

Tourism, Culture, Industry and Innovation

# STRATEGIC PLAN

2017-20







## MESSAGE FROM THE MINISTER

I am pleased to present the Strategic Plan from the Department of Tourism, Culture, Industry and Innovation (TCII) for 2017-20. This plan is presented in accordance with the Government of Newfoundland and Labrador's commitment to accountability and was prepared under my direction. As the Minister, I am accountable for the achievement of the goals and objectives contained therein, pursuant to section 5(4) of the Transparency and Accountability Act.

This Strategic Plan outlines the objectives and activities of the department in its support of the Provincial Government's long-term goal of addressing our economic, social and fiscal challenges. The strategic directions of government applicable to TCII have been taken into consideration in developing this plan.

As a government, we are committed to creating an environment that captures the full potential of our province's many riches while positioning the Province as a competitive place to live, work, do business and raise a family.

To assist in advancing this commitment as outlined in The Way Forward, TCII will continue to work with our partners to foster economic development and diversification, as well as to support culture, arts, heritage, tourism, business development and job creation throughout the province.

Sincerely,

A handwritten signature in cursive script that reads "Christopher Mitchelmore". The ink is dark and the signature is fluid and legible.

Honourable Christopher Mitchelmore  
Minister of Tourism, Culture, Industry and Innovation



# Departmental Overview

TCII is the designated lead for the economic agenda of the Provincial Government. TCII's mandate extends to a number of provincial agendas including business growth, cultural development, social enterprise, and innovation, all of which support the larger economic agenda of prosperity and growth.

The Department is one of the province's largest operators of tourism, culture, and heritage facilities including Arts and Culture Centres, Provincial Historic Sites, Provincial Parks and Visitor Information Centres, many of which are located in rural areas of the province. TCII also provides insight, intelligence, innovation, and investment services for businesses, not-for profit enterprise and community groups, and works with a wide range of partners to support and leverage investments critical for sector, industry or firm growth.

TCII is regionally responsive with multiple delivery locations across the island and in Labrador. The main corporate headquarters is located in St. John's and there are two other corporate offices – one responsible for portfolio management located in Marystown, and a second responsible for provincial parks in Corner Brook. Regional outreach occurs through two main business and economic development offices, one located in Corner Brook and the second in Clarenville, supported by multiple local field office locations. Departmental staff are also located at Provincial Visitor Information Centres, Provincial Historic Sites, Provincial Parks, and Arts and Culture Centres throughout the province.

The Department has three executive branches: (1) Tourism, Culture and Parks; (2) Business; and (3) Regional Development and Diversification; and two corporate support divisions: Communications; and Corporate Services. Leadership is provided by the Deputy Minister and three Assistant Deputy Ministers. Additional information regarding TCII can be found on Department's website <http://www.tcii.gov.nl.ca/>



## Staff and Budget

Our employees play a critical role in delivering our Department's programs and services, and engaging with the public, our partners and our stakeholders. As of April 1, 2017, we have a core staff of 432 of whom 279 (65%) are full-time employees, and 153 (35%) are part-time employees primarily working with the Arts and Culture Centres throughout the province. TCII has 259 female employees (60%) and 173 male employees (40%). The number of seasonal employees totaled 145 (57 females, 88 males) in the summer of 2016. Of those, 101 seasonal employees (20 females, 81 males) worked in Provincial Parks throughout the province.

The TCII's staff distribution by region and by gender is presented in the table below. It does not include seasonal employees; Central-Eastern region are merged and Western- Labrador region are merged.

<b>Region</b>	<b>Total Staff</b>	<b># Females</b>	<b># Males</b>
Eastern (includes St. John's Headquarters)	305	184	121
Western and Labrador	127	75	52
<b>TOTAL</b>	<b>432</b>	<b>259</b>	<b>173</b>

The total 2017-18 budget in the table below includes the budgets of various entities and crown corporations that report to the Minister of TCII



Total Gross Expenditure	Planned Related Revenue	Net Expenditure
\$106,080,200	\$6,828,500	\$99,251,700

## Issue One – Strengthening our Economic Foundation

Building a sustainable economy is the Provincial Government’s top priority and is reflected in The Way Forward. As the lead department in economic development, TCII’s primary focus is encouraging conditions that support the private sector to innovate and grow. A strong private sector is fundamental to a sustainable and dynamic economy. In short, the role of TCII is laying a strong economic foundation. Over the next three years, it will achieve this through growing the tourism sector, developing innovative projects across all regions, and supporting social enterprise development, business innovation and growth, cultural development, and sector diversification. TCII will be undertaking a review of business financing programs offered by the Provincial Government. The goal and objectives of the Department are outlined below.

### **GOAL:**

By March 31, 2020, TCII will have supported economic development initiatives that strengthen the province’s economic foundation.

### **Indicators:**

- Supported sector diversification
- Supported business growth
- Supported development and diversification of regional economies

## Objective 1:

By March 31, 2018, TCII will have supported economic development through tourism and regional development initiatives.

## Indicators:

- Implemented actions outlined in the 2017-20 Provincial Tourism Product Development Plan and the five Regional Destination Development Plans
- Launched the Provincial Government's new innovation agenda
- Established a Regional Trade Network to support local firms to diversify into new markets
- Identified Regional Innovation Systems pilot areas and commenced pilot projects
- Continued to build a successful, differentiated tourism brand and lead tourism marketing
- Developed Social Enterprise Action Plan
- Facilitated economic development planning with stakeholders
- Improved wi-fi access for visitors by mapping and promoting wi-fi locations under a common logo
- Funded and supported industry associations to advance industry and economic development
- Funded and supported regional and business development initiatives
- Released results of the tourism exit survey data on non-resident spending and visitation patterns to inform industry and government decision-making

(Link to the above mentioned plans: [2017-20 Provincial Tourism Product Development Plan](#)  [Regional Destination Development Plans](#))

## **Objective 2:**

By March 31, 2019, TCII will have supported economic development through business and sector growth initiatives.

## **Objective 3:**

By March 31, 2020, TCII will have supported economic development through regional innovation and sector diversification activities.

# Issue Two – Strengthening our Cultural, Historical and Natural Resources

The Province presents itself to the world through its culture and natural environment. Our culture and our environment shape us, express our uniqueness, and are the foundation for our most sought-after attractions. TCII supports the preservation and sustainability of our cultural, historical and natural resources. The Department is one of the province's largest operators of culture, heritage and nature facilities including Arts and Culture Centres, Provincial Historic Sites and our Provincial Parks, many of which are located in rural areas of the province. They are centers for community outreach, engagement and development, act as regional tourism attractions, and provide important sources of employment. Over the next three years, TCII will work towards strengthening our Province's cultural, historical and natural resources, outlined in the goal and objectives listed below.

## **GOAL:**

By March 31, 2020, TCII will have developed and supported initiatives that strengthen Newfoundland and Labrador's cultural, historical and natural resources.

## **Indicators:**

- Completed renewal of the Cultural Plan
- Developed Status of the Artist legislation
- Completed capital improvements at the Arts and Culture Centres
- Re-envisioned and reinvigorated the provincial parks system
- Protected and promoted cultural, historical and natural resources

## **Objective 1:**

By March 31, 2018, TCII will have initiated planning and development processes to strengthen the ongoing creation, protection, management and promotion of Newfoundland and Labrador's cultural, historical and natural resources.

## **Indicators:**

- Led the development of Status of the Artist legislation
- Engaged stakeholders to begin renewal of the Cultural Plan
- Supported and invested in the development of cultural and natural resources
- Completed equipment upgrades and infrastructure planning for Arts and Culture Centres (ACCs)
- Further developed visitor experiences, programming, and events through ACCs, Provincial Historic Sites and Provincial Parks

## **Objective 2:**

By March 31, 2019, TCII will have advanced initiatives to create, protect, manage and promote Newfoundland and Labrador's cultural, historical and natural resources.

### **Objective 3:**

By March 31, 2020, TCII will have implemented initiatives to create, protect, manage and promote Newfoundland and Labrador's cultural, historical and natural resources.



# Annex A: Strategic Directions

## **Strategic Direction #1**

### **Title: Promote and Accelerate Economic Growth**

**Outcome Statement:** A stronger provincial economy with diverse business, tourism and employment opportunities.

**Focus Areas:** Business Investment, Innovation and Internationalization; Regional Innovation and Diversification; Strategic Industries Development; Collaborative firm-oriented research, adoption of technology and competitiveness systems and enhanced commercialization; Tourism Destination Development and Marketing; Entrepreneurship and Social Enterprise; and Community Economic Development

## **Strategic Direction #2**

### **Title: Preserve, Enrich, Celebrate and Promote our Natural and Cultural Heritage**

**Outcome Statement:** A natural environment, culture and heritage that are preserved, enriched, celebrated and promoted.

**Focus Areas:** Creative Industries Development (music, multi-media, etc.); Cultural Tourism Development; Support for Artists and Cultural Professionals; Historic and Paleontological Resources Protection and Preservation; Tangible and Intangible Heritage Preservation and Promotion; Arts and Heritage Sector Partnerships and Collaboration; and Provincial Parks and Natural Experiences

## Annex B: Inactive Entities

The Minister is responsible for the following inactive entity:

### **Private Industry Air Access Advisory Committee**

Established in August 2011, the Private Industry Air Access Advisory Committee provided advice to the Government of Newfoundland and Labrador on matters related to air access and in support of the Provincial Government's strategy, *Taking Flight – An Air Access Strategy for Newfoundland and Labrador*. Launched in 2010, the Air Access Strategy provided a planned and coordinated framework for improving air access across the province and set out a logical approach to resolving the long-standing issues of flight availability and capacity at Newfoundland and Labrador airports. Since the strategy was concluded in 2014-15, the committee remains inactive until further assistance on matters of air access is required by the Provincial Government. In case of committee becoming active, it will plan and report according to the provisions of the *Transparency and Accountability Act*.