



Tourism Funding Sources Guide

A guide to funding and business advisory sources

Alberta 

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If you have any comments relative to this guide, please contact:

Alberta Tourism, Parks and Recreation
Tourism Business Development, Research and Investment Branch
6th Floor, Commerce Place
10155 – 102 Street
Edmonton, Alberta T5J 4L6
Telephone: (780) 422-4991
or 310-0000 (toll free anywhere in Alberta)
Website: www.tpr.alberta.ca

Acknowledgement

This guide is designed as an aid to identify potential funding sources for tourism development projects. The Tourism Funding Sources Guide is part of a series of guidebooks prepared by Alberta Tourism, Parks and Recreation (ATPR). The other two documents are:

- **Tourism Development Guide**
- **Tourism Business Planning Guide**

The three resources are meant to be used together.

Web-based, DVD and hardcopy versions of these guides are available. Please refer to our website www.tpr.alberta.ca for more information.

While efforts were made to accurately illustrate the nature of funding sources for tourism development projects in Alberta, it is up to the individual tourism developer or project proponent to conduct their own due diligence when researching funding sources.

ATPR does not guarantee success of obtaining funding. It encourages tourism developers and project proponents to develop a clear understanding of the criteria of the particular program(s) you are interested in pursuing, and ensure you meet their requirements.

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Introduction

Whether you're a for-profit business or a non-profit entity, one of the steps necessary to complete is the preparation of a business plan for your tourism development opportunity. Based on the preparation and analysis of financial projections in your business plan, you would have identified both the amount and type of financing that you require to carry out your project.

You will likely need some form of financing to assist with the initial construction and start-up costs associated with your new and/or expansion tourism project. In addition, you may need financing assistance to support your organization's working capital requirements.

There are a number of different sources available to help finance your tourism venture. It is up to you, the tourism developer, to perform due diligence and to understand the requirements of each funding source you are interested in pursuing. Much of this information can be obtained on the Internet.

This funding sources guide book has been prepared for for-profit businesses, non-profit organizations/communities and tourism investors. Please refer to the sections that are most relevant to your needs.

The funding sources listed in this guide provide an overview - though not exhaustive - of federal, provincial, and other agencies and institutions that have funding programs, including a description of the program, eligibility/criteria, amount of funding and contact information. These are programs that have potential applicability to a range of tourism development projects.



Please be aware that there are essentially no Alberta Government grant programs for private sector, for-profit tourism businesses. The province passed legislation in 1996 that forbids the Government from providing direct financial assistance to businesses, whether by way of loans, loan guarantees or grants. The Federal Government has a very limited number of grant programs available for tourism businesses. Many of the grant programs that do exist are for non-profit or municipal based organizations.

The Cost and Process of Securing Funding

Raising the necessary funds to start or grow your tourism business/operation is a time-consuming and sometimes costly process. The three points discussed below are often overlooked by both for-profit businesses and not-for-profit organizations alike.

Raising Money Takes Time

It is important to understand that researching and understanding the nature of raising money takes time. If you do not take this into consideration, your expectations may be unreasonable and you will get frustrated. Most say that it will take twice as long to raise the money you require than you initially had planned.

Not only will it take several months to research and identify potential financing options, you will probably have to wait for several months while the potential investor or lender does their due diligence before they give you an answer. Then it could take several more months to receive the money. This also applies to non-profits embarking on fundraising campaigns and applying for grants.

In other words, if you don't plan on looking for funding until you need it, it will probably be too late. Make an effort to do a financial plan with milestone dates so you can stay on top of this critical requirement for your business/organization. In fact the financial plan is part of your business plan. (Please see the **Tourism Business Planning Guide** for more details).

Another thing to understand is that even after you have submitted a proposal to a funding source, they may not complete the deal in the end, even after numerous meetings. Then you are back at square one again so you must plan for this and have contingency plans.

When you are seeking funding, nothing is guaranteed until the contracts or grant agreements are signed. This may be a good time to re-think your development scale.

A new business usually does well to minimize capital outlays as much as possible, thereby keeping cash resources available for current operating expenses and initial one-time costs. This way your debt load may be reduced and there is less pressure on your organization's cash flow.

It Takes Money to Make Money

In most cases the costs incurred before any funding is received must be paid up-front by the developer/project proponent. A funder does not want to pay for costs already incurred. This applies particularly to non-profits applying for grant monies.

Most lenders require the developer/entrepreneur to contribute cash equity towards a new development project or expansion of an existing business. A loan to value ratio of 50% is not uncommon for banks lending to tourism/hospitality businesses.



Most existing tourism developers would say it is very important to do your homework before you start having conversations with potential funding sources.

Similarly, many grant programs will not provide 100% funding coverage. They require applicants to demonstrate evidence of other funding sources to match the grant funds being sought.

Do your homework

Most existing tourism developers would say it is very important to do your homework before you start having conversations with potential funding sources. Some give a rule of thumb of taking up to one year before going to a potential lender. This gives the developer an opportunity to ensure their financial projections are “well-grounded” and can be substantiated with solid research, realistic assumptions and reasonable cost estimates.



Funding Options

There are generally three main funding options that businesses and non-profit organizations in Canada can choose from to raise capital: debt funding, equity funding and government funding.

1. Debt Funding

This is funding that comes from loans or other investments made to a company from a bank, credit union or other external financial sources such as suppliers and non-conventional and private lenders. These loans are usually prearranged with a repayment schedule. This type of funding places the company in a debt situation until such time as the loans are repaid.

There are various factors that influence the choice of businesses to use debt capital as a source of financing. Some of the main considerations are the repayment period, the interest rate and tax implications.

With most banks and credit unions you will have the option of speaking to a representative in their commercial banking or small business department. Some banks may even have a hospitality/tourism lending expert(s).

There are two main types of loans available from financial institutions: operating loans and term loans.

Operating Loans

- **Short-term debt financing**

Operating loans are typically short term and finance the ongoing day-to-day operations of a business (such as employee wages, purchasing inventory, raw materials and accounts receivable).

Term Loans

- **Long-term debt financing**

Term loans are generally granted for capital investments or acquisitions, and there is a scheduled loan repayment period.

Usually financial institutions in Canada take collateral security on loans they have granted. This may include the assets being financed, along with personal guarantees from the business owner(s) and any other assets owned by the business, such as land, buildings, equipment and leasehold improvements.

This guide lists several websites that will give you contact details and information for institutions that provide debt funding.



It is always a good idea to have an independent business advisor review your application before it is submitted.



Maintaining a healthy equity position in the business shows a lender or investor that you are prepared to share the risk alongside his/her money (your commitment to the project).

2. Equity Funding

Equity funding is acquired from personal money of the business owner or from other investors such as shareholders of the corporation. Such funds typically do not have any claim over company assets, allowing such assets to be used as collateral for any debt funding that needs to be secured.

Equity funds come from personal money of the business owners (such as savings, inheritance or personal borrowings from financial institutions, friends, relatives and business associates) and from those who own shares in the business. These funds are normally unsecured and have no registered claim on any of the assets of the business, freeing those up to be used as collateral for the loans (debt financing). Higher equity creates “increased leverage.” Leverage reflects the business’ ability to attract other loans and debt related financing. An equity position of say \$50,000 may enable the business to obtain debt funding of up to three times that amount (\$150,000). A fully-leveraged business is limited in its ability to borrow additional money.

Maintaining a healthy equity position in the business shows a lender or investor that you are prepared to share the risk alongside his/her money (your commitment to the project). As the business grows, you should be mindful of the level of equity you hold. Earnings retained in the business will increase both your equity position and your leverage.

Shareholder Loans represent a form of equity (and, on occasion, debt) paid into a private company by relatively few “partners in profit and risk” in exchange for share ownership. The shareholder loan may be secured by the share certificate(s) alone or by a debenture. It is commonly referred to as “patient capital,” as the loans may not carry fixed repayment terms.

True equity money is unsecured and directly reflects the faith of the investor in the business, its management and the commitment of its principals to the venture.

Sources of Equity Funding

There are several options to investigate for equity funding:

- **Founder capital**

Personal assets are one of the first places to look for funding if you are an individual tourism operator. Your assets include things like: money in bank accounts, certificates of deposit, stocks and bonds, cash value in insurance policies, real estate, home equity, vehicles and pension funds.

- **Family and Friends**

You can look to family and friends, sometimes referred to as “love money.” Be cautious though because money can get in the way of family and friend relationships. One way is to treat this type of funding professionally. Have a business plan outlining your project and have a written shareholder’s agreement that outlines the terms agreed to and sign off by the respective parties.

- **Partners**

In seeking out a general equity partner, it would be wise to identify persons who have not only the money to complement your contributions (equity), but who are knowledgeable in the industry itself, connected in the industry and who have expertise in the areas of the business in which you do not. It is recommended that a partnership or joint venture agreement be put in writing.

- **Investors**

In seeking active investors (venture capital) for a project, look first within the industry. They will understand the industry and have knowledge of networks and contacts. Usually an investor requires shares as well as an active role in your company. You can also seek out passive investors who will have little or no involvement in your project.

Approaching Equity Investors

In seeking partners who will be putting their own money into the venture, you must be prepared to accept the fact that a partner will most often expect to be involved in the decision-making process of the venture. At the very least, they will expect to be kept updated regularly on your activities.

These investors are being asked by you to take a relatively unsecured position in the company and should be presented with a sophisticated, detailed business plan that reveals everything related to the financial basis for carrying on the business. The prospective investor will rigorously evaluate the abilities of the management team, the financial strength of the company structure and principals, and the commercial viability of the project as to the risk factors portrayed in the projected financial statements.

The Tourism Business Development, Research and Investment Branch of ATPR can assist tourism developers with finding and building relationships with potential equity funding sources.

ATPR has several avenues available to assist with finding equity funding sources for tourism development projects, as outlined below:

- **ATPR Tourism Investment Symposium.** This annual symposium is an opportunity for a community to promote market-ready tourism development opportunities such as hotels, resorts, golf courses and marinas to investors, developers and hotel franchisors.



Investors should be presented with a sophisticated, detailed business plan that reveals everything related to the financial basis for carrying on the business.

- ATPR staff regularly attend conferences such as the Canadian Hotel Investment Conference and the Canadian Resort Investment Conference, to profile Alberta's tourism development projects and to identify and meet with potential investors.
- ATPR staff have identified credible development and investment companies that are actively seeking tourism investment opportunities.
- ATPR staff undertake offshore tourism investment trade missions to identify potential international investors who may be interested in investing in tourism developments in Alberta.
- ATPR staff maintain relationships with tourism friendly lending sources.

3. Government Funding

Funding that is provided by a government agency can take the form of a grant or loan in relation to a specific government program. Most programs have specific start and end dates. This guide provides a list of government funding for for-profit businesses, non-profit organizations/communities and tourism investors.



The ATPR Tourism Investment Symposium promotes market-ready tourism development opportunities like hotels, resorts, golf courses and marinas to investors, developers and hotel franchisors.

ATPR's "One Window" Approach

ATPR's Tourism Business Development, Research & Investment Branch is committed to facilitating the profitability and sustainability of existing tourism operators, as well as the entry of new operators into the tourism sector. We encourage the development of new destinations and tourism products through positioning land for tourism development, providing assistance with the regulatory processes, encouraging a supportive policy environment and actively promoting tourism investment in Alberta.

- We call this our "one window" approach philosophy whereby we will facilitate and liaison your tourism development project as much as possible with other departments.

Our Tourism Business Development, Research and Investment Branch provides the following:

Tourism Business Development

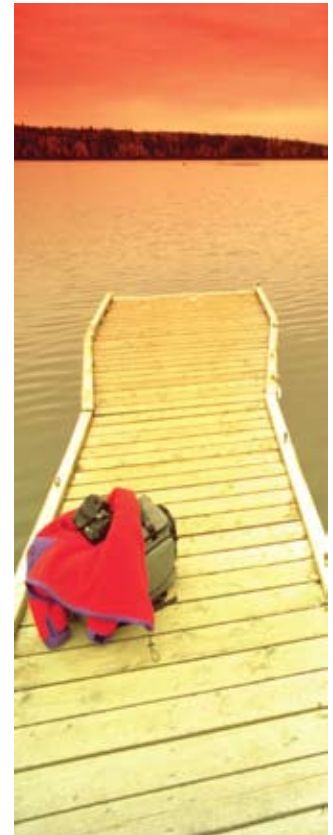
- Provide business information and advisory services to clients who are developing new or expanded tourism products such as hotels, resorts, golf courses, guest ranches, ski hills, ecotourism and tourism-related events.
- Offer financial advice and facilitate client/entrepreneur access to capital.
- Guide clients through the regulatory processes involved in tourism development projects.
- Work with other government departments in an advocacy role to represent the interests of the tourism industry in key policy areas such as improved air access, highway signage and product development.
- Provide advice on tourism-related economic impact assessments.

Tourism Research

- Conducts research and provides timely, relevant information that enhances understanding of market and consumer trends. Also measures Alberta's tourism industry performance.

Tourism Investment

- Work with investors, developers, and the financial community to encourage and facilitate investor interest and involvement in Alberta's tourism industry.
- Provide assessment and linking of investor interests and financial resources with appropriate tourism investment opportunities.
- Maintain a database of domestic and foreign investor leads and key contacts. Organizes site visits to review investment opportunities based on investor requirements and resources.



ATPR staff are available to assist you throughout the development process. Check out www.tpr.alberta.ca, for more information on how we can assist you.

- Generate investor interest through investment attraction activities, such as the annual Tourism Investment Symposium, the tourism investment section of the ATPR website and participation at key industry investment conferences and events.
- Proactively works with Alberta's International offices in Beijing, Hong Kong, Tokyo, Munich, Mexico City, Taipei, Seoul and London to distribute information on tourism investment opportunities in Alberta, with the goal of attracting foreign investment.
- Links to Alberta's Business Immigration Program.

On the ATPR Tourism Business Development, Tourism Research and Tourism Investment website, we have information pertaining to:

- Planning and developing a tourism project.
- Financing sources.
- Tourism statistics and research.
- Strategic planning tools for communities/regions.
- Tourism investment opportunities.
- Guidebooks to assist tourism entrepreneurs, including our **Tourism Development Guide**, **Tourism Business Planning Guide** and **Tourism Funding Sources Guide**, are available at our website: www.tpr.alberta.ca.



ATPR encourages the development of new destinations and tourism products through positioning land for tourism development, providing assistance with the regulatory processes, encouraging a supportive policy environment and actively promoting tourism investment in Alberta.

For-Profit Businesses

The private sector has many options for financing a tourism business, including both debt and equity funding sources.

Many funding sources look at tourism businesses as having a higher level of risk than other types of businesses, especially start-ups. However, they will look at each business on its own individual merits.

What may be required for for-profit businesses by the various funding sources include the following:

- A current business plan. Some funding sources may prefer an electronic version of your business plan. This helps to facilitate a review of the request by the funding source.
- Showing cash flow sustainability over the loan period. A potential lender wants to know when your venture will start making a return.
- Most look for 2-3 years of financial projections. Lenders often prefer that you prepare a couple of different financial scenarios in your business plan to help illustrate how your business will perform in different situations. Consider outlining a best case, most probable case and worst case scenario and explain how you would manage each situation.
- Some funding sources request a third-party feasibility study to be completed to validate markets and forecasts, especially with a brand new business.
- An established track record. If no track record exists, use research, statistics and facts specific to your venture, if possible.
- A talented management team. Your management team will give your business venture credibility, especially if they have had experience in the current business venture or the tourism/hospitality sector. Outline your team's successes, accomplishments, capital, equity and back-up resources.
- Collateral or personal guarantees available from the business owners.

Before you consider debt financing for your business give some thought to equity financing. Some of these sources include: founder capital, family and friends, partners and private investors. Existing businesses may be able to fund requirements through internally generated funds (e.g. profits rolled back into the business). This can be facilitated when an expansion project is pursued in a series of phases.

You will find a summary of some of the funding options for for-profit tourism businesses starting on page 14.



Remember to ask each individual funder what they require, at the outset of your meetings and prior to submitting an application.

Federal Government Programs	Program Description	Criteria/Eligibility
Entrepreneurs with Disabilities Program (EDP)	EDP is funded in part by Western Economic Diversification and delivered through Community Futures Development Corporations (CFDCs). The Entrepreneurs with Disabilities Program (EDP) makes it easier for entrepreneurs with disabilities to pursue their business goals and contribute to the economic growth of their rural communities.	The program provides entrepreneurs with disabilities who are unable to obtain financing from a traditional financial institution access to business loans.
Export Development Canada (EDC)	EDC is a federal Crown corporation that operates as a Canadian financial institution. It provides financing services to support Canadian exporters and investors, and offers a range of services including accounts receivable insurance for tourism operators, so that they can grow their in-bound business and increase their access to working capital.	Export Express Credit. If you need money to promote your company in a new foreign market, attend a trade show or increase production capacity for an export order, EDC can potentially help. Through their partnership with Mercantile Finance Services Ltd., they can provide unsecured loans of up to \$50,000 with flexible repayment terms of up to two years. Designed for Canadian exporting companies with at least two-years operating history and with annual sales of less than \$5 million. No pledge of company or personal assets is required and there are no penalties for early payback.
Indian and Northern Affairs - Aboriginal Business Canada (ABC)	Aboriginal Business Canada is an Indian and Northern Affairs Canada program that maximizes Aboriginal people's participation in the economy through business development. Aboriginal Business Canada provides support to Aboriginal entrepreneurs for a range of activities including business planning, start-up, expansion, and marketing.	ABC provides eligible majority-owned Aboriginal enterprises with financial assistance; business information and resource materials; and referrals to other possible sources of financing or business support. Aboriginal Business Canada works with clients of all Aboriginal heritage groups; on-reserve and off-reserve; and in urban, rural and remote areas.
Industry Canada	Website provides a section that contains information for innovators and small and medium-sized enterprises on finding sources of funding and financial assistance, as well as helpful tools and guides to manage financing.	Small and medium-sized enterprises.
Industry Canada, Canadian Small Business Financing Program (CSBF)	The Canada Small Business Financing Program seeks to increase the availability of loans for establishing, expanding, modernizing and improving small businesses. It does this by encouraging financial institutions to make their financing available to small businesses.	Under the program, a small business must apply for a loan at a financial institution that participates in the program. Application is not made to the Canada Small Business Financing Program Directorate. If the loan is granted by the financial institution, the federal government will reimburse 85 percent of the lender's losses in the event of default. Small businesses operating for profit in Canada, with gross annual revenues of \$5 million or less.
Industry Canada - Marquis Tourism Events Program (MTEP)	Through Industry Canada, the Marquis Tourism Events Program will provide \$100 million over two years to help existing marquis tourism events deliver world-class programs and experiences in support of tourism.	Funding under the MTEP is available to for-profit corporations, not-for-profit corporations and First Nations Government organizations that organize recurring marquis tourism events.
Infrastructure Canada - Public-Private Partnership Fund (P3)	This program will support innovative projects that provide an alternative to traditional government infrastructure procurement.	The P3 Fund will help expand infrastructure financing alternatives in Canada, provide incentives to attract investments from the private sector, and increase knowledge and expertise in alternative financing.
Natural Resources Canada (NRCan) - ecoENERGY for Renewable Heat	ecoENERGY for Renewable Heat is established under the ecoENERGY Initiatives to help Canadians use energy more efficiently, boost renewable energy supplies and develop cleaner energy technologies.	ecoENERGY for Renewable Heat will offer an incentive to purchasers of solar heating systems in the industrial, commercial and institutional sectors.
Natural Resources Canada (NRCan) - ecoENERGY Retrofit – Small and Medium Organizations	Natural Resources Canada's (NRCan's) program ecoENERGY Retrofit – Small and Medium Organizations provides financial incentives to small and medium enterprises (SMEs), and to industry and public institutions to help them implement energy saving projects that reduce energy-related greenhouse gases and air pollution, thereby contributing to a cleaner environment for all Canadians.	Provides a financial incentive to corporations to help small and medium size industrial organizations implement energy-saving projects.
Western Economic Diversification Canada - Community Futures Development Corporations (CFDCs)	Community Futures Development Corporations (CFDCs) take a grassroots approach to community and economic development and are primarily focused on creating jobs outside major urban centres. The mandate of the corporations is community and business development. There are 27 offices in Alberta.	Each CFDC delivers a variety of services ranging from strategic economic planning, technical and advisory services to businesses, loans to small and medium-sized businesses, self-employment assistance programs, and services targeted to youth and entrepreneurs with disabilities. Community Futures offers eight different loans products, each designed to meet a particular business need.

Funding Amounts	Link to Program	Contact Information
Some of the programs include: Quick cash or short-term loans of up to \$10,000. Flexible lines of credit from \$5,000 to \$50,000. Financing to help you expand or update your existing business. Loans to assist with the purchase of an existing and successful rural business. Loans are typically for no more than \$150,000.	www.cfna.ca	Toll free: 1-877-851-9996
Provide accounts receivable insurance. Provide unsecured loans of up to \$50,000 with flexible repayment terms of up to two years.	www.edc.ca	Toll free: 1-866-283-2957
The maximum contribution limit to individuals is \$99,999 per project. It is important to note, however, that typical support is usually lower. For community-owned projects, the maximum contribution is \$1,000,000.	www.ainc-inac.gc.ca	Aboriginal Business Canada Edmonton Telephone: (780) 495-2954, Calgary Telephone: (403) 292-8807, Apeetogosan (Métis)Development Inc. (AMDl), Edmonton Telephone: (780) 452-7951
Varies by project and sector.	www.ic.gc.ca	Toll free: 1-866-959-1699
The program can assist businesses in obtaining term loans of up to \$500,000 to help finance fixed asset needs, of which a maximum of \$350,000 can be used for purchasing or improving new or used equipment and for purchasing leasehold improvements or improving leased property where the borrower is a tenant.	www.ic.gc.ca	Toll free: 1-866-959-1699
Funding under the MTEP is available to support costs associated with new activities, programs or experiences that enhance a tourism event. Tier 1 applicants can receive funding up to \$3 million per fiscal year. Tier 2 applicants can receive funding up to \$1 million per fiscal year. Funding cannot be greater than 20% of a tourism event's previous year cash operating budget.	www.ic.gc.ca	Toll free: 1-800-328-6189
Specifically, all projects seeking \$50 million or more in federal contributions will be required to assess and consider the viability of a P3 option. This program is in place until 2014.	www.buildingcanada-chantierscanada.gc.ca	Toll free: 1-800-O-Canada (1-800-622-6232)
The incentive will be set at 25% of the purchase, installation and certain other costs of a qualifying system. The ecoENERGY for Renewable Heat program runs from April 1, 2007 to March 31, 2011.	www.ecoaction.gc.ca	Toll free: 1-800-622-6232
Provides a financial incentive of up to 25% of project costs to a maximum of \$50 000 per application and \$250 000 per corporate entity to help small and medium size industrial organizations implement energy-saving projects. ecoENERGY Retrofit is scheduled to end March 31, 2011.	www.ecoaction.gc.ca	Toll free: 1-877-360-5500
Some of the programs include: Quick cash or short-term loans of up to \$10,000. Flexible lines of credit from \$5,000 to \$50,000. Financing to help you expand or update your existing business. Loans to assist with the purchase of an existing and successful rural business. Loans are typically for no more than \$150,000.	www.cfna.ca	Toll free: 1-877-851-9996

Provincial Government Programs	Program Description	Criteria/Eligibility
Agriculture Financial Services Corporation - AFSC	A provincial Crown corporation that can offer made-in-Alberta financial solutions to a broad spectrum of small businesses.	Commercial Loan Program - this loan is available to Canadian citizens or landed immigrants who meet Alberta residency requirements. Companies must be incorporated in Canada and registered to conduct business in Alberta. Capital Sourcing Program - AFSC works with other financial institutions that are able to provide financial support to business owners in order to ensure that their clients get the capital they need to develop or expand their business. Specific Loan Guarantee Program (SLGP) - Any primary producer, agricultural or commercial enterprises are eligible.
Alberta Culture & Community Spirit, Heritage Preservation Partnership Program	This program offers matching grants, along with technical and advisory assistance to organizations and individuals for the conservation of Alberta's historic places and heritage awareness initiatives such as the installation of historical interpretive signs, historical research and publications. Funds are possible through the Alberta Lottery Fund.	Eligible applicants include: individuals, organizations and corporations.
Alberta Women Entrepreneurs (AWE)	AWE's Loan Program is committed to helping Alberta women advance in business. AWE is funded by Western Economic Diversification and its business advisory services are provided at no cost to you.	Must be: a legal entity, of legal age, a woman or be an operation that is owned or controlled by women, a Canadian citizen or landed immigrant, operating or ready to open in Alberta.
ATPR - Tourism Investment Symposium	This annual symposium is an opportunity for your community to promote market-ready tourism development opportunities like hotels, resorts, golf courses and marinas to investors, developers and hotel franchisors.	A community will gain valuable exposure among investors that are actively investing in Alberta's tourism industry. Not only will your projects be shared with investors in advance of the symposium to generate interest, but your project will also be featured on a section of the Department's website dedicated to tourism investment opportunities. There is no cost to participate in the Tourism Investment Symposium.
Finance & Enterprise, Tax Exempt Fuel User Program	To provide tax exemptions or rebates on fuel consumed for commercial purposes at off-road locations in Alberta.	Applicants may receive a rebate for Alberta tax paid fuel consumed in an off-road capacity for commercial purposes in eligible vehicles or equipment.
Lenders/Investors	Program Description	Criteria/Eligibility
Business Development Bank of Canada (BDC)	The BDC can meet the needs of entrepreneurs at any stage of their business development. It works with enterprises in all industries, through all economic cycles and helps them in their development projects, both local and global. They provide three types of services under a "one-stop shopping" umbrella: financing (loans and loan guarantees); venture capital; and management (consulting, training, information and financial planning).	BDC provides funds for start-ups, upgrading, expansion, change in ownership or other business purposes - to firms unable to obtain financing from other sources on reasonable terms and conditions.
Canadian Bankers Association (CBA)	The Canadian Bankers Association is a professional industry association that provides its members - the 50 domestic chartered banks of Canada - with information, research and operational support and contributes to the development of public policy on financial services. The CBA also provides information, statistics and publications to help individual and small business consumers manage their financial affairs.	N/A
Debt Financing	Potential lenders include: Banks & Trust companies; Alberta Treasury Branches; Credit Unions; Private Investors; Commercial Finance Companies; Alberta's Agricultural Financial Services Corporation (AFSC) and Business Development Bank of Canada (BDC).	N/A
Government of Canada - Canada Business	Sources of financing can help you locate traditional or alternative sources of financing for your small business. You will find an extensive directory of Canadian financial providers, information on different types of financing, and tips to help you secure financing.	N/A

Funding Amounts	Link to Program	Contact Information
The maximum loan to an individual or any group of connected individuals or companies is \$2 million.	www.afsc.ca	Toll free: 1-800-396-0215
The maximum grant per application for Municipal Historic Resources is \$50,000. A Local Historic Resource may qualify for a one-time matching grant of up to \$5,000. Normally, grants up to 50% of eligible costs may be awarded. Higher amounts may be considered for charities and non-profit organizations that can demonstrate financial need. Up to 25% of the total eligible project costs may be matched with volunteer labour, donated equipment, materials, or professional services.	www.culture.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 431-2305
Can provide small business start-up and expansion loans up to \$100,000 to eligible applicants. You will work with an AWE business advisor. Loan term is a maximum of 60 months.	www.awebusiness.com	Toll free: 1-800-713-3558
Benefits to your community: Access to a large number of high-net worth tourism investors, developers and hotel franchisers that are actively investing in Alberta's tourism industry. Establish relationships and network with investors.	www.tpr.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 422-4991
Based on program criteria.	www.finance.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 427-3044
Funding Amounts	Link to Program	Contact Information
BDC provides: long-term financing - flexible principal payments; fixed or floating interest; is not involved in management; flexible on type of security. Subordinate financing - very flexible principal payments; fixed and variable interest; minimal involvement with management; subordinated charge on all assets for security. Venture capital - no principal payments; equity participation in the company; involved in management; require shareholder rights; management rights; seat on the Board; usually no security.	www.bdc.ca	Toll free: 1-877-BDC-BANX (232-2269)
N/A	www.cba.ca	Toll free: 1-800-263-0231 For general banking inquiries, contact your local financial institution
N/A	www.canadabusiness.ca	Toll free: 1-888-576-4444
Varies by type of business and sector.	www.canadabusiness.ca	Toll free: 1-888-576-4444



There are very few operating grants available for non-profit groups requiring that they must be able to generate revenue from a variety of sources to cover ongoing operating requirements.

Non-Profits/Communities

Non-profit organizations and communities are similar to for-profit businesses in that they may have a need to seek funding to support their tourism development initiatives. A community can include: municipalities, First Nations and Métis Settlements, and community based not-for-profit groups.

In addition to what is required from for-profit businesses when seeking funding, non-profits and community groups should also consider:

- Pre-feasibility and feasibility studies along with detailed business plans.
- Evidence to show operational self-sufficiency, with the ability to generate revenue from a variety of sources.

A good overview resource for non-profit/communities is “Funding Programs for Community and Regional Economic Development,” compiled by the provincial government. It can be found at: www.albertacanada.com/documents/RD-CED_CRED_funding_programs.pdf

Funding for non-profit organizations/communities are usually in the form of capital grants. There are very few operating grants available for non-profit groups. This means that they must be able to generate revenue from a variety of sources to cover ongoing operating requirements.

Overall, non-profits benefit by having an overall fundraising plan to cover capital and operational funding requirements. The benefits include responsible fiscal management and planning.

To address how they will ensure organizational viability and future sustainability, organizations must have a diversified revenue/income base. As a non-profit organization/community you need:

- To evaluate your existing services and make planned adjustments for the economy and the clients you serve.
- To facilitate a process to identify partnership opportunities in order to generate operational viability through shared resources.
- To design and deliver workshops to your members and volunteers on effective fundraising practices and/or effective funding proposal development.

You will find a summary of some of the funding options for non-profit/community based organizations starting on page 20.

Federal Government Programs	Program Description	Criteria/Eligibility
Canadian Heritage	Canadian Heritage offers a variety of cultural and arts funding programs for non-profits and communities.	Some programs through Canadian Heritage include: Aboriginal People's Program, Arts & Culture, Canada's Heritage and Digital Future.
Farm Credit Canada (FCC), AgriSpiritFund	The FCC AgriSpirit Fund is about making life better for people in rural communities. FCC AgriSpirit Fund will offer \$1,000,000 to fund rural capital projects such as emergency services equipment, playgrounds, food banks and recreation centres.	Must be a registered charity, agricultural society, municipality or partner with a municipality.
Foreign Affairs and International Trade Canada, Community Investment Support Program (CISP)/ Invest Canada-Community Initiatives (ICCI)	This program assists Canadian communities to attract, retain and expand foreign direct investment. CISP supports non-profit and public-private partnerships at the local community level. A variety of activities are eligible including: research (capacity building), economic data for community investment, training, research (planning and implementation of strategy), strategic planning, website development, trade shows and conferences, translation, promotional material and other related costs.	CISP encourages applications from regional groups of communities. Cooperation and consultations between different levels of government is encouraged in applications.
Indian and Northern Affairs Canada (INAC), Community Economic Development Program (CEDAP)	The Community Economic Development Program provides core financial support for First Nation and Inuit communities for public services in economic development. The financial support is intended for community economic development planning and capacity development initiatives, development of proposals and leveraging financial resources, and carrying out economic development activities. The Community Economic Opportunities Program provides project-based support to those First Nation and Inuit communities that have opportunities in economic development.	Eligible recipients are First Nation and Inuit community organizations, and other organizations they have mandated or designated to act on their behalf.
Industry Canada - Marquis Tourism Events Program (MTEP)	Through Industry Canada, the Marquis Tourism Events Program will provide \$100 million over two years to help existing marquis tourism events deliver world-class programs and experiences in support of tourism.	Funding under the MTEP is available to for-profit corporations, not-for-profit corporations and First Nations Government organizations that organize recurring marquis tourism events.
Infrastructure Canada - Building Canada Fund (BCF)	The Building Canada Fund (BCF) is the Government of Canada's new flagship infrastructure program. This fund covers: Core National Highway System, Drinking Water, Waste Water, Public Transit and Green Energy. The program will operate through two components: Major Infrastructure Component(MIC) - for larger, strategic projects of national and regional significance and Communities Component -projects in communities with populations less than 100,000.	Projects under the MIC will be selected on the basis of merit through a federal-provincial/territorial negotiation process and all projects will be required to meet criteria targeting environmental, economic and quality of life objectives—regardless of the category. Innovative technologies and partnerships will also be emphasized. Funding for the Communities Component will be allocated for projects in the provinces and territories based on their population and all major projects will be selected through federal-provincial/territorial negotiations.
Infrastructure Canada - Public-Private Partnership Fund (P3)	This program will support innovative projects that provide an alternative to traditional government infrastructure procurement.	The P3 Fund will help expand infrastructure financing alternatives in Canada, provide incentives to attract investments from the private sector, and increase knowledge and expertise in alternative financing.
Western Economic Diversification Canada - Community Futures Development Corporations (CFDCs)	Community Futures Development Corporations (CFDCs) take a grassroots approach to community and economic development and are primarily focused on creating jobs outside major urban centres. The mandate of the corporations is community and business development. There are 27 offices in Alberta.	Each CFDC delivers a variety of services ranging from strategic economic planning, technical and advisory services to businesses, loans to small and medium-sized businesses, self-employment assistance programs, and services targeted to youth and entrepreneurs with disabilities. Community Futures offers eight different loans products, each designed to meet a particular business need.
Western Economic Diversification Canada - Community Futures Rural Diversification Initiative (CF-RDI)	RDI is targeted at bigger rural diversification projects (minimum \$100,000) with clear measurable economic outcomes and strong private sector support. RDI is not a grant to business. The total amount available for project funding is \$3.48 million over 3 years from April 1, 2008 to March 31, 2011. This initiative is funded through Western Economic Diversification Canada and is administered by Community Futures Alberta. RDI will support projects under the following 2 categories: Innovation & Cluster Development.	The RDI initiative provides funds to Community Futures organizations for economic diversification projects in Alberta. RDI projects should provide benefits to communities and/or industries, rather than individual businesses.

Funding Amounts	Link to Program	Contact Information
Please refer to each program for funding.	www.pch.gc.ca	Toll free: 1-866-811-0055
Successful projects can receive grants between \$5,000 and \$25,000 for community improvements such as emergency services equipment, playgrounds, food banks and recreation centres. The project must be completed by December 2011.	www.fcc-fac.ca	Toll free: 1-888-332-3301
CISP provides matching funds of between \$1,000 and \$300,000 per project. Communities can use this support for a range of activities that lead to securing foreign direct investment. ICCI is a grants and contributions program. It provides matching funds of up to 50% of eligible project costs per year, for a total ICCI contribution not to exceed \$300,000 per project per year. Program runs January 2009 to February 2010.	www.international.gc.ca	Toll free: 1-800-267-8376
Funding is provided to applicants whose proposals are judged to make the most effective use of the program budget directly related to the community economic benefits and the need for funding that has been demonstrated in the application. INAC determines funding levels annually. INAC allocates funds through national and regional funding allocation based on factors such as population and number of communities per region.	www.ainc-inac.gc.ca	Toll free: 1-800-567-9604
Funding under the MTEP is available to support costs associated with new activities, programs or experiences that enhance a tourism event. Tier 1 applicants can receive funding up to \$3 million per fiscal year. Tier 2 applicants can receive funding up to \$1 million per fiscal year. Funding cannot be greater than 20% of a tourism event's previous year cash operating budget.	www.ic.gc.ca	Toll free: 1-800-328-6189
Projects will be selected through an application-based process and, will be evaluated on the extent to which they meet environmental, economic and quality of life objectives. This program is in place until 2014.	www.buildingcanada-chantierscanada.gc.ca	1-800-O-Canada (1-800-622-6232)
Specifically, all projects seeking \$50 million or more in federal contributions will be required to assess and consider the viability of a P3 option. This program is in place until 2014.	www.buildingcanada-chantierscanada.gc.ca	1-800-O-Canada (1-800-622-6232)
At the local or regional level, Community Futures organizations play a key role in working alongside community leaders and other key stakeholders for the development of a strategic vision for our community's future. Along with our communities and community partners, Community Futures organizations invest in activities and projects designed to allow our rural communities to be resilient.	www.cfna.ca	Toll free: 1-877-851-9996
Total costs for each RDI project will be at least \$100,000. RDI funding will cover a maximum of 60% of eligible project costs.	www.cfna.ca	Toll free: 1-877-851-9996

Provincial Government Programs	Program Description	Criteria/Eligibility
Alberta Culture & Community Spirit, Alberta Historical Resources Foundation (AHRF)	The goal of the AHRF is to support community-based heritage initiatives in Alberta. Funded by Alberta Lottery Fund, two programs are offered: Heritage Preservation Partnership Program and Alberta Main Street Program.	The foundation provides partial sponsorship for local heritage initiatives including historical building restoration, research and publications, educational projects, historical markers, and area conservation through the Alberta Main Street Program. Application deadlines are September 1, and February 1. The foundation also provides operational funding to several major provincial heritage organizations that deal with museums, archives, history, archaeology and genealogy.
Alberta Employment and Immigration - Summer Temporary Employment Program (STEP)	Summer Temporary Employment Program (STEP) was developed by Alberta Employment and Immigration and community partners to help Albertans who would benefit from temporary employment during the spring and summer months - typically post-secondary students and high school students.	Community based and non-profits may apply for STEP funding. Deadline for applications is March. Municipalities currently receive STEP allocations through a letter-of-agreement process. Employees must be unemployed, at least 16 years old and legally entitled to work in Canada. The applicant must pay STEP employees at least the minimum wage. Positions created must involve 30 to 40 hours per week for a minimum 6 weeks.
Alberta Finance & Enterprise, Tax Exempt Fuel User Program	To provide tax exemptions or rebates on fuel consumed for commercial purposes at off-road locations in Alberta.	Applicants may receive a rebate for Alberta tax paid fuel consumed in an off-road capacity for commercial purposes in eligible vehicles or equipment.
Alberta Lottery Fund - Community Facility Enhancement Program (CFEP)	Community Facility Enhancement Program (CFEP) funding provides financial assistance to build, purchase, repair, renovate, upgrade or otherwise improve sports, recreational, cultural or other related family and community wellness facilities.	Generally, any outdoor or indoor facility used for sports, recreation, culture or other related family and community wellness purposes can be considered for funding under this program. Only one application can be submitted for a specific facility in each fiscal year.
Alberta Lottery Fund - Community Initiatives Program (CIP)	The CIP provides funds from the Alberta Lottery Fund to enhance and enrich project-based community initiatives throughout Alberta.	Funding is based on local needs and priorities. Community not-for-profit groups, municipalities, First Nations and Métis Settlements may be eligible.
Alberta TPR - Alberta Sports, Recreation, Parks & Wildlife Foundation (ASRPWF)	The purpose of the ASRPWF Development Initiatives Program is to provide support to Albertans working in the areas of sport, recreation, parks and wildlife for project and program related endeavors.	Eligible are community non-profit groups, municipalities, First Nations, Métis Settlements, educational institutions and individuals.
Alberta Transportation - Municipal Grants Program	Alberta Transportation administers a number of municipal grant programs in partnership with Alberta's cities, towns, villages, summer villages, rural municipalities and Métis settlements.	The grant programs provide financial assistance to municipalities for capital-related transportation, water/wastewater systems and core municipal infrastructure needs.
Government of Alberta website	List resources for business development & community economic development.	N/A
Municipal Affairs - Municipal Sustainability Initiative (MSI)	The Municipal Sustainability Initiative (MSI) represents the Government of Alberta's commitment to provide municipalities with sustainable funding to assist them in meeting the challenges of growth and enhancing their long-term sustainability.	Each year, municipalities are advised of their annual MSI grant allocation following approval of the provincial budget. Amounts are formulated based on municipal populations, education property tax requisitions and kilometers of local roads and include base funding for all municipalities and sustainable investment funding for municipalities with limited local tax bases.

Funding Amounts	Link to Program	Contact Information
Heritage Preservation Partnership Program - This program offers matching grants, along with technical and advisory assistance to organizations and individuals for initiatives such as conserving historic places, undertaking historical research, producing local history books and installing interpretive markers - Maximum grant is \$5,000. Main Street Program - provides resources and expertise for communities committed to conserving their historic commercial districts.	www.culture.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 431-2305
STEP employees must be given full-time employment (30-40 hours per week), which may be funded for periods of continuous employment ranging from six weeks to four months. The program normally runs from April to August.	www.employment.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 422-5082
Varies by project and sector.	www.finance.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 427-3044
Normally, the maximum level of funding for any facility is \$125,000 per fiscal year. Grant requests of more than \$125,000 will be considered if a special need can be shown and strong community support demonstrated. CFEP funding is approved on a matched-grant basis. Organizations must contribute an amount equal or greater than the grant they receive.	www.albertalotteryfund.ca	Toll free: 1-800-642-3855
Maximum CIP grant of \$75,000, matching, per project per fiscal year. Only one CIP application can be submitted for a specific project in each fiscal year. A CIP applicant may not receive funding from another lottery funded program or foundation for the same identified project in the same fiscal year. CIP funding is approved on a matching grant basis. The matching requirement may be met in the form of any contribution of money, volunteer labour, services, or donated materials or equipment for the project. If a group can demonstrate significant difficulty in raising matching funds, funding will be considered on a non-matching basis.	www.albertalotteryfund.ca	Toll free: 1-800-642-3855
Typical grants range up to \$5,000.	www.tpr.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 427-6549
The program applies to cities, towns, villages, summer villages, municipal districts, specialized municipalities, improvement districts, special areas, and Métis Settlements. Provides financial assistance for sustainable capital municipal infrastructure projects. This per capita grant allocation is based on the municipality's 2007 official population.	www.transportation.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 427-2731
N/A	www.albertacanada.com/regionaldev/index.html	N/A
Of the total MSI funding allocated each year, \$50 million is provided to municipalities in the form of conditional operating funding.	www.municipalaffairs.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 427-2225

Provincial Government Programs	Program Description	Criteria/Eligibility
Rural Alberta's Development Fund (RADF)	Rural Alberta's Development Fund (RADF) is a not-for-profit company incorporated in 2006. Its mandate is to fulfill a commitment by the Government of Alberta to support communities, regional alliances, government departments and not-for-profit organizations in kick-starting community-building projects that would contribute to the growth and prosperity of rural Alberta. Funding will be used to invest in projects that contribute to the growth, prosperity or quality of life of rural Alberta. A project must demonstrate how it supports the community and it must involve the community and/or communities where it is to be implemented. There are restrictions on eligible costs and contributions.	<p>The Fund will consider a wide spectrum of projects but, they must respond to one or more of the four activity areas or pillars:</p> <ul style="list-style-type: none"> • Economic growth; • Community capacity, quality of life and infrastructure; • Rural health delivery; and • Learning and skill development. <p>The program will not cover capital costs and the project must be innovative.</p>
Other	Program Description	Criteria/Eligibility
Alberta Association of Fund Raising Executives (AAFRE)	The aim of this association is to provide educational and networking opportunities for fundraisers, to promote the use of ethical standards in fundraising programs, to spread awareness of the benefit to society accomplished through fundraising.	N/A
Association of Fundraising Professionals (AFP)	A non-profit association dedicated specifically to advancing philanthropy through education, training, advocacy and certification programs. They also offer a data base of fundraising consultants.	N/A
Charity Village	This non-profit sector website contains links to online databases and directories of funding agencies and foundations of interest to Canadian individuals and organizations.	N/A

Notes and Comments

Funding Amounts	Link to Program	Contact Information
Project applicants must provide 25% or more of the overall cost of the project. The Fund's minimum contribution level is \$50,000 and its maximum is \$5 million.	www.ruralalbertasfund.com	Toll free: 1-877-940-7233
Funding Amounts	Link to Program	Contact Information
N/A	www.aafre.org	website contact only
N/A	www.afpedmonton.ca	AFP Edmonton area: (780) 960-4188
N/A	www.charityvillage.com	Toll free: 1-800-610-8134

Notes and Comments

Investors

There are many avenues to explore if you are considering investing in the tourism industry.

The table below summarizes some helpful links.

Program Description	Program Description	Criteria/Eligibility
ATPR - Tourism Business Development Forum	An annual spring forum open to communities, non-profits, private tourism developers and investors to learn about tourism business development in Alberta.	Open to communities, non-profits, private tourism developers and investors.
ATPR - Tourism Investment Symposium	This annual symposium is an opportunity for communities to promote market-ready tourism development opportunities like hotels, resorts, golf courses and marinas to investors, developers and hotel franchisors.	A community will gain valuable exposure among investors that are actively investing in Alberta's tourism industry. Not only will your projects be shared with investors in advance of the symposium to generate interest, but your project will also be featured on a section of the Department's website dedicated to tourism investment opportunities. There is no cost to participate in the Tourism Investment Symposium.
British Columbia - Alberta Trade, Investment, and Labour Mobility Agreement (TILMA)	Consists of a set of General Rules and Special Provisions that apply to all government measures such as legislation, regulations, standards, policies, procedures and guidelines that affect trade, investment and labour mobility. The purpose of the TILMA is to reduce or eliminate barriers to trade, investment and your ability to work in both provinces; increase opportunities to work; make it easier to find workers or attract investment capital; reduce costs on the goods and services you use every day; and benefit all residents of Alberta and British Columbia.	The Agreement applies across all sectors of the economies of British Columbia and Alberta. If a measure is not clearly identified as an exception, it is subject to the rules of the agreement.
Canada Revenue Agency (CRA) - Taxation	In Canada, there are several taxes, tariffs, and duties. The Canada Revenue Agency (CRA) is the federal government department responsible for administering tax laws for the Government of Canada and for most provinces and territories.	The most common taxes are: Income tax, Employment Insurance premiums (EI), Provincial Sales Taxes (PST), Canada Pension Plan contributions (CPP) and the Goods and Services Tax (GST).
Canada's Venture Capital & Private Equity Association (CVCA) - Venture Capital	The CVCA represents the majority of private equity companies in Canada, with over 1700 members. CVCA members have over \$75 billion in capital under management, in three distinct market segments: Buyout, Mezzanine and Venture Capital.	CVCA is a leading source for advocacy, networking, information and professional development for venture capital and private equity professionals.
Citizenship and Immigration Canada (CIC) - Business Immigration	Business immigrants can invest in or start businesses in Canada. Through their business investment, they support the development of a strong Canadian economy. All business immigrants must apply at the visa office nearest them.	There are three classes of business immigrants: investor, entrepreneur and self-employed person. Business immigrants are expected to make a C\$400,000 investment or plan to own and manage a businesses in Canada.
Citizenship and Immigration Canada (CIC) - Work Permits for Foreign Workers	Citizenship and Immigration Canada (CIC) has developed a fair and transparent process for granting work permits to foreign workers.	The goal is to help Canadian employers hire workers with specific skill sets while protecting the interests of the Canadian workforce.
Export Development Canada (EDC) - Canadian exporters and investors	EDC has developed a number of innovative ways to support foreign buyers of Canadian goods and/or services through loans, guarantees and lines of credit.	Loans can be provided to foreign companies purchasing capital goods and/or services which are typically financed over at least two years. Any foreign buyer of Canadian goods and/or services can inquire about their financing services.
Foreign Affairs and International Trade Canada - Canadian Representatives Abroad	Directory of Government of Canada diplomatic and consular missions overseas.	Available to assist investors pursuing opportunities in Canada.

Funding Amounts	Link	Contact Information
N/A	www.tpr.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 422-4991
N/A	www.tpr.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 422-4991
N/A	www.tilma.ca	Government of Alberta Toll free: 310-0000 or (780) 427-6543
N/A	www.investincanada.gc.ca	Toll free: 1-800-267-6999
N/A	www.cvca.ca	(416) 487-0519
N/A	www.investincanada.gc.ca	Toll free: 1-888-242-2100
N/A	www.investincanada.gc.ca	Toll free: 1-888-242-2100
Competitive rates are available to borrowers based on credit quality, general market conditions, and the length of repayment terms being considered.	www.edc.ca	Toll free: 1-800-267-8510 (North America only)
N/A	www.international.gc.ca	Toll free: 1-800-267-8376

Program Description	Program Description	Criteria/Eligibility
Government of Alberta - Alberta's International Offices	The Province of Alberta currently operates International Offices in various locations in Asia, Europe and North America.	The International Offices have played a vital role in strengthening Alberta's trade presence around the world, and have helped Alberta companies develop important business relationships worldwide.
Industry Canada - Investment Canada Act	Under the Act, a non-Canadian includes any business entity that is not controlled or beneficially owned by Canadian citizens.	If you are a non-Canadian and you plan to acquire control over an existing Canadian business or establish a new business in Canada, you must contact the Canadian government to file either a notification or an application for review.
Alberta Immigrant Nominee Program (AINP)	The AINP is an immigration program operated by Alberta Employment and Immigration in conjunction with Citizenship and Immigration Canada (CIC) to expedite the processing of an application for permanent residence.	Individuals nominated by the Province of Alberta, together with their spouse and dependent children, are eligible to apply for a permanent resident visa through CIC as a Provincial Nominee. CIC expedites permanent resident applications from Provincial Nominees and makes final decisions on the permanent resident applications.
The National Angel Organization (NAO) - Angel Capital	The NAO is the Canadian voice of angel investors dedicated to promoting best practices and advocacy for angel investors.	The NAO is an incorporated not-for-profit that provides angel investors with a secure environment to network and learn from their peers as well as the opportunity to be heard collectively on national issues.
Trade Agreements	The Canadian government recognizes the import role international trade plays in the Canadian economy.	To provide market access for Canadian goods and services, Canada establishes trade agreements with countries around the world.
Travel Alberta Corporation	Travel Alberta Corp. is the official destination marketing organization for Alberta. Travel Alberta In-Province is responsible for executing marketing programs aimed at markets within Alberta, British Columbia, Saskatchewan and Manitoba. The international division promotes Alberta abroad to tourists.	Travel Alberta In-Province offers a variety of services to Alberta's tourism industry including assistance with increasing marketing experience, knowledge, packaging knowledge, service and training sophistication within the industry and helping prepare emerging products for targeted markets. Funded by the Government of Alberta and based on collections of the four percent Tourism Levy on visitor accommodation.
Travel Alberta Corporation - Tourism Destination Regions (TDR)	There are six tourism destination regions in Alberta: Alberta Central, Alberta North, Alberta South, Calgary & area, Canadian Rockies and Edmonton & area. Each TDR is governed by a board of directors and priorities focus on the provision of marketing support to industry consortia. The overall goal of the TDRs is to increase tourism within their regions.	Consortia marketing applications are reviewed on a case by case basis.

Notes and Comments

Funding Amounts	Link	Contact Information
N/A	www.albertacanada.com/1234.html	Government of Alberta Toll free: 310-0000 or (780) 427-4323
For non-World Trade Organization (WTO) investors, the threshold is \$5 million for a direct acquisition and over \$50 million for an indirect acquisition; the \$5 million threshold will apply however for an indirect acquisition if the asset value of the Canadian business being acquired exceeds 50% of the asset value of the global transaction. A threshold is calculated annually for reviewable direct acquisitions by or from WTO investors. The threshold for 2009 is \$312 million. Pursuant to Canada's international commitments, indirect acquisitions by or from WTO investors are not reviewable.	www.ic.gc.ca	Toll free: 1-800-328-6189
N/A	www.albertacanada.com/immigration	Toll free within Alberta: 1-877-427-6419
N/A	www.angelinvestor.ca	(416) 581-0009
N/A	www.investincanada.gc.ca	Toll free: 1-800-O-Canada (1-800-622-6232)
N/A	www.industry.travel.alberta.com	Toll free: 1-800-252-3782 or (403) 297-2700
N/A	www.industry.travel.alberta.com	Toll free: 1-800-252-3782 or (403) 297-2700

Notes and Comments

Other Helpful Resources

Many other resources are available from various government departments and agencies to help organizations with business and financial planning. These helpful resources are summarized in the following table.

Program Description	Description	Link	Contact Information
Government of Alberta website	Lists resources for business development & community economic development.	www.albertacanada.com	see website
Alberta Municipal Affairs - Municipal Profiles	Municipal Profiles are a compilation of statistical, financial, and other information about municipalities in the Province of Alberta. The information is based on data made available to and reports submitted to Alberta Municipal Affairs.	www.municipalaffairs.alberta.ca	see website
Alberta Tourism, Parks and Recreation (ATPR)	ATPR offers a "one window" approach to assisting tourism businesses. Help is offered in the area of tourism business development, research & investment . As well it can facilitate your dealings with other departments in government.	www.tpr.alberta.ca	Government of Alberta Toll free: 310-0000 or (780) 422-4991
Alberta Venture Magazine	This magazine publishes a guidebook on financing for businesses.	www.albertaventure.com	(780) 990-0839
AlbertaFirst.com	A provincial, municipal and industry partnership created to provide valuable information to businesses and individuals interested in starting a business or locating to Alberta. Detailed listings, statistics, profiles and opportunities are provided on key businesses, industry sectors, regions and communities throughout Alberta.	www.albertafirst.com	Toll free: 1-866-209-5959
Canada Business Service Centre	A web based, interactive business planner, that is a helpful tool when you are preparing your business plan.	www.canadabusiness.ca	Toll free: 1-800-272-9675
Canadian Bankers Association (CBA)	The Canadian Bankers Association is a professional industry association that provides its members - the chartered banks of Canada - with information, research and operational support and contributes to the development of public policy on financial services. The CBA also provides information, statistics and publications to help individual and small business consumers manage their financial affairs.	www.cba.ca	Toll free: 1-800-263-0231 For general banking inquiries, contact your local financial institution.
Canadian Tourism Commission (CTC)	The Canadian Tourism Commission has produced a number of publications containing useful information regarding the financial aspects surrounding your tourism operation.	www.corporate.canada.travel	(604) 638-8300
Government of Canada - Canada Business Network	Sources of financing can help you locate traditional or alternative sources of financing for your small business. You will find an extensive directory of Canadian financial providers, information on different types of financing, and tips to help you secure financing.	www.canadabusiness.ca	Toll free: 1-888-576-4444
Industry Canada - Performance Plus	Performance Plus is an interactive on-line financial performance tool to help new and established firms determine how they measure up to the competition. This tool will assist you in making sound operational decisions by comparing your performance with industry financial norms.	www.ic.gc.ca	Toll free: 1-800-328-6189
TEC VenturePrize	Alberta's Business Plan Competition, annual competition on business plans, over \$150,000 in prizes to be shared among finalists.	www.tecedmonton.com	(780) 492-8857
The Business Link - Federal/Provincial Government	Offers a listing of government programs and services in Alberta.	www.canadabusiness.ca/alberta	Toll free: 1-800-272-9675
The Conference Board of Canada - Canadian Tourism Research Institute (CTRI)	The Canadian Tourism Research Institute serves the travel and tourism industry in providing sound economic forecasts and models. With timely and insightful interpretation of data specifically relevant to travel, subscribers are kept up-to-date.	www.conferenceboard.ca	Toll free: 1-866-711-2262

Conclusion

As illustrated in this guide, there are a variety of sources of funding available for your business or organization. When developing a funding proposal for your tourism venture, ensure you:

- Understand the funding source's criteria.
- Understand the advantages and disadvantages of the type of funding that you are considering, (e.g. debt versus equity financing).
- Know the eligibility requirements before applying, as they are different for each funding source.
- Be aware of any funding program deadlines.
- Ensure that your business plan, financial proposal or grant application covers the areas required by the funder/financing source.

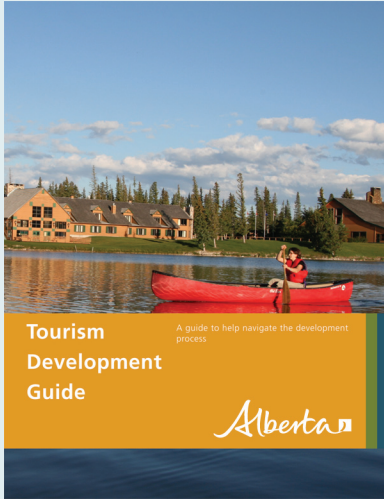
It is always a good idea to have an independent business advisor review your application before it is submitted.

Please contact Alberta Tourism, Parks and Recreation's Tourism Business Development, Research and Investment Branch at (780) 422-4991, toll free anywhere in Alberta 310-0000 or visit our website: www.tpr.alberta.ca for more information.

We wish you much success and enjoyment in your journey to develop your tourism opportunity.



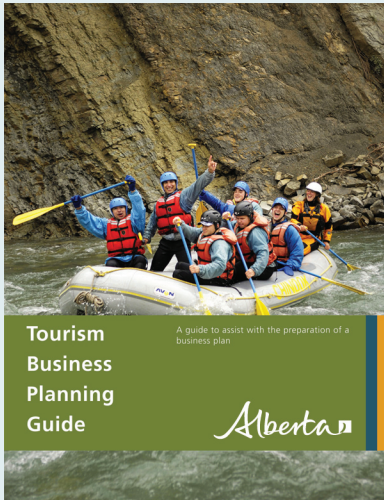
OTHER ALBERTA TOURISM DEVELOPMENT GUIDES:



Tourism Development Guide

A guide to help navigate the tourism development process

This guide examines Alberta's tourism industry and provides a thorough analysis of tourism development in the province. The information abides by the regulations set by municipal, provincial and federal governments, making it a practical tool for the first-time tourism developer.



Tourism Business Planning Guide

A guide to assist with the preparation of a business plan

The Business Plan is a tool used by entrepreneurs to logically and systematically plan all aspects of their business. Writing a business plan is an important step in the development of a successful business. This guide is designed as an aid to writing a business plan for an existing or prospective tourism project.

Government of Alberta ■

Tourism, Parks and Recreation Tourism Business Development, Research and Investment Branch

6th Floor, Commerce Place
10155 – 102 Street
Edmonton, Alberta T5J 4L6
Telephone: (780) 422-4991
or 310-0000 (toll free anywhere
in Alberta)

www.tpr.alberta.ca

Tourism Funding Sources Guide

Providing an overview of federal, provincial, and other agencies and institutions that have funding programs for a range of tourism development projects. This guide has been developed for for-profit businesses, non-profit organizations/communities and tourism investors.