

ANNUAL REPORT

2023-24

Tourism, Culture, Arts
and Recreation



MESSAGE FROM THE MINISTER

As Minister of Tourism, Culture, Arts and Recreation, I am pleased to submit the Department's annual report for the 2023-24 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 annual report provides details on the indicators and objectives for the fiscal year of April 1, 2023, to March 31, 2024, which is the first year of the current three-year planning period and includes information on the Department's lines of business during that period.

During this past year the department has made significant progress toward a number of initiatives, such as planning events including 2024 Year of the Arts, the celebrations for the 75th Anniversary of Confederation, the 2025 Canada Games and commemorative events associated with the Centennial of the Newfoundland National War Memorial, as well as the refurbishment of the memorial and incorporation of the Tomb of the Unknown Soldier. It has been a busy year and the creativity and dedication of my staff and our partners is reflected in our vibrant tourism, cultural, arts, heritage, film and television and sport and recreation sectors.

By signing below, I undertake the necessary accountability for the outcomes reported in support of our stated goals. I acknowledge the continued efforts and work of the Department's staff as critical to the successes achieved. I would also recognize that the support of community partners is key to the development and implementation of the various initiatives outlined.

Sincerely,

A blue ink signature of Steve Crocker, written in a cursive style.

Hon. Steve Crocker
Minister of Tourism, Culture, Arts and Recreation

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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, oversight of 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.

The Department 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, Recreation and Sport.

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	Casual/Call In	Grand Total
Ministers Office	0	3	0	0	0	3
Executive Support	2	9	0	0	0	11
Corporate Services	1	10	0	3	0	14
Tourism	1	19	19	10	0	49
Strategic Product Development	1	8	0	0	0	9
Sector Research	0	5	0	3	0	8
Parks Operations	0	9	95	4	0	108
Arts, Heritage and Historic Development	0	8	30	26	1	65
Arts and Culture Centres	0	25	2	4	166	197
Sport and Recreation	0	12			49	61
Grand Total	5	108	146	50	216	525

The total budget of TCAR for fiscal 2023-24 was \$71,063,100. \$24.5 million of the budget 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 \$15.4 million and is dedicated to the operations of the 6 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.

A grant budget of \$9.2 million for sport and recreation provides for the 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 2023-24 reporting period, some of TCAR's highlights and partnerships include:

Proclamation of the New Tourist Accommodations Act and Regulations

In April 2023, the Government of Newfoundland and Labrador proclaimed the new **Tourist Accommodations Act** and regulations. The new Act and regulations strengthen operating rules for accommodations in the province. The Act was developed to help level the playing field between licensed and unlicensed accommodations and improve overall visitor experience in the province. Through coordination with other provincial government departments and municipalities, the Department of Tourism, Culture, Arts and Recreation will help support the enforcement of the Act.

Year of the Arts

January 2024 saw the launch of Year of the Arts in Newfoundland and Labrador, with the goal of showcasing and promoting the artistic talent and rich cultural legacy of the province. The Provincial Government allotted more than \$4 million in this fiscal year, which includes funding for artists and arts organizations, resulting in activities taking place all year long to highlight local artists and improve ongoing cultural programs. The project aims to promote originality, enhance well-known occasions, and position the province as a thriving center for cultural and creative pursuits.

New Physical Activity Toolkit for Health Care Providers

In September 2023, Newfoundland and Labrador health care providers gained access to a digital resource to help them promote well-being and physical activity behaviors for individuals. The Health Care Providers' Physical Activity Kit is a toolkit that contains an abundance of health and wellness information which can empower individuals to make healthier choices and meet their well-being goals. The toolkit was developed based on the results of a survey conducted with healthcare providers in the province, and through consultation with the Department of

Health and Community Services, Newfoundland and Labrador Health Services, the Nunatsiavut Government's Department of Health and Social Development and Recreation Newfoundland and Labrador.

First Direct Route to Europe Since 2019

Air transportation is critical for connections to global and domestic markets, and delivery of essential goods, health and emergency services. In November 2023, the Provincial Government, along with representatives from the St. John's International Airport and WestJet announced the reestablishment of a direct air travel route from St. John's to London Gatwick Airport. The direct route to Europe is the first of its kind in the province since 2019, and the contract is in place for three years beginning 2024. This development will create economic opportunities, facilitating tourism and new connections for the province.

Introduction of the Premier's Medal for Arts, Heritage, and Sports and Recreation

The Premier's Medal was introduced in January 2024 to recognize outstanding achievements to arts, heritage, and sport and recreation in Newfoundland and Labrador. The province's highest honour, the Premier's Medals for Arts, Heritage, and Sports and Recreation acknowledge the fundamental role arts, heritage, sports and recreation activities play in our quality of life, sense of cultural belonging and ongoing well-being of our residents, as well as the vitality and economic prosperity of our communities and the province.

Celebration of Confederation 75

2024 is the 75th anniversary of the province's confederation with Canada. In February 2024, the Provincial Government announced two funding initiatives in honor of this celebration. The Heritage and Indigenous Cultural Projects Grant assists heritage groups with Confederation-related thematic projects, while the Community Celebrations and Events Grant helps municipalities and Indigenous communities plan celebration events. Both grants will be managed by Celebrate NL, which promotes cultural preservation and community involvement.

Sports and Wellness Dome

In March 2024, the Provincial Government announced a \$13 million project for a new sport and wellness dome in St. John's, with an emphasis on public recreation areas, athlete training facilities, and exercise rehabilitation. The program complements the government's efforts to promote local athletes, improve community infrastructure, and advance health and well-being.

The dome will serve a variety of purposes, such as providing accessible recreational facilities for the general public and rehabilitation services for acute care patients.

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 wellbeing of the province.

Tourism in Newfoundland and Labrador has seen drastic changes as a result of the COVID-19 pandemic. As in other jurisdictions, non-essential travel was discouraged beginning in March 2020 due to the pandemic, with most travel prohibited to this province until July 2021. In addition, Canadian borders were closed to non-essential travel until the second half of 2021. As a result, visitation to the province nearly collapsed in 2020. Total in-province expenditures by non-residents were estimated at \$130.3 million, a decrease of 76 per cent compared to 2019.

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 2023-2024 planning period, the department focused first on the short-term strategy that transitions tourism to more solid footing, building capacity to grow visitation to pre-2020 levels. And from 2024-2026 the department will focus on a 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 1:

By March 31, 2024, the Department of Tourism Culture Arts and Recreation will have built our capacity to grow visitation to pre-2020 levels.

Indicator	Results
Prepared a framework that captures the economic, sociocultural and environmental goals and performance metrics to measure tourism's contribution.	<p>TCAR has made great progress in creating a clear and efficient performance measurement model that enables all tourism stakeholders to clearly understand Vision 2026 targets, the activities to achieve them and how to measure results of progress.</p> <p>The draft framework was presented to industry partners in early 2024 and has been adopted. The framework establishes short-, medium- and long-term outcomes that are defined by economic, social and environmental outcomes reflective of Vision 2026.</p> <p>Defining the results the partnership aims to produce has helped define and align inputs such as funding, activities such as marketing, product development etc. and the outputs to achieve in order to reach established targets. TCAR will present draft targets at the Fall 2024 leadership session.</p>
Completed resident and non-resident travel surveys.	<p>To support the new performance measurement framework, TCAR has adapted its research activities to reflect Vision 2026 priorities. This includes many different elements, such as a comprehensive Visitor Exit Survey completed in 2023, and a 2023 NL Resident Travel Survey. For the first time, in 2023-2024, TCAR began completing annual visitor surveying at main gateways in the province. Other research projects were completed including research aimed at understanding the drivers of tourism, barriers in the path to purchase and Canadian travel attitudes and motivations</p>

	study.
Completed a Marketing Strategy Review.	<p>One of the most important accomplishments of Vision 2026's Transition Action plan was the Marketing Strategy Review that was completed in partnership with the tourism industry and led by consultants at Twenty 31 and Thinkwell Research.</p> <p>Tourism to Newfoundland and Labrador is not like many other destinations in Canada – there is no large US and Canadian population centre on its doorstep to serve as a reliable customer base. Access to the destination is by air, ferry, road access from Quebec into Labrador, or via cruise ship but all are a distance from many urban centres. It is difficult to review marketing in isolation of the many other levers, including: access; tourism infrastructure development; labour; attraction and retention; peak season capacity constraints; prioritization of tourism at all levels of government; support for entrepreneurs and investors to develop tourism assets, etc. The marketing strategy review was clear evidence as to why Newfoundland and Labrador needs a well-balanced, eight pillar approach to Tourism Development in the province.</p> <p>The review also identified that the marketing strategy fundamentals are sound, that there is a defined and well-documented planning process, there is a clear understanding of target audiences, there is smart channel and media planning, there are some measurable outputs and the creative is resonating with prospective travelers.</p>
Completed a Provincial Parks renewal strategy and invested in strategic improvements.	During the reporting period, TCAR completed the development of strategic directions for ParksNL for 2023-2027. An infrastructure improvement fund was approved for upgrades at Provincial Parks.
Completed a private-public	In 2023, consultants Goss Gilroy completed an evaluation of

<p>leadership model review.</p>	<p>Vision 2020 and its private-public leadership model. The report concluded that much progress was made on long standing issues by having industry and provincial and federal government at the same table. Vision 2020 led to more integrated planning and programming in marketing, product development, infrastructure and funding priorities. The integration of individual priorities towards a broader approach helped grow tourism investment.</p> <p>The leadership review identified a need for greater alignment and effectiveness of the Tourism Board and its partners, for enhanced communications among diverse stakeholders, more short-term action-planning and defined performance measures. Throughout the Transition Phase of Vision 2026, there has been an evolution of the Tourism Board into a more collaborative, strengthened leadership approach. In order to strengthen the collaboration between the key provincial and regional tourism associations (including HNL, the DMO's and other sector organizations such as NLITA and NLOA), HNL led the development of an MOU that confirms a more formalized industry collaboration model and a commitment by the provincial tourism minister to meet twice each year with the broad industry leadership of all of these groups. There have been three leadership sessions since 2022. As such, TCAR is in the process of dissolving the Newfoundland and Labrador Tourism Board.</p> <p>There is also a Vision 2026 implementation group, which is made up of Hospitality NL, TCAR, DMO's, IET and ACOA, that will serve as the key body that leads the implementation of Vision 2026.</p>
<p>Engaged in efforts to understand and build awareness of the needs of</p>	<p>In addition to changes made in the private-public leadership model, there have been a number of initiatives to gain an understanding of the needs of a diverse group of</p>

diverse groups.	<p>stakeholders.</p> <p>TCAR committed to hosting bi-annual webinars with the entire provincial tourism industry. There have been three webinars held so far with approximately 300-400 participants registered. During these webinars, survey questions are provided throughout in order to gain feedback from industry on their most pressing priorities. There is also a robust Q&A element to each webinar.</p> <p>In addition, TCAR and the partners on the implementation group have undertaken a number of stakeholder engagement processes over the past year. One was an Accommodations Needs Study. This process aims to gather intelligence and complete analysis on the capacity and quality gaps in accommodations in the province. MQO Research led the consultation and engagement process which connected with a broad group of stakeholders including accommodation operators, tour operators, investors, key support organizations, etc. The second piece of work was the development of a new Experience Excellence program. In the development of the new program, which was led by Gail Bremner & Associates, there was a consultation process with all of the Destination Management Organizations, key tour operators and local tourism operations. Finally, the Vision 2026 partners are undertaking the development of an Equity, Diversity and Inclusion Strategy for the tourism industry. The development of the strategy has included an extensive consultation process, which included connecting with a diverse range of stakeholders from Indigenous governments to representatives from New Canadian organizations, disability groups, etc. The aim is to complete the EDI Strategy in 2024 and begin implementation in 2025.</p>
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<p>Increased the number of partnerships with Indigenous governments and organizations to advance tourism development priorities.</p>	<p>The Newfoundland and Labrador Indigenous Tourism Association (NLITA) is an Indigenous led not-for-profit entity dedicated to advancing Indigenous tourism in Newfoundland and Labrador that works alongside Indigenous Tourism Association of Canada to preserve and promote Indigenous culture, knowledge, and place in Newfoundland and Labrador. Indigenous tourism offers opportunities to diversify Newfoundland and Labrador's natural and cultural experiences through unique and memorable Indigenous activities to support the growing demand for unique, unconventional, and high-quality traveler experiences.</p> <p>TCAR collaborates closely with NLITA, DMOs, HNL and Indigenous organizations across the province on various initiatives, including: efforts to enhance experiences and market readiness in Indigenous communities; raising awareness of tourism opportunities; and engagement with Indigenous organizations as they build tourism capacity in their communities.</p> <p>TCAR and NLITA have also recently developed a Memorandum of Understanding (MOU) that sets out the intent of the Parties to work collaboratively and facilitate relationship building in order to coordinate efforts to grow Indigenous tourism in Newfoundland and Labrador. The purpose of this MOU is to: establish Newfoundland and Labrador as a premier destination for Indigenous tourism; communicate and collaborate efforts to grow Indigenous tourism in the province; exchange ideas, and set collaborative goals with Indigenous governments and organizations within the province; include Indigenous representation in tourism initiatives; and instill cultural awareness and humility.</p>
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Discussion of Results

Throughout the 2023-24 reporting period, TCAR was successful in achieving nearly all its intended outcomes for tourism transformation. While the department intended to invest in strategic improvements in Provincial Parks, the infrastructure improvement fund was required to repair the extensive damages that resulted from Hurricane Fiona in the T'Railway Provincial Park.

The Department made great progress on the implementation of elements of Vision 2026, including understanding the needs of diverse groups, increasing partnerships with Indigenous groups, expanding our research activities and undertaking a marketing review, all of which will grow tourism's contribution to the economy, and enhance the sociocultural vibrancy and environmental well-being of the province.

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:

- Implement initiatives to fill gaps and opportunities in stakeholder engagement.
- Implement investment attraction initiatives.
- Implement an events attraction strategy to increase business events, meetings, conventions and incentive travel, sports tourism and cultural events.
- Implement priority initiatives that support sustainable tourism operations.
- Implement measures, such as sustainability principles and management processes to monitor, protect, preserve and promote high value assets.

Strategic Issue 2: Arts and Heritage

In Newfoundland and Labrador, our 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 wellbeing 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 2023-24 period, the Department of Tourism, Culture, Arts and Recreation undertook a number of initiatives aimed at strengthening our ability to protect, present, promote and celebrate arts and heritage in the province. These initiatives include, Year of the Arts grant programs to increase financial support for the artists, arts organizations and arts infrastructure in the province, and the Confederation 75 initiative. The Department also worked toward the refurbishment of the National War Memorial, that included the establishment of the tomb of the unknown soldier in St. John's. Guided by the **Historic Resources Act**, the **Status of the Artist Act** and the Cultural Action Plan (2019), TCAR will continue to work with Newfoundland and Labrador's arts and heritage partners and stakeholders to amplify our vibrant arts and heritage sector.

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 1:

By March 31, 2024, the Department of Tourism Culture Arts and Recreation will have increased our capacity to protect, promote and present arts and heritage in the province.

Indicator	Results
Increased funding for artists and arts infrastructure in the Year of the Arts.	In partnership with Celebrate NL, arts organizations in receipt of Cultural Economic Development Program funding received a 50 per cent increase for 2023-24. In partnership with Celebrate NL and the NL Arts Council, an additional \$2 million was made available to increase project grants to artists and arts organizations. A new grant program to support infrastructure and equipment upgrades for arts venues and other arts presentation organizations, and to support community arts programming was developed for implementation in 2024-25.
Assumed the operations of the Point Amour and Cupids Provincial Historic Sites.	Provincial Historic Sites successfully assumed seasonal operations at Point Amour Lighthouse Provincial Historic Site and Cupids Cove Provincial Historic Site, starting in May 2023.

Completed the design for the refurbishment of the National War Memorial (with addition of the Tomb of the Unknown Soldier) in St. John's.	Throughout 2023, TCAR worked with the Department of Transportation and Infrastructure to complete the design of the Newfoundland National War Memorial, with the addition of the tomb of the unknown soldier. The refurbished memorial was unveiled on July 1, 2024, and the repatriated remains of an unknown World War I Soldier of the Royal Newfoundland Regiment were interred in the tomb at that time.
Developed a new Year of the Arts program for artists and arts organizations.	TCAR developed a comprehensive Year of the Arts program for implementation in 2024-25. This program will support increased grants to artists and arts organizations for creation and presentation of new works, to be delivered by the Newfoundland and Labrador Arts Council; a special grant program for artistic projects that are large in scale and/or scope and demonstrate significant cultural value, to be delivered by Celebrate NL; investments in marquee events, to be delivered through Celebrate NL; a new grant program to support upgrades to arts infrastructure and equipment and for community arts programming, to be delivered by TCAR; the inaugural medal ceremony for the Premier's Medals in Arts, Heritage, and Sports and Recreation; and, arts presentations at Provincial Historic Sites to be delivered in the 2024 season.
Presented a new production of Come from Away at the Arts and Culture Centre in Gander.	A home-grown version of the internationally acclaimed theatre production, Come from Away, was presented at the Gander Arts and Culture Centre during Summer 2023. The 2023 pilot was an overwhelming success, with all 40 shows sold out at the Gander Arts and Culture Centre well in advance of opening night.
Supported upgrades to art venue infrastructure.	A new grant program to support infrastructure and equipment upgrades for arts venues and other arts presentation organizations, and to support community arts programming was developed for implementation in 2024-25.

Discussion of Results

In 2023-24 TCAR was successful in achieving all its intended outcomes for Arts and Heritage. A significant volume of work was undertaken in preparation for Year of the Arts, in partnership with Celebrate NL, and ArtsNL. TCAR developed a comprehensive Year of the Arts program for implementation in 2024-25. TCAR led planning for the commemorative events related to the centennial of the Newfoundland National War Memorial and contributed to the planning for the refurbishment of the memorial, including the addition of the Tomb of the Unknown Soldier and successfully presented the Broadway musical *Come from Away* at the Gander Arts and Culture Centre. Grant programs were also developed to support art venue infrastructure and programming. All of this work together serves to amplify our vibrant arts and heritage sector.

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.

Indicators

- Presented the inaugural Premier's Medals for Arts and Heritage, acknowledging outstanding contributions of individuals and organizations to arts and heritage;
- Provided Year of the Arts funding to artists and arts organizations to celebrate the arts and cultural sector;
- Completed a review of the **Arts Council Act**; and,
- Delivered programming to commemorate and celebrate the 75th anniversary of Confederation with Canada

Strategic Issue 3: Supporting Active Healthy Living

Participation in recreation, sport and physical activity offers significant physical, mental, social and emotional health benefits. The Department of Tourism, Culture, Arts and Recreation is mandated to provide leadership and focus on progressive measures to help all people in the province to adopt healthier and more active lifestyles. During the 2023-2026 period, the Department of Tourism, Culture, Arts and Recreation will undertake a number of exciting

initiatives in fulfillment of our sports and recreation mandate, and in support of active living in this province.

In 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 Canada Games will also improve the capacity for volunteers and sports organizations to organize and implement sporting events and will help increase the exposure of individuals in the province to engage in organized sports that may not have been available in the past. In addition, the Department has worked toward the development and implementation of 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 1:

By March 31, 2024, the Department of Tourism, Culture, Arts and Recreation will have improved the capacity to deliver sport and recreation opportunities in the province.

Indicator	Results
Increased funding for upgrades to sports infrastructure in advance of the 2025 Canada Summer Games.	<p>In March 2024, the Provincial Government announced \$1.4 million in funding for improvements to local tennis facilities, as the City of St. John's and the province prepare to host the 2025 Canada Summer Games. With investment, indoor and outdoor facilities in St. John's will see significant positive impacts. Tennis Newfoundland and Labrador will be able to improve the court and lighting systems at Riverdale Tennis Club, and will improve seating, make court upgrades and install a new air dome at the Green Belt Tennis Club.</p> <p>During 2023-2024 TCAR provided \$561,000 in funding to support equipment and upgrades at the Aquarena and Field House to meet the requirements of the 2025 Canada</p>

	<p>Games. Additionally, in March 2024, \$54,000 was provided to the NL Sports Centre for facility upgrades including the replacement of a retractable curtain to ensure the facility is ready for the Canada Games.</p> <p>Combined, these investments are an increase over the \$948,000 total which was provided for sports infrastructure in the previous fiscal year.</p>
Established a provincial safe sport framework.	In February 2024, TCAR approved an independent third-party framework (ITP Sport) for an initial one-year period to receive, investigate and manage incidents of maltreatment in sport within the province. TCAR had provided funding in 2023 to Sport NL to act as the signatory for the independent third-party safe sport mechanism for the province. Initial work will begin with the chosen independent third-party mechanism during the Fall of 2024.
Advanced consultations of an Active Living Action Plan.	In March 2024, the TCAR Minister provided approval to proceed with the development of an Active Living Action Plan and to proceed with consultation and engagement activities in late Spring early Summer 2024.

Discussion of Results

During 2023-24 TCAR was successful in achieving all its indicators for supporting healthy active living. Funding was provided for numerous infrastructure projects to prepare for the Canada Games. These infrastructure projects will be a legacy of the 2025 Canada Games and will provide increased opportunities for participation in sport, and to attract major sporting events to the province for years to come. Also, during the reporting period, a safe sport mechanism was approved, which will help create an environment where athletes can train and compete in healthy and supportive surroundings; and a consultation process was developed for an Active Living Action Plan which will help guide and support healthy active living throughout the province.

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.

Indicators

- Developed an Active Living Action Plan;
- Leveraged the 2025 Canada Summer Games to promote participation and increase sport and recreation capacity; and,
- Begin initial work with the provincial safe sport mechanism.

Opportunities and Challenges

There are a number of opportunities on the horizon for TCAR. TCAR is entering the third year of the implementation of Vision 2026 which provides a five-year blueprint to transform the province's tourism landscape. Vision 2026 provides an opportunity to work closely with partners and stakeholders to transform this province into a thriving tourism destination. Vision 2026 will continue to inform most of the work undertaken by the tourism divisions over the next three years. New air access routes are also expected to provide opportunities for tourism sector recovery.

In 2025, the City of St. John's will host the 2025 Canada Summer Games which is a significant opportunity for TCAR and 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 will continue to work 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 Canada Games will also improve the capacity for volunteers and sports organizations to organize and implement sporting events and will help increase the exposure of individuals in the province to engage in organized sports that may not have been available in the past.

There are also several opportunities on the horizon for the arts and heritage sector. The Department will continue to work toward UNESCO World Heritage Site designation for the Heart's Content Cable Station. Additionally, the department will continue its work on the design of a new, midsized theatre in St. John's to fill a current gap in the provincial theatre ecosystem.

A review of the **Arts Council Act** during 2024-25 will also help to better support the arts and artists in the province.

TCAR will also be challenged in a number of ways in the coming years. The tourism sector continues to feel impacts of the COVID-19 pandemic, including workforce shortages, particularly in rural areas. TCAR is working with partners and stakeholders to address these challenges. Improvements in air access to and from the province is also anticipated to have widespread benefits for all of TCAR's lines of business in the coming years.

The Arts and heritage sector is also still recovering from the COVID-19 pandemic and is still experiencing increasing operational costs, limited revenue streams, and staffing challenges. This coupled with an aging volunteer workforce is very challenging for the sector, however TCAR is committed to working with our partners to support these sectors so it can continue to contribute to the province's vibrant social and economic fabric.

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 2024”

<u>TCAR Expenditures by Main Allocation</u>		2023-24	2023-24	2023-24
		Original	Amended	Actual (\$)
Line Item	Source of Expenditure	Estimate (\$)	Estimate (\$)	(Unaudited)
1.1.01	Minister's Office	302,600	344,600	335,497
1.2.01	Executive Support	1,012,700	1,166,800	1,180,779
1.2.02	Corporate Services	1,080,500	979,600	930,995
	(Less: Revenue)		-44,800	-2,471
2.1.01	Tourism	15,554,300	15,321,200	15,117,760
	(Less: Revenue)	-395,000	-995,400	-957,517
2.1.02	Sector Research	684,500	707,200	696,101
2.1.03	Strategic Product Development	2,483,800	2,084,400	1,975,656

2.1.04	Marble Mountain Development Corporation	306,400	1,606,400	1,606,400
2.1.05	Marble Mountain Development Corporation (Capital)	-	-	-
2.2.01	C.A. Pippy Park	305,400	305,400	305,400
2.2.02	Park Operations	6,090,400	6,351,700	6,282,861
	(Less: Revenue)	-500	-104,600	-104,577
3.1.01	Arts & Culture Centres	7,891,100	8,782,100	8,422,565
	(Less: Revenue)	-5,178,000	-6,100,000	-6,763,593
3.1.02	Arts, Heritage, & Historic Development	6,381,500	6,643,900	6,528,398
	(Less: Revenue)	-150,000	-150,000	-143,696
3.1.03	Newfoundland and Labrador Arts Council	5,033,000	5,033,000	5,033,000
3.1.04	The Rooms Corporation of Newfoundland & Labrador	6,546,200	6,546,200	6,546,200
3.1.05	Heritage Foundation of Newfoundland &	424,600	424,600	424,600

	Labrador			
3.1.06	Celebrate NL Inc.	100	1,300,100	1,300,000
3.1.07	Arts & Culture Centres Infrastructure	-	-	-
4.1.01	Newfoundland & Labrador Film Development Corporation	837,100	837,100	837,100
4.1.02	Newfoundland & Labrador Film Development Corporation - Capital	10,000,000	10,000,000	14,100,000
4.2.01	Sport & Recreation	10,324,600	10,312,100	10,235,855
	(Less: Revenue)	-715,500	-715,500	-613,703
4.2.02	Newfoundland and Labrador Sports Centre Inc.	426,900	426,900	426,900
	Gross Budget	75,685,700	79,173,300	82,286,067
	Related Revenue	-6,439,000	-8,110,300	-8,585,557
	Net Budget	69,246,700	71,063,000	73,700,510