehensive and sufficient basis for the RFP which approved by TCR in 2013-14.
Independent evaluator hired, program evaluation completed and recommendations made by March 31, 2014.	<ul style="list-style-type: none"> • Following assessment, review and approval by TCR, the independent evaluator (Goss Gilroy Inc.) was hired in February 2014 to undertake the program evaluation and make recommendations for the future of the ASPA Pilot Initiative. • To ensure an adequate pilot length to provide accurate and rich data, the pilot was extended to cover the 2013-14 school year. This meant that the external consultant began their work later than anticipated. • The evaluation was not completed and recommendations were not made by March 31, 2014. The evaluation was initiated in February 2014, and by March 31, 2014, the evaluator had completed a methodology report as well as preliminary data collection. The evaluation methodology included surveys of staff/volunteers as well as the children and youth who are directly impacted through this project.

Planned for 2013-14	2013-14 Results
<p>Opportunities for participation in physical activity by children/youth who have limited access to physical activity in the after-school time increased.</p>	<ul style="list-style-type: none"> • In 2013-14, the ASPA continued to provide increased opportunities for participation through increased programming available for these students, as well as access to these programs by way of access to transportation in order to participate, for those who would not normally have that access as follows: <ul style="list-style-type: none"> ○ Funding provided to the 25 pilot projects in 2013-14 ranged from \$10,000 to the maximum of \$25,000. A requirement to receive the ASPA grant throughout the pilot was that there were no existing programs or activities in the after-school time period in that school. The majority of pilot projects (16) received at least \$18,000, and of these 16 projects, 13 received \$20,000 or more. ○ In year two of the program, it is estimated that 4,458 students participated in the school physical activity projects. This is a slight increase (five participants) over the year one total of 4,453 students. ○ In year three, a total of 189 new activities were offered in the after school time period, a slight increase (eight activities) over the 181 new activities offered in 2012-13. • In 2013-14, the ASPA program continued to ensure that activity in this time period was more accessible for students through the reduction or elimination of the barriers of transportation, program costs, leadership and supervision, and equipment and disability supports. In order to address these barriers, the application process required that schools identify their specific problems/constraints. Funding referenced above was then tailored for each school to ensure the maximum number of barriers could be addressed: <ul style="list-style-type: none"> ○ Transportation issues were addressed through the use of buses and taxis (both for transportation to offsite programming and for transportation home). ○ The barrier of program costs was addressed through the program guidelines which stipulated that no fees were to be charged to the students participating in the program. ○ Qualified leadership and supervision was provided at all sites to allow the program to occur. Where funding was required to make this happen, it was provided as a part of the program funding. ○ Schools could use some of their funding to purchase required equipment to undertake their activities, and funding was also provided for disability supports where required. • In the monitoring reports, program leaders were asked to assess their barriers that had been addressed by the ASPA. A count of these barriers shows that in year two, the number of barriers addressed was 81, an increase of 17.4% over the 69 barriers addressed in year one.

Discussion of Results 2013-14:

In 2013-14, TCR initiated the evaluation of the ASPA Pilot program which is anticipated to culminate in recommendations when the final report is completed by early June 2014. A comprehensive, multi-stakeholder meeting with the Interdepartmental Committee held in the fall of 2012 to review program status, progress toward goals and to finalize the evaluation framework and the evaluation plan, provided the key elements for program monitoring and the RFP for the formal evaluation in 2013-14. The program extension to 2013-14 provided a longer pilot period in order to obtain more accurate and rich data. Meanwhile, the Program Coordinator continued to work closely with Recreation NL and partners to ensure pilots were implementing programs, undertaking training and reporting results. To encourage continued training, Recreation NL also introduced a bi-monthly e-newsletter in 2013-14 that ensured the ASPA projects were informed of available training and resources. The evaluation was not completed in the original timeframe and recommendations were not made by the deadline of March 31, 2014 as a result of the extended pilot period. The evaluation was initiated in February 2014, and by March 31, 2014, the evaluator had completed a methodology report as well as preliminary data collection.

Explanation of Variance:

The evaluation of the ASPA program occurred later than had been anticipated. To ensure an adequate pilot length that would provide accurate and rich data that informs how to best address physical inactivity, the pilot initiative was extended into 2013-14. As of March 31, 2014, a qualified evaluator was hired and the evaluation was well under way. This provided sufficient time to complete a thorough review of the program by an approved, robust methodology involving surveys, key person interviews, and drawings from younger participants.

The program extension and subsequent timing of this evaluation enabled program groups to be actually underway at the time the evaluation was commenced. This provided *in situ* opportunities for evaluation with program personnel and participants during actual program implementation instead of purely post-program evaluation techniques. Program groups contributed to the evaluation process through interviews and other methods of input, including surveys and innovative art submissions wherein younger children were asked to use imagery to provide this information to the consultant.

Throughout the review process, the consultant worked closely with TCR and stakeholders to ensure that a robust, comprehensive report with the pilot evaluation results and recommendations was completed as soon as possible. Once a final report is received, the recommendations will inform future collaborative actions for the critical after-school time period. The final evaluation report on the pilot phase will inform how TCR, HCS and Education can best continue collaborative actions for the after school time period based on available funds.

Three-Year Performance 2011-2014

Goal: 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 2011-2014:

Planned for 2011-2014	2011-14 Results
<p>Pilot program developed, launched, promoted, monitored and evaluated.</p>	<ul style="list-style-type: none"> • In 2011, the ASPA Pilot Initiative was developed and funded (Budget 2011). Following a public Call for Proposals, a total of 58 proposals were received, and 25 were selected based on established criteria. A website was established and a tip sheet provided to provide support throughout the application process in 2011-12. • ASPA was officially launched in December 2011 with funding of \$25K allocated for 25 projects. Applicants were notified in early December 2011, and 24 of 25 programs began in the winter of 2012 with one additional program (developed by spring 2013) bringing the program total to 25 pilot projects. • Between 2011-12 and 2013-14, TCR and HCS contributed \$1,234,000 to the ASPA: \$1,034,000 for project costs, \$140,000 for program support to Recreation NL for leadership training as well as \$60,000 for evaluation and monitoring. • Initial project work plans were provided by pilots and updated annually. Program objectives and responsibilities were updated annually and provided to program pilots by the program Coordinator. The Program Coordinator also worked with Recreation NL and School Sports NL to provide targeted improvements including leadership training, program resources, program coordination and follow-up as required. • All recipients of the grant were required to monitor their programs, including participation levels (total by activity and total by gender), barriers being overcome, activities being undertaken, and demonstration of how the funding is being spent. • Monitoring reports were submitted to TCR at school year end. In total, 49 monitoring reports were submitted during the first two years of the pilot period. In year one (January 2012 to June 2012), 25 of 25 year end monitoring reports were received (100% compliance); in year two (Sept. 2012 to June 2013), 24 were received (96% compliance). • A Program Update and Training Information Day was offered in June 2012 as a component of

Planned for 2011-2014	2011-14 Results
	<p>the Annual General Meeting and Conference of Recreation NL, the training partner with the ASPA. Session results were circulated to all pilots (including those who did not attend) and Committee members post workshop. The Training Day results and benefits were as follows:</p> <ul style="list-style-type: none"> ○ Increased skills and knowledge of volunteers and community leaders in physical activity, recreation and sport (one of the ASPA's program goals). ○ The leveraging of resources from community partners (another program goal) through networking, sharing of ideas and contact information, and the creation of new partnerships. ○ The identification of training and professional development needs (see below). <ul style="list-style-type: none"> ● In 2012-13, Recreation NL and partners including School Sports NL delivered training and associated support <ul style="list-style-type: none"> ○ Inclusion Training was delivered with Recreation NL through three programs: 1) Small Steps Big Results, 2) FMS and PHCD – High Five; and 3) School Sports NL to access a program called Participation Nation. ○ A total of 14 pilots accessed training. ○ A total of eight PHCD workshops were held with a total with 92 participants; four FMS workshops total with 26 participants; and one inclusion workshop with 20 participants. ● An Interdepartmental Committee formed in 2011 met regularly from 2011 to 2012 to advise and monitor program design, launch, implementation and evaluation. In 2013-14, the committee was extended to include Recreation NL as a member. <ul style="list-style-type: none"> ○ The Committee oversaw the development of the evaluation framework in 2011 and the evaluation plan and accountability framework in 2012. ○ In 2013-14, the committee received regular updates and progress reports (including the implementation of the program evaluation) were provided. ● Based on the evaluation framework and the evaluation plan with an accountability framework, an approved RFP was issued and an independent evaluator was hired in February 2014. A preliminary methodology report and preliminary data collection were completed by March 31, 2014. This was later than anticipated due to an extension of the pilot program to include the 2013-14 school year.
Increased physical activity opportunities in the after school time	<ul style="list-style-type: none"> ● Over the two and a half years of programming, the ASPA Pilot Initiative increased opportunities for participation in 25 of 25 schools (100% of target) through increased

Planned for 2011-2014	2011-14 Results
<p>period initiated in successful applicant schools.</p>	<p>programming for students, and the provision of transportation that allowed students to participate, for those who would not otherwise be able to take part.</p> <ul style="list-style-type: none"> ○ Schools were required to hold activities at a minimum of two afternoons per week, and the guidelines required this to be for 15 weeks in year one and 25 weeks in years two and three. ○ In year one of the ASPA program, 4,453 students participated in the programming; in year two, 4,458 participated, an increase of five participants ○ The activities offered were varied in order to attract the largest number of students – from basketball to Zumba (a dance-fitness program). ○ Some schools offered their programming more frequently than the required two times per week, which further increased opportunities for physical activity in the after school time period. <ul style="list-style-type: none"> ● Funding provided to the pilot projects ranged from \$10,000 to the maximum of \$25,000. The majority (16) received at least \$18,000, and of these 16 projects, 13 received \$20,000 or more. ● The increased programming occurred at the time of day (the after school period) that studies have shown to be the time of day that children and youth are most likely to be sedentary. This programming reduced the number of children and youth who were sedentary during this time during the program offerings. ● One requirement to receive the ASPA grant was that there were no existing programs or activities in the after school time period in that school. In year one, monitoring reports showed 181 new activities were offered, and in year two, 189 were offered.
<p>Increased leadership training developed and delivered.</p>	<ul style="list-style-type: none"> ● Increased leadership training was developed and delivered by Recreation NL to schools with ASPA projects. Recreation NL and TCR held a provincial meeting attended by 22 of 25 ASPA projects in June 2012 to boost uptake of training opportunities. ● Following this forum, Recreation NL made a concerted effort to work with each project to determine their training needs, and three types of training resources were offered to the projects: 1) Core training; 2) Recommended/Generic training, and; 3) Site-specific resources. This ensured that ongoing training opportunities and communications were consistent. ● Recreation NL also introduced a bi-monthly e-newsletter in 2013-14 that ensured the ASPA projects are informed of available training and resources.

Planned for 2011-2014	2011-14 Results
	<ul style="list-style-type: none"> • Workshops provided included: HIGH FIVE® program; the FMS, which is based on the <i>Canadian Sport for Life</i> model of long-term athlete development; basketball workshop; inclusion workshop; and gymnastics. <ul style="list-style-type: none"> ○ Between September 29, 2012 and November 20, 2013, Recreation NL organized 16 workshops – nine for PHCD, seven for FMS, and one each for basketball, inclusion and gymnastics. A total of 155 people participated in this training. <ul style="list-style-type: none"> ▪ PHCD training was completed by a total of 102 participants. ▪ FMS training was completed by a total of 30 participants. ▪ Basketball training was completed by a total of seven participants. ▪ Inclusion training was completed by one person. ▪ Gymnastics training was completed by a total of 15 participants. • These training opportunities were developed and delivered to increase leadership skills, as well as the practical skills required for the implementation of the projects. Following the training opportunities, the session facilitator determined if the participants met the requirements for certification, based on national requirements.
<p>Increased physical activity opportunities for girls.</p>	<ul style="list-style-type: none"> • In year one, 24 of 25 schools participating in the ASPA program ran activities targeted to girls, including cheerleading and Zumba/Dance. In year two, 22 schools ran these programs. Despite the slight decrease in this programming, the number of girls participating actually increased in year two, from 1,800 in year one to 1,953.
<p>Increased opportunities for participation in physical activity by children/youth who have limited access to physical activity in the after school time period increased.</p>	<ul style="list-style-type: none"> • Increased opportunities for participation in physical activity by children and youth who have limited access to physical activity in the after school time period were provided through ASPA activities, supervision, and in some instances, transportation for children who otherwise would not be able to participate. • Schools were required to implement programs for 15 weeks in the first year and 25 weeks in the second year and third year, with activities at a minimum of two times per week. • Varied activities provided appeal to students who might otherwise not be interested in participating in the more traditional school sports. • The ASPA program sought to make activity in this time period more accessible for students through the reduction or elimination of the barriers of transportation, program costs, leadership and supervision, and equipment and disability supports. In order to address these

Planned for 2011-2014	2011-14 Results
	<p>barriers, the application process required that schools identify their specific problems or constraints. The funding was then tailored for each school to ensure the maximum number of barriers could be addressed:</p> <ul style="list-style-type: none"> ○ Transportation issues were addressed through the use of buses and taxis. ○ The barrier of program costs was addressed through the program guidelines which stipulated that no fees were to be charged to participating students. ○ Qualified leadership and supervision was provided at all sites. Where funding was required to make this happen, it was provided as a part of the program funding. ○ Schools were permitted to use a small amount of their funding to purchase required equipment to undertake their activities, and funding was also provided for disability supports where required. <ul style="list-style-type: none"> ● In the monitoring reports, programs were asked to assess their barriers that had been addressed by the ASPA. A count of these barriers shows that in year one, 69 barriers were addressed and 81 in year two.
<p>Partnerships between the school and community developed.</p>	<ul style="list-style-type: none"> ● The ASPA program required that all project proposals were to have at least one partnership defined. In total, there were 49 new partnerships reported by the schools in year one, and 35 in year two. Partnerships were developed between schools and several other types of organizations, including community centres, boys and girls clubs, municipalities, health authorities, sports clubs and recreation groups. ● Partnerships led to many benefits, including the building of relationships, having access to buildings and equipment, as well as leadership and expertise sharing. ● Partnerships also leveraged external resources in order to offer better options and opportunities for students. The “Eat Great, Participate” Initiative provided \$100 per school in order to offset the cost of healthy snacks (in year three, schools are also allowed to use up to \$400 of the ASPA grant funding for snacks). Further, partnerships led to reduced fees from transportation providers, community and business resources, such as activity space and qualified leadership. An example of this was the company Pro Fit Training for Warriors which partnered with Holy Cross Elementary School, St. John’s. While a portion of their training and leadership fees was paid, the balance was donated by the company. In addition, the YMCA/YWCA of Northeast Avalon and the Humber YMCA also donated time and space to after school programs. In Labrador, the Labrador Straits arena reduced stadium fees for skating,

Planned for 2011-2014	2011-14 Results
	<p>and in St. John's, the City of St. John's reduced the costs of the Rotary Park for the St. Matthew's Elementary School program.</p> <ul style="list-style-type: none"> • Between partnerships and additional donations, all of the programs successfully leveraged resources from external sources in order to increase their program offerings.
<p>Skills and knowledge of volunteers and community leaders increased.</p>	<ul style="list-style-type: none"> • Skills and knowledge of volunteers and community leaders increased through the provision of training. Recreation NL and TCR worked with the project leaders to identify training requirements for the program. This training focused on volunteers and community leaders for the program, therefore leading to an increase in skills and knowledge. This training was aimed toward many of those in an oversight role in the activities, including student leaders, as well as any required training in order to move the program forward, including core competencies and training specific to site and program requirements. • All programs were provided with generic activities training; other training was completed on an as-required basis. • Between September 29, 2012 and November 20, 2013, Recreation NL organized 16 workshops – nine for PHCD, seven for FMS, and one each for basketball, inclusion and gymnastics. A total of 155 people participated in this training. • Following the training opportunities, the session facilitator would determine if the participants meet the requirements for certification, based on national requirements.

Discussion of Results 2011-14:

In 2010, FPT Ministers responsible for Sport, Physical Activity and Recreation provided the direction to their respective officials: “To identify collaborative actions for the after-school time period aimed at increasing physical activity, promoting healthy weights, and addressing other social issues with an aim to improve health, well-being and academic learning in the context of healthy communities.” Ministers of TCR and HCS committed to working together to increase physical activity levels of children and youth within the province. This reflected Provincial Government Commitments and the Strategic Direction in Physical Activity, Recreation and Sport to create supportive physical and social environments that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport including a focus on after-school hour physical activity for children, youth and families.

In September 2010, a provincial Interdepartmental Committee consisting of TCR, HCS, Human Resources, Labour and Employment (HRLE), and Education was formed to explore options for increasing the physical activity for children and youth in the after school time period. Accordingly, the ASPA Pilot Initiative was designed, launched and promoted in 2011, initially as a two-year pilot program. Between 2011 and 2013 TCR and HCS contributed \$1,000,000 to the ASPA: \$800,000 for project costs, \$140,000 for program support to Recreation NL for leadership training as well as \$60,000 for evaluation and monitoring. Through 25 projects involving a total of 84 new partnerships and providing an annual average of 4,456 children and youth with opportunities for physical activities during the after school period, this pilot effectively increased the number of children and youth active during this critical time through their participation in the program. This included programming specifically targeted at increasing the physical activity of girls and addressing barriers to participation and inclusion. Pilots reported a significant reduction in barriers (69 identified and removed in year one, and 81 in year two).

The ASPA grants to schools facilitated the implementation of programs, and enabled schools to purchase equipment necessary to conduct these activities. The program provided opportunities for the children and youth who would not normally have had the ability to participate, as it addressed barriers such as lack of access and transportation. The program also provided a variety of activities, which also worked to increase interest. ASPA varied from school-to-school according to their needs and program offerings. This variety and diversity of programs was based on pre-program research which suggested that introducing multiple activities would increase chances that there would be something for everyone to enjoy, and may carry over after the program.

All programs were provided with training, both generic and specific as required. This involved a total of 155 people participating in training including 16 workshops organized by Recreation NL. Annual program review and daily feedback, encouragement and advice were provided by the TCR Program Coordinator who was also responsible for support and communications for the Interdepartmental Committee. This Committee provided valuable technical advice, ongoing feedback and oversight to ensure successful outcomes. While ongoing ASPA monitoring indicated that TCR and its partners and stakeholders worked successfully to enhance physical activity opportunities for children and youth in the after-school time period, the ASPA evaluation with results and recommendations by a qualified, independent evaluator was not completed by March 31, 2014.

Explanation of variance:

TCR was unable to achieve the goal as planned as the evaluation could not be completed on time because the school year ran into the 2014-15 fiscal year. Extension of the pilot period to 2013-14 meant that the ASPA Pilot Initiative Evaluation was not completed as originally planned. The evaluation was well underway with preliminary data collected and a methodology report completed within the planned deadline of March 31, 2014. Upon completion of the final evaluation report, TCR and HCS will determine how best to continue funding based on available funds and informed by the evaluation of the pilot phase of the initiative. The Department of Education will continue to be an important partner and provide insight and advice on this initiative.



Challenges and Opportunities Ahead

TCR is committed to working further with our partners and stakeholders to grow and further develop our cultural, tourism and recreation and sport sectors.

Recreation and Sport

The Canada Games are attended by amateur athletes representing their province or territory. These athletes are often Canada's next generation of national, international and Olympic athletes. Team NL is now preparing for the 2015 Canada Winter Games, in Prince George, British Columbia and the 2017 Canada Summer Games to be held in Winnipeg, Manitoba. The 2021 Canada Games are scheduled to be hosted by NL. This games cycle will provide great opportunity for the advancement of sport in the province, and to realize social and economic benefits. It will also pose challenges as NL teams must be well prepared to perform at peak levels at the games.

In 2014-15, TCR has the further opportunity to raise awareness and mobilize supports targeting physical activity and children and youth including schools and community. The last planning cycle introduced and evaluated increased physical activity opportunities for children and youth in the critical after-school period. TCR will build on this knowledge and work to enhance promotion and support for physical activity and the recreation and sport delivery systems. This work will support the Strategic Direction, "Strengthening Public Participation in Physical Activity through Recreation and Sport."

Culture (Heritage and the Arts)

The Provincial Government is committed to investing in original artistic creation in all disciplines and at all levels and stages of career development. Most professional artists are self-employed workers with lower-than-average incomes and often limited employment. TCR will work with relevant partners and stakeholders to examine potential strategies and priorities to enhance recognition and supports for the status of artists in their contribution to the province's social and economic life. Artists, arts organizations and institutions are already seeking ways in which they can deepen and expand their access to, and engagement with, audiences. Opportunities include recognizing and promoting the contribution the arts and artists make to everyday life in our province and how the province presents itself to the world. Challenges involve identifying how to best support artistic practice, and improve the social and economic conditions under which artists create and disseminate their work in an age of rapid technological, social and economic change. ACCs will play a key role in providing artists with opportunities for creation, employment and engagement with communities and with linkages to tourism development.

Through *Honour 100*, Government's overall goal is to help ensure that the legacy of those involved in NL's First World War story is acknowledged and remembered, and the contribution of veterans is honoured. Commemoration of key anniversaries through special events and activities presents real opportunities to honour veterans, engage youth and reconnect the people of the province with their history. The challenge is to encourage diverse communities and organizations across the province to work together on commemorative initiatives, and to help maximize youth engagement.

The 2013 designation of Red Bay, Labrador, as a World Heritage Site and the restoration and re-opening of the Colonial Building, the flagship PHS by 2016-17 has heightened public awareness of heritage preservation and will bring an anticipated increase in visitor numbers. Both designations involve the establishment of standards, preservation and promotion through appropriate heritage management regimes while at the same time maximizing tourism opportunities and other social and economic benefits. The challenge is ensuring that all partners and stakeholders work in close collaboration in site management and tourism planning in order to maintain the requisite heritage preservation while ensuring a worthwhile visitor experience.

Tourism

TCR will continue to work with the NL Tourism Board to advance the goals put forth in our *Vision 2020*. These opportunities will be further advanced through the destination development process occurring in 2014 and beyond. The tourism industry needs to continue work together to deliver on the tourism brand's promise by creating memorable experiences designed to connect travellers to the special places, people and cultures within communities across the province. This will further advance the province's tourism industry, help boost the economy, and strengthen opportunities in the province's regions. Delivering on the promise will involve working closely with stakeholders to create a new destination development framework and regional action

plans to identify and focus joint efforts with DMOs and enhance and develop priority tourism products and experiences aligned with market demand. It is critical that NL tourism services and attractions uphold a high standard of quality in the experiences they deliver to travellers.

Closely linked with the destination development framework and process is the new industry-led TAP, introduced in 2013 to elevate traveler confidence in local tourism services and attractions. TAP ensures that all organizations promoted in the province meet five common minimum standards. The opportunity is to further advance the province's tourism industry, help boost the economy, and strengthen opportunities in the province's regions. Government and industry partners will be challenged to meet these standards and provide quality travel experiences and assist tourism services and attractions improve the way they operate. Together, we must make meaningful gains in quality assurance and market readiness in order to meet the demands of our increasingly discriminating visitors. A deadline of May 31, 2014 has been set for all organizations to meet the TAP standards. This provides a year for those who do not meet the basic requirements to have them in place.

Appendix One – Summary of Total Net Expenditures

A summary of the Department’s funding by program (gross expenditure) for the fiscal year 2013-14 is provided below

Table 1 – Summary of Net Expenditures (by Division) For the Year Ended 31 March 2014 Department of Tourism, Culture and Recreation			
Division	Actual (\$)	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	11,359,637	11,363,900	11,567,300
Tourism	18,274,483	18,345,800	18,158,600
Culture and Heritage	22,178,523	23,283,700	22,393,000
Recreational Services and Facilities	8,454,729	8,510,800	8,326,600
TOTAL DEPARTMENT	60,267,372	61,504,200	60,445,500
Source: <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2014-15.</i>			

Appendix Two – Our Active Ministerial Entities

Heritage Foundation of Newfoundland and Labrador works to support, promote, preserve, maintain and restore buildings and other structures of architectural or historical significance in the province through designations, granting programs, public education and by advising the Minister of TCR. The HFNL is a Category Three entity.

Marble Mountain Development Corporation was incorporated in April 1988 and is a provincially-owned Crown Corporation whose principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The MMDC is a Category Two entity.

Newfoundland and Labrador Arts Council works to foster and promote the study, enjoyment and production of works of art of the province, and to encourage the preservation and public awareness of cultural heritage through granting programs and by recognizing outstanding contributions through Arts Awards and by other means. The NLAC is a Category Three entity.

Newfoundland and Labrador Film Development Corporation was created to foster and promote the development of the province's film and video industry and to establish the province as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund and the Newfoundland and Labrador Film and Video Industry Tax Credit. The NLFDC is a Category Two entity.

Newfoundland and Labrador Sports Centre opened in St. John's in 2008-09, the NL Sports Centre serves as a venue for athlete training, and as host to provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport NL. The NL Sports Centre is a Category Three entity.

Provincial Historic Commemorations Board advises the Minister of TCR on nominations for designation under the PHCP. This program is citizen-led and recognizes significant people, places and events, but also aspects of our living heritage. It is a Category Three entity.

The Rooms Corporation of Newfoundland and Labrador (The Rooms) is a Crown Corporation created in 2002 to govern the Provincial Art Gallery, the Provincial Archives, and the Provincial Museum. The Board of Directors are appointed by the Minister of TCR, and under the Chair, are responsible to ensure that The Rooms conserve, exhibit, and present the artifacts, archival records and art of the province. The Rooms Corporation is a Category One entity.