

Tourism, Heritage and Culture

Annual Report
2017–2018

Department of Tourism, Heritage and Culture
Annual Report 2017-2018

Province of New Brunswick
PO 6000, Fredericton NB E3B 5H1 CANADA

www.gnb.ca

ISBN 978-1-4605-1936-3

ISBN 978-1-4605-1937-0

ISSN 2368-6405 (Bilingual print edition)

ISSN 2368-6413 (PDF: English edition)

11989 | 2018.11 | Printed in New Brunswick

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, 2017, to March 31, 2018.

Respectfully submitted,



Honourable Robert Gauvin
Minister

From the Deputy Minister to the Minister

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

Sir:

I am pleased to be able to present the annual report describing operations of the Department of Tourism, Heritage and Culture for the fiscal year April 1, 2017, to March 31, 2018.

Respectfully submitted,



Françoise Roy
Deputy Minister

Table of contents

Minister’s message	7
Deputy Minister’s message	8
Strategic priorities	10
Strategy management	10
Highlights	11
Performance measures	12
Overview of departmental operations	24
Financial information	36
Summary of staffing activity	38
Summary of legislation and legislative activity	39
Summary of Official Languages activities	40
Summary of recommendations from the Office of the Auditor General	41
Report on the <i>Public Interest Disclosure Act</i>	41
Appendix A	42

Minister's message

As Minister of the Department of Tourism, Heritage and Culture, I have the privilege to visit all parts of the province to experience a variety of cultural, heritage and sporting events, and to see the diversity and beauty of our provincial landscape. I also have a wonderful opportunity to witness firsthand, the passion and dedication of our staff, in ensuring our department continues to play a major role in New Brunswick's economic growth, job creation and quality of life.

Each division of Tourism, Heritage and Culture has the potential to generate economic prosperity for New Brunswick through responsible promotion and development of year-round tourism activities, while contributing to the well-being and the cultural integrity of the province.

In 2017, GNB has set the groundwork for a thriving tourism industry in New Brunswick by revealing the New Brunswick *Tourism Growth Strategy*. With an emphasis on innovation and partnership, this new comprehensive strategy sets the groundwork for a thriving tourism industry in New Brunswick and making it the destination of choice in Eastern Canada.

The *Getting away is closer than you think*, a new provincial tourism "staycation" campaign, was also launched in 2017. This campaign encourages New Brunswickers to discover the many experiences our province has to offer, from day trips to longer getaways, and for all ages and interests.

We have also recognized our parks and attractions as important contributors to the tourism economy and the well-being of New Brunswickers throughout the year. By extending the tourism shoulder season into October and keeping Mount Carleton Provincial Park open during winter months, we are positioning ourselves as a four-season tourist destination.

I would also like to thank our Sport and Recreation Branch for their role in the development of the New Brunswick Recreation and Sport Policy Framework. Going forward, this framework will be instrumental in ensuring New Brunswick continues to provide a significant contribution to the quality of life of New Brunswickers.

We understand the importance of personal well-being and are fortunate to have local artists creating unique artwork, stories and other cultural experiences for residents and visitors alike. GNB believes in the importance of art and culture, and has contributed more than nine million dollars in grants towards Art and Culture industries.

We have also taken great strides in the preservation and awareness of our heritage and our history. As part of the Canada 150 celebrations, our department funded regional celebrations which took place throughout the summer months. These celebrations were a huge success due to the dedication and hard work of our Heritage Branch, I would also like to recognize the important work of our Archaeology Branch, which continues to preserve and manage significant historical findings, which build the character and visitor experience of our province.

As Minister of Tourism, Heritage and Culture, I am proud of the strong partnerships, the creative approaches and the dedication of each of our branches. I commend their professionalism and passion to promote New Brunswick as a world-class travel destination, showcasing its unique tourism experiences, beautiful landscapes and rich heritage.



Honourable Robert Gauvin
Minister of Tourism, Heritage and Culture

Deputy Minister's message

The 2017-2018 fiscal year has been one of exciting growth for the Department of Tourism Heritage and Culture and I am pleased to report that tourism visitation to New Brunswick during the summer season increased by 7.2 per cent.

The Department of Tourism Heritage and Culture has implemented several strategic initiatives to drive this growth. The department has worked hard to improve and promote our parks and attractions, to support wellness through sports and recreation; to enrich the lives of our communities through arts and culture; and to conserve New Brunswick's cultural heritage, archaeological resources and landscapes for present and future generations.

In the fall of 2017, the Tourism Growth Strategy was released. This multi-year plan redefines our province's approach to tourism and ensures that proper supports are in place to leverage our successes. It is our goal to see visitor spending reach \$2 billion by 2025.

Part of the department's focus was to invest strategically in product development, infrastructure and marketing. Investments were made to improve the New Brunswick Scenic Drive Network, the Fundy Coast and provincial parks. In December of 2017, the department completed the Food Tourism Strategy which was presented to one hundred and twenty-four industry stakeholders. We have also been working collaboratively with other departments and stakeholders to increase skills development for underemployed and unemployed New Brunswickers. It is our goal to increase the number of entrepreneurs and new businesses in the province, as well as, the number of older workers and students working in the industry.

Last year, our parks and attractions continued to be a major contributor to the department's growth, with over one million visitors entering our provincial parks. Contributing factors to this success included new initiatives focused on promoting New Brunswick as a four-season tourism destination; such as extending the 2017 tourism season to Thanksgiving weekend, and keeping Mount Carleton Provincial Park open throughout the winter. Other successful initiatives supporting this growth included a free entry day to provincial parks on Canada Day and New Brunswick Day.

Our parks not only have a positive impact on our province's economy, but also on the well-being of our residents. This is also true of the sport and recreation system and the contributions by the Sport and Recreation Branch have significantly supported a better quality of programming leading to improved physical literacy, increased participation of under-represented groups, and better support for the development of high-performing athletes.

Personal well-being encompasses much more than just physical health. Last year the department renewed our commitment to arts and culture with more than \$9 million dollars in grants being awarded to the Arts and Cultural Industries. We proudly supported numerous regional and provincial events, such as Canada 150 Celebrations, the multimedia show *Mala*, the Salmon Run Project in Saint John and the Tall Ships Celebration in Miramichi, Caraquet and Saint John.

The department continued to work collaboratively with First Nations communities to ensure that the Government of New Brunswick's Duty to Consult and Accommodations legal obligations are met. The department has also worked closely with Aboriginal Affairs Secretariat (AAS) to build a clear process that ensures appropriate levels of First Nations engagement and consultation are implemented for all projects, policies and decisions.

Preserving and celebrating New Brunswick's rich heritage and culture is also a priority to the department. The Heritage Branch was instrumental in bringing history to life during Heritage Awareness Week with many local communities participating in activities and Regional School Heritage Fairs. Additional celebrations included the Battle of Vimy Ridge Centennial Commemoration Ceremony and Canada 150 Regional Celebrations, held in every corner of the province.

New Brunswick is a province that is proud of its cultural history. Last year the Archeology Branch continued its essential work in the preservation and management of artifacts and heritage sites through archeological field research and projects.

As the Deputy Minister of Tourism, Heritage and Culture, I am proud of the accomplishments and contributions the department has made in making New Brunswick a choice place to visit and to live, and thank you all for your valuable contribution to a successful year.

A handwritten signature in blue ink, appearing to read 'FR', with a large loop at the top and a vertical line extending downwards.

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 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 2017-2018 fiscal year, the Department of Tourism, Heritage and Culture focused on these strategic priorities:

- In the fall of 2017, the Tourism Growth Strategy was released with a goal to see visitor spending reach \$2 billion by 2025. Key initiatives and outcomes are as follows:
 - The development of a Product Innovation Strategy that will support the creation and development of an outstanding range of tourism products and experiences that will meet or surpass anything the Maritimes currently offers;
 - The completion of a scenic drive infrastructure and spatial plan, and the development of an implementation plan to rejuvenate the five provincial scenic drives;
 - The creation of a Food Tourism Strategy along with the delivery of four food industry workshops;
 - More than \$6.4 million additional marketing and sales activities was leveraged by partnering with key travel companies, tourism related organizations and neighbouring jurisdictions in North America and overseas markets;
 - Extended parks and attractions operating season to Thanksgiving;
 - Opened Mount Carleton Provincial Park for winter operations;
 - Free provincial park entry days on Canada Day and New Brunswick Day;
 - Completion of seven capital initiatives as part of major park modernization;
 - The Provincial Visitor Information Centres counselled over 70,000 visitors during the 2017 season, which is an increase of 5 per cent over 2016;
 - A total of 1,829,146 referrals and bookings were delivered to the websites of the tourism industry from www.tourismnewbrunswick.ca;
 - Parks and attractions continued to be a major contributor to the departments growth with over one million visitors entering our provincial parks.
- *New Brunswick's Recreation and Sport Policy Framework* was released on Nov. 22, 2017, and supersedes the *Sport and Recreation Policy for New Brunswick (1994)*.
- The Arts and Cultural Industries Branch provided a total of \$9,891,936.62 in grants and the recipients can be viewed at www.gnb.ca/culture.
- Through the Commemoration and Celebrations program, the Heritage Branch participated in forty-six community-based commemorative or celebratory heritage events. This program was bonified by \$140,000, to assist with the celebration of Canada 150.
- In August 2017, the Archaeological Services Branch participated in a Repatriation Ceremony at Metepenagiag Heritage Park that initiated the transfer of artifacts excavated from Metepenagiag Mi'kmaq Nation to Metepenagiag Heritage Park's collection facility.

Performance measures

Jobs	Measures
Tourism jobs and economic growth.	Percent growth in New Brunswick tourism visitor spending; Number of tourism jobs.
Grow brand and market ownership.	Attributable visitor spending.
Lead the country in product and experience innovation.	Number of new products and experiences piloted or delivered.
Revitalize and build parks and strategic tourism infrastructure.	Number of park visitors.
Advance partnership investment and alignment.	Number of room nights or visitor spend produced through trade partnerships.
Celebrate Canada 150.	Percent of events delivered on schedule.
Expand the archaeological sector workforce.	Number of new archeological workers trained to enter the archaeological sector.
Families	Measures
Strengthen sports and recreation system.	Number of participants resulting from Go NB grants.
Drive implementation on Culture Policy.	Percentage of Culture Policy actions implemented.
Federal and Aboriginal Relations	Measures
Build stronger relationships with First Nations.	Number of funding applications approved for First Nations.

Jobs

Objective of the measure

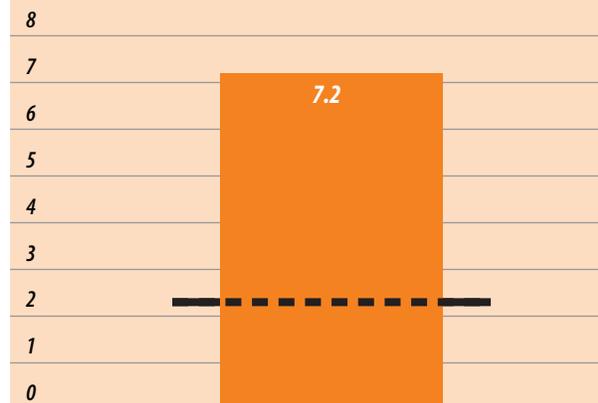
Tourism jobs and economic growth.

Measures

Percent growth in New Brunswick tourism visitor spending.

Description of measures

Visitor spending is the universal indicator of activity that is used by nearly all tourism stakeholders. Tourists, which include residents, purchase fuel, food, accommodations and a variety of other goods and services while travelling. The visitor spending measure is an indicator of the volume of purchases and the related prices.



Overall performance

Visitor spending was 7.2 per cent, exceeding our stretch goal of 5.2 per cent.

- Baseline: visitor spending: \$1.23 billion / 2.3%
- - - Target: visitor spending: \$1.29 billion / 2.3% growth
- Actual: visitor spending: \$1.32 billion / 7.2% growth

Why do we measure this?

The goal of tourism strategies and action plans is to encourage visitors to travel while at the same time, enabling an environment where businesses can benefit. The spend measures are the long-term outcomes that provide an indication of how effective the plans were.

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

- The *Tourism Growth Strategy* was completed and detailed, multi-year action plans were developed;
- The season was extended for provincial parks, encouraging visitors to stay longer;
- Canada 150 celebrations were held to encourage visitors and residents to participate;
- Marketing investment in core markets was increased; and
- A new campaign to encourage residents to travel and enjoy the province was developed.

Jobs

Objective of the measure

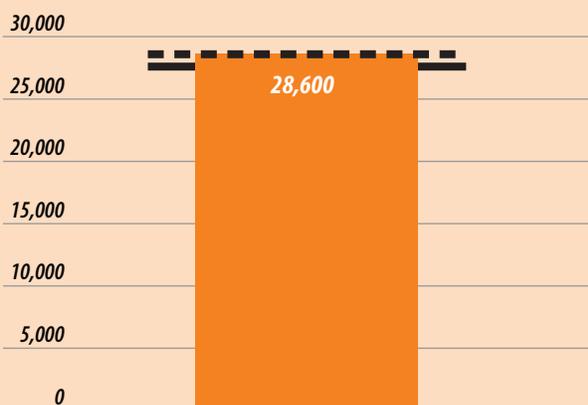
Tourism jobs and economic growth.

Measures

Number of tourism jobs.

Description of measures

The largest sectors for employment in the tourism industry are accommodations, food and beverage, recreation and transportation. Many of the jobs in these sectors are supported by the spending made by travellers and tourists. As visitors spend more, employers may need more staff to keep up with the demand and the result is job growth.



Overall performance

The number of jobs increased 900, meeting target of 28,600.

- Baseline: number of tourism jobs: 27,600 jobs.
- - - Target: number of tourism jobs: 28,600 jobs.
- Actual: number of tourism jobs: 28,600 jobs.

Why do we measure this?

The goal of tourism strategies and action plans is to encourage visitors to travel while at the same time, enabling an environment where businesses can benefit. The jobs measures are the long-term outcomes that provide an indication of how effective the plans were.

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

- The *Tourism Growth Strategy* was completed and detailed, multi-year action plans were developed;
- The season was extended for provincial parks, encouraging visitors to stay longer;
- Canada 150 celebrations were held to encourage visitors and residents to participate;
- Marketing investment in core markets was increased; and
- A new campaign to encourage residents to travel and enjoy the province was developed.

Jobs

Objective of the measure

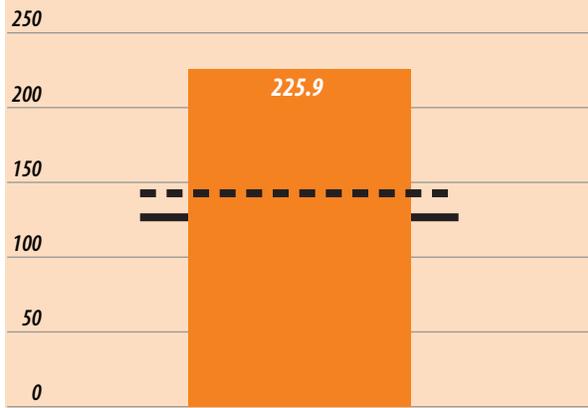
Grow brand and market ownership.

Measure

Attributable visitor spending.

Description of measure

The amount of tourism visitor spending on New Brunswick tourism goods and services that is attributable to the department's leisure travel marketing activities.



Overall performance

Exceeds stretch target, almost doubling the attributable spend from 2016-2017.

— Baseline: \$126.1 million
- - - Target: \$142.7 million
Actual: \$225.9 million

Why do we measure this?

This is the leading indicator of tourism's market efforts in the key markets of Québec, Ontario, the United States and New Brunswick. Additional marketing dollars as part of Canada 150 were invested in 2017.

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

The development and implementation of summer and winter marketing campaigns, such as, "Getting Away is closer than you think" and "#Explore NB" that included: advertising, digital ads, website, social media, influencer marketing, ambient events, billboards, television, radio, digital video and media.

Jobs

Objective of the measure

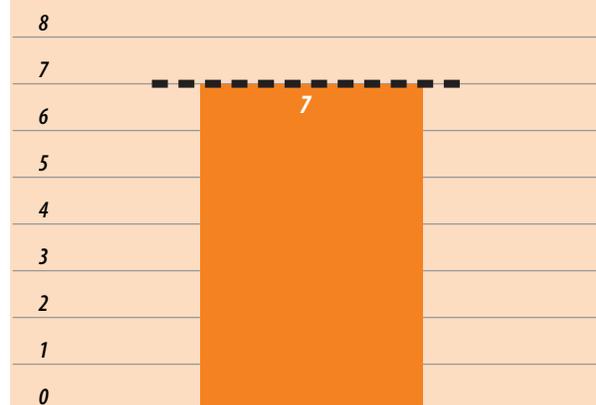
Lead the country in product and experience innovation.

Measure

Number of new products and experiences piloted or delivered.

Description of measure

This measure is the number of new tourism products or experiences piloted or delivered in 2017-2018 by the department. This measure does not include the experiences and products that were piloted or delivered by the tourism industry operators.



Overall performance

This was a new measure for 2017-2018, therefore there is no baseline. The target was met.

—————	Baseline:	N/A
- - - - -	Target:	7
	Actual:	7

Why do we measure this?

Product Innovation is the foundation of the *Tourism Growth Strategy*. There is a need to enhance and to develop new product and experiences to increase the visitor length of stay and increase visitor spending.

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

The Product Innovation Branch partnered with the Parks and Attractions Branch to deliver many new product and experiences, such as:

- extending the tourism season in our provincial parks and attractions;
- the trial of a new alternative accommodation at Mac-taquac Provincial Park and at Sugarloaf Provincial Park;
- a partnership with NB Power to install twelve electric vehicle charging stations in six provincial parks and attractions;
- opening Mount Carleton Provincial Park for the winter, including partnerships with tourism operators to provide dog sledding, ice fishing and winter camping; and
- the creation of a partnership with New Brunswick Maple Syrup Producers and New Brunswick Craft Breweries to develop the TAP in to New Brunswick Program.

Jobs

Objective of the measure

Revitalize and build parks and strategic tourism infrastructure.

Measure

Number of park visitors.

Description of measure

Number of visitors at provincial parks collected through camping permits and admission to attractions.

1.5

1.2

0.9

0.6

0.3

0.0

1.097

Overall performance

—————	Baseline:	1.08 million visitors
- - - - -	Target:	1.127 million visitors
	Actual:	1.097 million visitors

Why do we measure this?

This is a measure of the effectiveness and efficiency of provincial parks and attractions programs in drawing visitors 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 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 third year.

Provincial parks and attractions received additional funding to extend the season, allowing provincial parks and attractions to capture the visitors traveling during the fall.

Jobs

Objective of the measure

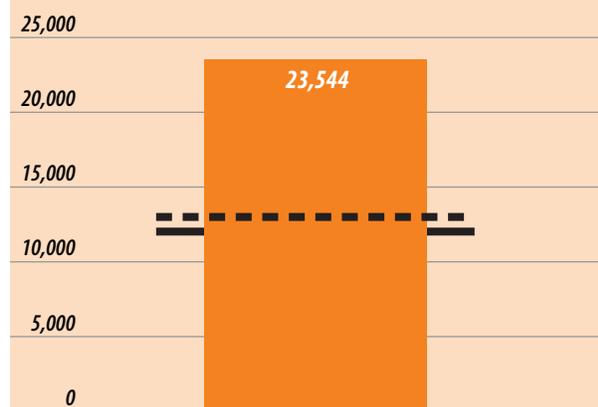
Advance partnership investment and alignment.

Measure

Number of room nights sold through tourism trade partnerships.

Description of measure

Number of room nights sold that are directly associated with tour operator partnerships.



Overall performance

Exceeds stretch target.

—————	Baseline:	12,000
- - - - -	Target:	13,000
	Actual:	23,544

Why do we measure this?

This is an indicator of the success of trade partnerships. The goal of Travel Trade partnerships is to increase visitation from our trade markets. The number of room nights sold that are directly associated with tour operator partnerships is an indicator of the success of the partnership.

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

- Educational training to key travel corporations/companies promoting New Brunswick as a destination of choice;
- NB Industry training and mentoring; development of a Pan-Atlantic Travel Trade Readiness Program for the tourism industry;
- Hosting travel influencers on familiarization tours in parts of the province to influence the inclusion or expansion of New Brunswick programming;
- Participation in business-to-business marketplaces and special events to pitch unique aspects of New Brunswick;
- Developing and executing various marketing elements of targeted Trade partnerships, featuring New Brunswick;
- Sales missions to key travel corporations/companies;
- Provincial China Mission (January 2018);
- Atlantic Canada Agreement on Tourism (ACAT) for United States and United Kingdom Markets/Tourism International Markets Expansion (TIME) project for China and Germany Markets

Jobs

Objective of the measure

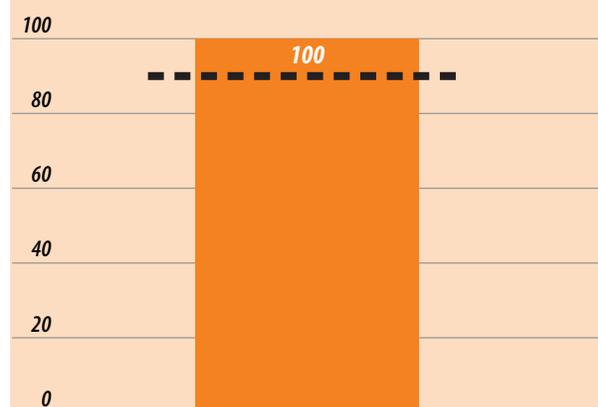
Celebrate Canada 150.

Measure

Percent of events delivered on schedule.

Description of measure

Percent of events delivered on schedule and on budget.



Overall performance

Achieved stretch target, 100 per cent delivered on schedule.

—————	Baseline:	N/A
- - - - -	Target:	90%
—————	Actual:	100%

Why do we measure this?

It allows the department to understand its ability to deliver events on time and within budget allocated.

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

As a founding province, New Brunswick celebrated the 150th anniversary of the Canadian Confederation with a wide array of activities which included provincial events which were undertaken and completed. Many activities commemorated or celebrated our rich Heritage and Culture including: the Vimy Commemoration events, the Repatriation of Indigenous artefacts to the Metepenagiag Heritage Park, and both Heritage Week and Fairs. As well, the Artist in School and Artworks in School Programs for the three-hundred and twelve schools in the seven districts and the eight band-operated schools throughout the province were completed.

Jobs

Objective of the measure

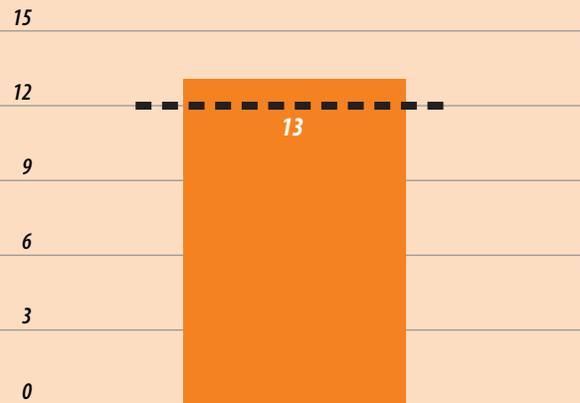
Expand the archaeological sector workforce.

Measure

Number of new archeological workers trained to enter the archaeological sector.

Description of measure

This measure was to address Indigenous concerns regarding archeological work undertaken on First Nations occupation sites.



Overall performance

Thirteen new archeological workers were trained into the Level One Archaeological Field Technician Program.

—————	Baseline:	N/A
- - - - -	Target:	12
	Actual:	13

Why do we measure this?

It allows the department to continue building relationships with First Nations and to build capacity in the archaeological sector to address First Nations matters.

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

A total of 94 per cent of the workers were also employed following the Level One Archaeological Field Technician training.

Families

Objective of the measure

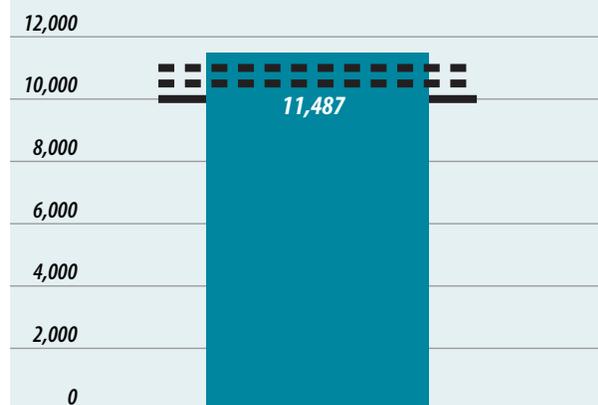
Strengthen sports and recreation system.

Measure

Number of participants resulting from Go NB grants.

Description of measure

The number of participants attending Go NB initiatives.



Overall performance

The number of participants for Go NB initiatives exceed the stretch target of 11,000 participants.

—————	Baseline:	10,000
.....	Target:	10,500
-----	Stretch:	11,000
	Actual:	11,487

Why do we measure this?

The Go NB Grant Program is designed to strengthen physical literacy and reduce barriers to sport participation for children and youth, with a focus on under-represented populations. In part, the branch measures the number of participants as a requirement of the *Bilateral Agreement with Sport Canada*, however it is also to gauge the impact and reach the program is having on increasing sport participation.

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

Support was made available to clubs, community groups and associations, to provide new opportunities for children and youth to participate in physical literacy and sport programming. Funding was provided to support the development of appropriately trained leaders and the start-up costs for the project. Special efforts were made to find partners to coordinate and develop programs targeting under-represented groups.

Families

Objective of the measure

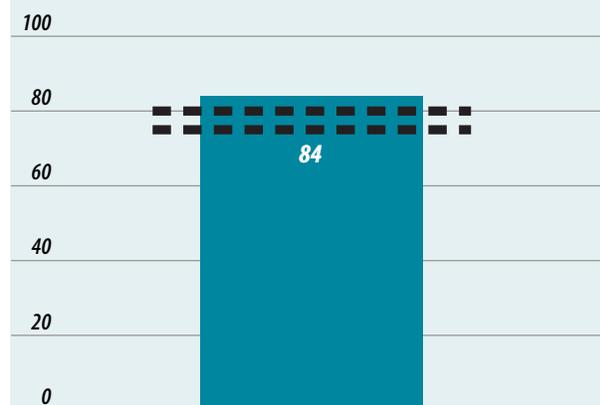
Drive implementation of the *Creative Futures: Renewed Culture Policy*.

Measure

Percentage of *Culture Policy* actions implemented.

Description of measure

This measures whether the department has initiated or achieved the target of 75 per cent actions implemented from the policy.



Overall performance

Exceeded stretch target, 84 per cent actions were implemented.

—————	Baseline:	N/A
- - - - -	Target:	75%
- - - - -	Stretch:	80%
	Actual:	84%

Why do we measure this?

This measure demonstrates the department's ability to use the additional funding in ensuring the success of the *Culture Policy*.

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

To pursue the implementation of the *Culture Policy*, the following major actions were identified to be started or completed in 2017-2018:

- Increase awareness of New Brunswick history and heritage, and encourage the compilation of New Brunswick oral and written historical accounts, and stories. Education/Heritage jointly achieved this.
- Develop opportunities for cultural exchange among different cultural, language and demographic groups. Achieved through the Canada 150 Initiatives.
- Establish a one-percent public art policy for provincial and provincially-invested construction and development projects. Policy drafted, presented.
- Encourage high quality contemporary design and retrofit in school and post-secondary construction projects.
- Heritage and the Department of Transportation and Infrastructure lead to ensure that this action was fulfilled in all provincially designed and constructed projects.
- Convene a provincial roundtable discussion with cultural, health, wellness and social development organizations, First Nations and community organizations and groups on the specific role of culture in promoting literacy and in addressing. Roundtable took place, success measured.
- Encourage, support and promote post-secondary education and training opportunities in the cultural sector CulturePlus is the integral partner along with other stakeholder groups as advocates.
- Better understand demographic trends in the cultural sector to address growth areas and plan succession in the sector. On-going and work is done in conjunction with partners including CulturePlus
- Identify specific education, training and professional development needs among artists and cultural professionals. Progress: On-going and work is being done in conjunction with partners including CulturePlus, public and private colleges and universities.

Federal and Aboriginal Relations

Objective of the measure

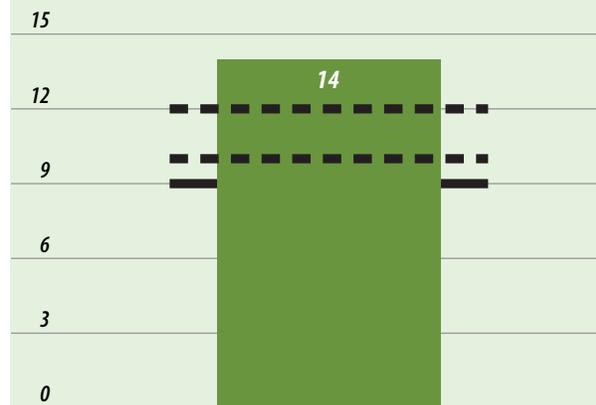
Build stronger relationships with First Nations.

Measure

Number of funding applications approved for First Nations.

Description of measure

The measure was focused on grant applications submitted through the regional offices of the Sport and Recreation Branch. Grants were disbursed under three different programs; the Regional Grant Program, the Active Communities Grant Program and the Go NB Grant Program.



Overall performance

The branch worked closely with First Nation communities and with Aboriginal Sport and Recreation NB, supporting fourteen initiatives, which exceeded the stretch target of twelve.

—————	Baseline:	9
- - - - -	Target:	10
- - - - -	Stretch:	12
—————	Actual:	14

Why do we measure this?

The number of grants provided to First Nations communities is a good indicator of their readiness and capacity to lead, develop and implement programs. One of the overall objectives is to contribute to a healthier future for Aboriginal communities, families and individuals, by making sport, recreation and physical activity a priority.

Building capacity at the community level and with Aboriginal Sport and Recreation NB (ASRNB), is critical to significantly impact sport and recreation opportunities for Aboriginal communities.

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

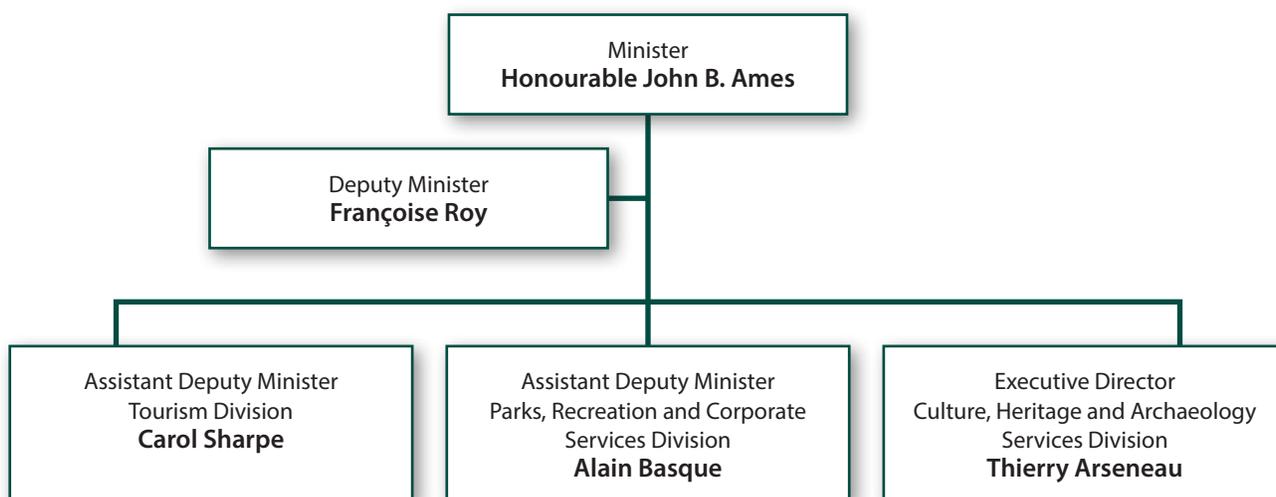
Consultants work closely with First Nations communities at the local and regional level to help build strong partnerships and capacity. This will lead to the development of new and innovative physical activity, sport and active recreation programming. Funds have been specifically earmarked to target Aboriginal initiatives, and concerted efforts have been made to work with ASRNB to develop stronger relations and a better understanding of how to effectively work with and support First Nations communities.

Overview of departmental operations

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

In 2017-2018, the department employed two-hundred and seventy-nine individuals on a full-time, casual or contract basis. The department employed two-hundred and fifty individuals in 2016-2017.

High-level organizational chart



Division overview and highlights

Tourism Division

The **Tourism Division** underwent an organizational change mid-year following the development of the *Tourism Growth Strategy* to align resources with the strategy's implementation. The division at the beginning of the fiscal year consisted of two branches: Sales, Media and Visitor Experience; and Marketing and Visitor Information. The division changed mid-year to consist of three branches: Trade Sales, Media and Partnerships; Product Innovation; and Marketing and Visitor Information. For financial reporting reasons, the Trade Sales, Media and Partnerships Branch and the Product Innovation Branch will continue to report as the Sales, Media and Visitor Information Branch.

The **Trade Sales, Media and Partnerships Branch** is comprised of ten full-time employees.

The branch is primarily responsible for the development and implementation of a result driven, integrated marketing and sales approach in 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 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, airlines 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 Unit** is responsible for engaging media outlets and journalists (editors, broadcasters, free-lancers, online and print) resulting in media coverage, increasing the profile of New Brunswick and ultimately encouraging visits to New Brunswick from target markets.

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/ACOA partnered to develop the Tourism Export Readiness Program for the tourism industry. The program was developed and delivered one session in the spring of 2018.*
- ◆ *More than \$6.4 million additional marketing and sales activities was leveraged by partnering with key travel companies, tourism related organizations and neighbouring jurisdictions in North American and overseas markets.*
- ◆ *Destination training was provided to 1,019 travel professionals from national and international markets.*
- ◆ *Over 180 travel influencers hosted on customized media tours within the province.*

Key Performance Indicators

- \$23,544 room nights sold attributable to trade partnerships;
- \$32.2 million generated in editorial coverage (advertising value) and \$1.2 billion in media impressions featuring New Brunswick as a travel destination.

The **Product Innovation Branch** is comprised of eight full-time employees that are responsible for providing vision and leadership around product innovation to the New Brunswick tourism industry. The branch is focused on researching, analyzing and testing innovative product concepts, as well as creating an environment for the private sector and other tourism partners to expand their operations.

HIGHLIGHTS

- ◆ *The development of a Product Innovation Strategy that will support the creation and development of an outstanding range of tourism products and experiences that will meet or surpass anything the Maritimes currently offers.*

- ◆ *The completion of a scenic drive infrastructure and spatial plan, and the development of an implementation plan to rejuvenate the five scenic drives.*
- ◆ *The creation of a Food Tourism Strategy along with the delivery of four food industry workshops.*
- ◆ *Delivered Accelerated Market Readiness (AMR) Program to 13 tourism operators in the Bay of Fundy as a pilot project.*
- ◆ *Facilitated the partnership between the New Brunswick Maple Syrup producers and New Brunswick Craft Alcohol producers that allowed for the creation of the TAP in to New Brunswick Program.*

Key Performance Indicators

The number of new products and experiences piloted or delivered.

Target: 7

Stretch target: 9

Actual: 7

Financial Information

Trade Sales, Media and Partnerships and Product Innovations branches continuing to financially report this fiscal as Sales, Media and Visitor Experience branch.

Budget: \$4,646.7

Actual result: \$4,311.2

The **Marketing and Visitor Information Branch** is comprised of 13 staff members. During the summer season, the branch also includes the supervisors and staff at the five Provincial Visitor Information Centres (PVIC). The branch is responsible for the development, implementation and evaluation of various marketing programs, which includes 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.

Financial Information

Budget: \$10,196.9

Actual result: \$10,376.9

HIGHLIGHTS

- ◆ *Created and delivered six marketing programs, improved all online channels and grew New Brunswick's followers, fans and advocates.*
- ◆ *Executed a public relations initiative in Toronto and Montreal, captured the event on video, which was pushed out through social channels.*
- ◆ *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, Acadian Peninsula and Miramichi).*
- ◆ *The Provincial Visitor Information Centres counselled over 70,000 visitors during the 2017 season, which was an increase of 5 per cent over 2016.*
- ◆ *The branch managers conducted 14 information sessions throughout the province, educating the tourism industry on branch efforts. These sessions had more than 400 registrants in total.*
- ◆ *Developed and implemented the first marketing partnership with Destination Canada to target millennials within Canada as part of Canada 150 initiatives.*

Key Performance Indicators

- Visitor spending attributed to an increase in departmental campaigns by \$99.8 million last year, (up from \$126,080,986 in 2016) for a total of \$225,922,801 in 2017; and
- A total of 1,829,146 referrals and bookings were delivered to the websites of the tourism industry from www.tourismnewbrunswick.ca.

Parks, Recreation and Corporate Services Division

The **Parks, Recreation and Corporate Services Division** consists of the Parks and Attractions Branch, the Sport and Recreation Branch, the Policy, Planning and Performance Excellence Branch, the Finance and Administration Branch, the Information Management and Technology Unit and the Human Resources Branch.

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

The branch is comprised of over 500 full-time and seasonal park and attraction employees. The Central Office Branch is comprised of eight full-time employees which includes one director and one manager of parks operations.

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.

Financial Information

Budget: \$15,134.9

Actual result: \$15,219.0

HIGHLIGHTS

- ◆ *Total park visitation – 1.097 million.*
- ◆ *Total Hopewell Rocks visitation – 305,200 (Historical record and 17 per cent increase year-over-year).*
- ◆ *Total Acadian Village visitation – 62,400 (6 per cent increase year-over-year).*
- ◆ *Total site nights – 77,000 (104,000 including concessioned parks).*
- ◆ *Extended parks and attractions operating season to Thanksgiving.*
- ◆ *Opened Mount Carleton Provincial Park for winter operations.*
- ◆ *Sugarloaf Bike Park awarded title for fourth consecutive year, of “Best Bike Park-In Eastern Canada” by <https://mtbparks.com>.*
- ◆ *Introduction of water quality monitoring protocols for provincial park beaches.*
- ◆ *Calithumpians Theatre Troupe created and delivered Canada 150 and parks themed shows in all but one provincial park.*
- ◆ *Free entry days on Canada Day and New Brunswick Day.*

- ◆ *Accepted the Canadian Parks Council (CPC) Overachiever Award on behalf of New Brunswick Provincial Parks for their grassroots implementation of multiple CPC strategic directions; most notably, for the Get Outside! NB program which has been connecting youth and families to nature through parks for the last five years. This program is offered in partnership with Wellness New Brunswick and a multitude of other community focused organizations.*
- ◆ *Completion of seven capital initiatives as part of major park modernizations, such as, Doak Barn rebuild, Miscou Lighthouse exterior renewal, Sugarloaf snowmaking, Perma-tents, Gateway signage, Canada 150 parks projects and Minister's Island stabilization initiatives.*

Key Performance Indicators

Number of park visitors.

Baseline: 1.084 million visitors

Target: 4% increase (43K)

Stretch target: 5% increase (53K)

Actual result: 1.097 million which was an increase of 1.2% (13K)

Number of planned capital projects completed.

Baseline: 11 projects

Target: 10 projects

Stretch: 11 projects

Actual result: 11 projects

Number of resource management plans completed.

Baseline: 1

Target: 1

Stretch target: 2

Actual result: 1

The **Sport and Recreation Branch** provides strategic leadership and support to strengthen the sport and recreation system, which results in increased opportunities for active living improving the well-being of New Brunswickers. The branch's vision is a strong and robust delivery system providing meaningful, accessible and highly valued opportunities that contribute to the well-being of New Brunswickers.

The branch is comprised of twenty-four employees which includes the director; the assistant director; an office manager; seven provincial consultants; eight regional consultants; five administration support staff, one at central office and four regionally; and one provincial Go NB Coordinator.

The branch provides core support to provincial sport and recreation organizations and through a network of eight regional offices, provides consultation and financial support to local and regional community based organizations, municipalities and First Nations communities.

The branch's key strategic goals are aligned with the *Canadian Sport Policy 2012* and the *Framework for Recreation in Canada 2015 - Pathways to Well-Being*, while contributing to the shared priorities endorsed by Federal Provincial and Territorial (FPT) 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 by supporting the development of organizations, resources and leaders.

Financial Information

Budget: \$6,739.8

Actual result: \$6,695.5

HIGHLIGHTS

- ◆ *New Brunswick's Recreation and Sport Policy Framework*

New Brunswick's Recreation and Sport Policy Framework was released on Nov. 22, 2017, and supersedes the Sport and Recreation Policy for New Brunswick (1994).

The new Policy Framework continues to provide the foundation upon which New Brunswick's recreation and sport delivery system is based, and positions sport and recreation as powerful and flexible tools for achieving social goals, such as well-being, crime prevention, health promotion and social inclusion.

As a major partner within the system, and contributor to the renewal process, GNB was one of the key, early endorsers of the Policy Framework. As such, departments will now view related decision-making through a recreation and sport lens and consider: how decisions impact recreation and sport; whether recreation and sport can be a tool to help achieve departmental goals; and the need to consult with recreation and sport partners on related decision-making.

- Parasport Development

The branch entered into a Memorandum of Agreement with Parasport New Brunswick and provided funding to support its proposal entitled "Parasport – A Unified Vision to Building Capacity". The key areas of focus were: to evolve the organization with the overall mandate; to support the further development of official parasports in the province provide support for the systematic development of official Paralympic sports throughout the province; by working closely with provincial sport organizations; hire a full-time staff to support the organization's transformation and expanded mandate; and develop close collaboration and partnerships with provincial sport organizations, multi-sport and recreation organizations and other key stakeholders.

- Aboriginal Sport and Recreation Development

The branch provided core funding support and continued to work closely with 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 to help build its capacity as an organization, as well as to continue to work with other provincial partners ensuring

long-term Aboriginal athlete development and growth. The overall objective is to contribute to a healthier future for Aboriginal communities, families and individuals by making sport, recreation and physical activity a priority.

- The Network for Safe Sport and Recreation in New Brunswick

Established in 2016, through a partnership between the Sport and Recreation Branch and Coach NB the network continued to facilitate knowledge exchange, create alignment and foster collaboration on topics related to safe sport and recreation. The network serves to address several 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. It also serves as a mechanism to support FPT government priorities.

- Active Communities Grant Program

The Active Communities Grant Program provided support for activities and projects that raise awareness of the importance and enjoyment of physical activity. Support was provided for new or expanded opportunities for New Brunswickers to be active. One-hundred thirty-five regional programs and initiatives received funding and a total of \$279,902 was invested in grants which is an average of \$2,073 per grant.

- Bilateral Agreement on Sport Participation (Go NB Grant Program)

Initially, a four year Bilateral Agreement was signed between the Federal Government and GNB in 2015. Branded as “Go NB”, this grant program is designed to strengthen physical literacy and reduce barriers to sport participation for children and youth, focusing on under-represented populations. However, in March 2018, the agreement was amended to extend funding for an additional three years and included supplemental funds for Indigenous youth and sport.

The two new objectives added were to strengthen Indigenous capacity and leadership for the provincial Aboriginal sport body; and to increase culturally relevant sport programming for Indigenous children and youth at the community level.

Key Performance Indicators

The branch established key performance indicators for five key areas on the departments Balanced Score Card. Of the five, the branch exceeded the target for one and exceeded the stretch target for the other four. Although the branch met its targets and the following achievements were realized, these will continue to be important areas of focus.

Three areas of focus included: support Provincial Sport Organizations (PSO) in implementing concussion policies and protocols; support FPT efforts on surveillance/monitoring of concussions in sport; and better understand PSO needs pertaining to the five components of the Harmonized Approach on Concussions (Awareness, Prevention, Detection, Management, Surveillance).

The Canadian Guideline for Concussions in Sport released in July 2017, will be used to assist with the harmonization of concussion management protocols across sport, health and education sectors.

Percentage of organizations with a concussion policy and protocols:

Target: 47%
Stretch target: 51%
Result: 62%

New Brunswick's Recreation and Sport Policy Framework was vetted by key system partners, stakeholders and GNB. A public launch of the policy framework, with 16 early endorsers, took place on Nov. 22, 2017, to raise awareness, seek broad endorsement and serve as a “Call to Action”. The department will look to spearhead an inter-departmental committee focused on uptake, progress and best practices.

Number of partners supporting the *Sports and Recreation Policy Framework*:

Target: 15
Stretch target: 18
Result: 16

Provincial and regional funding through the *Go NB Sport Participation Bilateral Agreement* helped support programming that reached over 11,000 participants. In addition to developing physical literacy and /or reducing barriers to sport participation, a emphasis is placed on partici-

pation by under represented groups (Aboriginal youth, persons with a disability, economically disadvantaged, and girls), as well as addressing leadership development and capacity issues.

Number of participants resulting from Go NB grants:

Target: 10,500

Stretch target: 11,000

Result: 11,412

The department recognizes the importance of the “*Call to Action*” and will continue to align with the recommendations of the Final Report of the *Truth and Reconciliation Commission of Canada*, particularly as it relates to sport and recreation and actions 87, 88 and 90.

The branch provided core funding to Aboriginal Sport and Recreation NB (ASRNB) and provided consultative support to help them in achieving their mission, which is to guide, mobilize and promote a healthy, active lifestyle through developing sport and recreation opportunities for Aboriginal people in New Brunswick, with a focus on youth.

Number of *Truth and Reconciliation Calls to Action* on schedule:

Target: 2

Stretch target: 3

Result: 3

Working closely with ASRNB, the branch provided ongoing consultative support to help build capacity within the Aboriginal community and increase Aboriginal participation at all levels of the sport system. This included working closely with First Nations communities at the local and regional levels to help build strong partnerships, with the aim of having more effective mobilization at the community level with increased capacity to implement programs.

Number of funding applications approved for First Nations:

Target: 10

Stretch target: 12

Total: 14

The **Policy, Planning and Performance Excellence Branch** is comprised of a branch director (alignment champion); a manager of planning; two senior policy analysts; five project officers; and one Lean Six Sigma Process Improvement Facilitator. The branch delivers a range of corporate services to enable departmental program delivery and 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 the department’s agencies, boards and commissions (ABC’s).

Planning: to conduct research, analysis and interpretation of departmental program delivery (e.g., tourism marketing), manage departmental and sector performance metrics and information, and corporate website administration.

Performance Excellence: to improve the performance and capability of the department through implementation of GNB’s 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, and the Annual Report).

Financial Information

Budget: \$876.6

Actual result: \$888.0

HIGHLIGHTS

- ◆ *As part of GNB’s objective of “Women’s Equality”, the department worked with several agencies, boards and commission’s to increase female representation on boards from 39 per cent to 55 per cent.*
- ◆ *The branch facilitated the development of the multi-year Tourism Growth Strategy, more specifically, the tourism growth analysis and forecasting.*
- ◆ *The branch coordinated, reviewed documents and prepared responses for 24 requests under the Right to Information and Protection of Privacy Act, down from 79 the previous year.*

- ◆ The branch analysed and published the monthly New Brunswick tourism-sector indicators posted at <https://www2.gnb.ca/content/gnb/en/departments/thc/publications.html>.
- ◆ One staff is in the final stages of achieving Lean Six Sigma Black Belt Certification.
- ◆ The following Process Improvement projects were facilitated with project teams to improve service delivery and foster a culture of continuous improvement:
- ◆ Visual management boards were installed in one branch to enhance performance improvement;
- ◆ Staff effort for grant giving was reduced in three branches (Arts and Cultural Industries; Heritage; and Sport and Recreation);
- ◆ A process was designed for Tourism Product Innovation;
- ◆ A Process Classification System was developed for Policy, Planning and Performance Excellence Branch; and
- ◆ Improvements were made to the minister's scheduling process.

Key Performance Indicators

Percent of Calendar of Commitments on schedule. The calendar of commitments consists of 20 actions and best practices with due dates that drive strategic implementation:

Base: 70%
 Target: 90%
 Actual result: 45%

Increase of employees working full-time in continuous improvement. This measures the commitment to staff development and training to drive a culture of continuous improvement:

Base: 3
 Target: 1
 Actual result: 1

Improvement in Formal Management System maturity index. This index measures the department's change in organizational capacity to achieve "performance excellence":

Base: 58%
 Target: N/A
 Actual result: 52%

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 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 also 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, and records and information management. The unit is also 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 an employment coordinator. The branch provides planning, leadership, direction and support in 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, Service New Brunswick assumed the delivery of operational and transactional Human Resource services for all Part 1 departments and agencies.

Culture, Heritage and Archaeology Division

The **Culture, Heritage and Archaeology Division** supports economic growth and fosters pride of place through the conservation, development, promotion and nurturing of our heritage, the arts and our cultural industries.

The division consists of the Arts and Cultural Industries Branch, the Heritage Branch and the Archeological Services Branch.

The **Arts and Cultural Industries Branch** is comprised of the executive director responsible for the Culture, Heritage and Archaeology Division; two managers, four program consultants, one administrative assistant, one administrative officer and one art bank technician.

The Arts and Cultural Industries Branch provides leadership for the development, implementation and monitoring of government programs, policies and strategies supporting the arts and cultural industries in the province. The branch also facilitates community cultural development and the economic development of New Brunswick's cultural industries; provides 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); manages the New Brunswick Art Bank; and works collaboratively with the New Brunswick Arts Board ensuring the programs of both organizations are conducive to the advancement of the arts in New Brunswick.

Financial Information

Budget: \$8,962.9

Actual result: \$9,236.4

HIGHLIGHTS

◆ *By the end of 2017-2018, 84 per cent of action items of the Creative Futures: A Renewed Cultural Policy for New Brunswick have been identified as completed or underway. The original goal was 75 per cent.*

- ◆ *As part of Canada 150 Celebrations, the Arts Branch and the Department of Education and Early Childhood Development jointly administered several programs in all New Brunswick schools. A total of 88 schools participated in the Performance in Schools Program; approximately 160 schools purchased art works from New Brunswick artists, for the school through the Art Acquisition Program; and 22 projects were organized under the Arts in Residency Program.*
- ◆ *As part of the Canada 150 Celebrations, Discover Saint John spearheaded a Salmon Run project whereby 10 fiberglass salmon sculptures were embellished by New Brunswick artists through a call for artists. Then they were installed throughout the city for several months for people to find and photograph. These sculptures will later be auctioned off and half of the profits went to a not-for-profit organization in Saint John, providing creative activities to children in the city. Tall Ships Celebrations were also held in Miramichi, Caraquet and Saint John and the multimedia show MALA, which means "where I am from in Mi'kmaq", was presented at the Legislature Building in the summer.*
- ◆ *A special Indigenous Art Acquisition was organized. The exhibit titled, Peace, Friendship, Culture, showcased 22 pieces which were recently acquired by the New Brunswick Art Bank.*
- ◆ *As part of a Public Art Pilot Project, a mural was installed in the Seaside Park Elementary School in Saint John, fall 2017. The total cost of this ceramic mural was \$20,000 and was created by artist Jean Rooney.*
- ◆ *Team Canada-New Brunswick completed the VIIIth Jeux de la Francophonie with five medals. Held Abidjan, Ivory Coast during the last day of competitions, Émilie Lavoie, of Edmundston won the silver medal in sculpture while Moncton's Annie-France Noël won bronze in photography. Gabriel Robichaud won a silver medal in Literature. The three culture medals are the most won in any games by Team Canada-New Brunswick.*
- ◆ *The branch provided a total of \$9.9 million in grants and the recipients can be viewed at www.gnb.ca/culture.*

- ◆ *The Artist in Residency/VanGO! Program expanded through a partnership with the Department of Education and Early Childhood Development, ensuring the Art Bank is visible in New Brunswick's school system; has seen a renewed focus this past year. The goal was to ensure students benefit from interactions with New Brunswick professional artists whom present exhibitions in each school.*
- ◆ *The artists also provide follow up activities based on curriculum objectives, leaving the teachers with visual literacy resources to help continue the learning experience with their students. The program was in 10 anglophone schools and 10 francophone schools and the goal is to continue to grow this program.*
- ◆ *To ensure that the sector is best served and that the public is experiencing and celebrating the arts and the artists of New Brunswick, the branch made efforts to ensure the Touring and Presenting Program was being accessed and used by the arts community and a focus was put on Anglophone Touring and Presenting Programs. By working with theatre companies and arts communities, the branch saw an increase of more than 250 per cent in people attending the shows.*
- ◆ *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.*
- ◆ *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.*

The **Heritage Branch** is comprised of one director; three managers; five program officers; one administrative assistant; one financial officer; and one registrar. The branch facilitates the promotion, awareness, understanding, conservation and preservation of New Brunswick's human and natural heritage resources for present and future generations.

The 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 participates in the ongoing implementation of *Creative Futures: A Renewed Cultural Policy for New Brunswick* and continues to administer matters pertaining to the naming of places and geographic features within the province.

HIGHLIGHTS

- ◆ *Through the Commemoration and Celebrations Program, the Branch participated in 46 community based commemorative or celebratory heritage events. This program was bonified by \$140,000 to assist with the celebration of Canada 150.*
- ◆ *The most significant commemorative event was the Battle of Vimy Ridge Centennial Commemoration Ceremony at Government House on April 9, 2017.*
- ◆ *Through the Canada 150 initiative, additional funding was allocated to Museums Services to support the develop capacity for community museums.*
- ◆ *Through the Built Heritage Program, the branch participated in 19 Built Heritage Rehabilitation projects on significant community heritage places. Through the Community Cultural Places Program, the branch participated in six projects that created or enhanced community cultural venues.*
- ◆ *The Community Museums Summer Employment Program assisted with the allocation of 110 employees including 900 work weeks obtained from the Department of Post-Secondary Education, Training and Labour, for community museums not eligible for the Student Employment Experience Development (SEED) Program. The students hired had an opportunity to perfect their knowledge of New Brunswick history and develop life skills.*
- ◆ *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 branch was responsible to coordinate the Official New Brunswick Day Celebration along with four regional celebrations leading to the official celebration. Each celebration was held in a different New Brunswick community.*
- ◆ *The branch provided administrative support to the Minister responsible for Celtic Affairs which included liaising with all the community groups involved in Celtic Affairs. The branch helped establish the Celtic Affairs Committee and guided them in developing a vision, mandate statement and a work plan.*

Financial Information

Budget: \$6,429.7

Actual result: \$6,220.6

The **Archaeological Services Branch** provides comprehensive cultural resource management of the province's archaeological heritage. The branch is also accountable for the provincial responsibilities in cultural resource management of New Brunswick's 13,000 years of archaeological heritage.

It 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.

Under the direction of a provincial archaeologist and director 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 and undertakes research, 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 regarding Environmental Impact Assessments and other assessment and planning activity.

The Archaeological Field Unit undertakes project management for selected archaeological assessment projects and field work for Crown projects for various departments and agencies.

Financial Information

Budget: \$545.1

Actual result: \$582.8

HIGHLIGHTS

- ◆ *Successful completion of the second offering of the Archaeological Technician Level 1 Certification. The course was held at Metepenagiag Heritage Park with 13 graduates. Eighty percent of the graduates obtained employment in the Heritage and/or Archaeology fields during the 2017 field season.*
- ◆ *The branch held a total of 162 Archaeological Field Research Permits in 2017 and completed projects for Department of Transportation and Infrastructure, Department of Energy and Resource Development, and the Department of Tourism, Heritage and Culture.*
- ◆ *In 2017, hired a total of 26 seasonal staff to assist with the completion of Archaeological Impact Assessment work, including 22 Certified Indigenous Technicians.*

- ◆ *The Department of Transportation and Infrastructure and the Department of Tourism, Heritage and Culture's partnership archived a cost savings more than \$600,000 for the province with a total savings of nearly \$4.4 million, since 2011.*
- ◆ *As part of the Fundy Trail Connector project, the branch is currently undertaking the excavation of a large Pre-Contact Archaeological site.*
- ◆ *In August 2017, the branch participated in a Repatriation Ceremony at Metepenagiag Heritage Park that initiated the transfer of artifacts excavated from Metepenagiag Mi'kmaq Nation (currently housed in the branch's collections facility) to Metepenagiag Heritage Park's collections facility.*
- ◆ *These collections will now be managed by Metepenagiag Mi'kmaq Nation with support from Archaeological Services Branch.*

Baseline: N/A
 Target: 75% completed or underway.
 Actual: 84% completed or underway.

Key Performance Indicators

The division established KPI's for three key initiatives on the departments balanced score card and exceeded the target for all initiatives.

Although the division met its target and the following achievements were realized, the initiatives relating to "Expand the archaeological sector workforce and drive implementation of *Culture Policy*" will continue to be important areas of focus.

Celebrate Canada 150

Baseline: N/A
 Target: 90% of events and projects successfully delivered.
 Actual: 100% of events and projects successfully delivered.

Expand the Archaeological sector workforce

Baseline: N/A
 Target: 12 new certified technicians.
 Actual: 13 new certified technicians.

Drive implementation of *Culture Policy*

Financial information

Table 1: Ordinary Expenditure Status Report by Program Component

Fiscal Year Ending March 31, 2018 (\$ 000's)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
Administration	2,596.4	2,536.4	(60.0)
Parks and Attractions	15,134.9	15,219.0	84.1
Sports and Recreation	6,739.8	6,695.5	(44.3)
Culture			
Arts and Cultural Industries	8,962.9	9,236.4	273.5
Heritage	6,429.7	6,220.6	(209.1)
Archeological Services	545.1	582.8	37.7
Tourism			
Marketing and Visitor Information	10,196.9	10,376.9	180.00
Sales, Media and Visitor Experience	4,646.7	4,311.2	(335.5)
Canada 150	5,000.0	4,822.5	(177.5)
Total Ordinary Expenditures	60,252.4	60,001.3	(251.1)

Table 2: Special Purpose Accounts Expenditure Status Report by Program

Fiscal Year Ending March 31, 2018 (\$ 000's)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Development Trust Fund	Sports Development Trust Fund	Go NB!
Opening Balance	240.6	44.2	5.5	4.8	243.3
Revenues					
Budget	79.0	10.0	700.0	500.0	290.0
Actual	47.8	6.4	700.0	500.0	358.0
Variance (Under) / Over	(31.2)	(3.6)	-	-	68.0
Expenses					
Budget	60.0	10.0	700.0	500.0	290.0
Actual	4.1	2.3	700.0	500.0	410.5
Variance (Under) / Over	(55.9)	(7.7)	-	-	120.5
Closing Balance	284.3	48.3	5.5	4.8	190.8

Table 3: Special Operating Agency Expenditure Status Report by Program

Fiscal Year Ending March 31, 2018 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Opening Balance	1,474.6	1,474.6	-
Revenues			
Mactaquac Golf Course	-	-	-
Hopewell Rocks	3,377.0	4,048.3	671.3
Sugarloaf Lodge	141.0	183.7	42.7
Parlee Beach Campground	378.0	396.2	18.2
Expenses			
Mactaquac Golf Course	687.0	641.1	(45.9)
Hopewell Rocks	3,284.0	3,050.1	(233.9)
Sugarloaf Lodge	95.0	222.1	127.1
Parlee Beach Campground	317.0	134.4	(182.6)
Closing Balance	987.6	2,055.1	1,067.5

Table 4: Capital Expenditure Status Report

Fiscal Year Ending March 31, 2018 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Capital Improvements	10,570.0	9,804.7	(765.3)

Table 5: Ordinary Revenue Status Report by Source

Fiscal Year Ending March 31, 2018 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	-	(1.0)
Sale of Good and Services	3,320.0	3,258.2	(61.8)
Miscellaneous	4.0	2.7	(1.3)
Total Ordinary Revenues	3,325.0	3,260.9	(64.1)

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 department(s). Please find below a summary of the staffing activity for 2017-2018 for the Department of Tourism, Heritage and Culture.

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2017	2016
Permanent	157	169
Temporary	76	81
Total	233	250

The department advertised 19 competitions, including 15 open public competitions and four 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"> – a high degree of expertise and training; – a high degree of technical skill; and – 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 Government of New Brunswick's 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

Name of regulation	Effective date	Summary of changes
New Brunswick Regulation 85-104 under the <i>Parks Act</i> <i>Règlement du Nouveau-Brunswick 85-104 pris en vertu de la Loi sur les parcs</i> http://laws.gnb.ca/en/ShowPdf/cr/85-104.pdf	November 9, 2017	The amendments to schedule A.1 of Regulation 85-104 under the <i>Parks Act</i> were to make changes to some of the property names to reflect proper linguistic form. The property name review was a result of the comprehensive review of the <i>Parks Act</i> completed in 2014.

Summary of Official Languages activities

Introduction

In 2017-2018, the Department of Tourism, Heritage and Culture has continued to implement its revised Official Languages action plan which supports the Government of New Brunswick's Official Languages Plan and monitors and evaluates all departmental activities supporting the four focus sectors detailed below.

The department completed the annual evaluation of the second year of its action plan and has met the overall anticipated outcomes of the activities initiated in the action plan for 2017-2018 and continues to implement improved processes in the provision of quality services in both Official Languages.

Focus 1 – Language of Service

The department ensures all new employees complete the i-Learn module on Language of Service upon commencement of their employment.

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

In 2017, the department hired a consultant to conduct a signage study and develop a comprehensive manual for new signage in all provincial parks. The Parks and Attractions Branch is now in the process of replacing existing signage with modernized signs that follow the new manual and the requirements set out in the *Official Languages Act*.

Focus 2 – Language of Work

The department ensures all new employees complete the i-Learn module on Language of Work upon commencement of their employment.

The department provides a form to all new employees requesting information about their preferred Language of Work.

The department ensures performance reviews are offered and conducted in the employee's Official Language of Work and that 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 – Development of the two official linguistic communities

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

Focus 4 – Knowledge of the Act and other obligations

The department provides information on the active offer of service in both Official Languages, Language of Service and Language of Work Policies and Guidelines to all new employees.

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

Conclusion

In 2017-2018, the Department of Tourism, Heritage and Culture received two Official Languages complaints which were resolved through the alternative resolution process. Based on the information provided, the Office of the Commissioner concluded that the complaints were unfounded.

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 received did not receive any disclosure(s) of wrongdoing in the 2017-2018 fiscal year.

Appendix A

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
Sainte-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 Provincial Park	Hopewell Cape	Department	Operated by the department
Fundy Trail Provincial Parkway	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
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	Operated by New Brunswick Botanical Garden Society
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	Operated by Cape Enrage Interpretive Centre Inc.

Provincial Parks, Tourism Facilities, Visitor Information Centres and Tourism Communication Centre			
Facility	Location	Ownership	Operation
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	Dalhousie		Operated by the SNB