



Department of Tourism, Culture and Recreation

Strategic Plan
April 2006 to March 2008



Message from the Minister

I am pleased to present the strategic plan for the Department of Tourism, Culture and Recreation for the fiscal years 2006-07 and 2007-08.

In January 2006 the Department launched a new tourism marketing campaign which emphasizes Newfoundland and Labrador's position as a unique and compelling tourism destination. This campaign is highly evocative and designed to emotionally connect with our target markets and celebrate our sense of place and identity.

Over the next two years the Department of Tourism, Culture and Recreation will focus on a number of priorities to support the development of the tourism industry in the Province. These will include marketing the Province as a tourism destination, facilitating the development of strategic tourism sectors, and investing in selected tourism infrastructure operated by the Province. Additional initiatives will be directed at expanding the tourism season, and supporting tourism product development and market readiness in Labrador.

The Department will continue its focus and support of culture. In March 2006, the Department published *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*, which reflects the significant input by numerous dedicated individuals and organizations in the cultural sector. This presents a long-term comprehensive strategy for the next five years. During the next two years, implementation of the Blueprint will begin with a number of initiatives including completing the heritage framework (an overall plan to protect and preserve the province's built heritage); implementing initiatives to improve recognition and working conditions for professional artists; and improving support to and investment in the Province's cultural industries to maximize the economic benefits.

A recreation and sport strategy for the Province will be developed. This important strategy will address well-recognized issues in recreation and sport, including the need to renew recreation and sport infrastructure, and to increase the participation of our residents in physical activity.

These priorities support the strategic directions articulated by government in the areas of tourism, culture, recreation and sport. As the Minister for the Department of Tourism, Culture and Recreation, I have reviewed this strategic plan and am satisfied that it truly reflects the strategic directions of government for which this Department is primarily responsible. The strategic directions relevant to this Department are presented in Appendix I. I accept responsibility for the achievement of the specific goals and objectives contained within this plan.

A handwritten signature in black ink that reads "Tom Hedderson".

Tom Hedderson
Minister of Tourism, Culture and Recreation

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Plan at a Glance

Vision

The vision of the Department of Tourism, Culture and Recreation is of a province which benefits from sustainable tourism and cultural and heritage industries, fosters creativity through the arts, preserves and interprets the Province's cultural heritage, and promotes physical activity, recreation and sport development.

Mission

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, and the increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

Goals and Objectives

The Department of Tourism, Culture and Recreation will achieve the following goals and objectives:

Goal 1: By 2008, raised market awareness of Newfoundland and Labrador as a travel destination.
Objectives: <ol style="list-style-type: none">1. By 2007, continued implementation of the marketing strategy to raise awareness of the Province.2. By 2008, continued implementation of the marketing strategy to raise awareness of the Province.
Goal 2: By 2008, contributed to the development of a tourism industry that is attractive to tourists and economically beneficial to the Province by implementing approved recommendations of the product development strategy for specific sectors.
Objectives: <ol style="list-style-type: none">1. By 2007, implemented select components of the product development strategy specifically completed a sector strategy for the outfitting sector.2. By 2008, implemented approved recommendations of the outfitting strategy relevant to government.
Goal 3: By 2008, strategically enhanced or renewed tourism related provincial infrastructure.
Objectives: <ol style="list-style-type: none">1. By 2007, implemented the approved recommendations for 2007 from the product development strategy and the Strategic Cultural Plan for investment in tourism related provincial infrastructure.2. By 2008, implemented the approved recommendations for 2008 from the product development strategy and the Strategic Cultural Plan for investment in tourism related provincial infrastructure.

Goal 4:

By 2008, completed a season extension pilot project in a region, including creating market awareness, and completed the development of the winter tourism strategy.

Objectives:

1. By 2007, completed a season extension project in a region including extension of the season for relevant provincial tourism assets (for example, provincial historic sites and visitor information centres).
2. By 2008, expanded the season extension (that is, increased the number of industry participants) and completed the development of the winter tourism strategy.

Goal 5:

By 2008, contributed to the development of the tourism industry in Labrador by supporting the tourism product and market readiness of tourism opportunities in Labrador.

Objectives:

1. By 2007, promoted and offered product development and marketing programs and services to tourism operators in Labrador and continued to support and work with Destination Labrador.
2. By 2008, supported tourism product readiness and market awareness.

Goal 6:

By 2008, advanced efforts to preserve tangible and intangible cultural heritage by completing a Heritage Framework to guide heritage conservation and development in the Province and implemented the Designation and Commemorations Program.

Objectives:

1. By 2007, implemented the Designation and Commemorations Program for designating significant people, places and events.
2. By 2008, completed the Heritage Framework, including developing and implementing the interpretation and redevelopment plans for the Provincial Historic Sites.

Goal 7:

By 2008, improved recognition and working conditions for professional artists.

Objectives:

1. By 2007, strengthened the capacity of the Newfoundland and Labrador Arts Council to assist professional artists.
2. By 2008, completed a review of the major issues for Status of the Artist and explored the feasibility of appropriate legislation.

Goal 8:

By 2008, contributed to the growth and sustainability of the Province's cultural industries [including heritage industries] through improved support and investment.

Objectives:

1. By 2007, supported the development of an export strategy.
2. By 2008, offered effective programs and services for the support of cultural industries.

Goal 9:

By 2008, completed a critical step in planning to improve participation in physical activity by developing the recreation and sport strategy for the Province and implementing the approved recommendations.

Objectives:

1. By 2007, completed the recreation and sport strategy for the Province.
2. By 2008, implemented approved recommendations of the recreation and sport strategy.

1. Overview and Mandate

1.1 Overview

Human Resources

The Department of Tourism, Culture and Recreation has 124 permanent full-time employees. In addition, approximately 253 temporary employees are employed part-time as clerks, theatre ushers and assistants, museum interpreters and technicians, lifeguards and swimming instructors. There are also 34 seasonal employees and 16 contractual employees.¹ Of this total complement of 427 employees, 166 are male and 261 are female. The Department has an equal number of male and female directors. The Department is cognizant of, and seeks to apply, gender-based analysis in the recruitment, training and retention of all employees.

The Department is organized into two branches: 1) Tourism and; 2) Culture and Recreation.

Financial Resources

In 2005-06, the Department's total budget was approximately \$36.3 million. In 2006-07, the Department's total budget is \$43.0 million.

Location

The Department of Tourism, Culture and Recreation's head office is located in St. John's.

Regional Tourism Officers are located in St. John's, Gander, Corner Brook and Happy Valley - Goose Bay and the Department operates seven provincially owned Visitor Information Centres located in Whitbourne, Argentia, Clarenville, Deer Lake, Notre Dame Junction, Port aux Basques and North Sydney.

The Department operates the Arts and Culture Centres in St. John's, Gander, Grand Falls-Windsor, Corner Brook, Stephenville and Labrador City.

The Department owns and operates twelve Provincial Historic Sites: Point Amour Lighthouse, Boyd's Cove Beothuk Interpretation Centre, Cape Bonavista Lighthouse, Mockbeggar Plantation, The Trinity Interpretation Centre, Lester-Garland Premises, The Hiscock House, Heart's Content Cable Station, Quidi Vidi Battery, The Commissariat House, Newman Wine Vaults and the Colonial Building. The Department also operates the Labrador Heritage Museum and Interpretation Centre (Northwest River).

Regional Recreation Consultants are located in St. John's, Grand Bank, Lewisporte and Happy Valley - Goose Bay. The Department operates recreational facilities in Gander, Corner Brook, Stephenville and Happy Valley-Goose Bay.

Category of Department

The Department of Tourism, Culture and Recreation is designated as a Category One government entity under the *Transparency and Accountability Act*. As a Category One government entity, the Department is required every three years to prepare a strategic plan which identifies specific outcome-based goals to be achieved over a specified period of time.

¹ As of June 2005

By definition, an outcome is a change which occurs as a consequence of specific policies, programs and initiatives undertaken by government entities.

Other Entities Reporting to the Minister

Other entities reporting to the Minister of Tourism, Culture and Recreation are:

- Heritage Foundation of Newfoundland and Labrador (HFNL);
- Marble Mountain Development Corporation (MMDC);
- Newfoundland and Labrador Arts Council (NLAC);
- Newfoundland and Labrador Film Development Corporation (NLFDC);
- The Rooms Corporation of Newfoundland and Labrador (The Rooms).

Shared Issues with Other Government Departments

The Minister works cooperatively with other government departments to address issues of mutual concern such as:

- Transportation, specifically access to the Province via marine ferry and air, and travel within the Province;
- Land use and conservation of natural heritage as it impacts tourism such as negative impacts on strategic view scapes, and outfitting and adventure tourism products;
- Sustainable economic development of the tourism industry, particularly in rural Newfoundland and Labrador;
- Provincial parks, and wilderness and ecological reserves as they relate to accommodations and activities for tourists;
- Maintenance of tourism related infrastructure, such as Provincial Historic Sites and Visitor Information Centres;
- Health and wellness, regarding initiatives and programs to increase physical activity and thereby contributing to the reduction in the incidence of chronic illnesses;
- Cultural education, which is being addressed through Government's *Cultural Connections* initiative;
- Physical education in terms of providing opportunities for physical education and activity through the school system and community use of school facilities;
- Aboriginal cultural heritage and growth of aboriginal cultural industries, in terms of working with federal and aboriginal governments to support and encourage aboriginal cultural heritage and growth of aboriginal cultural industries.

1.2 Mandate

The mandate of the Department of Tourism, Culture and Recreation is to:

- Support the development of sustainable economic growth in the tourism and cultural industries;
- Support the arts and foster creativity;
- Preserve the Province's cultural heritage and historic resources and recognize their importance;
- Promote participation in recreation and sport, and support sport development.

This mandate is fulfilled through:

- Operation of historic sites, visitor information centres, arts and culture centres and recreation facilities;
- Regulatory protection of archaeological sites, artifacts and historic documents;
- Supporting development of the arts and heritage sectors through a number of programs and services;
- Supporting strategic product development in the tourism sector, and marketing Newfoundland and Labrador as a destination to specific tourist markets;
- Supporting the development of the tourism sector through research, opportunity identification and strategy development, and various funding programs and services;
- Providing opportunities for participation in recreation and sport through various programs and services.

Most of these activities require close cooperation with other provincial and federal and municipal government departments and agencies, the private sector and all types of groups including volunteer, development, recreation, tourism, heritage preservation and cultural groups.

2. Lines of Business

The Department of Tourism, Culture and Recreation has four lines of business:

Tourism

Through the tourism line of business, the Department markets Newfoundland and Labrador as a top-of-mind travel destination and works with the tourism industry to develop high-quality, competitive products, facilities and services and a professional tourism industry. Programs offered to the tourism industry include:

- Various advertising and communications opportunities for tourism operators;
- Outdoor product planning and development services;
- Touring and travel trade marketing opportunities;
- Quality services;
- Regional tourism support program which provides tourism planning and counselling services and information services regarding the Department's strategy and policies.

Heritage

Through the heritage line of business, the Department is responsible for protecting, preserving and interpreting the Province's heritage and, as appropriate, providing attractions and infrastructure in support of the tourism industry. Programs include:

- Management of Provincial Historic Sites;
- Regulation of archaeology through the Provincial Archaeology Office;
- Financial support for heritage professionals, sites, and community museums;
- Recognition and support for built heritage through the Heritage Foundation of Newfoundland and Labrador.

Arts and Cultural Industries

Through the arts and cultural industries line of business, the Department is responsible for supporting artistic expression of the Province's unique and diverse culture through all forms of artistic endeavour. This is achieved by supporting artists through the Newfoundland and Labrador Arts Council, providing access to cultural infrastructure such as performance spaces, and fostering the growth of sustainable, dynamic and diverse cultural and creative industries. Programs include:

- Arts and Letters Competition;
- Cultural Economic Development Program (CEDP) which provides financial support for professional arts and cultural industries;
- Newfoundland and Labrador Arts Council which provides programs and services to artists and cultural organizations;
- Newfoundland and Labrador Film Development Corporation which offers equity and tax credit programs and professional development services to the film industry;
- Arts and Culture Centres which provide access to cultural programming and performance space.

Recreation and Sport

Through the recreation and sport line of business, the Department is committed to providing leadership and direction (in co-operation with recreation, sport and active living stakeholders, including other government departments and affiliated sectors) to ensure that all residents have access to a diversity of affordable, accessible, and safe recreational and sport opportunities. It also includes promoting improved health by valuing and integrating sport, recreation and daily physical activity into the everyday lives of residents of the Province, and providing opportunities for residents, especially our youth, to participate in the sport of their choice at the highest level of their ability. Programs include:

- Community recreation development programs and services including financial assistance through Community Recreation Development Grants, consulting services regarding community recreation programming, recreation infrastructure, event planning, and active living and leisure services;
- Sport development programs including financial assistance to help offset the costs of training, transportation to sporting events, sport programs and hosting events;
- Provincial training centres and pools which are available to, and utilized by, sport and other community groups. Provincial Training Centres are located in Stephenville and Happy Valley-Goose Bay. Provincial swimming pools are located in Gander, Corner Brook and Happy Valley-Goose Bay.

3. Values

While the Department of Tourism, Culture and Recreation aspires to many values, the key values upon which each individual in the Department will focus in the performance of their work in the current planning period are:

Acting as part of the team. The Department is taking a team approach to its work.

- Working toward a common focus. Each employee shares information, cooperates with one another, communicates with respect, listens to others' views, values others' skills and knowledge, and upholds decisions of the team leaders;
- Building the team and valuing each member. Key focuses of the team include building skill sets, and actively mentoring and coaching professional development.

Demonstrating leadership

- Acting strategically and decisively;
- Recognizing work well done and expressing appreciation;
- Leading by example with a high level of commitment and responsiveness;
- Demonstrating stewardship of resources.

Behaving in a client-centered manner

- Emphasizing the value of high quality client service;
- Being responsive to industry, listening to clients and stakeholders and facilitating growth in the industry;
- Recognizing the importance of technology and using it to deliver timely and accurate information to clients;
- Empowering all employees to take the initiative to improve and enhance the Department's client services and program delivery.

Completing responsibilities with integrity, trust and reliability

- Being straightforward with other employees and clients.

Treating employees and clients with respect

- Dealing with issues, while being respectful of the individual.

4. Primary Clients

As recognized in the Department of Tourism, Culture and Recreation's mandate, the Department works closely with numerous clients external and internal to Government.

Tourism

- Visitors to and within Newfoundland and Labrador
- Tour operators, suppliers of tourist services, wholesalers, group leaders and key travel influencers in key market areas
- Travel and Tourism Media
- Hospitality Newfoundland and Labrador (HNL)
- Destination Management Organizations (DMOs)
- Regional Tourism Associations (RTAs)
- Sector associations
- Regional Visitor Information Centres (VICs).

Arts and Heritage

- Association of Heritage Industries (AHI)
- Community museums and archives
- Post-secondary institutions
- Provincial heritage organizations
- Association of Cultural Industries (ACI)
- Community not-for-profit organizations (for example, theatre companies)
- Cultural industries
- Professional artists
- Sector associations.

Recreation and Sport

- Recreation Newfoundland and Labrador (RNL)
- School Sport Newfoundland and Labrador (SSNL)
- Sport Newfoundland and Labrador (SNL)
- Provincial Sports Organizations (PSOs)
- Recreation commissions
- Schools
- Post-secondary institutions
- Volunteer sector.

The Department also works with many departments of the federal, provincial and municipal governments and agencies and the newly formed Nunatsiavut Government.

5. Vision

The vision of the Department of Tourism, Culture and Recreation is of a province which benefits from sustainable tourism and cultural and heritage industries, fosters creativity through the arts, preserves and interprets the Province's cultural heritage, and promotes physical activity, recreation and sport development.

6. Mission

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the Department will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

The Department of Tourism, Culture and Recreation supports the development of the tourism industry in terms of attracting visitors to the Province through its marketing efforts to raise awareness of Newfoundland and Labrador as a destination, and supporting strategic, high-quality product development. The Province's support will facilitate the continuing growth of the cultural and heritage industries. The health benefits of increased physical activity are well

recognized, and the Department is promoting and encouraging increased physical activity to residents of the Province.

Mission Statement

By 2011, the Department of Tourism, Culture and Recreation will have supported and promoted the development of the tourism and cultural and heritage industries, and the increased participation in physical activity and sport to improve the economic, social and physical well being of the people of Newfoundland and Labrador.

The measures and indicators which will identify the achievement of the Department's mission are:

Measures

- Supported and promoted the development of the tourism industry
- Supported and promoted the development of the cultural and heritage industries
- Supported and promoted increased participation in physical activity and sport.

Indicators

- Total number of non-resident visitors
- Expenditure per non-resident visitor
- Economic value of the tourism industry
- Economic value of the cultural and heritage industries
- Employment in cultural and heritage industries
- Number of school age children participating in sport
- Number of people who are physically active.

7. Strategic Issues

7.1 Introduction

The Department is working toward achieving the following long-term strategic directions (that is, outcomes) articulated by the Government of Newfoundland and Labrador:

- Newfoundland and Labrador becomes a multi-season tourism destination;
- Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed as follows:
 - The Province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support;
 - Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated;
 - Sustainable creative enterprises and cultural and heritage industries are developed;
- Newfoundlanders and Labradorians increase their participation in physical and recreational activities.

These long-term, forward-looking strategic directions will require several planning cycles to achieve.

In consideration of Government's strategic directions and the mandate and financial resources of the Department, a number of strategic issues were identified by the Department of Tourism, Culture and Recreation that will be addressed in part during the planning period 2006 to 2008. The goals identified for each issue reflect the results expected in the two year timeframe while the objectives provide an annual focus.

Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success. In the development of strategies and initiatives, the Department will include gender-based analysis.

7.2 Tourism

Several strategic issues are apparent in the tourism sector, namely, the need to:

- Increase market awareness of Newfoundland and Labrador compared to other better known travel destinations;
- Address strategic tourism sector opportunities (for example, cultural and heritage industries, outdoor adventure operators and outfitters);
- Increase strategic investment in the enhancement or renewal of tourism related provincial infrastructure;
- Expand the tourism season to contribute to a more sustainable tourism industry;
- Support development of the tourism industry in Labrador.

Issue 1: Market Awareness

In 2002 the report, *Newfoundland and Labrador Tourism Marketing Strategy Review*, was completed for the Department of Tourism, Culture and Recreation. One of the strategic issues identified by this study was the low level of market awareness of Newfoundland and Labrador as a tourism destination. The Province also faces a highly competitive market from the other Atlantic Provinces as well as from destinations across North America and internationally.

With regard to its competitive position, the Province is also geographically further from the market. The Department's marketing strategy is to sell the Province as a destination in its primary target markets of Ontario and the Maritime Provinces.

The Province has benefited from increased tourism visitation annually since 1997. Targeted marketing initiatives are being continued to increased awareness of the Province as a travel destination. In its policy document, *Blue Book 2003*, the provincial government committed \$5 million to tourism marketing, and committed to increase marketing funding by \$1 million annually until provincial marketing expenditures approach the spending levels of other Atlantic provinces. In fiscal year 2006-07, the budget for tourism marketing is \$10 million.

The outcome related to this issue is increased non-resident visitation and associated revenue. For the time period of this plan, the goal is increased market awareness of the Province as a travel destination.

Issue 1 The Province must increase the market awareness of Newfoundland and Labrador as a travel destination compared to other better known travel destinations.	
Goal By 2008, raised the market awareness of Newfoundland and Labrador as a travel destination. ²	
Measure	Raised market awareness
Indicators	Level of awareness in targeted markets
	Total number of inquiries (including web inquiries)
	Total number of non-resident visitors (Target: increase)
	Origin of non-resident visitors
	Total revenue
	Expenditures per visitor
Objective 2007 By 2007, continued implementation of the marketing strategy to raise awareness.	
Measure	Raised market awareness
Indicators	Level of awareness in selected targeted markets
	Number of inquiries (including web inquiries) (Target: increase)
	Number of non-resident visitors (Target: increase)
	Origin of non-resident visitor
	Total revenue (Target: increase)
	Expenditures per visitor (Target: increase)
Objective 2008 By 2008, continued implementation of the marketing strategy to raise awareness.	

Issue 2: Strategic Tourism Sector Opportunities

A study entitled, *A Special Place A Special People: the Future for Newfoundland and Labrador Tourism*, was completed in 2004 for the Department of Tourism, Culture and Recreation in partnership with Hospitality Newfoundland and Labrador (HNL) and the Atlantic Canada Opportunities Agency (ACOA). The study was commissioned to assist the Department in the formulation of a tourism product development strategy which would identify feasible tourism products which could be developed or enhanced to meet existing and latent market demand.

² The Department is working to identify appropriate market awareness measures and targets to effectively monitor the province's market position and changes to the brand image over time.

The study has provided guidance for decision making in the tourism sector. In 2007, the Department will develop a strategy to guide the future development and sustainability of the outfitting industry. Clients of the outfitting sector, which encompasses non-resident hunting and fishing activities, spend more per client than other tourism sectors.

By implementing the recommendations of product development strategies in a fiscally responsible manner over a number of years, the Department will contribute to the development of a tourism industry which is attractive to visitors and economically beneficial to the Province. This is a long-term and ongoing goal which will be achieved incrementally over a number of planning periods extending beyond the two-year period of this strategic plan.

As a long-term goal, the Department recognizes its role in assisting the tourism industry in identifying and responding to changes and new opportunities in the tourism market.

Issue 2 Address strategic tourism sector opportunities.	
Goal By 2008, contributed to the development of a tourism industry that is attractive to tourists and economically beneficial to the Province by implementing approved recommendations of the product development strategies for strategic sectors.	
Measure	Implemented approved (short term) recommendations of the product development strategy
Indicators	Outfitting sector strategy completed
	Projects/products/programs as recommended in the product development strategy implemented
Objective 2007 By 2007, implemented select components of the product development strategy, specifically, completed a sector strategy for the outfitting sector.	
Measure	Outfitting sector strategy completed
Indicators	Outfitting sector strategy completed
Objective 2008 By 2008, implemented approved recommendations of the outfitting strategy relevant to Government.	

Issue 3: Strategic Investment in Tourism Related Provincial Infrastructure

The Government of Newfoundland and Labrador and the federal government own and operate critical tourism infrastructure in the Province. The Department recognizes the integral role that provincial infrastructure such as provincial historic sites and museums play as part of the tourism product in regions throughout the Province.

These facilities serve as both tourism attractions and as platforms for program development. Services offered to resident and non-resident tourists through visitor information centres are also a valuable part of the tourism product that is associated with tourism infrastructure.

The tourism product development study and the cultural plan both identify the need for strategic investment in tourism-related provincial infrastructure. This investment supports and leverages opportunities for tourism development and cultural preservation and development.

By the nature of industry development, the life cycle of infrastructure, and the size of the total fiscal investment required, renewal or enhancement of tourism-related infrastructure is a long-term goal. Achievement of this goal will extend into future planning cycles.

Issue 3 Increase strategic investment in the enhancement or renewal of tourism related provincial infrastructure.	
Goal By 2008, strategically enhanced or renewed tourism related provincial infrastructure.	
Measure	Investment in specific tourism related provincial infrastructure
Indicators	Renewed, expanded services
Objective 2007 By 2007, implemented the approved recommendations for 2007 from the product development strategy and the cultural plan for investment in tourism related provincial infrastructure.	
Measure	Implemented the approved recommendations
Indicator	Number of projects developed
	Amount of investment in tourism related infrastructure
	Number of actual and virtual visits (Target: increase)
Objective 2008 By 2008, implemented the approved recommendations for 2008 from the product development strategy and the cultural plan for investment in tourism related provincial infrastructure.	

Issue 4: Expansion of the Tourism Season

Expansion of the tourism season is critical to building a sustainable tourism industry. At present, the season for many tourism operators is limited to the peak tourism period from late June to early September. Reasonable opportunities exist to expand the season into the shoulder seasons (that is, beginning earlier in the spring and ending later in the fall). These opportunities include such activities as bird watching, viewing icebergs and whales in the spring and cultural activities and touring in the fall. There are also opportunities for increased winter tourism in various regions of the Island and in Labrador.

Government policy places specific focus on pursuing a strategy of extending the season to increase the growth of the tourism industry. The Department of Tourism, Culture and Recreation will support this growth through its destination marketing activities and its product development initiatives.

Attracting visitors during the shoulder and winter seasons provides an opportunity to extend the operating season and improve the financial performance and viability of tourism operations. In its efforts to support the extension of the tourism season, the Department will focus on developing a winter tourism strategy in consultation with the industry. It will also undertake a pilot project in a specific region of the Province to extend the tourism season.

The successful extension of the tourism season requires a critical mass of market-ready products as well as market awareness by the travelling public. The pilot project will allow the Department and participating tourism operators to evaluate the potential market and identify aspects which require further development and focus in subsequent seasons.

Issue 4	
Expand the tourism season to contribute to a more sustainable tourism industry	
Goal	
By 2008, completed a season extension pilot project in a region including creating market awareness, and completed the development of the winter tourism strategy.	
Measure	Season extension projects completed
	Winter tourism strategy completed
Indicators	Season extension projects completed
	Number of tourism operators participating in season extension projects
	Number of tourism operators extending the season
	Number of visitors to the region during the season extension
	Winter tourism strategy completed
Objective 2007	
By 2007, completed a season extension project in a region including extension of the season for relevant provincial tourism assets (for example, Provincial Historic Sites and Visitor Information Centres).	
Measure	Season extension project completed
Indicator	Season extension project completed
	Number of tourism operators participating
	Number of visitors to the region during the season extension (Target: increase)
	Results of project evaluations by industry participants (Target: positive)
Objective 2008	
By 2008, expanded the season extension (that is, increased the number of industry participants) and completed the development of the winter tourism strategy.	

Issue 5: Development of Tourism Industry in Labrador

Labrador is one of the few pristine wilderness areas left in North America. The creation of the Torngat National Park Reserve, the ongoing development of plans for the Mealy Mountains National Park and the improving road access to Labrador are all factors which contribute to increased opportunities for the growth of tourism activity in the region.

In 2005, the provincial government committed \$300,000 over a three-year period to support Destination Labrador, an arms-length organization mandated to market Labrador as a destination. The Department's regional staff in Labrador plays an integral role in ensuring access to the Department's services, programs and initiatives in all areas of its mandate, namely tourism, culture and recreation.



At this early stage of tourism development in Labrador, the Department, through support to industry and sub-regional groups, will focus on supporting strategic product development at a pace that will enable Labrador operators to meet demand generated through destination marketing.

Issue 5	
Support the development of the tourism industry in Labrador	
Goal By 2008, contributed to the development of the tourism industry in Labrador by supporting the tourism product and market readiness of tourism opportunities in Labrador.	
Measure	Tourism product and market readiness supported
Indicators	Number of tourism products that are market ready (Target: increase)
Objective 2007 By 2007, promoted and offered product development and marketing programs and services to tourism operators in Labrador and continued to support and work with Destination Labrador.	
Measure	Product development and marketing programs promoted and offered
	Destination Labrador supported
Indicator	Number of tourism operators participating in development programs (Target: increase)
Objective 2008 By 2008, supported tourism product readiness and market awareness.	

Culture and Heritage

In the *Speech from the Throne* (2005), Government committed “to nurture our cultural strengths” and bring forward a Strategic Cultural Plan, “to protect and promote our heritage, celebrate our identity, and champion creativity.” In March 2006, the Department of Tourism, Culture and Recreation released *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*.

The *Blueprint* presents a five-year strategy to deliver on the commitment to nurture the Province’s cultural strengths. It is based on an extensive critical appraisal of the Department’s cultural policies, programs, mission, objectives and systems, a cultural statistical baseline, over 100 recommendations from cultural sector stakeholders, a detailed mapping of the cultural sector, and comprehensive consultations within government and the arts and heritage sectors.

In part, the issues and goals identified in this section of the strategic plan begin the implementation phase of the *Blueprint*.

Issue 6: Preservation of tangible and intangible cultural heritage

The Province’s distinctive tangible and intangible cultural heritage is an integral part of its unique identity - an identity the Province is proud to celebrate and promote. The preservation of the Province’s tangible and intangible cultural heritage also contributes to the tourism industry, as visitors and residents of the Province have an opportunity to experience and explore Newfoundland and Labrador’s unique history and culture.

The Province, as part of its strategic approach to the preservation of its heritage resources, is undertaking to complete a Heritage Framework. The Framework will define the principles, policies, guidelines and priorities for heritage conservation and development in the Province.

The Province will also undertake the development and implementation of a Heritage Designation and Commemoration Program. This program will recognize historic persons, both men and women of the Province, places or events which played a significant role in the history and culture of Newfoundland and Labrador. The preservation and presentation of heritage resources in the Province is a long-term goal. The objectives identified for 2007 and 2008 are incremental steps toward achieving that goal.

Issue 6	
Preserving tangible and intangible cultural heritage	
Goal	
By 2008, advanced efforts to preserve tangible and intangible cultural heritage by completing a Heritage Framework to guide heritage conservation and development in the Province and implemented the Designation and Commemorations Program	
Measure	Heritage Framework completed
	Designation and Commemorations Program implemented
Indicators	Heritage Framework completed
	Management plans for the Provincial Historic Sites completed
	Policies and priorities for program delivery and investment adopted
	Further development opportunities and priorities identified
	People, places and events designated as being significant
Objective 2007	
By 2007, implemented the Designations and Commemorations Program for designating significant people, places and events.	
Measure	Designation and Commemorations Program implemented
Indicators	A nomination and application process for the Program implemented
	Provincial Historic Sites and Monuments Board established (reports to the Minister)
	People, places and events designated as being significant
	By 2008, completed the Heritage Framework, including developing and implementing the interpretation and redevelopment plans for the Provincial Historic Sites.

7.2.1 Arts

Issue 7: Recognizing and supporting professional artists

Recognition of the unique cultural, economic and social contributions of professional artists, including acknowledgement of their professional status, is a long-standing issue nationally and provincially.



Through *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*, the provincial government reiterated that it supports initiatives to recognize the contribution of professional artists, to improve their working conditions including the stability of income and social and economic benefits, to improve access to artists' work and to improve professional artists' access to professional development.

Government will explore the feasibility of the Status of the Artist legislation and in this process include the application of gender-based analysis.

In Budget 2006, the provincial government also increased support to professional artists by increasing the budget of the Newfoundland and Labrador Arts Council. This arms-length government body is the primary provincial funding source which enables professional artists to develop their work.

Among other initiatives, the Arts and Culture Centres are offering increased intra-provincial touring opportunities to local artists.

Issue 7	
Recognizing and supporting professional artists	
Goal By 2008, improved recognition and working conditions for professional artists.	
Measure	Improved recognition of professional artists and their work
Indicators	Status of the Artist research completed and recommendations reviewed
	Support to Newfoundland and Labrador Arts Council
Objective 2007 By 2007, strengthened the capacity of the Newfoundland and Labrador Arts Council to assist professional artists.	
Measure	Strengthened capacity of the Newfoundland and Labrador Arts Council
Indicator	The Arts Council Strategy Framework adopted
	Increased support to the Newfoundland and Labrador Arts Council
Objective 2008 By 2008, completed a review of the major issues for the Status of the Artist and explored the feasibility of appropriate legislation.	

7.2.2 Cultural Industries Development

Issue 8: Growth and sustainability of cultural industries

The cultural industries (including heritage industries) are in an early stage of development in Newfoundland and Labrador. Increasing business support services, management capacity and professional development for creative businesses and individuals are necessary to ensure the development of strong fundamentals of the cultural industries on a sustainable basis, including expanding participation in the Canadian and export markets.

Achieving growth and sustainability of the cultural industries is a long term goal which will require support and investment in many aspects of the industry. The objectives identified for 2007 and 2008 are incremental steps toward achieving that goal.

Issue 8 Growth and sustainability of cultural industries	
Goal By 2008, contributed to the growth and sustainability of the Province's cultural industries through improved support and investment.	
Measure	Supported and invested in cultural industries
Indicator	Investment in cultural industries
	Value of exports by the cultural sector
Objective 2007 By 2007, supported the development of an export strategy.	
Measure	Export strategy supported
Indicator	Export strategy supported
Objective 2008 By 2008, offered effective programs and services for the support of cultural industries.	

7.3 Recreation and Sport

Issue 9: Need for a recreation and sport strategy for the Province

The Department will develop a recreation and sport strategy for the Province which will identify issues, strengths, and opportunities in the areas of recreation and sport and an appropriate strategy to meet the Department of Tourism, Culture and Recreation's mandate. In the development of this strategy the Department will ensure a focus on women and youth as specific groups for inclusion.

The Province is committed to improving participation in physical activity, which leads to improved health and quality of life for the people of Newfoundland and Labrador.

Issue 9	
Need for a recreation and sport strategy for the province	
Goal By 2008, completed a critical step in planning to improve participation in physical activity by developing the recreation and sport strategy for the Province and implementing the approved recommendations.	
Measure	Recreation and sport strategy completed
	Approved recommendations implemented
Indicators	Recreation and sport strategy completed
Objective 2007 By 2007, completed the recreation and sport strategy for the Province.	
Measure	Recreation and sport strategy completed
Indicator	Recreation and sport strategy completed
Objective 2008 By 2008, implemented approved recommendations of the recreation and sport strategy.	

Appendix I - Government Commitments 2004 - 2011

1. Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Speeches from the Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Department of Tourism, Culture and Recreation are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Department. As indicated in the tables in this Appendix, some have been addressed in this strategic plan while others are addressed in the operational and work planning processes.

The Department is working toward achieving the following long term strategic directions (that is, outcomes) articulated by the Government of Newfoundland and Labrador:

- Newfoundland and Labrador becomes a multi-season tourism destination;
- Newfoundland and Labrador's heritage is protected and promoted, our identity celebrated and cultural creativity championed as follows:
 - The Province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support;
 - Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated;
 - Sustainable creative enterprises and cultural industries are developed;
- Newfoundlanders and Labradorians increase their participation in physical and recreational activities.

These long-term, forward-looking strategic directions will require several planning cycles to achieve.

The specific accountabilities of the Minister of Tourism, Culture and Recreation for the period April 2006 to March 2008 are presented in Section 7 of the preceding Strategic Plan.

The Minister of Tourism, Culture and Recreation, in consultation with the Minister of Education, will also support Government's strategic direction regarding the expansion of cultural awareness and curriculum in the education system. This will be implemented through the *Cultural Connections* initiative, a three-year, \$10 million program approved in Budget 2005.



In March 2006, the Department of Tourism, Culture and Recreation released its cultural plan, *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*, which identifies specific initiatives which will be implemented by the Department.

1.1 Tourism

Title: Tourism Industry

Strategic Direction: Newfoundland and Labrador becoming a multi-season tourism destination.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Market Newfoundland and Labrador as a destination		•		
Provincial tourism development strategy		•		
Cultural tourism			•	
Quality of the tourism product				•

1.2 Culture

In the *Speech from the Throne (2005)*, Government committed “to nurture our cultural strengths” and bring forward a strategic cultural plan, “to protect and promote our heritage, celebrate our identity, and champion creativity.” In March 2006, the Department of Tourism, Culture and Recreation released its cultural plan, *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*. The cultural plan presents a five-year strategy to deliver on the commitment to nurture the Province’s cultural strengths. It is based on an extensive critical appraisal of the Department’s cultural policies, programs, mission, objectives and systems, a cultural statistical baseline, over 100 recommendations from cultural sector stakeholders, a detailed mapping of the cultural sector, and comprehensive consultations within government and the arts and heritage sectors.

Title: Arts and Heritage

Strategic Direction: Newfoundland and Labrador’s heritage is protected and promoted; our identity celebrated and cultural creativity championed.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Strategic Cultural Plan	•	•		

The *Blueprint* incorporates and addresses the specific strategic directions articulated by the provincial government regarding the cultural sector and provides direction to other entities reporting to the Minister, namely the Newfoundland and Labrador Arts Council (NLAC), Heritage Foundation of Newfoundland and Labrador (HFNL), Newfoundland and Labrador Film Development Corporation (NLFDC), and The Rooms Corporation of Newfoundland and Labrador (The Rooms).

1.2.1 Support and Recognition of Professional Artists and their Endeavours

Title: Support and Recognition of Professional Artists and their Endeavours

Strategic Direction: The Province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Recognition of professional artists	•	•		
Working conditions for artists	•	•		
Awareness of and support to artists and cultural professionals	•	•		

The components of the strategic direction applicable to other entities reporting to the Minister are relevant commitments for NLAC, NLFDC and The Rooms.

1.2. 2 Cultural Heritage

Title: Cultural Heritage

Strategic Direction: Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Cultural heritage resources		•		
Provincial Historic Sites		•		
Intangible heritage and traditional arts		•		
Programs and services	•			•

1.2.3 Creative Enterprises and Cultural Industries

Title: Encourage and support sustainable creative enterprises and cultural industries

Strategic Direction: Sustainable creative enterprises and cultural industries [including heritage industries] are developed.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plan
Professional and enterprise development needs in the creative and cultural industries				•
Provincial cultural sector export development strategy				•
Public investment in creative and cultural enterprise		•		
Information and multimedia technologies	•			•
Creative enterprises in the Province		•		

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plan
Aboriginal culture and cultural industries	•			•

The components of the strategic directions applicable to other entities reporting to the Minister are relevant commitments for NLAC, NLFDC and The Rooms.

1.3 Recreation and Sport

Title: Recreation and Sport

Strategic Direction: Newfoundlanders and Labradorians have increased their participation in physical and recreational activities.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Department's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Recreation and sport strategy		•		•
Working with the federal and municipal governments, school boards, and other partners:				
(i) Organized sport and connections between community and sport resources;				•
(ii) Participation in physical education and physical activity as part of a broader health promotion and disease prevention program across all age groups;				•
(iii) Multi-sport games;				•
(iv) Physical activity levels of Newfoundlanders and Labradorians.				•
Community recreation programs and infrastructure				•