

Highlights

The Department of Tourism, Heritage and Culture is proud of its achievements in 2014-2015.

Some of these include:



The completion of the *Parks Act* Review, and the implementation of 16 important, role-defining legislative and regulatory amendments. These amendments form the basis of the *Parks Act* renewal for the 21st century. As the original Act was proclaimed in 1961, this review was more than 50 years in the making.

The review incorporated the views of more than 2,500 New Brunswick residents from province-wide consultations conducted in 2013-2014.



The renewed cultural policy, *Creative Futures: A renewed Cultural Policy for New Brunswick*, was unveiled in June 2014. An additional \$3 million was allocated to support the implementation of the policy. Several new programs were launched, and key cultural institutions received funding increases.



New Brunswick tourism marketing focused on mobile devices to better serve the increasing numbers of guests planning their trips and using their mobile devices while in the province.



New Brunswick tourism marketing partnerships with 34 tourism organizations and travel companies leveraged \$10.9 million in domestic and international marketing for the province. Media relations resulted in New Brunswick tourism articles and broadcasts receiving 836 million impressions with an equivalent media value of \$13.6 million. The department's direct-to-consumer tourism marketing brought an estimated 136,000 guests to the province, with attributable visitor spending of \$97.8 million and provincial tax revenue of \$7.5 million representing a return on taxpayer investment of \$3.50:\$1.



Ten process improvement projects were completed that saved or generated a total of \$587,000, and fostered a culture of continuous improvement across the department. A highlight of the year was the \$345,000 (34 per cent) increase in revenues generated by the Lean Six Sigma project team at Sugarloaf Provincial Park.

Many staff also completed Waste Walks to achieve hard and soft savings of \$53,000.

Performance measures

More jobs	Measures
Conserve, develop and promote New Brunswick’s natural, cultural and heritage resources	Dollar value of attributable visitor spending Number of media impressions
Strengthen tourism and cultural industries	Number of referrals and bookings as well as dollar value
Fiscal responsibility	Measures
Achieve sustainable budget	Ratio of actual to budgeted expenditures
Increase revenue generation	Ratio of actual to budgeted revenue
Prioritize, optimize and improve processes	Dollars saved/generated per: continuous improvement
Best place to raise a family	Measures
Conserve, develop and promote New Brunswick’s natural, cultural and heritage resources	Number of parks and attractions participants Number of participants in heritage programs and activities
Enhance New Brunswick identity	Number of Cultural Policy key actions implemented
Deliver innovative programs and services	Number of changes implemented to fulfil commitments of <i>Parks Act</i> review
Smarter government	Measures
Access relevant, timely and quality information	Number of processes managed through metrics

More jobs

Objective of the measure

Conserve, develop and promote New Brunswick's natural, cultural and heritage resources.

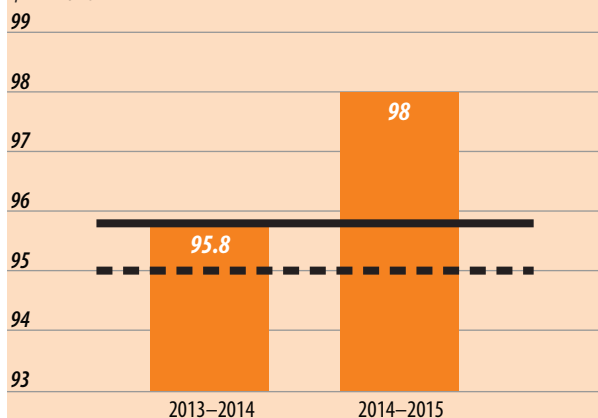
Measure

Dollar value of attributable visitor spending.

Description of measure

Export tourism revenue from visitor spending on New Brunswick tourism goods and services attributable to the department's leisure travel marketing activities.

\$ Millions



Overall performance

Exceeded stretch target of \$97 million.

- Baseline: \$95.8 million
- - - Target: \$95 million
- Actual: \$98 million

Why do we measure this?

The department's tourism marketing investments with partners, including the Canadian Tourism Commission and the Atlantic Canada Tourism Partnership, have set objectives to achieve target returns on investment.

The department therefore measures responses to its tourism advertising to evaluate the effectiveness and efficiency of each investment in terms of bringing visitors and spending to the provincial tourism sector.

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

Both the tourism website (tourismnewbrunswick.ca) and digital advertising incorporated content personalization and video content, to increase the engagement of the travel consumer with New Brunswick's branded content. This increased the value of referrals and bookings through the tourism website, along with attributable visitor spending by converted visitor parties.

More jobs

Objective of the measure

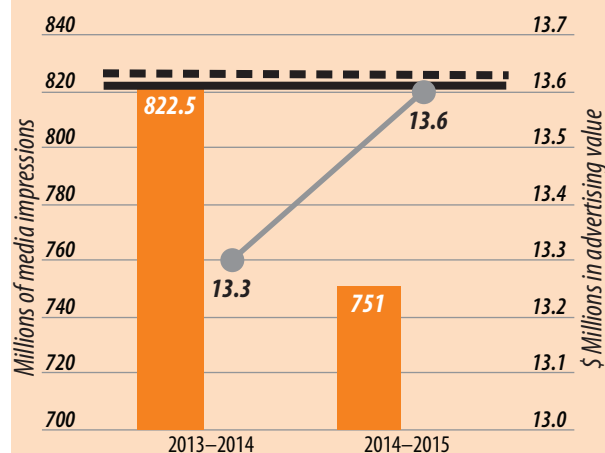
Conserve, develop and promote New Brunswick's natural, cultural and heritage resources.

Measure

Number of media impressions and advertising value in dollars.

Description of measure

MediaMiser provides industry standard metrics related to the frequency, reach and advertising value of a media message within specific target areas and time periods. These metrics are used to estimate the potential audience of New Brunswick tourism messages in target travel markets attributable to the efforts of the department's Media Relations team.



Overall performance

Below base performance.

- **Baseline:** 859 million impressions worth \$13.3 million in advertising value
- - - **Target:** 860 million impressions worth \$13 million in advertising value
- Actual:** 836 million impressions worth \$13.6 million in advertising value

Why do we measure this?

The department measures editorial coverage that was influenced by the Media Relations team to evaluate the effectiveness and efficiency of its efforts in soliciting influential travel and consumer media to develop and publish stories and editorials about the distinctive travel products and experiences available in New Brunswick.

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

In addition to its ongoing work with qualified travel journalists, an initiative was undertaken to align media relations and social media, to amplify New Brunswick tourism stories while journalists are in the province and as the stories are prepared for publication.

Efforts to align media relations and social media have been implemented. However results are not reflected in the above figures at this time.

More jobs

Objective of the measure

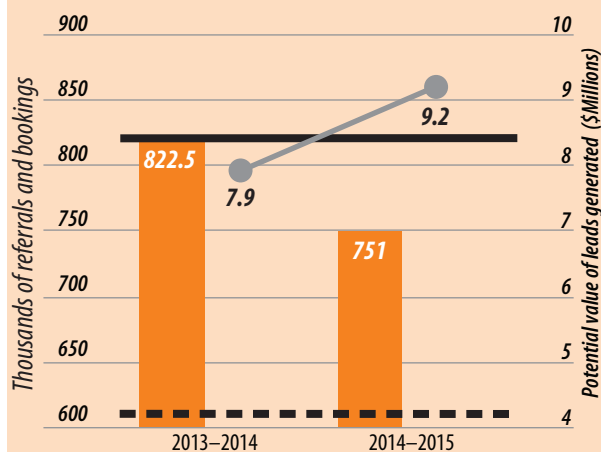
Strengthen tourism and cultural industries.

Measure

Number of referrals and bookings and dollar value.

Description of measure

This is a measure of the number and value of referrals and bookings through tourismnewbrunswick.ca, as a leading indicator of New Brunswick tourism-sector business generated by the department's tourism-marketing campaigns. As New Brunswick tourism advertisements in travel markets with the most potential are designed to direct prospective guests to campaign web pages, incremental traffic is reflected in the number of referrals to attractions, campgrounds, and accommodations.



Overall performance

Exceeded stretch targets of 700,000 and \$4.8 million.

Note that 2014-2015 targets were set below the 2013-2014 baseline due to the focus on tourism website content rather than direct product referrals. However, increased engagement with tourism website content led to higher value referrals and bookings (of value-added Experience Collection products, for example).

————— **Baseline:** 822,446, \$7.94 million
- - - - - **Target:** 623,000, \$4.25 million
Actual: 750,989, \$9.2 million

Why do we measure this?

Referrals and bookings generated through the tourism website are leading indicators of the interest generated by departmental tourism-marketing activities, which are directly relevant to the department's 1,200 tourism-sector business-operator partners.

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

Content personalization, mobile optimization, and video integration into both the tourism website and digital advertising were undertaken to increase the engagement of the travel consumer with the tourism experiences and products featured on the tourism website.

Fiscal responsibility

Objective of the measure

Achieve sustainable budget.

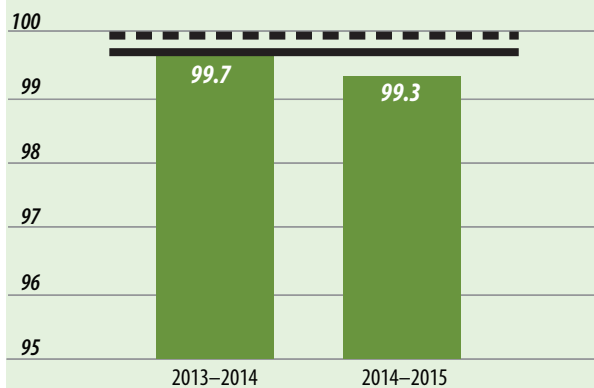
Measure

Ratio of actual to budgeted expenditures.

Description of measure

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

101 Percentage



Overall performance

Expenditures - exceeded stretch target of 99.5 %.

- Baseline: 99.7 %
- - - - - Target: 100.0 %
- Actual: 99.3 %

Why do we measure this?

These measures allow the department to manage overall expenses and provide incentives to increase revenues. 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. 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 was able to exceed its expenditure target through attrition, strategic procurement and process improvement initiatives including visitor information centres and vehicle fleet management.

Fiscal responsibility

Objective of the measure

Increase revenue generation.

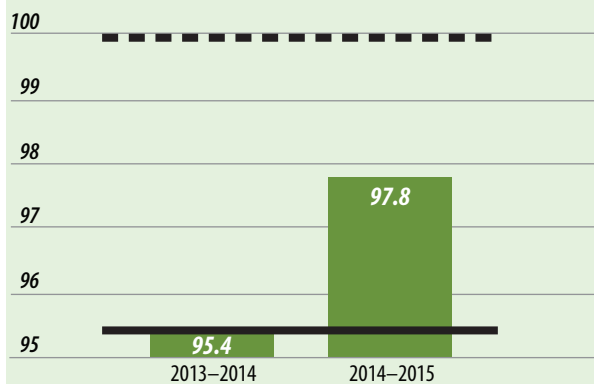
Measure

Ratio of actual to budgeted revenue.

Description of measure

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

101 Percentage



Overall performance

Revenue - Improved performance (between base and target).

- Baseline: 95.4 %
- - - Target: 100 %
- Actual: 97.8 %

Why do we measure this?

These measures allow the department to manage overall expenses and provide incentives to increase revenues. 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. 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?

Although the department did not meet the revenue target it did exceed its baseline thanks to a Lean Six Sigma project at Sugarloaf Provincial Park.

Fiscal responsibility

Objective of the measure

Prioritize, optimize and improve processes.

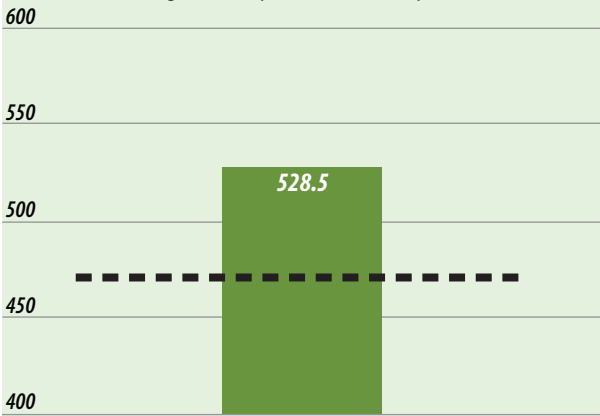
Measure

Dollars saved/generated per: continuous improvement.

Description of measure

This measure describes the total dollars saved or generated through various continuous-improvement initiatives. Dollars counted include hard savings, cost avoidance, and revenue that were generated through Lean Six Sigma projects and Waste Walks.

Dollars saved/generated per continuous improvement (\$000s)



Overall performance

Exceeded target.

- Baseline: New
- - - Target: \$470,000
- Actual: \$528,527

Why do we measure this?

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

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

- Ten Process Improvement projects were successfully completed including:
- Increasing revenue generation at Sugarloaf Park - \$345,000
- Information Technology (IT) Development Services - \$100,000
- The training of and successful implementation of Waste Walks by employees saved \$53,000.

Best place to raise a family

Objective of the measure

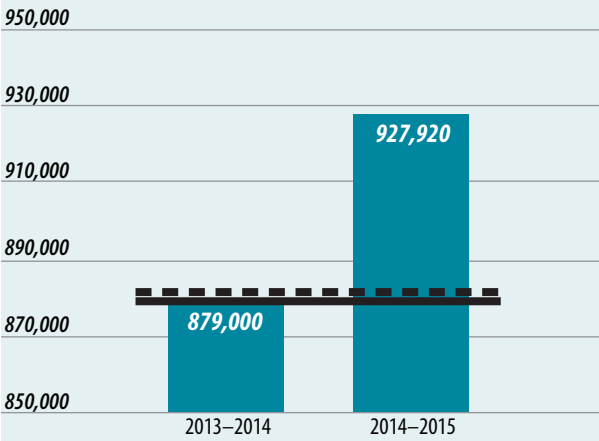
Conserve, develop and promote New Brunswick’s natural, cultural and heritage resources.

Measure

Number of parks and attractions participants.

Description of measure

This measure focuses on attendance at provincial attractions as well as, provincial park campgrounds, and in departmental programs at parks and attractions, to ensure the delivery of valuable and innovative programs and services to New Brunswick residents and visitors alike.



Overall performance

Exceeded stretch target of 884,000.

- Baseline: 879,000
- - - Target: 881,500
- Actual: 927,920

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!* program delivered regular, signature events and activities in parks for its second year.

Best place to raise a family

Objective of the measure

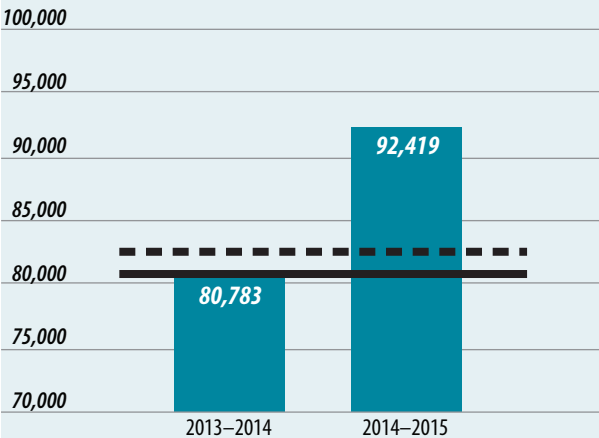
Conserve, develop and promote New Brunswick's natural, cultural and heritage resources.

Measure

Number of participants in heritage programs and activities.

Description of measure

This tracks the participation rates in heritage programs, from Built Heritage, to fine art conservation, to Heritage Week and Heritage Fairs, to commemoration events, to New Brunswick Day attendance.



Overall performance

Exceeded stretch target of 82,443.

- Baseline: 80,783
- - - Target: 82,398
- Actual: 92,419

Why do we measure this?

This measure contributes to the evaluation of the effectiveness and efficiency of heritage programs in maintaining heritage resources and celebrating New Brunswick heritage events and places.

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

Heritage Fairs, other heritage projects and community-based commemorative activities were undertaken as part of the implementation of *Creative Futures: A renewed Cultural Policy for New Brunswick*.

Best place to raise a family

Objective of the measure

Enhance New Brunswick Identity.

Measure

Number of *Creative Futures: A renewed Cultural Policy for New Brunswick* key actions implemented.

Description of measure

This is a measure of progress toward the implementation of the renewed cultural policy, including important initiatives and program and service adjustments.

Overall performance

Six of 11 policy actions implemented.

Baseline: New

Target: 11

Actual: 6

Why do we measure this?

To ensure timely completion of departmental actions required to implement the renewed cultural policy.

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

- **Establishing an implementation committee for *Creative Futures: A renewed Cultural Policy for New Brunswick*:** An interdepartmental group was assembled and members have started working cooperatively on action items.
- **Promoting networks and developing new opportunities for provincial touring by New Brunswick artists:** In November 2014, the provincial Arts Touring and Presenting program was expanded, the budget increased and the program promoted to eligible non-profit organizations. In 2014, 21 groups received funding through this program.
- **Increasing support to arts integration in anglophone and francophone schools:** In 2014-2015, 4817 anglophone students participated in "VanGO!" while 4510 students in francophone schools participated in "La Grande Visite." Both programs are composed of exhibitions of artworks by New Brunswick artists from the New Brunswick Art Bank. Twenty-four schools were part of the 2014-2015 tour program.
- **Work on the Status of the Artist Task Force:** Work began in 2014 on this initiative with the goal of providing recommendations or measures to improve the socio-economic status of professional artists. The task force structure was revised in 2014 and an organizational model consisting of a working group and sub-committees were put in place to accelerate the process and make it more efficient. As part of a research report to be undertaken, a national and international scan of legislation and program models will form the basis for further work on this important matter.
- **Increasing the department's capacity for cultural based statistical research:** The Culture Satellite Account, a national initiative of provincial-and-territorial jurisdictions was created as a tool designed to measure the economic contribution of the arts, cultural industries, heritage, and sport to the Canadian economy. As well, the department has started to measure audience participation in festivals and community partnership programs. This will help the department better understand emerging-and-growing sectors for strategic investment and support.
- **Supporting arts organizations:** An initiative was undertaken to provide an additional \$650,000 for strategic support to provincial and professional arts organizations. With the department expanding the reach of this program and increasing the budget, organizations were able to operate more effectively and offer increased programming.
- **Cultural Infrastructure Inventory Initiative:** The [New Brunswick Cultural Facilities Inventory](#), launched in 2013, was promoted to organizations, municipalities and stakeholders as a resource for cultural infrastructure in New Brunswick. During the second phase in 2014, more provincial cultural facilities were added as well as non-traditional facilities. The next phase will encourage continued expansion of the database while partnering Tourism, Heritage and Culture with other departments to develop an integrative planning approach for the cultural sector and other sectors.

- **Sharing and building on best practices of New Brunswick’s professional artists, cultural institutions, organizations and creative enterprises:** GNB is working with the State of Maine through the Maine-NB Memorandum Of Understanding (MOU) on Cultural Initiative. The two jurisdictions are building on each other’s successes in the arts and cultural sectors. Other successful partnerships in

2014-2015 included a joint exhibition programming initiative by arts organizations in New Brunswick and in Prince Edward Island titled *O Canada*, an exhibition of contemporary Canadian art presented by Galerie Louise-et-Rueben-Cohen de l’Université de Moncton, Galerie Sans Nom in Moncton, the Owens Art Gallery in Sackville, and the Confederation Centre for the Arts in Charlottetown, P.E.I.

Best place to raise a family

Objective of the measure

Deliver innovative programs and services.

Measure

Number of changes implemented to fulfil commitments of *Parks Act* Review.

Description of measure

The implementation of actions identified through the *Parks Act* Review is critical in fulfilling the department’s commitments toward modernizing the governance of and services at provincial parks and attractions.

Overall performance

Met or exceeded stretch target of eight.

Baseline: New

Target: 8

Actual: 13

Why do we measure this?

This is a measure of progress toward the implementation of actions identified through the *Parks Act* Review.

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

As a result of the *Parks Act* Review and related program changes, the department introduced the following legislative and regulatory amendments:

Legislative:

- modernized mandate for provincial parks;
- established a classification system for provincial park;
- adopted requirement to develop resource management plans for provincial parks;
- adopted requirement that the *Parks Act* be reviewed every 10 years;
- expanded list of park properties covered by the *Parks Act*;
- established requirement of a joint advisory committee on park management with First Nations;
- prohibited commercial mining and wood harvesting within provincial parks; and
- expanded the definition of security personnel to include conservation and off-road vehicle enforcement officers.

Regulatory:

- added heritage properties;
- established classifications for individual provincial parks;
- allowed fireworks in provincial parks under specific circumstances;
- allowed off-road vehicles in provincial parks under specific circumstances;
- allowed fishing at Sugarloaf Provincial Park under specific circumstances;
- allowed removal of nuisance wildlife under specific circumstances;
- modernized campsite permitting regulations; and
- allowed wood harvesting for resource management and development only.

Smarter government

Objective of the measure

Access relevant, timely and quality information.

Measure

Number of processes managed through metrics.

Description of measure

This measure tracks the number of departmental processes that are managed through metrics (i.e., Key Performance Indicators [KPIs]).

Overall performance

Met target.

Baseline: 2

Target: 10

Actual: 10

Why do we measure this?

The department is committed to making business decisions and monitoring performance based on relevant, timely and quality information. Establishing KPIs is a critical step to improving overall performance of the department and serving its customers better. Increasing the number of process managed with metrics is a good overall indicator of improvement. All of the KPIs resulted from the successful completion of Lean Six Sigma projects.

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

The department completed 10 Lean Six Sigma process improvement projects (listed below) to drive the achievement of this measure:

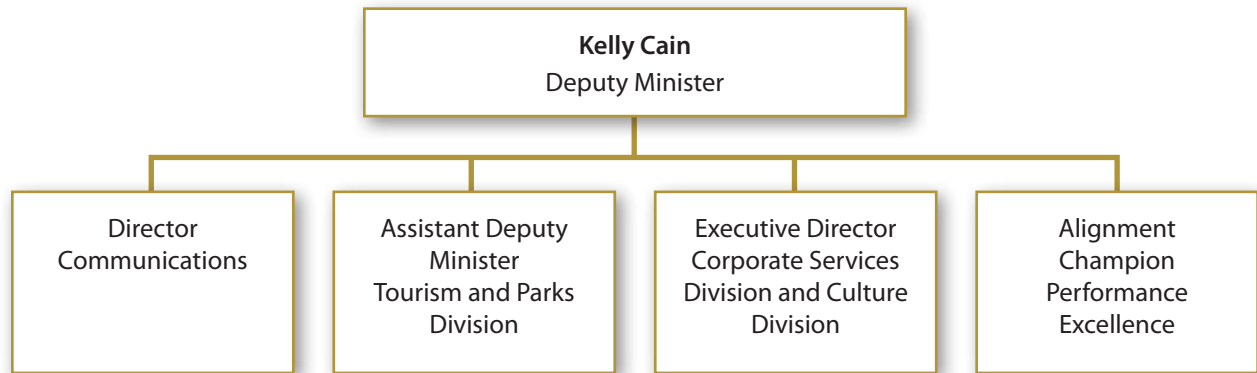
- increasing revenue generation at Sugarloaf Provincial Park;
- reducing the time to process heritage grant applications;
- matching staff levels to visitor demand at Visitor Information Centres;
- improving trail-use authorizations;
- improving vehicle-fleet management and administration processes;
- increasing visitor interaction and engagement through social media;
- reducing the turn-around time for departmental correspondence;
- improving the identification and selection of improvement projects;
- improving the application and approval process for tourism operator signage; and
- reducing the time to process culture grants applications.

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 2014-2015, the department employed 234 individuals on a full-time, casual or contract basis. The department employed 216 individuals in 2013-2014.

High-level organizational chart



Division overview and highlights

The **Communications Branch** is responsible for promoting the programs, policies and activities of the department through strategic communications planning and support.

The branch develops and implements communications plans; provides advice and support to the Minister and senior management team; handles all media-related activities; and plans announcements and news conferences; prepares communications documents such as speeches, news releases and messages; coordinates the development and placement of advertisements, as required; and writes and designs web content. The branch is also involved in planning public-awareness and public consultation activities.

The **Performance Excellence Branch** is responsible for leading the development, implementation, progress monitoring and communication of the department's Strategy Map, Balanced Scorecard and SOMIA (a listing of strategic projects), maturing the culture of performance excellence within the department, as well as overseeing the Lean Six Sigma process improvement team. The branch had two full-time staff, the Alignment champion who led the department's strategy activities, and one Process Improvement facilitator who led the Lean Six

Sigma projects, Waste Walks and other improvement activities.

Highlights

- The branch successfully led and managed the department's strategy activities. This was the first year for the department using the GNB formal management system (balanced scorecard etc.), and the department acquired new skills on how to successfully implement this structured business-improvement methodology.
- The branch facilitated 10 process improvement projects that saved/generated \$587,000 and helped to foster a culture of continuous improvement across the department. A highlight was the \$345,000 (34-per-cent) increase in revenues generated by the Lean Six Sigma project team at Sugarloaf Provincial Park. Many staff also completed Waste Walks, saving \$53,000.

Tourism and Parks Division

The mandate of the **Parks and Attractions Branch** is to act as steward for 24 provincial parks and attractions and to play a significant role in supporting other tourism facilities that are either operated or supported by 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

- Completion of *Parks Act* Review. Following province-wide consultations in 2013-2014, the views of more than 2,500 New Brunswickers used to implement 16 important and role defining legislative and regulatory amendments. These amendments form the basis of the *Parks Act* renewal for the 21st century. As the original Act was proclaimed in 1961, this review was more than 50 years in the making.
- Strategic investments - The Parks Special Operating Agency allows several properties to directly re-invest earned revenues into their operations. At the Hopewell Rocks, strategic investment of retained profits allowed for a significant expansion of the gift-shop. The immediate return on investment from the expansion was a \$100,000 increase in sales from the 2013-2014 season.
- Partnership development - Launch of an award-winning ExploreEcoNB mobile application—ExploreEcoNB is a multi-partner mobile application created to connect New Brunswickers to outstanding ecological landscapes; as well as encourage outdoor physical activity and the exploration and appreciation of these places. This partnership resulted in ExploreEcoNB being presented with the “Connected to the Community Award” from the Canadian Wireless Telecommunications Association.
- Modernization of guest services - Launch of a pilot program to offer free public WiFi in provincial parks. WiFi access points were strategically located at the gift shop at de la République Provincial Park and the welcome centre and restaurant at Sugarloaf Provincial Park. This service fulfils a long-standing customer request while at the same time respecting the natural and unplugged nature of parks.
- Best place to raise a family – Provincial parks and attractions consistently remain as the top pages

visited on the Tourism New Brunswick website. Fans of the Provincial Parks' Facebook page grew to nearly 10,000 in 2014-2015. 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.

KPIs

Theme - “Deliver innovative programs and services”

Measure: Number of improved parks and attractions programs/events

Baseline: New

Target/Stretch: 3/5

Year-end: 3

Measure: Number of improved parks and attractions partnerships

Baseline: New

Target/Stretch: 3/5

Year-end: 3

The **Marketing and Visitor Information Branch** consists of 19 staff as well as the regional staff at the Tourism Communication Centre and Visitor Information Centres. This branch is responsible for the development, implementation and evaluation of various marketing campaigns including multiple forms of social media. The branch creates and distributes more than 375,000 travel publications and creates and maintains the tourism consumer website to build a reputation for the province as a year-round tourism destination. The branch is responsible for the definition and nurturing of a New Brunswick tourism “brand” that clearly articulates what is expected from a place, product or service to create a reputation and to generate incremental tourism revenue.

Highlights

- The branch hosted 13 information sessions, in the spring and fall, consulting with about 350 tourism operators each time, communicating the activities and results.
- The department continued to leverage innovative, proprietary research including the Canadian Tourism Commission's Explorer Quotient (EQ) travel market segmentation model, and targets three EQ segments in North America: Authentic Experiencers, Cultural Explorers and Gentle No-Hassle Travellers.
- Mobile technology continued to gain importance this year. The department increased its goal completions on the website by 75 per cent by focusing on mobile

access in the 2014 campaigns.

- The department began work to create a new consumer website, built with responsive design. This website will allow potential visitors to view and plan their vacation on multiple devices (smartphone, tablet, laptop). The branch also worked to personalize the content based on the EQ type of the potential visitors.
- Video inspiration was also a focus. The branch understood the importance of having video available for visitors as inspiration to consider New Brunswick, and while planning their vacation, therefore setting targets around video views by visitors on the department's owned, earned and paid channels. The department increased video views by 32 per cent, bringing it to a total of 218,554.
- The department grew its Facebook fan base by 10,000 to more than 81,000. Worthy of note is that 7,500 were from key markets of Ontario and Quebec.
- The provincial Visitor Information Centres counselled 75,499 visitor parties (about 211,300 individuals) during the 2014 summer season.
- The Tourism Communication Centre staff counselled 20,450 people calling the toll-free number and helped them plan their vacations to New Brunswick.
- The department participated in a process improvement project with the Department of Transportation and Infrastructure regarding the process to apply for highway signage resulting in a streamlined, clear process including online applications.

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 our core national and international markets.

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, United States, France, United Kingdom and Germany. The unit ensures that New Brunswick travel products and experiences are profiled

in various travel company's 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. Niche product development provides leadership in tourism product development in niche markets, including All-Terrain Vehicles (ATVs), fish and hunt, snowmobiling and provincial trails, it also guides the strategic development of the tourism industry.

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.

Highlights:

Trade Sales and Partnerships:

Travel companies (tour operators) in North America and overseas markets developed new or expanded existing New Brunswick focused itineraries and packages such as:

- Road Scholar had 16 land tour programs to New Brunswick, with average length of stay from five to seven nights for a total of 939 passengers and 3,756 room nights throughout the province.
- New Brunswick is the only Canada land-based destination within AHI International's portfolio of worldwide destinations. AHI International has confirmed 10 departure dates for the new program entitled: *Coastal Maine/Coastal New Brunswick* in 2015.
- Hayes and Jarvis, a travel company based in the United Kingdom, operates in more than 50 countries. In 2015, New Brunswick is featured in a two-page spread in its US/Canada catalogue/brochure. The itinerary being profiled features eight days in the province.

Media Relations:

- *The Amazing Race Canada* featured key tourism icons along New Brunswick's coastline resulting in one-hour national prime time television exposure, watched by more than two million viewers (worth \$1.4 million in advertising value).
- Media promotion with *Waitrose Magazine*, the highest circulating monthly food and drink publication in the United Kingdom, resulted in an

eight page article with a readership of more than two million.

- New Brunswick salmon rivers were featured in three episodes on the World Fishing Network with April Vokey and *Extreme Fishing* with Robson Green in the United Kingdom – viewed by hundreds of thousands of fishing enthusiasts.
- Télé-Matin-France 2 - broadcast to an audience of 1.2 million - *What to see and do in modern Acadie*.

Niche Product Development and Visitor Experience

- Worked with the New Brunswick Federation of Snowmobile Clubs to develop a plan to grow snowmobile tourism by establishing a centralized snowmobile grooming hub at Mount Carleton Provincial Park.
- In consultation with the three trail organizations, identified three GNB-designated trail networks.
 - non-motorized;
 - snowmobile; and
 - ATVs.
- Worked with the New Brunswick All-Terrain Vehicle Federation to educate its membership on how to develop an ATV tourism experience throughout the province, and in the Sussex area in particular.
- Ongoing development of the Experience Collection Program.

KPIs

- Leveraged approximately \$11 million for additional marketing and sales activities by partnering with key travel companies/tourism-related organizations.
- Hosted 32 travel influencers in New Brunswick on familiarization tours (FAMS). (i.e., Bridge and Wickers, Classic Escapes and Windigo Adventures).
- Provided destination training to 1,190 travel professionals from national and international markets.
- More than \$13.6 million in editorial coverage (advertising value) and \$836 million in circulation/impressions was generated featuring New Brunswick as a travel destination. (magazines, newspaper, online, TV and radio)
- Hosted 201 travel journalists on customized media tours within the province (i.e. *Canadian Geographic*, *Chicago Tribune*, *Family Magazine*, *Boston Globe*, *Radical Hunter TV*, *Savage Outdoors* and *Waitrose Magazine*).

- Worked with tourism-industry operators in the development of 25 “new” experiences for a total of 109 experiences for 2015.
- The Canadian Tourism Commission featured 11 of the New Brunswick Experience Collection as Canadian Signatures Experiences.
- Five communities participated in the Strategic Tourism Expansion Program.

Culture Division

The **Arts and Cultural Industries Branch** is responsible for facilitating community cultural development and the economic development of New Brunswick’s cultural industries; providing 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); managing the New Brunswick Art Bank; and working 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

- Grant support: Provided \$4,456,918 in 2014-2015. View grant recipients online at www.gnb.ca/culture.
- *Creative Futures - A renewed Cultural Policy for New Brunswick*, was unveiled in June 2014. An additional \$3 million was allocated to support implementation of the policy. Several new programs were launched and key cultural institutions received funding increases.
- Cultural Industries Strategy: Enhanced the Music Industry Development program to increase market access and export activities, worked in partnership with the Department of Post-Secondary Education, Training and Labour to explore training opportunities for the cultural sector, and completed a film industry review.
- Film Industry Review: In January 2015, the branch began an extensive evaluation of the film, television and new media industry in the province. A working group consisting of industry stakeholders was established with the mandate to submit recommendations to government on the future support to the industry. Stakeholders and economic expertise were consulted as part of the process.
- Status of the Artist: The first meeting of the Premier’s Task Force on the Status of the Artist took place on

July 29, 2014, in Fredericton with professional artists from the anglophone, francophone, and First Nations communities and with representatives from ArtsLink NB, Association acadienne des artistes professionnel. le.s du Nouveau-Brunswick and the New Brunswick Arts Board. The meeting included a presentation of the organizational structure of the task force as well as a research report compiled for the task force that includes a jurisdictional scan of status of the artist legislation in Western countries. Following this, the participation of departmental representatives to build interdepartmental awareness, help define issues, and capitalize on government expertise was confirmed with representatives from the departments of Finance, Justice, Executive Council Office, Education and Early Childhood Development (francophone sector), and Post-Secondary Education, Training and Labour.

- Cultural Infrastructure Inventory Initiative: Phase 2 of the project, comprising an online survey, was completed in January 2015. The survey information from Phases 1 and 2 has been compiled into a comprehensive centralized inventory presented on the New Brunswick Cultural Facilities Inventory website, <http://nbcfs-sicnb.gnb.ca>. The website is a tool to help maximize the use of existing cultural facilities, to support integrative planning at provincial and municipal levels of government, and to better identify and measure investments for future long-term benefits. Next steps include continuing to populate the inventory, focusing on gaps in the inventory of cultural assets, including non-traditional community cultural assets, and exploring potential partnerships toward mapping cultural assets.
- Maine-NB MOU on Cultural Initiative: Members of the MOU Task Force worked together on various cross-border collaborations, including “Songs Beyond Borders,” consisting of musicians and songwriters from both jurisdictions who performed as part of the 2014 Congrès mondial acadien in Edmundston, N.B., and Fort Kent, Maine, as well as “Songs Beyond Borders 2” at the Juice 4.0 – “Powering the Creative Community Conference” in Rockland, Maine. The task force also focused on the exchange of cultural information and raising the visibility of artists in both jurisdictions.
- New Brunswick Art Bank Acquisitions Program: As part of the 2013-2014 New Brunswick Acquisitions

Program, an exhibition of 36 artworks by 31 New Brunswick artists is on tour to eight communities in New Brunswick, and to one community in Nova Scotia (September 2014-October 2015).

KPI

- Enhanced the Music Industry Development program to increase market access and export activities as part of the cultural industries strategy.

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 archaeological, aboriginal, heritage and museum communities. The branch also administers the *Heritage Conservation Act* and the provincial Toponymy Program.

During 2014-2015, the branch participated in the first phases of the implementation of *Creative Futures: A renewed Cultural Policy for New Brunswick*.

Highlights:

- Unveiling of the commemorative monument and plaque (in conjunction with a private-sector partner) recognizing New Brunswick’s 104th Regiment of Foot and its role in the War of 1812.
- Through the Built Heritage Program, the branch participated in 18 built-heritage rehabilitation projects on important community heritage places.
- Through the renewed Cultural Industries Strategy, implemented the Community Cultural Places Program.
- Provision of expert advice and financial assistance to the museum community, historical societies and key cultural institutions.
- The Department of Post-Secondary Education, Training and Labour allocated 50 student positions under the Priority Employment Projects component of the Student Employment and Experience Development Program to the branch. The Museum Services unit is covering 13 additional positions. The students hired under this program are able to perfect their knowledge of New Brunswick history and their development of life skills including research, creativity, writing and application of technology. In contact with the public, they also improve their linguistic abilities and develop communication skills.

- Administration of operating agreements for Provincial Historic Sites, including Sheriff Andrews House, Ministers Island, Doak House, MacDonald Farm and Bonar Law Common.
- Screened public or private projects for potential impact to archaeological resources and provided expertise for impact studies conducted under the New Brunswick Environmental Impact Assessment Regulation, the *Canadian Environmental Assessment Act* and other regulatory review processes.
- Issued permits for archaeological field research under the *Heritage Conservation Act*.
- Added new archaeological sites to the provincial inventory.
- Administered the New Brunswick Archaeological Predictive Model, a tool to help government, industry and developers avoid costly interactions with heritage resources.
- Continued to work with the Maliseet Advisory Committee on Archaeology on matters relating to archaeological impact assessment and archaeological research.
- Established, in conjunction with all Mi'kmaq Chiefs and councils, the Mi'kmaq Indigenous Cultural Management Advisory Committee, with similar mandate and objectives as the Maliseet Advisory Committee on Archaeology for Mi'kmaq First Nations.
- Continued partnership with Department of Transportation and Infrastructure to look after impact assessments for highway improvement projects.
- Coordinated Heritage Week 2015 (*Hope Restored - L'espoir renaît*), a concept adopted from New Brunswick's provincial motto.
- Coordinated the provincial Heritage Fair program, which included planning for 137 school-based fairs and 12 regional Heritage Fairs. More than 50,000 students participated.
- Organized the Provincial Heritage Fair Showcase.
- The Toponymy Services section administered matters pertaining to the naming of places and geographic features within the province.

Corporate Services Division

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 and to provide timely and accurate financial reports and projections; to co-ordinate 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.

Highlights

- Supported management in ensuring the department delivered services and initiatives and realizing an overall gross budget savings of \$188,751.
- Undertook an extensive review of the inventory control policy of parks and attractions.

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 GNB's Information Systems Security Policy.

The **Policy and Planning Branch** is responsible for providing expertise, analysis, evaluation and advice to the department's decision-makers and others in the areas of policy, planning, program development, legislature coordination, right-to-information coordination, and corporate website administration in support of achieving government priorities.

Staffing consists of a branch director, a manager of planning, two senior policy analysts and five project officers.

Highlights

- The Policy Unit supported the passing of significant amendments to the *Parks Act*, which had not been reviewed in 50 years.
- The branch coordinated, reviewed documents and prepared responses for 41 requests under the *Right to Information and Protection of Privacy Act*.
- Monthly and annual collection, reporting and analysis of New Brunswick tourism-sector indicators were posted at <http://www2.gnb.ca/content/gnb/en/departments/thc/publications.html#ti>.
- Implementation of the Canadian Tourism Commission's Explorer Quotient (EQ) travel market segmentation was extended to the analysis of travellers' preferred activities while in province, through work with the Sales, Media and Visitor Experience branch and the aggregation of data collected by 14 partner tourism business operators.
- A web analytics-based review of content on the department's corporate website resulted in the removal of redundant and stale content, aiding search engine optimization and improving user experience.

KPI

- As a corporate support branch of the department, Policy and Planning carried out a client survey. It determined that the branch primarily "exceeds expectations" and also "meets expectations" responses regarding the quality of work/service provided by the branch.

The **Human Resources Branch** is composed of a director, three advisors and one 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 resource policy development and implementation; program development and management; human-resource best practices; employee learning and development; conflict resolution; staffing and recruitment; job evaluation and classification; and employee and labour relations.

Highlights

- As part of Continuous Improvement, a Human Resources advisor completed and implemented three Waste Walks to become certified, resulting in a total savings of \$7,815.
- The Departmental Health and Safety program was developed and will be implemented to all departmental operations across the province in 2015. This will ensure employees recognize the importance of ensuring a positive safety culture by promoting a proactive, planned and sustained approach to health and safety.
- The branch presented Attendance Management and Performance Management training to all managers during the 2014 summer operating season. This provided tools to managers to help them properly set expectations, manage performance and attendance of employees through positive discussion and feedback.

Financial information

Table 1: Ordinary expenditure status report by program component

Fiscal year ending March 31, 2015 (\$ 000s)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
Administration			
Administration	3,368.8	3,050.2	(318.6)
Parks, Heritage and Culture			
Parks and Attractions	12,698.7	13,302.3	603.6
Culture	6,510.0	6,270.2	(239.8)
Heritage	4,156.0	3,693.1	(462.9)
New Brunswick Museum	2,236.0	2,536.0	300.0
Marketing, Sales and Visitor Experience			
Marketing and Visitor Information	8,374.0	8,230.1	(143.9)
Sales, Media and Visitor Experience	4,461.0	4,533.9	72.9
Total Ordinary Expenditures	41,804.5	41,615.8	(188.7)

Table 2: Special Purpose Accounts expenditure status report by program

Fiscal year ending March 31, 2015 (\$ 000s)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Development Trust Fund	Historic Places
Opening Balance	176.9	37.3	5.2	40.9
Revenues				
Budget	79.0	10.0	700.0	-
Actual	69.1	8.1	700.0	-
Variance (Under) Over	(9.9)	(1.9)	-	-
Expenses				
Budget	110.0	10.0	700.0	-
Actual	95.7	3.5	700.0	30.3
Variance (Under) Over	(14.3)	(6.5)	-	30.3
Closing Balance	150.3	41.9	5.2	10.6

Table 3: Special Operating Agency expenditure status report by program

Fiscal year ending March 31, 2015 (\$ 000s)

	Budget	Actual	Variance (Under) Over
Opening Balance	1,625.2	1,625.2	-
Revenues			
Mactaquac Golf Course	1,010.0	868.4	(141.6)
Hopewell Rocks	2,325.0	2,397.2	72.2
Sugarloaf Lodge	788.0	956.5	168.5
Parlee Beach Campground	305.0	262.5	(42.5)
Expenses			
Mactaquac Golf Course	1,070.0	1,060.4	(9.6)
Hopewell Rocks	2,194.0	2,158.2	(35.8)
Sugarloaf Lodge	855.0	957.7	102.7
Parlee Beach Campground	343.0	181.4	(161.6)
Closing Balance	1,591.2	1,752.1	160.9

Table 4: Capital Expenditure status report

Fiscal year ending March 31, 2015 (\$ 000s)

	Budget	Actual	Variance (Under) Over
Capital Improvements	750.0	678.2	(71.8)

Table 5: Ordinary Revenue status report by source

Fiscal year ending March 31, 2015 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	1.3	0.3
Sale of Good and Services	3,117.0	2,818.1	(298.9)
Miscellaneous	4.0	78.0	74.0
Total Ordinary Revenues	3,122.0	2,897.4	(224.6)

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for his or her respective departments. Please find below a summary of the staffing activity for 2014-2015 for the Department of Tourism, Heritage and Culture.

Number of permanent and temporary employees, as of Dec. 31 of each year		
Employee type	2014	2013
Permanent	163	163
Temporary	71	53
TOTAL	234	216

The department advertised 19 competitions, including 12 open (public) competitions and seven closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the department made the following appointments using other processes to establish merit, 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 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*, one complaint alleging favouritism was made to the Deputy Head of Tourism, Heritage and Culture and no complaints were submitted to the Ombudsman.

Summary of legislation and legislative activity

Bill #	Name of Legislation	Date of Royal Assent	Summary of changes
75	<i>An Act to Amend the Parks Act</i> http://www.gnb.ca/legis/bill/pdf/57/4/Bill-75.pdf	May 21, 2014	<p>MANDATE:</p> <ol style="list-style-type: none"> 1. Amend the definition of provincial park under Section 3 of the Act to articulate a stronger commitment to: <ul style="list-style-type: none"> – Conservation and ecological preservation; – Providing a natural setting for visitors to experience wellness, culture, heritage and educational opportunities; – A stronger connotation of protection for “future generations”; – Tourism promotion of the parks; and, – Health, recreation and wellness opportunities. 2. CLASSIFICATION OF PROVINCIAL PARKS: Provide the Minister with the authority to establish a classification system that will define the objective of each provincial park. 3. RESOURCE MANAGEMENT PLANS: Include the requirement for a 10-year resource management plan for each provincial park. 4. LEGISLATED PUBLIC CONSULTATION: Include a requirement that the <i>Parks Act</i> be reviewed every 10 years. 5. SCHEDULE OF PARK PROPERTIES: Repeal <i>Schedule A</i> from the Act and move to regulation. 6. SAFETY AND ENFORCEMENT: Add the definition of security personnel to section 1. 7. FIRST NATIONS: Provide the Minister with the authority to establish a joint advisory committee with First Nations and add regulation-making authority to set out terms of reference for the committee. 8. MINING: Amend the Act to prohibit all commercial mining activity. 9. TRAP AND RELEASE: Amend the Act to allow for trapping and removal of nuisance wildlife under specific circumstances.

Name of Regulation	Effective date	Summary of changes
New Brunswick Regulation 85-104 under the <i>Parks Act</i>	June 24, 2014	<ol style="list-style-type: none"> 1. ADDITIONAL PROPERTIES: Add heritage sites and properties under the jurisdiction of the department to <i>Schedule A</i>. 2. CLASSIFICATION OF PROPERTIES IN <i>SCHEDULE A</i>: List properties by classification in <i>Schedule A</i>. 3. FIREWORKS: Amend subsection 6(3) so that the use of fireworks is prohibited unless written authorization from the Minister is granted subject to the <i>Fire Prevention Act</i>. 4. OFF-ROAD VEHICLES: Amend subsection 11(1) to allow the Minister or person appointed by the Minister, instead of a park warden, to designate areas where such vehicles are permitted. 5. FISHING: Amend section 15 to allow fishing at Sugarloaf Provincial Park with the authorization of the Minister. 6. CAMPSITE PERMITS: Amend subsections 20(6), 20 (7) and 21(1) to grant the Minister the discretion to define the maximum length of stay as a camper without being a seasonal permit holder and that camping permits will expire at 12 p.m. on the last day of the period for which it was issued. 7. EXTRACTION OF TIMBER: Amend subsection 17(2) to allow for the extraction of timber in provincial parks for the purposes of resource management and development only. Repeal subsections 17(3), (4) and (5) of Regulation 85-104. Repeal <i>Schedule A</i> from Regulation 85-104. 8. REFERENCES TO PARK WARDEN IN REGULATION: Amend subsections to include security personnel in addition to park warden.

Summary of Official Languages activities

Introduction	The Department of Tourism, Heritage and Culture has developed an action plan to complement GNB's <i>Plan on Official Languages</i> . The plan allows for all employees to feel supported in working in their language of choice as well as ensuring the public receives quality service in their language of choice at all times. The department continues to create objectives to assist in the achievement of quality service in both Official Languages.
Focus 1	In April 2014, a full review of all signage at Mactaquac Golf Course was conducted. The signage currently in place is in compliance with the language obligations under the <i>Official Languages Act</i> . The Official Languages coordinator continues to conduct 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.
Focus 2	The department continues to ensure all new employees complete the iLearn modules on Language of Work and Language of Service upon commencement. The department provides all outgoing communication to employees in both Official Languages and encourages employees to work in their language of choice. During the annual performance review, 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.
Focus 3	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	The department established clear procedures to provide service in both Official Languages. The managers of parks and attractions are reminded at the beginning of each season of their responsibility to ensure compliance with the <i>Official Languages Act</i> . The active Offer of Service policy as well as information brochures are readily available in all locations to front-line staff to ensure they have a thorough knowledge and understanding of their obligation to provide quality service in both Official Languages.
Conclusion	The Department of Tourism, Heritage and Culture did not have any Official Languages complaints for the 2014-2015 year.

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 2014–2015 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	Operating agreement
Mount Carleton	Saint-Quentin	Department	Operated by the department
Castalia	Grand Manan	Department	Operating agreement
Herring Cove	Campobello	Department	Operated by the department
Sainte-Croix	Bayside	Department	Undeveloped
Val-Comeau	Val Comeau	Department	Operating agreement
Oak Bay	Oak Bay	Department	Operating agreement
Hopewell Rocks	Hopewell Cape	Department	Operated by the department
Fundy Trail Provincial Parkway	St. Martins	Department	Operating agreement
Miscou	Miscou Island	Department	Développement Touristique de l'Île Miscou Committee
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 Common	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

Facility	Location	Ownership	Operation
Tourism facilities			
Village Historique Acadien	Rivière-du-Nord	Department	Operated by the department
Kings Landing Historical Settlement	Prince William	Kings Landing Corporation	Crown corporation
New Brunswick Botanical Garden	Saint-Jacques	Department	Operating agreement
Larry's Gulch Fishing Lodge	Kedgwick	Department	Operated by the department
Pays de la Sagouine	Boucrouche	Department	Supported by the department
Cape Jourmain Nature Centre	Cape Jourmain	Canadian Wildlife Service	Supported by the department
Cape Enrage	Cape Enrage	Department	Operating agreement
Visitor Information Centres			
Saint-Jacques	Saint-Jacques	Department of Transportation and Infrastructure	Operated by the department (Tourism, Heritage and Culture)
Woodstock	Woodstock	Department of Transportation and Infrastructure	Operated by the department (Tourism, Heritage and Culture)
Aulac	Aulac	Department of Transportation and Infrastructure	Operated by the department (Tourism, Heritage and Culture)
St. Stephen	St. Stephen	Rental location	Operated by the department (Tourism, Heritage and Culture)
Cape Jourmain	Cape Jourmain	Rental location	Operated by the department (Tourism, Heritage and Culture)
Campbellton	Campbellton	Rental location	Operated by the department (Tourism, Heritage and Culture)
Campobello Island	Welshpool	Department of Transportation and Infrastructure	Operated by the department (Tourism, Heritage and Culture)
Princess of Acadia - Bay Ferries	Saint John to Digby	Department of Transportation and Infrastructure	Operated by the department (Tourism, Heritage and Culture)
Tourism Communication Centre			
Tourism Communication Centre	Campbellton	Rental location	Operated by the department