

Tourism, Culture, Arts and Recreation

Strategic Plan

2020 - 2023



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MESSAGE FROM THE MINISTER

I am pleased to present the Strategic Plan from the Department of Tourism, Culture, Arts and Recreation (TCAR) for 2020-2023. This plan was prepared in accordance with the Government of Newfoundland and Labrador's commitment to accountability and was prepared under my direction. As Minister, I am accountable for the achievement of the goals and objectives contained therein, pursuant to subsection 5(4) of the **Transparency and Accountability Act**.

This Strategic Plan outlines the objectives and activities of the department in its support of the Provincial Government's long-term goal of addressing our economic, social and fiscal challenges. The Government of Newfoundland and Labrador has identified the following strategic directions for the 2020-2023 planning cycle: a better economy; healthier people; better living; a bright future and a more efficient public sector. These were considered where appropriate and applicable in the development of the plan.

As a government, we are committed to creating a stable and strong economy that captures the full potential of all our province's many resources. We will make every effort to build a bright future for all Newfoundlanders and Labradorians. To assist in advancing this commitment, the Department will continue to work with our many partners to support tourism, culture, arts, heritage, recreation and sport throughout the province.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'B' and 'D' followed by a long horizontal stroke.

Hon. Bernard Davis
Minister of Tourism, Culture, Arts and Recreation

Overview

The Department of Tourism, Culture, Arts and Recreation (TCAR) is the lead for tourism, arts and culture, sport and recreation and Provincial parks. TCAR's mandate extends to a number of provincial agendas including tourism, cultural development, arts, and recreation, all of which support the larger agenda of a vibrant culture.

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

The Department has two executive branches:

- (1) Tourism and Recreation; and
- (2) Arts and Culture.

The corporate services division of the Department reports to the Deputy Minister of the Department. Leadership is provided by the Deputy Minister and the Assistant Deputy Ministers. Additional information regarding TCAR can be found on the Department's website <https://www.gov.nl.ca/tcar/>.

Finally, in accordance with the **Transparency and Accountability Act**, TCAR has taken the strategic directions of Government into account during the development of this multi-year plan, including the development of strategic issues, goals and associated indicators. Specifically, TCAR works to achieve these strategic directions by working in areas such as: tourism marketing; arts, culture, and heritage; protecting tangible and intangible heritage; supporting provincial parks; and facilitating sport and recreation in the province.

Mandate

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

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

- h) promoting and supporting the recreation, sport and healthy living delivery systems to advance and prioritize healthy active living as a means to improved health for all residents of the province.

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

1. Arts Council Act
2. Avian Emblem Act
3. Books Preservation of Copies Act
4. Boxing Authority Act
5. Coat of Arms Act
6. Colonial Building Act
7. Commemoration Day Act
8. Cruiseship Authority Act
9. Floral Emblem Act
10. Grand Concourse Authority Act
11. Historic Resources Act
12. Innkeepers Act
13. Mineral Emblem Act
14. Pedestrian Trails Liability Protection Act
15. Pippy Park Commission Act
16. Provincial Anthem Act
17. Provincial Flag Act
18. Provincial Parks Act
19. Remembrance Day Act
20. Rooms Act
21. Rooms Act, 2016
22. Status of the Artist Act
23. Tourist Establishments Act

Budget

The total budget of TCAR for fiscal 2020-21 (excluding Arts and Culture Centers, Provincial Parks operation and the entities) is \$57,411,500, with Executive and Support Services \$2,542,800; Tourism and Culture \$44,628,100; and Recreation and Sport \$10,240,600.

The approximately \$15 million in the budget dedicated to tourism provides for the tourism market research, tourism product development and implementation of a fully integrated marketing program targeted to potential non-resident and resident visitors and is designed to market the Province as a unique tourism destination for the purpose of economic growth. Appropriations also provide funding for support, coordination, and operations of Visitor Information Centres and services throughout the province. Funding is also provided for expenditures pertaining to the Atlantic Canada Tourism Partnership.

Arts, Heritage and Historic Development budget of \$6.1 million provides for the preservation, management, development, and promotion of our arts and heritage through legislative oversight; the operation and maintenance of the Provincial Historic Sites network; archaeology supports and programs; funding and advisory support to the arts and heritage sectors; and cultural events, anniversaries and other celebrations.

Total budget of \$8.1 million for healthy living, sport and recreation provides for the support of physical activity, recreation and sport in the Province, and for the promotion of wellness and support for wellness initiatives implemented throughout the Province.

The total fiscal 2020-21 budget in the table below includes the budgets of entities and Crown corporations that report to the Minister of TCAR.

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Entity	Budget	# of Staff
Heritage NL (HFNL): The 2020-21 budget provide for the operational funding for the HFNL, which supports the preservation of built heritage through the designation of heritage buildings, structures and districts; the provision of grants to assist with the preservation of designated buildings; and the provision of professional advisory services to individuals and organizations.	\$398,000	5
Newfoundland and Labrador Arts Council (NLAC): The 2020-21 budget provides operational funding for the NLAC, which supports the artistic development of visual and performing artists.	\$3,936,600	5
Newfoundland and Labrador Film Development Corporation (NLFDC): The 2020-21 budget provides funding to the NLFDC for marketing, operating and program support including equity and business financing assistance to telefilm companies in the Province.	\$4,611,000	4
Newfoundland and Labrador Sports Centre (NLSC): The 2020-21 budget provides for the operation of the NLSC Provincial Training Centre.	\$411,600	7
Pippy Park Commission (PPC): The 2020-21 budget provides for an operating grant to the PPC.	\$253,900	7
Marble Mountain Development Corporation (MMDC): The 2020-21 budget is \$906,400 plus \$400,000 for capital infrastructure.	\$1,306,400	5
The Rooms Corporation: The 2020-21 budget provides for the operation of The Rooms including the acquisition, conservation and preservation of art, artifacts and archival records of Provincial historical significance.	\$6,263,600	42

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Branch	Permanent staff	Temporary staff	Seasonal staff	Contractual staff
Minister's Office	4	0	0	0
Executive Support	9	0	0	0
Corporate Services	4	6	0	1
Arts and Culture	33	14	32	0
Tourism and Recreation	30	12	114	0
Total	80	32	146	1

Locations/Regional Presence:

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

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Office Locations (number of staff in each location)*			
<u>Regional & Field Offices</u>	<u>Arts and Culture Centres</u>	<u>Provincial Parks (Camping)</u>	<u>Provincial Historic Sites****</u>
<ul style="list-style-type: none"> • Labrador West (1) • Happy Valley-Goose Bay (5) • Charlottetown(1) • Forteau (1) • St. Anthony (2) • Port Saunders (2) • Deer Lake (1) • Corner Brook (12) • Stephenville (2) • Port aux Basques (1) • Springdale (1) • Grand Falls-Windsor (1) • St. Alban's (1) • Gander (7) • Marystown (2) • Clarenville (7) • Placentia (1) • Carbonear (2) • Ferryland (1) 	<ul style="list-style-type: none"> • St. John's (24)** • Gander (3) • Grand Falls-Windsor (1) • Corner Brook (4) • Stephenville (3) • Labrador West (2) <p style="text-align: center;"><u>Visitor Information Centres:</u></p> <ul style="list-style-type: none"> • St. John's International Airport (4) • Deer Lake Regional Airport and Deer Lake Highway (6) • Port aux Basques (5) • Notre Dame Junction (2) • Clarenville (3) • Whitbourne (4) • Argentia (2) 	<ul style="list-style-type: none"> • Barachois Pond (11) • Blow Me Down (6) • Butter Pot (15) • J.T.Cheeseman (7) • Dildo Run (6) • Frenchman's Cove (6) • La Manche (7) • Lockston Path (6) • Notre Dame (13) • Pinware River (4) • Pistolet Bay (5) • Sandbanks (5) • Sir Richard Squires (7) <p style="text-align: center;"><u>Provincial Parks (Day Use): ***</u></p> <ul style="list-style-type: none"> • Arches (0) • Cataracts (0) • Chance Cove (0) • Codroy Valley (0) • Deadman's Bay (0) • Dungeon (0) • Gooseberry Cove (0) 	<ul style="list-style-type: none"> • Colonial Building • Commissariat House and Newman Wine Vault (6) • Cupids Cove Plantation • Hearts Content Cable Station (4) • Trinity Historic Sites (8) • Cape Bonavista Lighthouse and Mockbeggar Plantation (7) • Beothuk Interpretation Centre (4) • Point Amour Lighthouse

*# of positions in each location. **includes Arts and Heritage employees working in the subject area of provincial historic sites. ***There are no associated positions with the day use provincial parks. ****Cupid's and Point Amour are operated by third party groups who receive a grant – no government employees. Cape Bonavista and Mockbeggar locations share staff. Commissariat House and Newman Wine Vault share staff.

Lines of Business

TCARs lines of business for its two branches -Tourism and Recreation, and Arts and Culture, are the following:

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

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

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

Primary Clients

TCAR primary clients include the following:

Tourism and Recreation:

- Hospitality Newfoundland and Labrador (HNL)
- Newfoundland and Labrador Tourism Board
- Five Destination Management Organisations
- Tourism industry Association
- Tourism operators
- Municipalities NL
- T’Railway Council
- Recreation NL
- Sport NL
- School Sports Newfoundland and Labrador
- NL Community-based Recreation organizations
- Aboriginal Sport and Recreation Circle of Newfoundland and Labrador

Arts and Culture:

- Professional Arts organizations
- Professional Artists
- Indigenous Organisations
- Memorial University
- Community Heritage Organisations
- Music NL

Strategic Issues

Strategic Issue 1: Tourism Sector Recovery

Due to the COVID-19 pandemic, the tourism sector in Newfoundland and Labrador was severely impacted like other countries in the world. A renewed plan for marketing and product development, supported by market research, will be needed to rebuild the tourism sector. TCAR, in partnership with industry, is developing a renewed tourism strategy. TCAR will work collaboratively with leading tourism stakeholders, including Hospitality NL, to navigate the current pandemic and plan accordingly in the short-term to focus on rebounding, rebuilding and recovering the provincial tourism industry. This collaboration is essential to ensure priorities are aligned and collective efforts are made to focus on recovery in the tourism sector in all regions. Additionally, TCAR will work to ensure that federal and provincial tourism investments are strategic and harmonized.

Newfoundland and Labrador's unique geography and population density will be a strength during this recovery. Highest level of comfort for future travel will be associated with uncrowded spaces, hiking, walking, coastal sightseeing, culinary experiences, and similar attractions. The following goals and objectives will show the progress on this commitment.

Goal

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation, will have supported the tourism industry with recovery from the impacts of the global pandemic.

Goal Indicator

- Increased engagement in tourism activities with key stakeholders and organizations across the province
- Conducted marketing activities to generate demand in the tourism sector

- Pursued opportunities in the tourism sector
- Supported the tourism sector through various programs
- Improved non-resident visitation and spending over 2020 levels

Objective 2020-2021

By March 31, 2021, the Department of Tourism, Culture, Arts and Recreation will have collaborated with stakeholders to develop a renewed tourism strategy.

Indicator

- Conducted research and engaged tourism stakeholders
- Developed priorities and action items
- Commenced implementation of priority action items
- Continued activities in support of tourism in the province

Objective 2021-2022

By March 31, 2022, the Department of Tourism, Culture, Arts and Recreation will have continued to implement priorities from the renewed tourism strategy.

Objective 2022-2023

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation will have implemented actions to rebuild tourism sector affected by the COVID-19 pandemic.

Strategic Issue 2: Support the Arts and Heritage Sector

Guided by the **Historic Resources Act**, the **Status of the Artist Act** and the Cultural Action Plan (2019), TCAR will continue to support Newfoundland and Labrador's arts and heritage sectors. The Cultural Action Plan recognizes the significant contribution culture makes to the lives of Newfoundlanders and Labradorians and the importance of supporting our artists, cultural practitioners and sector organizations in developing a prosperous sector. TCAR will collaborate with the cultural Crown entities, cultural sector organizations, community organizations, artists, and cultural practitioners over the next three years to continue to implement the priorities of the Plan.

The cultural sector in Newfoundland and Labrador has been heavily impacted by the unprecedented COVID-19 pandemic in 2020. Performance venues were unable to open which impacted the ability of organizations to generate revenue and the ability of artists to make a living. Professional artists in the 'Gig Economy' faced the loss of performance opportunities (both within and outside the province) and associated income. Many major festivals/events were cancelled completely and some attempted to move to a temporary digital format. Museums/historic sites either remained closed or opened with limited capacity/hours, which all directly resulted in a significant loss of revenues. In addition, cultural facilities that did open faced the loss of out of province travellers, who make up a large portion of the visitation to many cultural facilities across the province.

TCAR will undertake initiatives and will work with stakeholders to analyse the situation during pandemic, to determine the impact to the sector and identify required needs for future recovery and post recovery phases.

Goal

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation will have enhanced its support to the cultural industries in Newfoundland and Labrador.

Goal Indicator

- Provided support to the professional artists and musicians
- Provided funding under the Cultural Economic Development Program
- Preserved, protected and operated government's cultural infrastructure
- Continued partnerships with Arts and Heritage stakeholders

Objective 2020-2021

By March 31, 2021, the Department of Tourism, Culture, Arts and Recreation will have supported the cultural industries by advancing the priorities of the Cultural Action Plan.

Indicator

- Undertook priorities of the Cultural Action Plan
- Held Cultural Action Plan committee meetings
- Collaborated with Federal/Provincial/Territorial partners
- Participated in partnering activities with stakeholders/entities for cultural support and development
- Provided funding under the Cultural Economic Development Program
- Operated Government owned cultural facilities

Objective 2021-2022

By March 31, 2022, the Department of Tourism, Culture, Arts and Recreation will have continued leading implementation and monitoring progress on the Cultural Action Plan.

Objective 2022-2023

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation will have supported increased activity in cultural sector for Newfoundland and Labrador.

Strategic Issue 3: Healthy Active Living Action Plan

The COVID-19 public health emergency has had a significant impact on the recreation and sport sector. Sport and recreation are activities that residents of all ages participate in, which provide physical, mental, emotional and social health benefits to individuals. COVID-19 resulted in a halt of many sport activities and altered recreational activities of individuals. While some recreation and sport activities have resumed with public health measures in place, there is uncertainty for organizers and participants, given there is still so much unknown with respect to COVID-19. Individuals have ongoing apprehension with the resumption of sport activities, even when public health measures are in place, resulting in reduced registration and enrollment. The pandemic has resulted in disruptions in the sport delivery system including the postponement and cancellation of sport competitions and events; team practices/ training; and team travel.

The pandemic has affected activities such as summer day camps; skating and hockey programs in arenas; older adult card games and club activities; recreational sport initiatives; afterschool programs; as well as yoga, dance and fitness activities. Facilities and programs are facing increased expenditures and reduced revenues. Therefore we will keep ourselves abreast and will work with stakeholders on the challenges to ensure that post-pandemic, recreation and sport facilities are in a position to exist.

We recognize the importance that a healthy active lifestyle has on the physical, social and mental well-being of individuals. TCAR will develop and implement a Healthy Active Living Action Plan, in collaboration with the recreation and sport sector. The Action Plan will guide and stimulate coordinated policies, practices, programs and initiatives that will facilitate the health and well-being of residents of Newfoundland and Labrador, and the communities in which residents live, learn, work and play.

Goal

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation will have led the development and implementation of a Healthy Active Living Action Plan.

Goal Indicator

- Developed a Healthy Active Living Action Plan
- Collaborated with key recreation and sport partners on development initiatives
- Provided support to recreation and sport stakeholders of the department

Objective 2020-2021

By March 31, 2021, the Department of Tourism, Culture, Arts and Recreation will have engaged with key stakeholders for the development of a Healthy Active Living Action Plan.

Indicators

- Conducted an online questionnaire
- Gathered key stakeholder input
- Developed priorities and action items to promote healthy active living

Objective 2021-2022

By March 31, 2022, the Department of Tourism, Culture, Arts and Recreation will have commenced the implementation of a Healthy Active Living Action Plan.

Objective 2022-2023

By March 31, 2023, the Department of Tourism, Culture, Arts and Recreation will have continued implementation and monitored progress of a Healthy Active Living Action Plan.

