



# Department of Tourism, Heritage and Culture

Annual Report  
2013-2014



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## Transmittal Letters

### From the Minister to the Lieutenant-Governor

Honourable Jocelyne Roy Vienneau  
Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the Annual Report of the Department of Tourism, Heritage and Culture, Province of New Brunswick, for the fiscal year April 1, 2013 to March 31, 2014.

Respectfully submitted,



Honourable Bill Fraser  
Minister

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### From the Deputy Minister to the Minister

Honourable Bill Fraser  
Minister of Tourism, Heritage and Culture

Sir:

I am pleased to be able to present the Annual Report describing operations of the Department of Tourism, Heritage and Culture for the fiscal year 2013-2014.

Respectfully submitted,



Robert Rioux  
Deputy Minister

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# Minister's Message

The Department of Tourism, Heritage and Culture has a mission to preserve and promote our diverse culture, our heritage assets and our provincial parks, as well as to promote our province as a tourism destination in a highly competitive market. In 2013, a number of important initiatives were undertaken in support of that mandate.

The department worked with partners to recognize New Brunswick's significant role in the historic War of 1812 through commemorative events that successfully supported community building and helped to underscore a sense of pride in our collective heritage.

Les Jeux de la Francophonie took place in Nice, France in 2013; and in the cultural component of the Games, Team Canada-New Brunswick was represented by four people.

The department continued to promote the province as an attractive tourism destination through strategic market segmentation to attract potential visitors most likely to be interested in experiencing New Brunswick's product.

Provincial parks were increasingly featured via social media including the *Get Outside! NB* program which focused on encouraging organized recreational activities at parks.

Through these, and many other important initiatives, the department worked with the tourism sector by helping to bring visitors to our beautiful province thereby strengthening our economy.



Honourable Bill Fraser  
Minister of Tourism, Heritage and Culture

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# Deputy Minister's Message

This year's annual report will use a new format that has been piloted by other departments. The template will help us more succinctly summarize, by division, key initiatives undertaken in the 2013 fiscal year.

Tourism, Heritage and Culture began preparation for becoming a third-wave adopter of Performance Excellence in the fall of 2013. This will enable the department to report on performance measures associated with our departmental strategy map.

In the fall of 2012, the Department of Tourism, Heritage and Culture was formed. The coming together of the Tourism, Parks, Culture and Heritage branches augmented the potential to promote and celebrate our culture and heritage assets and our natural wonders. Together, our work helps inspire pride of place within New Brunswick communities, enhance our quality of life, and foster opportunities for strategic economic development through the support of a flourishing tourism industry and cultural sector.

Tourism, Heritage and Culture moved forward on several policy initiatives including working on completing the renewed Cultural Policy for the province, a project that was strongly supported by a stakeholder working group.

We also undertook a review of the *Parks Act*, and sought feedback from New Brunswickers and special interest stakeholders using an online survey and targeted stakeholder roundtables. This review of the Act and our park operations was an important part of our commitment to modernizing the parks system for the benefit of New Brunswickers and visitors.

*Copperhead*, which was directed by Ron Maxwell and filmed at the Kings Landing Historical Settlement, premiered at a Maritime screening in Fredericton, where the whole province was able to celebrate the meaningful use and exposure of New Brunswick's heritage assets.

In conjunction with the Department of Transportation and Infrastructure, the department worked on updating the provincial signage policy. Businesses and stakeholders were an important part of this process and consulted on the changes they required.

In the coming year, we look forward to the conclusion of a number of these important policy initiatives and to fully integrating operations using the Performance Excellence process.



Robert Rioux  
Deputy Minister

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# Highlights

The Cultural Policy renewal process entered the review stage to finalize the text and recommendations of the policy.



Through province-wide consultations, ministerial roundtables and written briefs, the views of over 2,500 New Brunswick residents were collected and used to form the basis of the *Parks Act* renewal for the 21st century.



Visitor spending in the province as a result of the Marketing and Visitor Information Branch activity was \$95.8M, with an estimated provincial tax revenue of \$7.3M. This gave the branch a return on taxpayer investment of \$3.23:\$1.



Referrals and bookings to the tourism industry from the consumer website grew by 54% to 652,000. This represents a value of \$4 million worth of revenue potential for the tourism industry.



Heritage Week 2014 (*New Brunswick Remembers – le Nouveau-Brunswick se souvient*), recognized the 100th and the 75th anniversaries of the commencement of World War I and World War II.



Launch of *Get Outside! NB* in partnership with the Department of Healthy and Inclusive Communities and other key stakeholders – a strategy designed to develop programs and activities which encourages New Brunswick residents to get out, get active, and to connect to nature through provincial parks.



The department developed its first strategy map and balanced scorecard.



The department continued the development and implementation of the New Brunswick Archaeological Predictive Model, a tool to help government, industry and developers avoid costly interactions with heritage resources.

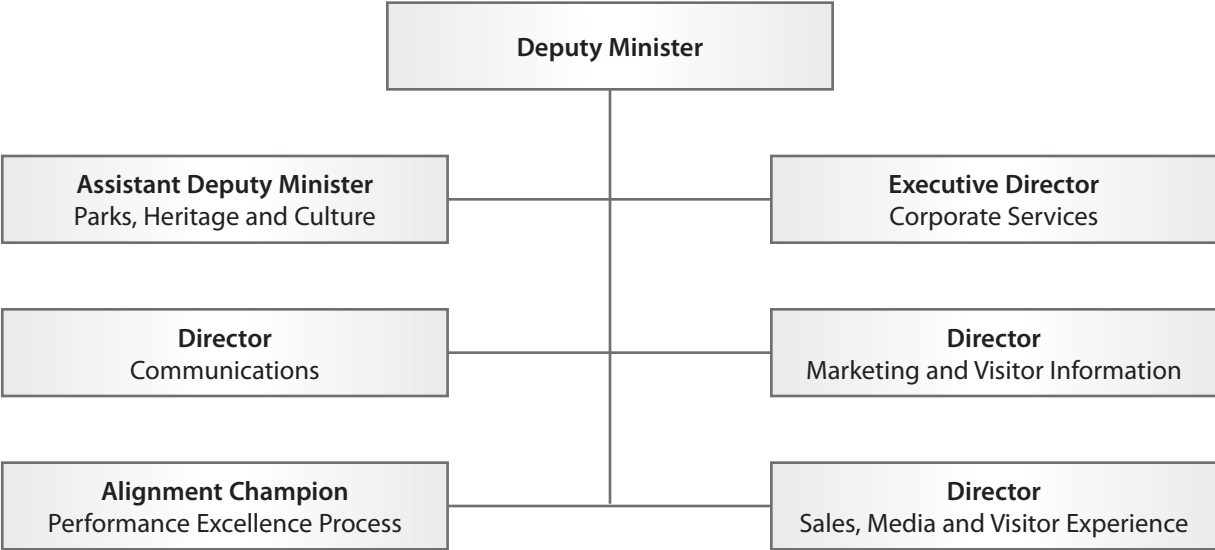


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# Overview of Departmental Operations

The Department of Tourism, Heritage and Culture will focus on the development, preservation and promotion of New Brunswick by building on its rich base of natural, cultural and heritage assets.

## High-level organizational chart



In 2013-2014, the department employed approximately 257 individuals on a full-time, part-time and contract basis, this number increased to 982 individuals during the summer months (includes casual employees).

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## Division Overview and Highlights

### Performance Excellence Branch

The branch is responsible for the Performance Excellence Process in the Department of Tourism, Heritage and Culture. This process is a results-oriented, evidence-based, long-term approach to the way the department manages its business. This management system uses several best-practice methodologies including a strategy map, balanced scorecard, and Lean Six Sigma process improvement.

#### Highlights:

- The Performance Excellence Branch facilitated two process improvement projects focused on improving customer experience and increasing revenue potential. These projects served as Lean Six Sigma projects for the certification of two process improvement facilitators. The unit also led the department through the development of its first strategy map and balanced scorecard.

### Parks, Heritage and Culture Division

#### *Parks and Attractions Branch*

##### Mandate:

To act as steward for 16 provincial parks and to play a significant role in supporting other tourism facilities that are either operated or supported by the Province.

All provincial parks are dedicated to the people of the province and others who may use them for their healthful enjoyment and education, the provincial parks shall be maintained for the benefit of future generations.

##### Highlights:

- *Parks Act Review* – Through province-wide consultations, ministerial roundtables and written briefs the views of over 2,500 New Brunswick residents were collected and used to form the basis of the *Parks Act* renewal for the 21st century. As the original Act was proclaimed in 1961, this review was more than 50 years in the making.
- Revenue maximization – Lean Six Sigma project initiated at Sugarloaf Provincial Park with a focus on exploring opportunities to maximize revenues and minimize costs.
- Strategic use of capital funds – Repairs to Nictau Cabins at Mount Carleton Provincial Park; modernization of comfort stations at Mactaquac Provincial Park with new roofs, lighting and amenities; trail upgrades at several parks; and replacement of outdated grooming equipment at Sugarloaf Provincial Park.
- Launch of *Get Outside! NB* – a strategy designed to develop programs and activities which encourages New Brunswickers to get out, get active, and to connect to nature through provincial parks.

#### *Heritage Branch*

##### Mandate:

To coordinate and support activities designed to promote heritage awareness, and to conserve heritage resources. As part of its coordination role, the branch provides financial assistance, heritage planning and leadership to the province's archaeological, aboriginal, heritage and museum communities. Heritage Branch also administers the Heritage Conservation and the provincial Toponymy programs.

**General:** During 2013-2014, Heritage Branch participated in the development of 'Creative Futures, a Renewed Cultural Policy for New Brunswick'.

**Historic Places:** The Historic Places Section provides leadership on a province-wide basis in the areas of built heritage conservation, commemoration and planning.

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**Highlights:**

- Two Provincial Heritage Place designations: New Brunswick's 104th Regiment of Foot in Fredericton and the Cathedral of the Immaculate Conception in Saint John.
- Through the Built Heritage Program, the branch participated in 16 built heritage rehabilitation projects on important community heritage places.

***Museum Services***

The Museum Services Section provides leadership on a province-wide basis to assist the heritage and museum community.

**Highlights:**

- Capital investment at MacDonald Farm and Doak House to maintain heritage buildings.

***Archaeological Services***

The Archaeological Services Section provides comprehensive cultural resource management of the province's archaeological heritage.

**Highlights:**

- Screened 21 public or private projects for potential impact to archaeological resources and provided expertise for impact studies conducted under the *New Brunswick Environmental Impact Assessment Regulation*, the *Canadian Environmental Assessment Act* and other regulatory review processes.
- Issued 63 permits for archaeological field research under the *Heritage Conservation Act*.
- Added 38 new archaeological sites to the provincial inventory bringing the total of registered archaeological sites in New Brunswick to 1,825.
- The department continued the development and implementation of the New Brunswick Archaeological Predictive Model, a tool to help government, industry and developers avoid costly interactions with heritage resources.

***Heritage Education***

Heritage education programs aim to increase awareness of New Brunswick's history and promote its cultural diversity.

**Highlights:**

- Coordinated Heritage Week 2014 (*New Brunswick Remembers – le Nouveau-Brunswick se souvient*), recognizing the 100th and the 75th anniversaries of the commencement of World War I and World War II.
- Coordinated the provincial Heritage Fair program, which included planning for 159 school-based fairs and 11 Regional Heritage Fairs. In total, 52,339 students participated.
- Organized the Provincial Heritage Fair Showcase for 15 students and their families at the Centre des congrès de la Péninsule acadienne in Shippagan.

***Toponymy Services***

The Toponymy Services Section administers matters pertaining to the naming of places and geographic features within the province, and coordinates the on-going work of the Toponymy Steering Committee.

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## ***Cultural Development Branch***

### **Mandate:**

The Cultural Development Branch's mandate is to facilitate community cultural development and the economic development of New Brunswick's cultural industries; provide advisory services, financial assistance and technical services for arts organizations, associations, community groups and cultural industries (film, television and new media, music and sound recording, book and periodical publishing, visual arts and fine craft); manage the New Brunswick Art Bank; and work collaboratively with the New Brunswick Arts Board to ensure that the programs of both organizations are conducive to the advancement of the arts in New Brunswick.

### **Highlights:**

- **Cultural Policy Renewal:** The Cultural Policy renewal process entered the review stage to finalize the text and recommendations of the policy. Additional consultations were held with stakeholders and government departments as draft policy recommendations were finalized. An implementation plan was devised to accompany the policy.
- **Games of La Francophonie 2013:** Four New Brunswick artists represented Team Canada-New Brunswick at the international cultural competition of the VII Games of La Francophonie. The Games were held Sept. 6-15, 2013, in Nice, France. Artists included Kevin Arseneau (storytelling), Pierre-André Doucet (literature), Jaret Belliveau (photography) and Sarah Jones (visual arts).
- **Maine-NB MOU on Cultural Initiative:** Officials from Maine and New Brunswick worked on various cross-border collaborations to raise the visibility of artists in both jurisdictions, as well as to share best practices that will serve to enhance their respective cultural sectors.
- **NB Art Bank Acquisitions Program:** A peer jury process was held in 2013-2014 with five professional artists to select new artworks for the Art Bank as part of the 2013-2014 NB Acquisitions Program. Following the purchase of 36 artworks by 31 New Brunswick artists and donation of three artworks by two New Brunswick artists, plans were implemented for a touring exhibition of the acquisitions throughout the province and elsewhere.
- **Status of the Artist:** The department hosted a planning meeting of the Premier's Task Force on the Status of the Artist on February 25, 2014 with representatives from ArtsLink NB, Association acadienne des artistes professionnels du Nouveau-Brunswick (AAAPNB), and the New Brunswick Arts Board. The group finalized the mandate and composition of the Task Force, as well as general principles, values and potential strategic directions for the initiative. The group also reviewed the Report on the Status of the Artist Forum which was held in Shippagan in June 2013.

## **Corporate Services Division**

### ***Policy Branch***

#### **Mandate:**

Responsible for providing expertise, analysis and advice to the department's decision makers and others in the areas of policy, planning and program development, in support of achieving Government priorities.

#### **Highlights:**

- Highly involved in the Cultural Policy Renewal development initiative.
- Played a key role in the review of the *Parks Act*, prepared 27 Memorandum to Executive Council, and other supporting documents such as the Child Rights Impact Assessment tool (CRIA) required by the Executive Council Office (ECO).
- Worked on the development of a new Provincial Trails Use Policy.
- Assisted in work associated with the development of a Tourism Marketing Fund (TMF).

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## ***Strategy and Process Management Branch***

### **Mandate:**

To lead and facilitate strategic alignment through project management, process improvement and evaluation.

### **Highlights:**

- Participated in *Parks Act* Review process including development of citizen engagement plan, policy development, online survey design, implementation, and analysis.
- Facilitated departmental initiatives with the Tourism Industry Association of New Brunswick (TIANB).
- Provided legislative support and coordination for government initiatives, policy development, commitment tracking, government renewal, balanced scorecard, access to information, and protection of privacy.
- The branch coordinated, reviewed documents and prepared responses for 17 requests made under the *Right to Information and Protection of Privacy Act*.
- Provided sector comments on 18 applications for funding through both the Department of Economic Development (15) and the Atlantic Canada Opportunities Agency (3).
- Administered the NB Approved tourism accommodation quality assurance program (149 NB Eligible, and 358 Canada Select star-rated properties).
- Facilitated communication of departmental programs through the corporate website, and began a corporate website review including draft guidelines for the effective use of the corporate website.
- Continued monthly and annual collection, reporting and analysis of New Brunswick tourism-sector indicators, with reports published at: <http://www2.gnb.ca/content/gnb/en/departments/thc/tourism/content/rsp.html>.
- Contributed to tourism market strategy with ongoing research and analysis based on the Canadian Tourism Commission's Explorer Quotient (EQ) travel market segmentation system; integrated EQ segmentation, balanced scorecard performance measurement tracking, and return-on-taxpayer investment evaluation within the context of overall New Brunswick tourism-sector indicators.

## ***Human Resources Branch***

### **Mandate:**

Human Resource Services provides planning, leadership, direction and support in the area of human resource management to the department.

The branch develops strategic direction and delivers services to support managers and employees, including: workforce planning, workplace health, safety and wellness, human resources policy development and interpretation, program development and management, human resources best practices, employee learning and development, conflict resolution, recruitment and selection, job evaluations and classifications and employee and labour relations.

## ***Finance and Administration Branch***

### **Mandate:**

To ensure departmental compliance with the requirements of various acts, regulations and other established financial guidelines; to co-ordinate and administer the financial operations of the department and to provide timely and accurate financial reports and projections; to co-ordinate the annual budget process; to liaise with central agencies in all financial matters and to provide the Deputy Minister and senior staff with support services in the areas of financial analysis and advice.

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## ***Sales, Media and Visitor Experience Branch***

The Sales, Media and Visitor Experience Branch is primarily responsible for the development and implementation of a results-driven integrated marketing and sales approach in our core national and international markets and to ensure alignment with the department's three-year Sales and Marketing Strategy.

***Sales, Media and Visitor Experience*** is responsible for:

- Building strategic relationships/partnerships with key travel influencers/tourism-related organizations and Travel Media.
- Positioning and promoting New Brunswick as a tourism destination through travel-trade and media-relations tactics.
- Increasing the number of strategic tour operators carrying New Brunswick product and the expansion of programming.
- Creating awareness of New Brunswick as a year-round tourism destination.
- Providing industry training and support on the Explorer Quotient (EQ) program.
- Working with tourism industry to develop products and experiences that align with Explorer Quotient (EQ) focus and our target markets.
- Developing within respective regions, partnerships and relationships with stakeholders, with the aim of strengthening the overall provincial tourism offering for the visitor.

***Trade Sales and Partnerships*** is responsible for positioning and promoting New Brunswick as a tourism destination through the travel-trade channels (travel and transportation companies, airline carriers, travel agents and online operators) in Canada, the United States, France, the United Kingdom and Germany.

***Media Relations*** is responsible for engaging media outlets and journalists (editors, broadcasters, freelancers, online and print), resulting in media coverage, increasing profile of New Brunswick, ultimately encouraging visitation to New Brunswick from our target markets.

***Niche Product Development*** guides strategic tourism-sector development including ATVing, Fish and Hunt, Snowmobiling and Provincial Trails.

***Visitor Experience*** is responsible for providing regional-based tourism product-development expertise and support to the New Brunswick tourism industry, throughout the year, by working with our stakeholders in the development of year-round, consumer and/or export-ready (Travel Trade) tourism products.

### **Highlights:**

#### ***Trade Sales & Partnerships:***

- Trailfinders, the second largest volume tour operator (number of passengers to Canada) in the UK, introduced a new Fly Drive program for 2013 called the "Bay of Fundy Explorer" featuring New Brunswick and Nova Scotia. The new tour includes Saint John, Moncton, Fredericton and St. Andrews (four nights).
- The 2013 Road Scholar program offered 12 itinerary/programs featuring the Acadian Peninsula on 39 departures to New Brunswick.

#### ***Media Relations:***

- 176 journalists were hosted on the ground in New Brunswick on customized media tours that featured tourism experiences from the entire province (i.e. Boston Globe, Forbes, Financial Times, Voyage de Luxe and Chatelaine).

#### ***Niche Product Development:***

- Planned for the establishment of a centralized snowmobile-grooming hub based in Mount Carleton with the New Brunswick Federation of Snowmobile Clubs.

- Led the development of a Provincial Trails Use Policy, that when adopted, will establish a safe, sustainable and strategically located trail system in the province.
- In consultation with fishing and hunting stakeholders, led the development of a strategic plan to support the growth and sustainability of this sector.

*Visitor Experience:*

- The regional tourism product officers continued to work with industry to develop the potential of the Experience Collection program, a key product development initiative of the department that provides an opportunity for industry to develop inspiring hands-on experiences that are unique to New Brunswick and add value to their business.

**Key Performance Indicators:**

*Trade Sales & Partnerships:*

- Leveraged over \$11.8 million for additional marketing and sales activities by partnering with key travel companies/tourism related organizations.
- Trade Sales Team hosted 60 travel influencers in New Brunswick on familiarization tours (FAMS). (i.e. American Tours International (AHI), Road Scholar, Tour Trends and Anderson Vacations).
- Provided destination training to 1,046 travel professionals from both national and international markets.

*Media Relations:*

- Generated editorial coverage with 861 impressions worth \$13 million in advertising value.

*Visitor Experience:*

- The regional tourism development officers worked very closely with tourism-industry operators to assist in the development of 23 “new” experiences and a total of 113 experiences were included in the summer 2014 marketing activities.

**Marketing and Visitor Information Branch**

**Mandate:**

To apply New Brunswick’s leading implementation of the Explorer Quotient travel-market-segmentation model to increase demand for summer, fall and winter tourism experiences through interactive destination marketing.

**Highlights:**

- Seven Provincial Visitor Information centres operated in the summer of 2013, welcoming 74,500 visitor parties.
- The tourism website witnessed an increase of over 340,000 visitors over the previous year, for a total of 1,628,307 visits.
- By targeting the Authentic Experiencers, Cultural Explorers and No-Hassle Travellers in Ontario, Quebec, Nova Scotia and the United States, the branch was successful in increasing the number of households taking action on New Brunswick advertising by 20% to 308,111.
- The department conducted spring and fall information sessions (29 total) throughout the province, communicating with over 700 industry members and educating them on the activities of the branch.

	2012-2013	2013-2014
Referrals and bookings	458,188	822,446
Potential value of leads	\$2,924,658	\$7,944,619
Attributable visitor spending	\$92M	\$96M

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## ***Communications Branch***

### **Mandate:**

To promote the programs, policies and activities of the Department of Tourism, Heritage and Culture through strategic communications planning and support.

The Communications branch is comprised of a director and an officer. The branch develops and implements communications plans, provides advice and support to the Minister and senior management team; handles all media-related activities, and plans announcements and news conferences; prepares communications documents, such as speeches, news releases and messages; coordinates the development and placement of ads, as required, and writes and designs web content. The branch is also involved in planning public awareness and public consultation activities.



# Financial Information

## Financial Overview for fiscal year ended March 31, 2014 (000's)

The Department has five sources of funding :		
A	Ordinary Account	\$37,415.3
B	Regional Development Corporation Funds	\$2,585.0
C	Capital Improvements	\$1,272.5
D	Special Operating Agency	\$4,707.8
E	Special Purpose Account	\$742.9

- A. The **Ordinary Account** expenditures cover the day-to-day operation of the department.
- B. The **Regional Development Corporation Funds** include additional funds above the department's budget, accessed for developmental initiatives and processed through the department's accounting system.
- C. The **Capital Improvements** expenditures cover major repairs and capital equipment.
- D. The **Special Operating Agency** was established to retain funds to enhance and administer the Mactaquac Golf Course, Hopewell Rocks Provincial Park, Sugarloaf Lodge and the Parlee Beach Campground.
- E. The **Special Purpose Accounts** are established accounts whereas designated revenues have been received for specific purposes.

Program	Expenditures	Revenues and Recoveries
<b>Administration</b>		
A. Ordinary Account	2,433.5	
<b>Total</b>	<b>\$2,433.5</b>	<b>\$0.0</b>
<b>Parks and Attractions</b>		
A. Ordinary Account	12,671.1	2,926.7
B. RDC Funds	1,139.0	
C. Capital Improvements	783.7	
E. Special Purpose Account	5.5	68.5
<b>Total</b>	<b>\$14,599.3</b>	<b>\$2,995.2</b>
<b>Culture</b>		
A. Ordinary Account	4,793.1	
B. RDC Funds	259.3	
E. Special Purpose Account	700.0	700.0
<b>Total</b>	<b>\$5,752.4</b>	<b>\$700.0</b>

<b>Program</b>	<b>Expenditures</b>	<b>Revenues and Recoveries</b>
<b><i>Heritage</i></b>		
A. Ordinary Account	2,869.0	
B. RDC Funds	318.0	
C. Capital Improvements	238.8	
E. Special Purpose Account	37.4	8.1
<b>Total</b>	<b>\$3,463.2</b>	<b>\$8.1</b>
<b><i>NB Museum</i></b>		
A. Ordinary Account	2,239.4	
C. Capital Improvements	250.0	
<b>Total</b>	<b>\$2,489.4</b>	<b>\$0.0</b>
<b><i>Marketing and Visitor Information</i></b>		
A. Ordinary Account	8,476.5	
B. RDC Funds	424.8	
<b>Total</b>	<b>\$8,901.3</b>	<b>\$0.0</b>
<b><i>Sales, Media and Visitor Experience</i></b>		
A. Ordinary Account	3,932.7	
B. RDC Funds	443.9	
<b>Total</b>	<b>\$4,376.6</b>	<b>\$0.0</b>
<b><i>Special Operating Agency</i></b>		
D. Special Operating Agency	4,707.8	4,296.2
<b>Total</b>	<b>\$4,707.8</b>	<b>\$4,296.2</b>
<b>TOTAL</b>	<b>\$46,723.5</b>	<b>\$7,999.5</b>

**Statement of Expenditures by Program Component  
for fiscal year ended March 31, 2014 (000's)**

Ordinary Expenditure	2013-2014 Final Budget	2013-2014 Actual	Variance over (under)	2012-2013 Actual
Administration	\$2,732.6	\$2,433.5	(\$299.1)	\$2,437.2
<i>Parks, Heritage and Culture</i>				
Parks and Attractions	\$12,082.0	\$12,671.1	\$589.1	\$13,602.9
Culture	\$4,832.0	\$4,793.1	(\$38.9)	\$4,923.9
Heritage	\$2,956.0	\$2,869.0	(\$87.0)	\$2,918.6
NB Museum	\$2,235.0	\$2,239.4	\$4.4	\$2,244.2
<i>Marketing, Sales and Visitor Experience</i>				
Marketing and Visitor Information	\$8,773.0	\$8,476.5	(\$296.5)	\$9,312.4
Sales, Media and Visitor Experience	\$4,147.0	\$3,932.7	(\$214.3)	\$4,238.2
<b>Total Ordinary Expenditure</b>	<b>\$37,757.6</b>	<b>\$37,415.3</b>	<b>(\$342.3)</b>	<b>\$39,677.4</b>

**Capital Account: Statement of Expenditures for fiscal year ended March 31, 2014 (000's)**

	2013-2014 Budget	2013-2014 Actual	Variance over (under)	2012-2013 Actual
Capital Improvements	\$1,500.0	\$1,272.5	(\$227.5)	\$750.0
<b>Total Capital Improvements</b>	<b>\$1,500.0</b>	<b>\$1,272.5</b>	<b>(\$227.5)</b>	<b>\$750.0</b>

**2013-2014 Capital Projects (000's)**

Facility	Total	Facility	Total
Sugarloaf Provincial Park	\$154.8	Mount Carleton Provincial Park	\$63.7
New River Beach Provincial Park	\$20.0	Village Historique Acadien	\$152.6
Herring Cove Provincial Park	\$13.1	Kings Landing	\$50.0
Anchorage Provincial Park	\$1.9	Jardins Botanique	\$20.0
de la République Provincial Park	\$233.9	NB Museum	\$250.0
Murray Beach Provincial Park	\$5.3	Heritage Sites	\$238.9
Parlee Beach Provincial Park	\$38.1	Various Projects	\$17.7
Oak Bay Provincial Park	\$12.5	<b>TOTAL</b>	<b>\$1,272.5</b>

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**Statement of Revenues and Recoveries for fiscal year ended March 31, 2014 (000's)**

<b>Ordinary Revenue</b>	<b>2013-2014 Budget</b>	<b>2013-2014 Actual</b>	<b>Variance over (under)</b>	<b>2012-2013 Actual</b>
Total Return on Investment	\$1.0	\$0.8	(\$0.2)	\$0.9
Total Sale of Goods and Services	\$3,306.0	\$2,909.1	(\$396.9)	\$3,140.0
Total Miscellaneous	\$4.0	\$16.8	\$12.8	\$28.7
<b>Total</b>	<b>\$3,311.0</b>	<b>\$2,926.7</b>	<b>(\$384.3)</b>	<b>\$3,169.6</b>

**Special Operating Agency:****Statement of Revenues and Expenditures for fiscal year ended March 31, 2014 (000's)**

	<b>2013-2014 Budget</b>	<b>2013-2014 Actual</b>	<b>Variance over (under)</b>	<b>2012-2013 Actual</b>
Opening Balance	\$2,036.8	\$2,036.8	\$0.0	\$1,642.0
<b>Revenue</b>				
Mactaquac Golf Course	\$1,000.0	\$925.1	(\$74.9)	\$986.6
Hopewell Rocks Provincial Park	\$2,209.0	\$2,331.5	\$122.5	\$2,214.1
Sugarloaf Lodge	\$773.0	\$789.2	\$16.2	\$732.8
Parlee Beach Campground	\$302.0	\$250.4	(\$51.6)	\$246.5
<b>Total Revenue</b>	<b>\$4,284.0</b>	<b>\$4,296.2</b>	<b>\$12.2</b>	<b>\$4,180.0</b>
<b>Expenditures</b>				
Mactaquac Golf Course	\$1,135.0	\$955.8	(\$179.2)	\$863.4
Hopewell Rocks Provincial Park	\$2,685.0	\$2,628.8	(\$56.2)	\$1,779.6
Sugarloaf Lodge	\$740.0	\$833.6	\$93.6	\$681.4
Parlee Beach Campground	\$384.0	\$289.6	(\$94.4)	\$460.8
<b>Total Expenditures</b>	<b>\$4,944.0</b>	<b>\$4,707.8</b>	<b>(\$236.2)</b>	<b>\$3,785.2</b>
<b>TOTAL – SOA Closing Balance</b>	<b>\$1,376.8</b>	<b>\$1,625.2</b>	<b>\$248.4</b>	<b>\$2,036.8</b>

**Special Purpose Accounts:  
Statement of Revenues and Expenditures for fiscal year ended March 31, 2014 (000's)**

	2013-2014 Budget	2013-2014 Actual	Variance over (under)	2012-2013 Actual
<b><i>Parlee Beach Nourishment</i></b>				
Opening Balance	\$114.0	\$114.0	\$0.0	\$47.7
Total Sale of Goods and Services	\$79.0	\$68.5	(\$10.5)	\$70.5
Expenditures	\$55.0	\$5.5	(\$49.5) <sup>1</sup>	\$4.2
<b>Closing Balance</b>	<b>\$138.0</b>	<b>\$177.0</b>	<b>\$39.0</b>	<b>\$114.0</b>
Note: 1. Remediation work postponed to fiscal year 2014-2015				
<b><i>Provincial Parks – Education and Awareness Program</i></b>				
Opening Balance	\$6.9	\$6.9	\$0.0	\$6.5
Total Sale of Goods and Services	\$0.0	\$0.0	\$0.0	\$0.4
Expenditures	\$0.0	\$0.0	\$0.0	\$0.0
<b>Closing Balance</b>	<b>\$6.9</b>	<b>\$6.9</b>	<b>\$0.0</b>	<b>\$6.9</b>
<b><i>Viscount Bennett Trust Fund</i></b>				
Opening Balance	\$35.6	\$35.6	\$0.0	\$27.3
Other interest income	\$10.0	\$8.1	(\$1.9)	\$8.4
Expenditures	\$10.0	\$6.3	(\$3.7)	\$0.1
<b>Closing Balance</b>	<b>\$35.6</b>	<b>\$37.4</b>	<b>\$1.8</b>	<b>\$35.6</b>
<b><i>Historic Places</i></b>				
Opening Balance	\$72.0	\$72.0	\$0.0	\$72.0
Other interest income	\$0.0	\$0.0	\$0.0	\$0.0
Expenditures	\$0.0	\$31.1	\$31.1	\$0.0
<b>Closing Balance</b>	<b>\$72.0</b>	<b>\$40.9</b>	<b>(\$31.1)</b>	<b>\$72.0</b>
<b><i>Arts Development Trust Fund</i></b>				
Opening Balance	\$5.0	\$5.0	\$0.0	\$5.0
Lottery income	\$700.0	\$700.0	\$0.0	\$700.0
Expenditures	\$700.0	\$700.0	\$0.0	\$700.0
<b>Closing Balance</b>	<b>\$5.0</b>	<b>\$5.0</b>	<b>\$0.0</b>	<b>\$5.0</b>

# 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 their respective departments. Please find below a summary of the staffing activity for 2013-2014 for the Department of Tourism, Heritage and Culture.

The department advertised 16 competitions, including 4 open (public) competition and 12 closed (internal) competitions.

Pursuant to section 15 and 16 of the *Civil Service Act*, the department made the following appointments using other processes to establish merit, 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"> <li>• a high degree of expertise and training</li> <li>• a high degree of technical skill</li> <li>• recognized experts in their field</li> </ul>	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	0
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	1
Lateral transfer	The Government of New Brunswick transfer process facilitates the transfer of employees from within Part I, II (School Boards) and III (Hospital Corporations) of the Public Service.	16(1) or 16(1)(c)	0
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	0
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry-level position within the Civil Service.	16(1)(d)(ii)	0

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# Summary of Legislation

Bill #	Name of legislation	Date of Royal Assent	Link to Bill
49	<i>An Act to Amend the Beaverbrook Art Gallery Act</i>	June 21, 2013	<a href="http://www.gnb.ca/legis/bill/FILE/57/3/Bill-49-e.htm">http://www.gnb.ca/legis/bill/FILE/57/3/Bill-49-e.htm</a>

To view all Department of Tourism, Heritage and Culture Acts and Regulations, visit: <http://laws.gnb.ca/en/deplinks?subjectnumber=37>.

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# Summary of Official Languages Activities

## Introduction

The Department of Tourism, Heritage and Culture has developed an action plan in conjunction with the Government Plan on Official Languages to ensure that all employees feel encouraged to work in their language of choice and the public receives quality service in their language of choice. The department has produced some objectives that have assisted with the goal of quality service in both official languages. Outlined below are some of our successes.

## Focus 1

The challenge the department faces continues to be finding qualified individuals who have the ability to provide service of equal quality in both Official Languages for positions located in primarily unilingual areas of the province.

In order to meet this objective, the department established linguistic profiles for the casual/student employees in those locations. This enables managers to ensure an equal complement of staff will be hired who meet the linguistic needs for that area.

The department also conducted regular unannounced audits of front-line employees to ensure compliance with the active offer and availability to serve clients in their language of choice.

## Focus 2

The department focused on ensuring that all work tools provided to employees were available in both official languages.

During the annual performance review process, employees are encouraged to request their review in their language of choice. Their manager also discusses the Language of Work and Language of Service policies to ensure employees understand the obligation to follow the *Official Languages Act*.

## Focus 3

In 2013, during the Cultural Policy review and the *Parks Act* review, the department held public consultations in both Official Languages to ensure the public was aware and involved in the process and could communicate in their language of choice.

## Focus 4

The Official Languages Coordinator distributed a pamphlet to employees called, "Living Together with Two Languages", which gave employees knowledge and understanding of the *Official Languages Act* and why it is so important to ensure promotion within the department as well as in the public.

## Conclusion

The Department of Tourism, Heritage and Culture's Strategy and Process Management branch and the Manager of Tourism Visitor Experience were recognized by the Commissioner of Official Languages for New Brunswick as delivering excellent service in both official languages as well as fulfilling their linguistic obligations on a daily basis. They have distinguished themselves by going above and beyond the requirements of the *Official Languages Act* and continue to promote both official languages in the workplace and to the public.



# Appendices

## Appendix A

### New Brunswick Provincial Parks and Tourism Facilities

Facility	Location	Ownership	Operation
<i>Provincial Parks</i>			
Mactaquac	Mactaquac	THC	Operated by THC
de la République	Saint Jacques	THC	Operated by THC
Sugarloaf	Atholville	THC	Operated by THC
Parlee Beach	Pointe-du-Chêne	THC	Operated by THC
Murray Beach	Murray Corner	THC	Operated by THC
New River Beach	New River	THC	Operated by THC
Lepreau Falls	Lepreau	THC	Operated by THC
The Anchorage	Grand Manan	THC	Operating agreement
Mount Carleton	Saint-Quentin	THC	Operated by THC
Castalia	Grand Manan	THC	Operating agreement
Herring Cove	Campobello	THC	Operated by THC
Sainte-Croix	Bayside	THC	Undeveloped
Val-Comeau	Val Comeau	THC	Operating agreement
Oak Bay	Oak Bay	THC	Operating agreement
Hopewell Rocks Provincial Park	Hopewell Cape	THC	Operated by THC
Fundy Trail Provincial Parkway	St. Martins	THC	Operating agreement
<i>Tourism Facilities</i>			
Village Historique Acadien	Rivière-du-Nord	THC	Operated by THC
Kings Landing Historical Settlement	Prince William	KLC	Crown Corporation
New Brunswick Botanical Garden	Saint-Jacques	THC	Operating agreement
Larry's Gulch Fishing Lodge	Kedgwick	THC	Operated by THC
Pays de la Sagouine	Bouctouche	THC and DGS	Supported by THC
Cape Jourmain Nature Centre	Cape Jourmain	Canadian Wildlife Service	Supported by THC
Cape Enrage	Cape Enrage	THC	Operating agreement

Facility	Location	Ownership	Operation
<i>Visitor Information Centres</i>			
Saint-Jacques	Saint-Jacques	THC	Operated by THC
Woodstock	Woodstock	THC	Operated by THC
Aulac	Aulac	THC	Operated by THC
St. Stephen	St. Stephen	Rental	Operated by THC
Cape Jourmain	Cape Jourmain	Rental	Operated by THC
Campbellton	Campbellton	Rental	Operated by THC
Campobello Island	Welshpool	THC	Operated by THC
Princess of Acadia – Bay Ferries	Saint John to Digby	THC	Operated by THC
<i>Tourism Communication Centre</i>			
Tourism Communication Centre	Campbellton	Rental	Operated by THC

## Appendix B

### New Brunswick Provincial Heritage Places

Facility	Location	Ownership	Operation
<i>Provincial Heritage Places</i>			
Doak House	Doaktown	THC	Operated by the Miramichi Salmon Museum Inc. / Atlantic Salmon Museum
MacDonald Farm	Bartibog Bridge	THC	Operated by the Highland Society of New Brunswick at Miramichi
Bonar Law	Rexton	THC	Operated by the Village of Rexton
Sheriff Andrews House	St. Andrews	THC	Operated by the Town of St. Andrews
Ministers Island	Ministers Island	THC	Operated by the Van Horne Estate on Ministers Island