

# Tourism, Heritage and Culture

Annual Report  
**2016–2017**

Tourism, Heritage and Culture  
Annual Report 2016-2017

Province of New Brunswick  
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## **Transmittal letters**

### **From the Minister to the Lieutenant-Governor**

The Honourable Jocelyne Roy Vienneau  
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, 2016, to March 31, 2017.

Respectfully submitted,



Honourable John B. Ames  
Minister

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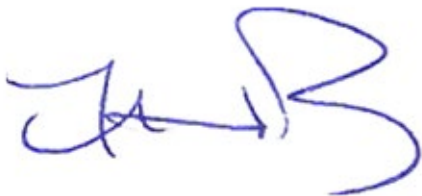
### **From the Deputy Minister to the Minister**

Honourable John B. Ames  
Minister of Tourism, Heritage and Culture

Sir:

I am pleased to present the annual report describing operations of the Department of Tourism, Heritage and Culture, Province of New Brunswick, for the fiscal year April 1, 2016, to March 31, 2017.

Respectfully submitted,



Françoise Roy  
Deputy Minister



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# Minister's message

Tourism, Heritage and Culture play an important role in economic growth and job creation in New Brunswick. As the province's third largest economic services sector, tourism was included as a major component of the government's economic vision and was identified as one of the opportunities for growth in *The New Brunswick Economic Growth Plan* released in the fall of 2016. In fact, three of the key opportunities included in the province's economic growth plan were tourism-related.

With a renewed focus on tourism, work began on a new strategy that will lead us through the next several years and drive New Brunswick to be the new destination of choice in Eastern Canada.

The department also continued its focus and commitment to the arts and culture sectors with more than \$7.6 million in grant funding for 2016-2017. Promoting arts and cultural initiatives and relationships with businesses contributes to the economic and social tapestry of New Brunswick.

The department participated in two Premier's Opportunity Summits, one for the tourism sector and one for the arts and culture sector. We received valuable feedback, opinions and ideas during these summits from our partners that helped guide us as we continued to support and grow these important sectors.

Our provincial parks and attractions continued to be a draw for visitors to our province and for New Brunswickers. The parks and attractions were once again one of the top pages visited on the Tourism New Brunswick website, and the number of fans of the provincial parks' Facebook page increased by 25 per cent.

The department's tourism marketing team orchestrated a unique public relations initiative that reached more than one million people on social media and was viewed more than 300,000 times. Visitor spending attributed to departmental campaigns increased by \$23 million last year.

Through partnerships, creative approaches and commitment, the department worked with the tourism industry to promote our beautiful province as a culturally rich, world-class travel destination and to drive economic growth.



Honourable John B. Ames  
Minister of Tourism, Heritage and Culture

# Deputy Minister's message

Throughout the 2016-2017 fiscal year, staff at the Department of Tourism Heritage and Culture laid the groundwork on a number of strategic initiatives that will lead to new and innovative experiences and attractions for visitors as well as enriching our art and culture sectors.

One of the most significant undertakings was to develop a new tourism growth strategy that will lead to New Brunswick becoming the new destination of choice in Eastern Canada. Staff also made significant progress on a Provincial Food Tourism strategy that will ensure New Brunswick attracts the lucrative food tourism market.

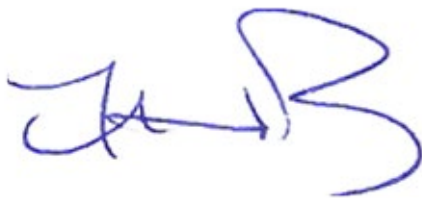
The Arts, Culture, Heritage and Archaeology branches continue to place emphasis on ensuring the successful implementation of the cultural policy, *Creative Futures*. The Premier's Task Force on Status of the Artist worked to develop recommendations to improve the socio-economic status of professional artists in New Brunswick. A draft recommendations report to explore measures, actions and legislation has moved forward in development. Progress has been made to ensure First Nations culture is included in school curriculum and that New Brunswick's unique culture is included in attraction and retention strategies. A cultural human resource council was established to ensure the vitality of the cultural workforce through career development and training. To date, 68 per cent of the cultural policy's actions have been achieved or are underway.

By rejuvenating and leveraging our cultural resources, rich heritage, natural attractions and beauty of our province, the Department of Tourism, Heritage and Culture contributed to the economic growth of our province and to improving the quality of life for New Brunswickers.

It was also an exciting year for our Archaeological Services Branch as staff was key in the development and delivery of the inaugural Archaeological Field Technician, Level 1 Certification course that saw 47 individuals received their certification with a 90 per cent employment rate in the 2016 field season. Graduates of this course along with staff archaeologists excavated an Indigenous site confirmed to be 12,600 to 12,700 years old, the oldest confirmed archaeological site in New Brunswick.

Sport and Recreation staff worked closely with partners and stakeholders to renew New Brunswick's *Recreation and Sport Policy Framework*, with the goal of aligning it more closely with the *Canadian Sport Policy* and the *Framework for Recreation in Canada* as well as achieving social goals such as crime prevention, health promotion and social inclusion.

As Deputy Minister, I am proud of our team for its dedication, commitment and passion for tourism, sport and recreation, art, culture and heritage. I look forward to continuing to work in partnership with our tourism, art and culture, and sport and recreation sectors toward a stronger, healthier and vibrant province.



Françoise Roy  
Deputy Minister



# Strategic priorities

## Strategy 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 a strategic vision to move New Brunswick forward. This vision is anchored in five priority areas:

- **Jobs** – Creating the best environment for jobs to be generated by New Brunswickers, by businesses, by their ideas, by their entrepreneurial spirit, and by their hard work. Growth efforts will be guided by the *New Brunswick Economic Growth Plan*, which focuses on strengthening the workforce; expanding innovation capacity; increasing the agility of government; fostering public and private investment in strategic infrastructure; and growing capital investment from the private sector.
- **Education** – Improving education as guided by two 10-year plans, *Everyone at Their Best* for the anglophone sector and *Donnons à nos enfants une longueur d'avance* for the francophone sector, that identify objectives for the early learning and education system and establish clear expectations for standards and performance. The areas of focus for the first year are: ensuring children and other learners develop the competencies they need to be successful in school and life; improving both literacy and numeracy skills for all learners; and working to make post-secondary education more accessible and affordable.
- **Families** – Creating a healthier and stronger New Brunswick by focusing on seven key areas: improving access to primary and acute care; promoting wellness; supporting those with mental health challenges; fostering healthy aging and support for seniors; advancing women's equality; reducing poverty; and providing support for persons living with a disability.
- **Federal and Aboriginal Relations** – Building stronger relationships with First Nations; strengthening action on climate change; and working with the federal government to maximize federal funding, including optimizing infrastructure funding and growing the workforce through immigration.
- **Smart Province** – Providing taxpayers with better value for their money by transforming the culture of government by eliminating duplication; adopting new innovations in technology to improve services and savings; and ensuring GNB has a ready workforce that has the skills, training, support, leadership and working environments it needs to thrive.

# Highlights

During the 2016-2017 fiscal year, the department of Tourism, Heritage and Culture focused on these strategic priorities through:

- Leveraging more than \$10.9 million for additional marketing and sales activities by partnering with key travel companies, tourism-related organizations and neighbouring jurisdictions in North American and overseas markets.
- Generating more than \$13.5 million in editorial coverage (advertising value) and 736 million in circulation/ impressions, featuring New Brunswick as a travel destination (magazines, newspaper, online, TV and radio).
- Increasing visitor spending attributed to departmental campaigns by \$23 million (up from \$103 million in 2015) for a total of \$126 million in 2016. This represents about 25 per cent of visitor spending from external markets.
- Delivering 1,162,899 referrals and bookings to the websites of the tourism industry listed on [www.tourismnewbrunswick.ca](http://www.tourismnewbrunswick.ca).
- Participating in 18 built-heritage rehabilitation projects on important community heritage places through the Built-Heritage Program.
- Providing more than \$7.6 million in grant funding to arts and cultural industries.
- Archeological Services Branch staff was key in the development and delivery of the inaugural Archeological Field Technician, Level 1 Certification course. Forty-seven individuals received their certification with an employment rate of 90 per cent in the 2016 field season.
- Recreation and sport delivery system partners and stakeholders worked closely to develop New Brunswick's *Recreation and Sport Policy Framework*, which is the culmination of a renewal of the *Sport and Recreation Policy for New Brunswick* (1994). Well-being is a common overarching goal. There is a consensus on the way forward and about the role the recreation and sport delivery system can and should play in promoting social change and community-building.

# Performance measures

<b>Jobs</b>	<b>Measures</b>
Grow/extend the tourism season.	Number of hotel room nights filled via travel partnerships. Dollars leveraged in tourism marketing partnerships.
Enhance strategic infrastructure.	Percent of infrastructure project plans with decision.
<b>Families</b>	<b>Measures</b>
Grow participation in sport and recreation, parks and culture.	Increase in people participating in cultural events. Percent increase in New Brunswick residents participating in New Brunswick parks and attractions.
Improve stewardship of parks, culture and heritage resources.	Number of artifacts analysed for long-term preservations.
<b>Smart Province</b>	<b>Measures</b>
Grow revenue.	Ratio of actual to budgeted revenue.
Reduce expenditures.	Ratio of actual to budgeted expenditures.
Eliminate waste and duplication.	Improvement rate via continuous improvement.
Enhance employee involvement, commitment and productivity.	Percent of grant applications processed to meet the new 30-day (non-juried) and 60-day (juried) targets.

## Jobs

### Objective of the measure

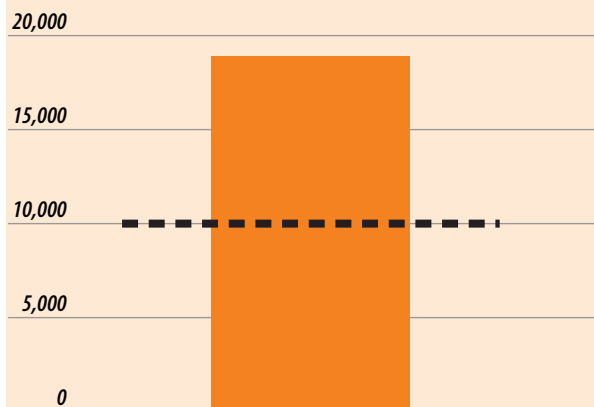
Grow/extend the tourism season.

### Measure

Number of hotel room nights filled via travel partnerships.

### Description of measure

This measurement is provided by travel corporations. This allows the department to identify a level of revenue to the province.



### Overall performance

Meets/exceeds stretch.

— Baseline: new  
- - - Target: 10,000  
Actual: 18,900

### Why do we measure this?

It allows the department to understand which travel companies are driving overnight visitors to New Brunswick. The department is able to monitor trending patterns by a particular company year on year. Most importantly, the department can identify revenues as a base measure, through room nights produced.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

With the various marketing partnerships, members of the Trade Unit negotiated and made it a requirement with its travel company partners to report room nights to New Brunswick. The Trade Unit implemented a clause within the agreement that partners must provide room nights produced to receive departmental funding in support of the actual partnership.

## Jobs

### Objective of the measure

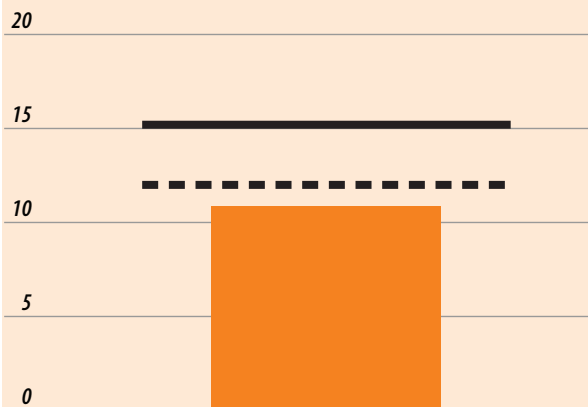
Grow/extend the tourism season.

### Measure

Dollars leveraged in tourism marketing partnerships.

### Description of measure

This measures the total funding investment in joint tourism marketing initiatives through public investments matched at the federal level and/or by private sector partners (such as travel companies, tour operators and cruise) and/or other jurisdictions such as province(s) or state(s). Contributions leveraging federal and private sector partner funding maximize the return on investment for tourism marketing initiatives.



### Overall performance

Below base performance. (Note: When setting the target for 2016-2017, the department took into account that the baseline year was an exceptional year in leveraging marketing partnerships due to supplementary initiatives that were not expected to continue in 2016-2017.)

In 2016-2017, key partnerships did not materialize. In one case, an anchor in-market travel brand totally shifted its marketing focus. These factors contributed to not meeting the target.

— Baseline: \$15.2 million  
- - - Target: \$12 million  
Actual: \$10.9 million

### Why do we measure this?

To amplify New Brunswick's penetration through the trade channel to extend the awareness of New Brunswick in highly competitive markets.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Departmental budgets are limited in these highly competitive global markets. The department actively researched and identified neighbouring jurisdictions/travel corporations to build marketing partnership initiatives to ensure impact and ultimately build visitation to the province and revenue to the industry.

## Jobs

### Objective of the measure

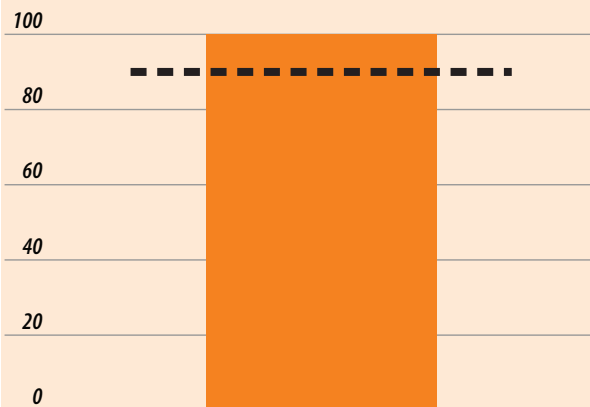
Enhance strategic infrastructure.

### Measure

Percent of infrastructure project plans with decision.

### Description of measure

Indicator on how many infrastructure project proposals were submitted for funding and how many decisions were received (approved or denied).



### Overall performance

Meets/exceeds stretch.

————— Baseline: new  
- - - - - Target: 90%  
Actual: 100%

### Why do we measure this?

Approval of these projects is critical in helping the department achieve the goals outlined in the tourism growth strategy. These initiatives are key within the product innovation agenda.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

- **Fundy Coastal Drive Experience:**

This project included a comprehensive inventory of tourism assets and services along the drive; data collection and analysis; and industry consultation. Construction of the Fundy Trail Parkway connector road is on track and scheduled for completion in 2021.

- **Restigouche River Wilderness Waterway:**

The department submitted a Memorandum to Executive Council regarding the Restigouche River Watershed Management Council (RRWMC) proposal for the development of a linear park within the Restigouche River watershed. A presentation was made by the department to the Executive Council Office (Treasury Board/Jobs Board) in February 2017. The department was subsequently directed to return with a park concept proposal and project plan in the fall of 2017.

## Families

### Objective of the measure

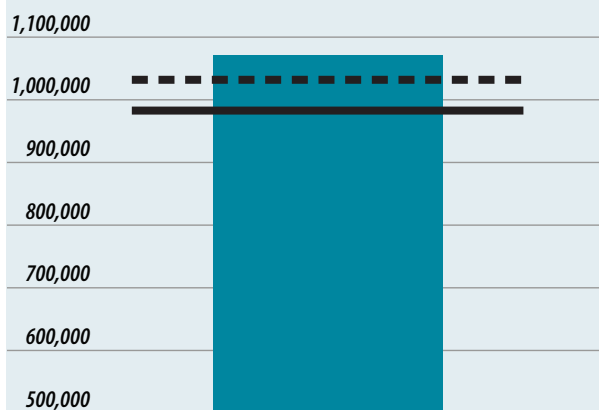
Grow participation in sport and recreation, parks and culture.

### Measure

Increase in people participating in cultural events.

### Description of measure

Increase in people participating in cultural events or initiatives that are funded by the Heritage and Arts and Cultural Industries branches for applicable programs.



### Overall performance

Meets/exceeds stretch.

— Baseline: 982,801  
- - - Target: 1,031,941  
Actual: 1,070,849

### Why do we measure this?

*Creative Futures – A Renewed Cultural Policy for New Brunswick* identifies Culture in Everyday Life as one of the four directions of the policy. It states that “All New Brunswickers will have the opportunity to enjoy and participate in a rich cultural life in their community.” Under Goal 1.1, Access to Culture, there is an objective to increase participation in cultural activities. As part of the activities achieved in 2016-2017, this measure was based on an increase of funding to main programs with the expectation that projects supported would increase their offer and thus increase attendance.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department revised criteria for all programs to align with cultural policy objectives regarding Culture in Everyday Life, and it worked more closely with the Marketing and Visitor Information Branch to help promote various initiatives. The department increased funding to main programs as a result of the renewed cultural policy with the expectation that projects supported will increase their offer (artistic merit) and thus increase attendance. The department continued to actively facilitate scheduling of community/provincial events and facilitate more and varied events including museums and provincial historic sites attendance through the Commemorations/Celebration Program.

## Families

### Objective of the measure

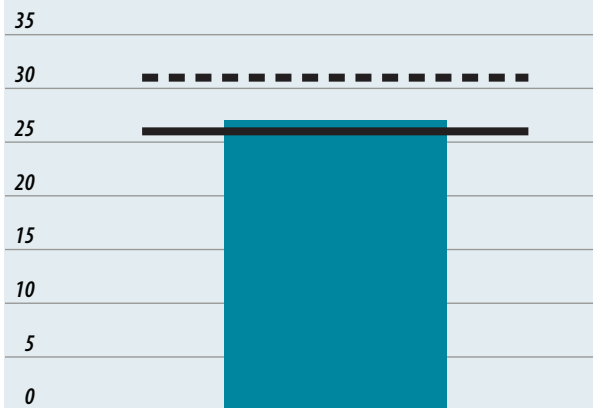
Grow participation in sport and recreation, parks and culture.

### Measure

Percent increase in New Brunswick residents participating in New Brunswick parks and attractions.

### Description of measure

Participation levels at provincial parks are collected through camping permits and participation levels at attractions are collected through admissions.



### Overall performance

Improved performance (between base and target).

Although the percent increase in New Brunswick resident visitation did not meet the target, it is important to note that the number of New Brunswick residents participating in New Brunswick parks and attractions in 2016 was 202,000, an increase from 195,000 in 2015. The formula used to calculate the percent increase included the significant increase in overall visitation to NB parks and attractions; which hid the real growth in New Brunswick resident visitation.

— Baseline: 26%  
- - - Target: 31%  
Actual: 27%

### Why do we measure this?

This is a measure of the effectiveness and efficiency of provincial parks and attractions programs in drawing New Brunswick residents and visitors alike to the province's natural and heritage resources.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department undertook partnership and program management initiatives to increase participation in programs at provincial parks and attractions.

The department followed a combined radio, Internet and social media marketing strategy encouraging New Brunswickers to "unplug," get outside and get healthy at New Brunswick parks and attractions. In addition, the youth-led Get Outside! NB program delivered regular, signature events and activities in parks for its fourth year.



## Families

### Objective of the measure

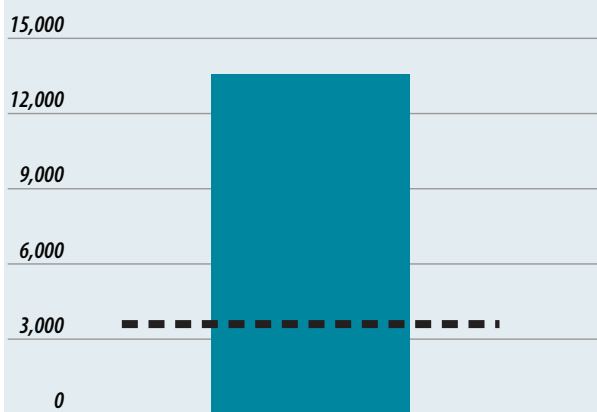
Improve stewardship of parks, culture and heritage resources.

### Measure

Number of artifacts analysed for long-term preservation.

### Description of measure

This initiative analyzes the Heritage Branch collection, toward the creation of a comprehensive provincial collections system, led by the New Brunswick Museum, that will bring various collections together in a coherent, encompassing and functional mandate and management system.



### Overall performance

Meets/exceeds stretch.

— Baseline: new  
- - - Target: 3,600  
Actual: 13,560

### Why do we measure this?

An action item under Goal 3, Cultural Resource Leadership of *Creative Futures: A renewed Cultural Policy for New Brunswick*, mandates the development and implementation of a cross government cultural collections policy and management system.

Currently, there are a number of provincial collections with different mandates, management systems and collections policies. By developing and implementing a cross government cultural collections policy and management system, collections can be better:

- rationalized;
- managed, held and exhibited; and
- conserved for future generations.

Since this initiative will be ongoing during the next few years, measuring results against set targets is essential.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Staff of Heritage Branch's Museum Services Section and the New Brunswick Museum worked efficiently together to transfer the data for individual artifacts from the Heritage Branch collection to the New Brunswick database. The data was analyzed by New Brunswick Museum staff, with additional research completed for specific artifacts, to determine which artifacts should be designated for long-term preservation. Similar activity has begun with the Kings Landing Historical Settlement collection.

## Smart Province

### Objective of the measure

Grow revenue.

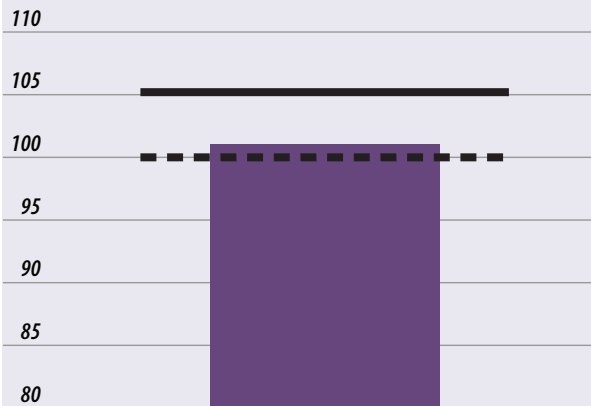
### Measure

Ratio of actual to budgeted revenue.

### Description of measure

The ratio measures whether the department is over- or under-budget on revenue. The ratio will exceed 100 per cent when revenue is over budget and be less than 100 per cent when under-budget.

Exceeding 100 per cent is desirable.



### Overall performance

Meets target.

————— Baseline: 105.2%  
- - - - - Target: 100.0%  
Actual: 101.0%

### Why do we measure this?

This measure demonstrates the department's ability to increase revenue. Revenue budgets are targets and the department strives to meet or exceed this target.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department exceeded its target due to increased visitation, especially at Hopewell Rocks.

## Smart Province

### Objective of the measure

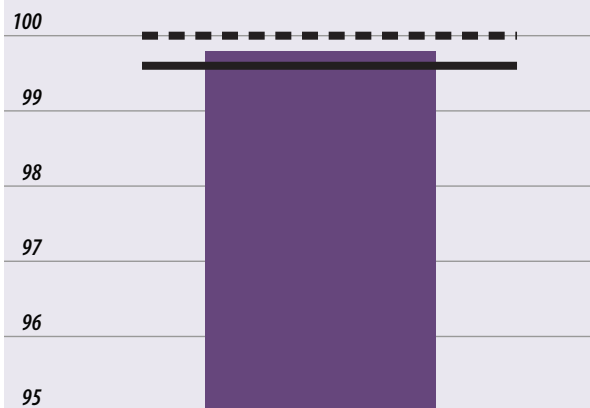
Reduce expenditures.

### Measure

Ratio of actual to budgeted expenditures.

### Description of measure

The ratio measures whether the department is over- or under-budget on expenditures. The ratio will exceed 100 per cent when expenses are over-budget and be less than 100 per cent when under-budget.



### Overall performance

The department was successful in managing expenditures to be under-budget.

— Baseline: 99.6%  
- - - Target: 100.0%  
Actual: 99.8%

### Why do we measure this?

This measure demonstrates whether the department is able to manage overall expenses. The department must ensure that expenses are managed in accordance with the budget and be prepared to take corrective action if expenses are projected to be over budget.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

The department was able to exceed its expenditure target by managing discretionary spending, securing the best price on the procurement of goods and services and through continued process improvement initiatives including:

1. Identified efficiencies with the New Brunswick Arts Board.
2. Eliminated the Fine Art Conservation Grant.
3. Eliminated of the toponymy committee.
4. Reduced departmental grant funding.
5. Parks – outsourcing of the Mactaquac Golf Course – moved to the 2017-2018 fiscal year.
6. Outsourcing of Larry's Gulch Lodge – moved to the 2017-2018 fiscal year.
7. Reduced the number of visitor information centres.
8. Aligned regional operations.
9. Reduced salaries assigned to vacant positions.

## Smart Province

### Objective of the measure

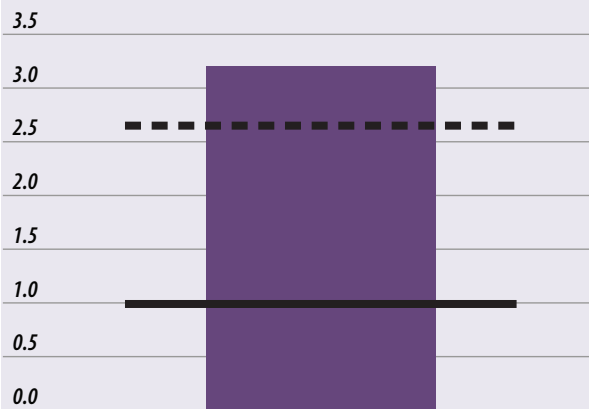
Eliminate waste and duplication.

### Measure

Improvement rate via Continuous Improvement.

### Description of measure

This measure tracks the rate of Continuous Improvement efforts within the department. It is calculated as the total dollar value of continuous improvement efforts; for example, Lean Six Sigma projects and Waste Walks, divided by the department's ordinary budget. Dollars counted include improvements from projects measured in hard savings, cost avoidance and revenue generated.



### Overall performance

Meets/exceeds stretch.

————— Baseline: 0.99%  
- - - - - Target: 2.65%  
Actual: 3.2%

### Why do we measure this?

Reducing costs and increasing revenues was a strategic priority, and measuring dollars generated by continuous improvement allowed the department to manage and grow the level of departmental improvement activity.

### What initiatives or projects were undertaken in the reporting year to achieve the outcome?

Thirteen Process Improvement projects were successfully completed (or were in progress).

# Smart Province

## Objective of the measure

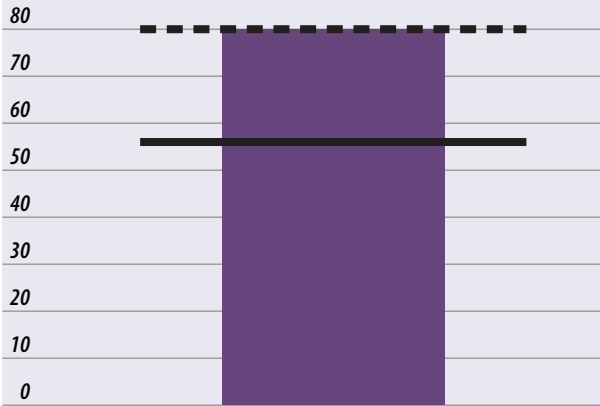
Enhance employee involvement, commitment and productivity.

## Measure

Percent of grant applications processed to meet the new 30-day (non-juried) and 60-day (juried) targets.

## Description of measure

Percentage of grant applications (with submission deadlines) and applications (no deadlines) processed within the 30-day (non-juried) and 60-day (juried) targets.



## Overall performance

Meets target.

- Baseline: 56%
- - - Target: 80%
- Actual: 80%

## Why do we measure this?

The new grant process implemented in 2015-2016 offered room for improvement. The grants process was assessed to target improvement in efficiencies and time-management in the current fiscal year.

## What initiatives or projects were undertaken in the reporting year to achieve the outcome?

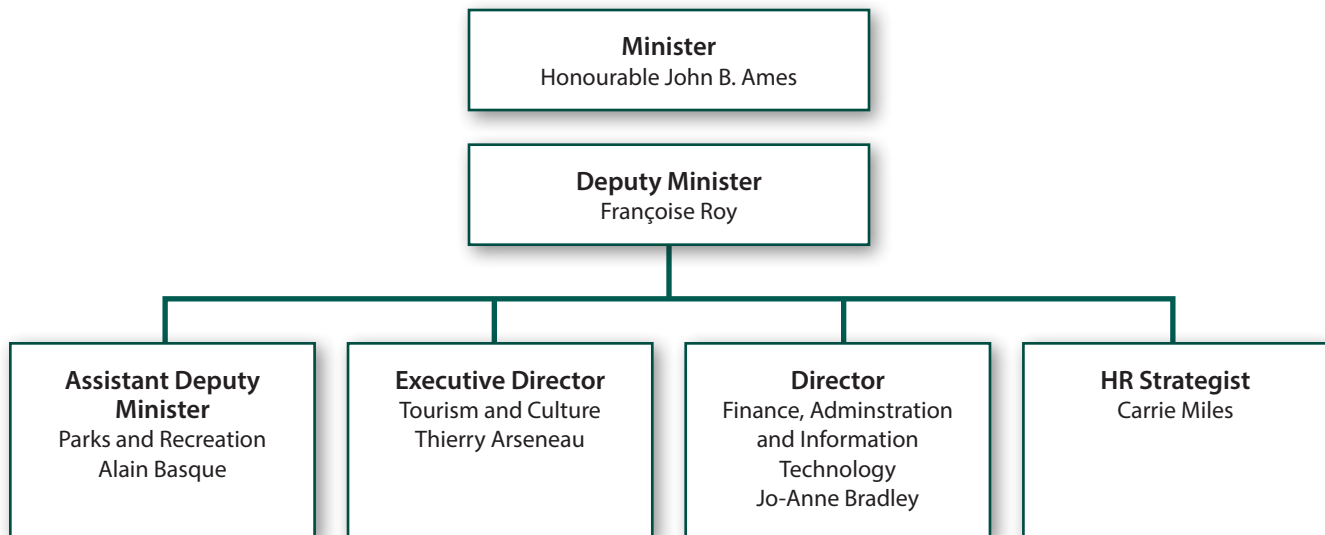
The new process that resulted from the arts grant Rapid Improvement Event project was implemented. This process included research into a 100-per-cent electronic process, daily management, staggered deadlines to spread out workload, the creation of an internal dashboard, and cross-training of individuals at various levels of the process.

# Overview of departmental operations

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

In 2016-2017, the department employed 250 individuals on a full-time, casual or contract basis. The department employed 249 individuals in 2015-2016.

## High-level organizational chart



## Division overview and highlights

### Tourism and Culture Division

The **Tourism and Culture Division** consists of the Sales, Media and Visitor Experience Branch; the Marketing and Visitor Information Branch; the Arts and Cultural Industries Branch; the Heritage Branch; and the Archaeological Services Branch.

The **Sales, Media and Visitor Experience Branch** is primarily responsible for the development and implementation of a results-driven, integrated marketing and sales approach in core national and international markets. The branch works with the tourism industry in New Brunswick to foster the development of market-ready tourism products and experiences. The branch has a focus on building business-to-business relationships with travel companies, travel influencers and media outlets to leverage marketing and sales opportunities resulting in visitation

and business for New Brunswick's tourism sector. The **Trade Sales and Partnerships Unit** is responsible for positioning and promoting New Brunswick as a tourism destination through travel-trade channels (travel and transportation companies, airline carriers, travel agents and online operators) in Canada, the United States, France, the United Kingdom, Germany and China. The unit ensures that New Brunswick travel products and experiences are profiled in various travel companies' marketing campaigns. The **Media Relations Unit** is responsible for engaging media outlets and journalists (editors, broadcasters, freelancers, online and print), resulting in media coverage, increasing the profile of New Brunswick and ultimately encouraging visits to New Brunswick from target markets. **Visitor Experience** is responsible for providing regionally based tourism product development expertise and support to the New Brunswick tourism industry, by working

with stakeholders in the development of year-round, consumer and/or export-ready (travel trade) tourism products/experiences.

## HIGHLIGHTS

- ◆ *The Pan-Atlantic/Atlantic Canada Opportunities Agency (ACOA) partnership agreement targeting the China market was signed, and an integrated marketing and sales program was initiated.*
- ◆ *The Pan-Atlantic/Atlantic Canada Opportunities Agency (ACOA) partnered to develop the Tourism Export Readiness Program for the tourism industry. The program was in the development phase and was on target to be delivered in the fall of 2017.*
- ◆ *A sampling of travel companies with which the department partnered reported close to 17,000 room nights to New Brunswick in 2016.*

## Key Performance Indicators (KPIs)

- More than \$10.9 million for additional marketing and sales activities was leveraged by partnering with key travel companies/tourism-related organizations/neighbouring jurisdictions in North American and overseas markets.
- One-hundred twenty-five travel influencers were hosted in New Brunswick on familiarization tours (FAMS).
- Destination training was provided to 1,237 travel professionals from national and international markets.
- More than \$13.5 million in editorial coverage (advertising value) and 736 million in circulation/ impressions was generated featuring New Brunswick as a travel destination (magazines, newspaper, online, TV and radio).
- Two-hundred fifty-three travel journalists/broadcast crews were hosted on customized media tours within the province.
- The branch worked with tourism industry operators in the development of 11 “new” experiences for a total of 89 experiences for 2017.
- Destination Canada featured 11 of the New Brunswick Experience Collection as Canadian Signature Experiences.
- Delivered Adventure EDU training, a customized two-day, internationally certified training and networking event focused on Adventure Travel market trends and tourism industry best practices. The training was delivered in October 2016 to 63 New Brunswick

industry stakeholders representing all regions of the province (destination marketing organizations, adventure operators, culinary and cultural experiences).

- The department hosted a one-day forum on food tourism in November 2016, an opportunity to learn about the power and value of food tourism and how industry, communities and government can work together to attract the lucrative food tourist market to New Brunswick. One-hundred fifty-five participants registered from all areas of the province and included a cross-section of business owners and stakeholders from the food tourism value chain, including accommodations, attractions, beverage producers, culinary schools, farmers’ markets, festivals and events, growers and producers, restaurants, retailers and tours.

The **Marketing and Visitor Information Branch** consists of 13 staff members. In the summer, the branch also includes the supervisors and staff at the five provincial visitor information centres. The branch is responsible for the development, implementation and evaluation of various marketing programs, which include social media. The branch creates and distributes 340,000 travel guides and creates and maintains the tourism consumer website to build a reputation for the province as a year-round tourism destination.

## HIGHLIGHTS

- ◆ *The official opening of the St. Stephen visitor information centre, executing on a new model by partnering with local business and building a centre in a location where there is natural visitor traffic.*
- ◆ *Created and delivered six marketing programs, constantly improved all online channels and grew New Brunswick’s followers, fans and advocates.*
- ◆ *Executed a public relations initiative in Toronto, captured the event on video, which was pushed out through social channels. It reached more than one million people and was viewed more than 300,000 times.*
- ◆ *Meaningful marketing partnerships were created with destination marketing organizations throughout the province, including Edmundston, Saint John and Fredericton as well as the ongoing partnership with the Northern Odyssey (Bathurst, Edmundston, Campbellton and Miramichi).*

- ◆ Visitor spending attributed to departmental campaigns increased by \$23 million last year, (up from \$103 million in 2015) for a total of \$126 million in 2016. This represents about 25 per cent of visitor spending from external markets.
- ◆ A total of 1,162,899 referrals and bookings were delivered to the websites of the tourism industry listed on [www.tourismnewbrunswick.ca](http://www.tourismnewbrunswick.ca).
- ◆ The branch managers conducted 14 information sessions throughout the province, educating the tourism industry on branch efforts. These sessions had more than 350 registrants in total.
- ◆ First marketing partnership with Destination Canada to target millennials within Canada as part of Canada150 initiatives.
- ◆ Artist-in-Residency/VanGO! programs expanded A partnership with the Department of Education and Early Childhood Development to ensure that the Art Bank is visible in New Brunswick schools has seen a renewed focus this past year. The goal was to ensure that students benefit from interactions with New Brunswick professional artists presenting the exhibitions in each school. The artists also provide follow-up activities based on curriculum objectives, leaving teachers with visual literacy resources to continue the learning experience with their students. The program was in 10 anglophone schools and 10 francophone schools. The goal is to continue to grow this program.

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The mandate of the **Arts and Cultural Industries Branch** is to facilitate community cultural development and the economic development of New Brunswick's cultural industries, provide advisory services, financial assistance and technical services for arts organizations, associations, community groups and cultural industries (film, television and new media, music and sound recording, book and periodical publishing, visual arts and fine craft); manage the New Brunswick Art Bank; and work collaboratively with the New Brunswick Arts Board to ensure that the programs of both organizations are conducive to the advancement of the arts in New Brunswick.

## HIGHLIGHTS

- ◆ The Arts and Cultural Industries Branch provided \$7,657,841 in grants. View grant recipients at [www.gnb.ca/culture](http://www.gnb.ca/culture).
  - ◆ Maine and New Brunswick Art Exhibit In the fall of 2016, the University of Maine Museum of Art in downtown Bangor, Maine, hosted an exhibition featuring nine of New Brunswick's contemporary artists' works from paintings to pottery, photography to giant textile work, which took place at the University of Maine in Augusta. This was but one example of how the Maine and New Brunswick partnership has helped showcase the value of this relationship and given New Brunswick artists an opportunity to export their art.
  - ◆ Culture Plus One of the goals of the cultural policy is to develop and strengthen human resources in the arts and heritage sectors. In 2016, along with the Department of Post-Secondary Education, Training and Labour, the branch supported the creation of Culture Plus. Culture Plus is a non-profit organization with a mission to ensure the vitality of New Brunswick's cultural sector workforce through life-long career development and training.
  - ◆ Focus on anglophone touring and presenting programs To ensure that the sector is best served and that the public is experiencing and celebrating the arts and artists of New Brunswick, the branch made an effort to ensure that the Touring and Presenting program was being accessed and used by the arts community. By working with theatre companies and arts communities, the branch saw an increase of more than 250 per cent in people attending the shows.
  - ◆ Export development The branch is actively working with music, craft, film and book industry partners to identify how it can help these sectors export their products. The branch partnered with Music New Brunswick to commission a study on export in the music industry. That research provided an overview of the export situation, the market readiness of artists and a footprint to strengthen and grow music exports in New Brunswick.
  - ◆ Through the Music Industry Development Program, supported more than 40 export initiatives in France, the United Kingdom, Belgium and the United States, to name a few.
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The **Heritage Branch** coordinates and supports activities designed to promote heritage awareness, and to conserve heritage resources. As part of its coordination role, the branch provides financial assistance, heritage planning and leadership to the province's heritage and museum communities. The branch administers the *Heritage Conservation Act* and the provincial Toponymy Program. The branch participated in the ongoing implementation of *Creative Futures: A renewed Cultural Policy for New Brunswick*.

## HIGHLIGHTS

- ◆ *Through the Built-Heritage Program, the branch participated in 18 built-heritage rehabilitation projects on important community heritage places. Through the Community Cultural Places Program, the branch participated in five projects that created or enhanced community cultural venues.*
- ◆ *Through the Commemoration and Celebrations Program, the branch participated in 24 community-based commemorative or celebratory heritage events.*
- ◆ *Action items mandated in the renewed cultural policy continued to be advanced.*
- ◆ *Expert advice and financial assistance were provided to the museum community, historical societies and cultural institutions.*
- ◆ *The Department of Post-Secondary Education, Training and Labour allocated 910 work-weeks, resulting in 105 summer student positions for community museums. The students hired were able to perfect their knowledge of New Brunswick history and develop life skills.*
- ◆ *The branch, along with other branches, participated in planning of the overall provincial approach to the celebration of Canada 150 in 2017. Preparations were also made for the commemoration of the 100th anniversary of the Battle of Vimy Ridge.*
- ◆ *The branch coordinated Heritage Week 2017 under the theme Celebrating 150 years – Célébrons 150 ans and the provincial Heritage Fair Program, which included planning for 138 school-based fairs and 12 regional heritage fairs culminating in the Provincial Heritage Fair Showcase.*
- ◆ *The Toponymy Services Unit administered matters pertaining to the naming of places and geographic features within the province.*

## Key Performance Indicators (KPIs)

A Key Performance Indicator for the branch was the number of artifacts transferred to the new Provincial Collections Management Database. The branch exceeded the stretch target of 4,000. The Museum Services Section led the branch's role in the implementation of this cultural policy action item.

The **Archaeological Services Branch** is accountable for the provincial responsibilities in cultural resource management of New Brunswick's 11,000-plus years of archaeological heritage and 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.

The branch is responsible for the preservation, management and development of New Brunswick's archaeological heritage. Major areas of activity include:

- research, particularly Indigenous history (applied and preparatory);
- resource management (environmental impact assessment and use planning, disposal, water course permits, (i.e., preservation of threatened sites, cultural and natural);
- collections/information management – private collections registrations, site inventory and control, collections (more than 90,000 specimens), archival project records;
- project permitting – evaluation, allocation, monitoring;
- commemorations – designation and site protection declarations;
- site developments – as tourist/education attractions with communities, reserves, etc.; and
- public access to history – lectures, talks, media appearances, open research, publications and consultation with involved or effected communities.

The Archaeological Services Branch has three sections:

- The Archaeological Regulatory Unit administers the regulatory (permit) process under the *Heritage Conservation Act* and provides enforcement and oversight for archaeological field work being undertaken by permit holders, as well as holds, undertakes research on, maintains and conserves the provincial archaeological collection.

- The Archaeological Engagement Unit leads engagement activities with First Nations as they relate to Indigenous archaeology generally and specifically with regard to Environmental Impact Assessments (EIAs) and other assessment and planning activity.
- The Archaeological Field Unit undertakes project management for selected archaeological assessment projects of private sector resource development projects and field work for Crown projects for various departments and agencies.

Under the direction of a provincial archaeologist and director, the branch has a staff complement of 12 individuals (including archaeologists, field technicians, knowledge specialists and administrative staff) and employed 18 field technicians during the 2016 season.

## HIGHLIGHTS

- ◆ *The branch was key in the development and delivery of the inaugural Archaeological Field Technician, Level 1 Certification course. Forty-seven individuals received their certification with an employment rate of 90 per cent in the 2016 field season.*
- ◆ *As part of the Department of Transportation and Infrastructure's Route 8 upgrade project in Marysville, the 2016 graduates of the Archaeological Field Technician course and Archaeological Services Branch archaeologists excavated an Indigenous site confirmed to be 12,600 to 12,700 years old. This is the oldest confirmed archaeological site in New Brunswick.*
- ◆ *The branch issued 177 archaeological field research permits during the 2016 field season, thereby permitting professional archaeologists to undertake assessments for research and to ensure proposed development projects do not impact archaeological resources.*
- ◆ *More than 150 sites were added to the Archaeological Sites Database.*

## Parks and Recreation Division

The **Parks and Recreation Division** consists of the Sport and Recreation Branch, the Parks and Attractions Branch and the Policy, Planning and Performance Excellence Branch.

The **Sport and Recreation Branch** provides strategic leadership and support to strengthen the sport and recreation system resulting in increased opportunities for active living to improve the well-being of all New Brunswickers.

The branch's vision is: a strong and robust sport and recreation delivery system providing meaningful, accessible and highly valued opportunities that contribute to the well-being of all New Brunswickers.

In addition to providing support to provincial sport and recreation organizations, a network of eight regional offices supports the delivery of community-based sport, recreation and physical activity programs and services.

The branch has identified strategic goals directly linked to the *Canadian Sport Policy* and the *Framework for Recreation in Canada*, and contributes to the shared priorities endorsed by federal, provincial and territorial ministers responsible for sport, physical activity and recreation.

- **Active living – Sport and recreation for life:** To enhance active living through participation in sport and recreation throughout the life cycle.
- **Inclusion and access:** To improve inclusion and access to sport and recreation for populations that face participation constraints.
- **Supportive environments:** To assist with the development of supportive physical and social environments that encourage participation and help build strong and caring communities.
- **Strengthening partnerships:** To ensure the continuous growth and sustainability of the sector through supporting the development of organizations, resources and leaders.

As of April 1, 2016, the Active Communities Branch was merged with the Sport and Recreation Branch, forming one branch. The Sport and Recreation Branch (including the eight regional offices) had a staff of 24, which included the director; the assistant director; one office manager; five administration support staff (one at central office and four regionally); seven provincial consultants; the provincial GoNB program coordinator; and eight regional consultants.

## HIGHLIGHTS

- ◆ **New Brunswick's Recreation and Sport Policy Framework**  
*In May 2016, the major players in the recreation and sport delivery system agreed to a renewal of the Sport and Recreation Policy for New Brunswick (1994), with the goal of aligning it more closely with the Canadian Sport Policy and the Framework for Recreation in Canada in ways that reflect New Brunswick's circumstances. The process involved six, day-long round table discussions with representatives from sectors outside of the sport and recreation system, culminating in a new policy framework that reflects a consensus around a view of the recreation delivery system as a powerful and flexible tool for achieving social goals such as crime prevention, health promotion and social inclusion.*
- ◆ **Parasport development**  
*Funding was provided to Wheelchair Sport New Brunswick to support its proposal titled Parasport – A Unified Vision to Building Capacity. Essentially, the proposal included: formally evolving the organization into a provincial organization with the overall mandate to support the further development of official parasports in New Brunswick; working closely with provincial sport organizations that have the mandate for a nationally recognized parasport; and develop a close collaboration and partnership with multi-sport and recreation organizations and other key stakeholders.*
- ◆ **Aboriginal sport and recreation development**  
*The Sport and Recreation Branch continued to work closely with the New Brunswick Aboriginal Sport and Recreation Authority, which officially changed its name to Aboriginal Sport and Recreation New Brunswick (ASRNB). As part of the call to action in response to the Truth and Reconciliation Commission's recommendations, the department identified key actions related to sport and recreation. Much of the focus was to continue to support the core operations of ASRNB and help build its capacity as an organization as well as to continue to work with other provincial partners to ensure long-term Aboriginal athlete development and growth.*

- ◆ **The Network for Safe Sport and Recreation in New Brunswick**  
*The network was established in partnership between the Sport and Recreation Branch and Coach NB in May 2016 to act as a knowledge exchange; to create alignment; and to collaborate regarding topics related to safe sport and recreation. The network has two sub workgroups: Concussions in Sport and Recreation and Healthy Relationships/Ethics in Sport and Recreation. The network serves as a mechanism to address goals from a provincial perspective as they pertain to federal/provincial/territorial government priorities, and it also serves to address a number of strategic actions that relate to safety in sport and recreation as part of the Keeping Children and Youth Safe from Harm in New Brunswick Strategy.*
- ◆ **Active Communities Grant Program**  
*The Active Communities Grant Program provides support for activities and projects that raise awareness of the importance and enjoyment of physical activity, and it provides new or expanded opportunities for New Brunswickers to be active. One-hundred thirty-seven regional programs and initiatives received funding. A total of \$270,785 in grants was invested, and the average grant was \$1,976.*

## Key Performance Indicators (KPIs)

The branch established KPIs in four key initiatives. Of the four, the branch exceeded the stretch target for three of them, and it improved on the fourth one over the previous year. These remained important areas of focus; and the following achievements were realized:

- Increased number of provincial sport organizations/clubs that are better aligned with the Canada Sport for Life movement:

Provincial sport organizations and clubs continued to show progress in their alignment with *Sport for Life*. Strategic changes were made to the branch's funding program for provincial sport organizations to better reward their efforts to align their programs with their sport-specific, Long-Term Athlete Development (LTAD) model. Further, a *Sport for Life* index was created that would objectively assess each organization's progress toward alignment.

- Increased number of children and youth participating in sport/physical literacy programs with a focus on under-represented groups:

Provincial and regional funding through the GoNB sport participation bilateral agreement helped support programming that reached 10,312 participants, and trained 1,091 coaches, compared to 9,800 participants and approximately 500 coaches in 2015-2016. Of the 2016-2017 total numbers, the following breakdown demonstrates some of the figures for grants specifically targeting underrepresented populations:

- Women and girls: 5,296 participants and 405 coaches;
  - Aboriginal: 247 participants and 22 coaches; and
  - Persons with a disability: 153 participants and one coach.
- Increased the number of regional LTAD projects:

One-hundred thirty-six LTAD projects were funded, compared to 101 in the previous year. Of the 136, 125 were supported through regional profile grants, and 11 were supported through GoNB grants.

- Increased the percentage of First Nations communities accessing recreation funding:

Of the 15 First Nations in New Brunswick, nine were supported through a regional grant, which was also the number of First Nations supported in the previous year.

The Sport and Recreation Branch finalized its strategic plan and began to explore new KPIs that would be further developed for 2017-2018. These would include developing SOMIA items in the following areas:

- New Brunswick's *Recreation and Sport Policy Framework*;
- Building capacity within the sport and recreation sector; and
- Aboriginal sport development in response to Truth and Reconciliation Commission's recommendations.

The **Policy, Planning and Performance Excellence Branch** delivers a range of corporate services to enable departmental program delivery. The three areas of service were combined into one branch in January 2017. Staffing consists of a branch director (Alignment Champion); a manager of planning; two senior policy

analysts; five project officers; and two Lean Six Sigma Process Improvement facilitators. The mandates are as follows:

- **Policy:** To provide expertise, analysis and advice to the department's decision-makers in the areas of policy development, legislature coordination, right-to-information requests and administration of agencies/boards/commissions.
- **Planning:** To conduct research, analysis and interpretation of departmental program delivery (e.g., tourism marketing), manage departmental and sector performance metrics and information, corporate website administration and annual reporting.
- **Performance Excellence:** To improve the performance and capability of the department through implementation of the GNB Formal Management System. This includes Strategy Management (via Balanced Scorecard, Initiative Management and Process Improvement), Operational Improvement (via Process Management and Daily Management) and Performance Management (connecting corporate, program and individual performance).

## HIGHLIGHTS

- ◆ *Successful implementation of nine strategic initiatives that realized \$1.3 million in savings in support of GNB's commitment to eliminate the deficit.*
- ◆ *The branch coordinated, reviewed documents and prepared responses for 79 requests under the Right to Information and Protection of Privacy Act, up from 54 in the previous year.*
- ◆ *Collection, analysis and monthly reporting of New Brunswick tourism-sector indicators posted at <http://www2.gnb.ca/content/gnb/en/departments/thc/publications.html#ti>.*
- ◆ *The Performance Excellence Unit successfully led and managed the department's strategy activities. This was the third year for the department using the GNB Formal Management System, and staff continued to advance its skills through participation in a three-day workshop.*
- ◆ *Two staff achieved their Lean Six Sigma Green Belt Certification, and another two were in progress.*
- ◆ *Visual management boards were installed in four branches to enhance Performance Improvement.*
- ◆ *Soft and hard savings of \$140,000 were realized through Waste Walks by department staff.*

- ◆ *Thirteen Process Improvement projects were facilitated with project teams to improve service delivery and foster a culture of continuous improvement. Several of the projects are listed below:*
  - ◆ *matching staffing levels to visitor demand in visitor information centres;*
  - ◆ *reducing telephone costs;*
  - ◆ *administrative workload balancing;*
  - ◆ *reducing expenditures in the Sport and Recreation Branch;*
  - ◆ *reducing the cycle time to process culture grant applications;*
  - ◆ *improving travel decisions and reducing costs;*
  - ◆ *reducing staff effort in the Experience Collection development and sales process;*
  - ◆ *establishing the Tourism Growth Strategy;*
  - ◆ *establishing the Provincial Trails Strategy;*
  - ◆ *establishing sector and departmental “vision” performance metrics for strategic planning; and*
  - ◆ *increasing tourism social media/content interactions.*

#### Key Performance Indicators (KPIs)

- Percent of Calendar of Commitments on schedule. The calendar of commitments consists of 20 actions and best practices whose due dates drive strategic implementation.
  - Target: 85%,
  - Stretch Target 95%,
  - Actual result was 71% (less than target)
- Improvement rate via Continuous Improvement. The improvement rate measures the cumulative impact of improvement efforts/project across the department. It is calculated by dividing the improvement value (savings) by the departmental budget.
  - Target: 2.65%,
  - Stretch target: 3.18%,
  - Actual result was 3.2% (above stretch target)
- Improvement in Formal Management system maturity – number of Daily Visual Management installations. “Daily visual management” are best practice visual displays to monitor and enhance service delivery.
  - Target: 5;
  - Stretch target: 7;
  - Actual result: 4.(less than target)

The **Parks and Attractions Branch** acts as steward for 24 provincial parks and attractions and plays a significant role in supporting other tourism facilities that represent strategic economic value for GNB.

All provincial parks are dedicated to residents of the province, visitors and future generations to:

- permanently protect ecosystems, biodiversity and the elements of natural and cultural heritage;
- provide opportunities for recreational and outdoor educational activities to promote a healthy lifestyle;
- provide opportunities to increase knowledge and appreciation of the natural and cultural heritage of the province; and
- offer a tourism product that enhances the province’s image as a quality vacation destination.

#### HIGHLIGHTS

- ◆ *Strategic investments – The parks’ Special Operating Agency (SOA) allows several properties to directly re-invest earned revenues in their operations. Strategic investments of retained profits in the SOA continue to allow for the delivery of high quality products and unique services.*
- ◆ *Best place to raise a family – Provincial parks and attractions consistently remained as the top pages visited on the Tourism New Brunswick website. Fans of the provincial parks’ Facebook page grew to nearly 17,500, an increase of 25 per cent from the previous year. Provincial parks and attractions are integral to the provincial identity; foster pride of place among residents; and serve as important ecological conservation areas for future generations.*

The **Finance and Administration Branch** delivers the department’s budgetary, accounting and internal audit functions. Its mandate is to ensure departmental financial compliance of various acts, regulations and other established financial guidelines; to coordinate and administer the financial operations of the department; to provide timely and accurate financial reports and projections; to coordinate the annual budget process; to liaise with central agencies in all financial matters; and to provide the Deputy Minister and senior staff with support services in the areas of financial analysis and advice. The branch provides departmental support services in the areas of procurement, administration and Facilities Management.

The **Information Management and Technology Unit** provides corporate support and consulting services in technology solutions delivery as well as records and information management. The unit is responsible for Information Assurance and Risk Management, ensuring compliance with the Government Information Systems Security Policy.

The **Human Resources Branch** consists of a strategist; a client services manager; two consultants; and one employment coordinator. The branch provides planning, leadership, direction and support in the area of Human Resources Management to the department. The branch is responsible for delivering support to managers and employees in the following areas: workforce planning; workplace health; safety and wellness; human resources policy development and implementation; program development and management; human resources best practices; employee learning and development; conflict resolution; staffing and recruitment; job evaluation and classification; and employee and labour relations. **As of Oct. 1, 2016, the delivery of operational and transactional human resources services were transferred to Service New Brunswick from Part 1 departments and agencies.**

## HIGHLIGHTS

- ◆ *A member of the branch actively participated on a bargaining team that successfully negotiated the department's largest employee collective agreement in the past year.*
- ◆ *The Human Resources branch assisted branch and employee work plan development by identification of Key Performance Indicators (KPIs).*

# Financial information

**Table 1: Ordinary Expenditure Status Report by Program Component**  
Fiscal Year Ending March 31, 2017 (\$ 000s)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
<b>Administration</b>			
Administration	2,829.0	2,959.5	130.5
<b>Sport and Recreation</b>			
	6,639.6	6,540.8	(98.8)
<b>Culture</b>			
Arts and Cultural Industries	9,644.4	9,671.3	26.9
Heritage	6,399.0	6,248.2	(150.8)
Archeological Services	536.0	562.9	26.9
<b>Tourism and Parks</b>			
Marketing and Visitor Information	8,062.0	7,772.8	(289.2)
Sales, Media and Visitor Experience	3,687.0	3,462.6	(224.4)
Parks and Attractions	14,537.4	15,113.8	576.4
<b>Total Ordinary Expenditures</b>	<b>52,334.4</b>	<b>52,331.9</b>	<b>(2.5)</b>

**Table 2: Special Purpose Accounts Expenditure Status Report by Program**  
Fiscal Year Ending March 31, 2017 (\$ 000s)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Develop't Trust Fund	Historic Places	Sports Develop't Trust Fund	Go NB!
<b>Opening balance</b>	227.2	48.5	5.2	10.7	4.7	233.1
<b>Revenues</b>						
Budget	79.0	10.0	700.0	-	500.0	290.0
Actual	66.7	6.2	700.0	-	500.0	322.7
Variance (Under) Over	(12.3)	(3.8)	-	-	-	32.7
<b>Expenses</b>						
Budget	60.0	10.0	700.0	-	500.0	290.0
Actual	53.3	10.0	700.0	10.7	500.0	312.5
Variance (Under) Over	(6.7)	-	-	10.7	-	22.5
<b>Closing balance</b>	<b>221.6</b>	<b>44.7</b>	<b>5.2</b>	<b>-</b>	<b>4.7</b>	<b>243.3</b>

**Table 3: Special Operating Agency Expenditure Status Report by Program**  
Fiscal Year Ending March 31, 2017 (\$ 000s)

	Budget	Actual	Variance (Under) Over
Opening balance	1,635.0	1,635.0	-
<b>Revenues</b>			
Mactaquac Golf Course	950.0	867.6	(82.4)
Hopewell Rocks Provincial Park	2,578.0	3,462.3	884.3
Sugarloaf Lodge	999.0	229.0	(770.0)
Parlee Beach Campground	346.0	382.1	36.1
<b>Expenses</b>			
Mactaquac Golf Course	1,325.0	1,288.1	(36.9)
Hopewell Rocks Provincial Park	2,493.0	3,210.1	717.1
Sugarloaf Lodge	1,023.0	277.9	(745.1)
Parlee Beach Campground	259.0	325.3	66.3
Closing balance	1,408.0	1,474.6	66.6

**Table 4: Capital Expenditure Status Report**  
Fiscal Year Ending March 31, 2017 (\$ 000s)

	Budget	Actual	Variance (Under) Over
Capital improvements	2,295.0	2,173.8	(121.2)

**Table 5: Ordinary Revenue Status Report by Source**  
Fiscal Year Ending March 31, 2017 (\$ 000s)

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	0.5	(0.5)
Sale of Good and Services	3,320.0	3,330.9	10.9
Miscellaneous	4.0	5.1	1.1
<b>Total Ordinary Revenues</b>	<b>3,325.0</b>	<b>3,336.5</b>	<b>11.5</b>



# Summary of staffing activity

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 2016-2017 for Tourism, Heritage and Culture.

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2016	2015
Permanent	169	174
Temporary	81	75
<b>Total</b>	<b>250</b>	<b>249</b>

The department advertised 11 competitions, including five open (public) competitions and six closed (internal) competitions.

Pursuant to sections 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"> <li>– a high degree of expertise and training</li> <li>– a high degree of technical skill</li> <li>– recognized experts in their field</li> </ul>	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	0
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 favouritism were made to the Deputy Head of Tourism, Heritage and Culture and no complaints were submitted to the Ombud.

# Summary of legislation and legislative activity

Bill #	Name of legislation	Date of Royal Assent	Summary of changes
42	An Act to Amend the New Brunswick Arts Board Act <a href="http://www.gnb.ca/legis/bill/pdf/58/2/Bill-42.pdf">http://www.gnb.ca/legis/bill/pdf/58/2/Bill-42.pdf</a>	July 8, 2016	<ul style="list-style-type: none"> <li>– The amendment revised the New Brunswick Arts Board’s mandate to focus on administering funding programs, celebrating the arts and promoting the value of arts in New Brunswick.</li> <li>– It reduced in the maximum number of board members from 14 to 11.</li> <li>– It solidified requirements of when juries are established by the board and when they are established at the Minister’s request.</li> <li>– It established that the board and the Minister are bound by the decisions of juries that are established, be they established by the board or at the Minister’s request.</li> <li>– It established the requirement for a mandate letter for the board under the Accountability and Continuous Improvement Act.</li> </ul>

The acts and regulations for which the department was responsible in 2016-2017 may be found at:  
<http://laws.gnb.ca/en/deplinks?subjectnumber=37>

# Summary of Official Languages Activities

## Introduction

The department continued to implement its revised action plan to complement GNB's *Plan on Official Languages: Official Bilingualism: A Fundamental Value*. The plan monitors and evaluates all departmental activities supporting the four focus sectors detailed below.

The department completed the first-year annual evaluation of the action plan and met the overall anticipated outcomes of the departmental initiatives.

The department continues to implement improved processes in the provision of quality services in both Official Languages.

## Focus 1

The department ensured all new employees completed the iLearn module on Language of Service on commencement.

The department conducted random audits to verify that the active Offer of Service was made in both Official Languages by telephone, in person, through signage, through correspondence and through all electronic services.

The department developed a process between provincial parks to ensure that the public has access to service in both Official Languages at all times. The department is implementing a signage review within provincial parks to ensure all signs in parks are uniform and in compliance with the *Official Languages Act*.

## Focus 2

The department ensured all new employees completed the iLearn module on Language of Work on commencement.

The department provided all outgoing communication to employees in both Official Languages and encouraged employees to work in their Official Language of choice.

During the annual performance review, managers reviewed the Language of Work and Language of Service policies with their employees to ensure they understood their right to work in their Official Language of choice as well as their obligation to provide an Active Offer and Offer of Service in both Official Languages.

## Focus 3

The department considered the potential impact of all policies and programs on both linguistic communities in Memorandums to Executive Council it submitted to the Executive Council Office.

## Focus 4

The department continued to implement procedures to ensure that services were provided in both Official Languages and to ensure that employees were aware of their obligations under the *Official Languages Act*.

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

## Conclusion

The department completed the linguistic capacity evaluation of all employees who are part of the Bilingual Essential complement.

# Summary of recommendations from the Office of the Auditor General

The Department of Tourism, Heritage and Culture did not receive any recommendations from the Office of the Auditor General.

## 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 wrongdoings in the 2016-2017 fiscal year.

# Appendix

Provincial parks, tourism facilities, visitor information centres and tourism communication centre			
Facility	Location	Ownership	Operation
Provincial parks			
Mactaquac	Mactaquac	Department	Operated by the department
de la République	Saint-Jacques	Department	Operated by the department
Sugarloaf	Atholville	Department	Operated by the department
Parlee Beach	Pointe-du-Chêne	Department	Operated by the department
Murray Beach	Murray Corner	Department	Operated by the department
New River Beach	New River	Department	Operated by the department
Lepreau Falls	Lepreau	Department	Operated by the department
The Anchorage	Grand Manan	Department	Operated by Boys and Girls Club of Grand Manan
Mount Carleton	Saint-Quentin	Department	Operated by the department
Castalia	Grand Manan	Department	Operated by Boys and Girls Club of Grand Manan
Herring Cove	Campobello	Department	Operated by the department
Saint-Croix	Bayside	Department	Undeveloped
Val-Comeau	Val-Comeau	Department	Operated by Camping Plein Air Inc.
Oak Bay	Oak Bay	Department	Operated by Moffat Securities Inc.
Hopewell Rocks	Hopewell Cape	Department	Operated by the department
Fundy Trail	St. Martins	Department	Operated by Fundy Trail Development Authority Inc.
Miscou	Miscou Island	Department	Operated by Comité de développement Touristique de Miscou
Doak House	Doaktown	Department	Operated by The Miramichi Salmon Museum Inc. / Atlantic Salmon Museum
MacDonald Farm	Bartibog Bridge	Department	Operated by The Highland Society of New Brunswick at Miramichi
Bonar Law	Rexton	Department	Operated by The Village of Rexton
Sheriff Andrews House	Saint Andrews	Department	Operated by The Town of Saint Andrews
Ministers Island	Ministers Island	Department	Operated by The Van Horne Estate on Ministers Island
Cape Enrage	Cape Enrage	Department	Operated by Cape Enrage Interpretive Centre Inc.
Village Historique Acadien	Rivière-du-Nord	Department	Operated by the department

<b>Provincial parks, tourism facilities, visitor information centres and tourism communication centre</b>			
<b>Facility</b>	<b>Location</b>	<b>Ownership</b>	<b>Operation</b>
Tourism facilities			
Kings Landing Historical Settlement	Prince William	Kings Landing Corporation	Crown corporation
New Brunswick Botanical Garden	Saint-Jacques	Department	Operated by New Brunswick Botanical Garden Society
Larry's Gulch Fishing Lodge	Kedgwick	Department	Operated by the department
Pays de la Sagouine	Bouctouche	Department	Supported by the department
Cape Jourmain Nature Centre	Cape Jourmain	Canadian Wildlife Service	Supported by the department
Provincial visitor information centres			
Saint-Jacques	Saint-Jacques	Department of Transportation and Infrastructure	Operated by the department
Woodstock	Woodstock	Department of Transportation and Infrastructure	Operated by the department
Aulac	Aulac	Department of Transportation and Infrastructure	Operated by the department
St. Stephen	St. Stephen	Rental location	Operated by the department
Campbellton	Campbellton	Rental location	Operated by the department
Tourism Communication Centre			
Tourism communication centre	Campbellton	Rental location	Operated by the department