

Tourism, Heritage and Culture

ANNUAL REPORT

2025 – 2026

New Nouveau Brunswick

Tourism, Heritage and Culture

ANNUAL REPORT 2025-2026

Province of New Brunswick
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TRANSMITTAL LETTERS

From the Minister to the Lieutenant-Governor

Her Honour The Honourable Louise Imbeault

Lieutenant-Governor of New Brunswick

May it please your Honour:

It is my privilege to submit the annual report of the Department of Tourism, Heritage and Culture, Province of New Brunswick, for the fiscal year April 1, 2025, to March 31, 2026.

Respectfully submitted,



Honourable Isabelle Thériault
Minister

From the Deputy Minister to the Minister

Honourable Isabelle Thériault
Minister of Tourism, Heritage and Culture

Madam:

I am pleased to be able to present the annual report describing operations of the Department of Tourism, Heritage and Culture, for the fiscal year April 1, 2025, to March 31, 2026.

Respectfully submitted,



Hélène Bouchard
Deputy Minister

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MINISTER'S MESSAGE

Much has been accomplished during the 2025-26 fiscal year, thanks to the great team at Tourism Heritage and Culture, who bring passion, creativity, and professionalism to their work each day. I am thankful for your insight and support.

I am equally grateful to our partners and the collaborative relationships we continue to build through a shared interest in strengthening New Brunswick's economic growth. Through tourism, arts and culture, archaeology and heritage, sport, recreation and parks, the department helps strengthen New Brunswick's economy, communities and quality of life. Our work supports visitors, residents, artists, athletes, heritage organizations, businesses and communities across the province.

Over the past year, we have achieved many key milestones. These include the release of *Fresh Perspective*, the new provincial tourism strategy to grow visitor spending and strengthen year-round tourism; the launch of *Let's Get Moving New Brunswick!*, a physical activity strategy focused on improving health and quality of life through increased movement; the implementation of a 25 per cent discount for New Brunswick residents on entry fees at provincial parks, encouraging people to get active and spend more time outside; and the proclamation of the *Status of the Artist Act*, which formally recognizes professional artists and supports fair compensation.

Professional artists in New Brunswick enrich our lives and strengthen our communities. They form the foundation of the province's creative sector, generating cultural, social and economic benefits for everyone. Much work is being done to evaluate how we support the arts and culture sector, identify existing gaps, and consider how we can address them more effectively.

These initiatives reflect the department's focus on delivering meaningful results for New Brunswickers, and I am proud to be part of this work.

As we look to the year ahead, we will build on this momentum to advance priorities that support growth, opportunity, and a better quality of life for people across New Brunswick.



Honourable Isabelle Thériault
Minister of Tourism, Heritage and Culture

DEPUTY MINISTER'S MESSAGE

The 2025-26 fiscal year was a year of growth and achievement for the Department of Tourism, Heritage and Culture.

Province wide, tourism showed strong results, with a 3.3 per cent annual increase in visitor spending and a 10 per cent increase in visitation to our provincial parks. With the release of a new five-year tourism strategy, *Fresh Perspective*, and a bold strategic marketing plan, we are on track to grow tourism revenue by $1 billion, reaching $3.7 billion, by 2031.

The development of this strategy was informed by extensive consultations with the tourism industry. I have enjoyed working with industry partners, whose input has been essential in ensuring our plan is on the right track and meets the needs of the sector. I also thank our team for taking on this challenge and producing a strategy that will support the long-term sustainability of tourism in our province.

Another significant accomplishment this past year was the extensive review of our arts and culture funding programs. Consultations were held throughout the province to help shape a new path in how we manage and administer our arts, culture and heritage programs. This work will continue in the next fiscal year as we prepare to release a renewed Cultural Action Plan in 2026. We could not have completed this work without the support and expertise of our partners.

Over the past fiscal year, our province experienced extreme weather conditions, including severe heat and ongoing wildfires. I would like to acknowledge our parks staff, who worked tirelessly to ensure our parks remained safe and enjoyable for visitors.

The release of the new physical activity strategy, *Let's Get Moving New Brunswick!*, reinforces the role of parks in supporting well-being and active living. The work of this branch is instrumental in providing high-quality experiences for visitors and residents.

It is the commitment of our staff that helps make this province a better place to live and visit, and I am proud to be part of this dynamic and forward-thinking team.



Hélène Bouchard,
Deputy Minister

GOVERNMENT PRIORITIES

Delivering for New Brunswickers

The priorities the Government of New Brunswick (GNB) has focused on representing the stories and solutions we hear from residents across the province. Our goal is to make a difference and enhance the quality of life for everyone in the province we proudly call home. Together, we are learning, growing, adapting, and discovering new and transformative ways of doing business. GNB is focused on taking the necessary steps to move our priorities forward, and work is being done more efficiently and effectively every day. New Brunswickers are resilient, creative and compassionate people, and by working collaboratively, we can create the brighter future we all deserve. GNB is prioritizing partnerships, and trusting and empowering the people and organizations on the ground working most closely with New Brunswickers to achieve results.

Priorities

GNB is focused on creating a brighter future for all New Brunswickers. To make progress towards this vision, several priorities have been identified within the following areas:

- Health care
- Affordability and housing
- Education
- The economy
- Environment
- Trusted leadership

We invite you to explore the commitments we have made within each priority area, as well as updates on our achievements and the metrics we use to measure success. For more information, visit: gnb.ca/accountability.

HIGHLIGHTS

During the 2025-2026 fiscal year, Tourism, Heritage and Culture focused on these government priorities:

- Explore NB delivered a high-impact Montréal OASIS activation, engaging an estimated 15,000 visitors for an average of 35 minutes each—generating approximately $4 million in media exposure value during peak trip-planning season—directly advancing New Brunswick's tourism growth strategy in the Quebec market.
- Launched *Fresh Perspective: New Brunswick's Tourism Strategy 2026-2031*, a roadmap to grow visitor spending, strengthen tourism businesses, support year-round tourism and position the sector as a key driver of economic growth in the province.
- Proclaimed the *Status of the Artist Act*, officially recognizing the arts as a valued profession in New Brunswick and defining the role of professional artists. With approximately 2,700 professional artists and 9,000 additional workers in the cultural sector, this landmark legislation enhances economic activity and enriches access to the arts for all New Brunswickers.
- New Brunswick's provincial parks hosted several major events in 2025-26, including the Explore NB Open PGA Golf Tournament and the thrilling Kids Adventure Games at Mactaquac, the world-renowned Crankworx Adrenaline Mountain Bike Festival at Sugarloaf, and the captivating Sand Sculpture Festival at New River Beach. These events supported tourism activity, increased awareness of provincial parks and contributed to the local economic activity.
- Launched *Let's Get Moving New Brunswick!*, a province-wide strategy and action plan to increase physical activity, reduce sedentary behaviour, and improve health and quality of life for residents.
- Advanced the government's active transportation priorities by collaborating with communities to increase infrastructure, such as walking and cycling trails, aiming to foster healthier communities. Efforts included establishing an Advisory Committee, an Inter-Departmental Committee, and hosting an Active Transportation Summit with more than 80 stakeholders that provided input on advisory committee recommendations.
- Invested $120,000 in the Tourism Industry Association of New Brunswick to support workforce training and improve skills, leadership, and service quality in the tourism sector.
- Launched our *Get a Sense of New Brunswick* campaign, which received national recognition and earned Silver at the 2025 Canadian Marketing Association Awards.
- Nearly 288,000 New Brunswick residents visited our provincial parks as day visitors, surpassing our visitor goal by two per cent, thanks to government's commitment of a 25 per cent discount on provincial park passes.
- Successfully launched the Tourism, Heritage and Culture Intranet Page, which serves as a central hub of information. Developed based on improved employee experience outcomes, it highlights departmental and employee accomplishments and serves as a hub for tools, templates and employee resources.
- Improved internal tools, including a departmental intranet and Head Office Staff Directory, to help employees find information, connect with colleagues and support more efficient service delivery.
- Engaged nearly 350 New Brunswickers, more than 20 stakeholder groups and First Nations Rights Holders on the *Parks Act* as part of a 10-year review. Feedback was shared with stakeholders and will factor into policy and legislative decision-making.

- The Archaeology and Heritage Branch issued a record 202 Archaeological Field Research permits in 2025, a 22 per cent increase over the previous year, demonstrating continued growth in archaeological activity across the province. This work plays a vital role in conserving New Brunswick's heritage, and supports academic research, responsible development and the provincial economy. The branch also issued three Palaeontological Field Research permits, 15 Archaeological Site Alteration permits and 11 Provincial Heritage Place permits.
- Used the Archaeology and Heritage Branch's Community Museums Summer Employment Program to hire 118 students at 65 institutions across the province in 2025. These positions provided meaningful employment opportunities while helping participants build job skills and deepen their understanding of New Brunswick's history and heritage. They also enabled museums across the province to keep their doors open to the public during the busy summer season.
- Implemented a new web-based tracking system, CLIFF, across the entire department to modernize and optimize file-management systems. This includes conducting department-wide training and establishing and communicating standard operating procedures.
- Completed public engagement to inform the renewal of the Cultural Action Plan, reaching 667 participants from the arts, culture and heritage sectors through in-person and virtual World Cafés, sector-specific surveys and one-on-one engagement sessions. Findings from this work were summarized in *Listening and Learning: Toward a Renewed Cultural Action Plan*, released in January 2026.
- Moncton and the Saint John region were announced as co-hosts of the 2029 Canada Summer Games. These Games will welcome athletes, coaches, and visitors from across Canada and showcase the hosts' culture, communities, and capacity to deliver major national events while advancing long-term sport development and generating economic and tourism benefits.
- Atlantic Canada Showcase, a premier biennial business-to-business (B2B) tourism marketplace, was hosted in Saint John in October. This event brought together national and international tour operators and Atlantic Canadian tourism businesses to build meaningful connections. New Brunswick was prominently represented with 66 delegates from 53 tourism organizations.
- The 2025-26 fiscal year marked significant growth and success for Provincial Parks, with visitation increasing by more than nine per cent compared to 2024/25. Earned revenue continued to climb, increasing by 18 per cent compared with the previous fiscal year. These achievements reflect the ongoing strength of New Brunswick's parks in delivering exceptional experiences, driving local economies, and enriching the lives of residents and visitors alike.
- In 2025-26, all departments worked together to develop the Government of New Brunswick's first three-year Accessibility Plan. This plan outlines how government departments will work to identify, remove and prevent barriers to accessibility from April 1, 2026 to March 31, 2029.
- The Accessibility Plan was built with input from New Brunswickers who have experienced barriers and has five goals:
    - Make government spaces more accessible
    - Ensure New Brunswickers can receive information and communicate with government in accessible ways
    - Build capacity for government to identify, prevent and remove barriers
    - Make it easier for people to apply for and interact with government services
    - Introduce changes to reduce barriers people have experienced

PERFORMANCE OUTCOMES

Outcome # 1 Provincial park campsite nights

This measure counts the number of provincial park campsite nights sold.

Why is it important?

Provincial parks are important recreational and tourism destinations. Campsite night sales also represent the most significant revenue source for provincial parks and are critical to their financial performance.

Overall Performance

Campsite nights continue to grow, with park amenities and programming improving to enhance the visitor experience.

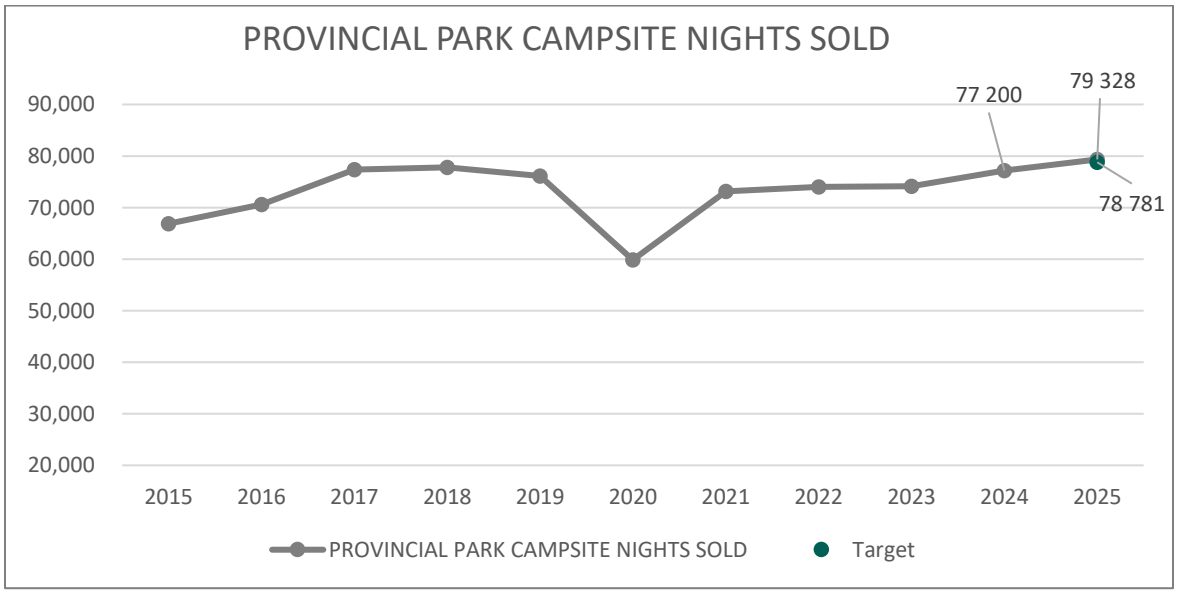
Initiatives or projects undertaken to achieve the outcome

- Parks marketing campaigns
- Online exit surveys for visitors to gather feedback and enhance the camping experience
- Implemented 25 per cent discount for New Brunswick residents visiting select parks

Baseline: 77,200

Target: 78,781

Actual: 79,328



Outcome # 2 Tourism Spending

Tourism spending is the measure of economic performance for the tourism sector. It includes any expenses that are part of a trip, such as accommodations, food, transportation, retail, and recreation.

Trips include purposes like leisure travel, business, shopping, visiting friends & family, and other personal reasons.

Why is it important?

Businesses rely on tourists for revenue. Real increases in spending are an indication that the economy is growing.

Overall Performance

- Total tourism spending reached $2.5 billion, a 6% increase over 2024.
- In-province spending grew 7.8%, reaching nearly $1 billion.
- Export value rose to $1.53 billion, up 4.9%.
- The Quebec market saw robust growth of 24.3%
- The Ontario market increased by 9.2%
- Priority European export markets (Germany, France, UK) grew modestly (+3.7%)
- While the United States remains a key market, performance softened in 2025: U.S. visitor spending declined 1.8%

Initiatives or projects undertaken to achieve the outcome

- Launched the tourism strategy, Fresh Perspective, in October.
- Delivered a high-impact OASIS activation in Montréal.
- Immersed Toronto commuters in the senses of New Brunswick through a take-over of Bloor-Tonge station.
- Signed an MOU with the Tourism Industry Association of New Brunswick to deliver AI training to the tourism industry.
- Implemented 25% off for New Brunswickers at our provincial parks.
- Hosted the second annual Explore NB Open as part of the PGA Tour Americas.
- Continued to promote New Brunswick across various markets with the award-winning Get a Sense of New Brunswick campaign.

Baseline: $2.5B in visitor spending in 2025

Target: $3.7B in visitor spending in 2031

Actual: Not applicable as 2025 is the baseline and the first year of the strategy is 2026-27.



Outcome # 3 Number of professional artist opportunities within the arts and culture sectors

The number of professional artist opportunities supported through grant funding provided by the department.

Why is it important?

Government is committed to supporting artists and making the arts more accessible to New Brunswickers. This commitment helps improve the socio-economic well-being of professional artists while offering New Brunswickers more opportunities to enjoy the arts, enhancing their overall well-being and quality of life.

Overall Performance

We supported 7,178 opportunities for artists to participate in projects, demonstrating government's commitment to increasing artists' income and socio-economic status.

Professional artist engagements increased by eight per cent from the previous year. Average earnings per artistic opportunity also increased, indicating that the growth opportunities did not come at the expense of artist compensation.

The number of projects that we funded increased up by 10, and two more organizations received support compared to the previous year. Additionally, 17 more communities benefitted over the previous year and the impact on each community was also assessed.

Across all programs, which included 302 funded projects, 180 arts and culture organizations were supported reaching 54 communities and impacting communities across 420 engagements.

Based on the reports submitted to government, these initiatives engaged more than 782,904 participants and attendees across the projects.

Initiatives or projects undertaken to achieve the outcome

- Program refinements to support the selection of high-impact projects that leverage other funding sources
- Proclamation of the *Status of the Artist Act*
- Launch of the Status of the Artist Toolkit
- Monitoring government department hiring of professional artists
- Ongoing non-grant initiatives that support and promote artists including:
    - Public art initiatives, collectionArtNB and partnership agreements
    - Collaborations with the Department of Education and Early Childhood Development to promote artists in schools, aligned with government goals to support artists and increase access to the arts
    - Launch of the new Arts & Culture website, which prominently features promotional blog posts about New Brunswick artists and facilitates access for sector organizations to promote their work on the platform

Baseline: A total of 6,647 professional artist opportunities were made available through $10.3 million in funding in 2024-2025 (an average of $1,555.75 per artist).

Target: The annual target for the number of artist opportunities supported through funding, will be established as part of strategic planning in 2026-2027, with the finalization of the Cultural Action Plan and will consider program restructuring.

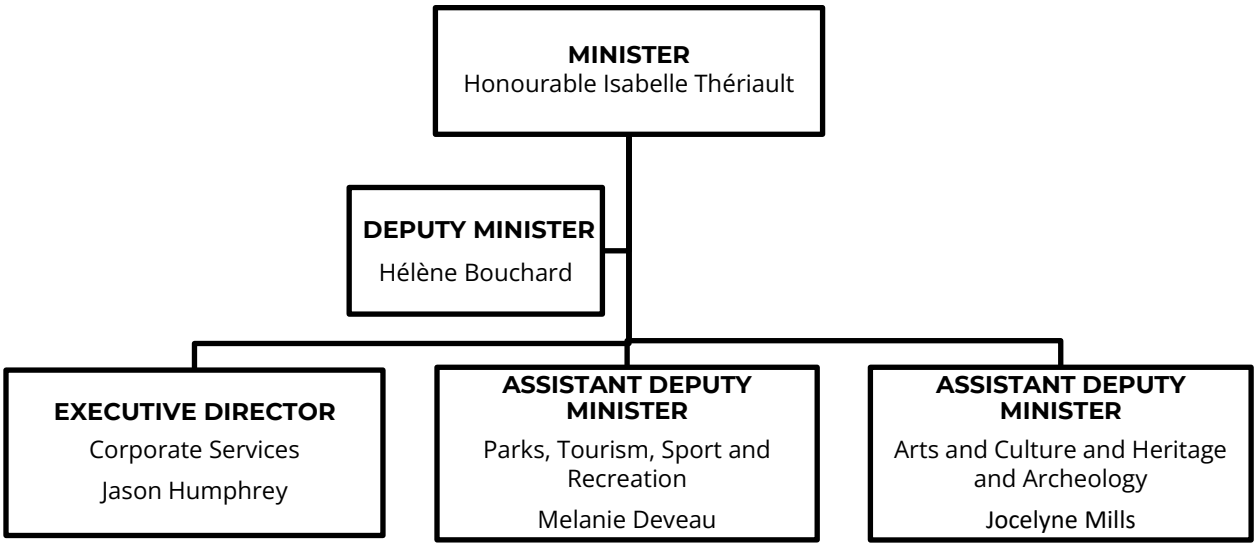
Actual: A total of 7,178 professional artist opportunities were made available through $12.7 million in funding in 2025-2026 (an average of $1,775.09 per artist).

OVERVIEW OF DEPARTMENTAL OPERATIONS

The Department of Tourism, Heritage and Culture is responsible for promoting and preserving New Brunswick's culture, heritage and destinations. We help New Brunswickers take pride in their province and encourage visitors to experience its natural beauty, culture and history.

Through funding programs, advisory services and strategic planning, we support communities, local organizations and businesses as they develop and grow. We work closely with stakeholders and partners across government to support educational opportunities and professional development for those in the arts, sports, heritage and tourism sectors. Finally, we collaborate to create new opportunities and ensure the delivery of high-quality services and experiences for New Brunswickers.

High-Level Organizational Chart



DIVISION OVERVIEW

Parks

New Brunswick's provincial parks showcase the province's natural and cultural heritage while serving as inclusive spaces for recreation, tourism, wellness and learning. They encourage physical activity, environmental stewardship and appreciation for nature, while supporting opportunities through outdoor recreation, education and meaningful connections with nature.

Capital

In 2025, the department continued to advance its robust capital and infrastructure program, which oversees more than 1,300 buildings, 1,200 campsites, 81 accommodations (cabins, chalets, hotels), 250 km of roads not managed by the Department of Transportation and Infrastructure, and thousands of kilometres of trails.

Provincial Parks

Guided by the *Parks Act*, the department proudly manages 25 provincial parks and one Crown reserve, which together offer diverse opportunities for recreation, exploration, and connection to nature.

Attracting over a million visitors annually, they are vital hubs for community engagement, tourism, and economic growth, generating more than $12 million in revenue. Provincial parks oversee a range of operations, including marinas, boat launches, beaches, campgrounds, ski slopes, bike parks, a snowmobile grooming hub, golf courses, fuel stations, stores, and dozens of thriving concessioned businesses. With three facilities operating year-round and more than 500 employees at peak season, the parks system plays an important role in enhancing quality of life while supporting local livelihoods and economies.

They also host world-class events, such as the Explore NB Open PGA Golf Tournament at Mactaquac and the Crankworx Adrenaline Mountain Bike Event at Sugarloaf, positioning New Brunswick as a premier destination for adventure tourism.

Tourism

The Tourism Division supports a vibrant, inclusive and competitive tourism industry in New Brunswick. Through provincial promotion, quality visitor experiences and support for communities and industry partners, the division helps the sector grow and succeed.

Each year, New Brunswick welcomes more than eight million visitors and generates $2.5 billion in visitor spending, strengthening the provincial economy and showcasing the province's unique offerings.

Guided by the Fresh Perspectives tourism strategy, the division markets New Brunswick as a premier travel destination. This includes leading the provincial tourism brand, advertising

campaigns, travel trade relationships and strategic partnerships in domestic and international markets.

The division also drives product development by identifying opportunities to improve and expand tourism experiences. Investments in new offerings, festivals, and events help attract visitors and strengthen New Brunswick's reputation as a must-visit destination.

Tourism Development

The Tourism Development Branch provides vision and leadership to grow New Brunswick's tourism sector and enhance visitor experiences. By supporting tourism entrepreneurs, small businesses, regions, not-for-profit organizations and communities, the branch helps create safe, research-driven and market-ready experiences that set our province apart. The branch focuses on supporting industry growth, leveraging emerging tourism trends, building capacity and fostering community engagement. It also collaborates with government departments and industry stakeholders to develop and sustainably manage a provincial trail network, providing financial support to build and maintain motorized and non-motorized trails across New Brunswick.

Travel Trade, Media & Partnerships

This branch boosts visitation, awareness of New Brunswick and overnight stays from long-haul markets by cultivating relationships with key travel companies and engaging with travel media. It inspires journalists to share compelling stories about the province, enhancing its visibility in competitive markets. The branch collaborates with airlines, VIA Rail Canada and the cruise sector to elevate awareness and sustain programming that ensures access to New Brunswick. Strategic partnerships at the national and pan-Atlantic levels allow the branch to maximize its impact by leveraging resources.

Strategic Marketing

The Strategic Marketing Branch leads the development and implementation of New Brunswick's destination marketing strategy, positioning the province as a compelling travel destination in domestic and international markets.

The branch is responsible for destination brand strategy, integrated consumer marketing, advertising, digital marketing, content strategy, audience insights, website and technology initiatives, strategic partnerships, sponsorship activation and performance measurement. Through innovative, data-informed marketing and collaboration with industry partners, the branch inspires travellers to choose New Brunswick while strengthening the province's tourism brand and supporting long-term tourism and economic growth.

Festivals and Events

The Festivals and Events Branch drives visitation by supporting the growth of New Brunswick's festivals and events across four main areas: festivals, business events, major events and sport tourism.

These efforts involve a mix of financial assistance, operator support and marketing initiatives to

position the province as a top choice for hosting events.

Sport and Recreation

The Sport and Recreation Branch provides strategic leadership and support to strengthen the provincial system, resulting in increased opportunities for physical activity and improved well-being for New Brunswickers.

Sport, recreation, physical activity and active transportation foster healthier, more connected, and thriving populations. These activities promote physical and mental well-being, strengthen community ties, and contribute to social and economic development. By promoting active lifestyles, they reduce health-care costs, foster inclusion and develop essential life skills such as leadership, teamwork and resilience.

The branch focuses on:

- Collaborating with sport and recreation organizations and local partners to enhance quality of life for New Brunswickers through sport, physical activity and recreation.
- Providing expertise, industry insights, and provincial and national networks to support partners in navigating challenges and accessing valuable resources.
- Supporting youth and equity-deserving groups by removing cost barriers and championing inclusive, welcoming and safe environments.
- Identifying ways to bring collective resources together to introduce more people to the benefits of sport, physical activity, recreation and active transportation, while fostering a greater sense of community belonging, safety and overall mental and physical well-being.

Arts and Culture

The Arts and Culture Division provides leadership in developing, implementing and monitoring government programs, policies and strategies that support New Brunswick's arts and culture sectors, including:

- visual arts and fine crafts,
- literary arts and publishing,
- music and sound recording,
- performing arts, theatre and dance,
- film, television and new media.

The division recognizes the arts as vital economic and social drivers. It supports the cultural sector by promoting community cultural development and enhancing the professional status and sustainability of artists, organizations and artistic careers.

Through targeted programs, collectionArtNB, and collaboration with the New Brunswick Arts Board (artsnb), the division strengthens the arts community. It also creates opportunities for initiatives and individuals at the heart of New Brunswick's cultural identity, ensuring the arts continue to enrich communities and contribute to cultural and economic vitality.

Heritage and Museums

The Heritage and Museums Division promotes the conservation, awareness, and understanding of New Brunswick's cultural and natural heritage resources for current and future generations. It supports all levels of government, First Nations, industry and individuals on best practices for conserving and managing heritage, archaeological, and palaeontological resources.

The division consists of two branches: Archeology and Heritage and the Village Historique Acadien.

Archaeology and Heritage

This branch, with its two units - Regulatory and Heritage Services - plays a pivotal role in the conservation, management and promotion of the province's archaeology and heritage resources.

The Regulatory Unit administers the *Heritage Conservation Act*, providing oversight and enforcement for archaeological, built heritage and palaeontological work in New Brunswick.

The Heritage Services Unit offers financial assistance, heritage planning and leadership to heritage and museum communities.

Village Historique Acadien

Village Historique Acadien preserves and promotes the tangible and intangible heritage of New Brunswick's Acadians from 1770 to 1950. Its dual mandate involves serving the population of New Brunswick and visitors alike.

Corporate Services

The Corporate Services Division provides customer-focused services to enable, enhance and support the department's programs, priorities and performance. It encompasses three branches: Human Resources; Financial Services, Information Management and Technology; and Strategic Initiatives and Policy.

Human Resources

This branch provides support and expert advice in areas such as employee experience and culture, employee and labour relations, recruitment and retention, classification, workplace health and safety, workforce planning and official languages.

Strategic Initiatives and Policy

The branch provides expertise in strategy development, policy and legislative matters, legislature coordination, Right to Information requests, corporate website administration, internal communications and administration of the department's agencies, boards, and commissions (ABCs).

Financial Services

The branch oversees programs and processes in financial management, strategic procurement, information technology and management, records management and office space management.

FINANCIAL INFORMATION

Table 1: Ordinary Expenditure Status Report by Program Component

Fiscal Year Ending March 31, 2026 ($ 000's)

ORDINARY PROGRAM	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Administration	3,987.6	3,313.5	(674.1)
Provincial Parks			
External Relations and Guest Experience	2,009.0	2,076.0	67.0
Parks Operations	17,720.5	18,056.0	335.5
Sport, Physical Activity and Recreation	9,385.8	10,991.5	1,605.7
Culture, Archaeology and Heritage			
Arts and Culture	17,367.7	17,392.8	25.1
Archaeology and Heritage	17,472.3	16,898.1	(574.2)
Tourism			
Destination Marketing	11,948.7	12,818.8	870.1
Tourism Development	2,676.0	2,443.3	(232.7)
Trade Sales and Partnerships	2,601.0	2,705.4	104.4
Festivals and Events	2,489.0	2,324.9	(164.1)
TOTAL ORDINARY EXPENDITURES	**87,657.5**	**89,020.3**	**1,362.8**

Table 2: Special Purpose Accounts Expenditure Status Report by Program

Fiscal Year Ending March 31, 2026 ($ 000's)

	PARLEE BEACH MAINTENANCE	VISCOUNT BENNETT TRUST FUND	ARTS DEVELOP'T TRUST FUND	SPORTS DEVELOP'T TRUST FUND	GO NB!
Opening Balance	**406.8**	**83.7**	**9.7**	**141.5**	**88.0**
Revenues					
Budget	79.0	10.0	3,130.0	2,000.0	401.0
Actual	133.7	10.6	3,185.8	2,019.5	400.5
Variance (Under) / Over	54.7	0.6	55.8	19.5	0.5
Expenses					
Budget	60.0	10.0	3,130.0	2,000.0	401.0
Actual	14.8	-	3,130.0	2,079.4	445.7
Variance (Under) / Over	(45.2)	(10.0)	-	79.4	36.0
Closing Balance	**525.7**	**94.3**	**65.5**	**81.6**	**42.8**

Table 3: Special Operating Agency Expenditure Status Report by Program

Fiscal Year Ending March 31, 2026 ($ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Opening Balance	4,755.6	4,411.2	-
Revenues			
Mactaquac Golf Course	1,536.0	1,796.0	260.0
Hopewell Rocks	5,187.0	6,687.7	1,500.7
Sugarloaf Lodge	485.0	730.3	245.3

Parlee Beach Campground	768.0	901.9	133.9
Other Provincial Parks	624.0	873.3	249.3
Expenses			
Mactaquac Golf Course	1,694.0	2,431.3	737.3
Hopewell Rocks	5,172.0	4,400.1	(771.9)
Sugarloaf Lodge	446.0	545.9	99.9
Parlee Beach Campground	480.0	420.1	(59.9)
Other Provincial Parks	1,056.0	610.4	(445.6)
Closing Balance	**4,507.6**	**6.992.6**	**2,485.0**

Table 4: Capital Expenditure Status Report

Fiscal Year Ending March 31, 2026 ($ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Capital	19,017.0	17,402.9	(1,614.1)

Table 5: Ordinary Revenue Status Report by Source

Fiscal Year Ending March 31, 2026 ($ 000's)

	BUDGET	ACTUAL	VARIANCE (UNDER) OVER
Return on Investment	1.0	0.0	(1.0)
Sale of Good and Services	6,038.0	6,767.7	729.7
Conditional Grants	875.0	1,332.4	457.4
Miscellaneous	4.0	73.7	69.7
TOTAL ORDINARY REVENUES	**6,918.0**	**8,173.8**	**1,225.8**

SUMMARY OF STAFFING ACTIVITY

Pursuant to section 4 of the *Civil Service Act*, the Secretary to Treasury Board delegates staffing to each Deputy Head for his or her respective department(s). Please find below a summary of the staffing activity for 2025-2026 for Tourism, Heritage and Culture.

NUMBER OF PERMANENT AND TEMPORARY EMPLOYEES AS OF DEC. 31 OF EACH YEAR		
EMPLOYEE TYPE	**2025**	**2024**
Permanent	171	175
Temporary	84	71
TOTAL	255	246

The department advertised 64 competitions, including 56 open (public) competitions and 8 closed (internal) competitions.

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

APPOINTMENT TYPE	APPOINTMENT DESCRIPTION	SECTION OF THE *CIVIL SERVICE ACT*	NUMBER
Specialized Professional, Scientific or Technical	An appointment may be made without competition when a position requires: • a high degree of expertise and training • a high degree of technical skill • recognized experts in their field	15(1)	0
Equal Employment Opportunity Program	Provides Aboriginals, persons with disabilities and members of a visible minority group with equal access to employment, training and advancement opportunities.	16(1)(a)	0
Department Talent Management Program	Permanent employees identified in corporate and departmental talent pools, who meet the four-point criteria for assessing talent, namely performance, readiness, willingness and criticalness.	16(1)(b)	2
Lateral transfer	The GNB transfer process facilitates the transfer of employees from within	16(1) or 16(1)(c)	1

APPOINTMENT TYPE	APPOINTMENT DESCRIPTION	SECTION OF THE *CIVIL SERVICE ACT*	NUMBER
	Part 1, 2 (school districts) and 3 (hospital authorities) of the Public Service.		
Regular appointment of casual/temporary	An individual hired on a casual or temporary basis under section 17 may be appointed without competition to a regular properly classified position within the Civil Service.	16(1)(d)(i)	4
Regular appointment of students/ apprentices	Summer students, university or community college co-op students or apprentices may be appointed without competition to an entry level position within the Civil Service.	16(1)(d)(ii)	0

Pursuant to section 33 of the *Civil Service Act*, no complaints alleging favouritism were made to the Deputy Head of Tourism, Heritage and Culture and no complaints were submitted to the Ombud.

SUMMARY OF LEGISLATION AND LEGISLATIVE ACTIVITY

BILL #	NAME OF LEGISLATION	DATE OF ROYAL ASSENT	SUMMARY OF CHANGES
35	*Status of the Artist* Link to bill 2025-c.30.pdf	June 6, 2025	Introduced a new Act

NAME OF REGULATION	EFFECTIVE DATE	SUMMARY OF CHANGES
New Brunswick Regulation 85-104 under the *Parks Act.*	April 1, 2026	Established 4-year fee schedules for provincial park campsites and the beach maintenance fee at Parlee Beach
New Brunswick Regulation 2025-47 under the *Status of the Artist Act.*	December 9, 2025	To provide the authority for the Lieutenant-Governor-in-Council to: • Prescribe artistic disciplines, • Prescribe lead artist associations, • Specify criteria an artist must satisfy to meet the conditions of accreditation, and • Prescribe the conditions to be included in a written contract.

The acts for which the department was responsible in 2025-2026 may be found at:

https://laws.gnb.ca/en/titles?corpus=statutes&selection=S (English)

https://laws.gnb.ca/en/document/cs/2011,%20c.202 (English)

SUMMARY OF OFFICIAL LANGUAGES ACTIVITIES

Introduction

The Department of Tourism, Heritage and Culture remained committed to fulfilling its responsibilities under the *Official Languages Act*. Throughout the year, the department continued to collaborate with the Secretariat of Official Languages on the implementation of the 2025–2026 Departmental Action Plan, in support of the four established objectives.

Strategic Objective 1

Ensure high quality, equal bilingual services to all New Brunswickers:

Employees are reminded several times throughout the year of the importance to actively offer service in both English and French, whether by telephone, in person, through signage, correspondence, or electronic services. These emails included key resources such as common expressions and vocabulary, a quick reference guide with telephone and in-person greeting examples and images, communication tips for supervisors and employees, and the Language of Service guide and policy.

The department conducted random telephone audits to verify services were actively offered in both official languages and implemented corrective measures where required.

To support service delivery, the department developed a contingency plan and a quick reference list of bilingual employees and contact information to help ensure services are provided in both official languages without undue delay.

The department supported 12 employees in year-round second language training to enhance the quality of services provided to the public in both official languages. In addition, seven employees participated in the 2025 Summer Semi-Intensive Program, four employees attended the six-week customer service Fall Workshop, and 10 employees took part in the six-week customer service Winter Workshop. Language training initiatives continued to support employees in developing their bilingual communication skills and strengthening their understanding of the technical and cultural aspects of their roles.

Strategic Objective 2

Provincial government employees are able to work and pursue a career in the official language of their choice:

As part of onboarding, new employees are provided with the Official Languages toolkit and required to complete the Official Languages modules within their first week of employment.

The department promotes the use of both official languages through monthly activities, allowing employees to practice their first and / or second official language in an open forum.

The department continued to encourage the use of both official languages for small meetings, promoted bilingual presentations and offered simultaneous interpretation for large meetings.

Communications, correspondence and interactions with employees, including performance reviews, are conducted in the employees' official language of choice. The department also supports

managers who are unable to conduct performance reviews in the employee's preferred official language.

Strategic Objective 3

New Brunswickers understand the socio-economic benefits of bilingualism through improved and effective communication and better support.

The Department of Tourism, Heritage and Culture, through its Archaeology and Heritage Branch and Arts and Culture Branch, conducted public engagement sessions, including “World Cafés,” for the Cultural Action Plan, a film sector roundtable and surveys related to a program review. Participants were able to engage in the process in the official language of their choice. All public consultations and related materials were made available in both official languages. Through the Arts and Culture Branch, in partnership with the Official Languages Delivery Program, the department supports Francophone projects by providing up to 50 per cent of project funding.

The Sport, Physical Activity and Recreation Branch conducted public engagement sessions for the Physical Activity Strategy and the Active Transportation Action Plan. Engagement activities, including the Active Transportation Symposium, were designed to ensure participation from both linguistic communities.

The *Let's Get Moving New Brunswick!* Physical Activity Strategy included province-wide consultations in both official languages through regional engagement sessions, provincial virtual sessions, and stakeholder interviews. Communication materials, the social media toolkit, and the website were also developed in both official languages.

As an early implementation initiative, the Regional Action Plans for Communities were delivered through a Community of Practice. Working with organizations and communities in both official languages helped build capacity and ensured programs and supports were accessible to diverse communities.

The department also strives to ensure linguistic and regional representation across all funded projects, promoting equitable access and fostering cultural diversity throughout New Brunswick.

Strategic Objective 4

Positive measures are implemented to promote the development of both official linguistic communities:

The department participated in multiple career fairs at both English and French post-secondary institutions across the province to attract candidates from both linguistic communities. Continued support was offered to staff to enable bilingual communication between employees, Central Office and regional offices through regular reminders regarding official languages obligations, active offer practices, and the use of bilingual out-of-office messages.

Parks NB’s “Learn to Camp” program offered bilingual clinics across the province in collaboration with English and French school boards to support bilingual programming and outreach. Parks NB also hosted its first joint bilingual professional development day for both school systems.

Additional initiatives included the creation of a bilingual THC library, Acadian Day celebrations featuring trivia activities, and the implementation of bilingual “trail closed” signage by Trails NB. “Hello/Bonjour” signage and posters were installed across all regions to promote the active offer. To further encourage the use and appreciation of both official languages, the department shared La Dictée P.G.L. de la Francophonie and the Official Languages newsletter on the intranet.

Conclusion

The department continues to educate employees on their responsibilities under New Brunswick's *Official Languages Act.* The Department of Tourism, Heritage and Culture received four official languages complaints and worked closely with the Office of the Commissioner of Official Languages and Parks NB to resolve the deficiencies and ensure measures are in place for the locations to meet their obligations.

SUMMARY OF RECOMMENDATIONS FROM THE OFFICE OF THE AUDITOR GENERAL

NEW: Section 1 – Includes the current reporting year and the previous year.

Tourism, Heritage and Culture did not receive any recommendations from the 2024 or the 2025 Auditor General's reports.

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

IMPLEMENTED RECOMMENDATIONS	ACTIONS TAKEN
Not applicable	

RECOMMENDATIONS NOT IMPLEMENTED	CONSIDERATIONS
Not applicable	

Section 2 – Includes the reporting periods for years three, four and five.

Tourism, Heritage and Culture did not receive any recommendations from the 2023, 2022 or 2021 Auditor General's reports.

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

REPORT ON THE *PUBLIC INTEREST DISCLOSURE ACT*

As provided under section 18(1) of the *Public Interest Disclosure Act*, the chief executive shall prepare a report of any disclosures of wrongdoing that have been made to a supervisor or designated officer of the portion of the public service for which the chief executive officer is responsible. The Department of Tourism, Heritage and Culture received no disclosures of wrongdoing in the 2025-2026 fiscal year.