



Tourism and Parks Strategic Plan

2005-2008



New  Nouveau
Brunswick
C A N A D A



**Tourism and Parks
Strategic Plan
2005 - 2008**

Department of Tourism and Parks
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December 2005

Copies Available
www.gnb.ca/0397

CNB 3449



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Introduction

From August to October 2005, the Department of Tourism and Parks completed a strategic planning exercise resulting with this three-year plan. The exercise involved all staff, Senior Management, and consultation with the Tourism Industry Association of New Brunswick.

The Strategic Plan defines the seven Key Result Areas which will focus the resources of the Department for the next three years. It also includes the guiding principles and values of the Department which set out the culture of how we do business – from how we make decisions to how we interact with one another and with stakeholders.

This three-year strategic plan lays the groundwork for our annual operational plans and individual workplans. It also forms the basis of how the Department's performance will be measured and reported in the Department's Annual Report to the Legislative Assembly and the people of New Brunswick.

As with all effective strategic plans, it is an evolving document which will be reviewed annually.

Province of New Brunswick's Vision

We have a vision of a prosperous, competitive, compassionate New Brunswick – the best place in Canada to live, work and raise a family.

Mission

Working together to champion tourism for the prosperity of New Brunswick.

Key Result Areas

- 1 Strategic Relationships
- 2 Quality Assurance
- 3 Stewardship of Facilities
- 4 Tourism Promotion
- 5 Industry Development
- 6 Effective, Responsive Organization
- 7 Employee Wellness



Key Result Areas

1 *Strategic Relationships*

TAP will explore and maintain strong relationships with its stakeholders and leverage resources through strategic partnerships and networking. Cooperation with other government departments and jurisdictions and a strategic approach within TAP is required.

Strategic Goals

- To identify key internal and external relationships and partnerships and develop strategies to administer them.
- To develop and implement criteria to evaluate future partnership opportunities.

2 *Quality Assurance*

TAP is committed to delivering quality programs and services. In addition, TAP monitors tourism industry performance and conducts consumer research. TAP provides leadership by sharing relevant information with stakeholders, partners, and the tourism industry.

Strategic Goals

- To develop a process for gathering, analyzing and disseminating quality assurance and research information within the department and to stakeholders.
- To implement a quality assurance process for the products and services delivered by TAP.
- To identify where and how technology can improve service delivery.

3 *Stewardship of Facilities*

TAP is mandated to preserve, maintain and enhance designated Provincially owned, operated or supported parks and tourism facilities for the use and enjoyment of the people of New Brunswick and visitors to the province. It is recognized that these facilities help preserve the cultural and environmental heritage of New Brunswick and contribute to the quality of life of its citizens.

Strategic Goals

- To develop a comprehensive strategic plan for the long term viability of provincially owned and funded facilities.
- To develop a formal process for establishing, monitoring and evaluating agreements for provincially funded facilities, and assessing the support they require from TAP.



4 *Tourism Promotion*

TAP promotes New Brunswick as a tourism destination. TAP is also a source of tourism information for both residents of the province and visitors. The business of tourism is an economic generator that significantly contributes to the well-being of New Brunswickers.

Strategic Goals

- To promote New Brunswick as a tourism destination.
- To increase the awareness of the importance of the tourism industry by all levels of government, the public, and other stakeholders.
- To build awareness of New Brunswick's brand and reputation, beyond tourism.
- To develop a plan to coordinate the timing and execution of marketing and product activities.

5 *Industry Development*

TAP provides leadership and direction for the development of the tourism industry. TAP advocates on behalf of industry and provides advice and assistance to operators and other stakeholders. TAP works with others to develop industry standards and provides training and support to meet these standards.

Strategic Goals

- To develop and implement a strategy to lead the development of the tourism industry.
- To guide industry in delivering products that meet industry standards and consumer expectations.

6 *Effective, Responsive Organization*

TAP must be an effective, responsive organization to achieve its mission. It is imperative that the right people are in the right jobs, and that they have training and development plans.

Strategic Goals

- To align financial and human resources with department priorities.
- To develop and implement a Human Resource plan that includes career planning, training, succession planning and mentoring.
- To develop and implement a strategy to address issues related to seasonal/casual employment.
- To improve communication and decision-making processes.

7 *Employee Wellness*

TAP recognizes that it cannot achieve its mission without a vibrant, healthy and motivated workforce. It is critical to focus on issues that impact employee wellness.

Strategic Goals

- To develop and implement an employee wellness program.
- To develop a process to manage workloads and deal with emergent work and competing priorities.



Guiding Principles

(When making decisions) We are committed to ...

- Seeking the input of staff and appropriate stakeholders
- Respecting regional and cultural diversity
- Being partnership/relationship driven
- Evaluating the impact of decisions on resources
- Relying on research or the best information available

Values

(How we interact) We expect all employees to:

- Respect colleagues – their work, priorities, time and privacy
- Encourage and support a work/life balance
- Communicate freely and with an open mind
- Have a positive and professional attitude
- Demonstrate innovation and creativity

