

Culture and Tourism

BUSINESS PLAN 2015–18

ACCOUNTABILITY STATEMENT

This business plan was prepared under my direction, taking into consideration the government's policy decisions as of October 15, 2015.

original signed by

David Eggen, Minister

THE MINISTRY

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

Quality of life and prosperity in Alberta's communities are enhanced by the work of Culture and Tourism. The ministry contributes to key Government of Alberta policies by working with other ministries and other levels of government, partners and key stakeholders. 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 Alberta's economy.

Culture and Tourism supports participation and excellence in sport at the provincial, national and international levels. It promotes active, healthy lifestyles and encourages all Albertans to be more active more often. The ministry provides support to community organizations and the non-profit/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. It promotes the enjoyment and viability of the arts and cultural industries in Alberta. The ministry also supports francophone organizations, communities and individuals.

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

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

STRATEGIC CONTEXT

There is a sense of optimism in Alberta's cultural and tourism sectors. The ministry recognizes that there is a need to be practical and creative in tough economic times, but will continue to focus on core services and support the work of the thousands of people in those sectors who contribute to a resilient and diverse Alberta economy. In doing this, government will add jobs for Albertans in the short-term and diversify the economy over the long-term.

Culture speaks to the creative, community-minded and entrepreneurial values of Albertans. Culture is informed by the arts, by Alberta's heritage and histories, by community and voluntary organizations and sport and recreation, all within the context of the province's rich and varied natural environment. Alberta's culture is both shared and diverse – government recognizes the deep roots of Indigenous and Metis peoples in Alberta and the shared heritage of everyone who lives in the province. Personal and provincial identity, community and shared heritage are central to Alberta's cultural aspirations.

Quality of life and the economy are enhanced by culture and travel experiences

Albertans recognize that culture and travel experiences contribute to their health and happiness. Provincial historic sites, museums, archives and interpretive centres offer unique learning opportunities for Albertans and visitors from around the world. Visitors offer far-reaching benefits through their expenditures, creating jobs and enabling communities to improve local amenities. The economic benefits of these experiences are significant: they have impacts in the retail, accommodation, transportation, culture, recreation, and food and beverage industries.

Through developing and expanding local cultural and tourism attractions, many communities see the potential to diversify economies and enhance quality of life. Albertans continue to spend the most money per capita of all Canadians on cultural goods, services and activities. While it is an exciting time for Alberta's cultural and tourism sectors, it is also a time of change, as cultural industries adjust to changes in their production methods, distribution models and the broad context in which they do their work. Opportunities exist to strengthen partnerships across government, use resources more strategically, and fully acknowledge the social and economic benefits of culture and tourism.

Alberta's changing cultural landscape

Alberta's cultural tapestry continues to be enriched by changes in the population. Alberta's population is growing – by 2020, it is estimated that there will be approximately 4.5 million Albertans. About 50 per cent of this growth will be new Albertans from other parts of Canada or new Canadians from other parts of the world. Alberta's francophone community could have the potential to grow as a result of this migration. Alberta's Indigenous communities are also growing and have a unique role in stewarding culture in the province. The demand for new cultural and tourism experiences continues to increase, including opportunities for Albertans to share and learn about different cultures. There is great potential for communities, tourism operators, investors, cultural organizations and government to work together to create a diverse network of resilient, sustainable opportunities to meet this demand. Government must remain mindful of the challenges that exist in maintaining connections with the past and the relevancy of heritage, tourism and cultural experiences, and meet those challenges with new ideas.

Resilient communities, leisure time and the non-profit/voluntary sector

Volunteers provide critical time and expertise in support of their communities, often through non-profit organizations and events. Cultural and other non-profit/voluntary organizations are facing complex issues such as succession planning, escalating operating costs and changes in the way people donate, participate and volunteer. Major urban areas have seen increased demands on non-profit and voluntary organizations that play a crucial role in developing programs and services, including fostering participation in communities. Grant providers and service agencies across all sectors continue to provide resources, operate effectively, foster creativity and become more sustainable by continually integrating best practices into their work.

Albertans work some of the longest hours in Canada. This time crunch is often cited as a barrier when it comes to participating in cultural and tourism opportunities. It is also a barrier to enjoying the health benefits of recreation and physical activity. Obesity rates are rising for both adults and children in Alberta. The community amenities and organizations that provide opportunities for Albertans to volunteer, and to engage in leisure activity, physical recreation and sport are important parts of Alberta's culture sector.

DESIRED OUTCOMES, PRIORITY INITIATIVES, PERFORMANCE MEASURES, PERFORMANCE MEASURES UNDER DEVELOPMENT AND PERFORMANCE INDICATORS

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

Priority Initiatives:

- 1.1 Collaborate with Education to further incorporate culture into the education experience of young Albertans.
- 1.2 Contribute to the implementation of recommendations outlined by the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples.
- 1.3 Lead the Government of Alberta's contributions to Canada's 150th anniversary celebration to increase awareness of Alberta's culture and heritage.

Performance Measures	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18
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%
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%

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

Performance Measure	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18
2.a Percentage of adult Albertans who visited a heritage facility in Alberta ¹	58.4%	59.0%	61.0%	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 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	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 Work with tourism stakeholders to develop and enhance 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 Execute a tourism marketing strategy through Travel Alberta to grow tourism revenues by directing the Alberta tourism brand at high-potential regional, national and international markets.

Performance Measures	Last Actual (Year)	Target 2015-16	Target 2016-17	Target 2017-18
3.a Total tourism expenditures in Alberta (\$ billions)	7.4 (2012)	7.7	7.9	8.3
3.b Percentage of tourism industry clients satisfied with tourism development services	89.0% (2013-14)	89.0%	89.0%	90.0%

Performance Indicators	Actual (Year)	Actual (Year)	Actual (Year)	Actual (Year)
3.a Tourism visitation (thousands of person-visits) ¹	22,599 (2009)	22,969 (2010)	35,316 (2011)	33,092 (2012)
3.b Alberta's tourism levy (\$ millions)	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 non-profit/voluntary sector

Priority Initiatives:

- 4.1 Implement the 2013-18 Canada-Alberta Agreement on French-Language Services Action Plan.
- 4.2 Collaborate with non-profit/voluntary sector partners to strengthen capacity, improve services and support community initiatives.

Performance Measures	Last Actual 2013-14	Target 2015-16	Target 2016-17	Target 2017-18
4.a Percentage of adult Albertans who volunteered with organizations in their community	68.4%	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%

Performance Indicator	Actual 2010	Actual 2011	Actual 2012	Actual 2013
4.a Total charitable donations from Albertans (\$ billions)	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 Implement a revised funding model for recreation and physical activity initiatives and organizations and a revised funding model for sport initiatives and organizations.
- 5.2 Develop an implementation plan for aligning the efforts and activities of sport stakeholders and government partners.

Performance Measure	Last Actual 2014	Target 2015-16	Target 2016-17	Target 2017-18
5.a Percentage of Albertans who are active or moderately active in their leisure time:				
• 12-19 years	73.2%	73.0%	73.0%	73.0%
• 20-34 years	60.7%	61.0%	61.0%	61.0%
• 35-44 years	56.2%	56.0%	56.0%	56.0%
• 45-64 years	53.8%	54.0%	54.0%	54.0%
• 65 years and older	43.6%	44.0%	44.0%	44.0%

Performance Indicator	Actual 2007	Actual 2009	Actual 2011	Actual 2013
5.a Percentage of adult Albertans who are physically active enough to experience health benefits	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 Initiatives:

- 6.1 Develop a plan to guide the strategic direction of cultural industries (screen-based production, publishing and sound recording) in Alberta.
- 6.2 Develop a plan to allocate increased funding to the Alberta Foundation for the Arts.

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

STATEMENT OF OPERATIONS
Consolidated Financial Statements Basis

(thousands of dollars)	Comparable			
	2014-15 Actual	2015-16 Estimate	2016-17 Target	2017-18 Target
REVENUE				
Transfer from Alberta Heritage Scholarship Fund	60	80	80	80
Transfers from Government of Canada	1,088	1,088	1,088	1,088
Investment Income	1,124	699	733	967
Premiums, Fees and Licences	5,643	6,245	5,523	6,174
Other Revenue	14,855	20,165	19,494	19,814
Inter-Ministry Consolidation Adjustment	(61)	(80)	(80)	(80)
Total	22,709	28,197	26,838	28,043
EXPENSE				
Ministry Support Services	14,938	15,867	15,401	15,702
Creative Industries	66,259	75,630	79,837	74,262
Community and Voluntary Support Services	82,942	76,751	102,479	93,711
Francophone Secretariat	1,236	1,310	1,310	1,310
Heritage	53,248	55,075	56,169	59,329
Recreation and Physical Activity	34,566	30,333	30,144	28,344
Tourism	70,336	69,284	69,616	69,578
2013 Alberta Flooding	5,818	5,710	2,250	-
Inter-Ministry Consolidation Adjustment	(6,173)	(3,300)	(3,300)	(3,300)
Total	323,170	326,660	353,906	338,936
Net Operating Result	(300,461)	(298,463)	(327,068)	(310,893)
CAPITAL INVESTMENT				
Ministry Support Services	407	475	425	425
Creative Industries	1,341	335	335	335
Heritage	1,330	2,197	1,946	1,946
Tourism	376	-	-	-
Total	3,454	3,007	2,706	2,706