

ANNUAL REPORT

2024-2025

Tourism, Culture, Arts  
and Recreation



## MESSAGE FROM THE MINISTER

As Minister of Tourism, Culture, Arts and Recreation, it is with great pleasure that I submit the Department's annual report for the 2024-25 fiscal year. In accordance with the obligations of a category one entity under the **Transparency and Accountability Act**, this report was prepared under my direction, and I am accountable for the reported results. This report provides details on the indicators and objectives for the fiscal year of April 1, 2024, to March 31, 2025, which is the second year of the current three-year planning period and includes information on the Department's lines of business during that period.

The 2024-25 reporting period was significant for the Department as we celebrated the Year of the Arts and the 75th anniversary of Confederation while undertaking preparations for the 2025 Canada Summer Games and the Year of Sport. The Department continued to advance the strategic priorities of Vision 2026 to transform the province's tourism industry towards sustainable visitation, spending and employment growth. The reporting period notably marked the Centennial of the National War Memorial, which included the restoration of the Memorial and the inclusion of a tomb of the unknown soldier. The remains of a First World War Newfoundland soldier were repatriated from Northern France and buried at the National War Memorial on July 1. It was a significant and emotional event, not only for the Department of Tourism, Culture, Arts and Recreation, but for the people of Newfoundland and Labrador, as a whole.

By signing below, I undertake the necessary accountability for the outcomes reported in support of our stated goals. I wish to acknowledge the continued efforts and work of the Department's staff as critical to the successes achieved. I further recognize the contribution of my predecessor who served in the portfolio during the 2024-25 reporting period.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fred C. Hutton', written in a cursive style.

Hon. Fred Hutton  
Minister of Tourism, Culture, Arts and Recreation

## Table of Contents

<b>Departmental Overview .....</b>	<b>3</b>
<b>Highlights and Partnerships .....</b>	<b>5</b>
<b>Strategic Issues .....</b>	<b>7</b>
<b>Strategic Issue 1: Tourism Transformation .....</b>	<b>7</b>
Goal:.....	7
Objective 2:.....	7
Objective 3:.....	12
<b>Strategic Issue 2: Arts and Heritage .....</b>	<b>12</b>
Goal:.....	13
Objective 2:.....	13
Objective 3:.....	15
<b>Strategic Issue 3: Supporting Active Healthy Living .....</b>	<b>15</b>
Goal: .....	16
Objective 2:.....	16
Objective 3:.....	18
<b>Opportunities and Challenges .....</b>	<b>18</b>
<b>Financial Information .....</b>	<b>20</b>

# Departmental Overview

## Organizational Structure

The Department of Tourism, Culture, Arts and Recreation (TCAR) is the lead department for tourism, arts and culture, sport and recreation, film and television, and Provincial Parks. The Department is responsible for supporting economic growth and employment in the tourism industry, supporting the creation, presentation and promotion of artistic activities, supporting the stewardship of the province's cultural heritage, overseeing the Provincial Parks, and for promoting and supporting physical activity for individuals, groups, and communities, by the development of policy and programs in support of recreation and sport.

TCAR also establishes and operates Provincial Historic Sites, Visitor Information Centres, Arts and Culture Centres, Provincial Pools, and Provincial Parks. Additionally, the Department provides regulatory protection of archaeological sites, artifacts and historic documents; supports the arts and heritage sectors, and recreation and sport, through programs and services; supports strategic product development in the tourism industry and marketing Newfoundland and Labrador as a destination to visitor markets; and supports the tourism industry through research, opportunity identification and strategy development.

The Department has three Executive Branches:

- (1) Tourism;
- (2) Arts and Culture; and,
- (3) Film, Television and Recreation.

Additional information about the Department, including its mandate, vision, and lines of business details can be found in the Department's 2023-26 Strategic Plan, found here:

<https://www.gov.nl.ca/tcar/files/TCARStrategicPlan2023-2026.PDF.pdf>

## Staff and Budget

Division	Contractual	Permanent	Seasonal	Temporary	Grand Total
Minister's Office	0	3	0	0	3
Executive Support	2	9	0	0	11
Corporate Services	2	9	0	4	15
Tourism	1	19	19	10	49
Strategic Product Development	2	8	0	0	10
Sector Research	0	5	0	3	8
Parks Operations	0	9	95	5	109
Arts, Heritage and Historic Development	0	8	30	28	66
Arts and Culture Centres	0	25	2	4	31
Recreation and Sport	0	12	0		12
<b>Grand Total</b>	<b>7</b>	<b>107</b>	<b>146</b>	<b>54</b>	<b>314</b>

The total budget of TCAR for fiscal 2024-25 was \$95,138,300. The Tourism and Parks section comprises \$26,149,500 which is dedicated to the operations of 32 Provincial Parks, as well as tourism market research, tourism product development and implementation of a fully integrated marketing program targeted to potential non-resident and resident visitors and is designed to market the province as a unique tourism destination for the purpose of economic growth. Appropriations also provide funding for support, coordination, and operations of Visitor Information Centres and services throughout the province. Funding is also provided for expenditures pertaining to the Atlantic Canada Agreement on Tourism.

The Arts and Culture Branch budget comprises \$32,939,000 and is dedicated to the operations of the six Arts and Culture Centres; the preservation, management, development and promotion of our arts and heritage through legislative oversight; the operation and maintenance of the Provincial Historic Sites network; Provincial Archaeology Office regulatory supports and programs; funding and advisory support to the arts and heritage sectors; and cultural events, commemorations and other celebrations.

The Film, Television and Recreation Branch budget comprises \$8,532,000 in support of physical activity, recreation and sport in the province, and for the promotion of wellness and support for wellness initiatives implemented throughout the province.

## Highlights and Partnerships

Partnerships and collaboration are key to achieving the mandate of the Department and ensuring the economic growth of the tourism industry and the well-being of a vibrant, creative and active province. TCAR partners with various levels of government locally, nationally, and internationally and works collaboratively with industry associations and other regional and community groups. During the 2024-25 reporting period, some of TCAR's highlights and partnerships include:

### **Year of the Arts**

December 2024 marked the conclusion of the Year of the Arts celebrations, with over \$16 million in combined funding allocated by TCAR and partners such as Celebrate NL Inc. Funding provided specifically from TCAR including an additional \$3 million for the Newfoundland and Labrador Arts Council (ArtsNL) to support professional artists, including Indigenous artists, through expanded grant programs and the Senior Arts program. TCAR also announced \$2 million in additional funding to launch the Arts Infrastructure and Programming Fund to enhance arts infrastructure and support professional and community arts activities that increase engagement and participation in cultural activity across Newfoundland and Labrador. TCAR further provided over \$1 million in funding to support numerous projects and events at the Provincial Historic Sites, Arts and Culture Centres and The Rooms.

### **Centennial of the National War Memorial in Downtown St. John's**

On July 1, 2024, Newfoundland and Labrador commemorated the centennial of the Newfoundland National War Memorial in St. John's. This historic event followed the repatriation and reinterment of an unknown Royal Newfoundland Regiment soldier from Northern France, as well as the restoration of the Memorial itself to allow for a Tomb of the Unknown Soldier. The soldier's remains were laid to rest on Memorial Day, representing the sacrifices of over 1,700 Newfoundlanders and Labradorians who lost their lives during the First World War. Special events leading up to the ceremony, including a lying-in-state in the Confederation Building, allowed the people of the province to pay respects to one of their own. The historic event was covered by media locally, nationally and internationally and included the participation of the Governor General of Canada and the Prime Minister of Canada, in addition to the Lieutenant Governor of Newfoundland and Labrador, the Premier of Newfoundland and Labrador and many other dignitaries and officials.

### **Recognition of 75 Years with Canada**

Beginning in April 2024, Newfoundland and Labrador celebrated its 75th anniversary of joining Canada. To commemorate the occasion, the Government of Newfoundland and Labrador planned a series of events throughout the year which included hoisting the Confederation 75 flag for 75 days, free admission for residents aged 75 and older to Provincial Historic Sites, and special confederation-themed programs at the Colonial Building. Educational initiatives, such as the Confederation 75 educational resource packages and scholarships for Grade 12 students, were offered while communities and heritage/Indigenous organizations were supported via the Confederation 75 Celebration Grant Program to host their own celebrations.

### **Expansion of Direct European Flights**

May 2024 marked the return of a direct route to Europe for Newfoundland and Labrador following a four-year hiatus, with WestJet offering seasonal flights from St. John's to London-Gatwick Airport. In November 2024, bolstered by the success of the route, and recognizing the value of air transportation in connecting global and domestic markets, a commitment by the Provincial Government was announced to extend the London-Gatwick route through to 2027 and introduce seasonal direct flights from St. John's to Dublin, Ireland and Paris, France. Budget 2024 included up to \$3.75 million to support the development and expansion of air travel in Newfoundland and Labrador. This development builds on existing economic opportunities by facilitating new tourism connections for the province.

### **Year of Sport**

January 2025 saw the launch of the Year of Sport, a year-long celebration of sport and athletes in Newfoundland and Labrador with over \$44 million in combined funding to be distributed by TCAR and partners such as Celebrate NL Inc. The Year of Sport was designed to coincide with the 2025 Canada Games taking place in St. John's and followed a period of significant investment in sport and recreational infrastructure in the province. In addition to the over \$50 million contributed toward the hosting of the Games in August, \$13 million was allocated for a new sport and well-being dome in St. John's and over \$138,000 to support over 80 communities throughout the province via the Community Sport Fund. During the Year of Sport, residents have had access to free skates and swims, as well as multi-purpose facilities, with TCAR delivering and enhancing programs in support of the sporting community, sport organizations and municipalities.

# Strategic Issues

## Strategic Issue 1: Tourism Transformation

Tourism is a significant industry for Newfoundland and Labrador due to its economic and employment impact, but also because it offers experiences that celebrate and promote our people, culture, history, heritage, stories and natural environment. Tourism not only contributes to the economy but also to the sociocultural vibrancy and environmental well-being of the province.

To assist the provincial tourism industry with recovery in the post-pandemic world, in December 2022, Government released “Transition, Transform, Thrive - A Tourism Vision and Strategy for Newfoundland and Labrador.” Also known as “Vision 2026,” this five-year strategy will ultimately transform the province’s tourism landscape. During the 2024-25 planning period, TCAR transitioned from a short-term strategy to a comprehensive medium-to-long-term strategy that transforms tourism on a sustainable path of consistent and responsible annual visitation, spending and employment growth. With Vision 2026, private and public stakeholders will strive to not only grow tourism’s contribution to the economy, but also to enhance the sociocultural vibrancy and environmental well-being of the province. This is consistent with Government’s strategic direction of making Newfoundland and Labrador a destination of choice.

### Goal:

By March 31, 2026, TCAR will have transitioned Newfoundland and Labrador’s tourism sector through its recovery from the COVID-19 global pandemic into a thriving tourism destination.

### Objective 2:

By March 31, 2025, the Department of Tourism, Culture, Arts and Recreation will have strategically implemented measures to transform tourism on a sustainable path of consistent and responsible annual visitation, spending and employment growth.

Indicators	Results
Implement initiatives to fill gaps and opportunities in stakeholder engagement.	TCAR’s stakeholder engagement initiatives in 2024-25 focused on closing gaps and creating meaningful opportunities for collaboration across the tourism sector. By implementing a tourism leadership approach, TCAR introduced biannual leadership sessions that brought together key voices from across the province to discuss



	<p>challenges, share insights and align on priorities. These sessions were followed by two provincial webinars designed to ensure inclusive participation and widespread knowledge sharing. The May 2024 webinar hosted 170 attendees, including a variety of stakeholders such as the Newfoundland and Labrador Indigenous Tourism Association, and the Museum Association of Newfoundland and Labrador. The November 2024 webinar hosted 177 attendees which included stakeholders such as the Newfoundland and Labrador Organization of Women Entrepreneurs and Indigenous Governments and Organizations.</p> <p>TCAR worked closely with Destination Management Organizations (DMOs) to ensure diverse perspectives were represented at industry events. This collaborative effort supports a more unified, strategic direction for tourism while fostering innovation and resilience. This approach ensures all stakeholders share a common vision, guided by Vision 2026, for driving sustainable growth and long-term success for the industry.</p>
Implement investment attraction initiatives.	<p>To strengthen investment attraction in tourism, TCAR worked with industry partners throughout 2024-25 to prioritize tourism experience development in the categories of Culinary, Indigenous, Nature-based and Arts and Culture with a clear focus on enhancing existing offerings and elevating market readiness for the high-value traveler. By identifying and refining key experience priorities, there will be more compelling and competitive tourism products that appeal to the province's target markets. This prioritization informs how TCAR and its partners approach product</p>

	<p>development, marketing and strategic investment. During the reporting period, TCAR worked closely with Hospitality NL through initiatives such as the Culinary Tourism Strategy and the Exceptional Experiences Program. These programs support operators in enhancing the quality and distinctiveness of their offerings. The goal is to not only elevate the visitor experience on the ground but to create more market-ready and compelling products that can be promoted through TCAR's marketing channels and attract future investment. In collaboration with Hospitality NL, as well as the five DMO's, TCAR identified critical gaps in the visitor journey, with a particular focus on gaps in food, beverage and accommodations. This joint effort highlighted opportunities for strategic investment in areas that will have the greatest impact on visitor satisfaction and industry growth. This targeted, collaborative approach positions the province to attract meaningful investment that supports sustainable tourism development and a stronger, more resilient visitor economy.</p>
Implement an events attraction strategy to increase business events, meetings, conventions and incentive travel, sports tourism and cultural events.	<p>TCAR continued to partner with Celebrate NL in implementing a comprehensive Event Strategy to bolster business events, meetings, conventions, incentive travel, sports tourism and cultural events in Newfoundland and Labrador. Major events occurred in 2024-25 which had a significant impact on the province's tourism sector, including the Grand Slam of Curling and Canadian Folk Music Awards. TCAR and Celebrate NL, via the Event Strategy, secured and supported these high-profile events that drove visitation and boosted demand.</p>
Implement priority initiatives that	<p>To support sustainable tourism operations, TCAR</p>

<p>support sustainable tourism operations.</p>	<p>prioritized key initiatives to strengthen both demand and access. TCAR's marketing strategy was enhanced in 2024-25 to include its participation in new shows and events, as well as targeted outreach to emerging markets, helping to diversify visitor demographics and extend the tourism season. This included attending the Holiday World Show in Ireland and three Destinations Travel shows in the United Kingdom, marking a stronger presence in key European markets. TCAR also participated in new consumer shows in Chicago, Boston and Atlanta, targeting these cities as emerging markets for travel engagement. TCAR previously attended one Destinations London show in 2023-24, and its presence in 2024-25 built on the momentum and connections established during that initial year.</p> <p>TCAR further advanced efforts to improve air and marine access which are critical to the province's long-term tourism growth. TCAR aims to make Newfoundland and Labrador more accessible year-round via continued engagement with federal partners including Transport Canada and the Minister of Small Business and Tourism, airlines such as Air Canada and WestJet, and provincial airport authorities, to advocate for expanded flight routes and more reliable ferry services. Together, these initiatives support a more resilient tourism industry by encouraging balanced visitation and reducing seasonality pressures.</p>
<p>Implement measures, such as sustainability principles and management processes to monitor, protect, preserve and promote high value assets.</p>	<p>TCAR continued to actively implement sustainability principles and management processes to protect and promote the province's high-value tourism assets. A key focus is on</p>

	<p>preserving nature-based attractions, such as the province’s extensive trail networks. TCAR is investing in sustainable practices for infrastructure, environmental stewardship, and visitor market-readiness practices efforts to help the industry adapt to climate change while enhancing the overall visitor experience.</p> <p>TCAR continues to embed sustainable practices into tourism priorities, such as the Culinary Tourism Strategy and the Exceptional Experiences Program, to help the industry adapt to climate change while enhancing the overall visitor experience. These efforts include supporting infrastructure, environmental stewardship and market-readiness initiatives.</p> <p>In 2024-25, a dedicated project manager role was also added to advance nature-based tourism and destination trail planning, including work on trail protection and tourism-related land use planning—further reinforcing TCAR’s commitment to sustainable development across the province.</p> <p>TCAR also developed a performance measurement framework during the reporting period that monitors tourism’s impact across three pillars: economic, environmental, and sociocultural. This framework will guide decision-making and ensure tourism growth aligns with long-term sustainability goals. By monitoring outcomes and adapting strategies accordingly, TCAR aims to protect what makes our province unique while fostering a thriving tourism industry.</p>
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## Discussion of Results

Throughout the 2024-25 reporting period, TCAR was successful in achieving all its intended outcomes for tourism transformation. Biannual leadership sessions and collaboration with DMOs strengthened stakeholder alignment, while targeted investment focused on enhanced culinary, Indigenous and nature-based tourism. Events such as the Travel Media Association of Canada conference in June 2024, supported sustained growth in non-resident visitation and spending. Marketing efforts expanded into Ireland, the United Kingdom, and key U.S. cities, and advocacy for improved air and marine access supported growth. A new performance measurement framework now guides sustainable tourism development across economic, environmental and sociocultural pillars.

### Objective 3:

By March 31, 2026, the Department of Tourism Culture Arts and Recreation will have established a regenerative tourism leadership approach.

#### Indicators:

- Implement bi-annual leadership engagement schedule with a broad range of tourism stakeholders to strengthen industry capacity for regenerative tourism.
- Execute marketing activities in support of Culinary and Exceptional Experiences initiatives.
- Execute dedicated marketing strategy to promote Newfoundland and Labrador primary air access routes.
- Enhance sustainability principles and management processes to monitor, protect, preserve and promote high-value tourism assets and environmentally sensitive operations.

## Strategic Issue 2: Arts and Heritage

In Newfoundland and Labrador, multi-faceted culture is expressed and celebrated every day in our art, literature, music, traditions and practices, built heritage, languages, food, oral histories and story-telling. Our artists, heritage practitioners, and cultural entities play a fundamental role in creating, nurturing, and safeguarding our rich, cultural mosaic. In addition to the social significance and contribution to the well-being of communities, arts and heritage resources have become significant economic drivers. These resources build social capital through increased networks and creating successful social enterprises.

During the 2024-25 period, TCAR undertook several initiatives aimed at strengthening our ability

to protect, present, promote and celebrate arts and heritage in the province, ranging from inaugural medals dedicated to arts and heritage to legislative reviews.

#### Goal:

By March 31, 2026, the Department of Tourism, Culture, Arts and Recreation will have strengthened our collective ability to protect, present, promote and celebrate arts and heritage in our communities.

#### Objective 2:

By March 31, 2025, the Department of Tourism, Culture, Arts and Recreation will have implemented new opportunities to recognize and celebrate the arts and heritage in the province.

Indicator	Results
Presented the inaugural Premier's Medals for Arts and Heritage, acknowledging outstanding contributions of individuals and organizations to arts and heritage.	In recognition of the Year of the Arts and the 75 <sup>th</sup> anniversary of Newfoundland and Labrador's Confederation with Canada, nominations for the inaugural Premier's Medals for Arts and Heritage, Sport and Recreation opened in January 2024 with a total of 78 nominations received. In December 2024, the Premier presented Medals to 20 individuals and organizations in the Arts and Heritage categories at a ceremony in Colonial Building Provincial Historic Site. Serving as the province's most prestigious honour for arts and heritage, the Medals recognize the fundamental role that both sectors play in the culture of Newfoundland and Labrador. To align with the 2025 Canada Games, the 2025 ceremony will recognize the inaugural sport and recreation recipients alongside arts and heritage recipients.
Provided Year of the Arts funding to artists and arts organizations to celebrate the arts and cultural sector.	In 2024-25, TCAR provided an additional \$3 million in funding to ArtsNL to support artists through expanded grant programs. TCAR also provided \$2 million in funding to launch the Arts Infrastructure and Programming Fund to enhance arts infrastructure and support professional and community arts activities that increase engagement and participation in cultural activity throughout the province. TCAR disbursed over \$2 million in grants to support 83 organizations in delivering arts-focused projects. \$700,000 in grants was also provided to The

	Rooms to support Year of the Arts programming and a feasibility study.
Completed a review of the <b>Arts Council Act</b> .	In collaboration with ArtsNL and in consultation with the province's arts sector, TCAR undertook a comprehensive review the <b>Arts Council Act</b> in 2024-25. Amendments to the legislation received Royal Assent in December 2024 and modernized the definition of artist while improving recruitment and retention of ArtsNL Board Members.
Delivered programming to commemorate and celebrate the 75 <sup>th</sup> anniversary of Confederation with Canada.	Provincial Historic Sites offered special programs and activities to mark the 75th anniversary of Confederation with Canada, including a tour of Joey Smallwood's Land Rover, tea parties and a lecture series in partnership with the Newfoundland and Labrador Historical Society. The 2024 Arts and Letters Award Program included a one-time, multi-disciplinary category for art works reflecting on the legacy of Confederation. Adjudicated by a multidisciplinary jury of artists, 11 winners were selected from 51 entries. Partnering with the Newfoundland and Labrador House of Assembly, TCAR delivered its inaugural Mace Tour; an education and outreach initiative which saw the Speaker of the House travel to over 17 communities and schools throughout the province with the Mace to discuss democracy, the structure of the Provincial Government and the history of the province's legislature. The Mace tour complemented the 75th anniversary of Confederation, as the Mace was gifted from the Province of British Columbia upon Newfoundland and Labrador joining Canada as its 10th province. Partnering with the Department of Education, TCAR delivered 75th Anniversary of Confederation Education Resource Packages to all primary, intermediary and secondary public-school classrooms which included lessons ranging from Charter Rights to Canada's diversity. TCAR further supported the Confederation 75 Teachers Institute on Parliamentary Democracy which was held in November 2024. This professional development opportunity allowed K-12 educators to experience first-hand the inner workings of parliament and the broader structure of government, with 25 educators participating from across the province.

## Discussion of Results

Throughout the 2024-25 reporting period, TCAR was successful in achieving all its intended outcomes for Arts and Heritage. As the reporting period marked the conclusion of the Year of the Arts and commemorated the 75th anniversary of Confederation, TCAR delivered a series of programs, grants, awards and legislative reviews to mark both occasions. Over \$3 million in funding to ArtsNL to support artists through expanded grant programs while the inaugural Premier's Medals for Arts, Heritage, Sport and Recreation celebrated 20 individuals and organizations who made outstanding contributions to arts and heritage in the province. A comprehensive review of the **Arts Council Act** resulted in amended legislation which modernized the definition of artist and allowed for more inclusive participation in the province's art sector.

### Objective 3:

By March 31, 2026, the Department of Tourism, Culture, Arts and Recreation will have implemented further opportunities to recognize and celebrate the arts and heritage in the province.

#### Indicators

- Advanced stakeholder consultation in support of a new cultural plan.
- Enhanced support to arts and heritage organizations.
- Advanced a review of the **Historic Resources Act**.
- Advanced updates to Arts and Culture presentation spaces.

## Strategic Issue 3: Supporting Active Healthy Living

Participation in recreation, sport and physical activity offers significant physical, mental, social and emotional health benefits. TCAR is mandated to provide leadership and focus on progressive measures to help all people in the Newfoundland and Labrador adopt healthier and more active lifestyles. During the 2023-26 period, TCAR will undertake several exciting initiatives in fulfillment of our sports and recreation mandate, and in support of active living in the province. In August 2025, the City of St. John's will host the 2025 Canada Summer Games, which is anticipated to bring significant long-term benefits to the sport and recreation community in the province. As part of the preparation for the Games, TCAR has been working with partners



to support upgrades to various sport and recreational facilities which will improve access to opportunities for sport participation for years to come. Hosting the 2025 Canada Summer Games will also improve the capacity for volunteers and sports organizations to organize and implement sporting events and will help increase participation in organized sports that may not have been available in the past. In addition, TCAR continues toward the developing an Active Living Action Plan to guide and support active living throughout the province.

#### Goal:

By March 31, 2026, the Department of Tourism, Culture, Arts and Recreation will have increased opportunities for residents to lead active lifestyles.

#### Objective 2:

By March 31, 2025, the Department of Tourism, Culture, Arts and Recreation will have strategically implemented measures to advance opportunities for sport and recreation participation.

Indicator	Results
Developed an Active Living Action Plan.	From May 31, 2024, to July 12, 2024, TCAR invited comprehensive stakeholder and public input via online questionnaires, written submissions as well as in-person and virtual sessions to inform the Active Living Action Plan. 52 individuals participated in nine in-person sessions and 41 individuals participated in three virtual sessions. A total of 353 individuals completed the online questionnaire, with one written submission received by TCAR. TCAR further collaborated with interdepartmental stakeholders to support the Action Plan's development, including the Health Transformation Office. As a result, release of the Action Plan was delayed to fiscal 2025-26 to ensure actionable items are developed and harmonized with stakeholder considerations and provincial initiatives such as the Health Accord for Newfoundland and Labrador.

<p>Leveraged the 2025 Canada Summer Games to promote participation and increase sport and recreation capacity.</p>	<p>In 2024-25, TCAR provided infrastructure funding to support increased participation in sport and recreation prior to and following the 2025 Canada Summer Games. Specific funding included \$275,000 to the St. John's Tennis Association for facility upgrades, \$150,000 to the Town of Conception Bay South for Turf Upgrades to support community events and initiatives that increase sport and active recreation for individuals of all ages. This funding will be complemented by over \$44 million in Year of Sport funding to be leveraged throughout 2025.</p>
<p>Begin initial work with the provincial safe sport mechanism.</p>	<p>With expertise and financial support of \$185,000 from TCAR, SportNL formalized an agreement in 2024-25 with Independent Third Party (ITP) Sport to act as the third-party independent safe sport mechanism for the province and to oversee all cases involving potential violations of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport. This agreement reinforces TCAR's commitment to fostering a safe, respectful and inclusive amateur sport environment in Newfoundland and Labrador. TCAR supported SportNL to update current safe sport policies to align with the ITP Sport Third Party Complaint Mechanism. In 2024-25, TCAR also distributed the Provincial Sport Organizations (PSO) Annual Operating Grant application. The revised grant requires PSOs to include Discipline and Complaints Policy, Code of Conduct Policy and Appeal Policies in their applications, of which all emphasize safe sport mechanisms, in order to receive funding for 2025-26.</p>

## Discussion of Results

During the 2024-25 reporting period, TCAR was successful in achieving results for most of its indicators for supporting healthy active living. While TCAR intended to develop the Active Living Action Plan in 2024-25, comprehensive stakeholder and public consultation necessitated deferring the Action Plan's release to ensure its actionable items addressed and incorporated the feedback and recommendations captured during these consultations. Infrastructure investments tied to the 2025 Canada Summer Games supported facility upgrades which helped boost participation and build long-term capacity in the Newfoundland and Labrador. In developing a Safe Sport Mechanism, TCAR provided SportNL with funding to reinforcing a safe, inclusive environment for sport. These efforts reflect meaningful progress in achieving TCAR's healthy active living outcomes.

### Objective 3:

By March 31, 2026, the Department of Tourism, Culture, Arts, and Recreation will have established measures to ensure ongoing opportunities to participate in recreation and sport.

#### Indicators

- Began implementing initiatives under the Active Living Action Plan.
- Leveraged Year of Sport to support the recreation and sport sector.
- Advanced provincial safe sport practices via an Independent Third-Party Mechanism.

## Opportunities and Challenges

2025-26 promises numerous opportunities for TCAR. The coming fiscal year will be pivotal for tourism as TCAR implements Vision 2026, TCAR's five-year roadmap for transforming Newfoundland and Labrador into a thriving, sustainable tourism destination. Vision 2026 continues to unite stakeholders throughout the province, creating strong alignment around shared priorities and actions. This collective momentum is enabling coordinated efforts to develop new tourism products, enhance sustainability and extend the tourism season. TCAR will continue to build on this alignment in 2025–26, with a focus on market diversification and improving the overall visitor experience in support of long-term industry resilience.

International and domestic travel trends continue to present promising opportunities. With more Canadians choosing to explore within Canada due to a weaker dollar as well as shifting geopolitical and economic dynamics, Newfoundland and Labrador is well-positioned to benefit

as a sought-after travel destination. This opportunity is complimented by the federal government's reduction of ferry rates for Marine Atlantic passengers in August 2025 which is anticipated to reduce financial barriers in arriving to the province. Moreover, the marketing of direct flights to London Gatwick, Dublin and Paris will allow the province to serve as a gateway to new international markets. TCAR will continue to enhance its domestic marketing strategies and leverage the province's reputation as a "bucket list" destination to increase visitation, particularly during the spring and fall shoulder seasons.

In advancing priorities for arts and heritage, TCAR will continue work toward UNESCO World Heritage designation for the Transatlantic Cable Ensemble in Heart's Content. Efforts to modernize the **Historic Resources Act** is anticipated to allow more effective management of the province's historic resources. 2025-26 also brings significant opportunities through major sporting and cultural events with the province. The City of St. John's, supported by TCAR, will host the 2025 Canada Summer Games in August, which is expected to generate positive economic and social impacts. Specific to recreation and sport, the Canada Games and concurrent Year of Sport celebrations are expected to not only attract national attention but also provide legacy benefits through investments in sport and recreation infrastructure. These enhancements will improve access to high-quality facilities, support athlete development, encourage community engagement and strengthen the province's capacity to host future national and international events.

The upcoming fiscal year will also present challenges for TCAR. Geopolitical and economic uncertainty, particularly trade tensions with the United States, are anticipated to disrupt key source markets and influence visitor sentiment. Volatility in travel patterns and changes in consumer behavior will require ongoing adaptation of research methods and potentially increased investment in tourism intelligence to guide decision-making. Moreover, transportation access remains a longstanding barrier to growth in Newfoundland and Labrador's tourism industry. A lack of air access capacity from key markets in the United States, such as the Northeastern United States, as well as limited marine capacity, specifically Marine Atlantic, will continue to affect traveler mobility. TCAR will continue to advocate to the federal government and airlines for improved transportation infrastructure and services to support access across the province.

Federal COVID-19 recovery funding for the cultural sector is phasing out while one-time celebrations such as Come Home Year and the Year of the Arts, which infused significant funding into the cultural sector, are complete. The cultural sector is anticipated to continue to experience financial challenges as the sector continues to recover from COVID-19 impacts, particularly in adapting to reduced live audience numbers and post-COVID-19 inflation. Geopolitical and economic uncertainty is also anticipated to impact the cultural sector through general economic impacts, and may have an adverse effect on artists, artist companies and heritage practitioners who have developed or are developing market access to the United States. Moreover, an aging volunteer network in the heritage sector has the potential to reduce the available workforce in the coming years and increase volunteer fatigue in the remaining workforce.

Other sector-wide risks include rising operating costs, supply chain disruptions, labour challenges and reduced marketing purchasing power. TCAR will continue to monitor emerging issues such as softening demand, resident sentiment, and risks to event tourism.

Despite these challenges, TCAR remains committed to innovation, strategic partnerships and sustainable development to support the province's social, economic and resource sectors. Newfoundland and Labrador's tourism industry, arts and cultural sector and recreation and sport sectors have incredible potential and bring tremendous positivity to the people of the province and the Department looks forward to continuing to advance progress in these areas.

## **Financial Information**

Expenditure and revenue figures included in this document are based on public information provided in the **“Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2025.”**

<b>TCAR Expenditures by Main Allocation</b>		<b>2024-25</b>	<b>2024-25</b>	<b>2024-25</b>
		<b>Original</b>	<b>Amended</b>	<b>Actual (\$)</b>
<b>Line Item</b>	<b>Source of Expenditure</b>	<b>Estimate (\$)</b>	<b>Estimate (\$)</b>	<b>(Unaudited)</b>
<b>1.1.01</b>	<b>Minister's Office</b>	331,400	331,400	304,998
<b>1.2.01</b>	<b>Executive Support</b>	1,066,200	1,069,700	1,065,131
<b>1.2.02</b>	<b>Corporate Services</b>	941,400	816,400	785,334
<b>2.1.01</b>	<b>Tourism</b>	15,794,000	15,597,600	15,477,387
	<b>(Less: Revenue)</b>	-620,000	-620,000	-753,254
<b>2.1.02</b>	<b>Sector Research</b>	746,500	669,900	652,778
<b>2.1.03</b>	<b>Strategic Product Development</b>	2,569,900	2,353,400	1,880,537
<b>2.1.04</b>	<b>Marble Mountain Development Corporation</b>	306,400	1,240,100	1,240,100
<b>2.1.05</b>	<b>Marble Mountain Development Corporation (Capital)</b>	1,000,000	1,000,000	1,000,000
<b>2.2.01</b>	<b>Park Operations</b>	5,127,700	5,127,700	5,088,219
	<b>(Less: Revenue)</b>	-500	-500	-84,034

<b>2.2.02</b>	<b>C.A. Pippy Park</b>	325,500	325,500	325,500
<b>2.2.03</b>	<b>C.A. Pippy Park - Capital</b>	900,000	900,000	900,000
<b>3.1.01</b>	<b>Arts &amp; Culture Centres</b>	7,930,400	9,258,100	9,222,198
	<b>(Less: Revenue)</b>	-6,278,000	-6,278,000	-7,004,183
<b>3.1.02</b>	<b>Arts, Heritage, &amp; Historic Development</b>	10,656,400	10,842,700	10,726,356
	<b>(Less: Revenue)</b>	-150,000	-150,000	-124,354
<b>3.1.03</b>	<b>Newfoundland and Labrador Arts Council</b>	8,040,700	8,040,700	8,040,700
<b>3.1.04</b>	<b>Heritage Foundation of Newfoundland &amp; Labrador</b>	430,800	480,800	480,800
<b>3.1.05</b>	<b>Celebrate NL Inc.</b>	4,675,100	4,675,100	4,675,100
<b>3.1.06</b>	<b>The Rooms Corporation of Newfoundland &amp; Labrador</b>	6,633,600	6,633,600	6,633,600
<b>3.1.07</b>	<b>The Rooms Corporation of Newfoundland &amp; Labrador - Capital</b>	1,000,000	1,000,000	1,000,000
<b>4.1.01</b>	<b>Newfoundland &amp; Labrador Film Development Corporation</b>	1,243,600	1,243,600	1,243,600

<b>4.1.02</b>	<b>Newfoundland &amp; Labrador Film Development Corporation - Capital</b>	10,000,000	10,000,000	10,000,000
<b>4.2.01</b>	<b>Sport &amp; Recreation</b>	9,247,900	9,029,800	8,983,296
	<b>(Less: Revenue)</b>	-715,500	-715,500	-597,797
<b>4.2.02</b>	<b>Newfoundland and Labrador Sports Centre Inc.</b>	434,800	434,800	434,800
<b>4.2.03</b>	<b>Newfoundland and Labrador Sports Centre Inc. - Capital</b>	13,500,000	13,500,000	13,500,000
	<b>Gross Budget</b>	102,902,300	104,570,900	103,660,434
	<b>Related Revenue</b>	-7,764,000	-7,764,000	-8,563,622
	<b>Net Budget</b>	95,138,300	96,806,900	95,096,812



