



Newfoundland Labrador

Department of Tourism, Culture and Recreation

Strategic Plan 2008 to 2011

June 2008

Message from the Minister

I am pleased to present the strategic plan for the Department of Tourism, Culture and Recreation for the fiscal years 2008-09 to 2010-11. Over the next three years, the department will focus on a number of priorities to support the province's arts, heritage, recreation and sport and tourism sectors.

Over the past two years, a number of key initiatives of *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*, the province's long-term cultural strategy, have been completed. These initiatives include the development of a heritage interpretive framework, a new Provincial Designations and Commemorations Program, a revitalized system of provincial historic sites, initiatives to improve recognition and working conditions for professional artists; and improving support to and investment in the province's cultural industries to maximize the economic benefits.



The department will continue its focus on culture over the next three years. The department will complete and implement a strategic and operational review of the province's system of six arts and culture centres to identify viable options to make the centres more relevant, accessible and community-based. We will continue to support the recognition of artists and their improved working conditions through the Status of the Artist Working Group, including exploring the feasibility of an Artist's Code. Assessing the needs of key cultural industry sectors including new technologies, film development and book publishing will continue to grow the export base of the province's unique, competitive cultural products and services.

Active, Healthy Newfoundland and Labrador: a Recreation and Sport Strategy for Newfoundland and Labrador was completed in 2007 and will be fully implemented in 2008 and beyond. The department will work to integrate physical activity, recreation and sport with the province's broader health and wellness agenda. This will include assessing recreation and sport infrastructure, increasing participation in physical activity and building a more supportive environment through partnerships and collaboration with the province's health and education sectors.

Implementation of the provincial tourism vision and strategy will work to make the province more globally competitive in the long term, including increasing air access to and within the province. Enriching our tourism product development through intensive product development approaches in market-ready regions will have exciting potential application to other regions over the longer term. Additional initiatives will support tourism product development and market readiness in Labrador.

These priorities support the Strategic Directions articulated by government in the areas of tourism, culture, recreation and sport. As the Minister for the Department of Tourism, Culture and Recreation, I have reviewed this strategic plan and am satisfied that it truly reflects the Strategic Directions of government for which this department is primarily responsible. The Strategic Directions relevant to this department are presented in Appendix 1. I am accountable for the preparation of this plan as well as for the achievement of the specific goals and objectives contained therein.

A handwritten signature in black ink that reads "Clyde Jackman". The signature is written in a cursive, flowing style.

Clyde Jackman
Minister of Tourism, Culture and Recreation

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Plan Overview

This section provides an overview of the Department of Tourism, Culture and Recreation's Strategic Plan for the period 2008 to 2011.

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 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Goals and Objectives

Recreation and Sport

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

Objective 2009: By 2009, have advanced efforts to implement priority actions of the Recreation and Sport Strategy, specifically those relating to physical activity.

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

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

Recognition and Support for Artists

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

Objective 2009: By 2009, have implemented selected components of the strategic and operational plan.

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

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

Cultural Industries and Creative Enterprises

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

Objective 2009: By 2009, have supported the development of the New Media Industry program elements.

Objective 2010: By 2010, have assessed the Book Publishing Industry so that it will become better equipped to produce quality products and to participate in a competitive marketplace.

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

Cultural Heritage

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

Objective 2009: By 2009, with the Department of Transportation and Works, have developed a policy for the preservation and adaptive re-use of government-owned heritage structures.

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

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

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

Objective 2009: By 2009, Palaeontological Regulations have been drafted for the protection and preservation of fossils and fossil sites.

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

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

Tourism

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

Objective 2009: By 2009, enhanced the competitiveness and sustainability of the province as a tourism destination by implementing select components of the provincial tourism strategy.

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

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

Department Overview

This section provides an overview of the Department of Tourism, Culture and Recreation.

Human Resources

As of April 2008, the Department of Tourism, Culture and Recreation (TCR) had 155 permanent full-time employees. In addition, there were approximately 61 temporary full-time employees, 395 temporary, part-time employees (clerks, theatre ushers and assistants, technicians, historic sites interpreters, lifeguards and swimming instructors), 37 seasonal and 22 contractual employees.

Most of the department's workforce is located outside the St. John's area. This reflects the department's role as one of the province's largest operators of public facilities including seasonal tourism and heritage infrastructure (visitor information centers and provincial historic sites), year-round recreation and sport facilities (training centers and pools) and arts infrastructure (arts and culture centres).

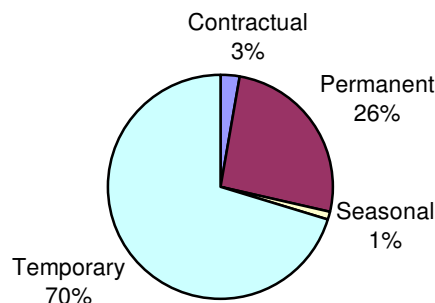
This total complement of 670 was composed of 221 male and 449 female employees. The department has a higher ratio of female-to-male directors (5:3) and is cognizant of, and seeks to apply gender-based analysis in the recruitment, training and retention of all employees and in the selection of members of boards, advisory and

working groups associated with the department. The department also has a large proportion of specialized professional and technical workers.

The environmental scan confirms that the department is affected by the same supply and demand dynamics as the rest of the public sector as well as the private sector: an aging workforce, a decline in the number of people entering the workforce, increasingly complex jobs, rapidly changing new technologies and increasingly competitive salaries. While the department has the reputation of being a preferred employer, a shortage of skilled workers is a looming reality.

There is and will continue to be fierce competition for available skilled workers over the planning period. Through its Workforce Plan and Strategic Human Resources Committee, the Department of TCR will need to ensure that it has successful succession planning and retention strategies in place and that its policies reflect the needs of both the mature and younger work population such as flexibility and investing in employee learning and opportunities.

Figure 1: Department of TCR Employees by Employee Type



Financial Resources

In 2007-08, the department's total revised budget was \$46,730,300 (gross expenditure less related revenue). In 2008-09, the department's total budget is \$52,497,100 (gross expenditure less related revenue).

Department of TCR Summary of Expenditures and Related Revenue Fiscal Year 2008-09	
Gross Expenditure	
- Amount Voted	\$56,788,000
Less Related Revenue	
- Current	(4,290,900)
Net Expenditure (Current and Capital)	\$52,497,100
Source: Government of Newfoundland and Labrador. <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2008-09</i> . Prepared by the Budgeting Division, Department of Finance, April 29, 2008. Presented to the House of Assembly as Supplementary Information to the Budget Address, p. [166].	

A summary of the department's funding by program (gross expenditure) for the fiscal year 2008-09 is given below.

Department of TCR Program Funding Summary Fiscal Year 2008-09 (Gross Expenditure)			
Program	Current \$	Capital \$	Total \$
Executive and Support Services	3,986,500	1,085,000	5,071,500
Tourism	17,202,300		17,202,300
Culture and Heritage	25,493,700	1,750,000	27,243,700
Recreational Services and Facilities	7,270,500		7,270,500
Total (Gross Expenditure)	53,953,000	2,835,000	56,788,000
Source: Government of Newfoundland and Labrador. <i>Estimates of the Program Expenditure and Revenue of the Consolidated Revenue Fund 2008-09</i> . Prepared by the Budgeting Division, Department of Finance, April 29, 2008. Presented to the House of Assembly as Supplementary Information to the Budget Address, p. [166].			

Location

The Department of Tourism, Culture and Recreation's head office is located in St. John's. Regional Tourism Officers are located in St. John's, Gander, Corner Brook and Labrador City-Wabush. The department operates provincially owned Visitor Information Centres (VICs) located in St. John's Airport, Whitbourne, Argentia, Clarenville, Deer Lake Airport, Deer Lake, Notre Dame Junction, Channel-Port aux Basques and North Sydney. The department operates Arts and Culture Centres in St. John's, Gander, Grand Falls-Windsor, Corner Brook, Stephenville and Labrador City.

The department owns and operates, either directly or by third-party agreement, 12 Provincial Historic Sites: Point Amour Lighthouse, Boyd's Cove Beothuk Interpretation Centre, Cape Bonavista Lighthouse, Mockbeggar Plantation, Trinity Interpretation Centre, Lester-Garland Premises, Hiscock House, Heart's Content Cable Station, Quidi Vidi Battery, Commissariat House, Newman Wine Vaults and the Colonial Building (the latter not open to the public).

Regional Recreation Consultants are located in St. John's, Grand Bank, Lewisporte and Happy Valley - Goose Bay. The department operates recreational facilities in Gander, Corner Brook, Stephenville and Happy Valley-Goose Bay.

Category of Department

The Department of Tourism, Culture and Recreation is designated as a Category One government entity under the *Transparency and Accountability Act* (2004). As a Category One entity, the department is required to prepare a multi-year strategic plan every three years which identifies specific outcome¹-based goals to be achieved over a specified period of time.

Other Entities Reporting to the Minister

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

The Rooms Corporation of Newfoundland and Labrador

The Rooms is a Crown corporation created in 2002 under the *Corporations Act* to govern the Provincial Art Gallery of Newfoundland and Labrador, the Provincial Archives of Newfoundland and Labrador and the Provincial Museum of Newfoundland and Labrador. The Minister of Tourism, Culture and Recreation announced the members of Board of Directors of The Rooms in September 2003. The Board of Directors, under the Chair, is responsible to ensure that the Provincial Museum, the Provincial Archives, and the Provincial Art Gallery conserve, exhibit, and present the artifacts, archival records and art of Newfoundland and Labrador on a world-class level.

The Rooms was confirmed as a statutory corporation upon the passage of *The Rooms Act* in 2005. The Rooms supports the Department of TCR in the implementation of its Strategic Directions, notably the direction which states that Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed. The Rooms Corporation is a Category One entity.

The Marble Mountain Development Corporation (MMDC)

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

¹ By definition, an outcome is a change that occurs as a consequence of specific policies, programs and initiatives undertaken by government entities.

Newfoundland and Labrador Film Development Corporation (NLFDC)

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

The NLFDC also supports the department in the implementation of its Strategic Directions, notably the direction that states that sustainable creative enterprises and cultural industries (including heritage industries) are developed. The NLFDC is a Category Two entity.

Newfoundland and Labrador Arts Council (NLAC)

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

The council, which operates under the direction of a Board of Directors mainly composed of members of the arts community, is the key vehicle by which government supports the creative process of the arts. NLAC supports the Department of TCR in working to ensure that the province's vibrant artistic community is recognized for its cultural and economic contributions. The council's programs offer stable working conditions to professional artists through public and private sector support and provide support toward the development of sustainable creative enterprises and cultural industries (including heritage industries). NLAC is a Category Three entity.

Heritage Foundation of Newfoundland and Labrador (HFNL)

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

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

Newfoundland and Labrador Tourism Marketing Council (NLTCM)

The Newfoundland and Labrador Tourism Marketing Council has been in place since September 2003. The council's mandate is to advise in the preparation of strategic marketing and annual marketing plans, to monitor the implementation of marketing programs, to advise the department about developing industry marketing partnership programs and to report annually to the Minister and

industry on marketing programs and their results. Inclusion of industry in a formal process provides a forum to enhance the department's marketing efforts as industry and the Provincial Government work more collaboratively to achieve common goals. NLTMC is a Category Three entity.

Special Celebrations Corporation (SCC)

The Special Celebrations Corporation of Newfoundland and Labrador Inc. is a special operating agency of the Department of TCR. It was incorporated under the *Corporations Act* on August 27, 1998. It was established to plan, organize, manage and supervise tourism special events for the Government of Newfoundland and Labrador. The department utilized this corporation from 1998 to 2002 to develop a series of special celebrations. In May 2003, the department was authorized through the Special Celebrations Corporation to provide funding (from its existing bank account) in support of various festivals, community celebrations and promotional events normally considered under the department's Cultural Events Fund, and to subsequently dissolve the corporation when all of these funds had been expended. The SCC is a Category Three entity.

Shared Issues with Other Provincial Government Departments

The Minister of Tourism, Culture and Recreation works cooperatively with other government departments on shared Government Commitments and issues of mutual concern. These include:

- **Transportation, Access and Infrastructure.** Working with the Department of Transportation and Works to ensure sustainable public works and transportation infrastructure that meets the economic and social needs of the province for resident and non-resident travellers. This includes seamless, safe access to and around the province by air, ferry and roads and maintaining such key public infrastructure as Visitor Information Centres, Arts and Culture Centres, Provincial Historic Sites and Provincial Training Centres and Pools.
- **Use of Community and School Resources.** Working with the Department of Education, municipal councils, recreation commissions and recreation facilities to collaborate and support the maximum use of both community and school resources, facilities and equipment.
- **Physical Education, Health Education, Physical Activity, Wellness, Health Promotion and Disease Prevention.** Working and partnering with the Departments of Education and Health and Community Services in the development, support and promotion of physical education, health education, health promotion, prevention and protection especially through increased participation in physical activity and increased access to recreation and sport across all age groups and especially among the province's youth in all regions of the province.
- **Cultural Awareness and Curriculum in Education.** Working with the Department of Education in supporting the expansion of cultural awareness and cultural curriculum in the education system.
- **Resource Management and Development including Land Use.** Working with the Departments of Natural Resources and Environment and Conservation on new avenues of growth in the natural resources sector including resource management (in conjunction with land use), facilities and services, so that the physical, aesthetic, economic and social health and well being of rural and urban communities are secured and tourism, culture and recreation activities can flourish.

- **Sustainable Development.** Working with all government departments to support sustainable development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.”² This means integrating economic, environmental and social factors into decisions and ensuring that the province’s renewable and non-renewable resources are managed in a sustainable way.

This also includes working to create sustainable economic development by generating long-term, meaningful employment through tourism and cultural industries, protecting the health and integrity of our natural environment and culture, and creating societies with active, high-quality lifestyles and standards of living for people in all areas of the province.

- **Product Development, Community Infrastructure and Investment.** Working with the Department of Innovation, Trade and Rural Development in the province’s regions to develop quality tourism products and enhance community infrastructure. Working with the Department of Business Development on attracting investment in the province’s tourism businesses and attractions.

Parks and Natural Areas. Working with the Parks and Natural Areas Division of the Department of Environment and Conservation in ensuring a wide variety of attractive campsites, services and programs and maintaining the parks and natural areas for biodiversity conservation, scientific research, recreation, education and ecotourism. The Department of TCR is represented on the Department of Environment and Conservation, Parks and Natural Areas Division’s Steering Committee for the development of a provincial Natural Areas System Plan.

- **Aboriginal Cultural, Social and Economic Development.** Working with the Department of Labrador and Aboriginal Affairs in engaging Aboriginal people to preserve, strengthen and celebrate their distinctive tangible and intangible cultural heritage, to develop their tourism industry and cultural industries, and to promote physical activity and wellness.
- **Labrador.** The *Northern Strategic Plan for Labrador* recognizes tourism, culture, recreation and sport as important aspects of the region’s economic and social development, health and well-being. The Department of TCR works with the Department of Labrador and Aboriginal Affairs to develop Labrador’s tourism industry; to preserve and protect its cultural heritage and encourage both traditional and contemporary arts; and to develop critical infrastructure, programming and services to enable all citizens to be physically active on a regular basis, and to provide more access to recreation and sport opportunities for those in under-represented groups, including Aboriginal peoples and residents of rural and remote communities.

² The department follows the definitions provided in the *Sustainability Act* Section 2 (assented 2007; to be proclaimed), that is: “(i) “sustainable” and “sustainability” means the capacity of a thing, action, activity or process to be maintained indefinitely in a manner consistent with the future use, enjoyment and development of natural resources; and (j) “sustainable development” means meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

Mandate

The Department of Tourism, Culture and Recreation's mandate³ is to:

- Support the development of sustainable economic growth in the tourism and cultural industries
- Support the arts and foster creativity
- Preserve the province's cultural heritage and historic resources and recognize their importance
- Promote participation in recreation and sport, and support sport development.

This mandate is fulfilled by:

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

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

³ *The Department of Tourism, Culture and Recreation Notice 2003*, set out under the authority of section 5 of *The Executive Council Act*, outlines the powers and duties of the Minister (4(a) to 4(g) pertaining to cultural activities, historic resources, financial information, tourist activities, amateur sport fitness and recreational activities and the administration of other related acts by the department. This notice is being revised and updated as part of ongoing departmental legislative review.

Lines of Business

The Department of TCR undertakes its mandate through the following lines of business:

Recreation and Sport

Recreation and Sport encompasses active living, sport and community recreation programs in support of healthier lifestyles and community-based organizations and support for provincial and national sports programs. Programs include: Community Recreation and Active Living, Sport Development, Provincial Training Centers and Pools, Newfoundland and Labrador Winter and Summer Games, Canada Games, the Premier's Athletic Awards Program, National Coaching Certification, Consulting Services and Grants to Municipal Recreation and Sport Organizations.

Contemporary Arts provides financial assistance to artists through the Newfoundland and Labrador Arts Council (NLAC), support to the film industry through the Newfoundland and Labrador Film Development Corporation (NLFDC) and cultural infrastructure such as Arts and Culture Centres. It encompasses supporting artistic expression of the province's unique and diverse culture through all forms of artistic endeavour and sustaining dynamic and diverse cultural industries, including cultural export. Programs include: the arts component of the Cultural Economic Development Program (CEDP), Arts and Letters Awards and Arts and Culture Centres.

Tourism Marketing

Tourism Marketing encompasses the marketing of Newfoundland and Labrador as a tourism destination in national and international markets. Programs include: Advertising and Communications and Market Development and Travel Trade.

Strategic Tourism Product Development

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

Cultural Heritage

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

Values

These are the department's principles and beliefs to which we aspire and which provide direction for all our people at all levels and in all capacities. They are measures of performance in realizing our goals. These values are held to be *most important* for us now, and in the coming period.

Respect

Respect is the acceptance, care, consideration, and appreciation of ourselves, our co-workers, partners, the public we serve and the environment in which we work and live.

- We listen to and respect the opinions of others. We take into consideration their views and desires and balance and incorporate these views into our decision-making.
- We believe respect is being truthful to people and undertaking our responsibilities with integrity, reliability and trust.
- We believe you must give respect in order to gain respect. Respect recognizes work well done at every level of our department and expresses appreciation.
- We extend respect to ourselves, to each other, to our clients and partners and to the physical, natural and cultural environment in which we live and work.

Teamwork

Teamwork involves working with each other, our clients and partners, linked by common purposes and supported by the necessary skills to accomplish our common goals. Together everyone achieves more.

- We see ourselves as effective team players in both department and overall government strategies and plans which seek to improve the quality of life for the province's people.
- We seek close, fruitful partnerships and collaborations which support our mandate, extend our services and further our mutual goals with clients and stakeholders.
- We build strong teams and well-supported partnerships within a climate of trust, valuing each member, and building the skill sets necessary to work constructively together.

Leadership

We seek and nurture leaders and leadership at every level and in all capacities of our department.

- We empower all members and parts of our organization to take the initiative to improve and enhance the department's services and program delivery.

- We believe leaders lead by example, demonstrating commitment, fairness, openness, responsiveness and appreciation and recognition of efforts and achievements.
- We show leadership through stewardship of resources, best practices and sound policies in the belief that we can make a difference in how people regard, value, learn about and actively protect our rich natural and cultural heritage.

Client-Focus

We understand things from our client's point of view and treat our clients with the utmost respect, regard and service. We are accountable to, and transparent with, the people who have entrusted us to run the department's programs, facilities and services.

- We believe in being a client-focused organization providing effective, efficient, and personable customer service that achieves consistent customer satisfaction.
- We ensure reasonable access to our programs and services with as few barriers as possible.
- We are dedicated to continually improving internal and external communication in all areas of our organization.
- We work to coordinate and collaborate with partners from other departments, sectors and groups to more effectively and efficiently meet client needs.
- We ensure openness, transparency and accountability for our clients through well-defined programs and procedures; clear processes; and communication that facilitates understanding of our decision-making and financial policies.

Creativity

Creativity is our base for generating new ideas and converting them to new approaches to make the department's programs and services more useful, innovative and viable.

- We believe that stimulating creativity and imagination in the province leads to innovation and positive change for Newfoundland and Labrador in all areas of our society and economy.
- We seek effective new approaches, processes, programs and services and ways of communication in order to meet the changing needs of our clients, markets and environment.
- We value thinking, research, expertise, risk taking, learning and diversity; we are tolerant of failure.
- We encourage new ways of thinking and we are motivated to make new connections, communicate and share new ideas, perceive the world in new ways and generate solutions to problems.

- We ensure that learning and development supports fresh, creative thinking and the re-framing and exploring of different perspectives, approaches and solutions.

Sustainability

The department works to realize and sustain the best possible quality of life for the people of the province, our culture, our environment and ourselves.

- We believe in managing now for the future, to protect and sustain the health, diversity and productivity of our rich natural environment and distinctive culture, for the benefit of present and future generations. In this, we recognize that our knowledge of our natural and cultural heritage is as yet incomplete, which leads us to apply a precautionary approach to heritage management and conservation.
- We take a balanced approach to preserving the province's past and protecting our cultural resources, and the need to create jobs and develop economic opportunities.
- We support an active, engaged population that is supported and motivated to keep fit and involved through lifelong active living and community recreation.
- We support our province's people having opportunities to excel to the highest level of their abilities through sport development.
- We believe we must continually invest in and support the professional development of all our employees, so that they may further acquire and develop the knowledge, skills, competencies and experience necessary to do their jobs well in a fast-paced, changing and demanding environment.

Primary Clients

Primary Clients are the main persons, groups, or organizations that place claim on the department's attention, resources, or services. As determined by the mandate of the Department of Tourism, Culture and Recreation, the department works most closely with the following clients external to government:

Recreation and Sport

- Citizens of Newfoundland and Labrador
- Recreation Newfoundland and Labrador (RNL)
- School Sports Newfoundland and Labrador (SSNL)
- Sport Newfoundland and Labrador (SNL)
- Provincial Sport Organizations (PSOs)
- Recreation commissions
- Schools
- Post-secondary institutions

- Volunteer sector
- Municipal councils.

Arts and Culture Centres, Arts and Heritage

- Audiences members of Arts and Culture Centres
- Rental clients of Arts and Culture Centres
- Professional artists
- Schools
- Post-secondary institutions
- The Association of Heritage Industries (AHI)
- The Association of Cultural Industries (ACI)
- Provincial heritage organizations
- Provincial arts organizations
- Sector associations

- Community-based, not-for-profit organizations (for example, theatre companies)
- Community museums, heritage sites and archives.

Tourism

- Visitors to and within Newfoundland and Labrador
- Tour operators, suppliers of tourism services, wholesalers, group leaders and key travel influencers in key tourism market areas
- Travel and tourism media
- Newfoundland and Labrador Tourism Marketing Council
- Hospitality Newfoundland and Labrador
- Destination Management organizations (DMOs), for example, Destination St. John's
- Tourism sector associations, for example the Newfoundland and Labrador Outfitting Association
- Regional Visitor Information Centres (VICs)
- The Canadian Tourism Commission.

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

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

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

The Department of Tourism, Culture and Recreation is supporting the development of the tourism industry by raising awareness and stimulating visitation through marketing, maintaining competitive cost/value to and within the destination, developing sound practices to make the industry more sustainable and effectively managed and supporting and maintaining a critical mass of appealing visitor experiences. The department is protecting and sustaining heritage resources and facilitating the continuing growth of the cultural and heritage industries. The health benefits of increased physical activity are well recognized, and the department is promoting and encouraging increased physical activity to all residents of the province.

Mission Statement

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, fostered creativity in the arts and the recognition of artists, preserved tangible and intangible heritage resources and increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Measures and Indicators

The measures and indicators which will identify the achievement of the department's mission are:

Measures

- Priority actions of the Recreation and Sport Strategy, especially those relating to increased physical activity, are implemented

- Approved, short-term recommendations of the strategic and operational review of Arts and Culture Centres are implemented
- Approved recommendations of the New Media Industry Study and Book Publishing Industry Assessment are implemented
- Efforts to sustain the built heritage and optimize benefits are advanced
- Framework of statutory protection for tangible and intangible cultural heritage further developed and strengthened
- Provincial tourism vision and strategy completed.

Indicators

- Number of priority actions of the Recreation and Sport Strategy relating to increased physical activity implemented
- Physical activity levels of children and youth (Target: increase)
- Strategic and operational review of Arts and Culture Centres completed and selected priorities for program delivery, operations and investment implemented
- New Media Industry program elements supported
- Strategies to sustain the built heritage and optimize benefits developed
- The *Historic Resources Act* reviewed
- Palaeontological Regulations drafted and significant sites identified for designation
- Approved recommendations of the new provincial tourism vision and strategy implemented.

Strategic Issues, Goals and Objectives

This section outlines the department's Strategic Directions and the most significant issues that must be managed in order to achieve our vision. This includes the goals to be achieved and measures to gauge success in meeting our objectives.

The department is working toward achieving the following long-term Strategic Directions (that is, outcomes) and key focus areas as articulated by the Government of Newfoundland and Labrador:

Strategic Direction: Newfoundlanders and Labradorians increase their participation in physical and recreational activities and have excellence in sport on the national and international stage.

Key Focus Areas

- The Recreation and Sport strategy and its six key directions
- The Labrador Travel Subsidy
- Newfoundland and Labrador Sports Centre
- Broader efforts focusing on health promotion and disease prevention across all age groups
- Aboriginal sport participation
- Sharing of school and community facilities for all users and participants
- Involvement of persons with disabilities in recreation and sport
- Qualification of Newfoundland and Labrador-based athletes for provincial, national and international competitions, including the Vancouver 2010 Olympic and Paralympic Games
- Strengthened partnerships with government and non-government organizations
- Addressed the physical activity challenges for Aboriginal peoples, women and girls and other identified groups.

Strategic Direction: Sustainable creative enterprises and cultural and heritage industries are developed.

Key Focus Areas

- Professional and enterprise development needs
- Information and multimedia technologies
- Creative enterprises in the Province

- Aboriginal culture and cultural industries
- Export of cultural products.

Strategic Direction: The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support.

Key Focus Areas

- Recognition of professional artists
- Improving working conditions for artists
- Awareness of, and support to, artists and cultural professionals
- Strategic and Operational Review of Arts and Cultural Centres
- Support for the Newfoundland and Labrador Arts Council
- Expansion of cultural awareness and curriculum education
- Supporting the Mealy Mountain Auditorium in Happy Valley-Goose Bay
- Developing and implementing a Strategy for New Media Industry
- Integrating the arts into Cultural Tourism attractions, special events, products and experiences
- Developing private sector partnerships and investment
- Supporting infrastructure for creation, performance, exhibition and conservation.

Strategic Direction: Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated.

Key Focus Areas

- Support for Cultural industries including heritage industries
- Recapitalization and redevelopment of Provincial Historic Sites
- Preserving, protecting and strengthening tangible cultural heritage
- Preserving, protecting and strengthening intangible heritage and traditional arts
- High quality, high standard programs and services
- Completing the Heritage Framework
- Intangible cultural heritage preservation initiative
- Developing and implementing an Aboriginal Cultural Heritage Strategy
- Bartlett Celebrations in 2009
- Cupids Celebrations in 2010

- Identifying, preserving and protecting Archaeological sites
- Integrating tangible and intangible heritage into Cultural Tourism attractions, special events, products and experiences
- Support for The Rooms.

Strategic Direction: Newfoundland and Labrador becomes a multi-season tourism destination.

Key Focus Areas

- Marketing Newfoundland and Labrador as a tourism destination
- Provincial tourism vision and development strategy
- Support for Destination Labrador
- Developing and implementing a Winter Tourism Strategy
- Developing and implementing a Cultural Tourism Strategy
- Supporting and enhancing the Outfitting Industry
- Developing high quality, in-demand, export ready Tourism Products and Experiences (including service quality)
- Supporting the cruise industry
- Upgrading of visitor information centres (VICs) and use of technology within the realm of visitor information and inquiry.

These are long-term, forward-looking Strategic Directions that will require several planning cycles to achieve.

In consideration of Government's Strategic Directions and the mandate and financial resources of the department, a number of strategic issues were identified by the Department of Tourism, Culture and Recreation that will be addressed in part during the planning period 2008 to 2011. The goals identified for each issue reflect the results expected in the three-year timeframe while the objectives provide an annual focus.

Measures and indicators are provided for both the goal and the first year's objective to assist both the department and the public in monitoring and evaluating success. In the development of strategies and initiatives, the department will include gender-based analysis.

Recreation and Sport

Strategic Issue 1: Implement the Recreation and Sport Strategy.

Newfoundland and Labrador has among the lowest levels of physical activity, recreation and sport participation in the country. This translates into a well-known list of lifestyle diseases, disabilities and risk factors in which the province has the unenviable distinction of being a national leader, including rates of physical inactivity and obesity among youth and adults.

In May 2007, Government launched *Active, Healthy Newfoundland and Labrador: The Provincial Recreation and Sport Strategy* with increased investment of \$2.39 million, nearly doubling the budget of the Recreation and Sport Division. Government Commitments direct the Department of TCR to implement the Recreation and Sport Strategy, with its six key directions of increasing involvement and participation, improving access for all, strengthening public sector support of recreation and sport, reaching our potential through enhanced excellence, building human resource capacity, and building capacity through infrastructure. Government Commitments further direct the Department of TCR to integrate the Strategic Action Plan for Recreation, Sport and Physical Activity with broader efforts focusing on health promotion and disease prevention across all age groups.

In 2008, the federal-provincial-territorial ministers responsible for physical activity, recreation and sport agreed to set specific Pan-Canadian targets for increased physical activity among children and youth. Currently, about 10 per cent of young people are engaged in 90 minutes of moderate-to-vigorous physical activity a day. By 2010, the goal is to raise that figure to 12 per cent, and by 2015, to 17 per cent.

Government recognizes the need to work in a more holistic and concerted way with other departments and partners to develop policies, legislation and strategies to support increased physical activity as a personal health practice of all citizens in the province. Government needs to establish a comprehensive, coordinated and effective network and system of support to advance recreation and sport in the province. An Interdepartmental Committee composed of Tourism, Culture and Recreation, Education and Health and Community Services has been formed to develop an action plan for 2008-09 that will integrate the provincial Recreation and Sport Strategy, the Provincial Wellness Plan and the Physical Activity Strategy.

This committee will review, recommend and monitor priority policy and program initiatives to be undertaken by the Departments of Education, Health and Community Services and TCR in support of the recreation and sport sectors. Research on best practices and models, combined with community-based needs assessments and supporting infrastructure requirements, will inform and guide the work of all partners, especially schools, recreation commissions, Regional Wellness and Active Living Coalitions, seniors' groups and others.

Government will work with internal and external partners to monitor trends, set targets and develop effective policies and accessible programs and services in support of physical activity and active living. While encouraging participation and involvement in recreation and sport at all levels, Government will focus especially on traditionally under-

represented groups, including women and girls, Aboriginal people, the disabled community and those living below the poverty line.

Over the longer term, the Department of TCR's Recreation and Sport Division will be revitalized and better positioned to provide the required policy and planning support for physical activity, recreation and sport in the province. This will enable the department to work with key partners to better coordinate government services and support and develop and monitor the delivery of more accessible, effective programs. Renewal of recreation and sport-related infrastructure is also a long-term goal.

Full implementation of the Recreation and Sport Strategy will extend into future planning cycles. The objectives for 2009, 2010 and 2011 are incremental steps toward achieving this goal.

Strategic Issue 1: Implement the Recreation and Sport Strategy	
Goal: By 2011, have contributed to increased physical activity, health promotion and disease prevention by implementing priority actions of the Recreation and Sport Strategy	
Measure	Implemented priority actions of the Recreation and Sport Strategy
Indicators	Priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee implemented
Objective 2009: By 2009, have advanced efforts to implement priority actions of the Recreation and Sport Strategy, specifically those relating to increased physical activity	
Measure	Implemented the priority actions of the Recreation and Sport Strategy as identified by the Inter-Departmental Coordination Committee, especially those relating to physical activity
Indicators	Number of priority actions especially those relating to physical activity implemented
	Number of partnerships strengthened within government and with various non-government organizations (NGOs)
	Number of policies and plans to support increased physical activity initiated
	Physical activity levels of children and youth (Target: increase) ⁴

⁴ During the 2008 meetings, FPT ministers agreed to set specific Pan-Canadian targets for increased physical activity among children and youth. 10 per cent of young people are engaged in 90 minutes of moderate-to-vigorous physical activity a day. By 2010, the goal is to raise that figure to 12 per cent, and by 2015, to 17 per cent. The Department of TCR will identify specific provincial targets and initiatives to measure, monitor and increase physical activity rates among all of our citizens building on existing actions.

Strategic Issue 1: Implement the Recreation and Sport Strategy

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

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

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

Recognition and Support for Artists

Strategic Issue 2: Make the Arts and Culture Centres more relevant and accessible.

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

The Arts and Culture Centres are to be positioned to play a leading role in the cultural health and development of the province. During the past several years, the centres have significantly increased the number of provincial artists on tour. This is part of an overall policy to use the centres as developmental platforms for emerging audiences and to reflect back the province's culture to local audiences. New partnerships have been in development with other arts organizations and government agencies in order to have more diverse and value-added cultural programming.

Culturally, socially and economically, the centres are considered important facilities in their respective communities and regions, but, in some cases, their full potential is not yet being met. There are a number of issues and challenges including: improved access for users; enhanced community partnerships; program diversity; increased support for touring; human resources; community outreach; competition; marketing; and building upgrades. Capital or operating budgets constrain the amount and type of change undertaken and there is a need for additional sources of revenue and support through partnerships.

A strategic and operational review is underway in 2008 which will establish the overall direction and operations of the centres over the next three to five years. This review will

include will address current issues, including a potential new governance model and move to invigorate the province's six centres in their respective regions.

Utilizing these centres as vibrant regional and community centres is a long-term goal that will require support and investment in many aspects of the centres. The objectives that are identified below for 2009 and 2010 are incremental steps toward achieving that goal.

Strategic Issue 2: How to make arts and culture centres more relevant and accessible	
Goal: By 2011, have made arts and culture centres more relevant and accessible	
Measure	Implemented approved, short-term recommendations of the strategic and operational review of arts and culture centers
Indicators	Strategic and operational review of arts and culture centres completed
	Strategic and operational plan completed
	Priorities for program delivery, operations and investment implemented
	Number of community partnerships in place
	Diversity of programming
	Touring support provided
Objective 2009: By 2009, have implemented selected components of the strategic and operational plan	
Measure	Selected components of the strategic and operational plan implemented
Indicators	Selected components of the strategic and operational plan implemented
	Number of community partnerships in place
	Diversity of programming
	Touring support provided
Objective 2010: By 2010, further implemented selected components of the strategic and operational plan.	

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

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

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

Cultural Industries and Creative Enterprises

Strategic Issue 3: Strategic Cultural Industries Opportunities.

In March 2006, the province released *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture*, outlining major policies and directions to preserve, support and develop the province's cultural resources. The Newfoundland and Labrador Arts Council (NLAC) has been strengthened. Funding for the Cultural Economic Development Program increased and funding for the NLFDC has been continued.

A Status of the Artist Working Committee commenced work to recognize professional artists and to improve their working conditions. Over the past two years, the Department of TCR has worked with federal and provincial partners to develop an overall provincial cultural export strategy that is now being implemented. Music Newfoundland and Labrador programs were reviewed.

Cultural industries and creative enterprises clearly have demonstrated their all-round contribution to our province. The Strategic Cultural Plan 2006 directs government to improve support to, and investment in, these cultural industries and creative enterprises so that social and economic benefits are maximized. Government Commitments direct government to increase the province's presence and visibility to the world in the cultural sphere by supporting and investing in cultural industries.

A vibrant cultural sector is a competitive advantage in developing and marketing Newfoundland and Labrador as a good place in which to live, visit and invest. The province has a wealth of cultural content and cultural producers who are reaching broader audiences and growing the province's creative economy and creative enterprises. Among the most prolific and highly visible are the province's award-winning writers and book publishers.

Through the Publishers Assistance Program of the CEDP, the province's book publishing industry has become better equipped to produce quality products and to participate in a competitive marketplace. The publishing industry plays a fundamental role in the cultural and economic life of the province. Government is committed to strengthening our book publishing industry. The literary sector enhances the ability of local publishers to compete in the national and international industry. An assessment of the book publishing industry

will identify key opportunities and provide guidance for decision-making in this cultural industries sector.

Emerging sectors such as digital and new media technologies are also key to enhancing creativity and strengthening the province's competitiveness in the global marketplace. Although multimedia is one of the fastest growing sectors of the cultural and communications industries, the industry faces a number of challenges in the province and elsewhere. These include lack of awareness of multimedia applications in the cultural sector, the relatively small size of most new media companies, the lack of an industry association or alliance representing the specific interests of this sector, the need for more connections between content producers and new media and the lack of market information.

Government Commitments direct the Department of TCR to develop and implement a strategy to support a New Media Industry to allow this province to exploit a media environment that has been transformed by advancements in digital technology and computing, especially in products such as video games, electronic kiosks and pod casts. In 2007, a provincial working group on new media was formed composed of the Department of TCR (Arts Division), the Newfoundland and Labrador Film Development Corporation and the Newfoundland Film Producers Association. A new media landscape and environmental scan study is nearing completion and will provide guidance for decision making in this cultural industries sector.

A healthy, thriving cultural industries sector will produce a steadily increasing economic impact and be a basis for the development of high-quality products and experiences, including new media and book publishing. Key investment and market development approaches in strategic sectors will help cultural industries mature and prosper.

In order for cultural industries to thrive and be sustainable, support and investment are required in order to capitalize on strategic sector opportunities such as book publishing and new media. The objectives identified for 2009, 2010 and 2011 are incremental steps toward achieving that goal.

Strategic Issue 3: Address strategic cultural industries opportunities	
Goal: By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry	
Measure	Implemented approved recommendations of the New Media Industry study and the Book Publishing Industry Assessment
Indicators	Provincial study of the New Media Industry is completed
	Program elements, projects, partnerships and initiatives as recommended in the provincial new media study and book publishing industry assessment are implemented

Strategic Issue 3: Address strategic cultural industries opportunities	
Goal: By 2011, contributed to the growth and sustainability of the province's cultural industries through improved support and investment for strategic sectors, namely the New Media Industry and the Book Publishing Industry	
Objective 2009: By 2009, have supported the development of New Media Industry Program Elements	
Measure	New Media Industry program elements supported
Indicators	New Media Industry program elements supported
	Amount of investment in New Media Industry (Target: increase)
	Number of New Media Industry projects developed
Objective 2010: By 2010, have assessed the Book Publishing Industry so that it will become better equipped to produce quality products and to participate in a competitive marketplace	
Objective 2011: By 2011, have supported the further development of the Book Publishing Industry so that it is better equipped to produce quality products and to participate in a competitive marketplace.	

Cultural Heritage

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

Over the past two years, through new directions and increased investment of the Strategic Cultural Plan, the Department of TCR has focused its efforts in upgrading and renewing Provincial Historic Sites. The department has provided additional funding for its heritage grants program to increase support for heritage organizations, including strengthening the Heritage Foundation of Newfoundland and Labrador in its efforts in built heritage preservation.

The Provincial Commemorations and Designation Program has been developed, including the creation of the first Newfoundland and Labrador Historic Commemorations Board. The department will continue to revitalize the existing system of Provincial Historic Sites and, over the long run, develop a more complete and representative system of sites. A new strategy for intangible cultural heritage (ICH) has been developed. ICH comprises information in the form of traditional knowledge, beliefs and skills.

Sustaining the Built Heritage

Although much has been accomplished, much remains to be done in the face of continuing challenges to sustain the province's heritage resources, especially built heritage. Changing lifestyles and population shift is placing strains on community organizations, especially those in rural communities, who are seeking to preserve heritage structures that have lost their original, sustaining functions. These include churches, fraternal halls, institutional and commercial buildings that comprise some of our most important heritage structures and shared symbols of cultural identity.

These structures also compose the distinctive cultural landscape that is part of the province's unique draw for tourists. Their adaptive re-use could also provide the platform for new businesses and residences and generate employment, thus maximizing the economic benefits from heritage investment. Government itself is a major owner of heritage structures and it has not always been a good steward nor set the example in the sustainable use of heritage structures.

A related issue is the sustainability of community museums, archives and heritage sites. These facilities and sites preserve, protect and interpret community tangible heritage. These communities are increasingly challenged to sustain, support and operate these sites and facilities which are also important sources of community identity, attractions and employment.

As directed by the Cultural Plan, the department will seek to create effective links, connections and standards among municipal, provincial and national heritage policies and programs and nurture more effective partnerships and collaborations. Developing strategies for the sustainability of the province's built heritage resources, especially finding alternative uses for heritage structures, is critical to their long-term preservation.

The process of municipal engagement is at particular risk with the conclusion of federal funding under the Historic Places Initiative (HPI) in 2010, without a successor program firmly in place. Supporting programs and services, including an effective capital and investment plan to make sense of the range of built heritage projects and needs competing for limited public resources, must be developed.

To address the broad issue identified above, the department will pursue a number of activities in the context of this three-year strategy. Wherever relevant and feasible, activities will be undertaken in cooperation with other departments, agencies and other levels of government and community organizations in order to foster greater coordination and achieve goals and objectives.

Strategic Issue 4: Preserving and protecting the province's tangible cultural heritage resources.	
Goal A: By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations	
Measure	Efforts to sustain the built heritage and optimize benefits are advanced
Indicators	Strategies to sustain the built heritage and optimize benefits are developed

Strategic Issue 4: Preserving and protecting the province's tangible cultural heritage resources.	
Goal A: By 2011, have advanced efforts to sustain the province's built heritage and optimize benefits for present and future generations	
	Number of heritage structures preserved and re-used
Objective 2009: By 2009, with the Department of Transportation and Works, have developed a policy for the preservation and adaptive re-use of government-owned heritage structures.	
Measure	Policy for the preservation and adaptive re-use of government-owned heritage structures is developed
Indicators	Preservation and adaptive re-use policy for government-owned heritage structures is developed
	Number of Government-owned heritage structures preserved and re-used
Objective 2010: By 2010, have begun to further develop and strengthen heritage protection and preservation policies, programs and services to protect and re-use heritage structures and sustain community-based heritage facilities and sites.	
Objective 2011: By 2011, have advanced efforts to improve the system and tools for sustaining the province's heritage structures.	

Further Developing the Cultural Resource Management Framework

Over the planning period, the department will further develop the province's cultural resource management framework which encompasses formal statements of vision, principles, values, guidelines and plans for heritage protection to guide resource management, development and investment. The Heritage Interpretive Framework and Inventory (developed 2007-08) and the Provincial Historic Sites System plan, now in development, are vital components of this framework.

Support for the maintenance and further development of effective statutory protection for all elements of our tangible and intangible heritage is a critical issue. The Strategic Cultural Plan 2006 identifies government support for maintenance and further development of statutory protection for all elements of our heritage as one of the main challenges and opportunities in the cultural sector. Legislation is the single most significant management tool within the province's cultural resource management framework.

The Department of TCR administers a number of pieces of legislation related to cultural heritage. Some of this legislation requires review and updating. The *Historic Resources Act* is the major piece of legislation relating to the historic and palaeontological resources of the province including protection and preservation, co-ordination of orderly development, study and interpretation, and promotion and appreciation. The *Act* is now

20 years old and has not been comprehensively reviewed or updated since it was passed.

Palaeontological and archaeology issues are increasing in number and frequency and without appropriate protection; these resources are at particular risk. In 2001, the *Historic Resources Act* was amended to provide for the protection of fossils. The drafting of regulations will be aimed at protecting the province's significant fossil resources, and will not impede the simple collection or trade of ordinary fossils.⁵ The regulations will also allow the scientific study of fossils and other activities such as guided tours at significant fossil sites.

The Strategic Cultural Plan also includes the safeguarding and sustaining intangible cultural heritage (ICH) as a key initiative. Preserving intangible cultural heritage is vital to sustaining the province's innate creativity and sense of identity. A strategy for ICH was developed in 2007-08 but there is currently no legislation that addresses this subject.

The objectives identified for legislative review are part of strengthening and further developing the framework of statutory protection in the province for these irreplaceable resources. Updating the *Historic Resources Act* is a long-term goal that will likely continue over several planning cycles.

Over the next three years, the Department of TCR will draft Palaeontological regulations required to bring into effect the intent of the *Historic Resources Act* and allow for designations of selected areas as Significant Palaeontological Sites. During this period, the department will also initiate a review of the whole act, identifying gaps and new opportunities for legislative protection and incentives (for example, taxation) which will then be developed as legislative tools over subsequent planning periods.

Strategic Issue 4: Preserving and protecting the province's tangible cultural heritage resources and safeguarding its intangible cultural heritage.	
Goal B: By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection.	
Measure	Framework of statutory protection strengthened and further developed
Indicators	Review of <i>Historic Resources Act</i> completed
	Recommendations for updating and strengthening the <i>Act</i> identified
Objective 2009: By 2009, Palaeontological Regulations have been developed for the protection and preservation of fossils and fossil sites.	

⁵ Under the regulations to be developed, criteria concerning what fossil resources are to be designated as significant (as compared to ordinary) will be based on such factors as size, rarity, scientific interest, aesthetics or some combination of these criteria or other criteria.

Strategic Issue 4: Preserving and protecting the province's tangible cultural heritage resources and safeguarding its intangible cultural heritage.	
Goal B: By 2011, have advanced efforts to preserve and safeguard tangible and intangible heritage by strengthening and further developing the province's framework of statutory protection.	
Measure	Palaeontological resources are protected
Indicators	Palaeontological Regulations are drafted
	Number of Significant Palaeontological Sites identified for designation
Objective 2010: By 2010, have reviewed the remaining <i>Historic Resources Act</i> for the protection, preservation and safeguarding of tangible and intangible cultural heritage resources.	
Objective 2011: By 2011, have reviewed and made recommendations to update and strengthen the remaining <i>Historic Resources Act</i> for the protection, preservation and safeguarding of tangible and intangible cultural heritage resources.	

Tourism

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

Over the past five years, the province has made gains in non-resident visitation, tourist expenditures and market share in key target markets through consistent market development and more export-ready tourism products and experiences developed in key market categories. In 2003, the province developed a provincial tourism marketing strategy to consistently develop target markets. In 2004, the province developed a strategy for improving the range, quantity and quality of the province's tourism products and experiences in key categories to match market demand and make the province more competitive as a destination of choice.

Visitation has been stimulated by effective promotion and marketing to create destination awareness, knowledge and choice. Increased investment in marketing over the past two years has raised awareness and brand recognition in key markets and built capacity in web-based tourism infrastructure and activities. During this period, the department has also focused on extending seasons, enhancing key infrastructure and developing tourism experiences to provide a more competitive destination. Working with key sectors as outfitting to maximize industry potential and adjust to resource challenges will continue to be a priority for the department over the next three years.

The tourism industry is facing rapid expansion and change including the growth of low-cost air routes, the increasing demand for “do it yourself” packages organized on the Internet, long-term growth in more customized, experience-based products and greater international and national competition. Global competition for tourism is increasing and both the needs of travelers and travel planning behaviours of travelers are changing.

Maintaining competitive cost/value to and within the province is critical to destination growth and industry sustainability. Travel distance, accessibility, cost and quality of service continue to be significant barriers for visitors and are competitive disadvantages for the province’s tourism industry. A short peak season, air capacity constraints during this time, delays at ferry and border crossings and in airports make increasing the number of tourism visitors and revenue even more challenging. The quality of road transportation (buses, car rentals, fuel costs, the conditions of roads and highway signage) poses challenges to a seamless, affordable, trouble-free travel experience around the province.

Above all, the province needs more direct air connections, more frequent flights and better service at reasonable cost if it is to develop as a travel destination of choice. A more competitive airline industry with wider consumer choice, lower costs and increased air capacity has significantly boosted tourism growth. Air travel has grown 25 per cent since 2000 and now accounts for 68 per cent of all non-resident travel to and from the province. Air capacity dropped in 2007 with a resulting decline in overall visitation. A new air transportation strategy, now in development, will focus government efforts in coordination, accessibility, route development, infrastructure, services and investment. Further to this, innovative solutions and new partnerships – both within government and between government and industry - are needed to develop key air markets with most potential specifically for the tourism industry.

Natural and cultural resources are also essential to the tourism industry and local residents. The Department of TCR and its stakeholders recognize the need for environmental management in the sustainability and stewardship of natural and socio-cultural resources. Research, resource management and collaboration with key partners are essential to develop sound protection policies and best practices to make the tourism industry sustainable. Since 2006, the outfitting strategy has pointed the way forward in the management of resources and future development and adjustment of this industry sector. An action plan for cultural tourism linking the tourism industry and arts and heritage sectors is also underway.

In light of these needs, initiatives and major trends transforming the tourism industry, the province needs to assess its competitive position, create a vision that positions the province globally, determine the actions necessary to achieve the vision and further develop the tourism industry through integrated tourism market and product development. In 2007, the Provincial Government and industry committed to developing together a revitalized provincial tourism vision and strategy. The final strategy, anticipated in 2008, will provide a new, long-term vision for tourism based on a new strategic trends analysis, consultation with public and private stakeholders and a comparison of global best practices.

The new vision and strategy for the next three to five years will provide a common development and policy framework for government and industry to work together. It will position the province more competitively and identify strategic themes and focused actions to guide the efforts of all stakeholders. It will also identify financial and other investment requirements to further advance the tourism industry. This vision and strategy will unite the province’s tourism industry and demonstrate that tourism is a provincial economic development priority.

Over the planning period, the department will focus on improving direct air access to the province in particular and finding innovative solutions and partnerships in this critical challenge. Market development will reflect a realistic assessment of access potential to and within the province. Better access for conventions and incentive markets is a priority. The department will continue to use and develop current and new information and communication technologies. It will focus on the ongoing need for innovative experience development and resource management to build, operate, and maintain a critical mass of appealing experiences. There is also the corresponding need for implementation of new quality practices for our destination.

Enhancing competitiveness and sustainability of the tourism industry is a long-term goal that will require support and investment in many aspects of the tourism industry over a number of planning cycles. The objectives that are identified below for 2009, 2010 and 2011 are incremental steps toward achieving that goal.

Strategic Issue 5: Enhancing the competitiveness and sustainability of Newfoundland as a tourism destination.	
Goal: By 2011, contributed to the enhanced competitiveness and sustainability of the province as a tourism destination by implementing approved recommendations of the new provincial tourism vision and strategy.	
Measure	Implemented approved recommendations of the provincial tourism vision and tourism strategy
Indicators	Provincial tourism vision and strategy completed ⁶
	Programs, projects, partnerships and initiatives as recommended in the provincial tourism strategy are implemented.
Objective 2009: By 2009, enhanced the competitiveness and sustainability of the province as a tourism destination by implementing select components of the provincial tourism strategic plan	
Measure	Select components of the provincial tourism strategy are implemented
Indicators	Programs, projects, partnerships and initiatives as recommended in the provincial tourism strategy are implemented
Objective 2010: By 2010, enhanced the competitiveness and sustainability of the province as a tourism destination by further implementing select components of the provincial tourism strategic plan	

⁶ Economic, destination sustainability, visitor satisfaction and quality of destination indicators are to be developed with the completion of the provincial tourism vision and strategy.

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

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

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

Appendix 1: Government Commitments 2008 to 2011

This section provides an overview of the Department of Tourism, Culture and Recreation's Government Commitments 2008 to 2011.

Strategic Directions

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

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

Strategic Directions that are relevant to this department are:

- Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and excellence in sport.
- The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support.
- Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.
- Sustainable creative enterprises and cultural industries (including heritage industries) are developed.
- Newfoundland and Labrador becomes a multi-season tourism destination.

Recreation and Sport

Strategic Direction: Newfoundlanders and Labradorians have increased their participation in physical activity, sport and recreation and have achieved excellence on the national and international stage.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the Department of Tourism, Culture and Recreation and its partners and stakeholders. The following components must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's		
		Strategic Plan	Operational Plan	Work Plans
Recreation and Sport Strategy and its six key directions	•	•	•	•
The Labrador Travel Subsidy				•
Newfoundland and Labrador Sport Centre	•		•	•
Broader efforts focusing on health promotion and disease prevention across all age groups	•	•	•	•
Community use of schools and school use of community facilities	•			•
Aboriginal sport participation	•			•
Involvement of persons with disabilities in recreation and sport	•			•
Qualification of Newfoundland and Labrador-based athletes for provincial, national and international competitions, including the Vancouver 2010 Olympic and Paralympic Games				•
Strengthened partnerships with government and non-government organizations	•	•	•	•
Address physical activity challenges for Aboriginal people, women and girls and other identified groups	•	•		•

Support and Recognition of Professional Artists and their Endeavours

Strategic Direction: The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the Department of Tourism, Culture and Recreation and its agencies and boards. The following components must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's		
		Strategic Plan	Operational Plan	Work Plans
Recognition of professional artists (Status of the Artist)	•	•		•
Improving working conditions for professional artists	•	•		•
Strategic and operational review of Arts and Culture Centres	•	•	•	•
Awareness of, and support to, artists and cultural professionals	•	•		•
Support for the Newfoundland and Labrador Arts Council	•		•	
Expansion of cultural awareness and curriculum education	•			•
Supporting the Mealy Mountain Auditorium in Happy Valley-Goose Bay	•		•	
Developing and implementing a Strategy for New Media Industry	•	•		•
Integrating the arts into Cultural Tourism attractions, special events, products and experiences	•			•
Developing private sector partnerships and investment	•			•
Supporting infrastructure for creation, performance, exhibition and conservation	•			•

Cultural Heritage

Strategic Direction: Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the Department of Tourism, Culture and Recreation and its agencies and stakeholders. The following components must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's		
		Strategic Plan	Operational Plan	Work Plans
Support for Cultural industries including heritage industries	•			•
Recapitalization and redevelopment of Provincial Historic Sites	•	•		•
Preserving, protecting and strengthening tangible and intangible cultural heritage and traditional arts	•	•		•
High quality, high standard programs and services	•		•	•
Intangible cultural heritage preservation initiative				•
Completing the Heritage Framework	•	•		•
Developing and implementing an Aboriginal Cultural Heritage Strategy	•			•
Bartlett Celebrations in 2009				•
Cupids Celebration in 2010				•
Identifying, preserving and protecting Archaeological sites				•
Integrating tangible and intangible heritage into Cultural Tourism attractions, special events, products and experiences	•			•
Support for The Rooms.				•

Creative Enterprises and Cultural Industries

Strategic Direction: Sustainable creative enterprises and cultural industries (including heritage industries) are developed.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the Department of Tourism, Culture and Recreation and its agencies and stakeholders. The following components must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's		
		Strategic Plan	Operational Plan	Work Plans
Professional and enterprise development needs	•	•		•
Information and multimedia technologies	•	•		
Creative enterprises in the Province	•			•
Aboriginal culture and cultural industries	•			•
Export of cultural products	•	•		•

Tourism

Strategic Direction: Newfoundland and Labrador becomes a multi-season tourism destination.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the Department of Tourism, Culture and Recreation and its stakeholders. The following components must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's		
		Strategic Plan	Operational Plan	Work Plans
Provincial tourism vision and strategic plan	•	•		•
Market Newfoundland and Labrador as a destination	•	•		•
Support for Destination Labrador	•			•
Implementing the Winter Tourism Strategy	•			•
Supporting and Enhancing the Outfitting Industry	•			•
Developing quality, in-demand, export-ready Tourism Products and Experiences (including service quality)		•		•
Supporting the Cruise industry				•
Developing and implementing an action plan for Cultural Tourism	•			•
Upgrading of VICs and use of technology within the realm of visitor information and inquiry.				•

Appendix 2: Special Celebrations Corporation

This appendix provides information on the Special Celebrations Corporation (SCC).

Overview of the Special Celebrations Corporation

The Board of the Special Celebrations Corporation is composed of the Minister, the Deputy Minister and the Assistant Deputy Minister (Culture and Recreation). A management committee composed of the Deputy Minister, the Assistant Deputy Minister and the Director of Finance and General Operations ensures that the planning and activities of the Special Celebrations allocation remain consistent with the overall priorities and goals of the Department. This arrangement also ensures tight management and financial control, a good measure of accountability and that best practices of government administration are implemented.

The mandate of the Special Celebrations Corporation of Newfoundland and Labrador is to utilize funding available in the account of the corporation to support various festivals and community celebrations in the province. This corporation was used by the Department of Tourism, Culture and Recreation from 1998 to 2002 to develop Special Celebrations, including Soiree '99 and Vikings! 1000 years. After its final initiative, Access North-Labrador 2002, the Corporation closed in March 2003. Yet, since its creation, the role of the corporation has become one of supporting viable community projects that normally could not be supported through established funding programs.

All revenue historically generated from sponsors, partnerships, merchandising and other sources was kept separate from the government's Consolidated Revenue Fund. This not only allowed the corporation better control over its finances, but also gave it flexibility to respond to revenue-generating opportunities. In 2007-08, the Corporation did not generate any revenue except interest.

The corporation began the 2007-08 year with an opening balance of \$2,170 and had a closing balance on March 31, 2008 of \$690. The Special Celebrations Corporation currently does not generate any revenue except interest and while it remains a legal entity, it has no physical presence. During the 2008-2011 planning cycle, it is the intention of the organization to dissolve once the remaining funds have been expended.

For the years during which the corporation remains inactive, any relevant information will be provided through the departmental annual reporting process. In the case that the Special Celebrations Corporation once again begin to function as an entity, the corporation would submit the required activity plan and annual activities report in accordance with the *Transparency and Accountability Act*.

Appendix 3: Newfoundland and Labrador Tourism Marketing Council

This appendix provides information on the Newfoundland and Labrador Tourism Marketing Council (NLTMC).

Overview of the Newfoundland and Labrador Tourism Marketing Council

The NLTMC is an industry-government team committed to ensuring that tourism continues to grow in Newfoundland and Labrador. The mandate of the council is to advise on the preparation of strategic marketing and annual marketing plans; monitor the implementation of marketing programs; assist the department with developing industry marketing partnership programs; and report annually to the minister and to industry on the marketing programs and their results.

The council provides both government and industry with the opportunity to work cooperatively and enhance decision-making in promoting and marketing the province. It strengthens government's commitment to tourism and the working relationship of government and industry.

The council's members include eight industry leaders and two government representatives. Industry members are selected through an application process and are chosen based upon their expertise in tourism marketing and business experience.

The council itself does not have any revenue nor does it authorize expenditures. All revenue and expenditures are included under the government's allocation to the Department of Tourism, Culture and Recreation for tourism marketing.

The role of the council is advisory only. At present, the council is inactive as the new provincial tourism vision and strategy has been formulated. Following the strategy's submission and review by government later in 2008, recommendations concerning the possible future role of the NLTMC or another entity will be implemented.

For the years during which the council remains inactive, any relevant information will be provided through the departmental annual reporting process. In the case that the Newfoundland and Labrador Tourism Marketing Council once again began to function as an entity, the council will submit the required activity plan and annual activities report in accordance with the *Transparency and Accountability Act*.