

Culture and Tourism

BUSINESS PLAN 2015–20

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of March 5, 2015.

original signed by

Maureen Kubinec, Minister
March 13, 2015

THE MINISTRY

The ministry consists of the Department of Culture and Tourism; the Alberta Foundation for the Arts; the Alberta Historical Resources Foundation; the Alberta Sport, Recreation, Parks and Wildlife Foundation, operating as the Alberta Sport Connection; the Historic Resources Fund; the Government House Foundation; the Premier's Council on Culture; Travel Alberta; and the Wild Rose Foundation.

Through its four flagship policies – *The Spirit of Alberta*, *Active Alberta*, the *Alberta Sport Plan* and the *Alberta Tourism Framework* – Culture and Tourism works to enhance quality of life and prosperity in Alberta's communities. Working with other ministries, levels of government, partners and key stakeholders, the ministry also contributes to key Government of Alberta policies such as *Alberta's Social Policy Framework*, the *Alberta Economic Development Framework*, the *Land-use Framework*, and the *Alberta International Strategy*. Culture and Tourism operates and promotes a network of provincial heritage facilities, and manages and protects the millions of historical and scientific objects, specimens and records that make up the provincial heritage collection. It also develops and delivers education programs, exhibitions and special events. The ministry supports the development and marketing of tourism experiences and destinations throughout the province that attract millions of visitors each year, creating jobs and further diversifying our economy.

Culture and Tourism promotes active, healthy lifestyles and encourages all Albertans to be more active more often. It also supports participation and excellence in sport at the provincial, national and international levels. It provides support to community organizations and the nonprofit/voluntary sector to help build resilient communities by offering leadership and training opportunities, education programs and services, facilitation and consultation services, and financial support through a diverse range of programs and grants. The ministry supports francophone organizations, communities and individuals. It also promotes the enjoyment and viability of the arts and cultural industries in Alberta.

A more detailed description of Culture and Tourism and its programs and initiatives can be found at www.culturetourism.alberta.ca.

LINK TO GOVERNMENT OF ALBERTA STRATEGIC DIRECTION

Programs and services delivered by the ministry were reviewed for relevance, effectiveness and efficiency in accordance with the Government of Alberta's *Results-based Budgeting Act*.

The desired outcomes and priority initiatives identified in this business plan are aligned with the strategic direction of the Government of Alberta and ministry mandates.

STRATEGIC CONTEXT

In the context of the province's current fiscal situation, the next few years will be challenging; however, the ministry will continue to focus on core services and support the retention of the thousands of people in the culture and tourism sectors who contribute to our quality of life and the province's economy.

Albertans view culture in a broad sense, to include not only the arts, but heritage, sport and recreation, and the natural environment. Culture also includes creativity and innovation, especially in business and the arts. At the heart of our understanding of culture is the idea of personal and provincial identity, of community and of shared heritage.

Culture and travel experiences are important to quality of life and the economy

There continues to be high recognition among Albertans that quality of life is important and culture and travel experiences contribute to their health and happiness. Provincial historic sites, museums, archives and interpretive centres provide learning opportunities for Albertans and visitors from around the world. Alberta's tourism destinations, cities and rural regions offer diverse travel experiences. Expenditures by Albertans and other visitors bring economic benefit to the retail, accommodation, transportation, culture, recreation, and food and beverage industries. There is increased potential to bring more foreign visitors to Alberta due to increased global travel. There is also increased competition from other tourist destinations for international travellers and for Canadians, including Albertans. Visitors offer far-reaching benefits through their expenditures, creating jobs and enabling communities to improve local amenities.

Albertans help ensure a thriving cultural sector by continuing to spend the most money per capita of all Canadians on cultural goods, services and activities. However, Alberta's cultural industries are facing changes to their production methods, distribution models and operating environment. Through developing and expanding local cultural and tourism attractions, many communities see the potential to diversify economies and enhance quality of life. Overall, opportunities exist to use resources more strategically, further enhance collaboration across government and its partners, and build greater awareness and appreciation of the social and economic benefits of culture and tourism.

Alberta's culture is evolving daily

Alberta's culture embraces many backgrounds and our identity continues to evolve and be enriched as our population changes. By 2020, it is estimated there will be approximately 4.6 million Albertans and almost 60 per cent of the population growth will come from interprovincial and international migration. Alberta's francophone community and Aboriginal peoples are part of this growth. Diverse needs have increased the demand for a wide range of cultural and tourism opportunities, as well as chances for Albertans to share and learn about different cultures. Challenges exist in maintaining the relevancy of heritage, tourism and cultural experiences, and the connections between our past and contemporary life. There is great potential for initiatives that will enable communities, tourism operators, investors, cultural organizations and government to work together for continued development.

Evolving communities, leisure time and the nonprofit/voluntary sector

While most Albertans feel that opportunities for cultural participation and volunteerism exist in their communities, time is often a barrier, as Albertans work some of the longest hours of all Canadians. Lack of time is also cited as one of the top reasons for not being active – despite the well-known health benefits of recreation and physical activity – leading to rising obesity rates for adults and children. Critical to thriving communities, volunteers provide time and expertise toward cultural and other nonprofit organizations and events.

Most Albertans, including those new to the province, settle in major urban areas, which increases demands on nonprofit and voluntary organizations. These organizations play a crucial role in developing programs and services, including fostering participation in communities. Cultural and other nonprofit/voluntary organizations are facing complex issues such as succession planning, escalating operating costs and changes in the way people donate, participate and volunteer. Grant providers and service agencies across all sectors continue to adapt best practices in supporting nonprofit organizations to provide resources, operate effectively, foster innovation and become more sustainable and successful.

DESIRED OUTCOMES, PRIORITY INITIATIVES, AND PERFORMANCE MEASURES AND INDICATORS

Desired Outcome One: Alberta has a thriving culture that is valued by Albertans

Priority Initiatives:

- 1.1 Work with the Premier's Council on Culture to develop and implement a Culture Plan to promote sustainability and long-term growth in the culture sector.
- 1.2 Collaborate with Education to further incorporate culture into the education experience of young Albertans.

Performance Measures	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
1.a Percentage of adult Albertans who feel that historical resources in Alberta communities are important in contributing to the overall quality of life in Alberta	94.2%	94.0%	94.0%	95.0%	95.0%	95.0%
1.b Percentage of adult Albertans who feel arts activities are important in contributing to the overall quality of life in their community	87.6%	89.0%	89.0%	89.0%	89.0%	89.0%

Desired Outcome Two: Alberta's rich heritage is promoted, and historical resources are preserved and accessible to Albertans, Canadians and international audiences

Priority Initiatives:

- 2.1 Provide funding and expertise for the conservation of historic sites, museum objects and archival collections damaged by the floods of 2013.
- 2.2 Work in partnership with Infrastructure to develop the new Royal Alberta Museum.

Performance Measure	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
2.a Percentage of adult Albertans who visited a heritage facility in Alberta ¹	58.4%	59.0%	61.0%	63.0%	63.0%	63.0%

Note:

- 1 The visitation targets reflect the impact of reduced programming at the Royal Alberta Museum due to the move to a new facility.

Performance Indicator	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Actual 2013-14
2.a Percentage of adult Albertans who agree that overall historical resources are being adequately protected and preserved in Alberta communities	64.6%	65.5%	65.2%	63.6%	68.4%

Desired Outcome Three: Tourism provides sustainable economic growth to all regions of Alberta through targeted marketing and industry development

Priority Initiatives:

- 3.1 Implement *Alberta's Tourism Framework* to provide direction and goals for new and enhanced products, experiences and destinations that align with local, national and international markets.
- 3.2 Complete a review of Alberta's tourism research needs and implement a plan to assure a comprehensive, evidence-based research approach to drive tourism marketing and development decisions.
- 3.3 Work with industry and other stakeholders to identify and implement medium and long-term strategies to build a sustainable tourism industry workforce.
- 3.4 Launch new visitor services programming in prioritized visitor information centres to enhance the visitor experience and contribute to growth of tourism expenditures.

Performance Measures	Last Actual (Year)	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
3.a Total tourism expenditures in Alberta (\$ billion)	7.4 (2012)	7.7	7.9	8.3	8.8	9.3
3.b Percentage of tourism industry clients satisfied with tourism development services	89.0% (2013-14)	89.0%	89.0%	90.0%	91.0%	92.0%
3.c Percentage of clients satisfied with their overall experience at provincial visitor information centres	98.5% (2013)	99.0%	99.0%	99.0%	99.0%	99.0%

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
3.a Tourism visitation (thousands of person-visits) ¹	22,687 (2008)	22,599 (2009)	22,969 (2010)	35,316 (2011)	33,092 (2012)
3.b Alberta's tourism levy (\$ million)	59.9 (2009-10)	64.9 (2010-11)	73.4 (2011-12)	82.3 (2012-13)	87.2 (2013-14)

Note:

- 1 Data collected after 2010 is not directly comparable with previous years due to methodological changes to the 2011 Travel Survey of Residents of Canada.

Desired Outcome Four: Alberta has resilient and engaged communities supported by a strong nonprofit/voluntary sector

Priority Initiatives:

- 4.1 Develop and implement a provincial volunteerism strategy to sustain a strong volunteer base across Alberta.
- 4.2 Implement the 2013-2018 Canada-Alberta Agreement on French-Language Services Action Plan.

Performance Measures	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
4.a Percentage of adult Albertans who volunteered with organizations in their community	68.4%	69.0%	69.0%	69.0%	69.0%	69.0%
4.b Percentage of facilitation participants who are able to apply/use the results from the services	94.3%	94.0%	94.0%	94.0%	94.0%	94.0%

Performance Indicator	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013
4.a Total charitable donations from Albertans (\$ billion)	1.25	1.39	1.44	1.39	1.47

Desired Outcome Five: Albertans enjoy improved health and wellness and strong communities through recreation, active living and sport

Priority Initiatives:

- 5.1 Support the enhancement of the Trans Canada Trail and recreational trails throughout Alberta.
- 5.2 Implement a revised funding model for recreation and physical activity initiatives and organizations.
- 5.3 In collaboration with stakeholders and government partners, begin the process of implementing the *Alberta Sport Plan*.

Performance Measures	Last Actual (Year)	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
5.a Percentage of adult Albertans who participated in recreational activities and sport	85.5% (2013-14)	85.0%	86.0%	86.0%	87.0%	87.0%
5.b Percentage of Albertans aged 12-19 who are active or moderately active in their leisure time	66.8% (2013)	69.0%	69.0%	70.0%	70.0%	70.0%

Performance Indicator	Actual 2005	Actual 2007	Actual 2009	Actual 2011	Actual 2013
5.a Percentage of adult Albertans who are physically active enough to experience health benefits	60.2%	62.4%	58.5%	54.3%	59.1%

Desired Outcome Six: Alberta has a sustainable, vibrant arts sector and cultural industries that inspire creativity and innovation

Priority Initiative:

- 6.1 Develop and implement a strategic plan to guide future growth of the cultural industries (screen-based production, publishing and sound recording) in Alberta.

Performance Measure	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18	Target 2018-19	Target 2019-20
6.a Percentage of adult Albertans who attended arts activities or events	85.2%	85.0%	85.0%	85.0%	85.0%	85.0%

STATEMENT OF OPERATIONS
Consolidated Financial Statements Basis

(thousands of dollars)	Comparable					
	2014-15 Forecast	2015-16 Estimate	2016-17 Target	2017-18 Target	2018-19 Target	2019-20 Target
REVENUE						
Transfer from Alberta Heritage Scholarship Fund	80	80	80	80	80	80
Transfers from Government of Canada	1,028	1,088	1,088	1,088	1,088	1,088
Investment Income	2,145	2,147	2,147	2,147	2,147	2,147
Premiums, Fees and Licences	4,993	5,330	5,023	5,539	5,827	5,827
Other Revenue	18,901	18,798	18,184	18,754	18,384	18,383
Consolidation Adjustments	(80)	(80)	(80)	(80)	(80)	(80)
Total Revenue	27,067	27,363	26,442	27,528	27,446	27,445
EXPENSE						
Ministry Support Services	16,284	15,832	15,661	16,042	16,270	17,161
Creative Industries	64,224	64,162	63,912	64,298	66,209	68,109
Community and Voluntary Support Services	81,098	77,063	77,763	78,959	81,189	82,328
Francophone Secretariat	1,345	1,310	1,310	1,310	1,349	1,389
Heritage	54,983	54,633	54,464	55,345	57,251	58,745
Recreation and Physical Activity	34,768	30,333	30,309	28,434	28,187	29,034
Tourism	71,741	69,257	69,587	69,649	71,727	73,805
2013 Alberta Flooding	6,300	5,710	2,250	-	-	-
Consolidation Adjustments	(4,305)	-	-	-	-	-
Total Expense	326,438	318,300	315,256	314,037	322,182	330,571
Net Operating Result	(299,371)	(290,937)	(288,814)	(286,509)	(294,736)	(303,126)
CAPITAL INVESTMENT BY PROGRAM						
Ministry Support Services	500	475	425	425	425	425
Creative Industries	335	335	335	335	335	335
Heritage	2,105	2,197	1,946	1,946	1,946	1,946
Tourism	437	-	-	-	-	-
Total	3,377	3,007	2,706	2,706	2,706	2,706