

Tourism, Heritage and Culture

Annual Report
2015–2016

**Tourism, Heritage and Culture
Annual Report 2015–2016**

Province of New Brunswick
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Transmittal letters

From the Minister to the Lieutenant-Governor

The 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, 2015, to March 31, 2016.

Respectfully submitted,



Honourable John B. Ames
Minister

From the Deputy Minister to the Minister

Honourable John B. Ames
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 April 1, 2015, to March 31, 2016.

Respectfully submitted,



Kelly Cain
Deputy Minister

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Minister's message

The Department of Tourism, Heritage and Culture has a mission to generate economic prosperity for New Brunswick through responsible promotion and development of year-round tourism activities while maintaining the environmental and cultural integrity of the province.

As an enabling department to economic growth, the department provides numerous programs and services to New Brunswickers that support their professional, personal and business development.

During the past year, the Department of Tourism, Heritage and Culture delivered more than one million referrals and bookings to tourism operators through tourismnewbrunswick.ca, while our marketing efforts generated more than \$102 million in visitor spending.

The department has provided more than \$4.7 million in grants to more than 400 recipients through the Community Arts and Culture Development Program, Operational Support to Arts Organizations Program and the development of the cultural industries.

Additionally, we have continued to modernize our guest services by expanding a pilot program to offer free public WiFi in provincial parks. WiFi access points were strategically located at the Parlee Beach Provincial Park campground. This service fulfils a long-standing customer request while respecting the natural and unplugged nature of parks.

Finally, a process to renew the New Brunswick Sport and Recreation Policy, established in 1994, was initiated with the goals of aligning it more closely with the Canadian Sport Policy and the Framework for Recreation in Canada in ways that reflect New Brunswick's circumstances today.

Through these and other important initiatives, the department worked with the tourism industry to promote New Brunswick as a world-class travel destination, bringing visitors to our beautiful province.



Hon. John B. Ames
Minister of Tourism, Heritage and Culture

Deputy Minister's message

Staff of the Department of Tourism Heritage and Culture is privileged to work with business owners, sector leaders and industry stakeholders in contributing to the economic well-being, heritage preservation and cultural celebration of New Brunswick.

By leveraging the strength of our cultural resources and our unique natural and heritage attributes, the Department of Tourism Heritage and Culture fulfils its mission to foster economic growth and pride of place. Through our programs and services and numerous partnerships, the department works closely with neighbouring provinces, the State of Maine, and profit and non-profit organizations to ensure New Brunswick is a great place to visit and to raise a family.

Through their commitment to Continuous Improvement, staff at the department completed 12 Process Improvement initiatives, resulting in \$518,000 in savings.

I am truly proud of the team at the Department of Tourism, Heritage and Culture and thankful to each employee for his or her tireless enthusiasm and commitment to the people and communities we serve.



Kelly Cain
Deputy Minister

Strategic priorities

Strategy 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 and continuously drive improvement.

The development of the strategy, using the formal management system, starts with a strategic vision of Moving New Brunswick Forward. This vision is anchored in four strategic themes which include:

1. **More jobs** – Creating the best environment for jobs to be generated by New Brunswickers, by businesses, by their ideas, by their entrepreneurial spirit, and by their hard work. This includes providing seamless support to businesses, leveraging new technologies and innovation by supporting research and development, and developing a skilled workforce by improving literacy and education.
2. **Fiscal responsibility** – Getting New Brunswick’s fiscal house in order through a balanced approach to decrease costs and increase revenues.
3. **Best place to raise a family** – Designing social programs to make life more affordable and make New Brunswick the best place to raise family.
4. **Smarter government** – Providing taxpayers with better value for their money by transforming the culture of government by eliminating waste and duplication, adopting new innovations in technology to improve services and savings and improving accountability measures.

Highlights

During the 2015-2016 fiscal year, the Department of Tourism, Heritage and Culture focused on the following strategic priorities:

Twelve Process Improvement projects were completed that saved or generated a total of \$518,000, and fostered a culture of continuous improvement across the department.



The department expanded a pilot program to offer free public WiFi in provincial parks. WiFi access points were strategically located at the Parlee Beach Provincial Park campground. This service fulfils a long-standing customer request while respecting the natural and unplugged nature of parks.



A process to renew the New Brunswick Sport and Recreation Policy, established in 1994, was initiated with the goals of aligning it more closely with the Canadian Sport Policy and the Framework for Recreation in Canada in ways that reflect New Brunswick's current circumstances.



Through the Built Heritage Program, the department participated in 15 built-heritage rehabilitation projects on important community heritage places.



The department launched a responsive website enabling visitors to access destination information using any device they wish (mobile, laptop, tablet, etc.).



The department provided more than \$4.7 million in grants to more than 400 recipients through the Community Arts and Culture Development Program, Operational Support to Arts Organizations Program and the development of cultural industries.



The department leveraged about \$15.2 million for additional marketing and sales activities by partnering with key travel companies and tourism-related organizations in North American and overseas markets.



More than \$10.2 million in editorial coverage (advertising value) and \$1 billion in circulation/impressions were generated, featuring New Brunswick as a travel destination (magazines, newspaper, online, television and radio).

Performance measures

More jobs	Measures
Grow visitor spending.	Dollar value of attributable visitor spending. Number of referrals and bookings.
Create conditions for growth.	Dollars leveraged in tourism marketing partnerships.
Fiscal responsibility	Measures
Grow revenue.	Increase in tax revenue from visitor spending. Increase in revenues from parks and attractions managed by the department (combination of revenues generated through regular park operations and the Special Operating Agency). Ratio of actual to budgeted revenue.
Reduce expenditures.	Ratio of actual to budgeted expenses.
Best place to raise a family	Measures
Foster culture in everyday life.	Increase the number of people participating in cultural events.
Attract more New Brunswick residents to provincial parks.	Increase in residents participating in New Brunswick parks and attractions.
Foster participation in sport and recreation.	Increase the number of children and youth participating in sport/physical literacy programs with a focus on underrepresented groups.
Smarter Government	Measures
Eliminate waste and duplication.	Improvement rate via continuous improvement.
Ensure transparency and accountability.	Percent SOMIA actions on track.

More jobs

Objective of the measure

Grow visitor spending.

Measure

Dollar value of attributable visitor spending.

Description of measure

Export revenue from visitor spending on New Brunswick tourism goods and services that is attributable to the department's leisure travel marketing activities.

Dollar value of attributable visitor spending

120

100

80

60

40

20

0

2015-2016

Overall performance

Meets/exceeds stretch.

————— Baseline: \$97.8 million

- - - - - Target: \$93 million

Actual: \$102.75 million

Why do we measure this?

This measure exists to demonstrate the impact that departmental marketing efforts have on the economic growth of the province.

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

This is an annual measure, and is delivered as a result of the marketing efforts of the department, including:

- Integrated marketing programs in Ontario, Quebec and the United States. These include paid media advertising as well as social media and search-engine marketing.
- Organic and paid social-media efforts through Facebook, Instagram, Twitter and Pinterest.

From the efforts listed above, the consumer website, www.tourismnewbrunswick.ca, then “closes the deal” by providing relevant, personalized content to visitors to the site, ultimately resulting in a referral or booking. It is also on this site, through an online survey, that the department is able to track and report on this measure.

More jobs

Objective of the measure

Grow visitor spending.

Measure

Number of referrals and bookings.

Description of measure

The number of referrals to and bookings with New Brunswick tourism business operators through tourismnewbrunswick.ca.

Number of referrals and bookings

1,100,000



Overall performance

Meets/exceeds stretch.

— **Baseline:** 984,631
- - - **Target:** 976,216
— **Actual:** 1,066,020

Why do we measure this?

This is a quarterly target, and it is a leading indicator for the annual measure of “attributable visitor spending.” By tracking this on a quarterly basis, it allows the department to adjust its marketing efforts in real time, using the tactics that are delivering more referrals and bookings, hence making the most efficient use of marketing budget.

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

This is an annual measure, and it is delivered as a result of the marketing efforts of the department, including:

- Integrated marketing programs in Ontario, Quebec and the United States. These include paid media advertising as well as social media and search engine marketing.
- Organic and paid social media efforts through Facebook, Instagram, Twitter and Pinterest.

From the efforts listed above, the consumer website, www.tourismnewbrunswick.ca, then “closes the deal” by providing relevant, personalized content to visitors to the site, ultimately resulting in a referral or booking. It is also on this site, through an online survey, that the department is able to track and report on this measure.

More jobs

Objective of the measure

Create conditions for growth.

Measure

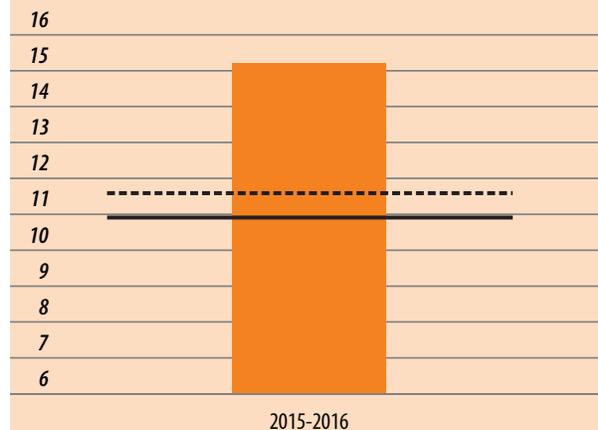
Dollars leveraged in tourism marketing **partnerships.**

Description of measure

This measures the total funding for joint-tourism-marketing initiatives through public investment matched at the federal level and/or by private-sector partners (such as travel companies, tour operators and cruise) and/or other jurisdictions such as provincial or state.

Contributions leveraging federal and private-sector-partner funding maximise the return on investment for tourism marketing initiatives.

Dollars leveraged in tourism marketing partnerships



Overall performance

Meets/exceeds stretch.

————— **Baseline:** \$10.9 million
- - - - - **Target:** \$11.6 million
Actual: \$15.2 million

Why do we measure this?

To show a return on investment (ROI).

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

- Partnership with Destination Canada Germany Pilot Program (one year).
- Atlantic Canada Tourism Partnership (ACTP).
- Pan-Atlantic China Program.
- Various travel companies partnerships.
- Various interdepartmental in-market provincial events.

Fiscal responsibility

Objective of the measure

Grow revenue.

Measure

Increase in tax revenue from visitor spending.

Description of measure

Estimated provincial tax revenue from visitor spending on New Brunswick tourism goods and services that is attributable to the department's tourism marketing activities.

Increase in tax revenue from visitor spending



Overall performance

Meets/exceeds stretch.

— Baseline: \$7.5 million
- - - Target: \$7.1 million
Actual: \$7.9 million

Why do we measure this?

This is an annual measure, and allows the department to demonstrate the dollars it brings to the Province, which can be utilized for the well-being of New Brunswickers, such as: Education, Healthcare, etc.

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

This is an annual measure, and is delivered as a result of the marketing efforts of the department, including:

- Integrated marketing programs in Ontario, Quebec and United States. These include paid media advertising as well as social media and search-engine marketing.
- Organic and paid social-media efforts through Facebook, Instagram, Twitter and Pinterest.

From the efforts listed above, the consumer website, www.tourismnewbrunswick.ca, then “closes the deal” by providing relevant, personalized content to visitors to the site, ultimately resulting in a referral or booking. It is also on this site, through an online survey, that the department is able to track and report on this measure.

Fiscal responsibility

Objective of the measure

Grow revenue.

Measure

Increase in revenues from parks and attractions managed by the department (combination of revenues generated through regular park operations and the Special Operating Agency).

Description of measure

Revenues generated at provincial parks and attractions are collected through a variety of methods. These methods range from campsite and accommodation rentals, golf and ski permits, food and beverage, admissions, gift shops and concession fees. These revenues are tracked and reported on a weekly to monthly basis.

Increase in revenues from parks and attractions managed by the department



Overall performance

Meets/exceeds stretch.

Baseline: \$7.265 million
 Target: \$7.365 million
Actual: \$7.71 million

Why do we measure this?

This is a measure of the effectiveness of provincial parks and attractions programs in generating direct and in-direct revenues for the provincial government. Provincial parks create nearly \$4 in visitor spending for each \$1 spent by government. Park projects support the local economy through attributable expenditures on food and beverage, transportation and other tourism-related spending.

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

The department's investment in the Hopewell Rocks gift-shop expansion continued to show increased dividends. The department's initiative to increase the number of New Brunswickers visiting parks and attractions contributed to this measure and resulted in the highest number of campsite-night sales on record.

The department also undertook a review of its deregulated fees to better align them to market conditions; implemented further strategic capital investments in infrastructure; and increased the social media and web presence of provincial parks.

Fiscal responsibility

Objective of the measure

Grow revenue.

Measure

Ratio of actual to budgeted revenue.

Description of measure

The ratio measures whether the department is over- or under-budget on revenue. The ratio will exceed 100 per cent when revenue is over-budget and be less than 100 per cent when under-budget.

Ratio of actual to budgeted revenue



Overall performance

Revenue – improved performance.

— Baseline: 95.4%
- - - - - Target: 100%
Actual: 105.2%

Why do we measure this?

This measure demonstrates the department's ability to increase revenue. Revenue budgets are targets and the department strives to meet or exceed this target.

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

The department exceeded its target due in large part to increased visitation, especially at Hopewell Rocks.

Fiscal responsibility

Objective of the measure

Reduce expenditures.

Measure

Ratio of actual to budgeted expenditures.

Description of measure

The ratio measures whether the department is over- or under-budget on expenditures. The ratio will exceed 100 per cent when expenses are over-budget and be less than 100 per cent when under-budget.

Ratio of actual to budgeted expenditures



Overall performance

The department was successful in managing expenditures to be under-budget.

————— **Baseline:** 99.7%
- - - - - **Target:** 100%
Actual: 99.6%

Why do we measure this?

This measure demonstrates whether the department is able to manage overall expenses. The department must ensure that expenses are managed in accordance with the budget and be prepared to take corrective action if expenses are projected to be over budget.

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

The department was able to exceed its expenditure target by managing discretionary spending, securing the best price on the procurement of goods and services and through continued Process Improvement initiatives.

Best place to raise a family

Objective of the measure

Foster culture in everyday life.

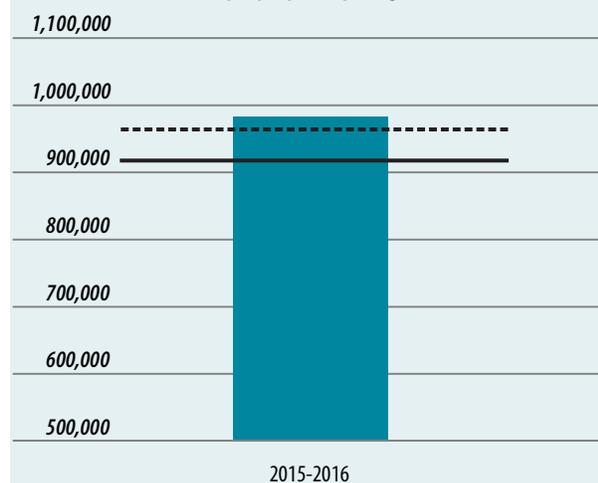
Measure

Increase the number of people participating in cultural events or initiatives that are funded by the Heritage Branch and the Arts and Cultural Industries Branch for applicable programs.

Description of measure

Percentage increase in people participating in cultural events or initiatives that are funded by the Heritage Branch and the Arts and Cultural Industries Branch for applicable programs.

Increase the number of people participating in cultural events



Overall performance

Exceeds target and below stretch.

— Baseline: 917,070
- - - Target: 962,923
Actual: 982,801

Why do we measure this?

Creative Futures – A Renewed Cultural Policy for New Brunswick identifies Culture in Everyday Life as one of the four directions of the policy. It states that “All New Brunswickers will have the opportunity to enjoy and participate in a rich cultural life in their community.” Under Goal 1.1 “Access to Culture,” there is an objective to increase participation in cultural activities.

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

The department revised criteria for all programs to align with cultural policy objectives regarding Culture in Everyday Life, and it worked more closely with tourism to help promote various initiatives.

The department increased funding to main programs as a result of the renewed cultural policy with the expectation that projects supported will increase their offer (artistic merit) and thus increase attendance.

The department established the Commemorations/Celebration Program to facilitate scheduling of community/provincial events in favour of increasing participation in heritage activities as well as attendance at community museums and provincial historic sites.

Best place to raise a family

Objective of the measure

Attract more New Brunswick residents to provincial parks.

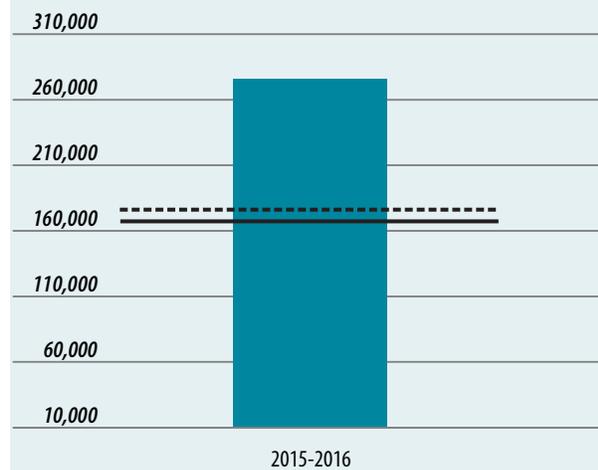
Measure

Increase the number of residents visiting New Brunswick parks and attractions.

Description of measure

Participation levels at provincial parks are collected through camping permits and participation levels at attractions are collected through admissions.

Increase the number of residents visiting New Brunswick parks and attractions



Overall performance

Meet/exceeds stretch.

————— **Baseline:** 167,071
- - - - - **Target:** 175,000
Actual: 275,591

Why do we measure this?

This is a measure of the effectiveness and efficiency of provincial parks and attractions programs in drawing residents and visitors alike to the province's natural and heritage resources.

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

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

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

Best place to raise a family

Objective of the measure

Foster participation in sport and recreation.

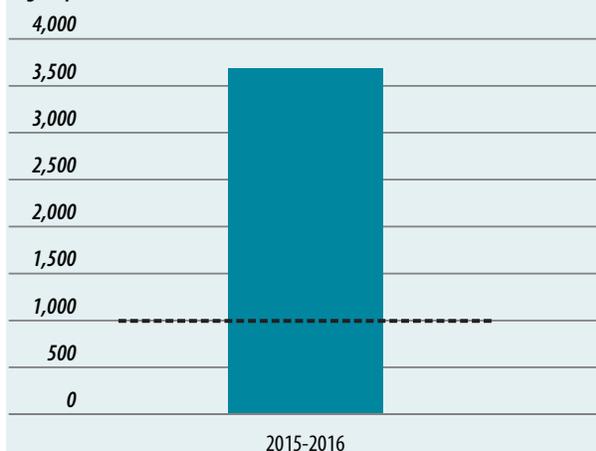
Measure

Increase the number of children and youth participating in sport/physical literacy programs with a focus on under-represented groups.

Description of measure

Support is available to clubs, community groups and associations to provide new opportunities for children and youth to participate in physical literacy and sport programming. Funding is provided to support the development of appropriately trained leaders and the start-up costs for the project including equipment, gym rental, honoraria, membership fees, insurance, etc. Special efforts are made to find partners to coordinate and develop programs targeting under-represented groups.

Increase the number of children and youth participating in sport/physical literacy programs with a focus on under-represented groups.



Overall performance

Meets/exceeds stretch.

— Baseline: new
- - - Target: 1,000
Actual: 3,684

Why do we measure this?

As per our bilateral agreement with the Government of Canada, the department is required to produce an annual report. The report outlines Go NB's outcomes and results for the respective year's funding to ensure that it is meeting and/or exceed its objectives. These indicators include: investment amounts, participation numbers breakdown by gender and target group, the delivery mechanism and the approximate stage on the long-term athlete development model.

In order to gauge fully Go NB's impact on physical literacy and physical activity rates, specifically in under-represented populations, Go NB is continually tracking indicators that are not a bilateral-agreement requirement.

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

Through Go NB's four priority areas: Physical Literacy (regional and provincial), Curriculum Development, Capacity Building and Para Equipment, with specific money allocated for under-represented groups, a total of \$134,000 was given to support 58 projects.

This funding helped support programming that reached 3,800 children regionally and 6,000 children provincially, trained roughly 500 coaches across the province and helped purchase specialized equipment for four provincial para programs. Overall, four projects were designated as para programs, which had a total 126 participants and trained more than 60 coaches. Two were designated as First Nations programs in which 60 youth participated.

Smarter government

Objective of the measure

Eliminate waste and duplication.

Measure

Improvement rate via continuous improvement.

Description of measure

This measure tracks the rate of continuous improvement efforts within the department. It is calculated as the total dollar value of continuous improvement efforts; for example, Lean Six Sigma projects and Waste Walks, divided by the department's ordinary budget. Dollars counted include improvements from projects measured in hard savings, cost avoidance, and revenue generated.

Improvement rate via continuous improvement

2.25

2.00

1.75

1.50

1.25

1.00

0.75

0.50

0.25

2015-2016

Overall performance

Below base performance.

————— **Baseline:** 1.5% in 2014-2015
- - - - - **Target:** 2% (\$1,050,000.00)
Actual: 0.99% (\$518,218.92)

Why do we measure this?

Reducing costs and increasing revenues was a strategic priority, and measuring dollars generated by continuous improvement allowed the department to manage and grow the level of departmental improvement activity.

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

- Twelve Process Improvement projects were successfully completed (or in progress) realizing total improvement value of \$518,218.92. Larger projects are listed below, and the complete list is on page 21:
- Reducing costs for Mactaquac Provincial Park operations;
- Matching staff levels to visitor demand at visitor information centres;
- Increasing visitor interaction and engagement through social media.

Smarter government

Objective of the measure

Ensure transparency and accountability.

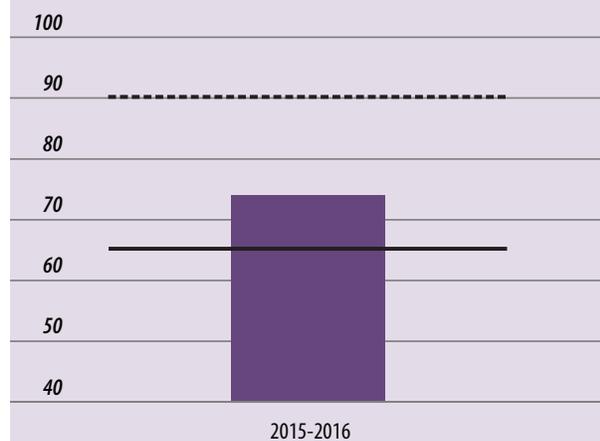
Measure

Percent of SOMIA actions on track.

Description of measure

This measure describes the number initiatives/actions/projects that were completed on time. The SOMIA is the document that lists all initiatives/actions/projects and their completion due dates. The Balanced Scorecard has measures associated with each strategic theme, which in turn have a number of initiatives and action plans in support of the achievement of these targets (captured in the SOMIA). All action plans have a due date by quarter. GNB departments and agencies report quarterly on the status of their action plans.

Percent of SOMIA actions on track



Overall performance

Recoverable.

————— **Baseline:** 65%
- - - - - **Target:** 90%
Actual: 74%

Why do we measure this?

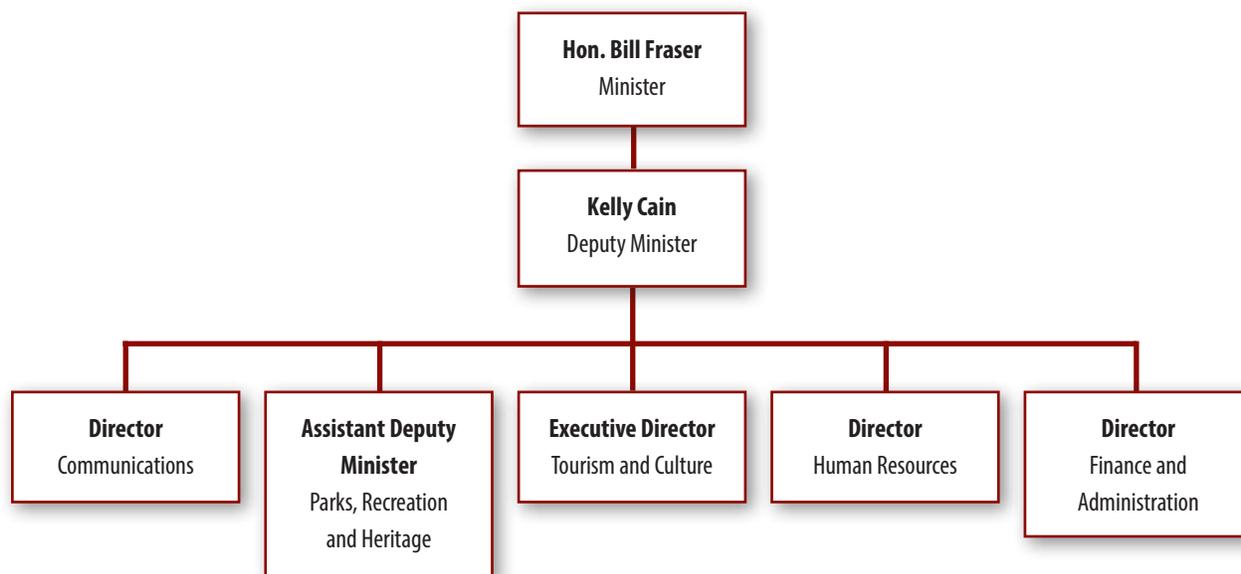
Initiatives/actions/projects are how the department implements improvement efforts. Completing projects on time is essential for achieving overall departmental goals.

Overview of departmental operations

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

In 2015-2016, the department employed 249 individuals on a full-time, casual or contract basis. The department employed 234 individuals in 2014-2015.

High-level organizational chart



Division overview and highlights

Communications Branch

The **Communications Branch** is responsible for promoting the programs, policies and activities of the department through strategic communications planning and support.

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.

The branch is responsible for preparing communications documents such as speeches, news releases and messages; coordinates the development and placement of advertisements, as required; and writes and designs web content.

The branch is also involved in planning public-awareness and public-consultation activities.

Parks, Recreation and Heritage Division

The **Parks, Recreation and Heritage Division** consists of the Performance Excellence Branch, the Policy and Planning Branch, the Parks and Attractions Branch, the Sport and Recreation Branch and the Heritage Branch.

The **Performance Excellence Branch** is responsible for leading the development, implementation, progress monitoring and communication of the department's Strategy Map, Balanced Scorecard and SOMIA (a listing of strategic projects), maturing the culture of performance excellence and the application of the GNB Formal Management system within the department, as well as overseeing the Lean Six Sigma process-improvement team. The branch had three full-time staff, the alignment champion who lead the department's strategy activities, and two process improvement facilitators who lead the Lean Six Sigma projects, Waste Walks and other improvement activities.

HIGHLIGHTS

- ♦ *The Performance Excellence Branch successfully led and managed the department's strategy activities. This was the second year for the department using the GNB Formal Management system (Balanced Scorecard etc.), and the department continued to advance its skills on how to successfully implement this structured business improvement methodology.*
- ♦ *The branch facilitated 12 Process Improvement projects that saved or generated a total of \$518,000, and helped to foster a culture of continuous improvement across the department. The following is a list of projects that were completed and/or in progress in 2015-2016:*
 - *reducing Mactaquac Provincial Park operations costs;*
 - *increasing tourism-visitor social-media interactions;*
 - *matching staffing levels to visitor demand in visitor information centres;*
 - *reducing vehicle management costs;*
 - *reducing telephone costs;*
 - *increasing parks-visitor social-media interactions;*
 - *reducing expenditures in active communities;*
 - *reducing the cycle time to process culture grant applications;*
 - *improving travel decisions and reducing costs;*
 - *reducing staff effort in the Experience Collection development and sales process;*
 - *aligning of the Sport and Recreation Branch;*
establishing vision metrics for strategic planning.

Key Performance Indicators (KPIs)

- Achieve greater than 85 per cent of Calendar of Commitments on track. The calendar of commitments is a list of about 20 actions and best practices that drive the GNB Formal Management system.
- Improvement rate via continuous improvement.

The **Policy and Planning Branch** is responsible for providing expertise, analysis, evaluation and advice to the department's decision makers and others in the areas of policy, planning, program development, legislature coordination, agencies/boards/commissions, right-to-information coordination, and corporate website administration in support of achieving government priorities.

Staffing consists of a branch director, a manager of planning, two senior policy analysts, and five project officers.

HIGHLIGHTS

- ◆ *The policy unit's primary focus was to support the development and implementation of various initiatives resulting from the Strategic Program Review, in support of government's commitment to find measures to eliminate the deficit of the provincial government.*
- ◆ *The branch coordinated, reviewed documents and prepared responses for 54 requests under the Right to Information and Protection of Privacy Act, up from 41 in the previous year.*
- ◆ *Monthly and annual collection, reporting and analysis of New Brunswick tourism-sector indicators by the planning unit were posted at <http://www2.gnb.ca/content/gnb/en/departments/thc/publications.html#ti>.*
- ◆ *Within corporate-website administration, a major project was undertaken to integrate Sport, Recreation and Active Communities content after these branches moved to the department as well as to improve client access to departmental services in identified areas.*

Key Performance Indicator (KPI)

- As a corporate-support branch of the department, a client survey resulted in primarily "exceeds expectations" and also "meets expectations" responses regarding the quality of work/service provided by the branch.

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

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

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

HIGHLIGHTS

- ◆ *Strategic investments: The parks' Special Operating Agency allows several properties to directly re-invest earned revenues into their operations. At the Hopewell Rocks, strategic investment of retained profits allowed for a replacement of the main stairs to the beach.*
- ◆ *Modernization of guest services: Expansion of a pilot program to offer free public WiFi in provincial parks. WiFi access points were strategically located at the Parlee Beach Provincial Park campground. This service fulfils a long-standing customer request while respecting the natural and unplugged nature of parks.*
- ◆ *Best place to raise a family: Provincial parks and attractions consistently remain as the top pages visited on the Tourism New Brunswick website. Fans of the Provincial Parks' Facebook page grew to nearly 14,000 in 2015-2016, a 30-per-cent increase from the previous year. Provincial parks and attractions are integral to the provincial identity, foster pride of place among residents and serve as important ecological conservation areas for future generations.*

Key Performance Indicators (KPIs)

- Increase the number of New Brunswick residents visiting New Brunswick parks and attractions.
 - » Baseline: 167,071
 - » Target: 175,000
 - » Actual: 275,591

- Increase in revenues from parks and attractions managed by the department (Special Operating Agency and regular revenues combined).
 - » Baseline: \$7.265 million
 - » Target: \$7.365 million
 - » Actual: \$7.71 million

The **Sport and Recreation Branch** provides strategic leadership and support to strengthen the sport and recreation system resulting in increased opportunities for active living to improve the wellbeing of all New Brunswickers.

The branch's objective is to increase sport, recreation and active living opportunities for all New Brunswickers to improve the wellbeing and the quality of life for all. A network of regional offices supports the delivery of community-based sport, recreation and physical activity programs and services.

The branch has identified a number of strategic goals that include:

- **Active Living: Sport for Life:** To enhance active living through participation in physical recreation and sport throughout the life cycle.
- **Inclusion and Access:** To improve inclusion and access to sport and recreation for populations that face participation constraints.
- **Supportive Environments:** To assist with the development of supportive physical and social environments that encourage participation and help build strong and caring communities.

As of April 1, 2016, the Sport and Recreation Branch and the Active Communities Branch were merged into one branch, called the Sport and Recreation Branch. In 2015-2016, the Sport and Recreation Branch had 11 staff, including the director, two administrative staff, seven provincial consultants and the GoNB Program coordinator. The Active Communities Branch had 14 staff, including the director, five administrative staff and eight regional consultants.

HIGHLIGHTS

- ♦ *Formerly with the Department of Healthy and Inclusive Communities, the Sport and Recreation Branch and the Active Communities Branch became part of the Department of Tourism, Heritage and Culture on April 1, 2015.*
- ♦ *As part of a Process Improvement exercise to find efficiencies and better align programs and services, a project was undertaken to merge the Sport and Recreation Branch and Active Communities Branch, which took effect on April 1, 2016.*
- ♦ *The Sport and Recreation Branch, along with key partners and stakeholders, initiated a process to renew New Brunswick's Sport and Recreation Policy, established in 1994, with the goals of aligning it more closely with the Canadian Sport Policy and the Framework for Recreation in Canada in ways that reflect New Brunswick's current circumstances.*

Key Performance Indicators (KPIs)

- Increase number of provincial sport organizations/ clubs that are better aligned with the Canada Sport for Life movement: Exceeded the stretch target. Fifteen provincial sport organizations have shown a marked improvement, with focused efforts on providing age-and-stage-appropriate programming for all participants.
- Increase number of children and youth participating in sport/physical literacy programs with a focus on under-represented groups: Exceeded the stretch target. Funding through the GoNB sport participation bilateral agreement helped support programming that reached about 3,800 children regionally and 6,000 children provincially, and trained roughly 500 coaches across the province.
- Increase the number of regional Long-term Athlete Development projects: Exceeded stretch target by 32 projects. In total, there were 76 through regional profile grants and 25 through GoNB grants.
- Increase the percentage of First Nations communities accessing recreation funding: Improvement over last year. In total, nine First Nations were supported through a regional grant.

The **Heritage Branch** coordinates and supports 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. The branch also administers the *Heritage Conservation Act* and the provincial Toponymy Program.

During 2015-2016, the branch participated in the implementation of *Creative Futures: A renewed Cultural Policy for New Brunswick*.

HIGHLIGHTS

- ◆ *Through the Built-Heritage Program, the branch participated in 15 built-heritage rehabilitation projects on important community heritage places.*
- ◆ *Through the Community Cultural Places Program, the branch participated in eight projects that are creating or enhancing community cultural venues.*
- ◆ *Action items mandated in the renewed cultural policy continued to be advanced.*
- ◆ *Provision of expert advice and financial assistance was provided to the museum community, historical societies and key cultural institutions.*
- ◆ *The Department of Post-Secondary Education, Training and Labour allocated 50 student positions to the branch under the Priority Employment Projects component of the Student Employment and Experience Development Program. The Museum Services Unit covered 14 additional positions. The students hired under this program are able to perfect their knowledge of New Brunswick history and their development of life skills including research, creativity, writing and application of technology. In contact with the public, they also improve their linguistic abilities and develop communication skills.*
- ◆ *The transfer of the administration of operating agreements for provincial historic sites, including Sheriff Andrews House, Ministers Island, Doak House, MacDonald Farm and Bonar Law Common to the Parks and Attractions Branch was completed.*
- ◆ *The branch screened public or private projects for potential impact to archaeological resources and provided expertise for impact studies conducted under the New Brunswick Environmental Impact Assessment (EIA) Regulation, the Canadian Environmental Assessment Act and other regulatory review processes.*
- ◆ *One-hundred eighty-two permits for archaeological field research under the Heritage Conservation Act were issued.*
- ◆ *Forty-two new archaeological sites were added to the provincial inventory.*
- ◆ *The branch administered the New Brunswick Archaeological Predictive Model, a tool to help government, industry and developers avoid costly interactions with heritage resources.*
- ◆ *Through a third-party contractor, the archaeological assessment for the proposed Sisson Mine project was administered and completed.*
- ◆ *In partnership with the Department of Post-Secondary Education, Training and Labour and the province's community college system, an Archaeological Technician Level 1 Training Course, primarily for First Nations people, was begun. Completed early in 2016-2017, the course is creating capacity in First Nations communities to participate in archaeological assessments for resource projects in the province, as well as providing opportunities for First Nations people to be involved in the discovery, interpretation and conservation of their heritage.*
- ◆ *The branch continued to work with the Maliseet Advisory Committee on Archaeology and the Mi'kmaq Indigenous Cultural Management Advisory Committee on matters relating to archaeological impact assessment and archaeological research.*
- ◆ *A partnership with the Department of Transportation and Infrastructure to look after impact assessments for highway improvement projects was continued.*
- ◆ *The branch coordinated Heritage Week 2016 under the theme Leadership and Legacy – Les legs de leadership and the provincial Heritage Fair program, which included planning for 144 school-based fairs and 12 regional heritage fairs culminating in the Provincial Heritage Fair Showcase. Ninety-three per cent of students in those schools participated in the heritage fairs.*

The **Toponymy Services Unit** administered matters pertaining to the naming of places and geographic features within the province.

Tourism and Culture Division

The **Tourism and Culture Division** consists of the Marketing and Visitor Information Branch, the Sales, Media and Visitor Experience Branch and the Arts and Cultural Industries Branch.

The **Marketing and Visitor Information Branch** consists of 18 staff, including those located at the Tourism Communication Centre in Campbellton. In the summer, the branch also includes the supervisors and staff at the seven provincial visitor information centres. The branch is responsible for the development, implementation and evaluation of various marketing campaigns including multiple forms of social media. The branch creates and distributes 350,000 travel publications and creates and maintains the tourism consumer website to build a reputation for the province as a year-round tourism destination. The branch is responsible for the definition and nurturing of a New Brunswick tourism “brand” that clearly articulates what is expected from New Brunswick as a vacation destination and drives incremental revenue to the provincial government.

HIGHLIGHTS

- ◆ *The department launched a responsive website, which enables visitors to access destination information on any device they wish (mobile, laptop, tablet, etc.).*
- ◆ *Capitalizing on the United States exchange rate, the government invested an additional \$200,000 in tourism marketing and the department created an online campaign targeting Quebec residents considering a U.S. beach vacation, profiling the value of a New Brunswick beach vacation in comparison to the American market. This resulted in a 50-per-cent increase in visits from Quebec residents to the tourism website.*
- ◆ *The department produced 350,000 travel guides for the 2016 season, and for the second time, it created an interactive version online.*
- ◆ *The department undertook a project to review staffing numbers at each provincial visitor information centre and adjusted staffing levels to be more efficient with the use of departmental budget.*

- ◆ *The department delivered integrated campaigns in the summer and winter, attracting visitors from Ontario, Quebec, the Maritimes and the United States.*
- ◆ *The department began work to overhaul the online system used by the tourism industry to provide information to and purchase opportunities from the department. The Tourism Operator Portal (formerly Tourism Self-Serve) will provide a one-stop shop for the tourism industry, providing a simple to use interface to communicate with the department.*

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. In addition, staff works with the tourism industry in New Brunswick to foster the development of market-ready tourism products and experiences.

The branch has a focus on building business-to-business relationships with travel companies, travel influencers, and media outlets to leverage marketing and sales opportunities resulting in visitation and business for New Brunswick’s tourism sector.

The **Trade Sales and Partnerships Unit** is responsible for positioning and promoting New Brunswick as a tourism destination through travel-trade channels (travel and transportation companies, airline carriers, travel agents and online operators) in Canada, the United States, France, the United Kingdom, Germany and China. The unit ensures that New Brunswick travel products and experiences are profiled in various travel companies marketing campaigns.

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

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

HIGHLIGHTS

Trade Sales and Partnerships:

- ◆ *The Pan-Atlantic/Atlantic Canada Opportunities Agency (ACOA) partnership agreement targeting the China market was signed and an integrated marketing and sales program is under development.*
- ◆ *A pilot marketing campaign with Destination Canada targeting the German market was completed and analysis will be completed in the fall of 2016.*
- ◆ *A sampling of travel companies the department partnered with reported more than 15,000 room nights to New Brunswick in 2015.*

Key Performance Indicators (KPIs)

- About \$15.2 million for additional marketing and sales activities was leveraged by partnering with key travel companies/tourism-related organizations in North American and overseas markets.
- Seventy-two travel influencers were hosted in New Brunswick on familiarization tours (FAMS).
- Destination training was provided to 1,155 travel professionals from national and international markets.
- More than \$10.2 million in editorial coverage (advertising value) and \$1 billion in circulation/ impressions was generated featuring New Brunswick as a travel destination (magazines, newspaper, online, TV and radio).
- One-hundred seventy travel journalists were hosted on customized media tours within the province.
- The branch worked with tourism-industry operators in the development of 17 “new” experiences for a total of 101 experiences for 2016.
- Destination Canada featured 11 of the New Brunswick Experience Collection as Canadian Signature Experiences.
- Five communities participated in the Strategic Tourism Expansion Program (STEP).

The **Arts and Cultural Industries Branch** is responsible for facilitating community cultural development and the economic development of New Brunswick’s cultural industries; providing 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); managing the New Brunswick Art Bank; and working 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

- ◆ *The department provided more than \$4.7 million in grants to more than 400 recipients through the Community Arts and Culture Development program, Operational Support to Arts Organizations program and the Development of the Cultural Industries.*
- ◆ *The Music Industry program was revised for the 2015-2016 fiscal year to make it more relevant to the music sector by applying principles outlined in the Cultural Industries Strategy and in consultation with industry stakeholders.*
- ◆ *The film-and-video-production industry in New Brunswick leverages considerable external investment. During the past three years, \$35.9 million in external funding was brought in to finance New Brunswick-based productions. More than \$21 million of that funding was spent in the province.*
- ◆ *Through a partnership with the Department of Education and Early Childhood Development and the New Brunswick Art Bank, two exhibitions of artworks toured as VanGO! and La Grande visite to 12 anglophone and 12 francophone schools.*
- ◆ *Federal/Provincial/Territorial Ministers of Culture: In July 2015, the Minister of Tourism, Heritage and Culture hosted his ministerial colleagues responsible for culture from the Federal, Provincial and Territorial governments in Saint Andrews.*
- ◆ *The department signed a four-year contribution agreement with Canadian Heritage to enhance the francophone component of the Touring and Presenting Program. The agreement, worth \$1 million over four years, will help the program have a greater impact in both linguistic communities.*
- ◆ *Work on a cultural industries strategy continues, the goal of which is to prioritize investments as they relate to supporting the growth and export of the music, fine craft and digital media industries.*

♦ *The branch conducted four juried programs. The following were members of the juries:*

- *Jeff Liberty,*
- *Carol Doucet,*
- *Chantal Caissie,*
- *Graeme Walker,*
- *Mario Doucette,*
- *Russell Kelley,*
- *Marie-Paule Thériault,*
- *Sara Brideau,*
- *Claude Le Bouthillier,*
- *David Caron,*
- *Ned Bear,*
- *Jean-Denis Boudreau,*
- *Michael McEwing,*
- *Elisabeth Marier, and*
- *Jean Rooney.*

Key Performance Indicators (KPIs)

- Percent of grant applications processed to meet the new 30-day (non-juried) and 60-day (juried) targets:
 - » Target: 85%
 - » Outcome: 83%
- Percent increase in people participating in cultural events:
 - » Target: 5% increase
 - » Outcome: 7% increase

Human Resources Branch

The **Human Resources Branch** is composed of a director, two consultants and one employment coordinator. The branch provides planning, leadership, direction and support in the area of human-resources management to the department.

The branch is responsible for delivering support to managers and employees in the following areas; work-force planning, workplace health, safety and wellness, human-resource policy development and implementa-

tion, program development and management, human-resource best practices, employee learning and development, conflict resolution, staffing and recruitment, job evaluation and classification and employee-and-labour relations.

HIGHLIGHTS

- ♦ *The departmental Health and Safety program was implemented across the province in 2015. This program ensures employees recognize the importance of ensuring a positive safety culture by promoting a proactive, planned and sustained approach to health and safety.*
- ♦ *The branch presented performance management training to all managers on the enhanced Performance Agreement template. This standardized tool assists managers in planning work instructions, setting SMART goals, identifying training and managing performance and attendance of employees through positive discussion and feedback.*
- ♦ *Two employees in the department were seconded part-time to the Department of Human Resources as subject-matter experts to support the Centralization of Human Resources Project.*

Key Performance Indicators (KPIs)

- Attrition Initiative
 - » The branch reviewed how it provides programs and services which resulted in meeting the stretch target of reducing the size of the department by four positions in fiscal 2015-2016.
 - » Target: 3.67 positions
 - » Stretch target: 4.03 positions
 - » Actual: 4.00 positions
- Sick Leave Initiative
 - » The branch worked closely with employees to reduce preventable absences and provide support to those experiencing difficulties with regular attendance in an effort to have a healthy and productive workforce. This allowed the department to meet the target of reducing the number of sick leave days used by employees in fiscal 2015-2016.
 - » Target: 1483 days
 - » Stretch target: 1335
 - » Actual: 1416

- Performance reviews
 - » The branch commits to providing employees with formal feedback through the yearly performance review and exceeded the target of the percentage of performance reviews completed in fiscal 2015-2016.
 - » Target: 90%
 - » Stretch target: 100%
 - » Actual: 97%

Finance and Administration Branch

The **Finance and Administration Branch** delivers the department's budgetary, accounting and internal audit functions. Its mandate is to ensure departmental financial compliance of various acts, regulations and other established financial guidelines; to coordinate 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. The branch also provides departmental support services in the areas of procurement, administration and facilities management.

HIGHLIGHTS

- ♦ *Telecommunication requirements were reviewed within the department and lines were eliminated, where appropriate, resulting in savings to the department.*
- ♦ *The branch supported management in ensuring the department delivered services and initiatives while managing budget.*

Information Management and Technology Unit

The **Information Management and Technology Unit** provides corporate support and consulting services in technology solutions delivery, and records-and-information management. The unit is also responsible for Information Assurance and Risk Management, ensuring compliance with the Government Information Systems Security Policy.

Financial information

Table 1: Ordinary Expenditure Status Report by Program Component
Fiscal Year Ending March 31, 2016 (\$ 000s)

Ordinary Program	Final Budget	Actual	Variance (Under) Over
Administration			
Administration	2,680.1	2,530.9	(149.2)
Sports and Active Communities			
Sports and Recreation	5,080.4	4,844.4	(236.0)
Active Communities	2,154.3	2,311.5	157.2
Culture			
Arts and Cultural Industries	9,605.6	9,615.5	9.9
Heritage	8,852.4	8,953.3	100.9
Tourism and Parks			
Marketing and Visitor Information	8,438.1	8,103.0	(335.1)
Sales, Media and Visitor Experience	3,834.1	3,765.4	(68.7)
Parks and Attractions	14,021.0	14,454.3	433.3
Total Ordinary Expenditures	54,666.0	54,578.3	(87.7)

Table 2: Special Purpose Accounts Expenditure Status Report by Program
Fiscal Year Ending March 31, 2016 (\$ 000's)

	Parlee Beach Maintenance	Viscount Bennett Trust Fund	Arts Develop't Trust Fund	Historic Places	Sports Develop't Trust Fund	Go NB!
Opening balance	150.3	41.9	5.2	10.6	4.7	56.5
Revenues						
Budget	79.0	10.0	700.0	-	500.0	290.0
Actual	76.9	6.6	700.0	-	500.0	288.6
Variance (Under) Over	(2.1)	(3.4)	-	-	-	(1.4)
Expenses						
Budget	55.0	10.0	700.0	-	500.0	290.0
Actual	-	-	700.0	-	500.0	112.0
Variance (Under) Over	55.0	10.0	-	-	-	-
Closing balance	227.2	48.5	5.2	10.6	4.7	233.1

**Table 3: Special Operating Agency Expenditure Status Report by Program
Fiscal Year Ending March 31, 2016 (\$ 000's)**

	Budget	Actual	Variance (Under) Over
Opening balance	1,752.1	1,752.1	-
Revenues			
Mactaquac Golf Course	1,020.0	926.2	(93.8)
Hopewell Rocks	2,428.0	3,046.6	618.6
Sugarloaf Lodge	786.0	960.6	174.6
Parlee Beach Campground	327.0	303.3	(23.7)
Expenses			
Mactaquac Golf Course	1,121.0	1,217.2	96.2
Hopewell Rocks	2,563.0	2,826.2	263.2
Sugarloaf Lodge	751.0	925.6	174.6
Parlee Beach Campground	401.0	384.8	(16.2)
Closing balance	1,477.1	1,635.0	157.9

**Table 4: Capital Expenditure Status Report
Fiscal Year Ending March 31, 2016 (\$ 000s)**

	Budget	Actual	Variance (Under) Over
Capital improvements	2,564.0	1,875.7	(688.3)

**Table 5: Ordinary Revenue Status Report by Source
Fiscal Year Ending March 31, 2016 (\$ 000s)**

	Budget	Actual	Variance (Under) Over
Return on Investment	1.0	-	(1.0)
Sale of Good and Services	3,131.0	2,949.7	(181.3)
Miscellaneous	4.0	2.9	(1.1)
Total Ordinary Revenues	3,136.0	2,952.6	(183.4)

Summary of staffing activity

Pursuant to section 4 of the *Civil Service Act*, the Deputy Minister of the Department of Human Resources delegates staffing to each Deputy Head for his or her respective departments. Please find below a summary of the staffing activity for 2015-2016 for the Department of Tourism, Heritage and Culture.

Number of permanent and temporary employees, as of Dec. 31 of each year		
Employee type	2015	2014
Permanent	174	163
Temporary	75	71
TOTAL	249	234

The department advertised 15 competitions, including 11 open (public) competitions and four closed (internal) competitions.

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

Appointment type	Appointment description	Section of the <i>Civil Service Act</i>	Number
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: <ul style="list-style-type: none"> • a high degree of expertise and training • a high degree of technical skill • recognized experts in their field 	15(1)	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)	0
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within Part 1, 2 (school boards) and (hospital corporations) of the Public Service.	16(1) or 16(1)(c)	1
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 Ombudsman.

Summary of legislation and legislative activity

The department of Tourism, Heritage and Culture did not have any legislative activity.

The acts and regulations for which the Department of Tourism, Heritage and Culture is responsible are at: <http://laws.gnb.ca/en/deplinks?subjectnumber=37>

Summary of Official Languages activities

Introduction

The Department of Tourism, Heritage and Culture has revised the action plan to complement the GNB's Plan on Official Languages – Official Bilingualism: A Fundamental Value. The plan determines the activities, evaluation methods and anticipated outcomes for each of the four focus areas for the next five years. The plan allows for all employees to feel supported in working in their language of choice as well as ensuring the public receives quality service in their language of choice at all times.

The department continues to create objectives to assist in the achievement of quality service in both Official Languages.

Focus 1

The department continues to ensure all new employees complete the iLearn modules on Language of Service upon commencement.

The Official Languages coordinator continues to conduct 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.

Focus 2

The department continues to ensure all new employees complete the iLearn modules on Language of Work upon commencement.

The department provides all outgoing communication to employees in both Official Languages and encourages employees to work in their Official Language of choice.

The department continues to ensure that performance reviews are offered and conducted in the employee's Official Language of choice.

During the annual performance review, managers review the language of work and language of service policies with their employees to ensure they understand their right to work in their Official Language of choice as well as their obligation to provide an active offer and service in both Official Languages.

Focus 3

The department continues to consider the potential impact of all policies and programs on both linguistic communities when Memorandums to Executive Council (MECs) and briefs are submitted to the Executive Council Office.

Focus 4

The department continues to implement procedures to ensure that services are provided in both Official Languages and to ensure that employees have thorough knowledge of their obligations under the *Official Languages Act*.

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

Conclusion

The Department of Tourism, Heritage and Culture did not have any Official Languages complaints for fiscal 2015-2016.

Summary of Recommendations from the Office of the Auditor General

The department of Tourism, Heritage and Culture did not receive any recommendations from the Office of the Auditor General.

Report on the *Public Interest Disclosure Act*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Tourism, Heritage and Culture did not receive any disclosures of wrongdoings in the 2015-2016 fiscal year.

Appendix:

Provincial parks, Tourism facilities, Visitor Information Centres and Tourism Communication Centre			
Facility	Location	Ownership	Operation
Provincial parks			
Mactaquac	Mactaquac	Department	Operated by the department
de la République	Saint-Jacques	Department	Operated by the department
Sugarloaf	Atholville	Department	Operated by the department
Parlee Beach	Pointe-du-Chêne	Department	Operated by the department
Murray Beach	Murray Corner	Department	Operated by the department
New River Beach	New River	Department	Operated by the department
Lepreau Falls	Lepreau	Department	Operated by the department
The Anchorage	Grand Manan	Department	Operated by Boys and Girls Club of Grand Manan
Mount Carleton	Saint-Quentin	Department	Operated by the department
Castalia	Grand Manan	Department	Operated by Boys and Girls Club of Grand Manan
Herring Cove	Campobello	Department	Operated by the department
Sainte-Croix	Bayside	Department	Undeveloped
Val-Comeau	Val-Comeau	Department	Operated by Camping Plein Air inc.
Oak Bay	Oak Bay	Department	Operated by Moffat Securities Inc.
Hopewell Rocks Provincial Park	Hopewell Cape	Department	Operated by the department
Fundy Trail Provincial Parkway	St. Martins	Department	Operated by Fundy Trail Development Authority Inc.
Miscou	Miscou Island	Department	Operated by Comité de développement touristique de Miscou
Doak House	Doaktown	Department	Operated by The Miramichi Salmon Museum Inc. / Atlantic Salmon Museum
MacDonald Farm	Bartibog Bridge	Department	Operated by The Highland Society of New Brunswick at Miramichi
Bonar Law	Rexton	Department	Operated by The Village of Rexton
Sheriff Andrews House	Saint Andrews	Department	Operated by The Town of Saint Andrews
Ministers Island	Ministers Island	Department	Operated by The Van Horne Estate on Ministers Island
Tourism facilities			
Village Historique Acadien	Rivière-du-Nord	Department	Operated by the department
Kings Landing Historical Settlement	Prince William	Kings Landing Corporation	Crown corporation
New Brunswick Botanical Garden	Saint-Jacques	Department	Operating by New Brunswick Botanical Garden Society
Larry's Gulch Fishing Lodge	Kedgwick	Department	Operated by the department
Pays de la Sagouine	Bouctouche	Department	Supported by the department
Cape Jourmain Nature Centre	Cape Jourmain	Canadian Wildlife Service	Supported by the department
Cape Enrage	Cape Enrage	Department	Operating by Cape Enrage Interpretive Centre Inc.

Facility	Location	Ownership	Operation
Visitor Information Centres			
Saint-Jacques	Saint-Jacques	Department of Transportation and Infrastructure	Operated by the department
Woodstock	Woodstock	Department of Transportation and Infrastructure	Operated by the department
Aulac	Aulac	Department of Transportation and Infrastructure	Operated by the department
St. Stephen	St. Stephen	Rental location	Operated by the department
Cape Jourimain	Cape Jourimain	Rental location	Operated by the department
Campbellton	Campbellton	Rental location	Operated by the department
Campobello Island	Welshpool	Department of Transportation and Infrastructure	Operated by the department
Princess of Acadia – Bay Ferries	Saint John to Digby	Department of Transportation and Infrastructure	Operated by the department
Tourism Communication Centre			
Tourism Communication Centre	Campbellton	Rental location	Operated by the department