

# Strategic Plan 2014 to 2017

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



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**PAPER**

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**REFERENCE PERIOD**

This Strategic Plan covers the period April 1, 2014 through March 31, 2017, three fiscal years of the Government of Newfoundland and Labrador.

**PUBLISHED BY**

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

## Message from the Minister



I am pleased to present the strategic plan for the Department of Tourism, Culture and Recreation (TCR) for the fiscal years 2014-15 to 2016-17. The Department of TCR is designated as a Category One government entity under the *Transparency and Accountability Act*. As the Minister responsible for the Department of TCR, I have reviewed this strategic plan and I am satisfied that it truly reflects the strategic directions of government for which the Department is primarily responsible. The strategic directions relevant to this Department are presented in Appendix Two. I am accountable for the preparation of this

plan as well as for the achievement of the specific goals and objectives contained therein.

Since the launch of *Uncommon Potential: The Vision for Newfoundland and Labrador Tourism* (2009), tourism spending reached \$1 billion in Newfoundland and Labrador for the first time in 2011. This put the province well ahead of schedule for achieving the Vision 2020 goal of doubling tourism spending to \$1.6 billion annually. Over the next three years, we will further strengthen our partnerships in tourism through our support of the destination development planning process (DDP) which is designed to provide in-depth knowledge of the competitiveness of the province's regions and their tourism services and attractions.

We remain focused on priority initiatives contained in our other provincial strategies, *Creative Newfoundland and Labrador* (arts, heritage and culture) and *Active, Healthy Newfoundland and Labrador* (recreation, sport and physical activity). We will be taking an active role to honour our veterans, preserve and protect our heritage, support the arts and arts organizations and promote healthy lifestyles through support for recreation, sport and physical activity. We will also build toward the 2016 National Special Olympics competition to be hosted for the first time in our province, as well as the 2021 Canada Games, also being held in Newfoundland and Labrador.

Our progress has been made possible through the hard work of our sector volunteers whose efforts contribute significantly to our economic growth, quality of life and vitality for our citizens. Achieving the goals and objectives in this plan will be possible as we continue to work together with the arts, heritage, tourism, and active recreation and sport communities.

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

SANDY COLLINS, M.H.A.

Terra Nova  
Minister

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## Introduction

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The Department of Tourism, Culture and Recreation (TCR) is established to market the province as a tourism destination; support the development of the tourism industry; support and foster access to, and the development of, the arts, and contribute to the capacity of cultural entities; promote, protect and preserve the province's heritage; and promote and support physical activity and the recreation and sport delivery systems.

In accordance with the *Transparency and Accountability Act*, the strategic plan for the Department of TCR identifies the key priority areas, also described as strategic issues, which need to be addressed within this planning cycle to help meet the social and economic needs of the province. This plan addresses the following four strategic issues:

1. Enhancing Physical Activity Opportunities for Children and Youth
2. Further Strengthening Partnerships in Tourism
3. Commemorating the Centenary of the First World War and Honouring Veterans
4. Supporting the Status of Artists.<sup>1</sup>

To address these strategic issues, three-year goals along with corresponding objectives have been developed. Using specific measures and indicators, an Annual Report will be tabled in the House of Assembly each year. This performance report will provide a summary of the progress in achieving the goals and objectives set out in this plan, and will outline indicators for the years ahead.

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<sup>1</sup> In this planning context, the status of artists refers to the conditions in which artists live and work in the province, and the recognition and support that they may receive.

## ***Departmental Overview***

### ***Where We Operate***

The Department of TCR is one of the province's largest operators of public facilities including Arts and Culture Centres, Provincial Historic Sites, Visitor Information Centres and Training Centres and Pools. Many of our facilities are located in rural areas of the province. They provide 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 our Department's mandate and services, and engaging with the public, our partners and our stakeholders. As of April 1, 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 32%). 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.

### ***Financial Information***

In 2014-15, the Department's estimated total budget is \$61,861,600 (gross expenditure less related revenue).

<b>Department of TCR Summary of Expenditures and Related Revenue Fiscal Year 2014-15</b>	
Gross Expenditures - Amount Voted	\$66,590,800
Less Related Revenue - Current	(4,729,200)
<b>NET EXPENDITURE (Current and Capital)</b>	<b>\$61,861,600</b>
Source: <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2014-15</i> . Prepared by the Budgeting Division of the Department of Finance, March 27, 2014, p. 13.1	

A summary of the Department's funding by program (gross expenditure) for the fiscal year 2014-15 is provided below on page 5.

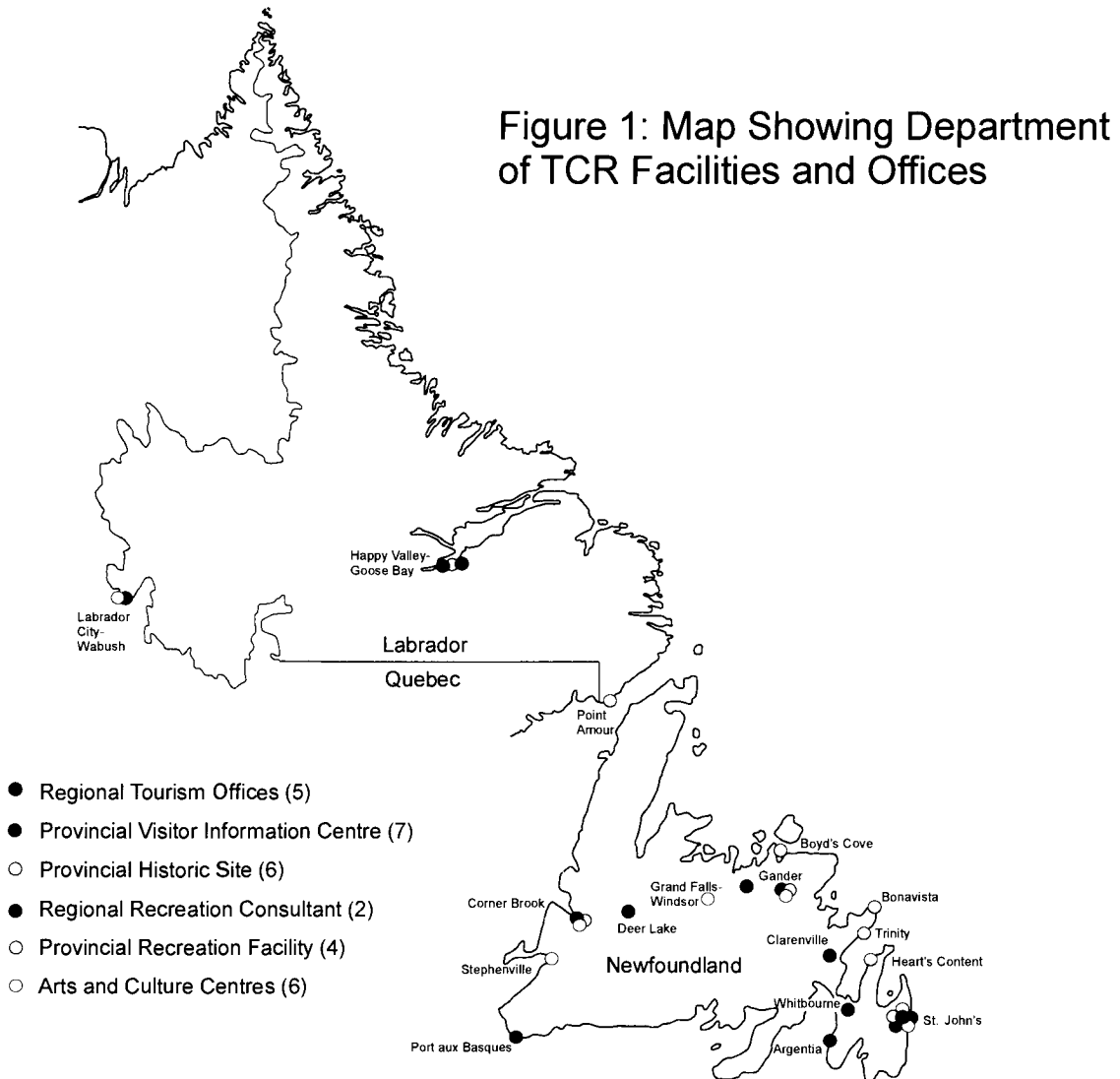
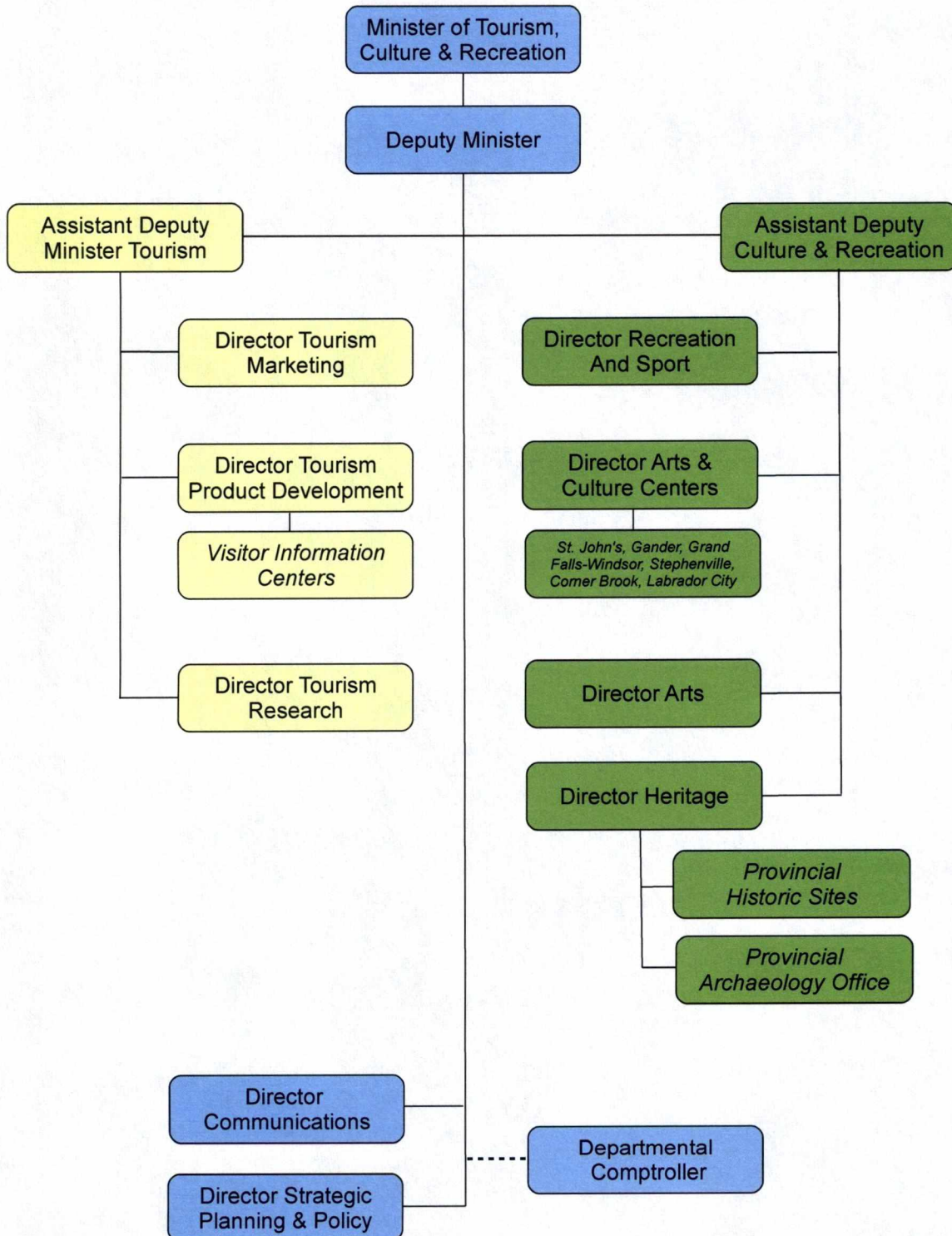


Figure 2 – Department of TCR Organization Chart





<b>Department of TCR Program Funding Summary Fiscal Year 2014-15 (Gross Expenditure)</b>			
<b>Program</b>	<b>Current \$</b>	<b>Capital \$</b>	<b>Total \$</b>
Executive and Support Services	1,708,300	250,000	1,958,300
Tourism	28,231,000		28,231,000
Culture and Heritage	22,692,100	4,500,000	27,192,100
Recreational Services and Facilities	9,209,400		9,209,400
<b>TOTAL: PROGRAM ESTIMATES</b>	<b>61,840,800</b>	<b>4,750,000</b>	<b>66,590,800</b>
Source: <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2014-15</i> . Prepared by the Budgeting Division of the Department of Finance, March 27, 2014 p.13.1.			

## **Mandate**

Under the general authority of the *Executive Council Act* (Section 24), the mandate of the Department 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; and
- Promoting and supporting physical activity and the recreation and sport delivery systems.

This mandate is fulfilled by:

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

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

## ***Lines of Business***

The Department is responsible for the following Lines of Business:

### **Culture**

*The Arts* provides financial 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* (ACCs) are 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: Provincial Historic Sites (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: Visitor Information Centers (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 Tourism 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 NL,<sup>2</sup> Recreation NL and Sport NL.

## **Values**

The foundation of the Department of TCR's Values is RESPECT. From this word we derive Responsibility, Excellence, Support, Professional Development, Engagement, Creativity and Trust in everything we do. These are our building blocks for all that we do as individuals and as employees of the Province of Newfoundland and Labrador. From these fundamental values, we strive to work with integrity and responsibility, and to provide reliable and efficient services and programs to stakeholders, clients and public. Guiding our work, we value teamwork and sharing, and are supportive and respect one another. Entrusted with the work of TCR, we offer creative and innovative solutions, programs and services as we strive for personal and corporate excellence in everything we do.

**RESPONSIBILITY** to ourselves, for our places and to the people of Newfoundland and Labrador.

**EXCELLENCE** in everything we do as individuals and as public servants who are committed to their work.

**SUPPORT** for one another and for our clients through teamwork, loyalty, openness and dedication to our work.

**PROFESSIONAL DEVELOPMENT** will provide us with the skills and knowledge to do our best.

**ENGAGEMENT** with our clients and with the public in order to provide reliable and efficient services and programs.

**CREATIVITY** to fuel imagination, innovation and workplace satisfaction.

**TRUST** that we will always do our best as proud employees of the Department of Tourism, Culture and Recreation.

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<sup>2</sup> The abbreviation NL is used to refer to Newfoundland and Labrador throughout this strategic plan.

## **Primary Clients**

The Department of TCR has three main client groups: individual citizens and visitors, community-based non-profit organizations and sector stakeholders in tourism, recreation and sport, and culture (arts and heritage). Appendix One lists the other entities which report to the Minister of Tourism, Culture and Recreation.

The Department also works with many federal, provincial and municipal governments, departments and agencies including the Nunatsiavut Government and others.

## **Vision**

The Department of Tourism, Culture and Recreation envisions the province as a tourism destination of choice with in-demand, market-ready visitor experiences; where the province's cultural heritage is promoted, preserved and protected; where the creative arts and artists are fostered, accessible and supported; and where physical activity and the recreation and sport delivery systems are promoted and supported for the benefit of an active, healthy population.

## **Mission (2017)**

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

The Department of TCR is supporting the development of the tourism industry by strengthening the Public Private Partnership as outlined in *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (2009). The Department is strengthening and growing our culture by preserving, safeguarding and supporting heritage resources and facilitating the continuing growth of the cultural and heritage industries through cultural sector support. The health benefits of increased physical activity are well recognized, and the Department is working to strengthen public participation in physical activity through recreation and sport through support for an inclusive, healthy and active future for individuals, families and communities through participation in physical activity, active recreation and sport.

The Department of TCR considered these focus areas as the Strategic Directions, as well as the mission, goals and objectives, as these ensure that the Department continues to move forward in its fulfillment of *Uncommon Potential* and its other sector plans: *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.



## **Strategic Issues, Goals and Objectives**

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

Over the next three years, the Department of Tourism, Culture and Recreation will monitor and consider the impacts on individual citizens of the province, community and provincial organizations and stakeholder groups in the three sectors of tourism, recreation and sport and culture (arts and heritage).

The goals and objectives in this plan will address four strategic issues:

1. Enhancing Physical Activity Opportunities for Children and Youth
2. Further Strengthening Partnerships in Tourism
3. Commemorating the Centenary of the First World War and Honouring Veterans
4. Supporting the Status of Artists.



## **Strategic Issue One: Enhancing Physical Activity Opportunities for Children and Youth**

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Physical activity is a significant contributor to health and well-being at any stage of life. Research is showing the need for regular, quality physical activity, particularly among children. *Active, Healthy Newfoundland and Labrador (2007)*, the provincial recreation and sport strategy, recognizes the need to focus on physical activity and to maximize investment in recreation and sport in order to improve the health and well-being of our citizens. The strategy also recognizes the need to work in an aligned and collaborative way with other departments and partners to develop strategies and actions to ensure support for physical activity, recreation and sport.

By focusing on children and youth, we can begin early to encourage physical activity as a lifelong habit which contributes to quality of life. We have an opportunity to raise awareness and mobilize supports targeting physical activity and children and youth including schools and community. In our last planning cycle, we introduced and evaluated increased physical activity opportunities for children and youth in the critical after-school period. We will build on this knowledge and work to enhance promotion and support for physical activity and the recreation and sport delivery systems.

To this end, the Department of TCR will work to facilitate coordination and collaboration among partners and stakeholders, and better align programs and services so that promotion and support of physical activity opportunities for children and youth and the recreation and sport delivery systems are enhanced. The Department of TCR will work with government, sector and community organizations to align priorities, and to develop and deliver incremental, flexible and inclusive programming designed to meet the varied needs of children and youth. Research, monitoring and evaluation and other information will inform and guide the work of all partners, including schools and community organizations.

This work will support the Strategic Direction, “Strengthening Public Participation in Physical Activity through Recreation and Sport.” Key focus areas include review and

identification of priority areas of the provincial 2007 recreation and sport strategy, promoting inclusive participation in, and awareness of the benefits of, lifelong physical activity and participation in sport and recreation and providing support to community recreation and sport programs and initiatives

**Goal:** By March 31, 2017, the Department of TCR will have enhanced promotion and support for physical activity opportunities for children and youth.

**Measure:** Promotion and support for physical activity opportunities for children and youth enhanced.

**Indicators:**

- Coordinated and collaborative action with partners and stakeholders facilitated.
- Review of provincial 2007 recreation and sport strategy undertaken.
- Promotion of physical activity opportunities for children and youth enhanced.
- Selected support for physical activity opportunities for children and youth in the recreation and sport delivery systems enhanced.
- Evaluate select priority initiatives.

**Objective 2014-15:** By March 31, 2015, the Department of TCR will have initiated a review of recreation and sport opportunities to enhance promotion and support for physical activity for children and youth.

**Measure:** Review of opportunities to enhance promotion and support initiated.

**Indicators:**

- Key partners and stakeholders identified and information exchange facilitated concerning enhanced physical activity opportunities for children and youth.
- Review of provincial 2007 recreation and sport strategy *Active, Healthy NL* initiated.
- Recreation and sport programs and services review initiated to identify enhanced physical activity opportunities for children and youth.
- Priority opportunities for coordinated, collaborative action confirmed.
- Evaluation approaches identified.

**Objective 2015-16:** By March 31, 2016, the Department of TCR will work to align and develop Recreation and Sport Programs and Services for enhanced promotion and support of physical activity opportunities for children and youth.

**Objective 2016-17:** By March 31, 2017, the Department of TCR will continue to work collaboratively with government, sector and community organizations to enhance and monitor promotion and support for physical activity and the recreation and sport delivery systems.





## **Strategic Issue Two: Further Strengthening Partnerships in Tourism**

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With the guidance of the province's 10-year strategy *Uncommon Potential – A Vision for Newfoundland and Labrador Tourism*, government and industry are taking provincial tourism to unprecedented levels of success and showing tourism to be a growing economic powerhouse in our province. With visitation to the province surpassing the 500,000 point, and tourism spending reaching \$1 billion for the first time in 2011, the Provincial Government in partnership with the Newfoundland and Labrador Tourism Board (NLTB) is ahead of schedule for achieving the Vision 2020 goal of \$1.6 billion in spending. Our approach to research, marketing and diversifying our products has become more sophisticated over time, and we are seeing the benefits of our approach.

The award-winning *Find Yourself Here* tourism marketing campaign, first launched in 2006, tells potential customers who we are, why they should visit Newfoundland and Labrador and helps us stand out from other competing tourism destinations. Our tourism brand creates the “promise” that we make to travellers. It consistently portrays what makes our province unique and it builds a common image and perception of Newfoundland and Labrador that is increasingly attractive to visitors. We are succeeding in capturing the hearts and minds of travellers; now, we must also develop, align and deliver the types of compelling experiences today's travellers are seeking. And with more visitors to our province, there are growing opportunities for economic spin-offs in all parts of the tourism industry including accommodations, food and beverage, attractions, program offerings, activities and services.

Our most recent Provincial Tourism Exit Survey (2011) has provided rich information about our visitors and insight into their motivations, attitudes, perceptions and opinions as they experienced our tourism offering. Many of our visitors surveyed have commented that they want to feel that they receive value for the money they spend

and they want quality tourism experiences. To maintain our momentum and to remain competitive, it is imperative that we continue to develop the tourism products and experiences that are aligned with what visitors are seeking.

At the regional level, Destination Management Organizations (DMOs) have been formed to partner on marketing, product development and programs to support tourism activities for their region. These DMOs work with stakeholders to transform local attractions, activities and services into compelling travel experiences for visitors to the province. The Department is working closely with stakeholders to create a new destination development framework and regional action plans for our province so that we can identify and focus efforts on priority tourism products and experiences aligned with market demand. Our tourism industry needs to work hard to deliver on our brand's promise by creating memorable experiences designed to connect travellers to the special places, people and cultures within communities across our province. This will further advance the province's tourism industry, help boost the economy, and strengthen opportunities in the province's regions.

Closely linked with this destination development framework and process is the new industry-led Tourism Assurance Program (TAP) which was introduced province-wide in 2013 to elevate traveller confidence in local tourism services and attractions by ensuring that all organizations promoted in the province meet common minimum standards. By establishing five (5) common minimum standards, industry partners are aiming to promote tourism organizations that provide quality travel experiences and assist tourism services and attractions improve the way they operate.

The Department of TCR will work collaboratively with Hospitality NL (HNL), the NLTB and DMOs as we move forward to address "Support for the achievement of quality and market ready in-demand tourism products and experiences" as a focused area of the Strategic Direction, "Strengthening Partnerships in Tourism."

**Goal:** By March 31, 2017, the Department of TCR will have supported the development of tourism products and experiences aligned with market demand.

**Measure:** The development of tourism products and experiences aligned with market demand will have been supported.

**Indicators:**

- Ensured tools and processes to identify and validate priority tourism products and experiences aligned with market demand are developed.
- Supported the development and implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand.
- Supported the development of tourism products aligned with market demand in selected regions.
- Supported and ensured compliance with minimum quality standards for all tourism operators through the Tourism Assurance Program (TAP).

- Ensured tourism product development support to tourism operators.

**Objective 2014-15:** By March 31, 2015, the Department of TCR will have developed frameworks and tools to identify tourism products and experiences aligned with market demand, and minimum standards through TAP will be promoted and supported.

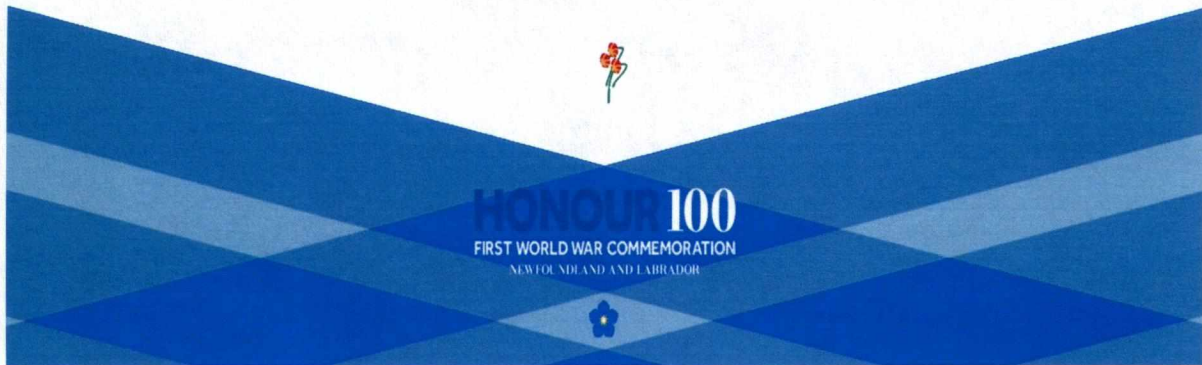
**Measure 2014-15:** Frameworks and tools will have been developed to identify tourism products and experiences aligned with market demand, and minimum standards will have been promoted and supported.

**Indicators:**

- Prepared a destination development framework and engaged stakeholders.
- Ensured tools and processes to identify tourism products and experiences aligned with market demand are developed.
- Developed criteria for assessing these tourism products and experiences and identified factors that support successful tourism product development.
- Introduced tools and processes in selected regions to identify, assess and plan the development of tourism products and experiences aligned with market demand.
- With HNL, will have provided TAP assessment, promotion and counselling supports to tourism operators to ensure compliance with minimum standards.

**Objective 2015-16:** By March 31, 2016, the Department of TCR, working with relevant provincial and regional stakeholders, will have supported the development of action plans in selected regions for the development of priority tourism products and experiences aligned with market demand.

**Objective 2016-17:** By March 31, 2017, the Department of TCR with stakeholders will have supported the implementation of action plans in selected regions for the development of tourism products and experiences aligned with market demand, and minimum standards will have been met.



## **Strategic Issue Three: Commemorating the Centenary of the First World War and Honouring Veterans**

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The First World War was a seminal moment in the history of Newfoundland and Labrador. Our involvement, at home and abroad, was significant and has directly shaped the province and its people. As the 100<sup>th</sup> anniversary of the First World War approaches, the Provincial Government is planning initiatives through *Honour 100*, both on a local and international scale, to commemorate the sacrifices of all Newfoundlanders and Labradorians.

Through the Honour 100 initiative, Government's overall goal is to help ensure that the legacy of those involved in Newfoundland and Labrador's First World War story is acknowledged and remembered, and the contribution of veterans is honoured. With an investment of more than \$3.6 million, the Government of Newfoundland and Labrador will commemorate key anniversaries through special events and activities, in conjunction with stakeholders, and meet all the criteria of the commemorations mandate:

- Reconnect Newfoundland and Labradorians with their past
- Honour veterans past and present
- Encourage communities and organizations throughout the province to work together on commemorative initiatives
- Help maximize youth engagement.

The Department's mandate includes overseeing the planning of initiatives to honour veterans and commemorate the 100<sup>th</sup> anniversary of First World War events in which Newfoundlanders and Labradorians played significant roles. Throughout the commemoration period, the Department of Tourism, Culture and Recreation will work with our partners to commemorate Newfoundland and Labrador's First World War story and associated centennial anniversaries beginning in 2016 through to 2018. This is intended to bring the events and sacrifices of Newfoundland and Labrador's First World War story and all veterans to the forefront of our thinking and help us to understand their enduring legacy. These commemorations present real opportunities to engage youth, honour veterans and reconnect the people of the province with their

history. Some challenges include working with a large number of diverse, invested stakeholders with different stories to tell.

The *Honour 100* initiative is categorized into five pillars: 1) Anniversaries; 2) Legacy; 3) Education; 4) Outreach; and 5) Research and Development. Working with the Royal Newfoundland Regiment Advisory Committee, a steering committee has been formed to advise on plans for the commemorative years. A stakeholder committee has also been established with representatives from several community organizations to help identify potential projects and establish priorities. These commemorations will include the 100th anniversaries of significant First World War events notably the 100th anniversary of the Battle of the Somme at Beaumont-Hamel and the role of Newfoundlanders and Labradorians in these events and their sacrifices at home and abroad.

These commemorations are aligned with the Strategic Direction, “Strengthening and Growing our Culture”, and work toward achieving the outcome of “a strengthened cultural sector that preserves our tangible and intangible heritage.”

**Goal:** By March 31, 2017, the Department of TCR will have commenced commemoration of Newfoundland and Labrador’s First World War story so that citizens are connected with our past and veterans past and present are honoured.

**Measure:** First World War commemorations will be commenced so that citizens are connected with our past and veterans past and present are honoured.

**Indicators:**

- Commemorative anniversaries research, planned and selected initiatives developed and launched.
- Legacy opportunities will have been identified and selected legacies will have been enhanced or developed.
- Educational opportunities for commemoration and engagement of youth will have been identified and selected opportunities will have been enhanced, developed, and implemented.
- Outreach opportunities will have been identified and selected initiatives will have been developed and implemented.
- Citizens are connected with our past.
- Veterans past and present are honoured.

**Objective 2014-15:** By March 31, 2015, the Department of TCR will have initiated research, development and planning under all five pillars of *Honour 100*.

**Measure:** Research, development and planning under all five pillars of *Honour 100* initiated and advanced.

**Indicators:**

- Research and consultation to support planning and development undertaken.
- Commemorative anniversaries planned and selected initiatives developed.
- Legacy initiatives and projects planning initiated.
- Educational opportunities for commemoration and engagement of youth identified.
- Outreach opportunities identified.

**Objective 2015-16:** By March 31, 2016, the Department of TCR will have developed and advanced initiatives to commemorate the Centenary of the First World War and honoured veterans.

**Objective 2016-17:** By March 31, 2017, the Department of TCR will have further developed and advanced initiatives to commemorate the Centenary of the First World War and honoured veterans.



## **Strategic Issue Four: Supporting the Status of Artists**

In the provincial cultural strategy, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (2006), its principle aims include recognizing and supporting excellence in artistic endeavours and improving the conditions under which artists and other cultural workers create and produce art. This is because artists and their creations are at the core of cultural activity.

Professional artists are those who aspire to earn a living through their artistic work and who are recognized by their peers as artists. They are among the province's most highly educated, skilled and flexible workers and are already major contributors to our creative economy and society. Artistic productions frequently are the source, directly or indirectly, of considerable economic activity and wealth. The work of artists also contributes to enhanced health, education, quality of life and communal identity in our society as a whole. Support of artists and the arts sector benefits all citizens in the province.

Most professional artists are self-employed workers, or they work on serial short-term contracts for many employers. They have lower-than-average annual incomes and limited employment. Most professional artists do not get the opportunity to produce even near their potential creative output, disseminate their work and engage with audiences. Government has therefore focused on: 1) ensuring that professional artists remain at the centre of its interventions because this allows for the creation of high-quality artistic content and experiences; and 2) that the public has access to the highest quality artistic experience the province has to offer.

The Provincial Government has committed to investing in original artistic creation in all disciplines and at all levels and stages of career development, and fostering and promoting the study and enjoyment of, and production of works in, the arts. Government support has been directed at a growing and more diverse set of artists and arts organizations in a sector that has become more and more professional. For artists, there are new challenges including intellectual property law, and access to and use of the new tools of technology in knowledge creation, knowledge preservation, creativity, production, distribution, marketing and sales. Globally, new

technology and digital media are giving rise to market and regulatory forces that both create new opportunities and challenges for artists from creation to dissemination. Artists and arts organizations and institutions are seeking ways in which they can deepen and expand their access to, and engagement with, audiences.

Government is looking to work with relevant partners and stakeholders to review the status of artists in order identify how to best support artistic practice, improve the social and economic conditions under which artists create and disseminate their work, and to recognize and promote the contribution the arts and artists make to everyday life in the province and how the province presents itself. Reviewing the status of artists in the province at this time would consider the whole of the system of support of artists and the arts, and identify a range of strategies and options available. This supports the Strategic Direction of “Strengthening and Growing our Culture”, in particular the key focus areas identifying priority areas of the 2006 cultural plan and recognizing and supporting artists and cultural professionals.

**Goal:** By March 31, 2017, the Department of TCR will have enhanced recognition and supports for the status of artists in their contribution to the province’s social and economic life.

**Measure:** Recognition and support for the status of artists enhanced.

**Indicators:**

- Initiated review of the current status of artists in the province.
- Identified key factors that impact the status of artists and their recognition and support identified.
- Identified strategies to recognize and support the status of artists.
- Approved strategies commenced.
- Recognition and support of the status of artists enhanced.

**Objective 2014-15:** By March 31, 2015, the Department of TCR will have initiated a review of the current status of artists in the province.

**Measure 2014-15:** Review of the current status of artists initiated.

**Indicators:**

- Implemented review of current status of artists in the province.
- Researched the status of artists in other jurisdictions.
- Consulted with relevant stakeholders within government, the cultural community and relevant organizations.
- Identified key factors that impact the status of artists and their recognition and support.

**Objective 2015-16:** By March 31, 2016, the Department of TCR will have completed a review, identified potential strategies and assessed ways and means to enhance recognition and support of the status of artists in the province.



**Objective 2016-17:** By March 31, 2017, the Department of TCR will have commenced implementation of approved strategies and priorities to enhance recognition and support of the status of artists and their contributions to the province's social and economic life.

## **Appendix One – Other Entities Reporting to the Minister**

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

**Heritage Foundation of Newfoundland and Labrador (HFNL).** The HFNL 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 (MMDC).** MMDC 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 (NLAC).** The NLAC 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 (NLFDC).** The NLFDC 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 (NLSC).** 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 Newfoundland and Labrador (SNL). The NL Sports Centre is a Category Three entity.

**Provincial Historic Commemorations Board (PHCB).** The PHCB advises the Minister of TCR on nominations for designation under the Provincial Historic Commemorations Program. 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).** 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 Museum, Archives and Art Gallery conserve, exhibit, and present the artifacts, archival records and art of the province. The Rooms Corporation is a Category One entity.

## Appendix Two – Strategic Directions

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués.

*The Transparency and Accountability Act* requires departments and public bodies to take into account these Strategic Directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

Strategic Directions that are relevant to the Department of Tourism, Culture and Recreation are:

<b>Strategic Direction: Strengthening and Growing Our Culture</b>				
<i>Outcome: A strengthened cultural sector that preserves our tangible and intangible heritage, celebrates our creativity, and grows our cultural enterprises.</i>				
Focus Areas of the Strategic Direction	This Direction is:			
	To be addressed by other entities reporting to the Minister	Addressed in the Strategic Plan	Addressed in the Deputy Minister Operational Plan	Addressed in the Branch/Division Work Plans
Review and identify priority areas of the Cultural Strategy and its 10 key directions		●		
Continue efforts to strengthen and support the Cultural Economic Development Program				●
Plan and support the implementation of the Provincial Government First World War Commemorations and activities that honour veterans	●	●		
Recognize and support artists and cultural professionals	●	●		
Work collaboratively with the cultural sector and the tourism industry on cultural tourism			●	

<b>Strategic Direction: Strengthening Partnerships in Tourism</b>				
<b>Outcome: Support for the achievement of quality and market-ready, in-demand tourism products and experiences</b>				
Focus Areas of the Strategic Direction	This Direction is:			
	To be addressed by other entities reporting to the Minister	Addressed in the Strategic Plan	Addressed in the Deputy Minister Operational Plan	Addressed in the Branch/Division Work Plans
Continue implementation of the Tourism Vision and its seven key directions	●	●		
Market Newfoundland and Labrador as a tourism destination			●	●
Support regional destination management organizations		●		
Work collaboratively with partners to enhance natural and cultural tourism experiences		●		

<b>Strategic Direction: Strengthening Public Participation in Physical Activity through Recreation and Sport</b>				
<b>Outcome: Support for an inclusive healthy and active future for individuals, families and communities through participation in physical activity, recreation and sport.</b>				
Focus Areas of the Strategic Direction	This Direction is:			
	To be addressed by other entities reporting to the Minister	Addressed in the Strategic Plan	Addressed in the Deputy Minister Operational Plan	Addressed in the Branch/Division Work Plans
Review and identify priority areas of the Recreation and Sport Strategy and its six key directions		●		
Promote inclusive participation in, and awareness of the benefits of, lifelong physical activity and participation in sport and recreation		●	●	
Provide support to community recreation and sport programs and initiatives		●		
Support the hosting of the Canada Summer Games in 2021	●			●