

Department of Tourism, Culture and Recreation



Annual Performance Report for Fiscal Year 2009-10



September 30, 2010

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PAPER

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the fiscal year of the Government of Newfoundland and Labrador

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FRONT COVER IMAGE

Fireworks in Brigus ©Department of Tourism, Culture and Recreation

Department of Tourism, Culture and Recreation



Annual Performance Report for Fiscal Year 2009-10

September 30, 2010

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From the Minister



As Minister responsible for the Department of Tourism, Culture and Recreation (TCR), I am pleased to submit the *Annual Performance Report for Fiscal Year 2009-10*.

This report is submitted in accordance with the Department's obligation as a category one entity under the *Transparency and Accountability Act*. It was prepared under my direction, and as Minister I am accountable for the results reported herein.

As required, this annual performance report demonstrates, with indicators and measurable results, how the Department has performed during the fiscal year 2009-10 in addressing the priority issues identified in The Department of Tourism, Culture and Recreation Strategic Plan 2008-2011

(www.tcr.gov.nl.ca/tcr/publications/2008/StrategicPlan2008-11.pdf). These priority issues are: 1) implement the

Recreation and Sport Strategy; 2) make Arts and Culture

Centres more relevant and accessible; 3) Strategic Cultural Industries opportunities; 4) preserving and protecting our Tangible and Intangible Cultural Heritage; and 5) enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination.

Our mandate is to support sustainable economic growth in the tourism and cultural industries, support the arts and foster creativity, preserve the province's cultural heritage and historic resources and recognize their importance, and promote participation in recreation and sport, and support sport development. This report outlines the Departmental activities and policy directions which support our mandate, strategic goals and objectives. It includes an overview of the Department, and highlights the key statistics, the accomplishments and outcomes of our strategic objectives for 2009-10. Further, it identifies new opportunities and challenges for the coming fiscal year 2010-11.

The Department of TCR markets and promotes our province, supports the development of quality tourism products and experiences, provides visitor services, operates major heritage, cultural and recreation and sport facilities, and supports a province-wide network of organizations and volunteers in tourism, the arts, cultural heritage, recreation and sport. Together, we work to improve and enhance the quality of life of our citizens and visitors alike.

We are also the face of our province to the world. In 2009-10, through such special events as *Celebrating Bartlett 2009* and the Vancouver 2010 Olympic and Paralympic Games, the Department of TCR and its partners continued to tell the story of the passion, strong will and determination that defines our province's character. We will continue to strive to keep provincial, national and international attention positively focused on Newfoundland and Labrador.

A handwritten signature in black ink that reads "Terry French".

TERRY FRENCH, M.H.A.
Conception Bay South
Minister

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List of Abbreviations

ACCs	Arts and Culture Centres
ACI	Association of Cultural Industries
ACOA	Atlantic Canada Opportunities Agency
ACTP	Atlantic Canada Tourism Partnership
AHI	Association of Heritage Industries
ANLA	Archives Association of Newfoundland and Labrador
ATIPPA	Access to Information and Protection of Privacy Act
BCP	Business Continuity Planning
BRE	Business Retention and Expansion
CASSIE	Canadian Advertising Success Stories (award)
CBC	Canadian Broadcasting Corporation
CEDP	Cultural Economic Development Program
CFLRI	Canadian Fitness and Lifestyle Research Institute
CTC	Canadian Tourism Commission
DCH	Department of Canadian Heritage
DL	Destination Labrador
DMOs	Destination Marketing Organizations
DTTA	Discovery Trail Tourism Association
EIP	Equity Investment Fund
FPT	Federal/Provincial/Territorial
FPTTI	Federal-Provincial-Territorial Culture/Heritage and Tourism Initiative
GS	Government Services (Department of)
HFNL	Heritage Foundation of Newfoundland and Labrador
HNL	Hospitality Newfoundland and Labrador
HPI	Historic Places Initiative
HRLE	Human Resources, Labour and Employment (Department of)
HSC	Health and Community Services (Department of)
HSMAI	Hospitality Sales and Marketing Association International
ICC	Inter-Departmental Coordination Committee (Recreation and Sport)
ICE	Innovation, Creativity and Enterprise advertising awards
IM	Information Management
INTRD	Innovation, Trade and Rural Development (Department of)
ISRC	Interprovincial Sport and Recreation Council
LTAD	Long-Term Athlete Development Model
MANL	Museum Association of Newfoundland and Labrador
MMDC	Marble Mountain Development Corporation
MUN	Memorial University of Newfoundland and Labrador
NAIG	North American Indigenous Games
NGOs	Non-Government Organizations
NLAC	Newfoundland and Labrador Arts Council
NLFDC	Newfoundland and Labrador Film Development Corporation
NLTMC	Newfoundland and Labrador Tourism Marketing Council
NSP	Northern Strategic Plan

OCIO	Office of the Chief Information Officer
PAO	Provincial Archaeology Office
PAP	Publishers Assistance Program
PARC	Physical Activity and Recreation Committee
PHCB	Provincial Historic Commemorations Program
PHS	Provincial Historic Sites
PSOs	Provincial Sport Organizations
RInC	Recreation Infrastructure Canada
RNL	Recreation Newfoundland and Labrador
SCC	Special Celebrations Inc.
SNL	Sport Newfoundland and Labrador
SSNL	School Sport Newfoundland and Labrador
TCR	Tourism, Culture and Recreation
TODS	Tourist-Oriented Directional Signage
TW	Transportation and Works (Department of)
VANOC	Vancouver Organizing Committee for the 2010 Olympic & Paralympics
VICs	Visitor Information Centres

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From the Minister

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GOVERNMENT ENTITY OVERVIEW

Key Statistics

The Department of TCR had 163 permanent employees; 422 temporary staff, both full and part time (clerks, theatre ushers and assistants, technicians, site interpreters, lifeguards and swimming instructors); 57 seasonal and 21 contractual employees.

This total staff complement of 663 was composed of 222 male and 441 female employees. The Department has a high ratio of female-to-male directors (8:3) and is cognizant of, and seeks to apply gender-based analysis in the recruitment, training and retention of all employees and in the selection of members of boards, advisory and working groups associated with the Department. The Department also has a large proportion of specialized professional and technical workers.

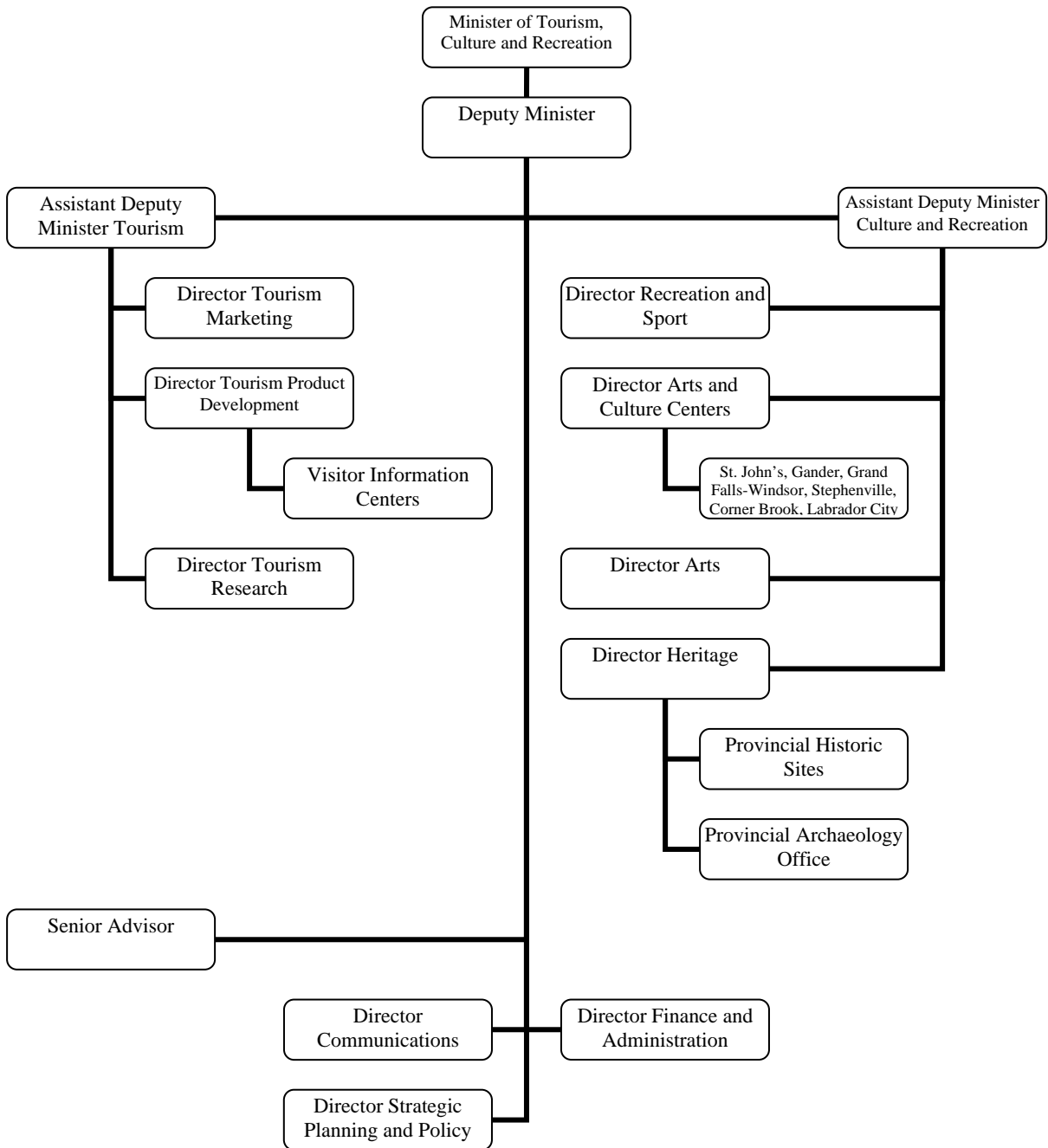
More than 66% of the Department's workforce was located outside the Avalon Peninsula in 2009-10. Communications and engagement of regional staff has been identified as a priority. Changing demographics and labour supply, especially in rural areas where many of these facilities are located, was a continuing challenge in 2009-10.

As shown in the following figure, the Department of TCR is organized into two branches: 1) The Tourism Branch, which includes the divisions of Tourism Marketing, Strategic Tourism Product Development and Tourism Research; and 2) The Culture and Recreation Branch which is composed of the Arts Division, the Cultural Heritage Division, the Arts and Culture Centers Division and the Recreation and Sport Division.

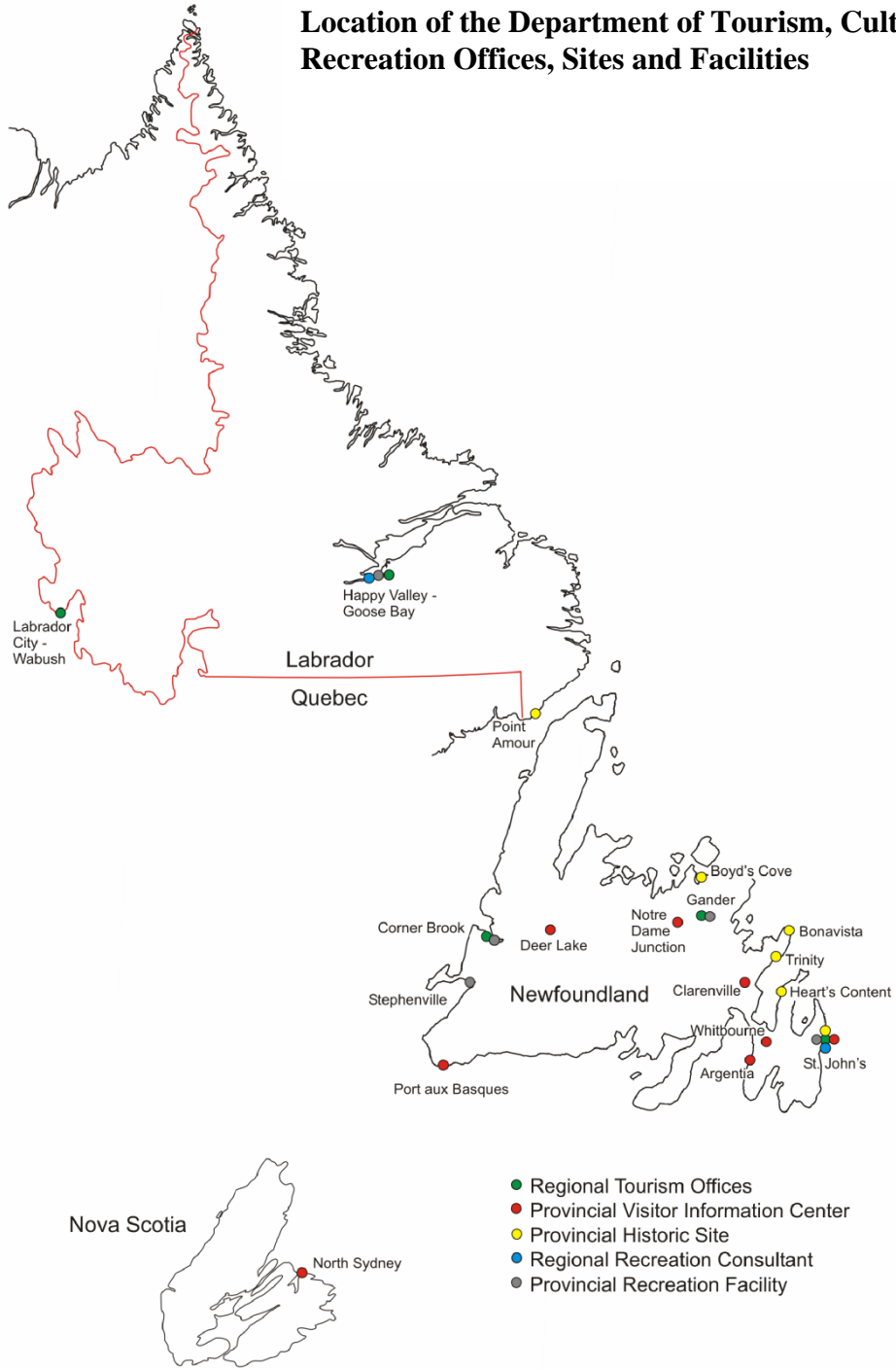
Physical Location

The Department remains one of the province's largest operators of public facilities including seasonal tourism and heritage infrastructure, year-round recreation and sport facilities and arts infrastructure. As shown in the following map, most of these facilities are located in rural areas of the province and are an important source of employment and community leadership and development.

Organization of the Department of Tourism, Culture and Recreation



Location of the Department of Tourism, Culture and Recreation Offices, Sites and Facilities



Description of Revenues and Expenditures

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 Revenue Fund for the year ended March 31, 2010. In 2009-10, the Department's total net expenditures were \$63,988,927. The Department's programs by expenditures for the fiscal year 2009-10 are highlighted below. Appendix A contains the Department's unaudited Statement of Revenues and Expenditures.

2009-10 Budget Highlights

The province's tourism, culture, and heritage industries are key economic generators in the province's urban and rural regions. Key investments for each Division included:

Tourism

- An additional \$1 million for tourism marketing, which more than doubles the annual tourism marketing budget to \$13 million – from \$6 million in 2004; and,
- \$150,000 to continue tourism season extension projects in the Discovery Trail and Viking Trail regions of the province.

Culture and Heritage

- \$350,000 in additional funding to support ongoing revitalization of Provincial Historic Sites (PHS);
- \$250,000 for cultural export programming, an initiative previously announced in August 2008 to cover the financial gap left by the elimination of key federal cultural export programming;
- \$150,000 in new funding for heritage organizations, project funding and professional development through the Cultural Economic Development Program (CEDP), bringing the total annual budget for the heritage component of this program to \$1.2 million;
- \$700,000 committed to support the Newfoundland and Labrador Film Development Corporation's operating budget – an increase of \$100,000; and,
- \$135,000 committed to the annual Arts and Letters Awards competition's annual budget – an increase of \$25,000.

Recreation and Sport

- \$200,000 in additional operational support to sports organizations, federations and initiatives designed to increase participation in recreation and sport activities;
- \$200,000 in additional funding for community recreation programming, bringing the total annual budget to \$600,000;
- \$75,000 for initiatives to promote physical activity among under-represented groups, such as girls, women, and individuals with disabilities;
- \$50,000 to improve coaching capacity in the province;
- \$50,000 in further support to the Regional Recreation Directors Program
- \$50,000 to support provincial sports organizations in their efforts to bring more Atlantic, national and international tournaments to Newfoundland and Labrador;
- \$25,000 to establish a provincial alliance/advisory group representing recreation, sport and physical activity stakeholders; and,

- \$25,000 for the KidSport program, which helps disadvantaged youth pay for involvement in sports programming.

In Budget 2009-10, Provincial Government support to Labrador was a continuing priority through the Northern Strategic Plan. Key investments were:

- \$465,000 for the Labrador Winter Games, bringing the total to \$500,000
- \$150,000 provided to Destination Labrador to promote Labrador in key national and international markets, to assist tourism operators and to help ensure visitors receive top quality services and experiences.

Budget 2009-10 included expenditures on special events and related initiatives.

- \$2,216,000 to support Cupids400
- \$1.6 million to support NL's participation in the 2010 Olympic and Paralympic Games (\$1.5 million from 2007-08 fiscal year as a fee to be a part of the Contributing Province/Territory program. (The Contributing Province/Territory Program, through VANOC, the Vancouver Olympic Committee, offered a structured avenue for all provinces and territories to participate in the 2010 Winter Games).
- \$750,000 to support the JUNOs (Canada's Music Awards); \$200,000 to the Host Planning Committee Funding; and \$75,000 to the City of St. John's for the George Street live segments of the JUNOs broadcast.

Lines of Business (2009-10)

Recreation and Sport

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

Contemporary Arts

The Contemporary Arts Division of the Culture Branch provides financial assistance to artists through the Newfoundland and Labrador Arts Council (NLAC), support to the film industry through the Newfoundland and Labrador Film Development Corporation (NLFDC) and support to the music community through Music NL. It encompasses supporting artistic expression of the province's unique and diverse culture through all forms of artistic endeavour, and sustaining dynamic and diverse cultural industries, including cultural export. Programs include: the arts component of the Cultural Economic

Development Program (CEDP), Publishers Assistance, Cultural Events, the Arts and Letters Awards and Partnership and Industry Development.

Arts and Culture Centers

The province's six Arts and Culture Centers are platforms for the celebration and preservation of the unique artistry and culture of the province and stages on which to present the best of artistic talent from elsewhere to the people of Newfoundland and Labrador. Program areas are: Provincial Touring, Client Rentals and Community Outreach and Resources.

Heritage

Cultural Heritage seeks to protect, preserve and interpret the province's cultural heritage in association with the Heritage Foundation of Newfoundland and Labrador (HFNL), and provides attractions and infrastructure in support of education and the tourism industry. Programs include: Provincial Historic Sites (PHS), the Provincial Archaeology Office (PAO), Designation and Commemorations, Sustaining Grants, Heritage Grants and the heritage component of the Community Economic Development Program (CEDP).

Tourism Marketing

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

Strategic Tourism Product Development

Strategic Tourism Product Development consists of working with the tourism industry to develop high-quality, competitive products and experiences, and a professional tourism industry. Programs include: Visitor Services (including Visitor Information Centers – VICs) and Strategic Product Development (including Regional Services and Outdoor Product Development).

Tourism Research

The Tourism Research Division is responsible for ensuring accessible, timely, high-quality market intelligence and research relevant to future planning and growth of the tourism sector in Newfoundland and Labrador. This includes developing and implementing a research strategy and plan that provides industry and government with relevant and timely information and analysis and establishing performance indicators to annually measure the success of Tourism Vision 2020.

Executive Support

Communications

The Communications Division provides strategic communication and support to the Minister of Tourism, Culture and Recreation, and coordinates communications for all the Department's branches. This includes, with support from the Office of the Chief

Information Officer (OCIO) and an inter-departmental web committee, the ongoing maintenance of the Department's website.

Finance and Administration

The Finance and Administration Division is responsible for the financial and administrative support for the Departments of Tourism, Culture and Recreation, and Environment and Conservation.

Strategic Planning and Policy

This Division is responsible for the Department's planning and reporting functions as outlined under the *Transparency and Accountability Act* including the Department's multi-year strategic plan, operational plan, annual report, and performance contract. It implements work plan processes, supports learning and development, and provides updates to the legislative agenda. The Division prepares Departmental responses to requests under the *Access to Information and Protection of Privacy Act*, the Red Tape Reduction Initiative and Business Continuity Planning. It develops information management (IM) plans, policies and procedures. It also coordinates intra-Departmental and intra- and inter-governmental policy, planning and program evaluation.

Other

Special Events

The Government of Newfoundland and Labrador through the Department of Tourism, Culture and Recreation is providing support to such special events as Cupids400 and the Juno Awards in 2010. In 2009-10, Government provided support for *Celebrating Bartlett 2009* as well as Newfoundland and Labrador's contributing partnership in the Vancouver 2010 Olympic and Paralympic Winter Games. This was part of a broader strategy to develop more creative communities and regions, and is consistent with the goals outlined in the Provincial Government's cultural plan, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (Government of Newfoundland and Labrador, 2006). The Special Events Division also supported the Royal Visit in 2009.

Vision

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

Mission

By 2011, the Department of TCR will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased

participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

MINISTERIAL ENTITIES AND SHARED COMMITMENTS

Ministerial Entities

The Department is accountable for seven public entities that must also report annually as required under the Transparency and Accountability Act. These include The Rooms Corporation (a Category One entity); Newfoundland and Labrador Film Development Corporation, and the Marble Mountain Development Corporation (both Category Two entities) which all provide independent annual reports to the House of Assembly upon approval of the Minister of TCR.

The remaining Category Three entities and are required to provide an annual activity report, only if they are active in the preceding year. These include The Newfoundland and Labrador Arts Council (NLAC) and The Heritage Foundation of Newfoundland and Labrador (HFNL). A description of these active entities is found in Appendix B.

Two new Category Three public entities have been created: (1) The Newfoundland and Labrador Sports Centre and (2) The Provincial Historic Commemorations Board. The Commemorations Board will develop its first activity plan in 2010-11, and the NL Sports Centre will develop one when its Board is in place. A description of these entities is found in Appendix B.

The inactive Newfoundland and Labrador Tourism Marketing Council and the Special Celebrations Corporation (Category Three entities) were dissolved in 2009-10.

Shared Commitments

The Department of TCR collaborates with other provincial and federal departments, agencies, boards, committees, and sector stakeholders to help meet Government commitments, to provide better services to our customers, to access additional resources, and to enable our clients and stakeholders to have input into our programs and services. In some cases, these entities deliver programs on the Department's behalf for the benefit of the province's citizens.

Recreation and Sport

Access and Participation: Following the Recreation and Sports Strategy's six Key directions, the Department of TCR works in partnership with Recreation Newfoundland and Labrador (RNL), School Sports Newfoundland and Labrador (SSNL) and Sport Newfoundland and Labrador (SNL) to increase the physical and recreational activities of our citizens, and to achieve excellence in sport on the national and international stage. The Department also works with another 45 Sport Organizations (PSOs) and about 300 town councils and recreation committees to advance sport, recreation and active living in the province.

Health and Wellness: Following Government's strategic direction, the Department of TCR is focusing on physical activity, sport and recreation participation in order to help promote health and prevent disease across all age groups. In 2009, the Department of

TCR continued to work with the Inter-Departmental Committee for the implementation of Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador (Active, Healthy NL). In addition to the Departments of Health and Community Services (HSC) and Education, the Department of Human Resources, Labour and Employment (HRLE) was formally added to this Committee, thus strengthening linkages with The Poverty Reduction Strategy (2005).

Federal-Provincial-Territorial (FPT) Ministers Responsible for Sport, Physical Activity and Recreation: The Conference of Ministers is the primary vehicle for Ministers to identify priorities, make policy decisions and provide direction to FPT officials for collaborative work. In 2009, the Ministers re-committed to the 2008 pan-Canadian physical activity targets for children and youth, and issued a joint policy statement aimed at enhancing collaboration and a commitment to increase physical activity levels for children and youth.

Bilateral agreements have been negotiated between federal and all Provincial/Territorial (P/T) governments since 2005 to increase participation in sport, Aboriginal sport and NAIG travel (ongoing). P/T Ministers also recognized that the Recreation Infrastructure Canada (RInC) program, announced as part of Canada's Economic Action Plan in Budget 2009, was an excellent contribution and that they would welcome a dedicated infrastructure program for sport and recreation facilities.

Culture (Arts and Heritage)

Cultural Connections: The Departments of Education and TCR through the Cultural Connections initiative has concentrated on incorporating the arts in the school curriculum to fulfill Government's strategic directions to preserve, strengthen and celebrate our culture, cultivate creativity, and recognize and support our artists. In 2009-10, the Arts Work Conferences (now known as Arts Workshops) became more regional in scope and were hosted by school districts and connected Arts/Social Studies teachers with local artists and cultural bearers.

In 2009-10, Cultural Connections continued efforts to incorporate tangible and intangible cultural heritage and heritage professionals and tradition bearers into curriculum and community-school linkages. Regional summits are scheduled for 2010 and are being organized and hosted at least in part by local heritage groups.

Support for Cultural Plan/Cultural Industries: The recognition and support of artists and the development of sustainable creative enterprises and cultural industries are strategic directions that require partnerships with various partners, including:

- The Newfoundland and Labrador Arts Council (NLAC)
- The Association of Cultural Industries (ACI) and the Music Association of Newfoundland and Labrador
- The Newfoundland and Labrador Film Development Corporation (NLFDC)
- The Department of Innovation, Trade and Rural Development, (INTRD), the Department of Canadian Heritage (DCH) and the Atlantic Canada Opportunities

Agency (ACOA), which form the Bi-Lateral Cultural Initiatives Committee to ensure collaboration and alignment of efforts.

- The Inter-Governmental (Federal-Provincial) Committee on Cultural Initiatives
- The Arts and Heritage Committees of the Cultural Economic Development Program (CEDP) to assess applications.
- Hospitality Newfoundland and Labrador (HNL)

Cultural Legislation, Policy and Regulatory: As a regulatory agency and as part of the Department of TCR, the Provincial Archaeology Office (PAO) is instrumental in meeting the strategic direction that the province's distinctive tangible heritage is preserved, protected and strengthened. It has shared commitments with, and is represented on the government's Environmental Assessment Committees through the Department of Environment and Conservation. The PAO continues to work with The Rooms Provincial Museum and Memorial University (MUN) to preserve and interpret the province's archeological sites through the Directed Research Program and the Graduate Student Research Program.

In 2009-10, the PAO also worked closely with the Geological Survey of Newfoundland and Labrador (Department of Natural Resources) toward the development of new Paleontological Regulations. The PAO also is involved extensively with the government's land claim negotiations with Aboriginal peoples through the Departments of Justice and Labrador and Aboriginal Affairs.

Heritage Preservation and Management: Toward the protection and promotion of Provincial heritage, the Department of TCR maintains partnerships and working relationships with a number of governmental departments, agencies and committees, including:

- The Heritage Foundation of Newfoundland and Labrador (HFNL) to preserve, strengthen and celebrate the tangible and intangible heritage
- The Association of Heritage Industries (AHI), including such associations as the Museum Association of Newfoundland and Labrador (MANL) and the Archives Association of Newfoundland and Labrador (ANLA)
- The Departments of Transportation and Works, Municipal Affairs and INTRD, who are called upon, where appropriate, to assist in policy development.

A key Government commitment in heritage preservation is the review of the *Historic Resources Act*. Adopted in 1985, the current Act lacks direction for new developments in cultural resource conservation and management which necessitates a new approach. This research and the development of a new Act will require broad shared commitments from all levels of government and numerous public and private stakeholders.

Recognition of and Support for Artists: The Newfoundland and Labrador Arts Council (NLAC) helps to promote awareness of, and support to, artists and cultural professionals through its awards program, grants to artists and arts organizations, and through advocacy and communications.

The Department of TCR is working with the NLAC and other partners and stakeholders including the business community to develop more private sector partnerships and involvement and investment in the arts.

In 2007, a Minister's Advisory Committee on the Status of the Artist was established composed of seven members representing the visual arts, theatre arts, the literary sector, the Association of Cultural Industries (ACI) and the Department of TCR. This committee, which ended in early 2009, was tasked with examining and making recommendations on the development of an Artist's Code and other possible associated legislation, policies and programs in order to recognize and promote the value of artists to our economy and culture, and to improve the conditions under which artists work and live. The drafting of the Artist's Code is expected in 2010-11.

Federal-Provincial-Territorial Ministers Responsible for Culture: In 2008 the Provincial-Territorial (P/T) Ministers discussed the Federal Government's role in funding culture; and the renewal of the Historic Places Initiative (HPI). These issues address the Department of TCR's Strategic Directions to recognize and provide support to artists, develop sustainable creative enterprises and cultural industries, and preserve, protect and strengthen tangible heritage. P/T Ministers have:

- Encouraged the federal government to reverse its decision to reduce the investments in important cultural programs;
- Urged the federal government to work with provinces and territories on solutions to support cultural development; and
- Called upon the Government of Canada for continued financial support of the HPI and to maintain and grow the Canadian Register of Historic Places and to develop and promote national conservation Standards and Guidelines.

In 2009-10, work continued on Phase Two of the Federal-Provincial-Territorial Culture/Heritage and Tourism Initiative (FPTTI), which is a partnership of all provincial and territorial ministries responsible for the arts, culture and heritage and the federal Department of Canadian Heritage. Areas of focus and collaboration are: 1) Research and Analysis; 2) Government Collaborations; and 3) Stakeholder Communications. Cultural Tourism Initiatives in Trinity have formed part of the case study research. FPT Ministers will meet next in August 2010 in St. John's, NL where this province will report on approaches to cultural tourism in this jurisdiction.

Tourism

Private Public Partnership

Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (Vision 2020) establishes a number of priorities and broad actions to guide the development of the Province's tourism industry over the next decade, including seven strategic directions to build this sector and increase its economic value. The establishment of the Newfoundland and Labrador Tourism Board, with representation from both government and industry, was announced June 3, 2009. The Board's creation is the most important first step

towards implementing the new Tourism Vision and is the vehicle through which Government and industry will implement the seven strategic directions of the Vision.

In recognition that linkages among all government departments and agencies (as well as industry and communities) are vital to our future success in tourism, the Tourism Vision calls upon all government departments and agencies with tourism-related mandates to strategically align and integrate to achieve its declared target of doubling tourism revenues by 2020.

As part of implementing the Tourism Vision, in 2009-10, the Department of TCR is working with:

- Destination Management Organizations (DMOS) to reduce duplication of effort and build on the provincial brand;
- Department of Transportation and Works (TW) and the Department of Government Services (GS) to coordinate and implement the new Highway Signage Policy;
- Departments of Business (lead) and the Department of TW in improving air access; and with TW to improve provincial and inter-provincial ferry service

Uncommon Potential Seven Strategic Directions

1. Private Public Leadership – A Partnership for Tourism Growth & Development
2. Sustainable Transport Network – A Transportation Strategy to Grow Our Industry
3. Market Intelligence & Research Strategy – A Framework for Accessible & Timely Research
4. Product Development – Delivering Strategic & Sustainable Traveler Experiences
5. Tourism Technology – Strengthening Our Information & Communications Technology
6. Marketing Our Brand – Building on the Success of Our Creative Marketing Campaign
7. Developing Our Workforce – Growing Our People for a Dynamic Industry.

Multi-Season Tourism: Developing and implementing an action plan for Cultural Tourism is one of the key focus areas of the strategic direction that Newfoundland and Labrador becomes a multi-season tourism destination. In 2009, a Cultural Tourism Advisory Committee composed of tourism, culture and tourism government and industry representatives formed to develop a draft Plan which will be submitted for approval later in 2010. The Department of TCR also partnered with Parks Canada and ACOA to develop a draft environmental scan on Aboriginal Tourism in the province.

Key partners in ensuring Newfoundland and Labrador achieves this strategic direction include: Hospitality Newfoundland and Labrador, Destination St. John's, the Western and Central Destination Marketing Organizations, Destination Labrador and other tourism associations, Cruise Association of Newfoundland and Labrador, Newfoundland and Labrador Snowmobiling Federation, Newfoundland and Labrador Outfitters Association, and Marble Mountain Development Corporation.

Other Partners and Initiatives: The Department has contributed to the Regional Collaboration Initiatives (led by INTRD and the Rural Secretariat), on the Department's Lines of Business and ways to work with the Department of TCR. Representatives of the Department of TCR also continued to serve as advisory members on the Board of the Cupids400 Inc.

Atlantic Canada Tourism Partnership (ACTP): This agreement is an important mechanism for addressing the key focus area of marketing Newfoundland and Labrador as a tourism destination, particularly in the United States and the United Kingdom. A new three-year partnership will take effect on April 1, 2009 and will expire on March 31, 2012. The overall value of the ACTP is \$19,950,000, over three years.

Canadian Tourism Commission (CTC): The Department of TCR participates with the CTC through Research, Tourism Marketing and Product Development to maximize investment in the province's target markets in Canada, the US and the UK. As such, it addresses the Government's Strategic Direction of Newfoundland and Labrador becoming a multi-season tourism destination. In 2009-10, the Department partnered with the CTC in programs focused on the 2010 Olympic and Paralympic Games.

Federal-Provincial-Territorial Ministers Responsible for Tourism: The Federal-Provincial-Territorial (FPT) Ministers responsible for Tourism met in 2009 to discuss a Federal Tourism Strategy, a National tourism revenue target, air access to Canada, and the impact of increased border security on the US market and the cruise industry.

These activities support the key focus area of marketing Newfoundland and Labrador as a tourism destination and Government's Strategic Direction in establishing the Province as a multi-season tourism destination. Key outcomes of this FPT meeting include: An agreement to work toward a national tourism revenue target of \$100 billion by 2015; and the opportunity for jurisdictions to have input into the development of the new Federal Tourism Strategy and to discuss opportunities and ideas to develop tourism potential.

2009-10 HIGHLIGHTS AND ACCOMPLISHMENTS

Recreation and Sport

Government's Recreation and Sport Strategy, *Active Health Newfoundland and Labrador*, embraces a vision of Newfoundland and Labrador in which "a vibrant and active population is safely participating in physical activity, recreation and sport at all levels for quality of life, improved health, enhanced social interaction, personal fulfillment and excellence, all within a system that is safe, equitable, ethical and accountable." Highlights and accomplishments in Recreation and Sport for 2009-10 included:

- Direct support to over 250 community recreation committees and town councils.
- A total of \$504,480 was provided for local community recreation through the 2009 Community Recreation Development Grant Program.
- \$200,000 for a new Seniors' Community Recreation Grant Program
- \$1.3 million was provided through the Community Capital Grants Program to support municipal recreation and sport infrastructure.
- Through a provincial investment of \$8.3 million, Government leveraged approximately \$7.5 million in additional federal funding under the Economic Stimulus funding through the Recreation Infrastructure Canada Program (RinC).
- \$100,000 to support the eight Regional Games across the Province gave youth aged 11-18, the opportunity to participate in multi-sport events in their regions.
- Team Newfoundland and Labrador enjoyed success at the 2009 Canada Summer Games in PEI, and achieved six medal wins.
- More than 400 participants and 25 communities participated in the 2010 Labrador Winter Games which also showcased the culture of Labrador.
- Over 1300 participants from eight regions across the province, as well as Saint-Pierre et Miquelon took part in the 2010 Newfoundland and Labrador Winter Games held in Grand Falls-Windsor.

Heritage

The Government's strategic directions state that Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is to be "preserved, protected and strengthened" and that sustainable creative enterprises and cultural industries (including heritage industries) are to be developed. The Department of TCR supports this direction through programming, grants to heritage organizations, policy development, research, special events and partnership. Highlights and accomplishments in Heritage for 2009-10 included:

- An additional \$1.8 million was contributed to the construction of the Cupids400 Legacy Centre, bringing the Province's total commitment to the Celebration and related infrastructure to over \$3.8 million.
- First World War Servicemen with No Known Graves were honoured on the 93rd anniversary of the Battle of Beaumont Hamel with the unveiling exact replicas of the three bronze plaques bearing the names of 820 fallen members of the Royal Newfoundland Regiment, the Royal Naval Reserve, and the Mercantile Marine which are located at Beaumont Hamel in France. A total of \$384,000 was provided in support of this initiative.

- The erection of a memorial in Hebron for residents relocated from this northern Labrador Inuit community in 1959.
- Hearts Content, the landing site for the first successful trans-Atlantic submarine telegraph cable in 1866, was named the co-recipient of the Telecom Laureate Special Recognition award for 2009 and was inducted into Canada's Telecommunications Hall of Fame.
- The inaugural designations were made under the Provincial Historic Commemorations Program. In the category of Tradition Bearer, Kelly Russell was recognized for contributions through his traditional music; and Dildo Island as a Place of Provincial Significance for its 2,500+ years of occupation.
- \$45,000 was committed to the Directed Research Program in 2009-10. A total of 34 new archaeological sites were discovered and areas cleared for cabin development in Halls Bay and Notre Dame Bay.
- Receipt by The Rooms Corporation of a corporate gift of \$2.5 million from Husky Energy for The Rooms "Open Minds Program" – the largest gift ever presented to a cultural institution in Atlantic Canada.
- Restorative work at the Colonial Building included architectural design, a detailed Historic Structures Report and the consolidation, cleaning and restoration of the two ceiling murals. In 2009-10, the Provincial Government committed approximately \$3.5 million to the total Colonial Building restoration project.

Arts

Many advances have been made toward fulfilling Government strategic directions which state that "the province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support" and that "Sustainable creative enterprises and cultural industries (including heritage industries) are developed." Highlights in the Arts for 2009-10 included:

- The production and broadcast of *Republic of Doyle*, a new CBC television series filmed entirely in Newfoundland and Labrador. At its peak production, 120 actors and crew members, and 180 extras were involved. The series has more than \$11 million in projected economic spin off activity, and has been very well received in the province as well as the rest of Canada. The debut episode attracted nearly one million viewers, the highest ratings ever recorded for a new CBC Television drama.
- More than 90 of the province's artists performed at the 2010 Olympic and Paralympic Games throughout Vancouver and Whistler. *Cultural Olympiad 2010* – a series of multi-disciplinary festivals and digital programs showcased Newfoundland talent, including *Fear of Flight* by Artistic Fraud.
- The theatre in the Corner Brook Arts and Culture Centre was renamed, in honour of local music director Gary Graham.
- The province's newest performance space was opened in Happy Valley-Goose Bay and was officially named in honour of the late Lawrence O'Brien, the former Labrador Member of Parliament who died in 2004.
- A total of \$750,000 was announced for infrastructure upgrades and equipment purchases for the six regional Arts and Culture Centers across the province.

- Summer theater festivals were supported through the cultural component of the CEDP, with an investment of \$243,000.

In 2009, local film makers who had works screened at such prestigious film festivals at the Sundance and Cannes festivals, included:

- *Crackie*, a feature film written and directed by Sherry White and produced by Jennice Ripley and Rhonda Buckley, as part of Telefilm Canada's *Perspectives Canada* screening series.
- *The Hall*, a short film written and directed by Stephen Dunne was screened during the *Short Film Corner* series.
- *Countdown*, a short film directed by Jordon Canning, was selected as one of the top 10 finalists in the 2009 National Film Board/Cannes *Short Film Corner* online competition.
- *Grown Up Movie Star*, a feature film written and directed by Adriana Maggs was premiered at the Sundance Film Festival, and was the first Newfoundland and Labrador filmmaker invited to screen at Sundance.

The Provincial Government also remained committed to the growth of our literary sector with funding provided through the NLAC, the Publisher's Assistance Program and the CEDP. Highlights of the literary sector's successes included:

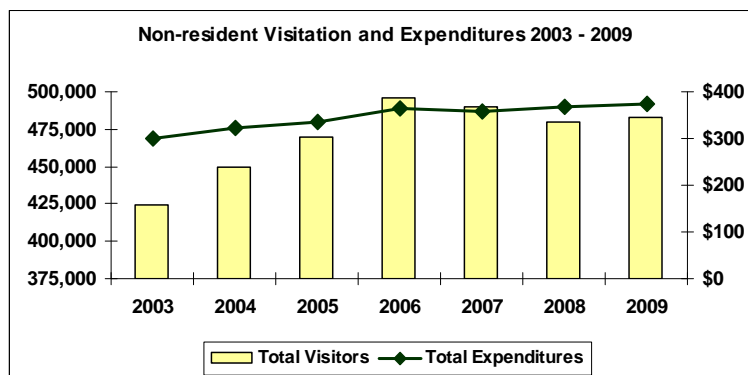
- Jessica Grant was the winner of the 2009 Winterset Award for her first novel, *Come, Thou Tortoise*;
- Michael Crummey's novel *Galore* was short listed for the 2009 Governor's Literary Award and was the winner of the 2010 Commonwealth Writers Prize for Best Book in Canada and the Caribbean. Lisa Moore, author of *February*, was also short listed in that same category;
- Randall Maggs was awarded the 2009 E. J. Pratt Poetry Prize and the 2010 Kobzar Literary Award for his book, *Night Work: The Sawchuk Poems*;
- Six titles locally published by Boulder Publications, Breakwater Books, Flanker Press, and Creative Book Publishing have been nominated for the 2010 Atlantic Book Awards.

Tourism

In 2009-10, the Department of TCR has had many successes in working toward the Government strategic direction that "Newfoundland and Labrador becomes a multi-season tourism destination." In terms of tourism performance, Newfoundland and Labrador bucked the national trend, reporting strong visitation despite a worldwide recession and early concerns that 2009 would be a disappointing year.

In 2009, the province recorded an almost one per cent overall increase in visitation at a time when the national and international tourism industries felt the negative effects of the global recession. To the end of March 31, 2010, the province recorded a 7.8 per cent increase in non-resident visitation over the same period last year. As illustrated in the accompanying chart below, non-resident visitation to Newfoundland and Labrador has increased by 14 per cent (an average of two per cent annually) over the past six years. Tourism Highlights and Accomplishments included:

- The extension of the province’s successful: *For the Love of Newfoundland & Labrador* campaign into the fall and winter seasons, with all households receiving a promotional brochure.
- Initial implementation of the new Tourist-Oriented Directional Signage (TODS) Highway Signage System.
- Upgrades to the NL Tourism website (www.newfoundlandlabrador.com/maps) enable users to more effectively organize and plan their vacations.
- The introduction of the new Government and Industry Newfoundland and Labrador Tourism Board
- Renewal of the Atlantic Canada Tourism Partnership for a three year period.



Advertising Awards

The Department’s Tourism Branch won nine 2009 Innovation, Creativity and Enterprise (ICE) advertising awards, including Gold for its Television Campaign and Silver for several Television and Print Ads. The Province received a 2010 Canadian Advertising Success Stories (CASSIE - Gold) Award for the province’s *Fresh Air* Campaign, taking top honours in the Best Integrated and Best Insight categories and the unique “Get Carried Away” taxi promotion in downtown Toronto in August 2008.

The *Find Yourself Here* television campaign was awarded platinum at the Adrian Awards Gala, sponsored by Hospitality Sales and Marketing Association International (HSMIAI). Only 20 platinum winners were named from more than 1,100 entries during the awards ceremony in New York City. Government’s marketing efforts were also recognized with several Gold, Silver and Bronze Adrian Awards.

Since the inception of the *Find Yourself Here* Campaign in 2006, Newfoundland and Labrador’s tourism marketing efforts have received more than 70 industry awards. In January, the Province’s 2010 advertising campaign was launched with the debut of *Ancient Land*, the latest chapter in the province’s *Find Yourself Here* campaign – which for the first time features Labrador and the province’s Aboriginal heritage as the focus of provincial television tourism advertisement.

Special Events

Strategic Direction for Creative Communities and Regions of the Cultural Plan aims “To make our province’s arts and heritage accessible to everyone and to ensure that culture is seen as something with which the whole of society can identify and engage, and from which we can all derive benefit.” Special Events highlights in 2009-10 included:

- The welcoming of the *Bowdoin*, the last working Arctic expeditionary schooner as a part of the *Celebrating Bartlett 2009* – the 100th anniversary of Captain Bob Bartlett’s 1909 voyage with Admiral Robert Peary to the North Pole. The Department of TCR contributed \$375,000 for these celebrations.
- The Prince of Wales and the Duchess of Cornwall’s trip to Newfoundland, and their tour of Cupids, site of 2010’s Cupids 400 Celebrations, and Brigus, home of Captain Bob Bartlett. The Department of TCR contributed around \$79,000 for these celebrations.
- The 2010 Olympic Torch Relay which visited 42 communities throughout the province and community celebrations in Wabush/Labrador City, Happy Valley-Goose Bay, St. Anthony, St. John’s, Clarenville, Grand Falls-Windsor, Corner Brook and Channel-Port aux Basques.
- \$3.1 million commitment to activities designed to support Canadian athletes and showcase Newfoundland and Labrador on the world stage at the 2010 Olympic and Paralympic Games.
- Atlantic Canada House was named one of the three “must see” pavilions at the Olympics by *Vancouver Magazine*. Approximately 90 artists were invited to Vancouver to perform during the Olympic Games.
- Eight aboriginal youth from the province were among some 350 Aboriginal people from across Canada who welcomed the world to Vancouver, B.C. during the Opening Ceremonies of the 2010 Olympic Winter Games.
- February 26, 2010 was selected as Newfoundland and Labrador Day at the Olympics, and events took place in both Vancouver and the province, with regional community celebrations in St. John’s, Gander, Corner Brook and Happy Valley – Goose Bay.
- Media coverage of Newfoundland and Labrador’s Olympic activities had an estimated value of nearly \$10 million in advertising equivalency.

OUTCOMES OF OBJECTIVES

The following section presents the outcomes of objectives, fulfilling requirements outlined in the *Transparency and Accountability Act* to report to the people of Newfoundland and Labrador on progress during 2009-10, the second year of the Department of TCR's Strategic Plan 2008-2011.

Strategic Issue 1: Implement the Recreation and Sport Strategy

In 2007, the Government of Newfoundland and Labrador launched *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador*, with a view to improve the health and wellness of the people of the province. During the 2009-10 fiscal year, the Department of TCR has worked toward the 2011 goal of contributing to increased physical activity, health promotion and disease prevention. This has been done by implementing more priority actions of the Recreation and Sport Strategy. In doing so, the Department has also contributed to the strategic direction of government that "Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and have achieved excellence on the national and international stage."

More priority actions for 2009-10 are those identified as selected short-term measures associated with the Recreation and Sport Strategy's Six Key Directions and Goals in contained the Strategy's "Implementation and Monitoring Framework." These are:

- Increase involvement and participation in recreation, sport and physical activity
- Significantly improve citizen access to recreation and sport opportunities
- Strengthen public sector support of recreation and sport especially through a revitalized Recreation and Sport Division and a more comprehensive, coordinated system of support;
- Provide and support opportunities for all citizens who wish to reach their highest potential in sport;
- Build human resource capacity; and
- Build capacity through infrastructure

Goal: By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy.

Objective: By 2010, have further advanced efforts to implement policies and priorities of the Recreation and Sport Strategy, especially those relating to increased physical activity.

Measure: Implemented more priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee, especially those relating to Physical Activity.

Indicator Reporting: Objective 2009-10:

- Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity and other aspects of health promotion implemented

- Priority recommendations of the Division Review being implemented
- Partnerships related to Divisional Review especially with those agencies dedicated to physical activity and other aspects of health promotion and disease prevention have been strengthened within government and with various NGOs
- Number of policies and plans in coordination with the Health Promotion and Wellness Branch of the Department of HCS to support increased physical activity and other aspects of health promotion and disease prevention developed
- Physical activity levels of children and youth (Target: increase).

Planned versus Actual Results for 2009-10 Indicators

Planned for 2009-10	Actual Performance 2009-10
<i>Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity and other aspects of health promotion implemented</i>	<ul style="list-style-type: none"> • Inter-departmental Coordination Committee (ICC) working groups created related to Health and Physical Activity Promotion, Disability Policy and Community Use of Schools/Schools Use of Community Facilities • Bi-Lateral Agreements for General Sport Development, Physical Activity and Healthy Eating implemented • New Recreation Grant for Seniors developed • Four regional recreation coordinators in place • NL games reviewed • Significant investment made in recreation and sport infrastructure made • Consultation for increased access and participation for under-represented groups begun • Special workshops and clinics held in Labrador to support enhanced Aboriginal sport participation • Long-Term Athlete Development Model (LTAD) advanced and LTAD Coordinator hired
<i>Priority recommendations of the Division Review being implemented</i>	<ul style="list-style-type: none"> • Review of <i>Options for Renewal Study</i> completed and General Directions confirmed and communicated • Detailed implementation plan for the near-term developed • Implementation initiated on priority recommendations and actions • Full HR review initiated • Terms of Reference for Strategic and Operational Review of provincial umbrella organizations drafted • Participation in Inter-Departmental Committee renewed and continued
<i>Partnerships related to Divisional Review especially with those agencies dedicated to physical activity and other aspects of health promotion and disease prevention have been strengthened within</i>	<ul style="list-style-type: none"> • ICC formally expanded with addition of HRLE • ICC Working groups created and priorities for physical activity and disease prevention selected for 2010-11+ • New Provincial Alliance for Physical Activity initiated and funded • New Advisory Committee in place for Long Term Athlete Development (LTAD) • Inter-Ministerial Committee pre-planning initiated • Joint assessment with Department of Municipal Affairs

Planned for 2009-10	Actual Performance 2009-10
<i>government and with various NGOs.</i>	established on major facilities
<i>Number of policies and plans in coordination with the Health Promotion and Wellness Branch of the Department of HCS to support increased physical activity and other aspects of health promotion and disease prevention developed</i>	<ul style="list-style-type: none"> • Adopted Healthy Eating Policy and Smoke-Free Policy (developed through the Go Healthy partnership with the Department of HCS) for Regional Games. • The Departments of HCS, Education and TCR funded and supported Active Schools Initiatives. Policy development with School District partners continues • Significant groundwork laid in the development of Healthy Eating and Smoke-Free environment policies and programs • Consultation on approaches for under-represented groups begun. • Coordinated planning undertaken with the Department of Environment and Conservation concerning active transportation to support increased physical activity • Province agreed to FPT national action plan to support increased physical activity and other aspects of health promotion and disease prevention • Inter-departmental Coordination Committee (ICC) including the Department of HCS confirmed four priorities of national action plan for policy and program development beginning in 2010-11+ • New NL Games policy manual under development
<i>Physical activity levels of children and youth (Target: increase).</i>	<ul style="list-style-type: none"> • Priority actions of Inter-Departmental Coordinating Committee to address additional interventions in physical activity and healthy living agenda beginning in 2011

Discussion of Results:

Since the launch of *Active, Healthy Newfoundland and Labrador* in 2007, the Department of TCR has worked with key national and provincial partners, and provided additional resources to assist in developing and implementing recreation and sport programming, and support other initiatives designed to promote increased physical activity and active lifestyles. Full implementation of the Recreation and Sport Strategy will extend into future planning cycles.

Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity and other aspects of health promotion implemented

In 2009-10, the Recreation and Sport Strategy Inter-Departmental Coordination Committee (ICC) further implemented *Active, Healthy NL* by identifying the following key priorities: 1) physical activity levels of youth and children; 2) the integration of Healthy Eating and Smoke Free Messaging into sport and recreation programs; 3) support for under-represented groups; 4) enhancing inter-sectoral collaboration; and 5) aligning social marketing efforts.

In 2009-10, TCR continued its support for Physical Activity through Physical Activity / Healthy Eating Bilaterals, including “Eat Great...Participate”, “Active Schools”, “Body

Image Network” and “Small Steps...Big Results.” The Province’s support for recreation and Sport continued through bi-lateral agreements such as the National Travel Subsidy Program, Participation Nation, Regional Games, The Premier’s Athletic Awards Program, Aboriginal Sport Participation and the Torngat Sport Development Program. These programs are aimed to have a positive impact on the activity levels of all the province’s citizens.

Work on recreation and sport infrastructure, a key priority of *Active, Healthy NL*, progressed during 2009-10. In addition to the \$8.3 million approved for large federal/provincial/municipal projects, \$450,000 in RinC money has been utilized in 2009-10 to fund smaller recreation capital projects. This is in addition to the \$1,000,000 in recreational infrastructure funded annually through the Department of TCR.

Priority recommendations of the Division Review being implemented

The Divisional review, *Options for Renewal* (dMA) was completed in September 2009, and contained a total of 29 recommendations for multi-phased implementation over the five-year period from 2010 to 2015. These recommendations focused on three key areas of action that reflected the priorities of the Recreation and Sport Strategy:

- **Re-Alignment of the Recreation and Sport Division** with the Recreation and Sport Strategy including a full Human Resources Review, a review of regional services and identification of programs and activities to be retained and transferred;
- **Provincial Organization Realignment of partner non-government organizations** through strategic and operational reviews of the provincial federations, possible combining of umbrella organizations and transition, training and transfer of some government-operated programs and services
- **Participation and Increased Coordination with partner Departments, Divisions and Agencies** to address an increased focus on Wellness and Healthy Living/Active Living.

During the first phase of implementation, a number of short- to medium-term tasks were recommended in the *Options for Renewal* study to be completed or initiated in the last two quarters of 2009 and the first quarter of 2010. As identified by the Divisional Review, by March 31, 2010 the Division had: 1) completed the recommended review of the *Options for Renewal* report, and confirmed its general directions; 2) communicated these directions and preliminary timing to Division staff and members of Provincial organizations and; 3) sought the input and feedback of these stakeholders and partners.

As recommended in the Divisional Review, the Recreation and Sport Division began to review its own programs and services in order to create capacity within the Recreation and Sport Division. The Division completed the review of the Newfoundland and Labrador Games and transferred some direct program delivery elements of the Games Program for the first time to partners and non-government staff. The Division also devolved a significant portion (\$220,000 of a total of \$550,000) of the Labrador Travel Subsidy to School Sports NL to administer on its behalf.

Explanation of Variance:

Options for Renewal recommended that as part of the Recreation and Sport Division realignment, a new model for regional support should be investigated and new regional services areas identified in the short to medium term, depending on the timing of the HR Review and the creation of new job descriptions.

In order to undertake this initiative, the Recreation and Sport Division needs to develop new capacities to take on such roles as research, planning, coordination and leadership with other government bodies in the promotion of the active living agenda. This will be done as a result of the Human Resources Review initiated in 2009-10, and the development of new job descriptions, skill sets and experience requirements.

The Human Resources Review is the first step to laying the foundation for implementation of recommendations around regional support, organizational review of provincial sport organizations and potential devolution of programming. Research and planning for these next steps is ongoing as the HR review is being undertaken. Implementation will follow.

Partnerships related to the Divisional Review especially with those agencies dedicated to physical activity and disease prevention have been strengthened within government and with various NGOs.

In 2009-10, the Department of HRLE was formally added to the ICC, forging important links with the *Poverty Reduction Strategy* and related plans and initiatives, including the development of an action plan for increased access and participation of under-represented groups involving HRLE's newly formed Disability Policy Office.

The Seniors Community Recreation Grant Program was developed jointly in 2009-10 by TCR's Recreation and Sport Division and the Department of HCS's Office for Aging and Seniors under the provincial *Healthy Aging Policy Framework*. The new program provides \$200,000 annually for programming.

In October 2009, a new advisory group was formed to address work on the Long Term Athlete Development. This advisory group consists of 8 members with representation from Government and relevant NGO partners, and was selected by the Recreation and Sport Division in consultation with Sport NL.

Number of policies and plans in coordination with the Health Promotion and Wellness Branch of the Department of HCS to support increased physical activity and other aspects of health promotion and disease prevention developed

In 2009-10, the Department worked on a number of policies and plans in conjunction with other provincial government departments and NGOs, including:

- With Women's Policy Office, the Disability Policy Office and Recreation NL to begin to define and address issues of under-represented groups and their involvement in sport, recreation and physical activity;
- The Departments of HCS, Education and TCR funded and supported Active Schools Initiatives. Policy development with School District partners continues;
- Adopted Healthy Eating Policy and Smoke-Free Policy (developed through the Go Healthy partnership with the Department of HCS) for Regional Games.

Explanation of Variance:

Although the Healthy Eating and Smoke Free Environment policy was developed and adopted for the Regional Games, it was a year for laying the groundwork and undertaking the background research and consultation necessary for the development of new, evidence-based policies and plans in 2010-11 and beyond.

By 2010-11, an action plan for under-represented groups will be initiated in consultation with the Disability Policy Office of HRLE and the Women's Policy Office. In 2010-11, physical activity planning, program development and promotion around the priority areas confirmed by the Inter-Departmental Coordination Committee will continue. The immediate focus for 2010-11 is initiating work on the development of the After School Physical Activity Program for Youth.

Meetings between the Departments of TCR and Education have continued and a policy on the School Use of Facilities/Community Use of School Facilities has been identified as a priority for 2010/11. TCR and Education officials will continue to meet and discuss with School Districts ways and means to advance this work. Possible next steps include an inventory of existing policies and practices, identification of challenges and an action plan for progress on this issue.

Physical activity levels of children and youth (Target: increase)

In 2008, FPT Ministers set and adopted Canada's first ever national physical activity targets for children and youth aged 5 to 19. In August 2009, Ministers received an update from the Canadian Fitness and Lifestyle Research Institute (CFLRI) on the current levels of physical activity among children, youth and adults in Canada. Statistically, there has been no significant change in the number of steps taken by children living in Newfoundland and Labrador since 2005-07.

Explanation of Variance:

The Province committed to the new national physical activity 2015 target set by FPT Ministers in 2008, and will benefit from the new evidence-based national action plan developed through the FPT Interprovincial Sport and Recreation Council (ISRC) and the Physical Activity and Recreation Committee (PARC) in 2009-10. This plan incorporates the most effective, evidence-based strategies and will form the template for priority actions at the provincial level. Over the next five years of the 2015 target, it is expected

that such initiatives will begin to close the gap between the national physical activity target for children and youth, and the province's current level of performance.

Objective 2011: By 2011, have further developed and strengthened partnerships within government and with various non-government organizations (NGOS) in support of increased physical activity and increased access to recreation and sport opportunities.

Measure: Partnerships within government and with various non-government organizations (NGOS) further developed and strengthened in support of increased physical activity and increased access to recreation and sport opportunities

Indicators:

- Inter-sectoral collaboration (education, health, socio-economic e.g. populations at risk and recreation and sport) continued with a focus on under-represented groups and the After School Physical Activity Program for Youth
- Action plan initiated for under-represented groups supported by Rec NL, Women's Policy Office, HRLE Disability Policy Office and TCR
- Strategic and Operational Review of RNL, SSNL and SNL initiated to better align organizations with the recreation and sport strategy, and achieve efficiencies of operations.
- New regional services support investigation initiated.

Strategic Issue 2: How to make arts and culture centers more relevant and accessible

In *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (Strategic Cultural Plan 2006), Government confirmed that Arts and Culture Centers are important venues. They play an integral role in developing, fostering and presenting the province's arts and culture and they increase the access of audiences to professional artists and professional artists to their audiences.

In working toward the goal of revitalizing and renewing Arts and Culture Centers, the Department of TCR contributed to the strategic direction that, "The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support," particularly the focus area: "Strategic and operational review of Arts and Culture Centers."

Goal: By 2011, have made arts and culture centers more relevant and accessible

Objective: By 2010, further implemented selected components of the strategic and operational plan.

Measure: Implemented more selected priority actions of the Arts and Culture Centre strategic and operational review.

Indicator Reporting: Objective 2009-10:

- Number of priority recommendations implemented
- More community partnerships in place
- Further Diversity of programming
- Touring support provided.

Planned versus Actual Results for 2009-10 Indicators

Planned for 2009-10	Actual Performance 2009-10
<i>Number of priority recommendations implemented</i>	<ul style="list-style-type: none"> • All six of the Strategic and Operational Review recommendations were addressed in 2009-10 • Progress on implementation was made on five of the six review goals and associated objectives <ul style="list-style-type: none"> ○ Governance options reviewed and preferred option identified and ○ Financial systems assessed and proposals for additional investment developed ○ HR Review undertaken and new organizational structure proposed ○ Terms of reference developed for advisory committees ○ Short-term infrastructure and re-capitalization priorities identified and \$837,113 investment made in infrastructure upgrades ○ Preparation of long-term re-capitalization plan initiated with the Department of TW
<i>More community partnerships in place</i>	<ul style="list-style-type: none"> • Nine new community partnerships were undertaken in St. John's (3), Corner Brook (2), Gander (1), Grand Falls-Windsor (1), and Stephenville (2) - an increase of two over 2008-09 • Labrador West ACC expanded an existing partnership with Fermont • Three new partners were identified in St. Anthony, Bonavista and Clarenville • Two additional shows played in regional ACCs in 2009-10
<i>Further Diversity of programming</i>	<ul style="list-style-type: none"> • Three new, diverse products were introduced (francophone, circus and one international performing artist)
<i>Touring support provided</i>	<ul style="list-style-type: none"> • Touring support was maintained at \$400,000 and related in-kind support • The number of touring shows increased slightly, by one

Discussion of Results:

In 2008-09, the *Strategic and Operational Review of Arts and Culture Centers* was completed. The following six goals were recommended for the revitalization of Arts and Culture Centers:

1. Address the need for a new and effective Governance model addressed and establish a new Governance model and stronger, more suitable operation and management systems;

2. Enhance Artistic vision and programming enhanced through strong leadership, a comprehensive artistic plan, strong partnerships through outreach and enhanced program diversity to serve various communities and regions;
3. Ensure the growth and sustainability of Arts and Culture Centers through increased support and investment, including ascertaining total costs of operation, establishing strong, and effective planning and accounting systems and increasing support and investment in ACC programming, human resources, communication and marketing;
4. Implement a Human Resources system conducive to the effective operation of the ACCs, including employee participation and recognition of employees and artists in the vision and operation of ACCs;
5. Develop and implement a Marketing and Communications Plan that promotes the ACCs role and program throughout Newfoundland and Labrador, including a short-term strategy to nurture relationships and contacts and create more opportunities for community and regional involvement for the ACCs; and
6. Recapitalize ACC buildings to make them more effective for their intended roles, including assessment of recapitalization requirements, repair and upgrades and preservation and maintenance of ACC assets.

Number of priority recommendations implemented

In 2009-10, the Department of TCR addressed key, short-term aspects of all six recommendations. Despite many achievements toward this indicator, there are still steps to be taken to ensure full implementation as it was intended in the Strategic and Operational Review of the Arts and Culture Centers. A Steering Committee led by the Assistant Deputy Minister identified priorities and undertook various actions. The first goal of the need for a new and effective Governance model for the Arts and Culture Centers was addressed through a review of the different Governance options identified in the Review.

The second goal identified the need to enhance the artistic vision and programming of ACCs. Implementation will depend on the outcome of the Human Resources review which is the fourth recommendation of the Strategic and Operational Review. This review is the first step in laying the foundation for the implementation of this recommendation; however some short-term components of this recommended goal were addressed through enhanced community partnerships and program diversity within regions served by Arts and Culture Centers.

In following with the third recommendation, the current financial and administrative systems were assessed and recommended changes were identified in 2009-10. Proposals for proposed increased investment in future programming were developed.

The Strategic and Operational Review recommended the development of a marketing/communications strategy, which is in line with the fifth recommendation of the review, and in 2009-10, preliminary steps were taken toward developing this strategy.

Decisions were made in 2009-10 to change the “Showcase” mechanism of advertising and substantial changes are taking place with 2010-11 advertising and marketing.

The Arts and Culture Centers Steering Committee established in 2009-10 reviewed all recommendations of the Arts and Culture Centre Strategic and Operational Review to determine if or how they should be implemented, as well as to establish an implementation process and timeframe. In 2009-10, the committee developed a detailed work plan focused on key recommendations in the areas of governance, human resources planning, programming, partnerships, marketing and recapitalization. Progress on this work plan will depend on the proposed new HR model and progress will continue to be actioned and monitored in 2010-11.

An assessment of the operational and programming requirements for the ACCs is on going and will inform budget 2011/12. In the meantime, terms of reference are being developed for regional advisory committees and it is planned that one such committee will be in place by 2011.

Further implementation of the Strategic and Operational Review’s six recommended goals and associated objectives is a long-term process requiring support and investment in programming, marketing and promotion, human resources, infrastructure and governance over several planning cycles.

More community partnerships in place

Each of the regional ACCs have been expanding relationships with their community partners, resulting in the profiling of more provincial regional artists, as well as increased usage and access. The Centers continued to showcase and promote provincial talent, in addition to non-Newfoundland and Labrador/international performances and performers.

Further Diversity of Programming¹

During 2009/10, the Arts and Culture Centers further diversified their programming through the introduction of new productions, including a francophone tour, a circus show, and international performer Eric Bogle were added to the schedule for 2009/10.

Touring Support Provided

Touring support by the ACCs remained constant in Budget 2009-10 at \$400,000 per year. In addition to the artistic fees, transportation, accommodations and promotion paid for through this funding, in-kind support was also provided, for example, rehearsal space. There were ten touring shows, a slight increase of one during 2009-10 compared to 2008-09. Eight of these touring productions were from within the province.

¹ The Arts and Culture Centers have diversity in discipline, with a broad range of programming. Emphasis has been placed on reaching wider audiences.

Objective 2011: By 2011, have completed implementation of the strategic and operational plan.

Measure: Implementation of all priority actions of the Arts and Culture Centers Strategic and Operational Review underway.

Indicators:

- More selected priority actions implemented.
- Need for a new and effective Governance model addressed and a new Governance model confirmed
- Human Resources system conducive to the effective operation of the ACCs confirmed
- Marketing and Communications Plan that promotes the ACCs role and program throughout Newfoundland and Labrador under development
- Opportunities for community and regional involvement for the ACCs supported
- ACC buildings recapitalization plan under development.

Strategic Issue 3: Address Strategic Cultural Industries Opportunities

The Department's Strategic Plan 2008-11 identifies two strategic sectors within the cultural industries for particular attention during the planning period. These are new media and the publishing sector which are increasingly linked through the development of new technologies and innovation. The province's publishing sector was founded and has developed in the belief that a vigorous, provincially owned and controlled book publishing industry is essential to the economic, cultural, educational and social life of the province.

This is consistent with the Department of TCR's Strategic Direction to develop sustainable creative enterprises and cultural industries. The objective for 2009-10 focused on the publishing industry, and the publishing sector within the province that has continued to grow in tandem with the increasing recognition of the literary sector overall.

Goal: By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry.

Objective 2010: By 2010, have supported the further development of the Book Publishing Industry so that it is better equipped to produce quality products and to participate in a competitive marketplace.

Measure: Book Publishing Industry Assessment completed.

Indicator Reporting: Objective 2009-10:

- Assessment completed.

Planned versus Actual Results for 2009-10 Indicators

Planned for 2009-10	Actual Performance 2009-10
<i>Assessment completed</i>	<ul style="list-style-type: none"> • Assessment not initiated in 2009-10 pending results of the evaluation of the Cultural Economic Development Program (CEDP). The results of this evaluation, expected later in 2010, will inform the assessment of the Book Publishing Industry to be undertaken later in 2010-11, and provide direction on re-development of program criteria and assistance.

Discussion of Results:

In 2009-10, the publishing industry continued to play a fundamental role in the cultural and economic life of the province. Development of the publishing industry and increased opportunities for Newfoundland and Labrador is one of the key outputs of the Cultural Economic Development Program (CEDP). Key outcomes include enhanced local businesses and business opportunities, and sustained development and employment in the arts sector. In 2009-10, the Department of TCR provided \$200,000 through its CEDP under the Publishers Assistance Program (PAP). The provincial investment in the publishing sector is critical to enabling these companies to access federal funding. Total federal funding to NL book publishers in 2009-10 was \$201,968.

Explanation of Variance:

The Department of TCR has deferred the Book Publishing Industry assessment specified in the 2009/10 indicator, and will undertake this assessment in 2010-11. This decision took into account the pending completion of the current external review of the Cultural Economic Development Program that began in late 2009 and will be completed by summer 2010. The Publishers Assistance Program is a component of the CEDP, and the evaluation results will provide information concerning the program’s impacts as well as inform the assessment of program criteria, outputs and outcomes.

Objective: By 2011, have supported the further development of the Book Publishing Industry so that it is better equipped to produce quality products and to participate in a competitive marketplace

Measure: Further development of the Book Publishing Industry is supported.

Indicators:

- Book publishing industry assessment ongoing
- Initiatives to support further development of the Book Publishing Industry identified and actions being taken toward implementation.

Strategic Issue 4: Preserving and protecting our tangible and intangible cultural heritage

Newfoundland and Labrador’s tangible and intangible heritage is integral to our unique identity which the province is proud to celebrate and promote. *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture* (2006) confirms the major contribution of heritage activities, institutions and heritage industries to the material and social well being of the province.

Government’s Strategic Direction is to ensure that “Newfoundland and Labrador’s distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.” The 2008-2011 Strategic Plan contains two specific goals: A) to “have advanced efforts to sustain the province’s built heritage and optimize benefits for present and future generations;” and B) to “have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province’s framework of statutory protection.”

Goal A: Sustaining the Built Heritage

By 2011, have advanced efforts to sustain the province’s built heritage and optimize benefits for present and future generations.

Objective: By 2010, have begun to further develop and strengthen heritage protection and preservation policies, programs and services to protect and re-use heritage structures and sustain community-based heritage facilities and sites.

Measure: Policies, programs and services are further developed and strengthened the area of heritage preservation and sustainable adaptive re-use of heritage structures.

Indicator Reporting: Objective 2009-10

- Preservation and adaptive re-use policy for Government-owned heritage structures is developed
- Preservation and adaptive re-use policy for other heritage structures is developed.
- Number of Government-owned heritage structures preserved and re-used.

Planned versus Actual Results for 2009-10 Indicators

Planned for 2009-10	Actual Performance 2009-10
<i>Preservation and adaptive re-use policy for Government-owned heritage structures is developed</i>	<ul style="list-style-type: none"> • Research undertaken to identify and evaluate national and international models and best practices. • Work Plan developed and inter-departmental working Committee created to develop preservation and adaptive re-use policy for Government-owned heritage structures. • Policy for preservation and adaptive re-use of Government-owned heritage structures is in preliminary phase of development.

Planned for 2009-10	Actual Performance 2009-10
<i>Preservation and adaptive re-use policy for other heritage structures is developed.</i>	<ul style="list-style-type: none"> • Background research completed on the case for stewardship and encouraging preservation and adaptive re-use of heritage structures, as well as models and best practices nationally and internationally. • Policy working group established composed of TCR, TW, MA, and HFNL to oversee policy development.
<i>Number of Government-owned heritage structures preserved and re-used</i>	<ul style="list-style-type: none"> • Recapitalization of Provincial Historic Sites • Annual structural evaluations of Provincial Historic Sites, upgrades and repairs conducted. • Two new Provincial Historic Sites have been identified for designation and preservation. • Preservation and adaptive re-use of the Colonial Building and other Provincial Historic Sites. • Land acquired for future establishment of Cupids Cove. John Guy Plantation Site in Cupids will tell the story of the first known English Colony established in what is now Canada.

Discussion of Results:

In 2009-10, the Department of TCR made advances towards meeting its goal to sustain built heritage, and in turn, contribute toward the achievement of the Strategic Direction. Although, formal policy concerning heritage preservation and adaptive re-use of government-owned heritage structures is not complete, the Department continues toward this objective.

Preservation and adaptive re-use policy for Government-owned heritage structures is developed

A policy for the preservation and adaptive re-use of Government-owned heritage structures is a key component of the overall heritage framework described in *Creative NL*, the provincial cultural strategy. In 2009-10, substantial progress has been made including the completion of a report on the evaluation of national and international best practices and models in Cultural Resource Management, as well as other background research related to the review of the *Historic Resources Act* (see Goal B below). Background research toward the development of the preservation and adaptive re-use policy for Government-owned heritage structures also was completed in 2009-10. A policy working group is actively pursuing the creation of a policy for 2010-11.

Explanation of Variance:

The preservation and adaptive re-use policy for Government-owned heritage structures is in the preliminary phase of development. Significant progress has been made since the project commenced in fall 2009, however significant demands, in particular those relating to the restoration of the Colonial Building and the recapitalization of Provincial Historic Sites, have necessitated extending the completion of this priority into the next year. In the

meantime, input from key stakeholders and other government departments is being gathered and policy options are anticipated by the fall of 2010. A policy will be developed for consideration in 2010-11.

Preservation and Adaptive re-use policy for other heritage structures is developed.

A policy for the preservation and adaptive re-use of non-government owned heritage structures is also an important component of the overall heritage framework. In 2009-10, this was advanced through research on:

- the case for stewardship of Government-owned built heritage resources;
- the case for encouraging adaptive re-use of heritage resources;
- the role of setting and cultural landscapes to heritage resources;
- classification methods of government-owned heritage resources;
- summary review of provincially-owned potential heritage resources.

Explanation of Variance:

The first policy to be developed is for the management of government-owned built heritage resources, which includes structures located within designated Provincial Historic Sites (PHS) as well as other buildings owned and managed by the province that may be considered of historic importance. The second is a policy to encourage the adaptive re-use of built heritage resources by the Provincial Government and by municipalities and the private sector.

The Adaptive Re-Use Policy will apply to provincial government-owned structures only in this round of policy development. This policy for government-owned structures will provide a basis for the policy on non-government owned buildings. Further research and consultation will be required before possible policies or incentives can be extended or developed for the municipal sphere and private sector.

Number of Government-owned heritage structures preserved and re-used

Some government-owned heritage structures, notably Provincial Historic Sites, Regional Museums, and the Colonial Building are being preserved and re-used. Two new Provincial Historic Sites have also been identified for designation and preservation. This has been accomplished through the strengthening and further development of a number of policies, programs and services.

Since the release of the Provincial Government's cultural strategy *Creative Newfoundland and Labrador* in 2006, \$2.95 million has been committed to the revitalization of PHS, including a new investment of \$350,000 from Budget 2009-10. This resulted in a total of \$950,000 being made available for the upgrading of PHS in 2009-10. This funding has been used to protect the structural integrity of the buildings; to modernize the presentation of exhibits to make them more meaningful and relevant to visitors, and to provide enhanced programming at the sites.

In 2009-10, approximately \$3.75 million was allocated to the Colonial Building restoration project. The front façade and lobby will reflect the 1850s period, while the legislative chambers will be restored to the 1880s period. Specific work completed in 2009-10 included the stabilization of the ceilings in the two legislative chambers and the restoration of two highly decorative murals from 1880.

Work also has been undertaken on other government owned buildings, including an \$856,000 commitment to the Mary March Museum in Grand Falls-Windsor, which will receive a 1,900 square foot expansion that will more than triple the gallery space available to house temporary exhibits.

Explanation of Variance

A formal preservation and adaptive re-use policy for Government-owned structures is in the preliminary phase of development. This is part of the overall review of the *Historic Resources Act* now underway (see Goal B).

Completion of this priority has been extended to the next fiscal year as a result of delays experienced as a result of demands associated with the restoration of the Colonial Building and ongoing revitalization work with the Provincial Historic Sites. However, significant progress has been made since the project commenced in fall 2009, and it is anticipated that a final policy for government-owned heritage structures will be developed by 2011.

TCR is expected to convene the working group in April 2010, which will be chaired by the Director of Heritage. Policy options are anticipated by summer 2010, with draft pieces to be developed by fall 2010, and key stakeholder consultations with policies to be submitted for approval and adoption in winter 2011. Key outcomes of this work will be developing an inventory of Government-owned heritage structures, developing the draft policy options in consultation with stakeholders, and finalizing these policy options for approval.

Objective 2011: By 2011, have advanced efforts to improve the system and tools for sustaining the province's heritage structures.

Measure: Efforts to improve the system and tools for sustaining the province's heritage structures advanced.

Indicators:

- Policy for the management of Government-owned heritage structures further developed
- Policy for adaptive re-use of Government-owned heritage structures further developed
- Number of Government-owned heritage structures including the Colonial Building and the Seaman's Museum preserved, enhanced and/or re-used.

Goal B: Further Developing the Cultural Resource Management Framework

By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province’s framework of statutory protection.

Objective: By 2010, have reviewed the remaining *Historic Resources Act* for the protection, preservation and safeguarding of tangible and intangible cultural heritage resources.

Measure: Remaining *Historic Resources Act* reviewed.

Indicator Reporting: Objective 2009-10

- Recommendations for updating and strengthening the Act identified.
- Number of new and revised policies to protect, preserve and safeguard tangible and intangible heritage identified for re-development and new development.

Planned versus Actual results for 2009-10 Indicators:

Planned for 2009-10	Actual Performance 2009-10
<i>Recommendations for updating and strengthening the Act identified.</i>	<ul style="list-style-type: none"> • Best Practices in Cultural Resource Management Study completed. • Review of the <i>Historic Resources Act</i> underway, with a view to completion of draft legislation in early 2012. • Recommendations for updating and strengthening the <i>Act</i> have been identified and will be carried forward if approval is granted to draft new legislation.
<i>Number of new and revised policies to protect, preserve and safeguard tangible and intangible heritage identified for re-development and new development.</i>	<ul style="list-style-type: none"> • Draft review of Federal and Provincial Heritage Legislation completed. • New and revised policies to protect, preserve and safeguard tangible and intangible heritage have been identified for re-development and development in relation to the <i>Historic Resources Act</i>.

Discussion of Results:

In 2009-10, the Department of TCR made advances towards meeting its goal to have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the Province’s framework of statutory protections. This, in turn, contributes toward the achievement of the Strategic Direction. The review will ultimately lead to a process of proposing legislative changes, however these changes themselves are beyond the timeframe of the 2008-11 Plan.

Recommendations for updating and strengthening the Act identified.

The responsibility for historic resources through the *Historic Resources Act* falls under the Minister of Tourism, Culture and Recreation. However, various aspects of historic resources and the management of tangible and intangible heritage assets are distributed among various Provincial Departments and The Rooms Corporation. All of these departments and entities need to be identified and engaged in reviewing and developing a new Act.

In 2009-10, extensive background research and thorough analysis of the existing *Historic Resources Act* was completed. This process helped to define the legislative review process, develop a baseline of best practice and comparative knowledge, and identified key stakeholders. Additionally, a study of Best Practices in Heritage Resource Management: A Jurisdictional Review of National, International and Provincial Legislation was completed in 2009 as a foundation piece.

Number of new and revised policies to protect, preserve and safeguard tangible and intangible heritage identified for re-development and new development.

In January 2010, a draft review of Federal and Provincial Heritage Legislation was completed which identified the main deficiencies of the current *Historic Resources Act*. Completion of the overall framework and the development of a new Heritage Act will take a couple of years to complete as it will require participation and input from the heritage community from the heritage community and other government departments.

Through the review of the *Historic Resources Act*, a number of possible areas and recommendations for amendments and additions to Government legislation and policies were identified. These included: 1) Land-use Referrals; 2) Underwater Historic Resources; 3) Cultural Landscapes; 4) Built Heritage; 5) Intangible Cultural Heritage; and 6) Human Remains.

Explanation of Variance:

The Department of TCR acknowledges that the completion of this review of the *Historic Resources Act* in Winter 2011/12 will place it outside the scope of the 2008-11 planning cycle. This is a large-scale, multi-faceted review that has required extensive background research and jurisdictional comparisons which, from the outset, did not allow the Department to remain on the course previously outlined. Draft legislation is anticipated for 2011-12.

Objective 2011: By 2011, have reviewed and made recommendations to update and strengthen the remaining *Historic Resources Act* for the protection, preservation and safeguarding of tangible and intangible cultural heritage resources.

Measure: Review of the *Historic Resources Act* completed and recommendations to strengthen and update the Act have been made.

Indicators:

- The *Act* has been reviewed
- Consultation on updating and strengthening the *Historic Resources Act* initiated
- Recommendations for updating and strengthening the Act under development
- Paleontological Regulations are recommended for approval.

Strategic Issue 5: Enhancing the competitiveness and sustainability of Newfoundland and Labrador as a tourism destination.

The Strategic Direction that “Newfoundland and Labrador becomes a multi-season tourism destination” is addressed in the goal that the Department will have “by 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy.”

In early February 2009, the Department launched *Uncommon Potential. A Vision for Newfoundland and Labrador Tourism* in order to help guide both Government and our industry partners to advance tourism in Newfoundland and Labrador through to 2020. Since the launch of this plan, priority actions have been implemented as planned.

Goal: By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy.

Objective: By 2010, enhanced the competitiveness and sustainability of the province as a tourism destination by further implementing select components of the provincial tourism strategic plan

Measure: Select components of the Provincial Tourism Strategic Plan further implemented and investment plan completed.

Indicator Reporting: Objective 2009-10:

- Select components of the provincial tourism strategic plan further implemented and investment plan completed
- Performance measurement framework developed
- Programs, partnerships and initiatives as recommended in the action plan are implemented

Planned versus Actual Results for 2009-10 Indicators:

Planned for 2009-10	Actual Performance 2009-10
<i>Select components of the provincial tourism strategic plan further implemented and investment plan completed</i>	<ul style="list-style-type: none"> • NL Tourism Board in place by June 3, 2009 • Tourism Vision action plan developed to address four of seven of the Tourism Vision’s Strategic Directions • Investment plan to be completed fall 2010

Planned for 2009-10	Actual Performance 2009-10
	<ul style="list-style-type: none"> • Additional implemented components are included in the performance information of the indicators below.
<i>Performance measurement framework developed</i>	<ul style="list-style-type: none"> • Draft performance measurement framework developed and approved by the NL Tourism Board February 2010
<i>Programs, partnerships and initiatives as recommended in the action plan are implemented</i>	<ul style="list-style-type: none"> • Formal public-private partnership NL Tourism board formed and initial action plan completed • Tourist-Oriented Directional Information System (TODs) under development • Tourismtechnology.com implemented to improve tourism industry technology adoption • VIC recapitalization program further implemented and review of VICs to be initiated • New Air Access and Tracking Monitor program established • Season Extension program pilot completed and season extension program expanded to west coast • Workshops and packaging seminars on enhanced product development, best practices and tourism destination development totaled 134 in support of 79 tourism companies and making tourism regions more competitive and sustainable

Discussion of Results:

The Tourism Vision is a long-term plan to double tourism revenue by 2020. Together, government and industry worked in 2009-10 to reduce barriers to travel, to build our distinct brand, to support the development of accessible products and experiences, to advance technology and communications to engage visitors online, and to build a broader platform to attract travellers to our regions and communities.

Select components of the provincial tourism strategic plan further implemented and investment plan completed

The formal establishment of the NL Tourism Board in June 2009 was the most important and first step to implementing the Vision. The Board's action plans, developed by early 2010, laid the groundwork for implementation for four of the seven strategic directions of the Vision – Organization of Tourism, Transportation and Access, Technology, and Strategic Product Development.

Aligning organization and coordination of the tourism industry will take on an even greater and broader importance in 2010-11, as the focus is on the structure, roles and responsibilities and support required for the province's Destination Management Organizations (DMOs).

Explanation of Variance:

Completing an investment plan for tourism was identified as a performance measure and indicator for 2009-10. The NL Tourism Board decided to undertake more research and planning so as to better ensure the effectiveness of this investment plan in a rapidly changing environment. The investment plan will be ready for fall 2010.

Performance measurement framework developed

The draft evaluation framework for the Tourism Vision approved by the Board in February 2010 will evaluate the Tourism Vision around its seven strategic directions, and measure and monitor progress against the target of doubling the annual tourism revenue in province by 2020. This framework will be supported in 2010 and beyond by key tourism research implementation as directed by the Vision including the Provincial Non-Resident Exit Survey, an Air Access Tracking Program (see below), a Vehicle Rental Service Study and a Resident Survey.

Programs, partnerships and initiatives as recommended in the action plan are implemented

- Work on the development of the Tourist-Oriented Directional Signage (TODs) system commenced in 2009-10. Concurrent with this was the enforcement of current signage regulations which resulted in the removal of over 700 signs by January 2010. TODs demonstration projects in 2010 will be evaluated in 2011-2012 to assist in determining the best implementation process for the province.
- The development of the new Air Access Tracking and Monitoring program initiated in 2009-10 will support the development of an Air Access Strategy (Lead: Department of Business).
- The three-year season extension pilot program with the Discovery Trail Tourism Association (DTTA) which began in the fall of 2006 was expanded to the spring 2009 in the pilot region, and extended to the province's west coast for the first time in 2010.
- Multi-season tourism development was supported by the winter tourism resident marketing program to extend the traditional tourism season and increase winter tourism business.
- The formal public-private partnership for the NL Tourism Board is the key mechanism for implementing the vision's action plan which began in 2009-10 and will encompass all seven strategic directions over several planning cycles.
- A draft Cultural Tourism Action Plan developed through a Cultural Tourism Advisory Committee will support the strategic development of experiences true to our distinctive natural and cultural character and ensure our sustainability and competitiveness as a destination.
- Work with Marine Atlantic to ensure that customer amenities are provided on both existing ferries and leased vessels to meet modern traveler requirements.

- Ministerial advocacy with federal, provincial and territorial counterparts undertaken concerning the urgent need for an affordable, efficient quality ferry service and to provide an increase in long-term funding and fleet renewal
- A Business Retention and Expansion (BRE) study for the Outfitting Industry undertaken in 2009-10 will provide updated information to determine future outfitting development and industry adjustment.

Objective 2011: By 2011, have developed and implemented, with other departments and players, an air marketing strategy to encourage direct air access from air markets with the most potential for the province.

Measure: Air Marketing Strategy Implemented.

Indicators:

- Department of TCR will support the Department of Business as lead in initiating the implementation of an Air Strategy
- Air Access tracking monitor developed and in place to monitor direct air access from air markets with the most potential for the province
- One TODS demonstration project has proceeded
- Review of Visitor Information Services (VICs, call centre, 1-800) underway.

OPPORTUNITIES AND CHALLENGES AHEAD

The Department of Tourism, Culture and Recreation has entered an exciting period of change and renewal that will see the Department transformed over the next three to five years. Some of the most important opportunities and challenges for the coming year are highlighted below.

New Planning Cycle Begins

A new multi-year strategic plan will be prepared for the next three years in 2010-11. These are long-term, forward-looking plans that require several planning cycles to achieve. The Department has already begun to review these Strategic Directions to re-confirm or revise them. The revised Vision, Mission and Strategic Directions for 2011-2014 will guide TCR and its entities over the new planning cycle.

Further Realizing the Tourism Vision

On the basis of an impressive first quarter increase of 7.8 per cent in non-resident visitation over the same period last year, the Province is on pace for a positive tourism performance in 2010-11, and given the acclaimed multi-media marketing efforts and the number of special events and opportunities, 2010 looks to be a very good year.

In 2010-11, the Department will continue to develop its new Tourist-Oriented Directional Signage-based (TODS) system, and in partnership with (Municipalities NL, HNL and the Departments of TCR, Government Services, Municipal Affairs and Transportation and Works) work on policy and regulation recommendations. Budget 2010-11 also provided funding to conduct TODS demonstration projects in the province. The work in these areas will inform what the actual TODS signage system will look like, and address any associated issues in preparation for province-wide implementation.

The Department of TCR is also working with the DMOs on alignment of roles and responsibilities for marketing and product development. This is to ensure that regional marketing efforts are aligned with provincial branding; that online presence is coordinated; and that duplication of effort is reduced so that collectively tourism providers are more effective in reaching potential customers.

The new evaluation framework being developed for the Tourism Vision in 2010-11 by the Tourism Research Division will provide the Department and the Board with the means to monitor and track our performance toward achieving the goals of the seven Strategic Directions of Uncommon Potential, in particular the target of doubling our provincial tourism revenues by 2020. The Tourism Vision Research agenda will be established once the evaluation framework is finalized and approved.

Tourism Priorities

The Tourism Board has selected priorities for the immediate term. In 2010-11, they will provide advice on: 1) organization and coordination of the tourism industry – defining stakeholder roles and responsibilities including DMO structure; 2) development of an investment strategy for industry; 3) priority areas in product development; 4) detailed

evaluation measurement framework for the Tourism Vision and revenue target; and 5) developing our workforce.

The Department of TCR will continue to work toward the development of a year-round tourism industry to provide sustainable employment opportunities, including implementation of the Cultural Tourism Action Plan beginning in 2010-11. At this time, a Cultural Tourism Officer has been hired to develop and implement a work plan resulting from the action plan. An intra-departmental working group has been established to oversee the work plan's implementation.

Budget 2010-11, the Western DMO received \$75,000 for season extension projects and there is \$75,000 allocated for 2011-12. Activities for 2010-11 include: the fourth annual Trails, Tales and Tunes Festival May 14 - 23, 2010; the Feather and Folk Festival in the Codroy Valley May 21, 2010; and the Iceberg Festival in St. Anthony June 11-20, 2010.

The Tourism Board is currently reviewing the 2004 strategy and will be making recommendations for future implementation within the strategic directions of the new Tourism Vision 2020.

Budget 2010-11 maintained the province's tourism marketing budget at \$13 million. Tourism and destination marketing have been transformed by the Internet and are quickly being revolutionized by social media. In addition to traditional advertising campaigns through print, radio and television, social media campaigns for tourism marketing are using such sites as *Facebook*, *Twitter*, *MySpace* and other social media tools such as blogs.

In 2010-11, www.newfoundlandlabrador.com/, the Department's tourism website will be re-built to continue to build the brand and enhance its use of social media and technology in destination marketing. The Department will initiate a review of visitor information and visitor inquiry services (encompassing technology enhanced travel support and including visitor information services – VICs and the 1-800 call line). This review will be focused on the delivery of optimal visitor information services for future visitors.

Cupids400 Celebrations and Legacy

The Provincial Government (including the Departments of TCR and Municipal Affairs) has invested \$5.3 million in support of the anniversary celebrations, including upgrades to municipal infrastructure, beautification initiatives and construction of the Legacy Centre. The Legacy Centre, scheduled to open in June 2010, will showcase the history of the region and chronicle the establishment of the English presence in the New World. It will serve as an anchor tourism attraction which will serve Cupids and surrounding areas for many years to come. With a full calendar of events, an influx of visitors is expected this summer who will take the opportunity to tour the Cupids archaeological site, take in live theatrical productions, and visit the newly-constructed Legacy Centre.

Preserving and Celebrating our Past

In 2010-11, the Department of TCR will also continue its efforts to preserve, protect and promote the province's valuable heritage resources for present and future generations. The province's commitment to heritage initiatives as outlined in *Creative Newfoundland and Labrador* are perhaps best exemplified by preserving the integrity of one of the province's most iconic and historic buildings, the Colonial Building. In 2010-11, restoration work will continue on the exterior of the building with the addition of a slate roof and the replacement of the lantern. Completion of restoration is expected by 2013, at which time, it will be open to the public as an interpretation centre on the political history of the province.

In 2010-11, the PHS staff will commence the development of an Interpretive Programming Strategy, to ensure that the development, implementation and delivery of programming, education and special events at each site are made in a strategic manner. Where feasible, they will also continue with interpretation plan and exhibit development, and the development of Commemorative Integrity Statements.

Development through Cultural Industries and Creative Enterprises

There has been significant growth within the arts and cultural sectors and this province is increasingly recognized as a cultural leader within Canada. The province's investments through the cultural strategy now total more than \$25 million in new funding to the arts and cultural sectors. In Budget 2010-11, funding was maintained for the Newfoundland and Labrador Arts Council and Music Newfoundland and Labrador, for both programming and projects.

In the upcoming period, we will continue evaluation and review processes on our major ten-year strategy in Culture. Actions and success of the cultural plan to date provide both new opportunities and challenges as we move forward. Government investment has provided substantial support and created growth and development in the cultural sector. Increasing demands on funding, much of it stimulated by these investments present high expectations and challenges for the coming planning period. Results of the cultural plan review, including the detailed evaluation of the Cultural Economic Development Program, will point the way to make the most of existing investments and programs.

Revitalizing Arts and Culture Centers

The Department will also further implement the Arts and Culture Centre Revitalization, examined in the Strategic and Operational Review of Newfoundland and Labrador Arts and Culture Centers (2008).

- Budget 2010-11 allocated \$950,000 (\$750,000 in Budget 2010-11 plus \$200,000 carried over from Budget 2009-10) in infrastructure funding and \$25,000 to extend the Arts presentation program with the Department of Canadian Heritage.
- In 2010, the Arts and Culture Centers will continue to move forward with implementing selected recommendations of the ACCs review including a proposed new organizational structure and Human Resources Plan.
- The centers will work to establish Advisory Committees and assess and plan for increased accessibility at the six centers across the province.

Getting Active and Healthy

Government is committed to increasing the physical activity levels of children and youth, as articulated in the recreation and sport strategy, *Active, Newfoundland and Labrador* (2007). Budget 2010-11 committed \$200,000 toward an after-hours physical activity program (particularly beneficial in rural regions) for children and youth to get more active and participate in sport and recreation activities in a safe environment.

Budget 2010-11 supports other opportunities such as the Getting Active and Healthy programs, including:

- \$131,000 through a Bi-lateral Agreement with the Public Health Agency of Canada to increase physical activity and promote healthy eating throughout Newfoundland and Labrador.
- \$50,000 through an Aboriginal Sport and Recreation Bi-lateral Agreement, which leverages matching federal funds for the Aboriginal Sport and Recreation Circle to increase physical activity and athlete development opportunities for Aboriginal peoples.
- A planned fall workshop to provide an important foundation for developing forward-looking policies and increased access and participation for disabled persons and women and girls in recreation and sport.

Commitment to Excellence

In the coming period, the Department will remain committed to the development and support of athletic excellence. Our established and emerging provincial athletes deserve to receive quality levels of coaching and competition. Budget 2010-11 provided \$350,000 to Advancing Sport Development for Children and Youth, which supports specific goals of *Active, Newfoundland and Labrador* (2007). This funding will support the NL Games and Canada games programs – the primary gateways to the development of exceptional athletes in the province. With this additional funding, our elite athletes will now be better prepared to take their place on the national stage.

The Department's immediate focus is the Canada Winter Games in Halifax in 2011. A new support model with our partners, Sport Newfoundland and Labrador, the NL Sport Centre and the addition of a third member of the Chef de Mission team with a focus on athlete preparation will also contribute to more success in the coming years.

Re-developing the Recreation and Sport Division

In 2010-11, the Recreation and Sport Division will be challenged to deliver an increased number of programs. More specifically, the Division will:

- Step-up its collaboration with other departments on wellness and physical activity, and develop, in partnership with Recreation NL, the Women's Policy Office and the Disability Policy Office, a strategy for inclusion of women and girls and those with disabilities.
- Complete work with the Strategic Human Resources Development Division (Resource Sector) to develop a detailed Human Resource Plan to support the Division's transition from a primarily program delivery division to a division focused on policy, planning, coordination and accountability.

- Review all of the Department's Recreation and Sport programs and services as a prelude to a strategic and operational review of Recreational NL, Sport NL and School Sports NL.

Workforce Planning and Performance Enhancement

Throughout the Department of TCR, there will be a number of workforce changes in 2010-11 and beyond that will require strong leadership, a continued commitment to performance enhancement, and a renewed emphasis on service excellence and communications, beginning with internal communications. In 2009-10, the Department began a process of Change Management that has resulted in the identification of four areas of focus in the coming period: (1) Succession Planning; (2) Internal Communications; (3) Service Excellence; and (4) Team Work.

Results of the 2009 Work Force Environment Survey will guide the Department in focusing on such areas as internal communications and engagement of all employees in strategic planning and work planning. The Department has a very dynamic work environment and its major challenges will be:

- Retaining and passing on the knowledge of retiring members
- Recruiting and retaining employees with the skills and experience to meet the Department's fast-evolving needs.

The short-term succession plan already initiated will address immediate, critical positions and a longer-term plan will be developed in 2010-11 to address future requirements, including innovative strategies and options for replacement, recruitment and advancement, as well as learning and development.

**APPENDIX A – DEPARTMENT OF TOURISM, CULTURE AND RECREATION
SUMMARY OF NET EXPENDITURES (BY DIVISION)**

Expenditure and revenue figures for the Department of Tourism, Culture and Recreation, as included in this document and the following table were provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund* for the year ended March 31, 2010. This is an **unaudited** financial statement as the Department is not required to provide an audited financial statement for this report.

Department of Tourism, Culture and Recreation			
Summary of Net Expenditures (By Division)			
For The Year Ended 31 March 2010			
Division	Actual (\$)	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	\$4,568,993	\$4,682,200	\$4,161,200
Tourism	\$18,186,236	\$18,271,700	\$18,449,600
Culture and Heritage	\$31,480,449	\$32,075,600	\$32,032,600
Recreation Services and Facilities	\$9,753,249	\$14,545,600	\$14,931,700
Total Department	\$63,988,927	\$69,575,100	\$69,575,100

APPENDIX B – ACTIVE MINISTERIAL ENTITIES REPORTING TO THE MINISTER OF TOURISM, CULTURE AND RECREATION

Heritage Foundation of Newfoundland and Labrador (HFNL)

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

The Foundation delivers the Historic Places Initiative (HPI), a national program to protect the architectural heritage of Canada, on behalf of the Department of TCR. The HFNL also supports the Department in the implementation of its Strategic Directions, notably the direction which states that Newfoundland and Labrador’s heritage is protected and promoted, our identity celebrated and cultural creativity championed. The Foundation is also instrumental in ensuring that Newfoundland and Labrador’s distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated. The HFNL is a Category Three Entity, as classified by the *Transparency and Accountability Act*.

Marble Mountain Development Corporation (MMDC)

Marble Mountain Development Corporation was incorporated in April 1988 and is a totally provincially-owned crown corporation. The Corporation's principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The Corporation was transferred to the Department of Tourism, Culture and Recreation from the Department of Finance in 2000 and is managed by a Board of Directors. The Marble Mountain Development Corporation is a Category Two entity, as classified by the *Transparency and Accountability Act*.

Newfoundland and Labrador Arts Council (NLAC)

Under the *Arts Council Act*, the Newfoundland and Labrador Arts Council is mandated to “foster and promote the study, enjoyment of and the production of works of art of the province and to encourage the preservation and public awareness of cultural heritage.” The mandate is accomplished by offering grants to individuals and companies for the creation of new works in all disciplines, by offering sustaining grants to arts organizations, by recognizing outstanding contributions through Arts Awards and by other means. Approximately \$1.5 million in grant money provided by the Government of NL is awarded by NLAC.

The Council, which operates under the direction of a Board of Directors (mainly composed of members of the arts community), is the key vehicle by which government supports the creative process of the arts. The NLAC supports the Department of TCR in

working to ensure that the province's vibrant artistic community is recognized for its cultural and economic contributions. The Council's programs offer stable working conditions to professional artists through public and private sector support and provide support toward the development of sustainable creative enterprises and cultural industries (including heritage industries). Under the *Transparency and Accountability Act*, the NLAC is a Category Three entity.

Newfoundland and Labrador Film Development Corporation (NLFDC)

The NLFDC was created in 1997 with a mandate to foster and promote the development of the province's indigenous film and video industry and to establish Newfoundland and Labrador as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund (EIP) and works with the Department of Finance who administers the Newfoundland and Labrador Film and Video Industry Tax Credit. The NLFDC is the point of contact for the industry to make application for the tax credit. The applications are reviewed by the NLFDC and approved by the Department of Finance. The corporation operates at arms length from the Provincial Government through an independent Board of Directors and staff.

The NLFDC also supports the Department in the implementation of its Strategic Directions, notably the direction that states that sustainable creative enterprises and cultural industries (including heritage industries) are developed. The NLFDC is a Category Two entity, as classified by the *Transparency and Accountability Act*.

Newfoundland and Labrador Sports Centre

The Newfoundland and Labrador Sports Centre, opened in St. John's in 2008-09, serves as a venue for athlete training and to host provincial, national and international competitions for the more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador (SNL). The Newfoundland and Labrador Sport Centre complex, which will be operated as a provincial Crown Corporation, includes two buildings – a multi-purpose indoor training facility and a high-performance centre.

The training facility provides Newfoundland and Labrador's elite athletes with access to a boxing/combat room, locker/shower rooms and a 2,944 square-foot gymnasium which is large enough to have four basketball, seven volleyball or seven badminton courts playable at any one time. The high-performance centre includes a multi-purpose meeting room, three offices and strength and conditioning room.

The NL Sports Centre was funded through a cost-shared public/private partnership between the federal, provincial and municipal levels of government and the private sector. The Board is to be appointed in 2010-11. Under the *Transparency and Accountability Act*, the NL Sports Centre is a Category Three entity.

Provincial Historic Commemorations Board

The Government of Newfoundland and Labrador recently adopted legislation which allows for the commemoration of aspects of our history and culture that are of provincial significance. The Historic Resources Act was amended to include commemorations of

sites, events, people or cultural traditions in the province that are considered by the minister to be of historical or cultural significance and that are to be registered provincial cultural resources. The function of the PHCB is to advise the Minister of Tourism, Culture and Recreation regarding these nominations for designation under the guidelines of the Provincial Historic Commemorations Program.

The Provincial Historic Commemorations Program, launched in November 2008, is unique in that it recognizes provincially significant people, places and events, but also aspects of our living heritage that are less tangible in nature. The board was appointed in February of 2008, and since that time it has developed the historic commemorations program itself including establishing parameters and criteria for designation. It has been classified as a Category Three entity.

The program is citizen-led, with nominations being invited from individuals, organizations and school groups. Nominations fall under the categories of: 1) Exceptional People from the Past; 2) Outstanding Historic Events; 3) Unique Places; 4) Distinctive Cultural Traditions and Practices; and 5) Tradition Bearers. The first Provincial Historic Commemorations designations were announced on March 3, 2010. The Provincial Historic Commemorations Board is a Category Three Entity, as classified by the *Transparency and Accountability Act*, and will submit their first activity plan in 2010.

The Rooms Corporation of Newfoundland and Labrador (The Rooms)

The Rooms is a crown corporation created in 2002 under the *Corporations Act* to govern the Provincial Art Gallery of Newfoundland and Labrador, the Provincial Archives of Newfoundland and Labrador and the Provincial Museum of Newfoundland and Labrador. The Board of Directors are appointed by the Minister of Tourism, Culture and Recreation and, under the Chair, are responsible to ensure that the Provincial Museum, the Provincial Archives and the Provincial Art Gallery conserve, exhibit, and present the artifacts, archival records and art of Newfoundland and Labrador on a world-class level.

The Rooms supports the Department of TCR in the implementation of its Strategic Directions, notably the direction which states that Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed. Under the *Transparency and Accountability Act*, The Rooms Corporation is a Category One entity.

APPENDIX C – INACTIVE MINISTERIAL ENTITIES

Newfoundland and Labrador Tourism Marketing Council (NLTMC)

The Newfoundland and Labrador Tourism Marketing Council has been in place since September 2003. The Council's mandate was to advise in the preparation of strategic marketing and annual marketing plans, to monitor the implementation of marketing programs, to advise the Department about developing industry marketing partnership programs and to report annually to the Minister of Tourism, Culture and Recreation and industry on marketing programs and their results. Inclusion of industry in a formal process provided a forum to enhance the Department's marketing efforts as industry. It also enabled industry to work more collaboratively with the Provincial Government to achieve common goals.

The NLTMC was a Category Three entity. With the launch of *Uncommon Potential – a Vision for Newfoundland and Labrador Tourism* in February 2009 and the subsequent establishment of a joint government-industry Tourism Board in June 2009, the Newfoundland and Labrador Tourism Marketing Council was dissolved in 2009. Because the new Tourism Board has replaced the NLTMC, the Department of TCR will no longer be reporting on the NLTMC.

The Special Celebrations Corporation of Newfoundland and Labrador Inc. (SCC)

The SCC was a special operating agency of the Department of TCR, incorporated under the *Corporations Act* on August 27, 1998. The SCC was established to plan, organize, manage and supervise tourism special events for the Government of Newfoundland and Labrador. The Department utilized this Corporation from 1998 to 2002 to develop a series of special celebrations. In May 2003, the Department was authorized through the Special Celebrations Corporation to provide funding (from its existing bank account) in support of various festivals, community celebrations and promotional events normally considered under the Department's Cultural Events Fund, and to subsequently dissolve the Corporation when all of these funds had been expended. The SCC was a Category Three entity for the purposes of the 2008-09 reporting period, however formal dissolution of this Corporation was initiated during the 2008-09 fiscal year. This process was completed in 2009/10, therefore the Department of TCR will no longer be reporting on it.