

Tourism, Heritage and Culture

Annual Report
2019–2020



**Tourism, Heritage and Culture
Annual Report 2019-2020**

Province of New Brunswick
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Transmittal letters

From the Minister to the Lieutenant Governor

Her Honour, the Honourable Brenda L. Murphy
Lieutenant Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the annual report of the Department of Tourism, Heritage and Culture, Province of New Brunswick, for the fiscal year April 1, 2019, to March 31, 2020.

Respectfully submitted,



Honourable Tammy Scott-Wallace
Minister

From the Deputy Minister to the Minister

Honourable Tammy Scott-Wallace
Minister of Tourism, Heritage and Culture

Madam:

I am pleased to be able to present the annual report describing operations of the Department of Tourism, Heritage and Culture for the fiscal year April 1, 2019, to March 31, 2020.

Respectfully submitted,



Yennah Hurley
Deputy Minister

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Minister's message

The Department of Tourism, Heritage and Culture has the mission to promote, support and protect New Brunswick's amazing natural wonders, attractions, cultural richness, sports and recreation accessibility, and its heritage treasures.

New Brunswick had a lot to offer and in 2019-2020 the Department of Tourism, Heritage and Culture worked to consolidate the province's position as a premier tourism destination by creating positive and exceptional experiences for our visitors. The main goal was to create an economic environment that will allow New Brunswick tourism businesses to thrive, because a healthy economy needs a strong, dynamic and growing private sector. Our efforts have increased the capacity of New Brunswick's tourism industry through innovative marketing, product innovation and partnerships.

From June to August 2019, we were pleased to see more visitors making New Brunswick their destination of choice for their summer vacation compared to the previous year. Attractions such Kings Landing, the New Brunswick Aquarium and Marine Center, the New Brunswick Botanical Garden, the New Brunswick Museum, Roosevelt Campobello International Park, Acadian Historical Village and Hopewell Rocks Provincial Park saw an eight per cent increase in the number of visitors.

New Brunswick provincial parks provide opportunities for residents and visitors to take part in recreational and outdoor activities that promote a healthy lifestyle. That is why we have been pleased to bring improvements to facilities and new equipment in provincial parks, notably to increase accessibility for people with limited mobility and physical challenges. We were thrilled to see New Brunswick provincial parks remove barriers and provide opportunities for more New Brunswickers to exercise and connect with nature.

The culture sector of the department was also active during the 2019-2020 year with the continued implementation of the Cultural Policy for New Brunswick and the development of an arts and cultural industries strategy is underway. The Public Art Policy has been implemented, allowing art pieces to be commissioned for new provincial buildings. The department also increased the Art Bank visibility towards New Brunswick's schools.

The Archaeology and Heritage Branch continued to play an important role in the cultural resource management of the province's archaeological heritage. Thanks to their coastal monitoring efforts, 89 new Indigenous sites and 114 new historic sites were registered in the Provincial Archaeological Sites Database.

Over the year, the Sport and Recreation Branch helped increase sporting, recreation and active living opportunities for all New Brunswickers. We have been pleased to see their key focus areas to be the advancement of women and girls in sport and recreation, as well as the development of an Aboriginal Sport and Recreation strategy. The branch also helped sports organizations develop stronger governance, policies and procedures.

I want to take this opportunity to thank the departmental staff and our community partners in fulfilling the important mandate and objectives of the Department of Tourism, Heritage and Culture. All together, through our multitude of initiatives, we have contributed to make New Brunswick stronger for the future.



Honourable Tammy Scott-Wallace
Minister of Tourism, Heritage and Culture

Deputy Minister's message

In 2019-2020, I had the opportunity to see firsthand the creativity, skills and dedication of the department's staff. All year long their work ethic and their expertise was on display in the initiatives and programs from all sectors of the department. It was a very successful year for the department on many fronts.

The provincial parks and attractions had nearly 1.230 million guests. There were major infrastructure projects and upgrades at Ministers Island, the Fundy Trail Parkway and the Provincial Trail network. Incredible work was done at Parlee Beach to earn, in May 2019, the prestigious international eco-certification Blue Flag for clean, safe and sustainable management. Mount Carleton was better equipped to welcome snowmobilers with a new retail fuel facility, operated and managed by Maliseet Fuels of the Woodstock First Nation, on 40 km of groomed snowmobile trails and a new lodge open year long.

The department did great work supporting New Brunswick's tourism businesses and entrepreneurs to be market-ready for visitors in constant search of new and unique experiences. The first Tourism Start up Bootcamp held in Bathurst and Miramichi attracted over 50 tourism businesses and entrepreneurs across the province interested in finding innovative ways to grow visitor spending. As a result, more than 40 new culinary, adventure, parks, culture and indigenous products and experiences were developed.

A variety of marketing efforts promoted the province's many tourism gems all year long to visitors and New Brunswickers. The World Pond Hockey Championships had a story in the Air Canada's enRoute magazine; snowmobilers from Quebec were targeted in marketing campaign in partnership with the Northern Odyssey regional group; and New Brunswickers were invited to spend winter in the province with the Getting Away is Closer Than You Think campaign.

The Culture and Heritage departmental branches saw similar successes. All actions within the Cultural Policy for New Brunswick plan have been accomplished or are underway; the Artist in Residency/VanGO!/Grande visite Programs expanded in New Brunswick's school system to benefit students; and a new Arts and Cultural Industries strategy will define pillars and actions to be implemented over the next few years.

Heritage departmental staff developed a conservation approach to provincially-owned Covered Bridges with the Department of Transportation and Infrastructures, participated in 16 rehabilitation projects on significant community heritage places, and 22 seasonal staff were hired to assist with the completion of Archaeological Impact Assessment work, including 19 Certified Indigenous Technicians.

The Sport and Recreation branch concentrated their efforts on the advancement of women and girls in sport and recreation. Work was done with Aboriginal Sport and Recreation New Brunswick to support Aboriginal communities, families and individuals into making sports, recreation and physical activities a priority. Also, the strategy for persons with a disability was updated focusing with sport and recreation delivery partners.

Of course, we all know the 2019-2020 fiscal year ended with the province facing unprecedented challenges with the arrival of COVID-19 in our province. Partnerships have been an important part of the fabric of our work, but never has it been more important than when faced with such challenges. The Department of Tourism, Heritage and Culture expanded upon its consultation with tourism industry by expanding the Tourism Advisory Committee to include every sector that makes up the larger tourism industry. This allowed the department to learn first hand the impacts the industry was facing as well as the type of support required. This committee began meeting immediately following the province entering the red phase. I wish to thank not only our tourism stakeholders, but our partners in the Arts, Culture, Heritage and Sport sectors for their continued support and collaboration in these difficult times.

As the Deputy Minister, I am proud of the excellent work and resilience of the staff at Tourism, Heritage and Culture. I want to sincerely thank all of them for their dedication, creativity and passion in presenting New Brunswick as a province to visit, live and love.

A handwritten signature in blue ink that reads "Yennah Hurley". The signature is written in a cursive style with a large initial "Y".

Yennah Hurley
Acting Deputy Minister

Top Government Priorities

Strategy and Operations Management

The government of New Brunswick (GNB) uses a Formal Management system built on leading business practices to develop, communicate and review strategy. This process provides the Public Service with a proven methodology to execute strategy, increase accountability and continuously drive improvement.

The development of the strategy, using the Formal Management system, starts with our governments roadmap for the future of New Brunswick that focuses on key priorities and the importance of public accountability.

Our Top Priorities:

Affordable and Responsive Government

Getting our financial house in order will make it possible for government to be responsive and provide sustainable high-quality public services for all New Brunswickers.

Dependable Public Health Care

New Brunswickers deserve a sustainable, high-quality health-care system where they can access the services they need when they need them.

World-class Education

New Brunswick's young people need access to a world-class education, so they can make the most of their lives and compete in future job markets.

Energized Private Sector

All New Brunswickers benefit from a thriving private sector. Increasing private sector investment, growing our labour force and being home to successful businesses of all sizes is good for our province.

Vibrant and Sustainable Communities

Vibrant communities are places people want to call home. More vibrant and sustainable communities make for a more resilient province.

High-performing Organization

All New Brunswickers benefit when engaged and empowered civil servants use their talents and skills to make our province a better place.

Highlights

During the 2019-2020 fiscal year, Tourism, Heritage and Culture focused on these strategic priorities:

Tourism

- Created and delivered integrated marketing programs in external markets of Ontario, Quebec and USA.
- Participated in integrated marketing programs (including Trade and Travel Media Initiatives) in New England, the United Kingdom, Germany and China.
- Delivered a campaign in the France market.
- Delivered a marketing program targeting snowmobilers in the Quebec market.
- As part of the tourism product innovation strategy, enabled over 50 tourism businesses and entrepreneurs to elevate their product offerings and market-readiness.
- Partnered with industry to deliver the first NB Eating Heritage Symposium. The Symposium celebrated local food by inspiring and connecting local producers, tourism operators and destination marketing organization to promote a New Brunswick “taste of place”.
- Delivered the INSPIRE program, a leading edge (first in Canada) professional development program for the tourism industry. With a focus on experience development and entrepreneurship, this program allowed tourism entrepreneurs to take their businesses to the next level.
- To grow awareness of NB as a tourism destination, delivered customized media tours in New Brunswick hosting 125 journalists, film crews and media influencers from key markets (Canada, US, France, UK, Germany), resulting in a total ad value of \$8.7M and generated 433M circulations and impressions.
- Partnered with Porter Airlines, Discover Saint John, Fredericton Tourism and Moncton Tourism on campaign activity to increase passengers to these regions. Campaign period bookings increased by 14.8 per cent over the previous year.

Parks and Attractions

- Provincial Parks and Attractions welcomed 1.23 million guests and sold 76,200 campsite nights.
- The Bike Park at Sugarloaf Provincial Park was awarded title “Best Bike Park –In Eastern Canada” by mtbparks.com for fifth consecutive year.
- Parlee Beach was designated as a Blue Flag destination for the 2019 tourism season. The Blue Flag provides recognition of high-water quality, environmental stewardship, community involvement and knowledge-sharing.
- Invested \$12.9M in capital improvements and maintenance in Provincial Parks. Key improvements were a new lodge and trail bridge at Mount Carleton, upgrades to the Fundy Trail Parkway Cookhouse and Hearst Lodge, Wolastoq Valley Trail stabilization and surfacing, and historical preservation projects at Ministers Island.
- Completed a comprehensive public engagement process as part of planning efforts to establish a protected area in the Restigouche River Watershed.
- Implemented the New Brunswick Trails Action Plan to develop signature trails with high tourism and recreation value. Signature Trails are designed for multipurpose use, including motorized trails for ATV and snowmobile users, and greenway trails for hiking, cycling, and outdoor enthusiasts.
- Invested \$100,000 to improve accessibility for people with limited mobility and physical disabilities. The Mactaquac Provincial Park office received accessible washrooms, four Hippocampe wheelchairs, three WaterWheels floating beach wheelchairs and one adaptive mountain bike – the Bowhead Reach - were purchased and distributed strategically throughout the parks system.
- Enhanced the Christmas Mountains Snowmobile Trail Network with construction of a retail fuel facility and storage shed, which was then operated by Maliseet Fuels of the Woodstock First Nation.

Culture

- Surveyed 637km of NB's coastline to improve our knowledge of archaeological resources, resulting in 89 new Indigenous sites and 114 new historic sites registered in the Provincial Archaeological Sites Database.
- Collaborated with Department of Transportation and Infrastructure on the development of a conservation approach to provincially-owned covered bridges;
- Under the Public Art Policy for the province of New Brunswick, two public art pieces were commissioned for new buildings at Mount Carleton Provincial Park and Maplehurst Middle School.

Sport and Recreation

- Addressed barriers faced by Women and Girls in Sport and Recreation (WGSR) by providing GoNB funding and partnering with She is Active NB and Coach NB.
- Provided core funding and worked with Aboriginal Sport and Recreation New Brunswick (ASRNB) to contribute to a healthier future for Aboriginal communities, families and individuals by making sport, recreation and physical activity a priority.

Performance measures

Energized private sector	Measures
Grow spending on natural resource-based tourism	Visitation at strategic parks and attractions Number of NB'ers camping in parks Parks visitor experience rating
Build strategic tourism infrastructure	Percent of strategic tourism infrastructure projects on-track
Grow NB as a tourism destination	Number of referrals (i.e. potential customers) sent to tourism operators from TourismNB website
Grow companies by product and experience innovation	Number of new products and experiences developed with businesses
Vibrant and sustainable communities	Measures
Improve inventory of built heritage and archaeology	Kilometers of NB coast line surveyed, and archaeological resources inventoried
Partner with First Nations and communities	Number of Heritage and Culture MOU's established
Grow participation in quality sport and recreation	Number of paid, registered members (participants) in Provincial Sport Organizations

Energized private sector

Objective of the measure

Grow spending on natural resource-based tourism

Measure

Visitation at strategic parks and attractions

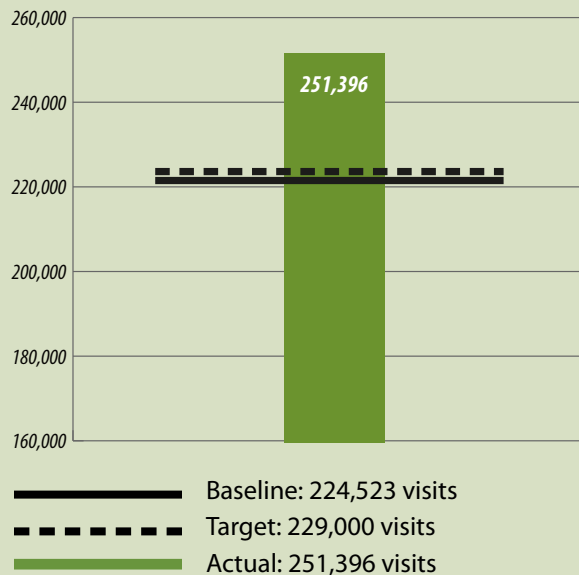
Description of measure

Participation levels at two parks, Parlee Beach and Mt. Carleton for June to September, were collected through camping and day use permits.

Overall performance

Exceeded target, visits increase by 12 per cent

Visitation at strategic parks and attractions



Why do we measure this?

The Department of Tourism, Heritage and Culture invested strategically in capital infrastructure, programming, and visitor experience in these two parks with the desired outcome of increased visitation. This is a measure of the effectiveness of provincial parks in attracting New Brunswick residents and visitors to the province's natural and heritage resources.

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

The department delivered partnership and program management initiatives to increase participation in programs at provincial parks and attractions.

The department implemented a combined Internet and social-media marketing strategy encouraging New Brunswickers to unplug, get outside and get healthy at New Brunswick parks and attractions. The youth-led Get Outside! NB program delivered regular, signature events and activities in parks for the fifth year.

Energized private sector

Objective of the measure

Grow spending on natural resource-based tourism

Measure

Number of New Brunswickers camping in parks

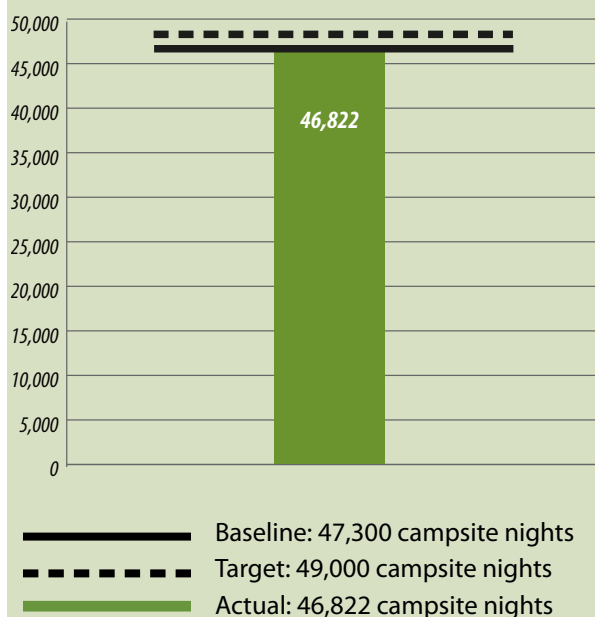
Description of measure

Participation levels are collected through camping permits

Overall performance

Did not meet target, had a 1 per cent decrease

Number of New Brunswickers camping in parks



Why do we measure this?

This is a measure of the effectiveness of provincial parks programs in attracting New Brunswick residents to the province's natural and heritage resources.

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

The department partnered with the Federal government to develop and implement a "Green Jobs" student employment program in parks. This initiative was focused on hiring 13 new summer students outside of regular student employment programs as Visitor Experience Coordinators to deliver new programs and experiences to increase visitation to provincial parks and attractions. The initiative was launched in fiscal 2018-2019 and extended to fiscal 2019-2020.

The department followed a combined Internet and social-media marketing strategy encouraging New Brunswickers to unplug, get outside and get healthy at New Brunswick parks and attractions. The youth-led Get Outside! NB program delivered regular, signature events and activities in parks for the fifth year.

Energized private sector

Objective of the measure

Grow spending on natural resource-based tourism

Measure

Parks visitor experience rating (for strategic parks and attractions where we predict growth)

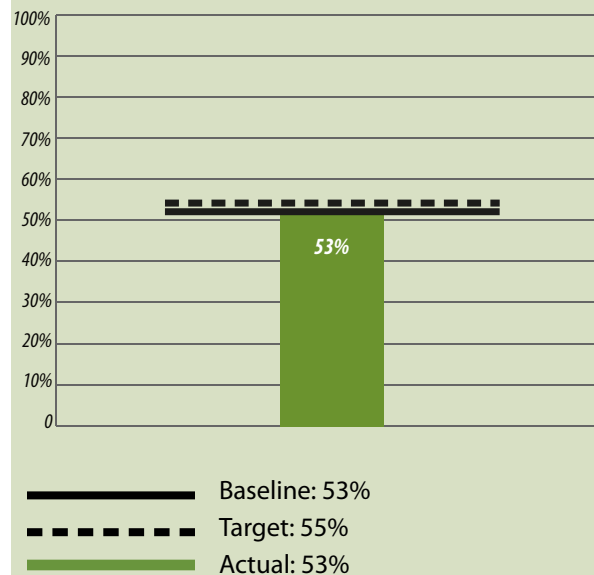
Description of measure

This measures the percent of visitors that rated their experience as excellent on TripAdvisor.

Overall performance

No change from previous year

Parks visitor experience rating (for strategic parks and attractions where we predict growth)



Why do we measure this?

Understanding and improving the park visitor experience is a strategic priority for Tourism, Heritage and Culture. Visitor experience ratings are derived from guest reviews and ratings through a third-party service – TripAdvisor. Using a widely accessible third-party service enables provincial park managers to quickly gather and respond to user feedback.

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

Park managers and central staff took 'ownership' of the TripAdvisor pages to enable staff to respond directly and quickly to user ratings. Parks used signage and leaflets to increase the number of reviews.

Energized private sector

Objective of the measure

Build strategic tourism infrastructure

Measure

Percent of strategic tourism infrastructure projects on-track

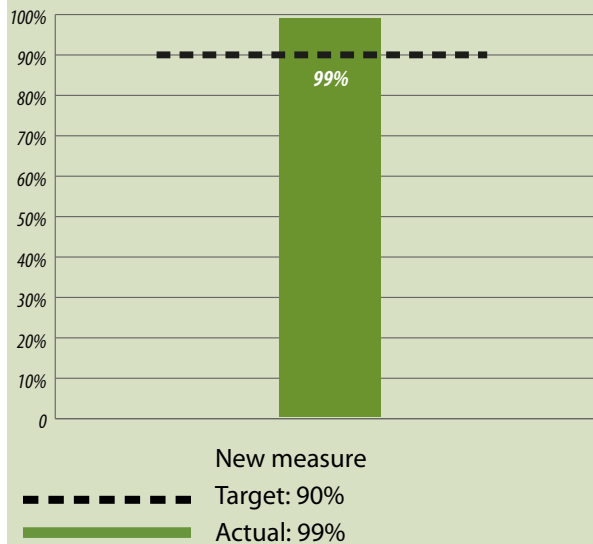
Description of measure

Percent of projects that are delivered "on-track"

Overall performance

Exceeded target

Percent of strategic tourism infrastructure projects on-track



Why do we measure this?

Investments in new and existing strategic infrastructure is critical to the success of the department and building these improvements on schedule is a key metric for getting them operational.

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

The Capital and Asset Management Branch was created to better manage significant investments in strategic tourism infrastructure at parks, attractions and heritage sites falling within the scope of the department's responsibility.

The department directed approximately \$9.5M to strategic infrastructure projects such as a new lodge at Mount Carleton, a trail bridge replacement at Mount Carleton, upgrades to the Fundy Trail Parkway Cookhouse and Hearst Lodge, Wolastoq Valley Trail stabilization and surfacing, and Historical Preservation projects at Ministers Island.

Energized private sector

Objective of the measure

Grow NB as a tourism destination

Measure:

Number of referrals (i.e. potential customers) sent to tourism operators from TourismNB website

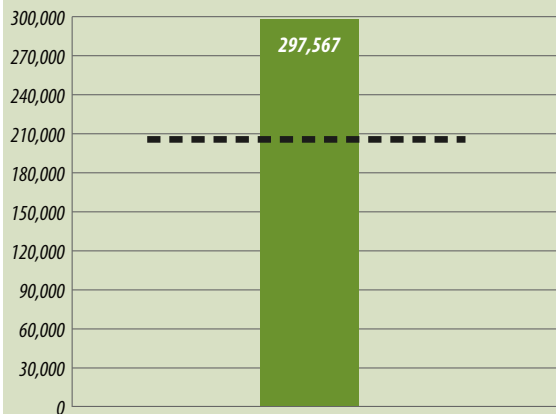
Description of measure:

Measures the number of visitors “referred” from Tourism, Heritage and Culture’s tourism campaigns and are then directly linked to the tourism industry.

Overall performance:

Exceeded target

Measures the number of visitors “referred” from Tourism, Heritage and Culture’s tourism campaigns and are then directly linked to the tourism industry.



Baseline: new measure
--- Target: 200,000
— Actual: 230,145 (Summer Campaign) + 67,422 (winter campaign)

Why do we measure this?

Generating more customers for the tourism industry through marketing efforts is a primary function of Tourism, Heritage and Culture. The number of referrals is one of the indicators Tourism, Heritage and Culture uses to gauge the effectiveness of marketing.

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

The department delivered a marketing campaign in Ontario, Quebec, USA, New Brunswick that included digital ads, social media channels content /ads, 3rd party content, partnerships and website.

Energized private sector

Objective of the measure

Grow companies by product and experience innovation

Measure:

Number of new tourism products and experiences developed with tourism businesses

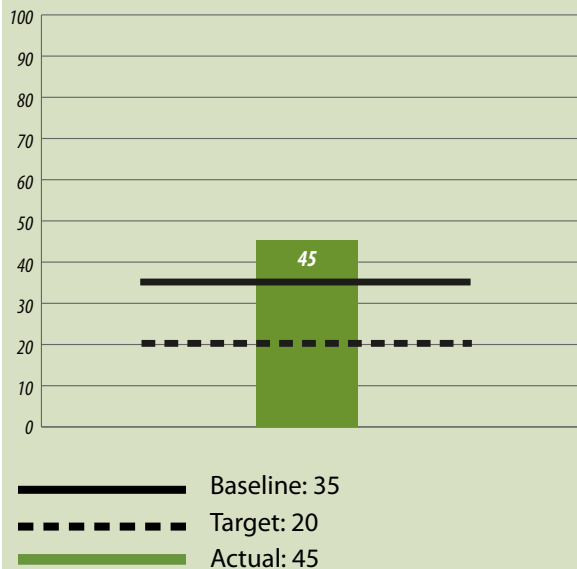
Description of measure:

This counts the number of new tourism products or experiences developed by new or current tourism operators that are enabled by Tourism, Heritage and Culture programs.

Overall performance:

Exceeded target

Number of new tourism products and experiences developed with tourism businesses



Why do we measure this?

Increasing the number and quality of tourism products/experiences is a pillar for overall tourism economic growth, as this increases the visitor experience and the revenue for operators, and ultimately the tourism economy.

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

- The department shaped the INSPIRE program, a leading edge (first in Canada) professional development program by Tourism, Heritage and Culture for the tourism industry. With a focus on experience development and entrepreneurship, this leading-edge program allows tourism entrepreneurs to take their businesses to the next level.
- Accelerated Market Readiness, a business mentoring program that provides recommendations intended to advance the product and market readiness of a tourism business.
- Created a Tourism Community Development Plan.
- Encouraged new tourism entrepreneurs through the Tourism Start Up Bootcamps.

Vibrant and sustainable communities

Objective of the measure

Improve inventory of built heritage and archaeology

Measure:

Kilometers of New Brunswick coast line surveyed, and archaeological resources inventoried

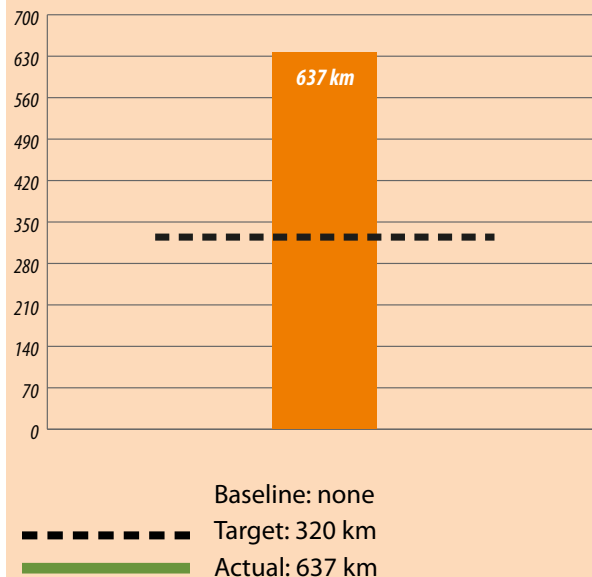
Description of measure:

Kilometers of New Brunswick coast line surveyed

Overall performance:

Exceeded target

Kilometers of New Brunswick coast line surveyed, and archaeological resources inventoried



Why do we measure this?

Climate changes are impacting coastal areas through the increased frequency and intensity of storms and sea level surges. These events threaten both the known and yet to be discovered archaeological resources of New Brunswick. Surveying coastal areas is an important action to conserve our heritage.

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

The department initiated a multi-year survey to assess coastal archaeological resources. This improved our knowledge of coastal archaeological resources, and enabled the department to monitor and where possible, mitigate the impacts. Eighty-nine new Indigenous sites and 114 new Historic sites were registered into the Provincial Archaeological Sites Database. Tourism, Heritage and Culture extends thanks to Visiting Archaeologist Dr. Jessie Birkett-Rees from Monash University, Australia, for contributing to these survey results.

Vibrant and sustainable communities

Objective of the measure

Partner with First Nations and communities

Measure:

Number of heritage and culture Memorandum of Understandings (MOU's) established with First Nation

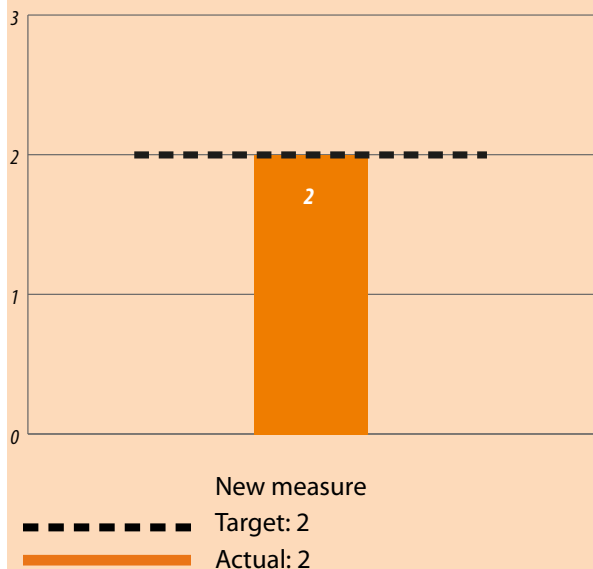
Description of measure:

Number of Memorandum of Understandings

Overall performance:

Achieved target

Number of heritage and culture Memorandum of Understandings (MOU's) established with First Nation



Why do we measure this?

Memorandum of Understandings are powerful tools that allow Tourism, Heritage and Culture to collaborate with First Nation on the management of heritage and archaeological resources by establishing agreed upon policies and procedures.

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

The department signed a Memorandum of Understanding with Metepenagiag First Nation for the management of heritage and archaeological resources at Metepenagiag Heritage Centre. Tourism, Heritage and Culture also established a bi-lateral table with Wolastoqey Nation in New Brunswick to establish communication protocols and other management tools for archaeological resources.

Vibrant and sustainable communities

Objective of the measure

Grow participation in quality sport and recreation

Measure:

Number of paid, registered members (participants) in Provincial Sport Organizations (PSO)

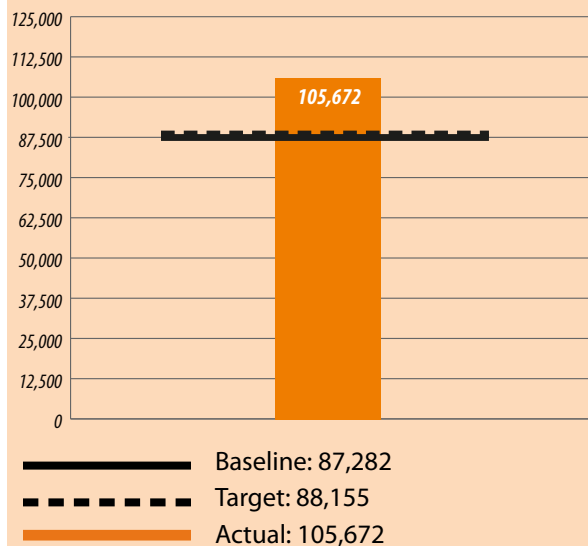
Description of measure:

Number of paid, registered members during the calendar year

Overall performance:

Exceeded target

Number of paid, registered members (participants) in Provincial Sport Organizations (PSO)



Why do we measure this?

Increasing participation by New Brunswickers in quality sport and recreation is a strategic goal for Tourism, Heritage and Culture and our partner organizations, as it improves active living and the well-being of New Brunswickers. The number of members in Provincial Sport Organizations is a key indicator of participation levels.

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

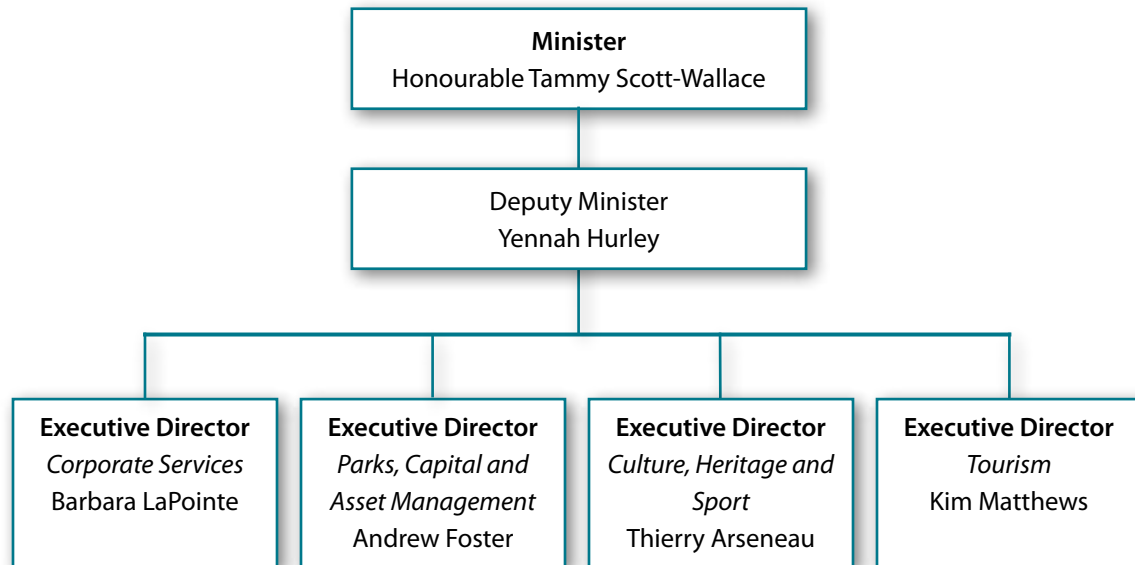
The GoNB Sport Participation Bilateral Agreement dedicated \$577,000 annually to increasing participation in sport and improving physical literacy.

The Women and Girls in Sport initiative was launched to increase women and girls participating in sport at all levels (participants, coaches, officials and leaders).

Overview of departmental operations

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

High-level organizational chart



Division overview and highlights

Tourism Division

The Tourism Division's mandate is to provide leadership in the development and implementation of innovative experiential tourism products, multi-channel marketing and sales campaigns, social media community management, visitor counselling, and travel media strategies to meet the objectives of the Tourism Growth Strategy. The division has three branches: Product Innovation, Destination Marketing and Sales, and Partnerships.

The division implemented nine initiatives designed to build the New Brunswick tourism industry capacity to host future guests. The initiatives were:

1. NB Ambassador Initiative
2. NB Staycation Campaign
3. Export Marketing
4. Industry Capacity Building and Training
5. Experience and Product Development
6. Community Tourism Development
7. Industry Advisory Committee
8. Strategic Infrastructure
9. Fish and Hunt

The Product Innovation Branch

The Product Innovation Branch provides vision and leadership on tourism product development and experiences to New Brunswick tourism entrepreneurs and small businesses. The branch focused on researching, analyzing and testing innovative product concepts, and played a key role in raising the level of entrepreneurship and innovation to the industry.

Industry Capacity Building and Training

Highlights

- ◆ The tourism product innovation strategy enabled over 50 tourism businesses and entrepreneurs to elevate their product offerings and market-readiness.
- ◆ Two "Start-Up in Tourism" weekends were held in 2019, one in Bathurst (French) and one in Miramichi (Indigenous). Four new tourism businesses were launched due to this initiative.

Experience and Product Development

Highlights

- ◆ Over 40 new tourism products and experiences were developed in the themes of culinary, adventure, parks, and culture/Indigenous.
- ◆ Partnered with industry to deliver the first NB Eating Heritage Symposium. The Symposium celebrated local food by inspiring and connecting local producers, tourism operators and destination marketing organization to promote a New Brunswick "taste of place".
- ◆ Delivered INSPIRE, a leading edge (first in Canada) professional development program for the tourism industry. With a focus on experience development and entrepreneurship, this program allowed tourism entrepreneurs to take their business to the next level.
- ◆ Worked with Department of Transportation and Infrastructure on additional wayfinding signage for the NB scenic drives. The Fundy Scenic Drive was extended to include the Fundy Isles (Grand Manan, Deer Island and Campobello).

Community Tourism Development

Highlights

- ◆ Assisted the Village of Alma to expand the Alma Lobster Fleet Launch into a three-day festival that allowed the Village to showcase their heritage, culture, and local food and beverage. This enabled the Village to extend their tourism season and build their sense of community pride.
- ◆ Worked with coastal and First Nations communities on destination development.
- ◆ Supported the Department of Environment and Local Government in changes to the *Local Governance Act* for a bylaw enabling the Tourism Accommodation Levy.

Destination Marketing and Sales Branch

The mandate of the Destination Marketing and Sales Branch is to communicate to the target visitor through innovative, integrated, technology driven solutions. This is achieved by speaking to the potential visitor where they are, providing the information they need, regardless of device. This includes marketing campaigns as well as travel media efforts. The branch is also responsible for positioning and promoting New Brunswick as a tourism destination through travel-trade channels (i.e. travel and transportation companies, airline carriers, travel agents and online operators) in Canada, the United States, France, the United Kingdom, Germany and China. The branch ensures that New Brunswick travel products and experiences are profiled in the marketing campaigns of various travel companies. The branch also manages the Provincial Visitor Information Centers.

NB Staycation Campaign

Highlights

- ◆ Delivered the winter *Getting Away is Closer than you Think* Campaign – targeting New Brunswickers.
- ◆ In partnership with maple syrup producers and craft alcohol producers facilitated and promoted the *Tap into New Brunswick* campaign to create partnerships and build awareness of New Brunswick’s maple syrup products and experiences.
- ◆ Developed and implemented a social media challenge to New Brunswickers in the summer.

Export Marketing

Highlights

- ◆ Created and delivered integrated marketing programs in external markets of Ontario, Quebec and USA.
- ◆ Participated in integrated Marketing program (including Trade and Travel Media Initiatives) in New England, the United Kingdom, Germany and China, in partnership with pan-Atlantic provincial partners, Tourism Atlantic/ACOA and Destination Canada.

- ◆ Delivered a campaign in the France market, in partnership with Destination Canada.
- ◆ Delivered a marketing program targeting snowmobilers in the Quebec market, in partnership with the Northern Odyssey regional group (Edmundston, Campbellton, Chaleur and Acadian Peninsula).
- ◆ Delivered customized media tours in New Brunswick which involved hosting 125 journalists, film crews and media influencers from primarily key markets (Canada, US, France, UK, Germany), resulting in a total ad value of \$8.7M and circulation/impressions of \$433M.
- ◆ Nine-page full colour spread on the World Pond Hockey Championships in Air Canada’s enRoute magazine, both print and on-line, which was a result of the media team’s efforts.
- ◆ Polaris New Brunswick episode on Fox Sports Network, bringing broad exposure and excellent niche market appeal.
- ◆ Winter glamping in New Brunswick received coverage in The Globe and Mail, Forbes magazine and MSN for some excellent exposure.
- ◆ Partnered with the Atlantic Ballet Theatre Company in Moncton which stemmed the creation of an eight-part video series showcasing New Brunswick’s cultural tourism through a fresh and creative lens.
- ◆ Sugarloaf Bike Park awarded title; for fifth consecutive year, of “Best Bike Park –In Eastern Canada” by <https://mtbparks.com>.

Industry Capacity Building – Marketing/Web highlights:

- Delivered the following training through the INSPIRE program: marketing boot camp, data and visitor segmentation, Using Google My Business, and Social Media white glove training.

Partnership Branch

The Partnership Branch is responsible for leveraging government and private investment to support tourism market and program development and managing the Tourism Industry Advisory Committee as well as Federal/ Provincial Relations and initiatives.

Highlights

- ◆ Invested approximately \$1.4M in a diversified base of initiatives involving Federal government; Destination Canada, bordering Provincial jurisdictions, strategic travel companies, airlines, cruise etc. This investment leveraged \$4.7M to further elevate New Brunswick's awareness, presence and programming, which ultimately impacted visitation to New Brunswick, driving business to the tourism industry.
- ◆ Invested \$718,000 in the Atlantic Canada Agreement on Tourism (ACAT), a Federal/ Provincial agreement including Tourism Atlantic/ ACOA and the four provinces, focused on the US and UK markets. The province leveraged \$1.1M in additional marketing dollars allowing further amplification of consumer, travel trade and travel media programming in these highly competitive international markets. In addition, it enabled NB to work with key Publisher brands, that effectively resonate in each market and create new assets for each market.
- ◆ Partnered in the Tourism International Marketing Expansion (TIME) project, with Destination Canada, Tourism Atlantic/ACOA and the 4 provincial departments of Tourism, focused on building awareness and driving visitation from the German and China markets. New Brunswick invested \$75,000 and leveraged \$1.5 M. Canadian based receptive tour operators to the China market, alone, booked over 4,000 room nights in NB and bookings from the German market resulted in over 5,500 room nights.
- ◆ Partnered with the Atlantic Canada Cruise Association (ACCA), investing \$9,300 and leveraging approximately \$330,000. In addition, THC partnered with Port Saint John and Discover Saint John on the Bay of Fundy partnership, investing \$35,000 and leveraging \$135,000. These programs focused on strategic sales and marketing initiatives to maintain and further build the cruise market to the region. In 2019, Port Saint John received 79 ship calls, 196,000 passengers and 79,212 crew.
- ◆ Entered its second year of a three- year partnership with the Indigenous Tourism Association of Canada (ITAC); Tourism Atlantic/ACOA and the four provinces. THC's investment was \$8,333 and leveraged approx. \$315,000. The purpose of the partnership was to elevate market development and market readiness in indigenous communities. Apart from developmental initiatives with several indigenous business owners throughout the province, industry partners participated in best practise missions; attendance at the International Indigenous Tourism Conference in BC in November AND the first Atlantic Indigenous Tourism Summit was held in Moncton on May 7/8, 2019.
- ◆ Partnered with Porter Airlines, Discover Saint John, Fredericton Tourism and Moncton Tourism on campaign activity, to drive increased passengers into Saint John, Fredericton and Moncton, Campaign period bookings increased by 14.8 per cent over the previous year with each of the three Cities experiencing a solid increase.
- ◆ Established the NB Tourism Industry Advisory Committee early in 2019, to ensure strategic exchanges, stronger collaboration and a stronger understanding of issues, challenges and opportunities by the tourism industry, was significantly expanded late in March of 2020 to ensure senior level, provincial in scope, representation all sectors/ organizations associated with the Tourism industry, in response to the COVID-19 crisis.

Culture, Heritage and Sport Division

The Culture, Heritage and Sport Division supports economic growth and fosters pride of place and wellbeing of New Brunswickers through the conservation, development, promotion and nurturing of our heritage, arts, cultural, and sport and recreation sectors.

The division consists of three branches: Arts, Culture and Commemorations; Archaeology and Heritage; and Sport and Recreation.

Arts, Culture and Commemorations Branch

The Arts and Cultural Industries Branch provides leadership for the development, implementation and monitoring of government programs, policies and strategies supporting the arts and cultural industries (film, television and new media, music and sound recording, book and periodical publishing, visual arts and fine craft). The branch facilitates community cultural development and the economic development of New Brunswick's cultural industries through advisory services, financial assistance and technical services for arts organizations, associations and community. The branch manages collection ArtNB; and works collaboratively with the New Brunswick Arts Board ensuring the programs of both organizations are conducive to the advancement of the arts in New Brunswick.

The Arts and Cultural Industries Branch is composed of nine employees: two managers, four program consultants, one administrative assistant, one administrative officer and one art bank technician.

Highlights

- ◆ Creative Futures, the Cultural Policy for New Brunswick, was in year five of its implementation. All actions have been accomplished or are underway.
- ◆ Under the Public Art Policy for the province of New Brunswick, two public art pieces were commissioned for new buildings at Mount Carleton Provincial Park and Maplehurst Middle School

- ◆ Through the "Prepare for Take Off" program, collaborated on nine projects to increase capacity and export potential.
- ◆ Provided \$6,846M in grants to arts and cultural industries. Grant recipients can be viewed at www.gnb.ca/culture;
- ◆ The Artist in Residency/VanGO!/Grande visit Programs expanded through a partnership with the Department of Education and Early Childhood Development, ensuring the Art Bank is visible in New Brunswick's school system. This initiative saw a renewed focus ensuring that students benefit from interactions with New Brunswick professional artists presenting exhibitions in each school.
- ◆ A Memorandum of Understanding was signed between the province of New Brunswick and the State of Louisiana. Tourism, Heritage and Culture leads several of the cultural, artistic and heritage activities in the action plan.
- ◆ The Core Operating program was renewed for another three years, providing \$2.2M to 47 Core clients.
- ◆ Preparation for Frankfurt 2020 was supported through funding provided to three publishers.
- ◆ A new 2020-2025 Arts and Cultural Industries strategy was developed with the assistance of cultural industries and arts stakeholders to define pillars and actions to be implemented.

Archaeology and Heritage Branch

The Archaeology and Heritage Branch facilitates the promotion, awareness, understanding, conservation and preservation of New Brunswick's human and natural heritage resources for present and future generations.

The Archaeology and Heritage Branch has three units: Regulatory, Heritage Services, and the Archaeological Field Unit. Under the direction of the Provincial Archaeologist and Director, the branch is responsible for the preservation, management and development of New Brunswick's Archaeological and Built Heritage. Major areas of activity include:

The Regulatory Unit administers the regulatory permit process under the *Heritage Conservation Act* and provides enforcement and oversight for Archaeological, Built Heritage and Paleontological work being undertaken by permit holders. The unit undertakes research and maintains and conserves the Provincial Archaeological Collection. In 2019 the Unit issued 167 Archaeological Field Research Permits, 14 Provincial Heritage Permits, 20 Archaeological Site Alteration Permits and one Paleontological Field Research Permit.

The Heritage Services Unit provides financial assistance, heritage planning and leadership to the province's Heritage and Museum Communities.

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

The branch informs all levels of government, industry and individuals on the conservation, management and commemoration of these heritage resources for the benefit of present and future generations.

Highlights

- ◆ Collaborated with Department of Transportation and Infrastructure on the development of a conservation approach to provincially-owned Covered Bridges.
- ◆ Through the Built Heritage Program, participated in 16 Built Heritage rehabilitation projects on significant community heritage places.
- ◆ The Community Museums Summer Employment Program assisted with the allocation of 103 employees including 900 work weeks obtained from the Department of Post-Secondary Education, Training and Labour, for community museums. The employees hired had an opportunity to advance their knowledge of New Brunswick history and develop job skills.
- ◆ As part of the Coastal Survey five-year initiative, the Branch surveyed 637 km of shorelines that resulted in 89 new Indigenous sites and 114 new historic sites registered in the Provincial Archaeological Sites Database.

- ◆ Offered the Archaeological Technician Level 1 certification that was developed by GNB. The goal of this certification program is to provide graduates with the technical and theoretical skills required to work on all phases of archaeological projects. Since the first students graduated in 2016, employment in archaeology for these technicians has averaged approximately 70 per cent.
- ◆ Coordinated Heritage Week 2019 under the theme *Our Living History: Exploring our Cultural Heritage – Notre histoire vivante: Explorons notre patrimoine culturel*, which involved 119 School-based fairs and 11 Regional Heritage Fairs culminating in the Provincial Heritage Fair Showcase.
- ◆ Coordinated the Official New Brunswick Day Celebration held in Pokemouche

Sport and Recreation Branch

The Sport and Recreation Branch provides strategic leadership and support to strengthen the sport and recreation organizations, with the vision of a strong and robust delivery system providing meaningful, accessible and highly valued opportunities that contribute to the well-being of New Brunswickers. The branch provides core support and consultation to provincial sport and recreation organizations; and, through a network of eight regional offices, provides consultation and financial support to local and regional community-based organizations, municipalities and First Nations communities.

Highlights

- ◆ Continued efforts to address barriers faced by Women and Girls in Sport and Recreation (WGSR). Key outcomes were a Go NB funding allocation specific to this initiative as well as a partnership between She is Active NB and Coach NB.

- ◆ Provided core funding support and worked closely with Aboriginal Sport and Recreation New Brunswick (ASRNB) to contribute to a healthier future for Aboriginal communities, families and individuals by making sport, recreation and physical activity a priority. The branch developed an Aboriginal Sport and Recreation strategy to provide clarity and direction regarding the development of sport and recreation opportunities for Aboriginal peoples in New Brunswick.
- ◆ Increasing opportunities for persons with a disability to participate in sport and recreation remains a key focus. The branch updated its strategy for Persons with a Disability focusing. Support was provided to Paraspport New Brunswick to support the systematic development of official Paralympic sports throughout the province.
- ◆ Co-chaired the Network for Safe Sport and Recreation in New Brunswick, which acts as a knowledge exchange, creates alignment, and collaborates to avoid duplication of efforts regarding topics related to safe sport and recreation. The branch also worked on developing safe sport policy suite as a resource to help sport organizations develop stronger governance, policies and procedures.
- ◆ Worked with the Canadian Sport Centre Atlantic to facilitate a “Quality Sport Initiative” (QSI) process with provincial sport organizations (PSOs) leading a NB specific Athlete Development Pathway for each PSO. Eight PSOs completed the first wave and six new PSOs have been identified for the second wave.
- ◆ **Regional Grants**
The **Regional Grant Program** provided support to local and regional organizations that are the first point of contact for grassroots sport and recreation programming and aims to promote community engagement through community sport and recreation initiatives. One-hundred fifty-three grants totalling \$454,155 (an average of \$2,968 per grant) were provided to sport and recreation groups.

The **Active Communities Grant Program** provided support for activities and projects that raise awareness of the importance and enjoyment of physical activity. One-hundred twenty-one grants totalling \$270,360 (an average of \$2,253 per grant) were provided to support opportunities for New Brunswickers to be active.

- ◆ **Provincial Grants**

Funding Model I Core Support is provided to Provincial Sport Organizations to support their core business of governance, leadership development, athlete development, Canada Games participation and athlete with a disability. A total of \$1,342,000 was provided to 43 provincial sport organizations.

Funding Model II Core Support is provided to provincial multi-sport and recreation organizations as well as those that contribute to leadership development. A total of \$1,192,384 was provided to 15 provincial recreation and multi-sport organizations.

Staffing Assistance Program funding is provided to provincial sport and recreation organizations to hire professional staff that will support volunteers in the performance of their duties. A total of \$1,015,100 was provided in support of 32 professional staffing positions and four professional coaching positions.

- ◆ **NB Athlete Assistance Program** provides financial assistance to New Brunswick high performance athletes who have achieved significant results at the national and/or international level; or have demonstrated the potential to earn a place on a Canadian National Senior or Junior team. Grants range from \$500 to \$6,000 and a total of \$118,500 was provided to support 45 high performance athletes.

Key Performance Indicators

Grow under-represented groups in sport and recreation Provincial and regional funding through GoNB helped support programming to address leadership development. In addition to developing physical literacy and/or reducing barriers to sport participation, particular emphasis is placed on participation by under-represented groups: Aboriginal youth, persons with a disability, economically disadvantaged and women and girls.

Number of GoNB initiatives targeting under-represented groups:

- Women and Girls: 6 provincial and 5 regional
- Economically Disadvantaged Youth: 4 regional
- Persons with a Disability: 5 provincial and 9 regional
- Aboriginal Youth: 1 provincial and 2 regional

Grow participation in quality sport and recreation

This measure is monitored to track trends in Provincial Sport Organizations and clubs/regional organizations. An important outcome of the Branch is to support initiatives which strengthen physical literacy and provide opportunity for children and youth participation that are compatible with the first three stages of the Long-Term Development in Sport and Physical Activity model. Specific target groups are monitored as part of a strategic approach including: aboriginal youth, persons with a disability, women and girls and economically disadvantaged youth.

of paid, registered members (participants) in Provincial Sport Organizations

- 105,672: participants
- 1422: clubs
- Baseline: 2017 reporting year = 107,967 participants / 2018 reporting year = 87,282 participants

Strengthen the Sport and Recreation System

Number of Provincial Sport Organizations that have completed the Quality Sport Initiative process leading to a NB specific Athlete Development Pathway:

- Target: 8
- Stretch target: 14
- Actual: 14

In line with the branch's priority to increase participation in under-represented groups, Regional Consultants were tasked to make a concerted effort to target initiatives for persons with a disability.

Number of regional grants targeting persons with a disability:

- Target: 8
- Stretch target: 10
- Actual: 16

That we exceeded our Target and Stretch Target numbers is worth celebrating, it is not totally surprising. Greater emphasis was placed on strengthening our relationship with Parasport New Brunswick. This increased coordination and enhanced communication to client groups regarding our available support most certainly impacted our numbers in a positive way.

Parks, Capital and Asset Management Division

The Parks, Capital and Asset Management Division consists of 2 Branches: Parks and Attractions, and the newly established Capital and Asset Management Branch.

Parks and Attractions Branch

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

All provincial parks are dedicated to residents of the province, visitors and future generations to:

- permanently protect ecosystems, biodiversity and the elements of natural and cultural heritage;
- provide opportunities for recreational and outdoor educational activities to promote a healthy lifestyle;
- provide opportunities to increase knowledge and appreciation of the natural and cultural heritage of the province; and
- offer a tourism product that enhances the province's image as a quality vacation destination.

Highlights

- ◆ Provincial Parks and Attractions welcomed 1.230 million guests in 2019-20; including 273,500 persons visiting the Hopewell Rocks and 56,270 persons visiting the Acadian Village.
- ◆ Over 76,200 nights were spent camping in provincial parks operated by departmental staff. There are three provincial parks with camping services operated by third-parties and they hosted a combined 31,000 additional nights of camping.

- ◆ A \$100,000 investment was made in park facilities to improve accessibility for people with limited mobility and physical disabilities. Upgrades were made to the Mactaquac Provincial Park administration office, including accessible washrooms, in addition, four Hippocampe wheelchairs, three WaterWheels floating beach wheelchairs and one adaptive mountain bike – the Bowhead Reach - were purchased and distributed strategically throughout the parks system.
- ◆ Undertook a comprehensive public engagement process as part of efforts to establish a protected area in the Restigouche River Watershed. This included over 250 people completing an online survey and nearly 150 attending the four Open Houses. A separate consultation process was launched to initiate dialogue with First Nations.
- ◆ Parlee Beach was designated as a Blue Flag destination for the 2019 tourism season. The Blue Flag is administered in Canada by Environmental Defence and provides recognition of THC's efforts in environmental stewardship, community involvement and knowledge-sharing.
- ◆ A new snowmobile retail fuel facility and storage shed was constructed and was operated by Maliseet Fuels of the Woodstock First Nation, which further developed the Christmas Mountains Snowmobile Trail Network in the Mt. Carleton area.
- ◆ A new welcome centre was constructed in Mount Carleton Provincial Park at the foot of Nictau Lake. This also serves as a Winter warming centre as the Park was opened for Winter operations in 2017.
- ◆ Participated in the "Green Jobs in Parks" initiative with the Canadian Parks Council and Project Learning Tree to hire 13 students who assisted in delivering an enhanced visitor experience program in Parks. The program improved the overall guest experience by widening our programs to include sports, culture, history, culinary, and art.

- ◆ The branch leads the development of the New Brunswick Trails Action Plan, which is a provincial initiative to elevate our trail products to become internationally competitive and to maximize the growth potential. The NB Trails Action Plan supports the development of Signature Trails, trails that have the highest tourism and recreation value and are major regional tourism attractions and economic generators. Signature Trails are intended for multipurpose use, including motorized trails for ATV and snowmobile users, and greenway trails for hiking, cycling, and outdoor enthusiasts.
- ◆ New wayfinding and interpretive signage for provincial parks was initiated in 2019, including new entrance signage installed at all Provincial Parks.

Key Performance Indicators

Number of New Brunswickers camping in provincial parks.

Baseline:	47,300 campsite nights
Target:	49,000 campsite nights
Actual result:	46,822 campsite nights which was a decrease of 1%

Visitation at strategic Parks and attractions (Parlee, Mt. Carleton) in summer (June to September).

Baseline:	224,523 visits
Target:	229,000 visits
Actual result:	251,396 visits, which was an increase of 12%

Visitor experience rating through TripAdvisor.

Baseline:	53% overall excellent satisfaction
Target:	55% overall excellent satisfaction
Actual result:	53% overall excellent satisfaction

Capital and Asset Management Branch

The Capital and Asset Management branch develops the annual capital budget for all parks, attractions and heritage sites falling within the scope of the department, and then coordinates implementation of all capital projects. The branch ensures all projects meet legislative and regulatory requirements associated with maintaining

capital assets. The branch also leads the consultation requirements with First Nations when necessary for purposes of assessing potential impacts to Aboriginal and treaty rights.

Highlights

- ◆ A record level of capital investment was made by Tourism, Heritage and Culture of \$9.45M.
- ◆ Capital initiatives completed during the year include a new lodge at Mount Carleton, a trail bridge replacement at Mount Carleton, upgrades to the Fundy Trail Parkway Cookhouse and Hearst Lodge, Wolastoq Valley Trail stabilization and surfacing, and Historical Preservation projects at Ministers Island.

Key Performance Indicators

The Capital and Asset Management Branch completed its first year successfully in terms of managing the departments capital budget with 99.4 per cent of the final budget being spent.

Percentage of strategic tourism infrastructure projects on track

Baseline: new measure
 Target: 90%
 Stretch target: 100%
 Actual result: 99%

Capital Infrastructure					
Fiscal year	Approved budget (\$)	Less \$ for projects removed/cancelled by gov (\$)	Final budget (\$)	Actual spent (\$) (March 31, 2020)	% spent
2019-20	12,945,000	3,440,000	9,505,000	\$9,451,800	99.4

Corporate Services Division

The Corporate Services Division provides departmental services including financial management, human resources management, policy, planning, performance excellence, strategic procurement and information management and technology. The division is comprised of three branches: Policy, Planning and Performance Excellence, Human Resources, and Financial and Information Management and Technology Services.

Policy, Planning and Performance Excellence Branch

The Policy, Planning and Performance Excellence branch delivers a range of corporate services to enable departmental program delivery and the mandates are as follows:

The Policy, Planning and Performance Excellence branch delivers a range of corporate services to enable departmental program delivery and the mandates are as follows:

Policy: to provide expertise, analysis and advice to the department's decision-makers in the areas of policy development, legislature coordination, right - to - infor-

mation requests, administration of the department's agencies, boards and commissions (ABC's), and corporate website administration.

Planning: to improve the departments use of evidenced based performance management, to conduct research, analysis and interpretation of departmental program delivery (e.g., tourism marketing), and manage departmental and sector performance metrics and information.

Performance Excellence: to improve the performance and capability of the department through implementation of the government of New Brunswick's Formal Management System. This includes Strategy Management (via Balanced Scorecard, Initiative Management and Process Improvement), Operational Improvement (via Process Management and Daily Management) and Performance Management (connecting corporate, program and individual performance, and the Annual Report).

Highlights

- ◆ Supported the implementation a “Value for \$” initiative that established and aligned performance metrics for the departments purpose, customer needs, and program outcomes. This was implemented to improve understanding of how the department drives value for NB taxpayers and our program customers.
- ◆ Completed research to better understand tourism visitor travel and implemented monitoring with our sector partners.
- ◆ Coordinated, reviewed documents and prepared responses for 34 requests under the *Right to Information and Protection of Privacy Act*, a decrease from 44 the previous year.
- ◆ Analysed and published the monthly New Brunswick tourism-sector indicators posted at <http://www2.gnb.ca/content/gnb/en/departments/thc/publications.html#ti>.
- ◆ Facilitated the following the following Process Improvement projects with project teams to improve service delivery and foster a culture of continuous improvement:
 - Develop protocol for the new innovation space
 - Improve Tourism Digital Asset Management (DAM) Fulfillment of Requests
 - Increasing sector reviews for Product Innovation
 - Reducing cycle time for Art Bank installations
 - Reducing financial coding errors.

Key Performance Indicators

Percent of Calendar of Commitments on schedule.

The calendar of commitments consists of 20 leadership best practices which drive strategic implementation. At 69 per cent, we were slightly below 74 per cent from last year due to changes in senior leaders and priorities.

Base: 74%
Target: 90%
Actual result: 69%

Number of employees actively leading continuous improvement projects.

This measures the commitment to staff development and training to drive a culture of continuous improvement. THC increased the number of active lean-six-sigma facilitators to six. This was below our target of eight due to changes in projects and staffing.

Base: 5
Target: 8
Actual result: 6

Number of employees actively leading continuous improvement projects.

This measures the commitment to staff development and training to drive a culture of continuous improvement. THC increased the number of active lean-six-sigma facilitators to six. This was below our target of eight due to changes in projects and staffing

Base: 53%
Target: 68%
Actual result: 58%

Human Resources Branch

The Human Resources Branch provides planning, leadership, direction, expert advice and support in Human Resources Management based on legislation (*Civil Service Act, Public Service Labour Relations Act, Financial Administration Act, Employment Standards Act, Human Rights Act and Occupational Health and Safety Act*), and collective agreements.

The branch is responsible for supporting managers and employees in the following areas: workforce planning; workplace health, safety and wellness; human resources policy development and implementation; program development and management; human resources best practices; employee learning and development; conflict resolution; staffing and recruitment; job evaluation and classification; and employee and labour relations.

Note: Operational and transactional human resources services were delivered by Finance and Treasury Board from April to December 2019; and then transitioned back to Tourism Heritage and Culture.

Financial and Information Management and Technology Services Branch

The Financial and Information Management and Technology Services Branch is responsible for financial management, strategic procurement management, information technology management, records management, office space management and corporate administrative support.

The **Financial Management Services** unit provides financial leadership and expert advice to senior management, departmental managers, central agencies and staff. The unit provides overall budgeting, financial planning and reporting, monitoring, consulting and accounting services to the department for the department's ordinary, special purpose, special operating and capital budgets (\$68.7M in expenditures and \$9.9M in revenues).

The **Information Management and Technology Unit** provides information management and technology related services to the department. The unit is a quality driven, client-oriented service provider that is focused on being a center of excellence in information (records) management, technology and application development. The unit works in collaboration with Service New Brunswick Information Technology to provide continuous guidance and support in the development, procurement and use of technology and information management in support of departmental needs.

The **Strategic Procurement Services Unit** provides consulting services to internal and external clients (vendors) related to the strategic procurement of goods and services. This unit is also responsible for office space management and departmental telecommunication needs.

Financial information

Table 1: Ordinary Expenditure Status Report by Program Component

Fiscal Year Ending March 31, 2020 (\$ 000's)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
Administration	2,787.2	2,754.3	(32.9)
Sports and Recreation	6,675.7	6,522.4	(153.3)
Culture			
Arts and Cultural Industries	9,058.0	8,851.0	(207.0)
Heritage	6,646.0	5,961.4	(684.6)
Archaeological Services	611.0	709.4	98.4
Tourism and Parks			
Destination Marketing and Sales	9,380.0	9,231.0	(149.0)
Product Innovation	3,373.0	2,358.3	(1,014.7)
Parks and Attractions	15,714.6	16,734.3	1,019.7
Total Ordinary Expenditures	54,245.5	53,122.1	(1,123.4)

Table 2: Special Purpose Accounts Expenditure Status Report by Program

Fiscal Year Ending March 31, 2020 (\$ 000's)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Develop't Trust Fund	Sports Develop't Trust Fund	Go NB!
Opening Balance	318.6	53.4	5.7	5.1	251.1
Revenues					
Budget	79.0	10.0	700.0	500.0	370.0
Actual	51.3	5.6	700.2	500.2	374.9
Variance (Under) / Over	(27.7)	(4.4)	0.2	0.2	4.9
Expenses					
Budget	100.0	10.0	700.0	500.0	370.0
Actual	50.2	-	700.0	500.0	380.1
Variance (Under) / Over	(49.8)	(10.0)	-	-	10.1
Closing Balance	319.7	59.0	5.9	5.3	245.9

Table 3: Special Operating Agency Expenditure Status Report by Program

Fiscal Year Ending March 31, 2020 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Opening Balance	1,333.7	1,333.7	-
Revenues			
Mactaquac Golf Course	-	-	-
Hopewell Rocks	3,933.0	4,023.4	90.4
Sugarloaf Lodge	177.0	192.7	15.7
Parlee Beach Campground	415.0	385.8	(29.2)
Expenses			
Mactaquac Golf Course	24.0	118.3	94.3
Hopewell Rocks	3,818.0	3,929.6	111.6
Sugarloaf Lodge	177.0	176.5	(0.5)
Parlee Beach Campground	283.0	293.0	10.0
Closing Balance	1,556.7	1,418.2	(138.5)

Table 4: Capital Expenditure Status Report

Fiscal Year Ending March 31, 2020 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Capital	12,945.0	9,451.8	(3,493.2)

Table 5: Ordinary Revenue Status Report by Source

Fiscal Year Ending March 31, 2020 (\$ 000's)

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	-	(1.0)
Sale of Good and Services	3,335.0	3,639.1	304.1
Miscellaneous	4.0	40.1	36.1
Total Ordinary Revenues	3,340.0	3,679.2	339.2

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2019-2020 for Tourism, Heritage and Culture:

Number of permanent and temporary employees as of Dec. 31 of each year		
Employee type	2019	2018
Permanent	164	155
Temporary	78	103
TOTAL	242	258

The department advertised 28 competitions, including 13 open (public) competitions and 15 closed (internal) competitions.

Pursuant to sections 15 and 16 of the *Civil Service Act*, the department made the following appointments using processes to establish merit other than the competitive process:

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> – a high degree of expertise and training – a high degree of technical skill – recognized experts in their field. 	15(1)	1
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	0
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	3
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school districts) and 3 (hospital authorities) of the Public Service.	16(1) ou 16(1)(c)	4
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	0
Regular appointment of students/apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of Tourism, Heritage and Culture and no complaints were submitted to the Ombud.

Summary of legislation and legislative activity

Name of regulation	Effective date	Résumé des changements
Amendements to Regulation 85-104 under the <i>Parks Act – Fees</i> / Modifications du Règlement 85-104 pris en vertu de la Loi sur les parcs – droits	March 10 th , 2020	Changes to fees were made to improve cost recovery related to the operation of provincial parks and attractions.

The acts for which the department was responsible in 2019-2020 may be found at:

<http://laws.gnb.ca/en/deplinks?subjectnumber=16>.

Summary of Official Languages activities

Introduction

The Department of Tourism, Heritage and Culture has continued to work on its Official Languages action plan which supports the GNB's *Plan on Official Languages – Official Bilingualism: A Fundamental Value*. The following outlines the actions taken during 2019-2020 in each of the four areas of focus.

The department continues to implement improved processes in the provision of quality services in both Official Languages.

Focus 1 – Language of Service

Ongoing consultation and discussions took place between human resources and managers to best meet linguistic profile requirements and updates were made throughout the year.

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

The department continues to support second language training for employees to ensure the capability to offer quality services in both Official Languages throughout the province. Fourteen were approved for second-language training in 2019-2020.

The Parks and Attractions Branch are in the process of installing the secondary operational signs and they will be completed by Summer 2020.

Focus 2 – Language of Work

The department continues to provide a form to all new employees requesting information about their preferred language of work which is contained in the Human Resources Information System (HRIS) and in the employee files.

The performance reviews are offered and conducted in the employee's official language of work and managers review the Language of Work and Language of Service policies with their employees to ensure they understand their right to work in their language of choice as well as their obligation to provide an active offer and service in both Official Languages.

The department encourages the use of both Official Languages for small and large meetings and large meetings were held in a manner that encouraged the use of both Official Languages.

Focus 3 – Development of the two official linguistic communities

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

The Parks and Attractions Branch conducted public consultations in the fall of 2019 on the proposed Restigouche Wilderness Waterway. These consultations included the following:

- Two stakeholder roundtables at Mactaquac and Sugarloaf Provincial Parks with the Minister of Tourism, Heritage and Culture which included simultaneous translation.
- Four open houses to present the project to the public in Saint-Quentin, Kedgwick, Robinsonville and Campbellton which included presentation materials in both official languages.

Focus 4 – Knowledge of the Act and other obligations

The department sends annual email reminders to all employees of their responsibility to provide an active offer of service in both Official Languages at all times.

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

Conclusion

The department understands its obligations under the *Official Languages Act* and related policies and strives to provide quality services to clients in both Official Languages.

The Department of Tourism, Heritage and Culture had no Official Languages complaints for the 2019-2020 fiscal year.

Summary of recommendations from the Office of the Auditor General

The Department of Tourism, Heritage and Culture did not receive any recommendations from the Office of the Auditor General in the 2019-2020 fiscal year.

Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Tourism, Heritage and Culture did not receive any disclosure of wrongdoing in the 2019-2020 fiscal year.