
Tourism, Heritage and Culture

**ANNUAL REPORT
2020-2021**



**Tourism, Heritage and Culture
Annual Report 2020-2021**

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TRANSMITTAL LETTERS

**From the Minister to the Lieutenant-Governor
Her Honour, the Honourable Brenda L. Murphy
Lieutenant-Governor of New Brunswick**

May it please your Honour:

It is my privilege to submit the annual report of the Department of Tourism, Heritage and Culture, Province of New Brunswick, for the fiscal year April 1, 2020, to March 31, 2021.

Respectfully submitted,

Honourable Tammy Scott-Wallace

A handwritten signature in blue ink that reads "Scott-Wallace".

Minister

**From the Deputy Minister to the Minister
Honourable Tammy Scott-Wallace,
Minister of Tourism, Heritage and Culture**

Madam:

I am pleased to be able to present the annual report describing the operations of the Department of Tourism, Heritage and Culture, for the fiscal year April 1, 2020, to March 31, 2021.

Respectfully submitted,

A handwritten signature in blue ink that reads "Yennah Hurley".

Yennah Hurley
Deputy Minister

Table of contents

Minister's message	1
Deputy Minister's message	2
Government Priorities.	3
Highlights	5
Performance outcomes	6
Overview of departmental operations	9
Divisions overview and highlights	10
Financial information	18
Summary of staffing activities	20
Summary of legislation and legislative activities	21
Summary of Official Languages activities.	22
Summary of recommendations from the Office of the Auditor General	23
Report on the <i>Public Interest Disclosure Act</i>	24

Minister's message

The Department of Tourism, Heritage and Culture's mission is to foster economic growth, pride of place, and the well-being of New Brunswickers through the conservation, development and promotion of New Brunswick's natural, cultural, recreational and heritage resources.

As a department, we accomplished so much over 2020-2021. It was not the kind of year we expected, but we adapted our existing programs and listened to the needs our tourism, arts and culture, and sports and recreation stakeholders to offer meaningful support.

Our first ever and incredibly successful Explore NB Travel Incentive Program was implemented and admired across Canada, making it possible for many tourism operators to stay open. The program resulted in 25,232 submissions and contributed more than \$17M to our provincial economy.

The NB at Home program was developed in partnership with MusicNB and allowed many New Brunswick musicians to produce live shows from their homes to share online. And our Arts and Culture Special Project Fund for digital activities provided \$269,000 for 36 projects.

Our Archaeology and Heritage Branch continued to play an integral role in the cultural resource management of the province's archaeological heritage. The branch registered 19 new Indigenous sites and 16 new historic sites in the Provincial Archaeological Sites Database. As part of the Coastal Survey program, the team completed 394 km of coastline surveys.

Our Sports and Recreation Branch helped 194 sport organizations keep their doors open, avoid job loss and ensure organizations remained operational throughout the pandemic.

Especially popular this year among New Brunswickers were our nine stunning provincial parks. We saw nearly 30,000 more New Brunswickers camping at our parks in 2020 compared to 2019. We were also extremely happy to open the Fundy Trail Parkway through to Sussex and the Walton Glen Gorge observation deck. There has never been a time more important than now to get outside and enjoy what our beautiful province has to offer.

Despite an unpredictable year and many challenges, I would like to thank the dedicated department staff and our stakeholders for fulfilling our mandate and objectives. Together, we will continue to rebuild our province as we begin our recovery and ensure that what New Brunswickers and visitors expect and love about our province will be here for many years to come.



Honourable Tammy Scott-Wallace
Minister of Tourism, Heritage and Culture

Deputy Minister's message

In 2020-2021, staff at the Department of Tourism, Heritage and Culture demonstrated resiliency and pushed through many challenges brought on by the pandemic. We truly worked together as One Team, One GNB to find solutions. We adapted to an ever-changing environment, while supporting our stakeholders who were facing unprecedented hardships. The tourism industry and the arts and culture sectors were among the hardest hit and we succeeded in implementing innovative programs and initiatives to support them.

A staycation campaign encouraged New Brunswickers to take advantage of the tourism experiences within the province. And we worked alongside industry to develop our Explore NB Travel Incentive program which provided New Brunswickers with a 20 percent rebate when they made an overnight stay in the province. New Brunswickers took advantage of the incentive to vacation in the province and the tourism industry was grateful for the support.

Our Arts and Culture Branch developed a Think Tank with representatives from the sector to create initiatives to help artists, cultural workers and organizations recover and thrive. We also launched our first-ever Fresh AIR (artist-in-residence) program where professional artists produced work in provincial parks and tourism sites while engaging with the public. And in February we launched our InspiredByNB campaign that encourages New Brunswickers to support local artists by purchasing their work.

All nine of our provincial parks were able to open on time and ahead of other provinces without any emergency closures the entire season. This achievement can be attributed to the dedicated Park staff who worked hard to ensure our parks were ready for New Brunswickers who were eager to travel. And they certainly showed up!

In July, the road to Sussex and the Walton Glen Gorge observation deck at Fundy Trail Parkway officially opened. A fun highlight was seeing it featured in a CNN article on the top 21 places to go around the world in 2021!

The pandemic brought challenges to our sports and recreation sector and enormous efforts were made across the province by our staff and many volunteers to provide safe opportunities to return to play.

Our Archaeology and Heritage Branch carried on with important work, including an archaeological assessment at Officers' Square in collaboration with the City of Fredericton and First Nations representatives. The branch also planned our first-ever virtual New Brunswick Day celebration in collaboration with Area 506.

As Deputy Minister, I am so thankful for the amazing staff of the Department of Tourism, Heritage and Culture. I appreciate the hard work, agility, and professionalism they brought forward to serve New Brunswickers, stakeholders and communities across the province. Each one has played an important role in ensuring that New Brunswick continues to be a place that people love and want to come back to, again and again.



Yennah Hurley,
Deputy Minister

Government Priorities

DELIVERING FOR NEW BRUNSWICKERS – ONE TEAM ONE GNB

One Team One GNB is a new, collaborative approach to how we operate. It represents a civil service that works together as a single unit for New Brunswickers. We have discovered new and innovative ways of doing business, ways that have allowed us to achieve the outcomes needed for New Brunswickers and we are working more efficiently and effectively than ever before. Our new path forward includes a mindset of focus, urgency and results.

We are working every day to improve the way government departments:

- Communicate with one another
- Work side-by-side on important projects
- And drive focus and accountability

STRATEGY AND OPERATIONS MANAGEMENT

The Government of New Brunswick (GNB) uses a Formal Management system built on leading business practices to develop, communicate and review strategy. This process provides the Public Service with a proven methodology to execute strategy, increase accountability and continuously drive improvement.

The development of the strategy, using the Formal Management system, starts with our government's roadmap for the future of New Brunswick that focuses on key priorities and the importance of public accountability.

GOVERNMENT PRIORITIES

Our vision for 2020-2021 is a vibrant and sustainable New Brunswick. To make progress towards this vision, we must focus on our government's priorities.

- Energize private sector
- Vibrant and sustainable communities
- Affordable, responsive and high-performing government
- Dependable public health care
- World-class education, and
- Environment

COVID RESPONSE

As part of GNB's priorities this past year, responding to the COVID-19 pandemic was at the forefront. Our department supported GNB in responding to the pandemic by immediately focusing on being in direct and constant communication with stakeholders and ensuring citizens of New Brunswick had open spaces to enjoy during this unprecedented time.

The arts and culture, sport and recreation and tourism sectors, were especially impacted by the COVID-19 pandemic. These sectors are integral to the well-being of New Brunswickers and the economic performance of the province. The efforts to sustain these sectors were critical during the pandemic and vital to the future of our province.

The department swiftly took immediate action. New Brunswick Provincial Parks were the first in the country to be open during the COVID-19 pandemic. It was critical to provide open spaces to New Brunswickers to support their mental and physical health at the time it was being challenged the most. The departmental priority was to safely open our provincial parks with the development of protocols and operational plans that exceeded the Provincial State of Emergency requirements, ensuring a safe environment for staff and visitors.

The department responded to the pandemic by providing operational funding quickly to the culture, heritage and sport stakeholders. It was also able to continuously adjust programming throughout the year in response to the evolving impact of the pandemic. This allowed for the cultural, heritage and sports activities to continue to operate in safe and innovative ways.

The department also worked to define a five-year vision to seize the opportunity and become “the most sought-after province in Atlantic Canada to visit and live” post-pandemic. This vision will be brought to life by focusing immediately on both sector recovery and growth.

The department also worked closely with stakeholders to:

- understand the impact of the pandemic,
- communicate their interests to Government of New Brunswick decision makers as the province adapted to the pandemic,
- bring clarity to the various phases of restrictions to ensure the sectors could adapt quickly,
- understand how they can be supported during and after the pandemic, and
- identify and distribute emergency funding and support programs.

A few key initiatives undertaken by the department to support our sectors in response to the pandemic include:

- Received and distributed \$3.2M in Federal Covid Emergency Funding from Canadian Heritage / Sport Canada to 194 sport organizations and developed responses to ‘Frequently Asked Questions’ at every stage of the pandemic to keep the system informed and participants safe.
- Developing and delivering tourism marketing campaigns to New Brunswick residents, starting with a message of hope and transitioning into a staycation campaign.
- Implementing the Explore NB Travel Incentive Program, distributing \$2.8M in incentives, generating over \$17M in visitor spending in two months.
- Reconfiguring the consultation mechanism with the tourism sector to be more effective.
- Partnering with MusicNB early on during the pandemic to create the NB at Home program. This program provided live online music entertainment to citizens during the confinement and provided financial support to 47 musicians who presented showcases with more than 276,000 views.
- Creating a Special Project Fund for online arts and culture productions for other types of artists. This allowed the development of 36 projects varying from performing arts to authors and visual artists to demonstrate the wealth of New Brunswick’s arts sector.
- Establishing an Arts and Culture think tank that resulted in the creation of the InspiredByNB promotional campaign and the Fresh Air program, for artist residencies in New Brunswick parks and Attractions.

The Tourism, Heritage and Culture 2020-2021 Annual Report will further outline the COVID-19 relief efforts and recovery and growth planning that took place over the last year.

Highlights

During the 2020-2021 fiscal year, Tourism, Heritage and Culture focused on these government priorities through:

- The 2020 Explore NB Travel Incentive program was developed and launched in July. It provided a 20 percent rebate on expenses incurred while vacationing within NB. It helped generate over \$17M in spending in just two and a half months and resulted in close to \$3M in rebates to New Brunswickers.
- All nine of our provincial parks were able to open on time and ahead of other provinces without any emergency closures the entire season. Almost 30,000 more New Brunswickers camped at provincial parks in 2020 compared to 2019.
- Altogether, \$3.2M in Federal Covid Emergency Funding received from Sport Canada was distributed to 194 sport organizations significantly impacted by COVID-19. This support targeted organizations most in need allowing them to continue operations under COVID protocols.
- The province's archaeological heritage was protected as 19 new Indigenous sites and 16 new historic sites were registered in the Provincial Archaeological Sites Database. As part of the Coastal Survey program, 394 km of coastline surveys were completed.
- The first-ever Fresh AIR (artist-in-residence) program was launched in which professional artists produced work in provincial parks and tourism sites while engaging with the public. It also launched an InspiredByNB campaign that encouraged New Brunswickers to support local artists by purchasing their work.
- The Fundy Trail Parkway saw the official opening of the East Gate, Connector Road to Sussex and the Walton Glen Gorge Observation deck.
- A partnership was created with MusicNB to produce the NB at Home program. This provided live online music entertainment to citizens during the pandemic induced lockdown and gave financial support to 47 musicians who presented showcases with more than 276,000 views.
- Tourism marketing campaigns were developed and delivered to New Brunswick residents, starting with a message of hope and transitioning into a staycation campaign.
- Working closely with Public Health, timely and accurate advice was provided to clients and partners across all sectors regarding required COVID-19 safety requirements.
- New Brunswick's participation in the Atlantic Canada Agreement on Tourism was negotiated. This resulted in a new agreement which allowed New Brunswick to leverage an additional \$3.3M over three years.
- The Inclusive Community Recreation Infrastructure Fund was launched resulting in \$120,000 in support of 20 accessibility and inclusion projects including upgrades such as installing accessible doors, ramps, swings, chair and pool lifts.
- A safe sport policy suite and sport dispute resolution program was established to help sport organizations develop stronger governance, policies and procedures and deliver safe sport.
- A new standardized performance measurement approach incorporating best-in-class methods was established across the department.
- A remote work program pilot was conducted where eight employees transitioned to working from home. This created space for the Women's Equality Branch to move into Marysville Place. This improved access to the Minister and Deputy Minister and reduced government's office space requirements.

Performance outcomes

The information below outlines some of the department’s priorities and how we measured our performance.

TO INCREASE CAMP SITE RESERVATIONS BY NEW BRUNSWICKERS BY 15 PERCENT OVER 2019.

DESCRIPTION OF PRIORITY

Number of New Brunswick residents camping in provincial parks – This is a measure of the effectiveness of THC programs in drawing New Brunswick residents to camp in provincial parks.

Reporting is from mid-May to October (Thanksgiving) and an increase is desired.

IMPORTANCE OF PRIORITY

Provincial parks are an asset for the people of New Brunswick. Each requires ongoing maintenance and support. Maximizing the value of the asset is important, as is generating revenue to off-set expenditures. In a year when travel into New Brunswick was restricted, a focus on New Brunswick residents was vital.

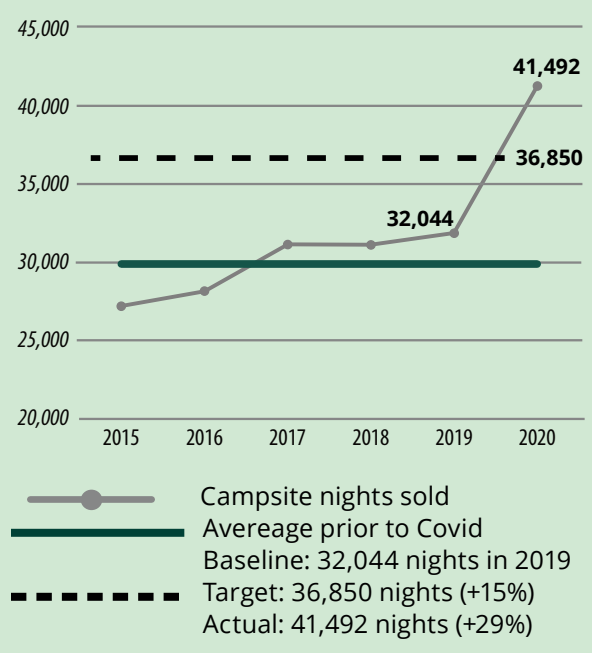
New Brunswickers that are aware of and engaged in provincial parks are more likely to return. They are also critical to reaching external markets through ‘word-of-mouth’ marketing.

OVERALL PERFORMANCE

The number of New Brunswickers camping in provincial parks increased 29% over 2019, exceeding our target of 15%.

Over the five years leading to 2019, campsite reservations from all origins increased to just over 50,000/annum with 61 percent being New Brunswick residents. The remainder were from Quebec (18%), Ontario (8%), Atlantic Canada (5%) or elsewhere (8%). In 2020, 95 percent of campers were from NB; while 4.5 percent were from Nova Scotia.

Campsite nights occupied by New Brunswickers at Parks (May to October).



WHAT INITIATIVES OR PROJECTS WERE UNDERTAKEN IN THE REPORTING YEAR TO ACHIEVE THE OUTCOME?

The department established clear protocols to ensure that campgrounds were as safe as possible during the pandemic and gained the trust of the public. Parks opened on time and were the only province that accomplished that.

The department followed a combined Internet and social-media marketing strategy encouraging New Brunswickers to explore NB and to visit parks.

VISITS TO ARTS, CULTURE, AND HERITAGE ATTRACTIONS

DESCRIPTION OF PRIORITY

Visits to Arts, Culture and Heritage attractions represent how many people are visiting attractions that are directly supported by the department.

IMPORTANCE OF PRIORITY

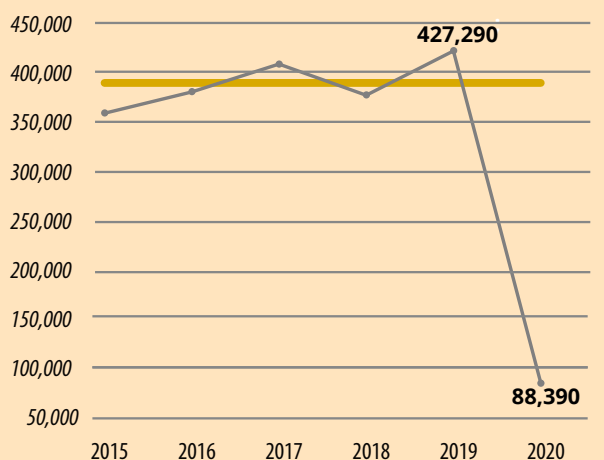
While the attractions only represent some of the ways that people experience our Arts, Culture and Heritage, those trends provide a good indicator of overall participation and interest.



OVERALL PERFORMANCE

The Arts, Culture, and Heritage industries were seriously impacted by the pandemic and subsequent restrictions on face-to-face gatherings. Venues were severely limited in their ability to welcome and engage visitors, and some were unable to open at all.

Visits declined by 79 percent compared to 2019.

Many operations were at risk of closing permanently. The department's goal was to support the industry through the crisis.



 Culture Attractions Visits
 Average prior to Covid
 Baseline: 427,290 visits in 2019
 Target: A target number of visits wasn't established due to the crisis
 Actual: 88,390 visits in 2020 (-79%)

WHAT INITIATIVES OR PROJECTS WERE UNDERTAKEN IN THE REPORTING YEAR TO ACHIEVE THE OUTCOME?

The department responded to the pandemic by providing operational funding quickly to the culture and heritage stakeholders, and by adjusting its programs throughout the year based on the evolution of restrictions imposed by the province. Efforts allowed for cultural and heritage activities to continue as much and as safely possible.

*Attractions include:

- Beaverbrook Art Gallery / Galerie d'art Beaverbrook
- Kings Landing Historical Settlement / Village historique Kings Landing
- Kingsbrae Garden / Jardin Kingsbrae
- Le Pays de la Sagouine / Le Pays de la Sagouine
- New Brunswick Aquarium and Marine Centre / Aquarium et Centre marin du Nouveau-Brunswick
- The New Brunswick Botanical Garden / Le Jardin botanique du Nouveau-Brunswick
- New Brunswick Museum / Musée du Nouveau-Brunswick
- Roosevelt Campobello International Park / Parc international Roosevelt-Campobello
- Village Historique Acadian / Village Historique Acadien

ANNUAL ACCOMMODATION ROOM NIGHTS SOLD

DESCRIPTION OF PRIORITY

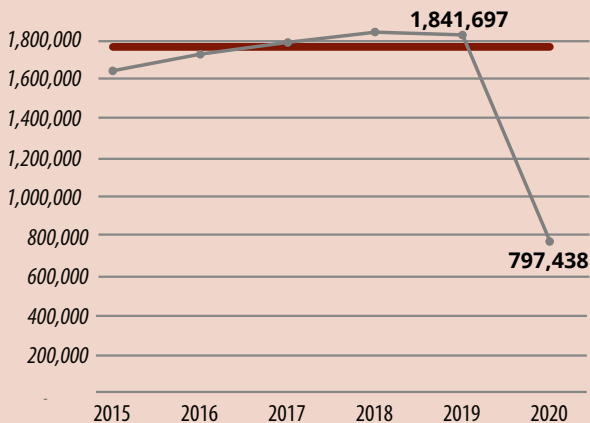
Accommodation room nights are the number of nights that tourists spend in hotels and motels in New Brunswick.

IMPORTANCE OF PRIORITY

Accommodations room nights are a primary indicator of the number of tourists travelling in New Brunswick, and the state of health of the tourism industry.

OVERALL PERFORMANCE

In March 2020, travel restrictions were imposed on the province which had a huge impact on the tourism industry. Non-New Brunswick residents typically make up over half of all room night sales and reservations had been trending up prior to the pandemic. With less people able to visit the province and some reservations to travel within the province, room sales were destined to decrease. Sales increased significantly throughout the year, but overall resulted in a 57 percent decrease from 2019.



- Annual (calendar) Room nights sold
- Average prior to Covid
Baseline: 1,841,697 Room nights sold in 2019
Target: A target number of visits wasn't established due to the crisis
Actual: 797,438 Room nights sold in 2020 (-57%)

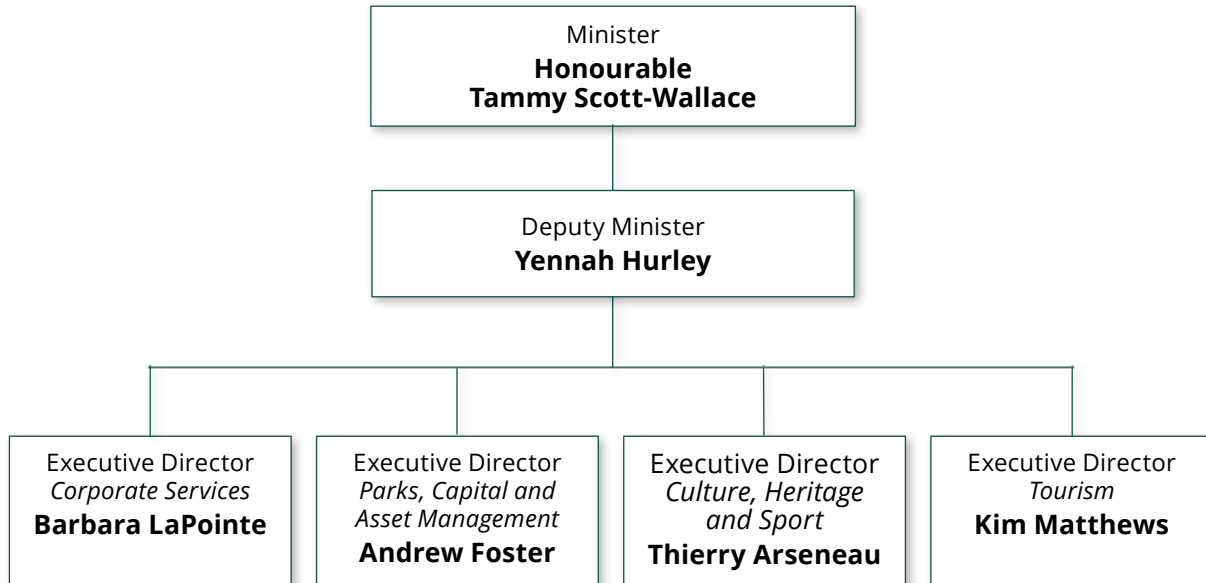
WHAT INITIATIVES OR PROJECTS WERE UNDERTAKEN IN THE REPORTING YEAR TO ACHIEVE THE OUTCOME?

A Staycation campaign encouraged New Brunswickers to take advantage of the tourism experiences within the province. THC worked with industry to develop the Explore NB Travel Incentive program which provided New Brunswickers with a 20 percent rebate when they made an overnight stay in the province.

Overview of departmental operations

The mandate of the Department of Tourism, Heritage and Culture is to foster economic growth, pride of place, and the well-being of New Brunswickers through the conservation, development and promotion of New Brunswick's natural, cultural, recreational and heritage resources.

HIGH-LEVEL ORGANIZATIONAL CHART



Divisions overview and highlights

TOURISM DIVISION

The Tourism Division's mandate is to provide leadership in the development and implementation of market ready operators, communities and regions, multi-channel marketing and sales campaigns, social media community management, visitor counselling, and travel trade and travel media strategies.

In early 2020, restrictions necessitated by the COVID-19 Pandemic swiftly halted travel. This meant far less visitors and a devastating impact on the entrepreneurs and small businesses, receptive tour operators, hoteliers, outfitters, restaurateurs, communities, outdoor enthusiasts, attractions, campgrounds, galleries, museums, festivals, events, airports, cruise, and industry associations that make up the province's tourism sector. In preparation for summer 2021, it was clear COVID-19 would continue to have a serious impact. Although hopeful, the realities of COVID-19 made planning and preparing for the 2021 summer season very difficult. The industry rose to the challenges wrought by the pandemic, demonstrating the grace and grit that New Brunswickers are known for. In every corner of the province, with the assistance of the Tourism Division, entrepreneurial ideas took shape. These new ideas have made a difference, and these steadfast, persevering visionaries and small business owners are to thank. We know we will need to dig even deeper for 2021 and continue to support each other. The Explore NB travel incentive program, introduced in summer 2020 with the support of industry advisors, has been heralded by tourism associations and jurisdictions across the country and generated real results: more than \$17M in spending in just two and a half months.

Soon enough, people all over the world will release their pent-up need to travel. When they do, New Brunswick will be ready to deliver world-class experiences, host with pride, and claim the title of destination of choice in Atlantic Canada (post COVID-19). In consultation with industry, the department established its vision and goals that will guide activities over the next four years and will meet the needs identified by the tourism industry:

- Training to help build skills and capacity of the regions
- Build support and interest in tourism as a career
- Assistance in developing product and experiences at a community and regional level

- Marketing of the province, both internally and externally
- Access to funding and services that support businesses, based on an informed business plan and clear articulation of goals and outcomes

The plan is broken down under four pillars:

- **Lead:** Focus on streamlining funding and accessibility for businesses. Collaborate with partners like PETL and the Tourism Industry Association of NB on prioritizing workforce planning and training.
- **Enable:** Offer programs and strategic incentives, like Explore NB Travel Incentive Program to enable business to happen.
- **Strengthen:** Focus on relationships and building resilient regions, communities and operators.
- **Promote:** Attract visitors and inspire ambassadors in our residents.

THC will remain focused on a recovered tourism industry in New Brunswick - one that capitalizes on the time taken to reacquaint ourselves with our province and renews our pride of place. The Tourism Recovery and Growth plan is a plan that will be updated annually to meet the challenges of the day. In 2021, the focus will be on survival and laying the groundwork for recovery.

Destination Development Branch

The Destination Development Branch is responsible for providing vision and leadership around destination development to New Brunswick tourism entrepreneurs, small businesses, communities and tourism regions. This branch is focused on utilizing leading edge research tools to understand New Brunswick's best guests and works with individual tourism operators, communities and tourism regions to bring understanding of this research and assist these stakeholders in developing relevant products and experiences in relation to these guests. The branch plays a key role in creating a collaborative environment from which a strong tourism business, community and/or region will emerge.

Highlights:

- ◆ As a result of the pandemic, it became clear that a regional approach was key to the creation of strong tourism offerings. This team realigned its efforts from being sector based to regionally focussed.
- ◆ This team was a critical life line for the individual operators, communities and regions to understand the various phases of the pandemic and to adjust product offerings to focus on the New Brunswick market.
- ◆ The tourism industry was one of the hardest hit by the pandemic and this team was responsible to work with the regions to help link operators with funding programs offered by the provincial and federal governments.

Destination Marketing Branch

The work of the Destination Marketing Branch is to communicate to the target visitor through innovative, integrated, technology driven solutions. It speaks to the potential visitor where they are, providing the information they need, through a wide range of devices. This includes marketing campaigns as well as travel media efforts. The work of this team was critical to the tourism industry during the pandemic.

Highlights:

- ◆ Developing and implementing a message of hope for the tourism industry and for the residents of New Brunswick at the onset of the pandemic with the campaign message “Apart for Now, Not Forever”. It profiled tourism experiences that would be available when restrictions began to lift and encouraged the industry to create their own messages of hope to leverage the campaign.
- ◆ As it became clear that the New Brunswick resident market would be the focus for 2020, the team transitioned to a “Where will you go First” campaign that encouraged New Brunswickers to consider all that New Brunswick had to offer as a staycation.
- ◆ The final stage was to deliver a fully integrated Staycation campaign that began when movement throughout the province was possible. This also extended to Atlantic Canada when the Atlantic Bubble was announced.

- ◆ Throughout the fall and winter, the team delivered and constantly adjusted campaigns within New Brunswick – ensuring all pandemic restrictions were considered. This involved closely monitoring Public Health announcements and turning campaigns on and off depending on the various restrictions throughout the health zones in the province.
- ◆ The 2020 Explore NB Travel Incentive program was developed and launched in July. With a two-week turnaround to deliver the program, it resulted in close to \$3M in Travel rebates to New Brunswickers, generating over \$17M in spending in just two and a half months.
- ◆ The extension of the Explore NB program was implemented throughout the fall and winter. Due to travel restrictions, it was difficult to promote, however, the Department honoured its commitment and returned close to \$250,000 to New Brunswickers.
- ◆ Due to border closures, the Provincial visitor information centres did not open in 2020. This created the opportunity to acquire a “Mobile Unit” which travelled the province providing visitor counselling to travellers.

The Trade Sales and Partnership Branch

The Trade Sales and Partnership Branch is responsible for growing dollars to support market/program development based on government and private investment providing the opportunity to not only influence, but to also enhance existing programming and developing new innovative initiatives.

In addition, this branch is responsible for the NB Tourism Industry Advisory Committee, Federal/Provincial (FPT) committees, and relationships and initiatives on the Provincial, Atlantic Canada and national front.

The branch is also responsible for positioning and promoting New Brunswick as a tourism destination through travel-trade channels (travel and transportation companies, airline carriers, the Cruise sector, travel agents and online operators) in Canada, the United States, France, the United Kingdom and Germany. The unit ensures that New Brunswick travel products and experiences are profiled in the marketing campaigns of an identified base of travel companies in each of these external markets.

Highlights:

- ◆ As a result of the pandemic, work was limited by the border restrictions. Marketing activity was mainly paused. This time was utilized to create a refreshed approach to Travel Trade - creating opportunities for the private sector in New Brunswick.
- ◆ The department, moving forward, will further bolster and optimize the expertise of private sector companies in New Brunswick to provide support to external travel trade companies.
- ◆ This branch negotiated New Brunswick's participation in the Atlantic Canada Agreement on Tourism (ACAT), representing New Brunswick's interests in the new agreement which allowed New Brunswick to leverage an additional \$3.3M over three years.
- ◆ The branch worked actively with the Destination Canada, ISED and its Atlantic Canada federal and provincial colleagues to leverage timely research and a diversified base of initiatives to ensure New Brunswick was strategically present, influencing, aligning and optimizing key initiatives.
- ◆ Maintaining key relationships with external travel companies in each external market and providing guidance to them during the pandemic, was critical. Participation in targeted virtual business to business marketplaces, was essential in fostering these relationships and keeping New Brunswick and the tourism industry, front of mind.
- ◆ Influence and participation on the regional committee for the refresh of the pan-Atlantic Travel Trade Readiness program was essential to ensure relevance and value for the NB tourism industry.
- ◆ The Trade Sales and Partnership Branch assumed a leadership role, in working with the Destination Marketing Organizations/regions, to reignite the rebuild of the Meetings and Conventions sector.
- ◆ The New Brunswick Tourism Industry Advisory (NBTIA) committee, established by the Department early in 2019 is managed by this branch and played a critical role for the department in keeping a finger on the pulse of the impacts of the pandemic on New Brunswick's tourism industry. Starting on March 17th, the department met with this group on a weekly basis for six months.
- ◆ As the department shifted its focus from being sector based to working with the regional tourism operations across the province, it required a complete review of the NBTIA this branch was responsible for that transition and communication with committee members.

PARKS, CAPITAL AND ASSET MANAGEMENT DIVISION

The Parks, Capital and Asset Management Division consists of two branches: Parks and Attractions, and the Capital and Asset Management.

Parks and Attractions Branch

The Parks and Attractions Branch provides inclusive, protected natural and cultural destinations that inspire wellness, enjoyment and education for all. With a vision that all people are stewards of New Brunswick's permanently protected natural and cultural destination, the branch is responsible for the stewardship of 24 provincial parks and attractions. The branch is directly responsible for managing and operating eight provincial parks, two attractions, a fishing lodge and multiple day use parks. The operations of these parks include camping, golf courses, bike parks, trails, beaches, marinas and a ski hill. Parks and Attractions also play a significant role in supporting tourism entrepreneurs and not for profit organizations.

The branch also provides vision and leadership on trail development in the province.

Highlights:

- ◆ New Brunswick Provincial Parks were the first provincial parks network in the country to open as scheduled during COVID-19. All parks operated with restrictions in place and were able to adapt quickly to changing alert levels. Visitor satisfaction and safety was a priority.
- ◆ In 2020 Provincial Parks saw a 47 percent increase in New Brunswick residents camping over the five-year average.

- ◆ The campsite reservation system was opened on February 2, 2021. In the first 24 hours, 7,179 campsite nights were booked. This was a 23 percent increase in booking over the same time period in 2020 and the most successful to date (since 2012). Of those, 2,199 campsite reservations were made at Mactaquac Provincial Park, this was an increase of 106 percent over opening day last year.
- ◆ Mount Carleton Provincial Park welcomed 34,000 visitors in 2020, making it the best season since 2016.
- ◆ The execution of the Mount Carleton Accommodation Agreement between GNB and the Mi'gmaq Nation was achieved in the fall of 2020.
- ◆ In the winter of 2020/21, and in partnership with the New Brunswick Federation of Snowmobile Clubs, the Christmas Mountains Snowmobile network opened.
- ◆ In 2020, despite of Covid-19, the Sugarloaf Bike Park saw a total increase of 7.5 percent in revenues. This increase occurred with the Quebec border closed. Quebec residents usually account for 40 percent of users. September alone saw a 120 percent increase in ticket sales while only operating two days a week.
- ◆ Mactaquac Provincial Park assumed the management and operation of the Mactaquac Golf Course and saw an increase in play of 21 percent over 2019.
- ◆ In partnership with Tourism, NB Parks launched a new brand and marketing campaign.
- ◆ Sugarloaf Provincial Park experienced an increase of 35 percent while Mactaquac Provincial Park saw an increase of 118 percent in winter visitation.
- ◆ Fundy Trail Parkway
 - Completion and Official opening of the East gate, Connector Road to Sussex and Walton Glenn, held on July 7, 2020.
 - In 2020, Fundy Trail Parkway saw its highest visitation numbers since its opening. There were 88,283 visitors which is an increase of 72 percent from 2019, the vehicle count was 37,255 up 92 percent.
 - Canada was one of the 21 places to go in 2021 according to CNN News and CNN Philippines. In the Canada portion of the article there is mention and link out to the Fundy Trail Parkway. The advertising value of the two online pieces combined is \$70,001 with audience reach of \$2.8 M.

Parks, Capital and Asset Management Branch

The Capital and Asset Management Branch develops the annual capital budget for all parks, attractions and heritage sites falling within the scope of the department, and then coordinates implementation of all capital projects. The branch ensures all projects meet the legislative and regulatory requirements associated with the 27 capital assets.

The branch also leads the consultation requirements with First Nations as necessary for purposes of assessing potential impacts to Aboriginal and treaty rights.

Highlights:

A record level of capital investment was made by Tourism, Heritage and Culture of \$10.12M.

Capital initiatives completed, while managing protocols from the COVID-19 pandemic, include electrical upgrades at campgrounds, new WiFi system at Mount Carleton Park, new parking lots, a maintenance garage and safety fence at Hopewell Rocks, paving and trail work at Parlee Beach, and Historical Preservation projects at Ministers Island.

CULTURE, HERITAGE AND SPORT DIVISION

The Culture, Heritage and Sport Division supports economic growth and fosters pride of place and well-being of New Brunswickers through the conservation, development, promotion and nurturing of our heritage, arts, cultural, and sport and recreation sectors.

The division consists of three branches of the Arts, Culture and Commemorations Branch, the Archaeology and Heritage Branch, and the Sport and Recreation Branch.

Arts, Culture and Commemorations Branch

The Arts, Culture and Commemorations Branch provides leadership for the development, implementation and monitoring of government programs, policies and strategies supporting the arts and cultural industries (film, television and new media, music and sound recording, book and periodical publishing, visual arts and fine craft). The branch facilitates community cultural development and the economic development of New Brunswick's cultural industries through advisory

services, financial assistance and technical services for arts organizations, associations and community. The branch manages collectionArtNB; and works collaboratively with the New Brunswick Arts Board ensuring the programs of both organizations are conducive to the advancement of the arts in New Brunswick.

Highlights:

While Creative Futures, the Cultural Policy for New Brunswick, was fully implemented in the year before, the branch continued to work on actions that were underway.

Provided \$7.335M in grants to arts, culture & commemorations grants. Grant recipients can be viewed at www.gnb.ca/culture.

Through a partnership with the Department of Education and Early Childhood Development, the Branch facilitated the transformation of the VanGO! program into the P-Art-nership ensuring that collectionArtNB is visible in New Brunswick's schools managed by bands system. This initiative saw a new focus ensuring that students benefit from interactions with New Brunswick professional artists presenting exhibitions in each school.

In the winter of 2020, the branch developed the *Inspired by NB/Inspiré par le NB* campaign. This encouraged New Brunswick residents to support the arts and culture sector and built upon the local pride and positive sentiment generated towards the sector.

Archaeology and Heritage Branch

The Archaeology and Heritage Branch facilitates the promotion, awareness, understanding, conservation and preservation of New Brunswick's human and natural heritage resources for present and future generations.

The Archaeology and Heritage Branch has three units: Regulatory, Heritage Services, and the Archaeological Field Unit. Under the direction of the Provincial Archaeologist and Director, the branch is responsible for the conservation, management and development of New Brunswick's Archaeological and Built Heritage. Major areas of activity include:

The Regulatory Unit administers the regulatory permit process under *the Heritage Conservation Act* and provides enforcement and over-sight for Archaeological, Built Heritage and Paleontological work being undertaken by permit holders. The unit undertakes research and

maintains and conserves the Provincial Archaeological Collection. In 2020, the Unit issued 93 Archaeological Field Research Permits, seven Provincial Heritage Permits, and 12 Archaeological Site Alterations Permits.

The Heritage Services Unit provides financial assistance, heritage planning and leadership to the province's Heritage and Museum Communities.

The Archaeological Field Unit undertakes archaeological assessment and field work for projects for various departments and agencies. The branch informs all levels of government, industry and individuals on the conservation, management and commemoration of these heritage resources for the benefit of present and future generations.

Highlights:

- ♦ The Community Museums Summer Employment Program assisted in hiring 97 employees for a total of 890 work weeks with funding obtained from the Department of Post-Secondary Education, Training and Labour, for community museums. The employees hired had an opportunity to advance their knowledge of New Brunswick history and develop job skills.
- ♦ Through the Built Heritage Program, the Branch participated in nine Built Heritage rehabilitation projects on significant community heritage places.
- ♦ As part of the Coastal Survey five-year initiative, the Branch surveyed 394 km of shorelines that resulted in new Indigenous and historic sites registered in the Provincial Archaeological Sites Database.
- ♦ Offered the Archaeological Technician Level 1 certification that was developed by GNB. The goal of this certification program is to provide graduates with the technical and theoretical skills required to work on all phases of archaeological projects. Since the first students graduated in 2016, employment in archaeology for these technicians has averaged approximately 70 percent.
- ♦ Completed an Archaeological Impact Assessment for the Officer's Square Revitalization Project that identified archaeological sites associated with the Indigenous, Acadian, and British Military History of the property.

Sport and Recreation Branch

The Sport and Recreation Branch provides strategic leadership and support to grow and develop inclusive quality sport, recreation and active living opportunities for all New Brunswickers. Striving for a strong and valued recreation and sport delivery system that provides inclusive, accessible and quality opportunities that contribute to the well-being of all New Brunswickers. The branch provides core support and consultation to provincial sport and recreation organizations; and, through a network of regional offices, provides consultation and financial support to local and regional community-based organizations, municipalities and First Nations communities.

The provincial government has far reaching responsibility for recreation and sport. The Sport and Recreation Branch plays the lead role within government for overall system development. Its main roles are leadership, working with the system to develop vision, related policy and support programs; financial support; consultation; leadership development; research; advocating for the benefits of recreation and sport; building alliances with related policy fields (health, social inclusion, justice, education, tourism, etc.); development of a coordinated, efficient and effective recreation and sport delivery system; barrier breaking; and providing a common voice in national and international discussions.

Highlights:

The Sport and Recreation Branch

- ◆ Received and distributed \$3.2M in Federal Covid Emergency Funding from Canadian Heritage / Sport Canada to 194 sport organizations at the local and provincial level to ensure relief to organizations significantly impacted by COVID-19.
- ◆ Launched an Inclusive Community Recreation Infrastructure Fund of \$120,000 to support diverse and equitable spaces through 20 accessibility and inclusion projects including upgrades to existing infrastructure throughout the province with items such as accessible doors, ramps, swings, chair and pool lifts.
- ◆ Continued support and investment in programming that reduces barriers to sport participation through the Go NB Sport Participation Bilateral contributing \$577,000 annually. Emphasis on strengthening Indigenous capacity and increasing culturally relevant sport programming for Indigenous children and youth at the community level as well as increasing participation of persons with a disability, youth experiencing low-income and women and girls.
- ◆ Addressed barriers faced by Women and Girls in Sport and Recreation (WGSR) by providing GoNB funding and partnering with She is Active NB and Coach NB.
- ◆ Offered ongoing guidance for safe return to play that flowed from Public Health via the branch to the sport and recreation system. Enormous efforts were made across the province by many volunteers to provide safe opportunities to return to play.
- ◆ Developed a safe sport policy suite and sport dispute resolution program to help sport organizations develop stronger governance, policies and procedures and deliver sport that is as safe as possible.
- ◆ Coordinated the Trails Infrastructure Greenway component to community-based trails allowing for multi non-motorized users. Trails and outdoor recreation spaces served to provide respite from stress, a setting for active living and an opportunity to breathe fresh air. Local recreation and parks agencies worked closely under the guidance of public health officials to keep neighbourhood parks, trails and other outdoor recreation assets safe and open wherever possible.
- ◆ Provided grants to local and regional organizations including for activities and projects that raise awareness of the importance and enjoyment of physical activity.
- ◆ Provided grants to provincial organizations to support governance, leadership development, athlete development, Canada Games participation and athletes with a disability.
- ◆ Provided Staffing Assistance funding to provincial sport and recreation organizations to hire professional staff.
- ◆ Provided financial assistance to New Brunswick high performance athletes who have achieved significant results at the national and/or international level; or have demonstrated the potential to earn a place on a Canadian National Senior or Junior team.

Key Performance Indicators

Key performance indicator name: Percent of Provincial Sport Organizations with relevant safe sport policies.

Description: By April 15, 2022, Provincial Sport Organizations will be expected to have relevant safe sport policies in place as a criterion to receive financial support from the Sport and Recreation Branch. As part of this criterion, Provincial Sport Organizations will be expected to add additional guiding policies related to safe sport.

Base: N/A
Target: 100%
Actual: 58%

Corporate Services Division

The Corporate Services Division provides customer focused services to enable and enhance departmental programs, priorities and performance. The division is comprised of 24 employees across three branches: Policy, Planning and Performance Excellence, Human Resources, and Financial and Information Management and Technology Services.

The Policy, Planning and Performance Excellence Branch provides expert advice and oversees programs and processes in the areas of strategy development and priority management, organizational improvement and performance management, policy and legislative development, legislature coordination, Right to Information requests, the department's agencies, boards and commissions (ABCs) administration and corporate website administration.

The Human Resources Branch provides expert advice and oversees programs and processes in all areas of human resources including workforce planning, workplace health, safety and wellness, employee and organizational development; staffing and recruitment; classification; official languages and employee and labour relations.

The Financial and Information Management and Technology Services Branch provides expert advice and oversees programs and processes in the areas of financial management, strategic procurement, information technology and management, records management and office space management.

The division ensures services are provided in compliance with various legislation such as *Right to Information and Protection of Privacy Act*, *Public Purchasing Act*, *Civil Service Act*, *Public Service Labour Relations Act*, *Financial*

Administration Act, *Employment Standards Act*, *Human Rights Act* and *Occupational Health and Safety Act* and Government of New Brunswick administrative policies and applicable collective agreements.

Highlights:

The Corporate Services Division:

- ♦ Launched a new strategy development model focused on achieving evidence-based results;
- ♦ Improved and standardized our performance measurement approach incorporating best-in-class methods;
- ♦ Delivered management training to 25 people leaders;
- ♦ Developed a comprehensive Employee Recognition program;
- ♦ Conducted a remote work program pilot where eight employees transitioned to working from home;
- ♦ Supported the development and implementation of COVID-19 operational plans across 15 locations;
- ♦ Introduced safety initiatives to reduce workplace injuries;
- ♦ Responded to 15 Right to Information requests;
- ♦ Reconfigured Tourism Heritage and Culture office space at Marysville Place resulting in the move of the Women's Equality Branch to Marysville Place to better support the Minister and Deputy Minister and reducing government's office space requirements;
- ♦ Continued to provide full corporate support during the initial COVID government office shut down. This included completing all financial year-end requirements, supporting the deployment of employees to assist in COVID response and ensuring employees were equipped with the proper tools to continue working from home;
- ♦ Supported the implementation of reliable internet and phone services to Mount Carleton Provincial Park;
- ♦ Supported the Tourism Division with the implementation of the Explore NB Travel Incentive program with expertise advice, support and processes working in partnership with Service New Brunswick; and
- ♦ Enhanced the Departments Protection of Privacy program.

Key Performance Indicators

Key performance indicator name: Recordable Incident Rate

Description: The recordable incident rate is the number of employees (per 100 employees) that has been involved in a work-related incident. Recordable incidents are any incidents that require medical attention or result in loss of time for the employee. Any incident that requires a Worksafe New Brunswick Form 67.

Base: 4.00

Target: 2.55

Actual: 1.23

Key performance indicator name: Percent of performance owners “on track” to report and analyze performance results with a dashboard.

Description: This measures the percent of performance owners on track to report performance results for the department’s executive dashboard. THC improved and standardized the measurement methods resulting in 13 of 14 (i.e. 93%) measures on track to report monthly.

Base: 30%

Target: 80%

Actual: 93%

Financial information

TABLE 1: ORDINARY EXPENDITURE STATUS REPORT BY PROGRAM COMPONENT

Fiscal Year Ending March 31, 2021 (\$ 000's)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
Administration	2,741.4	2,572.7	(168.7)
Sports and Recreation	6,584.4	6,438.4	(146.0)
Culture			
Arts and Cultural Industries	10,697.0	10,728.3	31.3
Heritage	8,923.3	8,540.7	(382.6)
Archaeological Services	713.0	1,018.1	305.1
Tourism and Parks			
Destination Marketing and Sales	10,634.7	11,030.9	396.2
Product Innovation	1,222.2	916.4	(305.8)
Parks and Attractions	13,231.8	13,104.7	(127.1)
Total Ordinary Expenditures	54,747.8	54,350.2	(397.6)

TABLE 2: SPECIAL PURPOSE ACCOUNTS EXPENDITURE STATUS REPORT BY PROGRAM

Fiscal Year Ending March 31, 2021 (\$ 000's)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Develop't Trust Fund	Sports Develop't Trust Fund	Go NB!
Opening Balance	319.7	59.0	5.9	5.3	245.9
Revenues					
Budget	79.0	10.0	1,200.0	1,000.0	370.0
Actual	29.4	4.3	1,200.1	1,000.1	3,566.6
Variance (Under) / Over	(49.6)	(5.7)	0.1	0.1	3,196.6
Expenses					
Budget	60	10.0	1,200.0	1,000.0	370.0
Actual	-	-	1,200.0	970.5	3,603.4
Variance (Under) / Over	(60.0)	(10.0)	-	(29.5)	3,233.4
Closing Balance	349.1	63.3	6.0	34.9	209.1

TABLE 3: SPECIAL OPERATING AGENCY EXPENDITURE STATUS REPORT BY PROGRAM
 Fiscal Year Ending March 31, 2021 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Opening Balance	1,418.2	1,418.2	-
Revenues			
Mactaquac Golf Course	950.0	802.2	(147.8)
Hopewell Rocks	4,613.0	723.6	(3,889.4)
Sugarloaf Lodge	192.0	161.7	(30.3)
Parlee Beach Campground	385.0	244.2	(140.8)
Expenses			
Mactaquac Golf Course	900.0	868.8	(31.2)
Hopewell Rocks	4,513.0	1,181.8	(3,331.2)
Sugarloaf Lodge	186.0	196.5	10.5
Parlee Beach Campground	312.0	242.8	(69.2)
Closing Balance	1,647.2	860.0	(787.2)

TABLE 4: CAPITAL EXPENDITURE STATUS REPORT
 Fiscal Year Ending March 31, 2021 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Capital	10,120.0	9,561.1	(558.9)

TABLE 5: ORDINARY REVENUE STATUS REPORT BY SOURCE
 Fiscal Year Ending March 31, 2021 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	2.2	1.2
Sale of Good and Services	3,535.0	2,541.0	(994.0)
Conditional Grants	0.0	1,927.5	1,927.5
Miscellaneous	4.0	451.2	447.2
Total Ordinary Revenues	3,540.0	4,921.9	1,381.9

Summary of staffing activities

Pursuant to section 4 of the *Civil Service Act*, the Secretary to Treasury Board delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2020-2021 for Tourism, Heritage and Culture.

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2020	2019
Permanent	163	164
Temporary	79	78
TOTAL	242	242

The department advertised 24 competitions, including 18 open (public) competitions and six closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the department made the following appointments using processes to establish merit other than the competitive process:

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> - a high degree of expertise and training - a high degree of technical skill - recognized experts in their field 	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginal persons, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	2
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	0
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school boards) and 3 (hospital corporations) of the Public Service.	16(1) or 16(1)(c)	0
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	0
Regular appointment of students/apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favoritism were made to the Deputy Head of Tourism, Heritage and Culture and no complaints were submitted to the Ombud.

Summary of legislation and legislative activities

Name of legislation	Effective date	Summary of changes
Gaming Control	May 19, 2020	Increased support for the Arts Development Trust Fund to \$1.2 million and increased support for the Sport development Trust Fund to \$1 million.
Combat Sport	June 23, 2020	Added Brazilian Jiu-Jitsu to the list of prescribed combat sports and made changes to align events with current industry standards and best practices.

The acts for which the Department was responsible in 2020-2021 may be found at: <http://laws.gnb.ca/en/deplinks?subjectnumber=16>

Summary of Official Languages activities

INTRODUCTION

The Department of Tourism, Heritage and Culture has continued to work on its Official Languages action plan which supports the *Plan on Official Languages – Official Bilingualism: A Fundamental Value*. The following outlines the actions taken during 2020-2021 in each of the four areas of focus.

FOCUS 1 – LANGUAGE OF SERVICE

All employees are reminded of their responsibility to provide an active offer of service (by telephone, in person, through signage, by correspondence and by electronic services) to the public in both Official Languages at all times.

The department conducts random audits to verify that the active offer of service is being made in both official languages by telephone, in person, through signage, through correspondence and through all electronic services.

Ongoing consultation and discussions took place between human resources and managers to review the meet linguistic profile requirements and updates were made throughout the year.

The department continues to support second language training for employees to ensure the capability to offer quality services in both Official Languages throughout the province. Ten employees were approved and participated virtually in second-language training in 2020-2021.

FOCUS 2 – LANGUAGE OF WORK

The department continues to provide a form to all new employees requesting information about their preferred language of work which is contained in the Human Resources Information System (HRIS) and in the employee file.

The performance reviews are offered and conducted in the employee's Official Language of work, and managers review the Language of Work and Language of Service policies with their employees to ensure they understand their right to work in their language of choice as well as their obligation to provide an active offer and service in both Official Languages.

The department encourages the use of both Official Languages for small and large meetings and large meetings were held in a manner that encouraged the use of both Official Languages and / or simultaneous translation services were provided.

FOCUS 3 - DEVELOPMENT OF THE TWO OFFICIAL LINGUISTIC COMMUNITIES

The department considers the potential impact of all its policies and programs on both linguistic communities when Memorandums to Executive Council and briefs are submitted to the Executive Council Office.

FOCUS 4 - KNOWLEDGE OF THE ACT AND OTHER OBLIGATIONS

The department sends annual email reminders to all employees of their responsibility to provide an active offer of service in both Official Languages at all times.

The department monitors employee compliance with the *Official Languages Act* and the Language of Service policy.

CONCLUSION

The department understands its obligations under the *Official Languages Act* and related policies and strives to provide quality services to clients in both Official Languages.

The Department of Tourism, Heritage and Culture had three Official Languages complaints for the 2020-2021 fiscal year (one in Mount Carleton Provincial Park and two at New River Beach Provincial Park) which were resolved through the resolution process.

Summary of recommendations from the Office of the Auditor General

NEW: SECTION 1 – INCLUDES THE CURRENT REPORTING YEAR AND THE PREVIOUS YEAR.

Name and year of audit area with link to online document	Recommendations
	Total

Implemented Recommendations	Actions Taken

Recommendations not implemented	Considerations

*Note the addition of the recommendations not implemented table is discretionary.

SECTION 2– INCLUDES THE REPORTING PERIODS FOR YEARS THREE, FOUR AND FIVE.

Name and year of audit area with link to online document	Recommendations	
	Total	Implemented

Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Tourism, Heritage and Culture did not receive any disclosures of wrongdoing in the 2020-2021 fiscal year.