

Annual Performance Report 2012-13




Newfoundland
Labrador

Tourism, Culture and Recreation

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PAPER

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REFERENCE PERIOD

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FRONT COVER IMAGE

“Little Visitor” © Provincial Historic Sites, Department of Tourism, Culture and Recreation.

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From the Minister



As Minister of the Department of Tourism, Culture and Recreation (TCR), I am pleased to submit the 2012-13 Annual Performance Report in accordance with the Government of Newfoundland and Labrador's commitment to accountability. The report was prepared under my direction and in accordance with the *Transparency and Accountability Act* and the Guidelines for Category 1 Annual Performance Reports.

This report demonstrates how the Department of TCR has performed in the second year of the Department's new three-year Strategic Plan 2011-2014. This year, 2012-13, we developed a new mandate to contribute to the economic growth and well-being of a vibrant, creative and active province by:

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

The Department is working cohesively as a diverse organization contributing to a common, shared mandate in all of its divisions and branches. Sound investments in tourism and cultural industries are growing the provincial economy, creating employment, and celebrating our unique identity as Newfoundlanders and Labradorians.

Since the launch of the Provincial Government's "Find Yourself" tourism marketing campaign in 2006, approximately \$95 million has been committed to promotional activities that support the continued success of our provincial tourism industry. The value of this investment can be seen in the continued growth of the industry since the launch of *Uncommon Potential – A Vision for Newfoundland and Labrador Tourism Marketing* in 2009. Since 2006 launch of the Provincial strategic plan, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture*, the Provincial Government will have invested more than \$60 million in the cultural and heritage sectors. Approximately \$80 million has been committed to recreational and sport infrastructure, programming,

and athlete development throughout the province since the 2007 launch of the Provincial Government's strategic plan *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador*.

Our progress to date has been made possible through the hard work of our sector volunteers whose efforts contribute significantly to our economic growth, quality of life and vitality for our citizens. Our achievements in our mandate areas were made possible through years of planning, investment, and partnership with the arts and heritage, tourism, and active recreation and sport communities. We have made great strides together over the last decade, and I am confident we will achieve even more in the coming years.

As Minister, my signature below is indicative of my accountability for the preparation of the Department's 2012-13 Annual Performance Report and the results reported.

A handwritten signature in black ink, appearing to read "Terry French". The signature is fluid and cursive, with the first name "Terry" and last name "French" clearly distinguishable.

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

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Who We Are and What We Do

Introduction

This annual report demonstrates the work accomplished by the Department of Tourism, Culture and Recreation (TCR) throughout the 2012-13 fiscal year in the delivery of our commitments in support of the development and sustainability of the tourism, culture (arts and heritage) and recreation and sport sectors.

Mandate

The Department of TCR's overall mandate statement was updated to reflect the fact that all areas of the Department contribute to the "economic growth and well-being of a vibrant, creative and active province". This positions the Department more cohesively as a diverse organization contributing to a common, shared mandate in all of its divisions and branches.

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

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

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

Vision

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

Mission

By 2017, the Department of Tourism, Culture and Recreation will have provided opportunities for enhanced participation by citizens engaged in developing and promoting tourism, arts, heritage and physical activity, recreation and sport, so that the province is a better place in which to live, visit and work.

Lines of Business

Recreation and Sport includes active living, sport and community recreation programs for healthier lifestyles, and support for community-based recreation and sport organizations and provincial and national sports programs. The Department also provides annual operating funding to School Sports NL¹, Recreation NL and Sport NL.

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

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

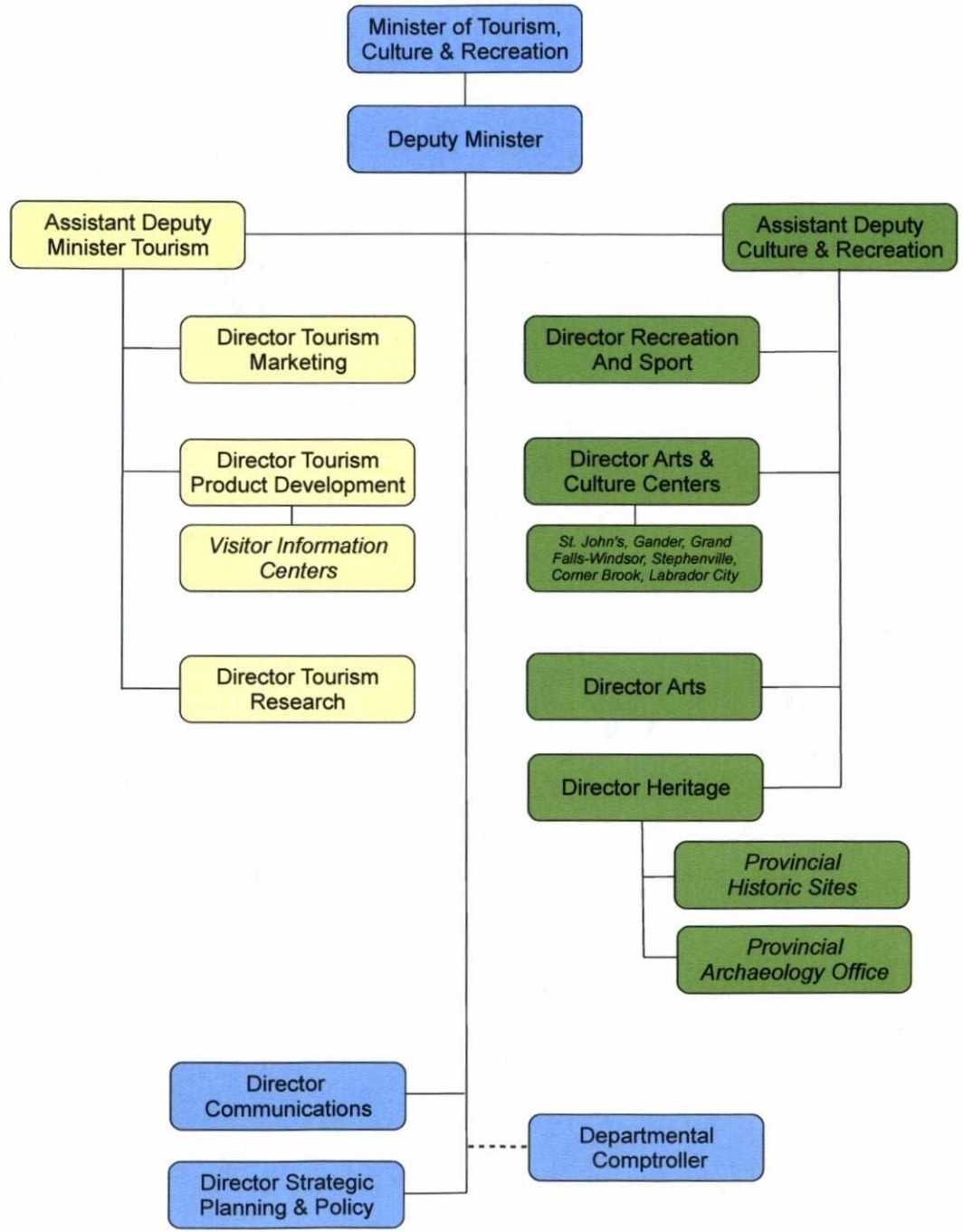
Arts and Culture Centres (ACCs) are six live performance venues across the province's regions for the celebration and presentation of the province's own talent and the best from elsewhere. Program areas include Touring, Client Rentals, Community Partnerships, and facility rooms for rehearsals, workshops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

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

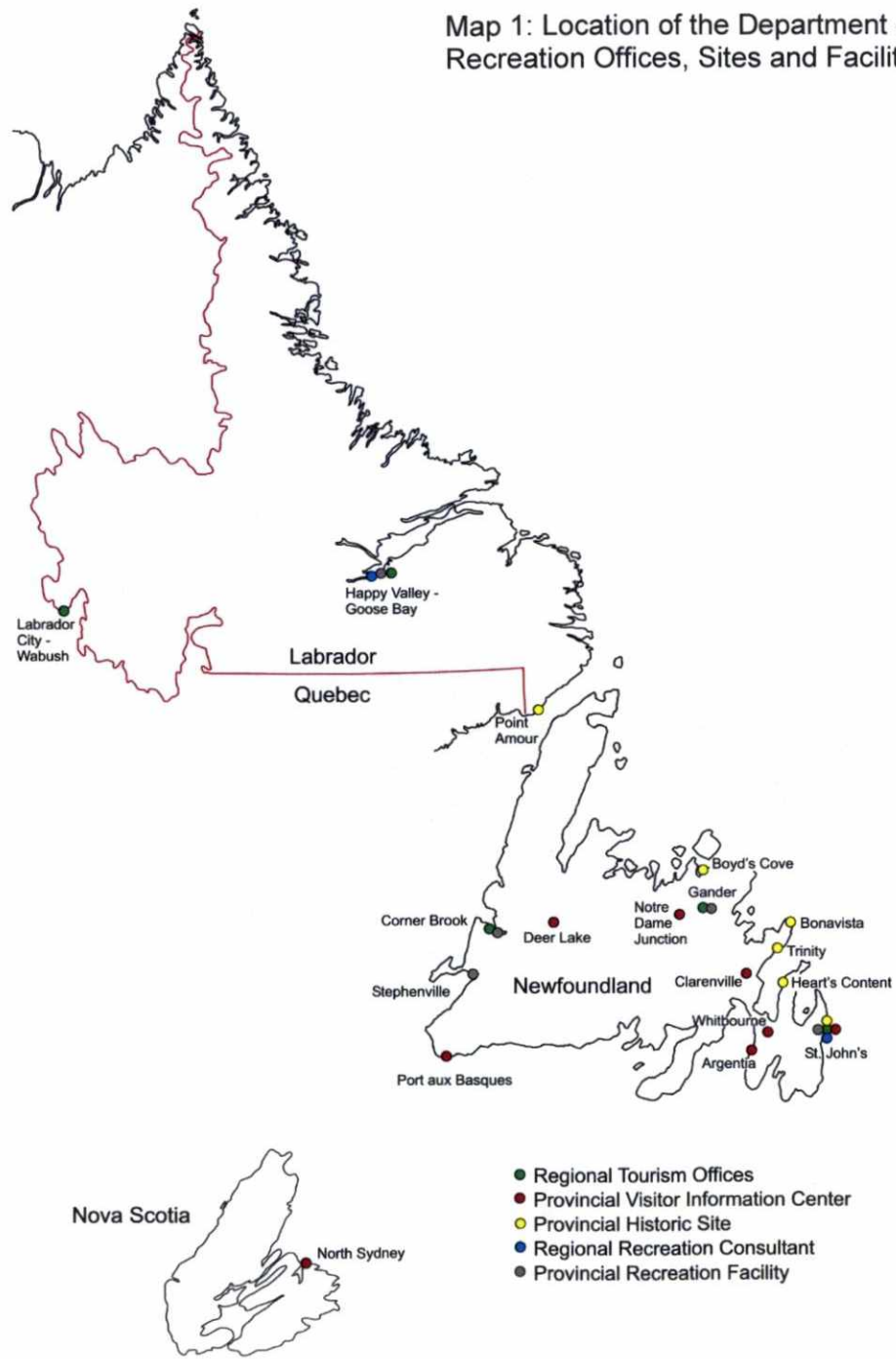
Strategic Tourism Product Development works cooperatively with the tourism industry to foster high-quality, authentic experiences and sustainable tourism products and to develop a professional tourism sector. Programs include: Visitor Information Centers (VICs); Strategic Product Development; and a Market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

¹ The abbreviation NL is used to refer to Newfoundland and Labrador throughout this annual report.

Figure 1 – Organization of the Department of Tourism, Culture and Recreation



Map 1: Location of the Department of Tourism, Culture and Recreation Offices, Sites and Facilities



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

Executive Support provides professional advice to the Minister on all matters related to TCR's mandate. The Communications Division provides strategic communication and support to the Minister of TCR and coordinates communication activity for all of the Department's branches. The Strategic Planning and Policy Division is responsible for Departmental requirements under the *Transparency and Accountability Act*, coordinating planning, policy and program evaluation, information management and the *Access to Information and Protection of Privacy Act*.

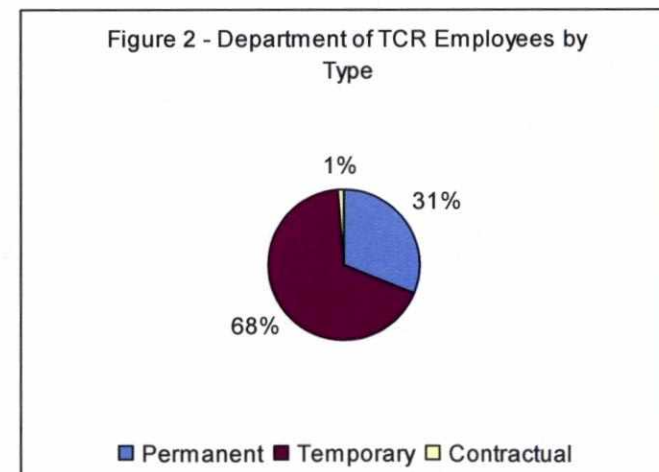
The **Executive and Minister's Office** comprises the Minister, the Deputy Minister, two Assistant Deputy Ministers (ADM Tourism and ADM Culture and Recreation), the Executive Assistant and the Constituency Assistant. Executive administrative services are provided by Administrative Assistants to the Minister, the Deputy Minister and the Assistant Deputy Ministers. See Figure 1 (Overleaf) – Department of TCR Organization Chart by Line of Business.

Where We Operate

TCR is one of the province's largest operators of public facilities, which includes tourism, heritage and arts infrastructure, as well as recreation and sport facilities (see Map 1 overleaf). Most of these facilities are located in rural areas of the province where they provide important sources of employment, and act as regional tourism anchor attractions and centers for community outreach, engagement and development.

Our Employees

As of March 31, 2013, TCR had a total of 316 core staff; of these, 99 were permanent and 217 were temporary employees (including seasonal workers). There were also four contractual employees. See Figure 2 – Department of TCR Employees by Type. More than half its employees (including seasonal) are located outside of the Avalon Peninsula. A total of 133 of the 316 are located on the Avalon, while 183 are located throughout the rest of the island and Labrador. Of its 316 permanent and temporary staff, TCR has 212 female and 104 male employees.



Our Financial Base

Expenditure and revenue figures included in this document are based on public information provided in the *Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund* for the year ended March 31, 2013. The Department's 2012-13 total net expenditures of \$56,963,086 are shown in Figure 3 by line of business. More detailed financial information is contained in Appendix One.

Our Shared Commitments

Recreation and Sport

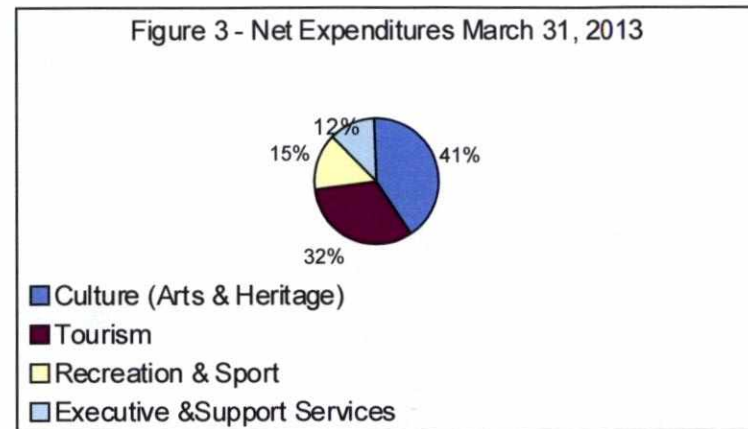
The Recreation and Sport Division continued its partnerships with Recreation NL, School Sports NL and Sport NL in support of Government's Strategic Direction, "Physical Activity, Recreation and Sport." These shared commitments included:

- The After School Physical Activity (ASPA) Initiative, a three-year pilot project with the Departments of TCR and Health and Community Services (HCS) designed to encourage schools and communities in partnering to address barriers to participation in physical activity during the after school time period, for children and youth in grades four to nine. Twenty-five school and community partnerships in the province have received up to \$25,000 per year to implement projects.
- Work with the Inter-Departmental Coordination Committee [composed of the Departments of HCS, Education, Advanced Education and Skills (AES) and TCR] to help implement *Active, Healthy Newfoundland and Labrador: A Recreation and Sport Strategy for Newfoundland and Labrador* and promote health, wellness and disease prevention through physical activity, sport and recreation.
- Partnered with various government departments and nongovernmental organization to develop and promote more inclusive practices and policies in recreation, sport and physical activity. Recreation NL established an Inclusive Recreation Advisory Committee and offered a "You Can Play TOO!" Inclusion Workshop, which is training designed for recreation practitioners.
- In 2012, Federal-Provincial-Territorial (FPT) Ministers responsible for recreation and sport endorsed the Canadian Sport Policy (CSP) in 2012 at their annual meeting. An action plan detailing how NL will contribute to the policy's implementation was developed.

Arts and Heritage

In support of Government's Strategic Directions to "Preserve and Safeguard Tangible and Intangible Heritage" and "Strengthen Cultural Sector Partnerships and Support," TCR continued to work with its entities (see Appendix Two) and cultural sector partners to

Figure 3 - Net Expenditures March 31, 2013



preserve and safeguard tangible and intangible cultural heritage, and to strengthen cultural sector partnerships and support for professional artists, the cultural industries and the community including:

- NL Arts Council (NLAC) which provides support to artists and arts organizations and NL Film Development Corporation (NLFDC) and Music NL which support the cultural industries in the critical areas of film, video and music.
- TCR, in partnership with Memorial University of Newfoundland (MUN), the Atlantic Canada Opportunities Agency (ACOA) and the business community, established Business and Arts NL, an initiative designed to increase private sector support for the arts.
- In partnership with the Federal Departments of Canadian Heritage (DCH) and ACOA and the provincial Department of Innovation, Business and Rural Development (IBRD), the Federal-Provincial Committee on Cultural Initiatives continued to address cultural professional and enterprise development needs of the sector through ongoing meetings and dialogue.
- TCR worked with the provincial Departments of Transportation and Works (TW), Municipal Affairs (MA), IBRD and the Heritage Foundation of NL (HFNL) to strengthen heritage legislation and policies.
- TCR worked with Hospitality NL to explore links and pursue opportunities to maximize tourism through the arts and heritage; the HFNL, the Association of Heritage Industries (AHI), and associations such as the Museum Association of Newfoundland and Labrador (MANL) and the Association of NL Archives (ANLA) work with TCR to preserve, strengthen and celebrate tangible and intangible heritage.
- The Provincial Archaeology Office worked with local municipalities, provincial government departments, the Nunatsiavut Government and community-based groups to protect the province's tangible cultural heritage and significant paleontological resources.
- FPT ministers responsible for Culture and Heritage in Canada met in 2012, and agreed upon a strategic framework for cooperation on culture and heritage encompassing sustainable development, cultural engagement and improved cultural sector data and information.

Tourism

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

- The NL Tourism Board, which encompasses both government and industry representatives, to implement the seven strategic directions of *Uncommon Potential: A Tourism Vision for Newfoundland and Labrador* (2009; also referred to as *Vision 2020*) and annual priorities.
- Destination Management Organizations (DMOs) to reduce duplication, build on the provincial brand, further engage industry and partners and work to develop authentic, market ready tourism products and experiences.
- TCR worked with IBRD (lead) and TW to improve air access, in particular providing inputs into the federal Department of Transport Canada's consultation concerning air transportation in the regions and air policy in 2012-13. TCR also worked with

TW to improve provincial and inter-provincial ferry service, and with the Department of Environment and Conservation (ENVC) to collaborate on shared issues with the Outfitting Sector.

- Hospitality NL and the Department of AES to advance tourism representation in labour force matters
- TCR financially assisted 23 Regional VICs and provided support for information and training to enhance their customer service with a particular focus in 2012-13 on service quality.
- TCR worked with the Cruise Association of NL (CANL), the NL Snowmobiling Federation (NLSF), the NL Outfitters Association (NLOA), and the Marble Mountain Development Corporation (MMDC) on diversifying the tourism product base, multi-season development/extending seasons and service quality.
- TCR collaborated with Destination St. John's (DSJ) through investment for the expansion of the St. John's Convention Centre in order to meet increasing demand in the meetings and convention sector.
- FPT Ministers Responsible for Tourism met in 2012 and committed to maximizing Canada's visibility to the world and improving coordination among governments to achieve this goal. They discussed air access, international marketing and issues facing the domestic tourism industry, including strategies to enhance Canada's position as a premier four-season destination.

Highlights 2012-13

Physical Activity, Active Recreation and Sport. In support of Government's Strategic Direction, "Physical Activity, Active Recreation and Sport," the Department of TCR is seeking to create physical and social environments that facilitate opportunities for increased regular, lifelong participation in physical activity, active recreation and sport. Since the launch of *Active, Healthy NL* (provincial recreation and sport strategy) in 2007, approximately \$80 million has been committed to recreational and sport infrastructure, programming and athlete development throughout the province.

Budget 2013 included a total investment of \$8 million in sport and recreation opportunities that play a key role in achieving the Provincial Government's vision of a healthier and more prosperous province. Budget 2013 also included an investment of \$730,000 in the Labrador Travel Subsidy Program, which creates hundreds of opportunities each year for Labrador athletes and sports teams to travel to the island for competitions and training. Since the introduction of *Active, Healthy NL*, approximately \$4.4 million has been invested in this program to benefit athletes in Labrador.

TCR worked with provincial sport organizations to assume roles of program coordination for the Provincial Games Program in 2012-13, which resulted in an enhanced legacy of volunteers, athletes, coaches and infrastructure. The NL Summer Games in Harbour Grace-Carbonear, held in August 2012, included over 1,300 participants from eight regions in the province, as well as Saint-Pierre et

Miquelon. The games also included new inclusive aspects, such as a Bocce² Demonstration and participatory session with Parasport NL and Easter Seals, as a direct result of the provincial recreation and sport strategy and Government's overall commitments for inclusion.

The 30th Labrador Winter Games, held in Happy Valley-Goose Bay in March 2013, brought people together from all over Labrador to compete for community pride and in the fellowship of sportsmanship and respect. This makes the Labrador Winter Games a truly inclusive, multi-dimensional event. Over the past 30 years, it has attracted over 5,000 athletes of all ages representing every community in Labrador competing in this premier sporting and cultural event.

Strengthening Partnership and Support in the Arts and Heritage. Government's Strategic Directions are to: "Preserve and Safeguard Tangible and Intangible Heritage" and "Strengthen Cultural Sector Partnership and Support." More than \$17 million is provided annually to develop creative projects, enhance arts facilities, assist festivals, and preserve historic sites. This includes support for over 120 community museums, archives and historic associations as well as support for individual artists, cultural entrepreneurs and arts organizations.

In 2012-13, investment continued in the restoration of the Colonial Building Provincial Historic Site, with an allocation of \$9.5 million. This iconic structure is undergoing a multi-year enhancement that will see it fully restored and operating as a flagship PHS by 2015-16. Extended partnerships with Parks Canada continued at selected PHSs and the award-winning PHS team continued to enhance regional opportunity and development through expanded partnerships with over 20 public and private organizations.

In Budget 2012-13, the Provincial Government committed to undertaking commemorations of World War One and to honouring our veterans from 2014 to 2018. This investment was another key heritage initiative supporting the planning and activities of the Provincial Government, the Royal Newfoundland Regiment Advisory Council and a stakeholder committee composed of key groups and organizations. Throughout 2012-13, TCR sought input from stakeholders throughout the province and worked to engage youth and all citizens in commemorating an event that has helped shaped the provincial identity.

In collaboration with Parks Canada and the Town of Red Bay, the Provincial Archaeology Office worked toward the United Nations Education, Scientific and Cultural Organization (UNESCO) Designation (expected 2013-14) based on excellent multi-agency cooperation, planning and policy. The Heritage Division also collaborated with Memorial University on the provincial Climate Change Initiative which included \$460,000 in matching federal and provincial funding focused on identifying and working to stabilize coastal areas with threatened historic resources. The PAO supported the formation of Maritime Archaeology Society and the NL Archaeology Society, both of which represent important new community partners in archaeological stewardship and public awareness

² The game of Bocce is a variety of lawn bowling.

and understanding. The Heritage Division worked to better engage communities in Church heritage initiatives which focus efforts to preserve, partner and seek new links, for example with the arts community, in order to adapt and re-use these significant structures.

In June 2012, the Heritage Foundation of NL received the prestigious honour of being awarded observer status through UNESCO for their work with intangible cultural heritage. The Provincial Historic Commemorations Program (which recognizes our cultural and historic treasures) honoured six new designates in 2012. These were: 1) The Labrador Trapper as a Cultural Tradition or Practice; 2) John Nicholas Jeddore, a member of the Maiwpukek Band at Conne River as a Tradition Bearer; 3) The *SS Newfoundland* Sealing Disaster of 1914 and the loss of 77 men as an Event of Provincial Significance; 4) The Founding of the Royal Newfoundland Regiment in 1795 as an Event of Provincial Significance; 5) Fish and Brewis, a meal consisting of soaked and cooked salt cod and hard bread, as a Distinctive Cultural Tradition or Practice; and 6) Resettlement Under the Smallwood Administration designated as an Event of Provincial Significance.

Residents in more communities throughout the province in 2012-13 experienced the opportunity to enjoy performances on tour through expanded programming at the province's Arts and Culture Centres. A partnership with Theatre NL brought the play, *Tempting Providence*, about Newfoundland outpost Nurse Myra Bennett, to 71 communities in 2012, the first time any production has reached that many communities and audiences in the province's history. Also for the first time, artistic residences were piloted at four of six centres in the disciplines of theatre, visual art and the literary arts. All six ACCs began offering online ticketing by March 31, 2013, completing this vital customer service initiative begun in 2011-12.

2012-13 also saw the creation of "Business and the Arts," a private sector group with the mandate to promote mutually beneficial partnerships between business and the arts. The Arts Division worked hard to establish links among the NLAC, ACCs and PHSs, and through support of literary festivals and enhancing regional opportunities in the arts, such as bringing famed Irish author Anne Enright to Tilting for a panel discussion on writing with NL author Lisa Moore as an extension of Eastport's literary festival, *Winterset in Summer*. In collaboration with the Department of IBRD, the Arts Division invested in the Gros Morne Cultural Blueprint to enhance cultural products in the region. These included literary, music and theatre festivals such as the *Woody Point Literary Festival*, Theatre NL at Cow Head and the *Trails, Tales and Tunes Festival* in Norris Point, as well as music camps, presentations and partnerships with the Corner Brook ACC.

Such development was made possible through the Cultural Economic Development Program which provided support in the amount of \$1.3M to the professional arts and cultural community in the area of operational support for cultural enterprises, professional development opportunities as well as marketing and touring. The Publishers Assistance Program invested \$200,000 in local publishing companies to assist with marketing, editing, lay-out and design, and professional development.

In 2012-13, the Arts and Letters Awards Program administered by TCR provided awards in the amount of \$46,000 to emerging and established artists in the disciplines of music, literary and visual art while the Provincial Art Bank invested \$125,000 in the purchase of visual art. May 2012 marked the 60th anniversary of the Arts and Letters Awards Program which was hosted at The Rooms. Over the last 60 years, thousands of artists throughout the province have participated in this landmark program.

The equity investment of \$3 million in Season Four of the television series, *Republic of Doyle*, was essential to the project's continuation. With the Provincial Government's investment, the show was able to leverage significant funds from other sources outside the Province. Government's continued investment in *Republic of Doyle* offers a unique opportunity to build on our growing film industry, and to invest in the careers of our professional film talent. A projected \$40 million in film and television production activity took place in the province this past year – the highest ever recorded.

Marketing and Developing Our Tourism Destination

Government's Strategic Direction, "Strengthen Public-Private Partnership in Tourism," involves marketing Newfoundland and Labrador as a tourism destination, better coordinating and organizing the tourism industry, and developing priority, in-demand and export ready products and experiences. This direction was supported by a number of notable achievements and successes in 2012-13 (see below). Since 2006, approximately \$94 million has been committed to promotional activities that support the continued success of our provincial tourism industry. The value of this investment can be seen in the continued growth of the industry since the launch of *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* in 2009.

For the first time ever, the province's tourism industry generated one billion dollars in resident and non-resident spending in 2011 (reported in 2012). TCR estimates indicated that the province received approximately 504,400 non-resident visitors from January 1 to December 31, 2012, representing an increase of 9.9% over 2011. Associated non-resident expenditures were estimated to have reached \$456.8M, a 7.6% increase over 2011 levels (see <http://www.tcr.gov.nl.ca/tcr/stats/index.html>). This is on pace to reaching our *Vision 2020* target of doubling the annual tourism revenue in the province by 2020. Our tourism advertising campaign has had a major influence on the growth of our industry over the past decade. We are definitely seeing results from this approach, as website visitation was up more than 30 % in 2012 representing 1.5 million visits. In 2012, Newfoundland and Labrador was recognized as a destination of choice by *National Geographic Magazine*.

The *Find Yourself* campaign, launched in 2006, continued to differentiate the province from other tourism destinations. *Find Yourself* won an astounding 16 awards at the Innovation, Creativity and Enterprise (ICE) Advertising Awards, including Best of Show. The campaign also won nine awards in three categories at the 2012 Adrian Awards, sponsored by Hospitality Sales and Marketing Association International. The *Find Yourself* campaign has now won a grand total of 185 regional, national, and international awards, and has become one of the most acclaimed tourism campaigns in the world.

Our story continued in 2012-13 with two new ads that both inspired more people to visit our province and continued to strengthen our competitiveness as a vacation destination. “Sunrise” and “Conversation,” representing the 15th and 16th chapters in our Tourism story were introduced to positive critical and consumer acclaim. Internet marketing reached new heights with a significant increase in website traffic, up nearly 30%, representing 1.5 million visits to the end of 2012. The <http://www.newfoundlandlabrador.com> audience visits in 2012 outperformed peer sites in Canada, the United States and New Zealand and our province was recognized in early 2013 as a top performer in social media engagement on *Facebook*.³ Both time spent on our website and the number of web views were up over 10% and 15% respectively. This confirms why NewfoundlandLabrador.com, mobile apps, and social media are extremely important for our present and future marketing plans.

A series of new online videos were also unveiled and added to the provincial website, providing more depth to the stories, people and experiences profiled in the television ads. The new “Newfoundland & Labrador Language Lessons” were extremely popular, and while only three of the 19 videos produced had been posted by March 31, 2013, they averaged 803 likes, 86 comments, 580 shares, and 17,000 views.

On *Facebook*, the audience was highly engaged, generating 7,000 messages, of which 85% were original creations (*versus* supplied messages). Launched in 2012, the Newfoundland and Labrador Tourism Mobile Application was downloaded 5,901 times in 2012 (to the end of December). Newfoundland and Labrador Tourism won the 2012 Best User-Generated Content at the E-Tourism Awards and the 2012 E-Tourism Award (second place) for the new mobile app introduced in 2012. The Visit California Tourism Group proclaimed we had raised the bar.

Budget 2012-13 provided for continued visitor information services at the St. John’s International Airport through the Visitor Information Centre. This investment enabled the airport to continue to provide professional tourism customer information service to the travelling public at a key entry point to the province (the airport receives 80% of non-resident visitors to the province). In 2010, there were 1.3 million passengers using this centre; 2011 saw an increase of 4% to 1,371,417; and in 2012, there was a further increase of 5.6% with a total of 1,448,309 passengers. Budget 2012-13 also provided support for the Marble Mountain Development Corporation, the province’s premier winter attraction, which helped renew and replace infrastructure to keep the facility safely and reliably operating.

³ Source: 2012 *Canadian Destination Benchmarking Initiative* provides a snapshot of Online Performance among 23 Canadian Destination Management Organizations for 2012.

The 2011 Provincial Exit Survey results received in 2012 served to update and enhance existing historical information on non-resident visitors to this Province. The program was undertaken to improve annual estimates of visitation and expenditure as well as to update visitor characteristics. Highlights can be seen at: <http://www.tcr.gov.nl.ca/tcr/stats/index.html>

Season Extension remained a priority in 2012-13 with the creation of new and expanded festivals, and efforts to address seasonality and expand partnerships. In 2013, the Tourism Assurance Program (TAP) was launched. TAP is a provincial industry-wide plan that identifies five minimum standards that all tourism operators must meet to be included in provincial/industry membership and partnership opportunities. Information is being collected in 2013 toward enacting compliance standards in May 31, 2014.

2012-13 Performance

Strategic Issue One – Aligning and Strengthening Tourism Partnerships

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

Goal: By March 31, 2014, the Department will have achieved a more organized, coordinated and effective tourism industry structure that minimizes duplication, maximizes marketing and supports market readiness and product development.

Measure: A more organized, coordinated and effective tourism industry structure that minimizes duplication, maximizes marketing and supports market readiness and product development.

Indicators:

- An organizational structure for the tourism industry defined and communicated.
- More streamlined and coordinated tourism marketing and advertising efforts at the provincial and regional levels.
- Increased number of multi-season tourism product and experiential development initiatives supported in regions.
- Increased number of tourism industry workshops and training initiatives delivered in regions.
- Increased number of tourism industry best practices missions.

Objective 2012-13: By March 31, 2013, the Department will have supported more coordinated and streamlined regional tourism marketing, product development and market readiness initiatives.

Measure: More coordinated and streamlined regional tourism marketing, product development and market readiness initiatives coordinated.

Indicator Reporting: Objective 2012-13:

Planned for 2012-13	Performance Indicators for 2012-13
Streamlined and coordinated tourism marketing and destination development ⁴ efforts occurring	<p>Streamlined and coordinated tourism marketing and destination development efforts occurred as follows:</p> <ul style="list-style-type: none"> • With core funding of \$150,000 each and ongoing support from TCR, all four DMOs undertook coordinated industry engagement, marketing, destination development and market readiness and other development initiatives as well as training. 267 tourism operators were engaged: Destination Labrador (19); Western DMO (73); Eastern DMO (85) and Central DMO (90). Annual DMO general meetings, stakeholder sessions, partnership initiatives, workshops and one-on-one mentoring led to more streamlined and coordinated efforts (see below). • All four DMOs provided TCR with annual reports (Year One of their Three-Year Strategic Plans prepared in 2011-12) and updated their 2012-113 plans. TCR had critical input into annual plan priorities to ensure better coordination and also monitored implementation through bi-monthly reviews of marketing plans and tactics. • TCR’s proactive alignment and coordination among all DMOs led to more information sharing and identification of shared challenges and opportunities for market expansion and tourism growth. This in turn strengthened and aligned provincial marketing efforts under our brand and allowed DMOs to better focus on supporting regional destination development and the tourism industry. • In the ongoing transition from Destination <i>Marketing</i> Organizations to Destination <i>Management</i> Organizations, TCR continued to expand the regional website information on NewfoundlandLabrador.com while DMOs continued to re-develop their websites as industry support sites rather than consumer sites. This reduced duplication and TCR made further major improvements to

⁴ As defined by TCR’s Strategic Tourism Product Development Division in consultation with HNL, the DMOs and others, destination development is “a collective and proactive process designed to understand the tourism assets that exist, to identify deficiencies in the offering and to address those deficiencies through a planned and strategic framework of destination development. Destination development is an intentional, collaborative process with shared responsibility aligned on a long-term and cohesive strategy.”

Planned for 2012-13	Performance Indicators for 2012-13
	<p>regional pages of NewfoundlandLabrador.com including the ability of DMOs to populate content via regional highlight boxes, regional blogs, packages and feature packages which provided added value for DMOs and tourism industry stakeholders.</p> <ul style="list-style-type: none"> • TCR designed an NL space for consumer trade shows unifying under the provincial brand while incorporating regional brochures and information. This also reduced duplication and maximized consumer and trade show marketing activities. NL Tourism marketing opportunities on NewfoundlandLabrador.com and Traveller’s Guide Advertorial Program provided further opportunities to coordinate, engage and interact with stakeholders. • Social media and packaging workshops were held and partnership initiatives are underway in all DMO regions including an increase in cooperative social media initiatives on the regional and provincial level. Content is through NewfoundlandLabrador.com, and DMO and Newfoundland and Labrador Tourism social media channels including <i>Twitter</i>®, <i>You Tube</i>®, <i>Facebook</i>® and <i>Flickr</i>®. • Improved package program pricing and bundling for 2013 was introduced to encourage more cooperative and effective industry participation in packaging programs and training initiatives. The Market Readiness Program had a total of 44 participants province-wide, up from 26 in 2011-12. • DMO Governance Module was developed and delivered as part of key training initiatives which also included social media webinars, organizational workshops, packaging workshops and partnership initiatives and support. • Coordinated destination development program planning and development, and regional implementation planning were initiated in all regions (see below).
<p>Priority destination development⁵ activities undertaken</p>	<p>Working with DMOs, TCR undertook five priority destination development activities province-wide and within regions in 2012-13:</p> <ol style="list-style-type: none"> 1. The destination development planning process, a three-year initiative, began in 2012-13. Designed to offer a better understanding of our current tourism assets, identify where we can improve our offerings, and guide decision making, this province-wide initiative is being implemented regionally, resulting in the development of an action plan in 2013-14 that will improve long-term success in tourism. This process is being led by HNL in partnership with TCR and DMOs.

⁵ Destination development is a collective and proactive process designed to understand the tourism assets that exist, to identify deficiencies in the offering and to address those deficiencies through a planned and strategic framework of destination development. Destination development is an intentional, collaborative process with shared responsibility aligned on a long-term and cohesive strategy.

Planned for 2012-13	Performance Indicators for 2012-13
	<p>2. The new Industry-led Tourism Assurance Program was introduced province-wide to elevate traveller confidence in local tourism services and attractions by ensuring that all organizations promoted in the province meet common minimum standards. TAP assessment, promotion and counseling were provided through workshops, webinars and one-to-one meetings in all four DMO regions.</p> <p>3. Multi-season development (season extension) was further expanded and streamlined. TCR worked with groups in four DMO regions to further develop major seasonal festivals. Willing champions (pursued to take the lead on festival development and sustainability) included: Western (Iceberg Fest, Trails, Tails and Tunes, Feather and Folk, Colourful Characters and Snow West); Eastern (Roots, Rants and Roars); Central (Mid-Winter Bivver); and Labrador (Cain’s Quest). With the Western DMO, TCR worked to streamline separate proposals into one, integrated package of initiatives and worked closely in the management and delivery of these events and activities. With the Town of Bay Roberts as champion, TCR worked with regional stakeholders to develop an additional themed, culinary season extension pilot in 2012-13 called “Songs, Stages and Seafood” which will be launched in 2013-14.</p> <p>4. Strategic Tourism Expansion Program (STEP) was piloted in the Twillingate–New World Island area as a comprehensive experiential tourism development program created specifically to address the capacity gap within communities identified as having above-average potential as sustainable tourism destinations. Developed by ACOA –Tourism Atlantic, the program exposes tourism entrepreneurs and influencers to experiential tourism techniques and provides a model for application in strategic tourism expansion in other regions linked with the destination development planning process.</p> <p>5. Focus on priority, in-demand tourism products and experiences. Based on results from the 2011-12 Exit Survey which identified coastal walking and hiking (rather than back-country experiences) as an in-demand tourism experience, TCR worked with 20 such trail “clusters” (key stakeholders who included community councils, tourism operators and other community recreation and tourism groups situated around groups of trails across the province) in all DMO regions to ensure the development, marketing and promotion of safe, accessible walking and hiking trails. Instead of working on individual trails in communities, TCR identified priority clusters involving 87 communities / groups across the province.⁶</p>

⁶ These trail networks were located in: Bonavista, Twillingate, Fogo Island, Springdale Area, Robert’s Arm, Eastport, Northern Peninsula East, St. Anthony region, Gros Morne, Cow Head, Corner Brook Area, Southwest Coast, Stephenville Area, Bay St. George, Burin Peninsula, Isthmus of Avalon, Southern Shore, Trinity Bay South, Conception Bay North and Avalon Peninsula.

Discussion of Results

The tourism industry is one of Newfoundland and Labrador's key economic drivers in all regions of the province, contributing \$288 million in direct Gross Domestic Product (GDP) and \$205 million in labour income to the economy, and supporting over 17,000 jobs (includes self-employed and employee jobs).⁷ Within the framework of our ten-year tourism strategy, government and industry are taking provincial tourism to unprecedented levels. We are on our way to achieving our *Uncommon Potential* target of doubling the annual tourism revenue in Newfoundland and Labrador by 2020 to \$1.6 billion annually. By December 2012, more than half a million visitors (504,400) spent \$457 million, representing an estimated 10% increase in visitation and 8% increase in spending over 2011.

In 2012-13, we continued to forge a stronger, more aligned and more effective tourism industry through coordinated provincial and industry marketing, market development and destination planning and development especially at the regional level with the four Destination Management Organizations (DMOs). We also focused on product development, especially multi-season, market-driven products. In this, we were assisted strategically by the findings of the Provincial Exit Survey, an extensive tourism research project that started in 2011 and culminated in 2012 with the most detailed view of the province's non-resident visitors ever produced.

In 2012-13, the groundwork for the new three-year provincial destination development planning process was laid. TCR worked with DMOs and other partners on expanding and streamlining multi-season/season extension initiatives, and focusing on priority products and market readiness initiatives. To ensure competitiveness with other national and international destinations, a new Tourism Assurance Plan was developed in 2012-13, which is the first step in providing assurance to travellers about the quality of tourism services and attractions being promoted in the province. All partners of the NL Tourism Board have endorsed this plan and are collaborating to enhance quality assurance standards for specific sectors of the industry. Compliance to the standards will come into effect May 31, 2014.

Objective 2013-14: By March 21, 2014, the Department will have further supported more coordinated and streamlined regional tourism marketing, product development and experiences and market readiness initiatives.

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

⁷ Department of Finance, Government of Newfoundland and Labrador estimates based on latest available figures (2010). Of these 17,581 jobs, the employment of an estimated 10,760 people was directly attributed to travel and tourism spending and an estimated 8,419 person years of employment was generated by tourism spending. See http://www.tcr.gov.nl.ca/tcr/faq/tourism_statistics.html

Indicators:

- Sustained number of multi-season tourism product and experiential development initiatives supported in regions.
- Increased number of tourism industry workshops and training initiatives delivered in regions.
- Phase One of the Destination Development Plan Tourism Destination Visitor Appeal Assessment (TDVAA) initiated.

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

TCR is working with communities and partners to further support cultural attractions, enhance programming and activities that engage and educate the public, and increase the contribution of cultural (both arts and heritage) resources to the development of the province. This supports Government's Strategic Directions to "Preserve and Safeguard Tangible and Intangible Heritage," and "Strengthen Cultural Sector Partnership and Support." Success in our cultural sector will further reinforce *Uncommon Potential* (the provincial tourism vision) which directs that developing and delivering strategic, sustainable traveler experiences are essential to the growth and development of the tourism industry.

TCR is focused on further supporting opportunities to generate social and economic activity through the arts and heritage that will work to grow and sustain our regions and communities over the long term. Government has invested in cultural infrastructure and institutions such as Provincial Historic Sites and Arts and Culture Centres, and will continue to build capacity in cultural organizations and initiatives at the provincial and community levels. This is complemented by TCR's Cultural Economic Development Program which helps stimulate economic activity by providing financial support for heritage and professional arts activities and support for cultural industries.

Goal: By March 31, 2014, the Department will have enhanced regional opportunity and development in the arts and heritage sectors in the province.

Measure: Regional opportunity and development in the arts and heritage sectors in the province enhanced.

Indicators:

- Special events, demonstrations, self-directed tours and small scale interpretative site animation planned and delivered at selected Provincial Historic Sites.
- Evaluation frameworks for enhanced interpretive programming at Provincial Historic Sites and more relevant regional programming at Arts and Culture Centres developed.
- Circuit and schools consultation in relevant, regional programming at Arts and Culture Centres undertaken.

- Arts and Culture Classroom Initiative plan developed and relevant programming for school audiences offered.
- Partners in Presentation Affiliation Initiative developed and community representatives engaged.
- Selected circuit tours coordinated and delivered.
- Increased number of arts presentations in community venues.

Objective 2012-13: By March 31, 2013, the Department will have developed and initiated a new approach for more relevant regional programming and increased circuit involvement at Arts and Culture Centres and continued implementation of enhanced interpretive programming at Provincial Historic Sites.

Measure: A new approach for more relevant regional programming and increased circuit involvement at Arts and Culture Centres initiated and developed; and implementation of enhanced interpretive programming at Provincial Historic Sites continued.

Indicator Reporting: Objective 2012-13:

Planned for 2012-13	Actual Performance 2012-13
<p>Continue the development and initiation of a new approach for the presentation of relevant regional programming at ACCs and around the Province</p>	<p>The new approach at all six ACCs and around the province continued and was further developed in 2012-13 through the new position of the Manager of Programming, Partnerships and Promotion who worked with regional ACC managers, artists, arts companies and community groups to identify, broker and support the development and presentation of relevant regional programming. Overall, activity levels at all six ACCs combined increased from 550 ticketed events five years ago to 690 ticketed events in 2012-13, a 25% increase. Specifically, this new approach to the continued development of more relevant regional programming involved and resulted in the following :</p> <ol style="list-style-type: none"> 1. Increased engagement of audiences to the arts and artists. <ul style="list-style-type: none"> • Four artistic residencies established as pilot projects with four resulting presentations: St. John's, Gander, Corner Brook, and Labrador West. These pilot projects were the first such residencies at provincial ACCs and resulted in new creations and productions, community engagement and workshops in the visual, literary and the performing arts. • Commitment of the ACCs to enhancing artistic direction as demonstrated through the co-production and presentation of <i>Our Eliza</i> (directed by Lois Brown) with the Poverty Cove Theatre Company and the Arts and Culture Centres. <i>Our Eliza</i> is the story of a rural Newfoundland community and is about the loss of a mother, a brother, a child, and an industry. • Implementation of new social media tools such as <i>Google+</i> extended the experience of cultural patrons. Through the use of Google "Hang Out," an online forum was held with Buddy

Planned for 2012-13	Actual Performance 2012-13
	<p>Wassisname and the Other Fellas, which tallied a total of 17 hours and four minutes watched.</p> <p>2. Expanded cultural outreach to the community. In addition to the artistic residencies described above, new and non-traditional partnerships were formed and expanded cultural outreach to the community occurred as follows:</p> <ul style="list-style-type: none"> • Unique partnership with Memorial University of Newfoundland Marine Institute’s Centre for Marine Simulation to present the 100-year commemoration of the sinking of H.M.S. <i>Titanic</i> through the production of the original work, <i>Calm Air</i>, which blended theatre and technology. • IZM, a street dance presentation in St. John’s and a version called “Evolution” in Gander, Grand Falls-Windsor and Clarenville, brought new, highly contemporary and evolving dance art forms to both urban and rural audiences, especially youth audiences. • The Atlantic Ballet Theatre of Canada which performed at ACCs in St. John’s, Gander, Grand Falls Windsor, Stephenville and Corner Brook with their award-winning ballet, “Ghosts of Violence.” This production featured community collaboration in composing the ballet and an after-show workshop in all locations with women’s justice and social service groups participated on site, along with national partners. • ACCs were co-presenters in the 2012 Festival of New Dance in October 2012 with two main stage performances including the opening gala featuring the internationally acclaimed Toronto Dance Theatre. • In partnership with the Research Centre for the Study of Music, Media and Place (MMaP) at the School of Music, Memorial University, the St. John’s ACC purchased and installed a professional dance floor and space on the fourth floor of the centre, the first of its kind in the province dedicated to dance workshops and rehearsal space. • New partnerships for cultural diversity and inclusion initiatives involved Wonderbolt Circus new theatrical circus production, <i>Cirkzilla</i> (performed in Gander) featuring a troupe of international and local artists; Pride Week events and support for presentations exploring gay, lesbian and trans-gendered themes and experiences and; increased accessibility including hearing assist devices, wheelchair ramps and accessible washrooms. • Expanded, more diverse “Culture Days” featuring a number of successful free events, including an art exhibit by the Group of ’77 and Monday’s Company, a juggling demonstration by Jamie Burke, a Tango Dance demonstration and workshop, an Introduction to Acting for Camera Class, and an open class of the Performing Arts Group by Artistic Director Patricia Andrews.

Planned for 2012-13	Actual Performance 2012-13
	<p>3. Expanded community circuit in all regions. Through the ongoing partnership with Theatre NL, the production <i>Tempting Providence</i>, was brought to 69 communities (the largest ever theatre tour in the province). Artistic Fraud’s provincial tour of <i>Oil and Water</i> at five ACCs, and a special presentation at St. Lawrence Academy on the Burin Peninsula also powerfully linked one of the province’s most arresting and heroic stories of World War Two to its place of origin (see below).</p> <p>4. Further establishing the links of arts and culture to curriculum content. Through the Arts and Culture Classroom Initiative, in consultation with the Department of Education and School Districts, extensive preparations were undertaken in 2012-13 for an adaptation of <i>Julius Caesar</i> that will tour the province later in 2013-14. This new initiative is aimed at exposing audiences of high school students to relevant live theatre through curriculum-based classroom projects.</p>
<p>Continued coordination with Community Circuit⁸ to offer a new approach for programming in all regions of the Province</p>	<ul style="list-style-type: none"> • Continued coordination with the Community Circuit in 2012-13 offered a new approach for high-calibre programming in all regions of the province, resulting in a number of new, successful productions and provincial tours at ACCs and partnering venues, and further extending and facilitating access to culture as follows: <ul style="list-style-type: none"> ○ A total of 80 presentations were made on the Community Circuit in 2012-13 compared with 36 presentations in 2011-12. The main reason for the increase was the production of <i>Tempting Providence</i> in a record 69 communities. ○ Production activity at the newly re-named Barbara Barrett Theatre (formerly the Basement Theatre) increased 41.5% at the St. John’s ACC, from 89 in 2010-11 to 126 in 2012-13. ○ Three new companies had their inauguration at the St. John’s ACC in 2012-13: Joint Productions, School Zone Productions and Natalia Hannelley. • Greater focus on the role of provincial ACCs as block bookers and financial partners for the Community Circuit in 2012-13 resulting in more community events being offered for presentation. The ACCs made opportunities known in the regions, and provided technical advice and support. • The Manager of Programming, Promotion and Partnership took a board seat with the Atlantic Presenters Association (APA) which encourages expanded community circuit presentation and the

⁸ The Community Circuit refers to places/venues in the province that do not have an Arts and Culture Centre. It includes towns such as Carbonear, Bonavista, Trinity, Eastport, and Happy Valley-Goose Bay, which have defined performance venues, and any other community that has expressed interest or has participated in a presentation that is solely developed and presented by the ACCs on one in which ACCs partner with other producers, for example, Theatre NL’s presentation of *Tempting Providence* in 69 communities, ACCs either fully present, partner (co-present) or facilitate live performances. It includes the Marine Institute, where ACCs presented the *Titanic* simulation and the venue on the Burin Peninsula where the ACCs sent *Oil and Water* because of its relevance there.

Planned for 2012-13	Actual Performance 2012-13
	<p>creation of a professional network in support of this goal.</p> <ul style="list-style-type: none"> • Linkages with existing festivals and events, for example, <i>Trails, Tales and Tunes</i> in Norris Point (with associated activities at the Corner Brook ACC) and the <i>Festival of New Dance</i> in St. John's which resulted in: 1) expanded audiences through tours in more communities; 2) larger productions available through financial partnering; and 3) enriched tourism product offerings and experiences. • More local talent and stories, highly relevant and engaging for provincial audiences and visitors alike, notably the partnership with Theatre NL and <i>Tempting Providence</i>. The detailed technical inventory of 69 venues, undertaken as part of this tour, provided the basis for future tour plans to support continued coordination with the Community Circuit in offering programming in all regions of the Province.
<p>Enhanced interpretive programming⁹ planned and delivered at selected PHSs</p>	<p>Enhanced, increased interpretive programming and related communications and outreach activities planned and delivered, many for the first time, at selected PHSs were as follows:</p> <ul style="list-style-type: none"> • Commissariat House (six), Newman Wine Vaults (three), Cupids Cove Plantation (three), Heart's Content Cable Station (three), Mockbeggar Plantation (two), Cape Bonavista Lighthouse (two), Trinity Historic Sites (two), Beothuk Interpretation Centre (two), and Point Amour Lighthouse (two). An estimated 3,000 visitors attended a total of 26 Special Events. The number of visitors represented an increase of 8% over 2011-12, while the number of events represented a 5% increase over 2011-12. • Community engagement in planning and delivering enhanced interpretive programming including: 1) New World Theatre Company and the Miawpukek First Nation (Conne River) on "Voices on the Wind" at the Beothuk Interpretation centre PHS; 2) Cupids Cove Soiree on Canada Day at Cupids Cove Plantation PHS; 3) NL Historic Trust on Doors Open event at the Newman Wine Vaults PHS; 4) Town of Trinity on the Trinity Festival involving Trinity PHSs; and 5) Upper Trinity Radio Operators Club on "Getting Connected" at the Heart's Content Cable Station PHS. • Eight hands-on demonstrations (one per week at each of the ten PHSs) were planned and delivered, providing interactive opportunities of hands-on learning. This marked the first time all PHSs delivered the full suite of demonstrations that had been planned and developed by the PHS staff. • One new self-directed tour was developed and delivered by way of a mobile app known as SCVNGER

⁹ As stated by Parks Canada, "Interpretation is a... communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource." Enhanced interpretive programming refers to a full range of potential activities intended to heighten public awareness and engagement. These can include print and electronic publications and communications, site animations and demonstrations, public lectures, on-site and directly related off-site installations, educational programs and community activities. These enhanced activities seek to improve the visitor experience by helping site visitors understand the significance of the place they are visiting and to connect those meanings to their own lives and the story of Newfoundland and Labrador.

Planned for 2012-13	Actual Performance 2012-13
	<p>that led people between the Commissariat House and the Newman Wine Vaults. This was a first for the PHSs and involved the use of new technology as part of the heritage site visit experience.</p> <ul style="list-style-type: none"> • Nine Small Scale Interpretive Site Animations (historical vignettes) were planned and delivered at four PHSs: Mockbeggar Plantation (three), Cupids Cove Plantation (three), Commissariat House (two), and Point Amour Lighthouse (one). This was an increase over the four animations delivered in 2011. • School visitation continued to occur at a number of sites, most notably at the Beothuk Interpretation Centre and Commissariat House. • A PHS <i>Twitter</i>® account launched and video components added to the PHS <i>Facebook</i>® page in 2012-13, with the results of increased visitor interactions and increased number of social media followers: PHS <i>Facebook</i>® increased by 200 followers from 2011-12 to 2012-13; the number of new PHS <i>Twitter</i> followers stood at 75 as of March 31, 2013. • Initial planning undertaken with the Restaurant Association of NL and the NL Chocolate Company Ltd. to develop two innovative, culinary-themed special interpretive/experiential events to be delivered in 2013-14: 1) “Decadent Delights at Commissariat House” with the Newfoundland Chocolate Company and; 2) Public House Dinner - Newman Wine Vaults.
<p>Monitor the continued efforts to enhanced regional opportunity and development in the arts and heritage sectors in the province</p>	<p>Monitoring the continued efforts to enhance regional opportunity and development in the arts and heritage sectors in the province was undertaken as follows in order to track results, provide the basis for planned evaluation in 2013-14, and assess further enhance regional opportunities and development in the arts and heritage sectors:</p> <p>Arts:</p> <ul style="list-style-type: none"> • ACC data on more relevant regional programming collected to monitor activity levels, audience engagement, provide feedback and information on results as per the evaluation framework developed in 2011-12. This included summary reports, full documentation of education/curriculum-related initiatives, and community circuit files including consultation notes, full itineraries, financial information and results concerning the quality of presentations, challenges and new opportunities. • Completion of the Venue Capacity Inventory and Assessment (<i>Tempting Providence</i> Tour, 69 communities). This detailed venue information has already provided invaluable information for new presentations being planned for 2013-14 and other future opportunities. • The ACCs new online ticketing system <i>Audience View</i>® (completed by March 2012) is providing accessible, timely data for monitoring and analysis of inquiries, purchasing, audience characteristics and other information being used for forward marketing, promotional and planning purposes including future regional programming including curriculum-based presentations and the community circuit.

Planned for 2012-13	Actual Performance 2012-13
	<ul style="list-style-type: none"> • New social media tools such as <i>Facebook</i>® and <i>Google+</i> are providing rich, new information concerning the experience of cultural patrons in all regions. Analysis of online activity (new ACC website and social media) indicates several online purchases as the next stop after viewing <i>Online Showtime</i>, the online promotions/calendar of events now available. The increased use of <i>Audience View</i>® direct marketing based on patron interest also shows a direct link to sales. • New Cultural Statistics Working Group formed in the Department of TCR in partnership with the Department of Finance and key cultural sector stakeholders to review and strengthen key cultural program data for more effective monitoring, evaluation and strategic sectoral profiling and planning. <p>Heritage: PHS monitored regional partnerships, community presentations and solicited feedback on enhanced interpretive programming at each site in order to track results and provide the basis for evaluation in 2013-14 in order to further improve the visitor experience:</p> <ol style="list-style-type: none"> 1. Enhanced interpretive programming and regional opportunity was monitored including expanded partnerships with public and private community groups, and businesses. In 2012, the number of partnerships increased by 15% over 2011 including new partnerships with the Association for New Canadians, Community Food Sharing Association, Cupids Haven Bed & Breakfast, Trunk Lane Creative Inc., The Wooden Boat Museum, Lewisporte Chamber of Commerce, Canadian Parks and Wilderness Society and New World Theatre. 2. The Cultural Economic Development Program provided support for a number of PHS partners including Labrador Straits Historical Development Association, the Baccalieu Trail Heritage Corporation, Rising Tide Theatre, New World Theatre, Trinity Historical Society, Newfoundland Historic Trust, the Wooden Boat Museum, Cupids Legacy Centre, the Mizzen Historical Society and the Miawpukek First Nation, Conne River, all of which contributed to enhanced regional opportunity and development in the heritage sector. 3. PHS delivered six community presentations in 2012, up from three in 2011. 4. 2012 PHS Visitor Survey provided evaluations relative to quality of experience, including employee service, knowledge, helpfulness; interpretive programming; adequacy of site signage, information and related services. 5. Mystery Shopper at PHSs – through Hospitality NL, PHSs developed framework that involved an independent assessor. PHS undertook a comprehensive evaluation of employees with regards to customer service, attitude, product knowledge, handling difficult situations, etc. at all PHSs.

Planned for 2012-13	Actual Performance 2012-13
	<p>6. Informal visitor feedback also continued to be collected through Visitor Comment Books at each of the nine sites and monitored for ongoing information on the customer experience and interpretive programming feedback at PHSs.</p> <ul style="list-style-type: none"> In 2012-13, the CEDP provided support for Labrador Straits Historical Development Association, the Baccalieu Trail Heritage Corporation, Rising Tide Theatre, New World Theatre, Trinity Historical Society, the Wooden Boat Museum, the Mizzen Historical Society and the Miawpukek First Nation, Conne River, all of which contributed to enhanced regional opportunity and development.

Discussion of Results:

The Arts: A combination of new artistic vision, increased community partnership and new technology combined to further develop the provincial network of Arts and Culture Centres which directly supports the work of artists as they build and showcase their talent. Mentorship, the creation of opportunities for dialogue among artists, artistic groups, presenters, community outreach, and diversity and new connections with artists and community partners continued to make the difference in encouraging, empowering and inspiring new creativity in cultural programming and presentation in the province.

The new approach involved proactively consulting and brokering with community venue coordinators in order to identify cost-shared initiatives and coordinated ACC supports. In addition to financial support, this included technical advice (for example, staging), block booking, rehearsal space including the installation of a new dance floor, and access to the ACCs machine shop. Through this enriched resource and coordination role by the ACCs, community presenters were able to assume greater financial responsibility and enhanced technical production of presentations at community venues across the province that were more relevant, higher-calibre regional programming.

Original productions drawn from the province’s rich history marked many of the successful productions at ACCs and partner venues in 2012-13, including productions of *Our Eliza* and *Oil and Water*. The ACCs new online ticketing system, completed by March 2012, registered a 30% increase in uptake for online ticketing in 2012-13, with a high of 57% of all tickets sold in St. John’s ACC and 38% in Corner Brook now completed online. Ticketing for regional programming including partnering venues also became available at all six ACCs. The four artistic residencies established as pilot projects included artists such as Lois Brown, Charlie Tomlinson, Courtney Brown and John Doyle, undertaking creative initiatives aimed at community engagement and the development of four artistic presentations.

Increased community engagement and outreach targeting youth were especially evident at the newly re-named Barbara Barrett Theatre in the St. John’s ACC where activity nearly tripled during 2012-13. By March 2013, there were as many productions at this dynamic

incubator within the St. John's ACC as there were on the main stage. This was as a direct result of mentoring, with a number of young people coming forward including the new community theatre group, School Zone Productions, which went on to win three awards for their production of "Judge Prowse Presiding" at the Provincial Drama Festival, held at the Lawrence O'Brien Arena, a partner venue in Happy Valley-Goose Bay in 2013.

Investments made through TCR's Cultural Economic Development Program in the province's regions resulted in enhanced events and festivals as well as new presentation opportunities in the Community Circuit. The Winterset Festival at Eastport and the Literary Festival at Woody Point attracted more multi-disciplinary events and activities as well as national and international participants which has put the spotlight on regions as tourism destinations as well as enhancing regional opportunities in the arts. The annual \$200,000 Department of TCR operating investment in the Lawrence O'Brien Arts Centre continued to provide a vital community platform for artistic presentation. With the assistance of the Department of Innovation, Business and Rural Development, TCR Arts Division also invested in the Gros Morne Cultural Plan intended to enhance cultural products in the region through literary festivals, theatre, music camps, the *Trails Tales and Tunes Festival* in Norris Point including linkages to the Corner Brook ACC.

Heritage: All Provincial Historic Sites Enhanced Interpretive Programming that was planned for 2012-13 was delivered. Many of these activities were offered for the first time, and included diverse visitor offerings involving multiple PHSs on a scale never before been achieved. These offerings included 26 Special Events, eight Demonstrations; one Self-directed Tour and nine Small Scale Interpretive Site Animations. This programming continued efforts to enhance regional opportunity and development through expanded partnerships with over 20 public and private community groups, and businesses, including:

- Four sold out concerts delivered at the Commissariat House.
- "Walking Crout's Way" delivered by archaeologist Bill Gilbert along Crout's Trail in conjunction with Cupid's Cove Plantation;
- "Culture Company", a two day multi-ethnic event including dance, song and food delivered in conjunction with the Association of New Canadians at Heart's Content.
- Evening Concert Events at Cape Bonavista Lighthouse and the Trinity Sites in conjunction with Trinity Historical Society.
- The Raleigh Dive Expedition and "Jam and Jammin" at Point Amour Lighthouse.
- A production of William Shakespeare's *The Tempest* as part of "Voices on the Wind" at the Beothuk Interpretation Centre in conjunction with New World Theatre
- An archaeological dig at the Boyd's Cove archaeological site in conjunction with the Provincial Archaeology Office.

Objective 2013-14: By March 31, 2014, the Department will have evaluated identified opportunities for more appealing, relevant programming at Provincial Historic Sites and the increased involvement and more relevant regional programming at all Arts and Culture Centres.

Measure: Identified opportunities for more appealing, relevant programming at Provincial Historic Sites and the increased involvement and more relevant regional programming at all Arts and Culture Centres evaluated.

Indicators:

- Evaluation framework data gathered to monitor progress on more enhanced, appealing interpretative programming and participation at PHSs and more relevant regional programming at Arts and Culture Centres developed.
- Special events, demonstrations and small scale interpretative site animation programs planned and delivered at selected Provincial Historic Sites.
- Local performance groups encouraged to use PHSs as venues for live performances identified and initiated.
- Arts and Culture Classroom relevant programming for school audiences offered.
- Partners in Presentation Affiliation Initiative continuing with community representatives engaged.
- Selected circuit tours coordinated and delivered.
- Increased number of arts presentations in community venues.

Strategic Issue Three – Enhancing Physical Activity Opportunities for Children and Youth

Active, Healthy Newfoundland and Labrador, the 2007 provincial recreation and sport strategy, guides Government and its partners to: 1) increase participation in recreation and sport and physical activity and; 2) encourage and support communities and organizations to improve access to recreation and sport by overcoming barriers to participation. This is further supported by Government's Strategic Direction, "Physical Activity, Active Recreation and Sport." Increased exercise has been shown to help children and youth maintain good health, improve self-confidence and carry over their healthy habits into adulthood. Government committed to focus its efforts on the critical after-school period, beginning with the introduction of the After School Physical Activity Pilot Initiative, launched in December 2011. TCR, working with the Departments of Education, HCS and AES, and non-government groups, developed partnerships in 2011-12 with 25 schools to pilot the ASPA to overcome barriers and create sustainable opportunities for increased physical activity in the critical after-school time period. The ASPA was designed to assist schools and communities in addressing barriers to participation in physical activity, especially for those children and youth who do not have access or who have limited access to existing after-school opportunities. This includes addressing barriers to participation in such programs, for example, transportation, quality programs, costs and leadership.

Goal: By March 31, 2014, the Department will have enhanced physical activity opportunities for children and youth.

Measure: Enhanced physical activity opportunities for children and youth.

Indicators:

- Pilot program developed, launched, promoted, monitored and evaluated
- Increased physical activity opportunities in the after school time period initiated in successful applicant schools
- Increased leadership training developed and delivered
- Increased physical activity opportunities for girls
- Increased opportunities for participation in physical activity by children/youth who have limited access to physical activity in the after school time period increased
- Partnerships between the school and community developed
- Skills and knowledge of volunteers and community leaders increased.

Objective 2012-13: By March 31, 2013, the Department will have monitored the initiatives of approved schools and other partners who have implemented After School Physical Activity Initiatives.

Measure: Pilot After School Physical Activity Initiatives monitored.

Indicator Reporting: 2012-13:

Planned for 2012-13	Performance Indicators 2012-13
Mid-term monitoring report developed and distributed to all participating schools and partners	<p>Mid-Term Monitoring Report including budget reports developed and distributed June 2012. A total of 24 packages were distributed to the main contact for each of the pilots</p> <ul style="list-style-type: none"> • Workshop session as part of an ASPA Training Day was held on June 1, 2012 with 22 out of 25 (88%) participating pilots, to review reporting requirements and gather feedback to date. • All 24 pilots provided requested reports with detailed compliance information including attendance sheets, participation and gender data, financial and budget information and the identification of challenges and barriers. • Monthly attendance in each physical activity offered through the pilots and their partners was collected and then compared with the data collected in the midterm report for accuracy. All 24 pilots filed program attendance sheets for Year One.
A program update and training information day offered to all participating schools and partners	<p>A Program Update and Training Information Day was offered in June 2012 as a component of the Annual General Meeting and Conference of Recreation NL, the training partner with the ASPA. Results of these sessions were compiled and circulated to all pilots and Committee members after the workshop. This also benefited the three pilots who were unable to attend the one-day event. The Training Day resulted in a number of measurable benefits including:</p>

Planned for 2012-13	Performance Indicators 2012-13
	<ul style="list-style-type: none"> • Increased skills and knowledge of volunteers and community leaders in physical activity, recreation and sport (one of the ASPA’s program goals). All training opportunities provided by Recreation NL are nationally recognized programs. Participants completing the course received a nationally recognized certificate indicating that the leaders have demonstrated knowledge, understanding and have the skills to employ the learning in their programs. • The leveraging of resources from community partners (another program goal) through networking, sharing of ideas and contact information, and the creation of new partnerships with Easter Seals NL to access Inclusion Training with Recreation NL through three programs: 1) Small Steps Big Results, 2) Fundamental Movement Skills (FMS) and Principles of Healthy Childhood Development (PHCD – High Five), and School Sports NL to access a program called 3) Participation Nation. • An additional educational opportunity, namely “Quest Two,” a one-day event designed to help Supervisors improve the quality of children’s programs using measurement tools unique to the High Five program. • Since the workshop, 14 sites have accessed training. A total of eight PHCD workshops were held with a total with 92 participants; four FMS workshops total with 26 participants; and one inclusion workshop with 20 participants • The Midterm report asked all pilots to indicate the training or professional development they had received in connection with running their ASPA initiative. All 14 persons who had completed the training indicated that they had received support.
<p>All programs updated on program objectives and their responsibilities for Fall 2012</p>	<p>All programs were updated on program objectives and their responsibilities for Fall 2012. 24 Pilot Programs were funded for the 2012-13 school year. With support from the TCR Program Coordinator, Recreation NL and School Sports NL, by March 31st, a program was ready to be implemented at the 25th school in the spring of 2013.</p> <ul style="list-style-type: none"> • Upon conclusion of Pilot Year One (2011-12), monthly attendance forms, budgets and midterm reports were collected and summarized in a report circulated to the After School Committee and to respective partner Departments. • The Program Coordinator met with eight of 25 pilots to assist them with program ideas to further enhance the program objectives. Feedback to all schools encouraged inclusive recreation choices and activities that were popular with girls. • A review of the budget report from Pilot Year One resulted in changes to the Program Guidelines. Revised guidelines were sent to all pilots before the start of the school year (Fall 2012-13).

Planned for 2012-13	Performance Indicators 2012-13
	<ul style="list-style-type: none"> • Spending guidelines and certain program restrictions were revised to better define eligible and ineligible spending resulting in funding now directed to more inclusive and safe physical activities that are popular with lower degrees of risk. • Feedback to schools encouraged partnerships (to leverage funding) with providers offering recreation activities that may be unfamiliar to their students in isolated communities (e.g., swimming, skating or bowling). This was intended to expose children and youth with access challenges (cost, transportation and limited opportunity) to facilities and activities in order to generate long term interest in the activity. • Updated work plans were requested, reviewed and discussed with the pilot leaders, resulting in two schools receiving specific collaboration with TCR’s partners Recreation NL and School Sports NL focused on leadership training, program resources, program coordination and follow up. This enabled both pilot schools to resume programs at their sites. • During Year Two, 19 of the 25 pilots (76%) sought, were contacted and received advice and support from the Program Coordinator. Topics included program choices, expenditure eligibility, program guidelines, personal challenges and general advice on particular issues. Rec NL also maintained contact with all 25 pilots regarding training and also supported programs with advice and guidance.
<p>Regular interdepartmental committee meetings to monitor program</p>	<p>Regular interdepartmental meetings held to monitor program including:</p> <ul style="list-style-type: none"> • Three committee meetings held with representatives of TCR, EDU, HCS, Sport NL, School Sports NL and Rec NL and the Eastern School District focused on how best to provide “support to Pilots.” • Five meetings held with Rec NL to discuss Leadership and Training resulted in pilots being sent information about training opportunities, other funding programs connected to Physical Activity and further training opportunities. • One meeting held with HCS regarding the ASPA Accountability Framework (part of the Evaluation Plan). HCS and the Department of Education were included in all reports and updates by the Director of Strategic Policy and Planning within the Department of TCR.

Discussion of Results:

The purpose of the ASPA Pilot Initiative is to support schools and community partners to provide opportunities and help overcome barriers to children and youth who had a desire to participate in physical activity in the after school time frame. This includes working to eliminate barriers that children and youth had to often overcome to take part including transportation to/from activities, cost and

equipment. All 24 participating schools completed detailed Year One Progress reports and preliminary results indicate that the ASPA Initiative is achieving success in meeting its program goals and outcomes, mainly that the initiative is increasing opportunities for students after school and removing barriers to access and participation. After Year One, all 24 schools surveyed said that the project funding provided had helped overcome barriers to access and participation in after-school physical activity. Only one school felt a policy change that would allow them to pay parents would help.

A total of 17 of 24 (71%) of the schools identified the number one barrier was transportation. Subsequent monitoring sought to determine if the objectives of the ASPA Pilot Initiative could be accomplished by providing funding to offset barriers. A mid-term report based on the Year One project reports received from participating schools found that all 24 of the pilots felt the barriers were removed. Attendance sheets, which were also part of the reporting system, noted that 22 pilots have been offering physical activities to children and youth a minimum of two times a week and that the target population of children and youth were attending the sessions. Girls-only programs were offered in 22 out of 24 pilots with two reporting schools noting that there was no demand for a girls-only opportunity after offering the opportunity to have one. Partnerships exist in every pilot although lessons learned indicate more support is needed to strengthen partnerships and develop others.

Skills and knowledge of volunteers are increasing. By March 31, 2013, training was developed and initiated on: 1) the Principles of Healthy Childhood Development at eight schools and their school communities; 2) Fundamental Movement Skills to five schools and their school communities; 3) Inclusion training at one site; 4) Three Quest Two Evaluations and; 5) one Basketball Fundamentals Program to a site requiring additional program support. Once this training is completed by May 2013, project leaders will have additional skills and experience to provide adequate programming (Program Outcome). The leadership provided by Recreation NL will demonstrate increased capacity (also a Program Outcome) as evidenced by the volume of leaders and supervisors and youth who took part in the training.

Some changes were also made to the pilot projects as a result of the monitoring and feedback including: changes to equipment allowances; payment for student travel to lessen travel costs; guidelines around single outing events to encourage low cost physical activity events; and new guidelines around safety and risk assessment of activities to ensure a safer physical activity environment. New progress reports were prepared for distribution in May 2013 and return by June 2013. This year's pilot program report requests more data on the outcomes and also information pertaining to promotional activities. These detailed program data and reports will aid independent evaluation of the ASPA Pilot Initiative planned for 2013-14.

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

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

Indicators:

- All monitoring reports received from 2013 and data and information compiled.
- All programs updated on program objectives and their responsibilities for the Fall of 2013.
- Interdepartmental committee meetings held to monitor program and develop Request for Proposals for an independent evaluation.
- Independent evaluator hired, program evaluation completed and recommendations made by March 31, 2014
- Opportunities for participation in physical activity by children/youth who have limited access to physical activity in the after-school time increased.

Opportunities and Challenges Ahead

The Department of TCR is committed to maximizing our impact on stakeholders and ensuring, through collaboration, the growth and further development of our cultural, tourism and recreation and sports sectors.

Recreation, Sport and Physical Activity. TCR will continue to focus on joint efforts with the Departments of Health and Community Services, Education and Advanced Education and Skills to promote healthy lifestyles in the areas of fitness, wellness and healthy aging. The After School Physical Activity Pilot Initiative is offering new opportunities for engaging youth in activity during the after school time period. The ASPA will be independently evaluated in 2013-14 and, if proven successful, these results will inform future efforts to reduce barriers to access and participation and to increase physical activity opportunities in the critical after-school period. The Department and its partners will be challenged, however, to improve and extend the ASPA to other areas of the province, given current financial realities.

Recreation and Sport will also work to advance the renewed *Canadian Sport Policy 2012 (CSP 2.0)* which has been designed as a roadmap for all governments, institutions and organizations that are committed to contributing to the positive benefits of sport on Canadians and their communities. The Canadian Sport Policy presents the opportunity to realize its vision, by 2022, of “a dynamic and innovative culture that promotes and celebrates participation and excellence in sport.” Our challenge will be to identify, together with provincial sport organizations, the priorities for investment and action which will result in a more dynamic and innovative sport system for Newfoundland and Labrador.

Held every two years, alternating between summer and winter, the Canada Games are a key event in the development of Canada's young athletes. Newfoundland and Labrador will host the 2021 Canada Summer Games, thus creating potential opportunities to use the Games as a catalyst for the growth of sport and recreation in our province. The challenge will be to ensure that we begin now to plan and prepare for the most successful Canada Games possible in 2021.

Arts and Heritage. In 2013-14, implementation of the plans for the 2014-18 Commemorations of World War One and our veterans will begin. These commemorations present real opportunities to engage youth, honour our veterans and foster provincial pride in our history. Our challenges will include working with a large number of diverse, invested stakeholders with different stories to tell.

TCR will continue the restoration of the Colonial Building, the first legislative structure in what is now the Province of Newfoundland and Labrador. Once completed, the Colonial Building will be the flagship Provincial Historic Site for residents and visitors alike. There are genuine challenges in restoring and interpreting an iconic historic building, but when it is done well, we will realize our opportunity to re-use the structure in a modern and engaging fashion while still retaining its heritage significance.

Committed to excellence and presenting the best to patrons, the Arts and Culture Centres strive to provide opportunities annually for provincial and national producers to rent the facilities and stage their own productions. The new approach by the province's ACCs as regional resource centres for the arts, artists, presenters and producers is providing more opportunities for more access to, and increased participation in, the arts by artists and audiences alike. Given the opportunities created by this increased demand, ACCs will be challenged to accommodate artists and producers through the provision of space, technical and administrative advice, and creating the community dialogue necessary to nurture creativity, support production and increase access and participation.

Almost \$3 million will be invested to support the production of *Republic of Doyle*, which will continue to generate tremendous creative and technical employment and training opportunities as well as economic benefits for the film industry and the province in general. It should be noted that every dollar the province invests in the film industry, the total gross domestic product (GDP) return to the province is \$2.86. The dual challenge will be to ensure that the production continues to support the province nationally, and also promote career opportunities for professionals here at home, including those working in emerging fields such as digital media.

Tourism. Going into 2013-14, Newfoundland and Labrador's brand is stronger than ever, and our marketing campaign has become one of the most recognizable in the country, providing an opportunity to continue to raise the bar on attracting visitors to the province. The standards for our tourism products are higher than ever and we remain committed to the ever-green challenge of providing continuous improvement of the visitor experience.

We will continue to work with the NL Tourism Board to advance the goals put forth in our *Vision 2020* which are reflected in TCR's Strategic Plan. Development of this provincial tourism development framework is facilitating a more coordinated, aligned and integrated approach to tourism marketing and product development, allowing government and industry to more effectively meet the needs of visitors for services, infrastructure, products and experiences. These opportunities will be further advanced through the planned, three-year destination development process which is getting underway in 2013.

The new destination development process is being initiated in order to gain a better understanding of our current tourism assets and to develop an action plan that will improve the tourism industry's long-term success. The process is intended to provide regional Destination Management Organizations with the tools to develop more competitive and sustainable tourism destinations. The opportunity will be working with DMOs to better plan, organize and develop their destinations around their own unique tourism assets. While this will be a step forward, the tourism industry and government will be challenged to support a more integrated approach to understanding the tourism potential of each regional tourism destination, and the best methods of maximizing that potential.

Another, related opportunity is to enhance quality assurance standards for specific sectors of the industry and to improve the visitor experience by successfully collaborating to implement the Tourism Assurance Program which comes into effect May 31, 2014. This three-year province-wide initiative will be led by HNL with DMOs playing a vital role. Together, we will be challenged to make meaningful gains in quality assurance and market readiness in order to meet the demands of our increasingly discriminating visitors.

Budget 2013 includes an investment of \$4.4 million to begin the process of significantly expanding and enhancing the St. John's Convention Centre. Development is through investment shared equally by the Provincial Government and the Federal Government, and is supported by additional investment from the City of St. John's. This expansion is expected to double the number of large meetings and conventions the centre holds each year. Once built, the challenge will be to promote and increase the new market opportunities created by this increased capacity.

Appendix One – Summary of Total Net Expenditures

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, 2013*. This is an unaudited financial statement as the Department is not required to provide an audited financial statement for this report.

**Table 1 – Summary of Net Expenditures (By Division) For The Year Ended 31 March 2013
Department of Tourism, Culture and Recreation**

Division	Actual \$	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	\$7,043,053	\$10,564,500	\$10,152,700
Tourism	\$18,193,157	\$18,218,000	\$18,461,700
Culture and Heritage	\$23,272,401	\$24,012,800	\$23,968,700
Recreation Services and Facilities	\$8,670,977	\$8,672,900	8,636,100
Total Department	\$57,179,588	\$61,468,200	\$61,219,200

Appendix Two – Our Active Ministerial Entities

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

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

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

Newfoundland and Labrador Film Development Corporation (NLFDC). The NLFDC was created to foster and promote the development of the province's film and video industry and to establish the province as a competitive jurisdiction for on-location

shooting. The NLFDC administers two programs: the Equity Investment Fund and the Newfoundland and Labrador Film and Video Industry Tax Credit. The NLFDC is a Category Two entity.

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

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

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