

Department of Tourism, Culture and Recreation



ANNUAL REPORT 2005-06

Government of
Newfoundland and Labrador



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Minister's Message

I am pleased to present the Annual Report for fiscal year 2005-06 for the Department of Tourism, Culture and Recreation.

This report gives an overview of this multi-faceted Department and touches on some of the highlights of 2005-06. It also provides a look at some of the strategies employed to achieve the Department's objectives as well as some of the challenges and opportunities which the Department must overcome or embrace to meet its goals.

The mandate of the Department of Tourism, Culture and Recreation is to support economic growth and employment in the tourism industry, cultivate contemporary arts, preserve the Province's cultural heritage, and promote recreation and sport and the benefits of active living for the well being of the people of the Province.

The Department worked towards the fulfillment of the mandate through partnerships with other provincial and federal government departments and agencies and in collaboration with stakeholder groups, the tourism and cultural industries, sports organizations and the many volunteers in all sectors whose contributions are invaluable.

I am pleased to note the many highlights achieved, but I am also mindful that the Department still has challenges to fulfilling its mandate. Through the continued work of the executive and staff, and with the assistance and collaboration of our many stakeholders and the volunteer groups on which we depend, I am confident these challenges will be met.

The 2005-06 annual report for the Department of Tourism, Culture and Recreation is submitted in accordance with government's commitment to accountability. This report was prepared under my direction, and addresses the Department's activities and outcomes from April 1, 2005 to March 31, 2006.



TOM HEDDERSON, M.H.A.
Harbour Main-Whitbourne
Minister of Tourism, Culture and Recreation



Vision

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

Mission

The mission of the Department of Tourism, Culture and Recreation includes the Department's operation and establishment of historic sites, archives, museums, arts and culture centres and recreation facilities; the regulatory protection of archaeological sites, artifacts and historic documents; the promotion of the living culture; marketing these resources to the tourist markets; enhancing transportation links with markets and developing tourism businesses. This activity is undertaken to cultivate contemporary arts, preserve the Province's cultural heritage, support economic growth and employment in the tourism industry, and promote recreation and sport and the benefits of active living for the well being of the people of the Province.

Lines of Business

The Department undertakes its mandate through the following lines of business:

Tourism Marketing: consists of marketing Newfoundland and Labrador as a top-of-mind travel destination. Programs include Advertising and Communications; and Market Development and Travel Trade.

Strategic Tourism Product Development: consists of working with the tourism industry to develop high-quality, competitive products and a professional tourism industry. Programs include Quality Services and Visitor Information Centres; and Strategic Product Development, (including Regional Services and Outdoor Product Development).

Cultural Heritage: seeks to protect, preserve and interpret the Province's cultural heritage in association with the Heritage Foundation of Newfoundland and Labrador; and provides attractions and infrastructure in support of the tourism industry. Programs include Provincial Historic Sites; Provincial Archaeology Office; Built Heritage; and Grants to Community Museums and Archives.

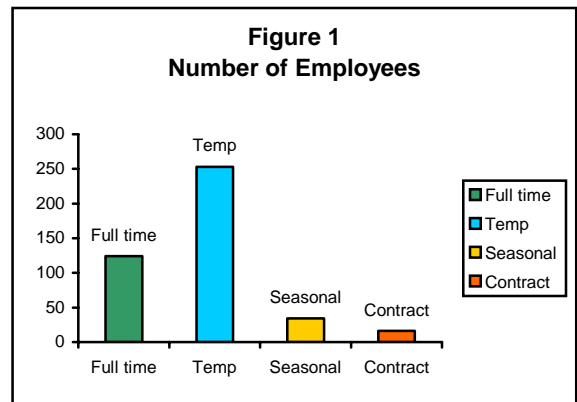
Contemporary Arts: provides financial assistance to artists through the Newfoundland and Labrador Arts Council, support to the film industry through the Newfoundland and Labrador Film Development Corporation; and cultural infrastructure such as Arts and Culture Centres. It includes supporting artistic expression of the Province's unique and

diverse culture through all forms of artistic endeavour and sustaining dynamic and diverse cultural industries. Programs include Arts and Letters Awards; and Arts and Culture Centres.

Recreation and Sport: encompasses active living, sport and community recreation programs in support of healthier lifestyles and community-based organizations, and support for provincial and national sports programs. Programs include Community Recreation and Active Living; Sport Development; Provincial Training Centers and Pools; Newfoundland and Labrador Winter and Summer Games; Canada Games; Athlete Assistance; National Coaching Certification; Consulting Services; and Grants to Provincial Sport Organizations.

Number of Employees

In June 2005 the Department of Tourism, Culture and Recreation had 124 permanent full-time employees. In addition, there were approximately 253 temporary employees (clerks, theatre ushers and assistants, museum interpreters and technicians, lifeguards and swimming instructors), 34 seasonal and 16 contractual employees. This total complement of 427 comprised 166 male and 261 female employees. The Department has an equal number of male and female directors and is cognizant of and seeks to apply gender-based analysis in the recruitment, training and retention of all employees.



Physical Location

The Department's Head Office is located in St. John's, with various divisions and business entities located in St. John's, Grand Bank, Lewisporte, Gander, Grand Falls-Windsor, Stephenville, Corner Brook, Happy Valley-Goose Bay, Labrador City-Wabush, Point Amour, Boyd's Cove, Bonavista, Trinity and Heart's Content.

Other Key Statistics

Financial Statistics

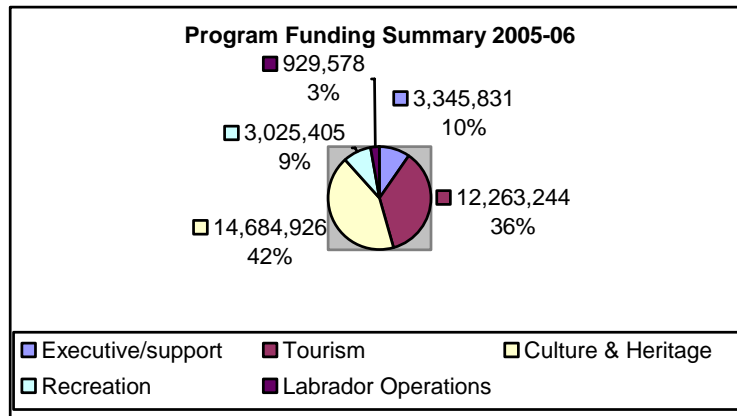
Expenditure and Revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ended 31 March 2006.

Figure 2 – Program Funding Summary 2005-06

Department of Tourism, Culture and Recreation Overview 2005-06



Percentages of total funding allocated to divisions are based on a total expenditure of \$34,248,984.00 net of related revenue.



Budget Highlights

2005-06 Budget highlights for the Department of Tourism, Culture and Recreation were:

- \$6 million in operational funding for The Rooms;
- \$2.29 million for the Newfoundland and Labrador Film Development Corporation for the Equity Investment Program and core operational support;
- \$2.4 million to support the growth of cultural industries. This included funding for the Cultural Economic Development Program, Music Industry Association of Newfoundland and Labrador, Heritage Foundation of Newfoundland and Labrador, Magnetic North Theatre Festival and the Art Procurement Program;
- An additional \$1 million for tourism marketing, bringing the total tourism marketing budget to \$8 million;
- An additional \$160,300 (total contribution of \$900,000) for the Newfoundland and Labrador Arts Council (NLAC), including \$60,000 to support special initiatives to mark the celebration of the NLAC's 25th Anniversary;
- \$500,000 to support the 2006 Labrador Winter Games;
- \$1.3 million over the next two years towards the future development of a new Provincial Training Centre; and
- \$100,000 in each of the next three years for Destination Labrador to implement a marketing and product development program.

The Department collaborates with key partners - agencies, boards and committees - who help provide better services to our customers, access additional resources and enable our clients and stakeholders to have input into our programs and services.

Heritage Foundation of Newfoundland and Labrador (HFNL)

As stipulated in the *Historic Resources Act*, the mandate of the Foundation is “to stimulate an understanding of and an appreciation for the architectural heritage of the Province; to support and contribute to the preservation, maintenance and restoration of buildings and other structures of architectural or historical significance in the Province; and to contribute to the increase and diffusion of knowledge about the architectural heritage of the Province.” HFNL accomplishes this mandate by designating buildings of architectural/ historical significance, by providing matching grants to owners of designated buildings for restoration purposes, by educating the public and by advising the Minister. In 2005-06 the Foundation delivered \$413,080 in program funding (received from the Federal Government) in the implementation of the Historic Places Initiative (HPI), a national program to protect the architectural heritage of Canada. The HFNL also designated 10 additional properties to the Provincial Registered Heritage Structures, approved grants totaling \$95,025 for heritage structure restoration projects, and approved \$46,000 for projects under its Fisheries Heritage Program.

Newfoundland and Labrador Arts Council (NLAC)

Under the *Arts Council Act*, the mandate of the Council is to “foster and promote the study, enjoyment of and the production of works of art of the Province and to encourage the preservation and public awareness of cultural heritage.” The mandate is accomplished by offering grants to individuals and companies for the creation of new works in all disciplines, by offering sustaining grants to arts organizations, by recognizing outstanding contributions through Arts Awards, and by other means. The board is composed of ten members of the arts community, from various disciplines, and two representatives from the Department of Tourism, Culture and Recreation.

Newfoundland and Labrador Film Development Corporation (NLFDC)

The NLFDC was created in 1997 with a mandate to foster and promote the development of the Province’s indigenous film and video industry, and to establish Newfoundland and Labrador as a competitive jurisdiction for on-location shooting. The NLFDC administers two programs: the Equity Investment Fund (EIP) and the Newfoundland and Labrador Film and Video Industry Tax Credit. The Corporation operates at arms length from Government with an independent Board of Directors and staff. Budget 2005 contributed \$2.28 million to the NLFDC for investment in local productions and for operational costs. In 2005-06 the NLFDC committed \$2,033,590 under the Equity Investment Program. Provincial Tax Credits for these productions will total an estimated \$3,127,999 when the money is drawn upon. The total investment of \$5,161,589 leveraged

Shared Commitments

\$23,791,826 million in outside investment and meant \$25,594,755 million in production activity for the Province.

Marble Mountain Development Corporation

The Marble Mountain Development Corporation was incorporated in April 1988 and is a totally provincially-owned crown corporation. The corporation's principal activities are developing the infrastructure of the Marble Mountain resort area and operating its ski and retail businesses. The Corporation, which was transferred to the Department of Tourism, Culture and Recreation from the Department of Finance in 2000, is managed by a Board of Directors which is implementing an integrated business plan to bring Marble Mountain to a financially viable status.

Newfoundland and Labrador Marketing Council

The Marketing Council has been in place since September 2003. The mandate of the Council is to assist with preparing strategic marketing and annual marketing plans; monitor the implementation of marketing programs; assist the Department with developing industry marketing partnership programs; and report annually to the minister and to industry on the marketing programs and their results. Inclusion of industry in a formal process provides a forum to enhance the Department's marketing efforts as industry and government work more collaboratively to achieve common goals.

Atlantic Canada Tourism Partnership

The Atlantic Canada Tourism Partnership (ACTP) is a nine-member pan-Atlantic partnership established in 1991 to promote the entire Atlantic region as a tourism destination to targeted markets. The ACTP consists of the Atlantic Canada Opportunities Agency (ACOA), the four provincial tourism industry associations and the provincial departments responsible for tourism in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island. Funding for the current project (2004 to 2006), valued at \$19.95 million, is cost-shared by the partners, with 50 per cent contributed by ACOA, 30 per cent contributed by the four Atlantic Provinces and 20 per cent contributed by the four tourism industry associations in Atlantic Canada.

Canadian Tourism Commission (CTC)

Since the formation and re-organization of the CTC in 2001, the Department of Tourism, Culture and Recreation has maintained a working relationship with the CTC with respect to marketing activities related to travel trade, consumer advertising initiatives and travel media relations, and product development programs that relate to specific opportunities for expansion and diversification including, Outdoor, Culture and Health and Wellness. The Province has also benefited from participation on working groups and committees including the Research Committee, the US and Europe Marketing Committees and the Product Innovation and Enhancement Committee. These benefits have included market

intelligence, participation in leading edge tourism research, product development and technology and skills transfer.

Newfoundland and Labrador will continue to work with the CTC in areas of product development where research concludes there are requirements for new product innovation and enhancement, where marketing strategies are well aligned, and where there are opportunities for partnership to gain invaluable market intelligence.

Recreation and Sport Partners/Stakeholders

The three provincial federations, Recreation Newfoundland and Labrador, School Sport Newfoundland and Labrador, Sport Newfoundland and Labrador, work in partnership with the Department on various projects and collaborate on a wide variety of initiatives to assist Government in moving the Sport/Recreation and Active Living agenda forward in this Province. The federations envision a society that values a clean environment, an active lifestyle for people of all ages and a commitment to provide recreation, sport and active living opportunities for all. For more than 30 years these groups have worked to improve the quality of life in this Province through sport and recreational activities.

The Department partners with 35 Provincial Sport Organizations and about 250 town councils and recreation committees/commissions in advancing sport/recreation/active living in the Province.

Other Partners

The Department works with numerous other associations and groups in all parts of the Province, including the Outfitters Association, the Association of Cultural Industries (ACI), the Association of Heritage Industries (AHI) and other associations representing various elements of the tourism, arts and heritage sectors. All of these associations provide critical input into the development of departmental policy.

The Department also relies on partnerships and collaboration with other provincial and federal government departments and agencies for funding and other resources to deliver broad initiatives as well as specific projects. Collaborators include, but are not limited to the Atlantic Canada Opportunities Agency; Services Canada; Canadian Heritage; and the Departments of Innovation, Trade and Rural Development; Education; and Health and Community Services.

Highlights and Accomplishments

New Tourism Advertising Campaign

In January 2006 the Department launched the Province's new tourism advertising campaign. Through intelligent storytelling and powerful images the campaign presented a series of innovative ads designed to showcase the Province's creativity, people, culture and natural environment that target the increasingly sophisticated traveler.

Expanded Season for Services and Attractions

In April and May 2005 respectively, the Department announced extensions to the operating seasons for provincially operated Visitor Information Centres (VICs) and Provincial Historic Sites. Visitor Information Centres provide an important tourism information and counseling service to travelers, both from within and outside the Province, with approximately 130,000 tourists accessing information each year. Provincial Historic Sites capture the unique cultural heritage of various regions of the Province, serving as an important tourism attraction to residents and visitors. These season extensions encouraged additional tourism activity beyond the traditional summer months.

Opening of The Rooms / Appointment of the Board of Directors

On March 1, 2006 the Honourable Tom Hedderson, Minister of Tourism, Culture and Recreation announced four new appointments to the Board of Directors of The Rooms Corporation of Newfoundland and Labrador.

These individuals joined the other 11 members of the board and Dr. Priscilla Renouf continued as chair of the board. On June 29, 2005 Premier Danny Williams, along with the Minister of Tourism, Culture and Recreation and the chair of the board of directors of The Rooms Corporation, officially declared The Rooms open to the public. The Rooms is a dynamic institution that profiles the art, artifacts and archival materials of the natural environment, contemporary peoples and ancient cultures of Newfoundland and Labrador.



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Management Plan for Colonial Building

In October 2005 the Minister of Tourism, Culture and Recreation announced the release of the proposed management plan for the Colonial Building. The plan proposed to protect and interpret the significance of the building, while also ensuring it continued to function as a government and public space.

Reinstatement of Provincial Art Procurement Program

In November 2005 the Minister of Tourism, Culture and Recreation announced the reinstatement of the Art Procurement Program and assigned the Provincial Art Gallery at The Rooms to manage the program. Administration of the program by the Gallery's skilled professionals meant the full \$75,000 was available for the acquisition of artwork.

Highlights and Accomplishments

2005 Arts and Letters Awards

In May 2005 the Minister of Tourism, Culture and Recreation, joined by local artist Andy Jones, announced the winners of the 2005 Arts and Letters Awards. The 17 winners in the Junior Division and 26 winners in the Senior Division were awarded a total of over \$23,000 in prize money for entries of prose, poetry, visual arts and musical competition.

Performance Space in Labrador

In Happy Valley-Goose Bay on March 13, 2006 Premier Williams announced that capital investments for Labrador in the upcoming provincial budget would include a \$1.9 million provincial contribution to proceed with performance space in Happy Valley-Goose Bay. On March 24 the federal Department of Canadian Heritage announced a contribution of \$750,000 toward the estimated \$4 million project.

Strategic Cultural Plan Released

On March 28, 2006 Premier Danny Williams presided over the official launch of the Province's strategic cultural plan and announced an investment of \$17.6 million over the next three years to implement the plan. Entitled *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture*, the plan outlines major policies and directions to preserve, support and develop our Province's rich cultural resources. Industry stakeholders applauded the launch of the cultural plan, calling it an important step forward for cultural development in the Province.

Special Olympics Newfoundland and Labrador

Two Special Olympians from Newfoundland and Labrador who were part of Team Canada, Sarah Brown and John Byrne, were recognized in front of the House of Commons on June 6, 2005 for their achievements. Sarah Mary Brown of Gander competed in snowshoeing at the 2005 World Games in Nagano, earning a gold medal and two fourth place finishes, and posting personal bests in all of her races. John Byrne of St. John's acted as team manager for Canada, and also sat on the international appeals committee for the World Games (a first for a Canadian).

Premier's Athletic Awards

In April 2005 Premier Danny Williams announced the 95 recipients of the first annual Premier's Athletic Awards. Recipients were chosen by an awards selection committee of individuals with an extensive knowledge of athletes in the Province. Recipients received grants of \$500, \$1,000 or \$1,500 to assist them in offsetting costs associated with training and competition for Atlantic, National and International level events.

2006 Winter Games

The 2006 Newfoundland and Labrador Winter Games took place in the Humber Valley region from February 25 to March 4, 2006. Summer and Winter Games, held alternately every second year, are the largest multi-sport event for youth aged 11 to 18 years in the Province. In 2006 over 150 teams and 1,500 athletes, coaches and managers, including teams from St. Pierre and Miquelon, participated in 13 sports during the Games.

Outcomes of Objectives

Tourism Marketing - Strategic Overview

The goal is to increase tourism visitation and expenditures with the objective of making Newfoundland and Labrador a "top of mind" travel destination in key markets. This involves motivating both consumers and travel trade to visit Newfoundland and Labrador, and to differentiate Newfoundland and Labrador from other travel destinations. Through its Tourism Indicators and Exit Survey Programs, the Department measures its progress by monitoring rates of non-resident visitation and expenditures (both annual and peak season) as well as rates of retention of resident visitors.

Strategic Issue: As a travel destination Newfoundland and Labrador suffers from a low level of market awareness compared to other, better known destinations.

Goal: Substantially increased tourism visitation and expenditures.

Objective: To increase non-resident visitation (400,000 in 1999) and increase non-resident tourism expenditures (\$225 million in 1999) on an annual basis.¹

Strategies and Actions 2005-06

- In 2005-06 the Department launched a new tourism advertising campaign consisting of a series of innovative ads designed to present a completely new face and feel for the Province of Newfoundland and Labrador. The ads were highly evocative and designed to emotionally connect with target markets while, at the same time, they celebrated our sense of place and identity. The campaign concentrated primarily on markets in Ontario and the Maritimes and secondary markets in the Northeastern United States.
- In March 2006, under the umbrella of the Atlantic Canada Tourism Partnership, the Department renewed a federal/provincial initiative to continue marketing efforts in developmental markets in the United Kingdom, Germany and Japan. This initiative will be in effect until April 2009.
- In January 2006 the Department also contracted the firm of Applecore Interactive for the completion of a Tourism Internet Strategy, including a new tourism consumer website.
- These actions, and those of the Strategic Tourism Product Development Division noted below, addressed the key priorities for 2003-2008 which the Department

¹ As the approved strategic plan for Department of Tourism, Culture and Recreation does not identify objectives for 2005-06, strategic issues and objectives identified in the 2002-03 plan are addressed in this report.

Outcomes of Objectives

had identified in conjunction with the Newfoundland and Labrador Tourism Marketing Council. These priorities included:

- Focus on obtaining market research and information to support effective marketing decision-making and evaluation of results;
- Champion consistent promotion of the Newfoundland and Labrador brand;
- Improve the Province's tourism Internet marketing strategy and its website;
- Expand the Newfoundland and Labrador tourism season; and
- Establish strategic partnerships.

Results and Benefits

- These strategic priorities provide guidance for the actions, activities and programs of all partners including governments, industry and other stakeholders.
- From January 1, 2005 to December 31, 2005, there were an estimated 469,600 non-resident visits to Newfoundland and Labrador, an increase of 4.5% over the same period in 2004. Non-resident tourism expenditures in the Province from January 1, 2005 to December 31, 2005 were estimated to be \$336 million, an increase of 4.8% over the same period in 2004.

Strategic Tourism Product Development - Strategic Overview

The Strategic Tourism Product Development Division works/consults with industry associations, organizations, zone boards and other government departments involved in, or providing tourism products in Newfoundland and Labrador. This ongoing consultation is designed to ensure that tourism product development is based on market demand, that quality standards are recognized and applied and the Department's tourism investment policies are considered. The Division works in partnership with the provincial Department of Innovation, Trade and Rural Development (INTRD) and with the Atlantic Canada Opportunities Agency (ACOA) which are the primary funding agents for tourism product development.

Strategic Issue: The Province needs an overall product development strategy which ensures that more diverse and better quality tourism products are export ready.

Goal: More diverse market-ready products to market, and a continuously increasing market share in key markets: Sightseeing/Touring; Outdoor Adventure; Meetings, Conventions and Incentive Travel; Winter Product; Hunting and Fishing.

Objective: Increase the range and quality of tourism products, experiences and activities in key market categories necessary to make Newfoundland and Labrador a destination of choice.

Outcomes of Objectives

Strategies and Actions 2005-06

- The Department developed a partnership with the City of St. John's and the St. John's International Airport Authority to build and support a new Provincial Visitor Information Centre (VIC) at the St. John's International Airport. The new VIC will be constructed in 2006-07.
- The Department also completed the Visitor Information Center Strategy, a study designed to identify ways in which service and operations could be improved to enhance benefits to the traveling public.
- In partnership with Hospitality Newfoundland and Labrador (HNL), ACOA and Innovation, Trade and Rural Development, the Department identified and began implementation of the priority product development initiatives identified in the Tourism Product Development study released in 2004.
- In partnership with HNL, the Department supported development of the tourism industry through seminars and workshops on market readiness and professional development for tourism operators.
- In partnership with HNL, the Department carried out a Tourism Labour Market Analysis for Newfoundland and Labrador. The intent of this study was to identify areas in which further development is required to support the growth and sustainability of the industry.

Results and Benefits

- Development of the new VIC at the St. John's International Airport and implementation of recommendations of the VIC strategy will result in enhanced public infrastructure to strengthen the tourism industry.
- Development workshops for operators result in a professional skilled workforce to deliver quality tourism experiences and the enhancement /development of tourism products to take advantage of emerging opportunities.
- Collaborations result in strong relationships with stakeholders and key decision makers and help to develop strategies to foster and encourage sustainable practices in the tourism industry.

An Emerging Cultural Industry - Strategic Overview

The Department is committed to working in partnership with the federal government, the arts and heritage communities and others to secure public investment in creative and cultural enterprise and heritage conservation and development, and increase the output and economic value of cultural industries.

Outcomes of Objectives

Strategic Issue: Cultural industries have clearly demonstrated their promise but the current momentum must be sustained for cultural industries to reach a more mature, solid stage of development.

Goal: To enlarge the size and economic impact of the cultural industries in the Province.

Objective: Increase the output and economic value of cultural industries.

Strategies and Actions 2005-06

- In March 2006 the Department completed and released *Creative Newfoundland & Labrador: The Blueprint for Development and Investment in Culture* (The Blueprint). This document, the result of extensive consultation with the cultural and broader community, represents a long-term strategy for arts and heritage and is central to the Province's vision of a more prosperous and self-sufficient Newfoundland and Labrador. Key areas addressed were Professional Artists; Creative Communities, Aboriginal Peoples; Creative Education; Creative Workforce; Cultural Heritage (tangible and intangible); Cultural Tourism; Cultural Industries; and Cultural Research.
- The Department continued to support the development of various genres of the cultural industries through:
 - Allocation of \$200,000 to Music Newfoundland and Labrador to establish a funding program for export and professional development for members.
 - Allocation of \$2.29 million to support the Newfoundland and Labrador Film Development Corporation and its programs.
 - Renewal of the Provincial Art Procurement Program in the amount of \$75,000, with administration of the program being transferred to the Provincial Art Gallery at The Rooms.
- Budget 2005 provided \$1.3 million for the Province's Cultural Economic Development Program (CEDP) to support cultural industries and heritage initiatives. The CEDP also included a new Literary Assistance Program specifically directed toward the publishing sector in the Province.

Results and Benefits

- Development of The Blueprint provided guidance and sets the direction for the actions, activities and programs of all partners including governments, industry and other stakeholders.
- The Department approved a total of 92 individual arts and heritage projects through the CEDP. The program made specific investments in the areas of cultural policy and planning; heritage conservation and professional development; operational support for arts organizations; cultural industries marketing; cultural industries professional development; and capacity building/product development.

Outcomes of Objectives

- Government purchased a total of 77 original works through the Art Procurement Program supporting creative professional artists in the Province. Works included clay pieces, mixed-media works, lithographs, oil, acrylic, watercolors, tapestries, wood block carvings, sculptures, etchings and textiles. The works are displayed in provincial public buildings throughout the Province.

Arts and Culture Centres - Strategic Overview

To support the growth of the vibrant arts and cultural community in the Province, the Province's six Arts and Culture Centres require focus and direction to become more relevant and integrated into the mainstream of cultural and community life.

Strategic Issue - To make Arts and Culture Centres relevant and accessible to audiences in the face of scarce resources, changing demographics and increasing competition.

Goal: To ensure Arts and Culture Centres are more relevant, integrated, accessible, dynamic community-based arts and cultural venues in the Province.

Objective: To realize an increase in ticket sales and facility utilization.

Strategies and Actions 2005-06

- Arts and Culture Centres (ACCs), facilitated by a financial contribution from the Department of Canadian Heritage, integrated Francophone and Aboriginal performances to targeted audiences within the Province.
- ACCs continued existing partnerships with Music Newfoundland and Labrador, the MUN School of Music and the NL Symphony Orchestra. They also developed new partnerships with the Francophone School in St. John's and the Francophone community in Fermont, Que., (via the Labrador West Centre), the St. John's Folk Arts Council and the Magnetic North English Theatre Festival.
- The ACCs integrated the best recent productions of Rising Tide Theatre, Theatre Newfoundland Labrador and the Stephenville Festival into the Centres' season.
- The Department implemented technical and facility upgrades in several Centres.

Results and Benefits

- Through partnerships the Centres increased diversity and the relevance of performances to communities in which they were presented.
- Integration of a variety of local performances increased the number of professional artists profiled at the Centres and also increased access for more residents of the Province to Newfoundland and Labrador talent.

Outcomes of Objectives

- Technical and other upgrades resulted in enhanced technical capability at the Centres and improved management and safety skills for staff.

Realizing the Promise of The Rooms – Strategic Overview

On June 29, 2005 The Rooms was officially opened to the public. Approximately 3,000 people gathered for the ceremonies which began with an historic journey from Fort William to The Rooms by the Royal Newfoundland Regiment of Foot (Signal Hill Tattoo), Royal Newfoundland Regiment, Royal Newfoundland Constabulary, and the St. John's Regional Fire Service, all of whom have had historic links to Fort Townshend .

Strategic Issue: The Department must ensure that the right exhibition and collections plans are developed and in place, and advanced technology incorporated so that “The Rooms” will realize their great promise.

Goal: A well-planned, fully functional, highly accessible, state-of-the-art cultural and heritage institution incorporating the most advanced available technology and best practices in its exhibits, programs, services and operations.

Objective: To open and operate The Rooms as envisioned in 2004.

Strategies and Actions 2005-06

- On June 29, 2005 The Rooms officially opened to the public.

Results and Benefits

- The Rooms is a landmark cultural facility and a spectacular monument to the Province's culture and history. It is a public space showcasing the Province's priceless cultural treasures through the works of the Province's people.
- The Rooms focuses on education and outreach, working with the Department of Education to bring art and heritage to schools and reaching out to communities through traveling exhibits and online access to the archives.
- The Rooms makes culture relevant and meaningful for everyone, strengthening our sense of pride and identity in an increasingly global world.

Preservation of Heritage Buildings, Districts and Landscapes – Strategic Overview

Historically the term “Heritage” meant the tangible evidence of human experience, such as artifacts, archives, printed material, cultural products, architectural heritage, sacred sites and archaeology. This concept has gradually expanded to include cultural landscapes, historic districts and buried remains. Heritage comprises not only assets to be

Outcomes of Objectives

protected and valued, it is also an important means of promoting and reinforcing our identity and social cohesion in Newfoundland and Labrador.²

Strategic Issue: Saving of heritage and cultural buildings, districts and landscapes which would otherwise be lost.

Goal: To preserve and protect the built heritage and cultural landscape of the Province.

Objective: To prepare an inventory of significant heritage properties and cultural landscapes throughout the Province; 100 per cent designation of significant heritage properties and landscapes; preservation of a representative proportion of these significant structures and properties.

Strategies and Actions - 2005-06

- Budget 2005 identified secure funding for the Heritage Foundation of Newfoundland and Labrador (HFNL), the crown agency responsible for the preservation of heritage structures and districts, and allocated \$250,000 to the Foundation in 2005-06 in recognition of its important role.
- The Provincial Government, through HFNL, continued to administer the Federal-Provincial Agreement under the Historic Places Initiative (HPI) which received federal funding of \$527,500 for the identification and preservation of heritage buildings.

Results and Benefits

- Through its outreach efforts under the HPI, the Foundation has greatly enhanced municipal involvement in the designation of heritage structures and places.
- Through the HPI, the Foundation has added 380 sites from Newfoundland and Labrador to the National Register of Historic Places (representing 16% of the Canadian total).
- The HFNL designated 10 additional properties to its list of Provincial Registered Heritage Structures, approved grants totaling \$95,025 for 11 heritage structure restoration projects, and approved 16 projects valued at \$46,000 under its Fisheries Heritage Program.
- The vernacular architecture of Newfoundland and Labrador is considered distinctive in North America and its preservation is critical for the further development of tourism potential, particularly in rural areas.

² Mapping the Cultural Landscape: Part One of the Strategic Plan for Newfoundland and Labrador, July 2005

Outcomes of Objectives

Physical Inactivity Reduction Target – Strategic Overview

In 1997, Federal/Provincial/Territorial Ministers Responsible for Sport, Recreation and Fitness set a target to reduce physical inactivity by 10 per cent by 2010. Indications to date are that specific population groups across Canada have not advanced toward the 10 per cent target and a significant portion of the population is still not active enough to receive optimal health and other benefits.

Strategies and Actions - 2005-06

- Budget 2005 provided \$1.3 million over two years towards the future development of a new Provincial Training Centre in St. John's to support provincial and Canada Games athletes and teams with their training and competition requirements.
- The Department, in consultation with Recreation Newfoundland and Labrador, contracted the drafting of a Provincial Recreation Policy.
- Government has committed to the development of a Recreation and Sport Strategy and Action Plan to guide them in addressing a number of issues related to recreation and sport and in particular the high obesity and inactivity rates among residents of the Province.
- The Department, in partnership with Recreation Newfoundland and Labrador, continued implementation of the High Five Recreation Training Program -a quality assurance program designed to support the safety, well-being and healthy development of children in recreation and sport programs.

Results and Benefits

- The Physical Activity Strategy is to be incorporated into the larger Wellness Strategy (part of the Provincial Health Plan) and will provide a guideline for individuals to become more active.
- The High Five Recreation Training Program targets children and encourages increased participation in recreation and sport, contributing to increasing activity and wellness. It also provides leadership training/development for staff and volunteers.

Opportunities and Challenges Ahead

Tourism Outlook

The truly different and compelling feature of Newfoundland and Labrador is our creativity - natural, spontaneous, and uncomplicated. That creativity is expressed in the very real character of our people, their attitude and way of life; our culture and heritage; and our natural environment, a land of fierce beauty positioned against the vast Atlantic.

Barriers such as travel distance, travel time, travel cost, and travel access, whether perceived or real, are significant obstacles for tourism industry growth. The short season, capacity constraints at peak times, shortage of appropriate infrastructure and facilities, and underdeveloped tourism experiences all present challenges to tourism growth.

Despite these formidable challenges, there are significant opportunities open to Newfoundland and Labrador Tourism. The large demographic group represented by the baby boom generation has money, time, and a keen interest to explore destinations that are off the beaten track, unusual and unspoiled. Places like Newfoundland and Labrador.

Significant opportunity still exists in Ontario, our largest non-resident market. That market remains underdeveloped for Newfoundland and Labrador Tourism (relative to the penetration levels achieved by Nova Scotia and the Maritimes). Doubling the current annual penetration rate would add an additional 150,000 visitors a year to the Province.

Becoming a successful tourism destination involves a sustained and consistent effort over time. The competition for tourists is great and the timeline for building awareness and demand is gradual and long term. The future prospects are bright, but harnessing the potential will require the focused, coordinated efforts of Newfoundland and Labrador Tourism, and its industry stakeholders.

Strategic Tourism Product Development

To achieve the full potential and growth of the Province's tourism industry, tourism products and experiences must be developed in key market categories which match market demand. The implementation of priority recommendations of the Strategic Tourism Product Development Study is challenged in several areas. The out-migration of people from rural Newfoundland, coupled with a severe decline in the volunteer base, is creating difficulties in maintaining quality products and services in rural areas.

Transportation services to and within the Province are sometimes constrained and not amenable to the development of tourism products which would be dependent on well developed transportation services with the appropriate amenities.

The Province does, however, have products which meet the demand of the "new" traveler and which can be developed to full advantage through an aggressive, coordinated and targeted approach by the Department, its partners and the industry.

Opportunities and Challenges Ahead

Culture and Heritage

There are many challenges facing the preservation and sustainability of culture and heritage in the Province. It is critical that the Department manages available funding for cultural attractions, initiatives, and products to ensure integrity of the market and its capacity. The Department has concerns regarding the sustainability of community-run heritage sites and attractions and the preservation of important community landmarks such as churches, cemeteries, and community and institutional buildings in light of increased demands for government support, and a decreased rural population and changing lifestyles.

The development of a provincial cultural strategy and enhanced government support for the cultural sector provide stimulus and opportunity for further development of the sector. The arts community in Newfoundland and Labrador enjoys a national profile which also provides a base for building the industry. The revitalization of Provincial Historic Sites, development of provincial incentives for heritage building restoration and the refinement of cultural tourism will all contribute to the sustainability of the Province's culture and heritage.

Preservation of Archaeological Sites and Historical Integrity

The absence of secure federal funding has greatly reduced resources available to community groups for archaeology projects placing additional pressure on the Department of Tourism, Culture and Recreation to fill the funding gap. The Provincial Archaeology Office (PAO) continues with ongoing work related to the Labrador Inuit Association Land Claim which was ratified in 2005, and work with the Nunatsiavut Government to assist them in meeting treaty obligations relating to archaeological resources. The PAO is also involved in continuing work on the Historic Resources section of the Innu Nation Land Claim agreement as well as the preliminary transfer of archaeological site records and reports to Parks Canada regarding the newly established Torngat National Park.

Arts and Culture Centres

The Centres are challenged in trying to increase access of Newfoundland and Labrador residents to the arts by increasing competition from new and larger community venues. An aging technical staff and the loss of corporate technical knowledge of the intricacies of the Centres present a challenge in effectively serving their clientele.

Opportunities exist through the exploration, development and/or expansion of partnerships with community stakeholders, including school boards, fine arts colleges, arts organizations and others. Opportunities also exist through increasing the professional training opportunities for the Centres' staff to expand skills and abilities in the areas of front-line service, community networking and facilitation, marketing, leadership and supervision, and new technologies.

Opportunities and Challenges Ahead

Recreation and Sport

An aging and active population will demand a shift in emphasis from sport to recreation in the Province. The Province also has an aging physical plant for recreation and sport and the use and viability of these activities must be assessed, now and for the future. The Department must continue to promote active living and thereby contribute to the increased health and well-being of the general population, while at the same time reducing health costs related to sedentary lifestyles.

The Department and its other partners in the Province must move forward in the development of an overall strategy for recreation and sport that addresses the need for more active living leading to reduced health costs, an assessment of the Province's aging physical plant and other issues related to recreation and sport development. In this, the Department of Tourism, Culture and Recreation must work cooperatively with the Departments of Health and Community Services and Education to move the Physical Activity agenda forward.

Expenditures and Revenues for the Department of Tourism, Culture and Recreation, as reflected in the following table, are based on public information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund** for the year ended 31 March 2006.

Department of Tourism, Culture and Recreation			
Statement of Expenditure and Related Revenue			
For The Year Ended 31 March 2006			
Division	Actual (\$)	Estimates Amended (\$)	Estimates Original (\$)
Executive and Support Services	3,345,831	3,388,900	3,599,000
Tourism	12,263,244	12,236,900	10,690,400
Culture and Heritage	14,684,926	16,024,700	16,953,300
Recreation Services and Facilities	3,025,405	3,004,500	3,451,800
Labrador Operations	929,578	949,300	926,000
Total Department	34,248,984	35,604,300	35,620,500