
Tourism, Heritage and Culture

ANNUAL REPORT

2021-2022

Tourism, Heritage and Culture

ANNUAL REPORT 2021-2022

Province of New Brunswick
PO 6000, Fredericton NB E3B 5H1 CANADA
gnb.ca

ISBN 978-1-4605-3287-4 (Bilingual print edition)

ISBN 978-1-4605-3288-1 (PDF: English edition)

ISSN 2564-3452 (Bilingual print edition)

ISSN 2564-3460 (PDF: English edition)

22-00072 | 2022.11 | Printed in New Brunswick

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, 2021, to March 31, 2022.

Respectfully submitted,



Honourable Tammy Scott-Wallace
Minister

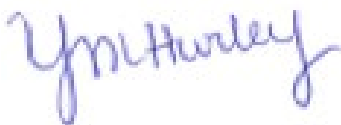
FROM THE DEPUTY MINISTER TO THE MINISTER

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, 2021, to March 31, 2022.

Respectfully submitted,



Yennah Hurley
Deputy Minister

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Minister's message

The Department of Tourism, Heritage and Culture has completed an exceptional 2021-2022 year. Although it was a challenging year, we adapted our existing programs and listened to the needs of our tourism, arts and culture, and sports and recreation stakeholders to offer meaningful support.

We worked very closely with the tourism sector throughout the year in various ways. The department expanded its Explore NB Travel Incentive Program to include all Atlantic Canadians. Almost 30,000 applications were received, which helped generate \$19.7M in spending from which the tourism industry benefited. The Group Meetings Incentive Program was also developed to assist the tourism industry in recovering from the effects of the pandemic. It was launched in July 2021 in partnership with the Tourism Industry Association of New Brunswick and the New Brunswick Hotel Association. It helped rebuild the corporate travel business by providing incentives for face-to-face meetings in safe environments. The department also helped 95 businesses and communities access \$12M in partner funding.

The department's work is already paying off. Rooms sales are recovering and increased by 44 per cent over 2020 (up to 62 per cent of pre-COVID-19 levels). Visitation from other provinces and the United States almost doubled from 2020 to 2021, and the number of international visitors tripled. The number of visitors to our provincial parks soared by 252,000 people from 2020 to 2021, and the parks experienced a record year for camping, with 73,000 camping nights booked.

Our Arts and Culture Branch worked closely with arts and cultural organizations to support their recovery and continued growth. The Report of the Premier's Task Force on the Status of the Artist was presented to the government. It comprised 24 recommendations for action, with each aimed at improving the socio-economic status of New Brunswick's professional artists. The branch also delivered a Ticket Incentive Program to 59 artistic and cultural events organizations and events to support venues and to reactivate festivals by offering a funding supplement to ticket sales. This offered New Brunswick artists remuneration for stage and scenic presence. The branch also collaborated with the City of Fredericton on organizing New Brunswick Day celebrations.

Our Archaeology and Heritage Branch played an integral role in the cultural resource management of the province's archaeological and built heritage. The branch issued 126 Archaeological Field Research Permits, 24 Archaeological Site Alteration Permits, and six Provincial Heritage Permits. In addition, the branch developed a process to deal with derogatory place names and is currently working with the Department of Aboriginal Affairs on formal consultation on this proposal.

The Sport and Recreation Branch provided outstanding service to the community by ensuring partners had the latest COVID-19 return to play and play protocols. It was also instrumental in securing the hosting of the 2029 Canada Summer Games for New Brunswick.

In the winter of 2021/22, the department produced its strategy, "The Invitation," to focus efforts for the next few years. This ambitious plan imagines New Brunswick as the top vacation destination in Atlantic Canada and a top place to live and work. A place where people from across Canada and the world come to visit, and once here, don't want to leave. Implementation has begun and requires a collaborative effort across the department, across government and in conjunction with communities and sector organizations.

I am very proud of the work by department staff and our partners. Together, we are creating the connections that make people see, hear and feel like New Brunswick is their place in the world.



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

Deputy Minister's message

In 2021-2022, staff at the Department of Tourism, Heritage and Culture continued to adapt to an ever-changing environment while supporting our stakeholders in innovative ways as they faced new challenges from the pandemic. As the department developed its new strategy, "The Invitation," for the next few years, it has worked to break down silos and discover how by working together, we can make New Brunswick the most desirable destination to live and visit in Atlantic Canada.

The department assisted the tourism industry in preparing for the future by partnering with businesses and communities on destination market readiness initiatives, regional tourism plans and research on better understanding our visitors. Partnerships were re-ignited with targeted tour operators and key tour operator brands in New Brunswick's core markets. This created awareness of the province as a travel destination to boost 2022 visitation. The department also established a Provincial Working Committee – Cruise, with Port Saint John and other key representatives to ensure the safe resumption of Cruise back to New Brunswick and the region in the 2022 season.

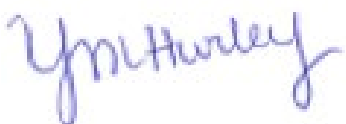
Our Arts and Culture Branch continued the InspiredByNB campaign that encourages New Brunswickers to support local artists by purchasing their work. The branch also supported the establishment of a Transition Committee to further the Report of the Premier's Task Force on the Status of the Artist and its recommendations for enabling New Brunswick's professional artists to earn a living from practising their art. Finally, our Ticket Incentive Program provided a funding supplement for artistic and cultural events, which offered New Brunswick artists remuneration for stage and scenic presence. In addition, the branch greatly assisted its community stakeholders, allocating more than \$10M in grants to support core operations and special initiatives.

The Sport and Recreation Branch was the lead partner in the Network for Women and Girls in Sport and Recreation. Through the "She is Active" campaign, this group continued to promote participation and address the barriers faced by women and girls. In addition, the branch supported local and regional organizations to provide quality, inclusive and accessible activities in sport, recreation and physical activity. The branch also launched the NB Safe Sport Dispute Resolution Program, which will make sports a safer space.

The Archaeology and Heritage Branch digitally documented 53 Covered Bridges in support of the province's Covered Bridge Action Plan. It also surveyed more than 140 kilometres of shoreline, documented the impacts of coastal erosion, and registered new Indigenous and historic sites in the Provincial Archaeological Sites database. The branch also collaborated with the City of Fredericton on organizing New Brunswick Day celebrations.

Our Parks Branch was extremely busy and extraordinarily successful. Despite a constant battle with COVID-19, they exceeded pre-pandemic levels in revenue, visitation and campsite reservations. At the same time, the number of planned activities at parks increased, special events returned, and action was taken to mitigate the impact of climate change. The improvement of park infrastructure continues to be a departmental focus. Staff have worked hard to overcome many challenges related to supply-chain issues, a scarcity of available contractors and inflation. Upgrades are being completed. This past year also saw the opening of the road leading from the Fundy Trail Parkway to Route 114 and the road to Alma. Completing this stretch will make the Parkway a connecting route to multiple attractions, including Hopewell Rocks and Cape Enrage.

As Deputy Minister, I am so grateful for the amazing work done by the Department of Tourism, Heritage and Culture staff. I appreciate the hard work, agility, and professionalism they demonstrate in their service to New Brunswickers, stakeholders and communities across the province. The work of each staff member shows visitors why New Brunswick is their place in the world.



Yvonne Hurley
Deputy Minister

Government Priorities

Delivering for New Brunswickers

ONE TEAM ONE GNB

One Team One GNB is our vision as an organization and a collaborative approach to how we operate. It is our path forward and represents a civil service that works collectively across departments, professions, and sectors. Together, we are learning, growing, adapting, and discovering new and innovative ways of doing business. It enables us to achieve the outcomes needed for New Brunswickers, and we are working more efficiently and effectively than ever before.

As *One Team One GNB*, we are improving the way government departments:

- communicate with one another,
- work side-by-side on important projects, and
- drive focus and accountability.

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 government's roadmap for the future of New Brunswick, which focuses on key priorities and the importance of public accountability.

GOVERNMENT PRIORITIES

Our vision for 2021-2022 is a vibrant and sustainable New Brunswick. To make progress towards this vision, we must focus on our government's priorities.

- Energize private sector
- Vibrant and sustainable communities
- Affordable, responsive and high-performing government

- Dependable public health care
- World-class education, and
- Environment

COVID RESPONSE

As part of GNB's priorities this past year, responding to the COVID-19 pandemic was at the forefront. The department continued to support its partners. However, the constantly changing regulations made it difficult for those organizing arts and culture events and running sport programs, and those operating in tourism and parks.

Staff went above and beyond to keep partners and stakeholders informed of the latest changes and to help them craft policies and practices to safeguard their customers and visitors.

The department adapted programming to support its partners through this challenging time.

- Implemented a winter edition of the ExploreNB travel incentive program and a summer edition which collectively helped generate over \$19M in spending.
- Introduced the Ticket Incentive Program, which provided an additional \$5 per ticket in support of live festivals and events.
- The Meeting Incentive program was developed and launched in July 2021 in partnership with the Tourism Industry Association of New Brunswick and the New Brunswick Hotel Association. It helped rebuild the corporate travel business by providing incentives for face-to-face meetings in safe environments.
- Changed core funding assessment criteria for provincial sport organizations in recognition of the difficulties faced by various groups in implementing regular programming.

HIGHLIGHTS

During the 2021-2022 fiscal year, Tourism, Heritage and Culture focused on government priorities through:

- Developing the department's strategic plan, "The Invitation," with the vision that "people (New Brunswickers and visitors) will see, hear, and feel that New Brunswick is their place in the world." It imagines NB as a top vacation designation and a top place to live in Atlantic Canada.
- Developing a partnership with the three main urban centers (Saint John, Fredericton and Moncton), finalized a three-year strategy to rebuild the Business and Major Events (Meetings, Conventions and Events) sector.
- Securing the right to host the 2029 Canada Summer Games.
- Implementing a Ticket Incentive Program that helped 59 organizations host events by making a funding supplement available for each ticket sold to artistic and cultural events that included New Brunswick professional artists.
- Officially opening the Fundy Trail Connector Road to Route 114 leading to Alma.
- Increasing campsite reservations, park revenues and visitation from 2020-2021 to some of the highest levels ever.
- Collaborating with Sport NB to initiate the Envisioning Sport Project leading towards a more substantial, highly valued, better coordinated, and streamlined system that supports participation, athletes and those responsible for developing and delivering programs.
- Investing in our departmental culture change journey to improve the delivery of results. We built capacity across senior staff in evidenced-based leadership and introduced best-in-class performance measurement methods, aligning with the department's "The Invitation" strategy.
- The 2021 Explore NB Travel Incentive program was expanded to all Atlantic Canadians and resulted in 29,519 claims and \$19,742,152 in visitor spending.
- Partnering with the Department of Education and Early Childhood Development and the Department of Aboriginal Affairs, the branch facilitated the transformation of the VanGO! program into the P-Art-nership, ensuring that collectionArtNB is visible in First Nation schools. This initiative saw a new focus on ensuring students benefit from interactions with New Brunswick professional artists while presenting exhibitions.
- Continuing with the innovative Inspired by NB campaign to encourage New Brunswick residents to support the arts and culture sector and build upon the local pride and positive sentiment generated. The campaign also promoted events in the arts and culture sectors.
- As part of the Coastal Survey five-year initiative, more than 140 kilometres of provincial shoreline were surveyed, the impacts of coastal erosion were documented, and new Indigenous and historic sites were registered in the Provincial Archaeological Sites Database.
- Launching the NB Safe Sport Dispute Resolution Program that provides participants with an independent 3rd party mechanism for adjudicating serious issues.
- Upgrading services at the République Provincial Park. The campground will now offer 30-amp, 50-amp and full-service sites.
- Partnering with forestry organizations such as UNB Forestry, the Canadian Forestry Services and RePlant.ca to better manage and ensure the health and strength of park land for years to come. RePlant planted 70,000 native trees in NB Provincial Parks.
- Conducting tourism campaigns targeting travellers from Quebec and Ontario once COVID-19 travel restrictions were lifted. Campaign messaging established New Brunswick as "The Perfect Amount of Away."
- The New Brunswick ExploreNB branded Cruiser visited 25 communities and spoke with travellers at over 40 locations around New Brunswick. This helped develop local pride of place, with solid momentum behind the Explore NB brand and New Brunswickers continuing to view the province through the lens of a tourist.

- Establishing a Provincial Working Committee – Cruise, with Port Saint John and key representatives from other government departments to ensure the safe resumption of Cruise ships for 2022.
- Establishing a Transition Committee to further the Report of the Premier’s Task Force on the Status of the Artist and its recommendations to enable New Brunswick’s professional artists to earn a living from practising their art.
- Provided \$1.4M to trail organizations to support the development of motorised and non-motorised trail networks across the province.

Performance Outcomes

The information below outlines some of the department's priorities and how we measured our performance.

Outcome #1 SUPPORT TOURISM RECOVERY

Importance of Priority

Accommodation room nights are a primary indicator of the number of visitors and NB'ers travelling in New Brunswick and the overall health of the tourism industry.

Description of Priority

Accommodation room nights are the number of nights visitors and NB'ers spend in hotels and motels in New Brunswick.

OVERALL PERFORMANCE

Baseline

1,841,679 room nights sold in 2019.

Target

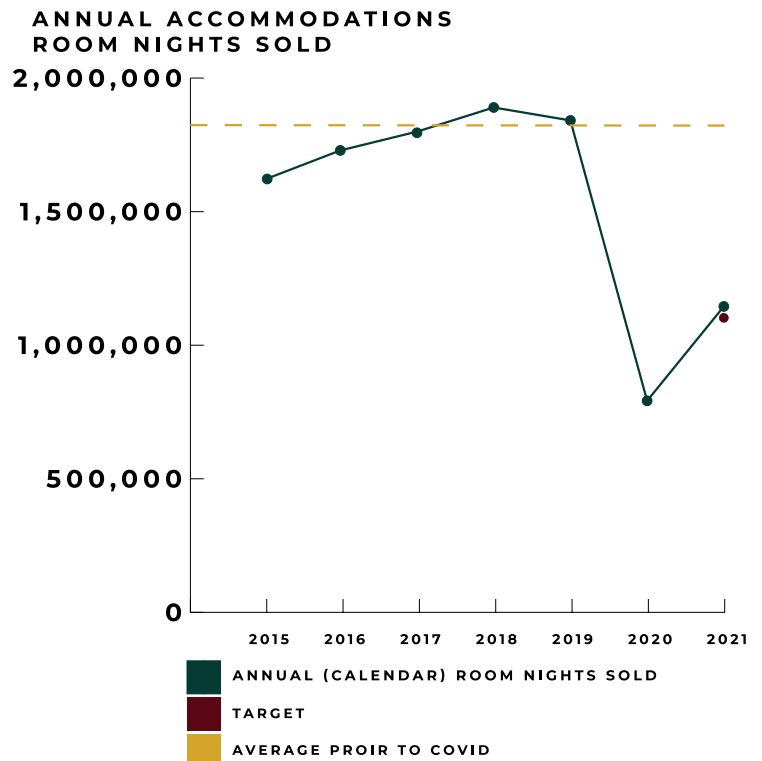
Industry recovers to 60% of pre-covid 2019 room sales, from 797,438 (in 2020) to 1,105,019 (in 2021).

Actual

Target was met. Room nights recovered to 62% of 2019, which was 1,149,753 room nights sold.

Compared to 2020, room sales increased by 44 per cent. However, they recovered to only 62 per cent of pre-covid 2019 sales. From January to June, sales were only 44 per cent of 2019 levels but briefly returned to within 85 per cent for August and 88 per cent in September when the province lifted restrictions. However, when restrictions were reinstated, sales were down to 72 per cent of 2019 sales for the year's balance.

On balance, there were fewer travel restrictions in 2021 than in 2020; however, many restrictions did remain in place.



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

The 2021 tourism campaigns once again welcomed visitors from Quebec and Ontario back to New Brunswick after COVID-19 travel restrictions were lifted. Campaign messaging established New Brunswick as "The Perfect Amount of Away."

We invited Atlantic Canadians to explore New Brunswick and received more than 30,000 submissions to the 2020-2021 Explore NB Winter Travel and 2021 Explore NB Summer Travel Incentive Programs.

We supported more than 95 businesses and communities in applying for and accessing close to \$12M in partner funding.

Despite the challenges of COVID, we were able to host travel media in New Brunswick so they could promote the province as a destination.

Outcome #2

INCREASE CAMPING BY NEW BRUNSWICKERS IN PROVINCIAL PARKS.

Importance of Priority

Provincial Parks are an essential recreation destination for many New Brunswickers. The importance and benefits of camping and getting outside have been elevated due to travel restrictions and pressures brought on by the COVID-19 pandemic.

The experiences and photos shared online by New Brunswickers are critical to reaching and enticing new potential visitors to NB. Increasing camping by 15 per cent was a key result of Parks' multi-year plan, which enables revenue growth to support investment in services and infrastructure.

Description of Priority

This measure counts the number of campsite nights occupied by New Brunswickers in Provincial Parks.

OVERALL PERFORMANCE

Baseline

41,000 campsite nights occupied by New Brunswickers in 2020.

Target

Increase 15% to 47,150 campsite nights occupied by NB'ers in 2021

Actual

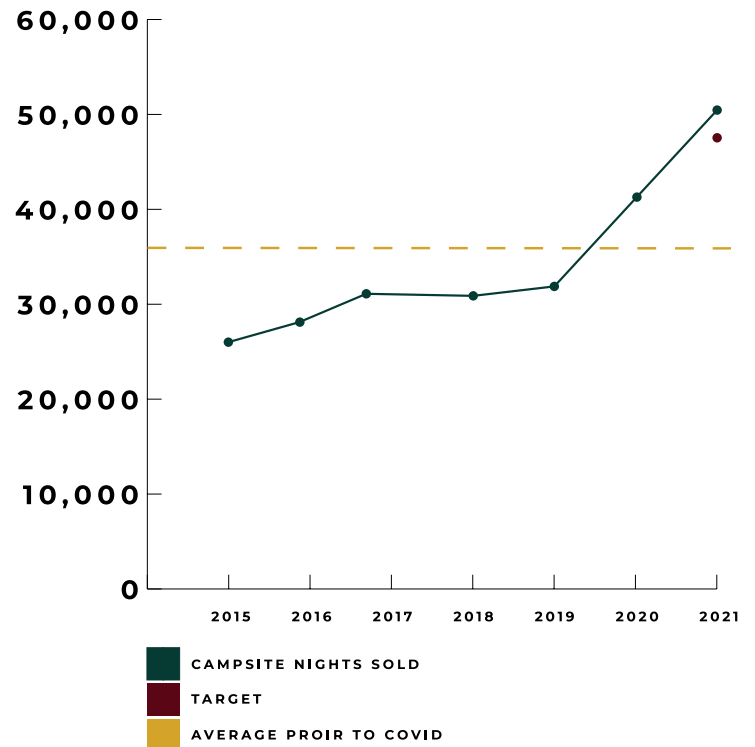
Target was met. 50,256 campsite nights were occupied by New Brunswickers in 2021.

The number of New Brunswickers camping in provincial parks increased by 32 per cent over 2020, exceeding the 15 per cent target.

Over the five years leading up to 2019, campsites were occupied by 77 per cent of New Brunswick residents, 18% from Ontario and Quebec, and five per cent from elsewhere.

In 2020, 95 per cent of campers were from New Brunswick, while 4.5 per cent were from Nova Scotia. In 2021, nearly 70 per cent were from NB, 15 per cent from Quebec, six per cent from Ontario, and eight per cent from elsewhere.

CAMPSITE NIGHT OCCUPIED BY NB RESIDENTS



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

Strategic marketing efforts to encourage New Brunswickers to explore NB provincial parks.

Continued investments to improve and add park infrastructure.

Extension of the camping season in some parks

Increasing the number of special events and new activities in parks.

Outcome #3

INCREASE PARTICIPATION AT CULTURAL ATTRACTIONS AND ARTISTIC FESTIVALS

Description of Priority

Increasing attendance at cultural attractions and artists' festivals was a core component of the Department's arts and culture recovery plan. The number of individuals attending live events at venues, festivals and attractions provides a measure of recovery for the arts and culture sector.

Importance of Priority

The pandemic had a devastating impact on the arts and culture sector. Many venues and professional artists have struggled to survive the pandemic, and live entertainment is key to the sector's recovery.

OVERALL PERFORMANCE

Baseline

There were 660,384 attendees in 2019 (pre-pandemic)

Target

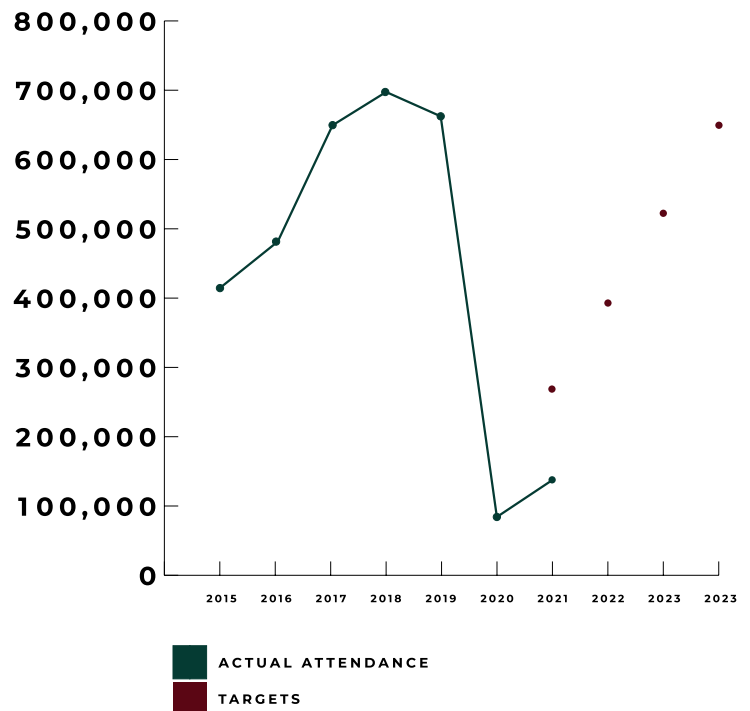
Increase live attendance to 40% (264,154) of 2019 (pre-pandemic)

Results

Live attendance for 2021 was 129,048 (20% of 2019), below the target of 40%. This represented a 44% increase over 2020 (89,617).

This target was not achieved due to the return of pandemic regulations, namely social distancing and capacity limits which all impacted live participation at venues, festivals and attractions.

ART & CULTURES LIVE ATTENDANCE AT VENUES, FESTIVALS, AND ATTRACTIONS



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

The Ticket Incentive Program helped 59 organizations host events by making a funding supplement available for each ticket sold to events that included New Brunswick professional artists.

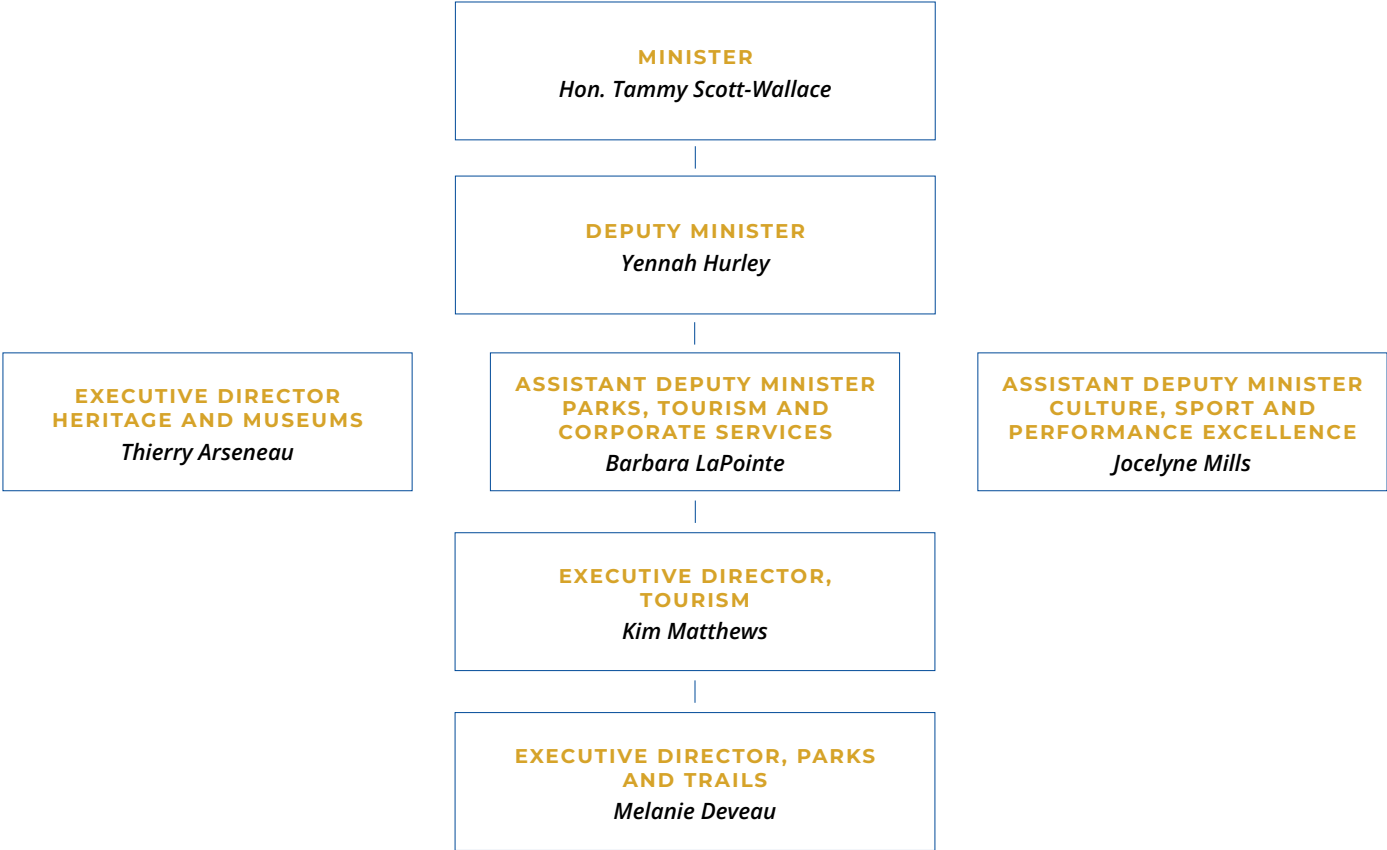
Strategic marketing efforts to encourage participation at cultural attractions and artists' festivals.

The "InspiredByNB" website was adapted to promote cultural attractions and artists'

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

PARKS TOURISM AND CORPORATE SERVICES DIVISION

The division comprises six branches: Parks and Trails Branch, Destination Marketing Branch, Destination Development Branch, Trade Sales and Partnership Branch, Human Resources Branch, and the Financial Services and Information Management and Technology Branch.

The Invitation

The department's strategic plan, "The Invitation," was developed in the fall of 2021. It established the vision that "people (New Brunswickers and visitors) will see, hear, and feel that New Brunswick is their place in the world." It imagines NB as a top vacation designation and a top place to live in Atlantic Canada, with key indicators of success being growth in visitation, increases in tourism and resident sentiment, and recovery and growth in the tourism, arts, culture, heritage and sport sectors. In addition, The Invitation was designed to align departmental programs and partner government and non-government organizations to collectively drive the province's economic recovery.

Highlights

- Conducted engagement sessions across NB with our partners: the tourism industry, First Nations, government departments, regional economic development groups and Regional Service Commissions.
- Prepared for the public launch of The Invitation in April 2022 and a plan to implement the strategy in the following years.

Parks and Trails Branch

The Parks and Trails Branch provides inclusive, protected natural and cultural destinations that inspire wellness, enjoyment and education for all. With a vision that all people are stewards of New Brunswick's permanently protected natural and cultural destinations, the branch is responsible for the stewardship of 24 provincial parks and attractions. The branch is directly responsible for managing and operating eight provincial parks, two attractions, a fishing lodge and multiple day-use parks. The parks include camping, golf courses, bike parks, trails, beaches, marinas and a ski hill. The branch also plays a significant role in supporting tourism entrepreneurs and not-for-profit organizations.

The Trails, Fish and Wildlife Development unit works collaboratively with stakeholders and industry members to support, promote and grow the motorised and non-motorised trails sector while encouraging residents and visitors to discover trail activities. In addition, the unit assists, guides and facilitates discussions with government stakeholder departments and industry members to develop a trail network throughout the province. THC also provides financial support to industry members to sustain the trail network and develop new trails.

The branch also develops the capital budget for the department and coordinates the implementation of all projects. In addition, it ensures that projects meet all legislative and regulatory requirements. The branch works with the Department of Aboriginal Affairs to consult with First Nations to assess the impact of projects on Aboriginal and treaty rights.

Highlights

- Provincial Parks campsite reservations increased to 73,124 in 2021, from 59,970 nights in 2020 and more than the five-year pre-COVID-19 average.
- Parlee Beach day permit sales increased to 24,269 in 2021, from 9,727 in 2020 and 18,220 in 2019.
- Park visitation was 736,426 (includes campers/permits/special events) in 2021-2022, up from 694,926 in 2019-2020 and 505,767 in 2020-2021.
- Campground revenue in 2021 increased by 8.5 per cent over 2020.
- Hopewell Rocks visitation rebounded from 43,038 in 2020 to 120,126 in 2021, which exceeded the target of 77,000 visitors. In 2019 (pre-pandemic) 284,000 people visited the Rocks.
- Sugarloaf Provincial Park experienced a 35 per cent increase in skiers on the hill, and more than 160,000 visitors have utilized its many cross-country and snowshoe trails during the winter of 2021.

- Sugarloaf Bike Park ticket sales increased by 136 per cent (6,387 in 2021 vs. 2,861 in 2020).
- In 2021, Mactaquac Golf received \$709,000 in green fees compared to \$590,000 in 2020.
- New River Beach Provincial Park hosted CBC's 'Race Against the Tide.' Filming of season three has been confirmed for August 2022
- Parlee Beach Provincial Park added a new accessible comfort station and playground. In addition, a Mobi-Mat was installed to allow individuals with limited mobility to have improved access to the beach.
- The République Park underwent a major capital project to improve electrical and water services. The Park now offers 30-amp, 50-amp, and full-service sites.
- The branch partnered with forestry organizations, including UNB Forestry, the Canadian Forestry Service and Replant.ca, to better manage and ensure the health and strength of park land for years to come. RePlant planted 70,000 native trees in Provincial Parks.
- THC allocated \$10.7M in funding to support key tourism initiatives, including maintaining infrastructure in provincial parks and heritage sites.
- THC provided funding from the Trails Infrastructure Fund: \$180,000 to Snowmobile Motoneige NB to support the purchase of groomers for six clubs that manage 8,000km of trails; \$180,000 to Quad NB to support eight infrastructure projects in their 10,000km of trails; and \$180,000 to 13 community based non-motorised trail developments.
- THC provided funding for the development of Signature Trails:
 - \$350,000 to the Southeast Regional Service Commission for the Shoreline trail, a 170 km trail from Alma to Cap Pelé,
 - \$270,000 to the Southwest Regional Service Commission for the Coastal link trail, a 170 km trail from St Stephen to Saint John,
 - \$65,000 for the Nepisiguit Trail,
 - \$65,000 to the Véloroute de la Péninsule Acadienne, and
 - \$128,000 to the Fundy ATV club.

TOURISM DIVISION

The Tourism Division's mandate is to provide leadership in developing and implementing market-ready tourism products, community and regional development, multi-channel marketing and sales campaigns, social media community management, visitor counselling, travel trade and travel media strategies.

The division consists of the Destination Development Branch, the Destination Marketing Branch and the Trade Sales and Partnership Branch.

Destination Development Branch

The Destination Development Branch provides vision and leadership around developing marketable destination offerings and supporting tourism entrepreneurs, small businesses, communities, and tourism regions. The branch is focused on the client, using leading-edge data and research tools to understand the visitors to New Brunswick. These tools and their knowledgeable implementation allow it to recognize better visitor preferences, satisfaction, and the potential to extend visitor stays. The branch works with community, industry, regional, provincial, and federal government partners to develop visitor profiles which support product development. These profiles help guide innovation by planning to have marketable experiences for those living within and outside the province. The branch is a proven collaborator enabling the provincial economy's growth by supporting a strong tourism ecosystem.

Highlights

- Worked with communities to assess Destination Market Readiness and assist them with transitional planning to a municipal reform model.
- Supported more than 95 businesses and communities in applying for and accessing close to \$12M in partner funding.

Destination Marketing Branch

The work of the Destination Marketing Branch is to communicate to the target visitor through innovative, integrated, technology-driven solutions. It speaks to the potential visitor where they are, providing the information they need through a wide range of devices. This includes marketing campaigns as well as travel media efforts.

Highlights

- 2021 tourism campaigns targeted travellers from Quebec and Ontario after COVID-19 travel restrictions were lifted. Campaign messaging established New Brunswick as "The Perfect Amount of Away."
- An initial step in the implementation of The Invitation Strategy was the launch of the 2022 summer campaign. Efforts began in February – earlier than ever – and for the first-time targeted key travellers across Canada.
- The New Brunswick ExploreNB branded Cruiser visited 25 communities and spoke with travellers at over 40 locations. This helped develop local pride of place, with strong momentum behind the Explore NB brand and New Brunswickers continuing to view the province through the lens of a tourist.
- The successful 2021 Explore NB Summer Travel Incentive Program was expanded to include all permanent residents of Atlantic Canada and returned \$3.3M to the approved applicants. There were 29,536 submissions and \$19.7M in associated spending.
- Despite the challenges of COVID-19, we were able to host travel media on the ground in New Brunswick during the summer of 2021. This resulted in excellent coverage in newspapers and magazines across Canada and other online forums. This included bringing Canada in the Rough and The New Fly Fisher to the province to produce episodes of their fish and wildlife shows.
- The 2020-2021 Explore NB Winter Travel Incentive Program resulted in 2,693 submissions and helped generate \$1.3M for the provincial economy.

Trade Sales and Partnership Branch

The Trade Sales and Partnership Branch is responsible for growing dollars to support market/program development through government and private investment. This supports new opportunities to influence and enhance existing programming and develop new innovative initiatives. In addition, this branch worked closely with the NB Tourism Industry Advisory Committee, Federal/Provincial (FPT) committees, and relationships and initiatives on the Provincial, Atlantic Canada and national front.

Highlights

- Partnerships were re-ignited with targeted receptive tour operators and key tour operator brands in New Brunswick's core markets of focus (Canada, US, France, UK and Germany). This helped to create awareness of the province as a travel destination and stimulate demand for the 2022 season.
- The branch established a Provincial Working Committee – Cruise, with Port Saint John and key representatives from other government departments to ensure the safe resumption of Cruise ships in 2022.
- In partnership with the three main urban centers (Saint John, Fredericton and Moncton), the Branch finalized a three-year strategy to rebuild the Business and Major Events (Meetings, Conventions and Events) sector.
- The branch worked to ensure the alignment of Federal/Provincial partnerships through Destination Canada: the Federal Department of Innovation, Science and Economic Development, the Atlantic Canada Agreement on Tourism and the Atlantic Canada Cruise Association. The branch worked by accessing relevant research and influencing the development and involvement of innovative programs and initiatives that benefited the industry.

CORPORATE SERVICES DIVISION

The Corporate Services Division provides customer-focused services to enable and enhance Departmental programs, priorities and performance. The division comprises two branches: Human Resources; and Financial Services, Information Management and Technology.

The Human Resources Branch provides expert advice and oversees programs and processes in all areas of human resources including, workforce planning; workplace health, safety and wellness; employee and organizational development; staffing and recruitment; classification; official languages and employee and labour relations.

The Financial Services, Information Management and Technology Branch provides expert advice and oversees programs and processes in financial management, strategic procurement, information technology and management, records management and office space management.

The division ensures services are provided in compliance with various legislation such as the *Right to Information and Protection of Privacy Act*, *Procurement Act*, *Civil Service Act*, *Public Service Labour Relations Act*, *Financial Administration Act*, *Employment Standards Act*, *Human Rights Act* and *Occupational Health and Safety Act* and Government of New Brunswick administrative policies and applicable collective agreements.

Highlights

- Supported Executive development programs for Emerging Executives and Evolving Leaders.
- Continued to facilitate deployments of Departmental Free Agents to critical needs across the government through the second year of COVID-19.
- Supported the development and implementation of COVID-19 health and safety operational plans across all locations, including operationalizing the Vaccination Policy on behalf of the department.
- Supported the department's One Team, One GNB effort on behalf of the deputy minister.
- Involved as subject matter experts in developing the new GNB Account Payable and Fixed Assets Modules under Fusion.
- Implemented and trained budget holders, purchase card holders and coding specialists on the new Fusion platform for Account Payables.
- Provided ongoing technological expertise and support within the department. Supported the development of two Requests for Proposals – an E-commerce solution for Provincial Parks and a Grant Management system for the Culture and Sport Division.

Key Performance Indicator

Monthly percentage of safety talks completed.

Description: This measure describes the percentage of monthly safety talks completed across all department areas. In addition, improving safety for staff and clients was central to the department's strategy. Safety talks build a safety culture and include all employees in the process.

Results: The percentage of safety talks completed each month increased to 71 per cent from 35 per cent. While the result was below the 90 per cent target, the improvement across the organization was a considerable achievement. In addition, measuring the safety talks increased the accountability of all leaders.

Base: 35%

Target: 90%

Actual: 71%

CULTURE, SPORT AND PERFORMANCE EXCELLENCE DIVISION

The Culture, Sport and Performance Excellence Division supports economic growth and fosters pride of place and well-being of New Brunswickers through the conservation, development, promotion and nurturing of our heritage, arts, cultural, and sport and recreation sectors. In addition, it supports the department with policy, planning and performance excellence.

The division comprises three branches: Arts and Culture Branch, Sport and Recreation Branch, and Policy, Planning and Performance Excellence Branch.

Arts and Culture Branch

The Arts and Culture Branch provides leadership for developing, implementing and monitoring 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). In addition, 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 the community. Finally, the branch manages collectionArtNB; and works collaboratively with the New Brunswick Arts Board ensuring both organizations' programs are conducive to advancing the arts in New Brunswick.

Highlights

- The Report of the Premier's Task Force on the Status of the Artist was presented to Government. It comprised 24 recommendations for action and study aimed at improving the socio-economic status of New Brunswick's professional artists and enabling them to earn a living from practising their art. A Transition Committee was initiated as the first step in implementing the Report's recommendations.
- Provided \$10.5M in grants in arts and culture grants. Grant recipients can be viewed at www.gnb.ca/culture.
- A Ticket Incentive Program was introduced to support the relaunch of artistic and cultural events featuring professional New Brunswick artists by offering a funding supplement for each ticket sold. This was achieved through a strategic partnership with Music NB. Altogether, 59 organizations benefited from the program.

- Through a partnership with the Department of Education and Early Childhood Development and the Department of Aboriginal Affairs, the branch facilitated the transformation of the VanGO! program into the P-Art-nership, ensuring that collectionArtNB is visible in First Nation schools. This initiative saw a new focus on ensuring students benefit from interactions with New Brunswick professional artists while presenting exhibitions in each school.
- The Inspired by NB campaign continued to encourage New Brunswick residents to support the arts and culture sector and built upon the local pride and positive sentiment generated towards the sector. The campaign was also adjusted from the online path-to-purchase to a promotional tool for the arts and culture sectors.

Sport and Recreation Branch

The Sport and Recreation Branch plays the lead role within the government for overall system development. Its primary functions are providing leadership; working with the system to develop vision, policy and support programs; allocating strategic financial support; and consulting with partners and stakeholders. It has a lead role in pursuing research and advocating the benefits of recreation and sport.

The branch provides strategic leadership and support to grow and develop quality sport, recreation and active living opportunities for all New Brunswickers. It is the government's voice for recreation and sport at the national level providing input to national priorities and the Canadian Sport Policy. It also seeks out key alliances in-province with related policy fields such as health, social inclusion, justice, education and tourism.

The branch works with partner organizations in pursuing its vision of a strong and valued recreation and sport delivery system. It drives good governance practices,

leadership development, safe sport and recreation and quality programming at all levels. It also advocates and supports inclusive, accessible, quality opportunities that contribute to the well-being of all New Brunswickers.

Highlights

- In collaboration with the She is Active NB Network and Coach NB, the Branch promoted the She is Active Campaign to address barriers women and girls face in Sport and Recreation.
- Provided grants and consultation to hundreds of local and regional organizations in support of quality programming that is accessible and reduces barriers to sport participation.
- Delivered funding for Inclusive Community Recreation Infrastructure upgrades in support of diverse populations.
- Invested in high-value projects and initiatives that built on and enhanced opportunities that strengthen physical literacy in children and youth, as well as indigenous capacity and leadership.
- In collaboration with Sport NB, the branch initiated the Envisioning Sport Project towards a stronger, valued, better coordinated, and streamlined system that supports participation, athletes and those responsible for developing and delivering programs.
- The branch led preparations of Team New Brunswick for the 2022 Canada Summer Games in the Niagara region of Ontario.
- Launched the NB Safe Sport Dispute Resolution Program that provides participants with an independent 3rd party mechanism for adjudicating serious issues.
- Secured the hosting of the 2029 Canada Summer Games.
- Worked closely with the Department of Health and the Department of Education and Early Childhood Development to coordinate COVID-19 protocols for safe recreation and sport participation.

Policy, Planning and Performance Excellence Branch

The Policy, Planning and Performance Excellence Branch provides expert advice and oversees programs and processes in the areas of strategy development and priority management, organizational improvement and performance management, policy and legislative development, legislature coordination, Right to Information requests, administration of the department's agencies, boards and commissions (ABCs), and corporate website administration.

Highlights

- Invested in our departmental culture change journey to improve the delivery of results. We built capacity across senior staff in evidenced-based leadership and introduced best-in-class performance measurement methods, aligning with the department's "The Invitation" strategy.
- Responded to 19 Right to Information requests within the required timelines.
- Improved our departmental 'privacy of personal information' policies.

Key Performance Indicator

Percentage of leaders advancing their performance measurement skills.

Description: The measure describes the percent of senior leaders who advanced their skills for making evidence-based business decisions. Developing leaders was central to the departments' strategy to prove the achievement of business results using statistically valid measurement methods. Performance measurement is about business performance, not the performance of people.

Results: 78 per cent of senior leaders participated in performance measurement workshops and applied the skills to their program business decisions. While the result was below the 90 per cent target, THC made a clear step-change in the culture and use of measurable evidence by leaders and their teams.

Base: 22%

Target: 90%

Actual: 78%

HERITAGE AND MUSEUMS DIVISION

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

The division 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 conservation, 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 2020, the unit issued 93 Archaeological Field Research Permits, seven Provincial Heritage Permits, and 12 Archaeological Site Alterations Permits.

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 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

- The Archaeology and Heritage Branch digitally documented 54 Covered Bridges in New Brunswick to support the Department of Transportation and Infrastructure's Covered Bridge Conservation Strategy.
- As part of the Coastal Survey five-year initiative, the branch surveyed over 140 kilometres of provincial shorelines, documented the impacts of coastal erosion and registered new Indigenous and historic sites in the Provincial Archaeological Sites Database.
- The Community Museums Summer Employment Program assisted in hiring 104 employees for 64 institutions. The employees hired had an opportunity to advance their knowledge of New Brunswick history and develop job skills.
- Archaeology and Heritage Branch partnered with the New Brunswick Museum and UNESCO Stonehammer Geopark to develop a phone application that simplifies accessing sites and information and encourages visitation.

Financial information

TABLE 1: ORDINARY EXPENDITURE STATUS REPORT BY PROGRAM COMPONENTY

Fiscal Year Ending March 31, 2022 (\$ 000's)

ORDINARY PROGRAM	FINAL BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Administration	2,934.00	2,726.30	-207.7
Parks and Attractions	15,441.90	16,273.20	831.3
Culture, Heritage and Sport			
Arts, Culture and Commemorations	10,881.80	10,690.10	-191.7
Archaeology and Heritage	10,383.50	10,855.60	472.1
Sport and Recreation	6,753.80	6,470.40	-283.4
Tourism and Parks			
Destination Marketing	7,970.00	9,761.80	1,791.80
Product Innovation and Market Development	1,367.00	894.9	-472.1
Trade Sales and Partnerships	2,194.00	1,534.40	-659.6
COVID-19 Pandemic	7,265.00	6,336.40	-928.6
Total Ordinary Expenditures	65,191.00	65,543.10	352.1

TABLE 2: SPECIAL PURPOSE ACCOUNTS EXPENDITURE STATUS REPORT BY PROGRAM

Fiscal Year Ending March 31, 2022 (\$ 000's)

	PARLEE BEACH MAINTENANCE	VISCOUNT BENNETT TRUST FUND	ART DEVELOPMENT TRUST FUND	SPORT DEVELOPMENT TRUST FUND	GO NB!
Opening Balance	349.1	63.3	6	34.9	209.1
Revenues					
Budget	79	10	1,200.00	1,000.00	370
Actual	68.1	4.5	1,200.10	1,000.30	400.5
Variance (Under) / Over	-10.9	-5.5	0.1	0.3	30.5
Expenses					
Budget	60	10	1,200.00	1,000.00	370
Actual	47.5	-	1,200.00	1,029.50	558.7
Variance (Under) / Over	-12.5	-10	-	29.5	188.7
Closing Balance	369.7	67.8	6.1	5.7	50.9

**TABLE 3: SPECIAL OPERATING AGENCY
EXPENDITURE STATUS REPORT BY PROGRAM**

Fiscal Year Ending March 31, 2022 (\$ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Opening Balance	860	860	-
Revenues			
Mactaquac Golf Course	910	1,583.80	673.8
Hopewell Rocks	740	2,972.10	2,232.10
Sugarloaf Lodge	167	249.5	82.5
Parlee Beach Campground	270	472.4	202.4
Expenses			
Mactaquac Golf Course	910	1,172.70	262.7
Hopewell Rocks	740	1,553.10	813.1
Sugarloaf Lodge	164	201.8	37.8
Parlee Beach Campground	246	293.7	47.7
Closing Balance	887	2,916.50	2,029.50

**TABLE 4: CAPITAL EXPENDITURE
STATUS REPORT**

Fiscal Year Ending March 31, 2022 (\$ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Capital	10,700.0	10,408.8	(291.2)

**TABLE 5: ORDINARY REVENUE STATUS
REPORT BY SOURCE**

Fiscal Year Ending March 31, 2022 (\$ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Return on Investment	1.0	0.0	(1.0)
Sale of Good and Services	3,535.0	3,657.0	122.0
Conditional Grants	0.0	1,314.1	1,314.1
Miscellaneous	4.0	808.3	804.3
Total Ordinary Revenues	3,540.0	5,779.4	2,239.4

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Secretary to the Treasury Board delegates staffing to each Deputy Head for their respective department(s). Below is a summary of the staffing activity for 2021-2022 for the Department of Tourism, Heritage and Culture.

NUMBER OF PERMANENT AND TEMPORARY EMPLOYEES AS OF DEC. 31 OF EACH YEAR		
EMPLOYEE TYPE	2021	2020
Permanent	161	163
Temporary	86	79
Total	247	242

The department advertised 15 competitions, including 10 open (public) competitions and five 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 CIVIL SERVICE ACT	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)	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)	2
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)	0
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) or 16(1)(c)	2
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

BILL #	NAME OF LEGISLATION	DATE OF ROYAL ASSENT	SUMMARY OF CHANGES
41	Combat Sport	June 11, 2021	Added Brazilian jiu-jitsu to the list of prescribed sports and expanded the Commission's duties to address concerns around the integrity of events and the safety of participants.

NAME OF REGULATION	EFFECTIVE DATE	SUMMARY OF CHANGES
<i>Parks Act</i>	April 1, 2022 Fee increases for Hopewell Rocks and Le Village Historique Acadien to improve cost recovery. Ad-dition of new fees for new services.	Amendments established a special limitation period of six years for the Crown to commence proceedings for money owing to it. The limitation period gives the Crown time to collect money owing to it and, if necessary, to commence proceedings while also providing individuals and businesses time to plan and start making payments on their debts.

The acts for which the department was responsible in 2021-2022 may be found at:

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

<https://laws.gnb.ca/fr/deplinks?subjectnumber=16> (F)

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 [Plan on Official Languages – Official Bilingualism: A Fundamental Value](#). The following outlines the actions taken during 2021-2022 in each of the four focus areas.

Focus 1

LANGUAGE OF SERVICE

All employees are reminded of their responsibility to provide an active offer of service (by telephone, in person, through signage, by correspondence and by electronic services) to the public in both Official Languages at all times.

To provide the best possible experience for our clients, the department offered a simple and concise presentation and video to all employees on their Official Language rights and obligations. The presentations were offered virtually to all employees in English and French in June 2021. The goal was to highlight GNB's values in promoting both Official Languages by allowing employees to work in the language of their choice and supporting them to provide service in the language of the client's choice.

The department provided provincial park employees with reminder cards, prepared phonetically, to place near telephones and entrance gates to assist with the active offer to the public.

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, correspondence and all electronic services.

Ongoing consultation and discussions took place between human resources and managers to review the linguistic profile requirements, and updates were finalized and approved by the deputy minister in June 2021.

The department continues to support employee second language training to ensure the capability to offer quality services in both Official Languages. As a result, six employees were approved and participated virtually in second-language training.

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 the employee's file. This ensures employees receive documentation in the language of their choice.

Performance reviews are offered and conducted in the employee's Official Language of work. 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 and 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 those large meetings were held in a manner that encouraged the use of both Official Languages and/or simultaneous translation service was provided.

The presentation to all employees in June 2021 included a section on applying the Language of Work Policy which highlighted the language of choice, supervision, and the team approach.

The department continues to work with an information technology resource to have bilingual titles added to the Departmental electronic shared drive folders to fulfill the Language of Work Policy.

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.

Focus 4

KNOWLEDGE OF THE ACT AND OTHER OBLIGATIONS

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

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

The Departmental Official Languages Coordinator has been directly involved with members of the Canadian Francophonie and Official Languages Branch and adapting to new procedures and guidelines.

Conclusion

The department strives to provide quality services to clients in both Official Languages and initiated new ideas and projects to help educate and support employees.

The Investigator at the Office of the Commissioner praised the official language coordinator and highlighted the department by saying the world is watching New Brunswick in tourism.

The Department of Tourism, Heritage and Culture had three Official Languages complaints for the 2021-2022 fiscal year, which were all resolved through the resolution process.

Summary of recommendations from the Office of the Auditor General

SECTION 1

Includes the current reporting year and the previous year.

NAME AND YEAR OF AUDIT AREA WITH LINK TO ONLINE DOCUMENT	RECOMMENDATIONS
	TOTAL
Not applicable	

IMPLEMENTED RECOMMENDATIONS	ACTIONS TAKEN
Not applicable	

RECOMMENDATIONS NOT IMPLEMENTED	CONSIDERATIONS
Not applicable	

SECTION 2

Includes the reporting periods for years three, four and five.

NAME AND YEAR OF AUDIT AREA WITH LINK TO ONLINE DOCUMENT	RECOMMENDATIONS
	TOTAL
Not applicable	

Report on the *Public Interest Disclosure Act*

Under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing 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 disclosures of wrongdoing in the 2021-2022 fiscal year.