



# TOURISM DEVELOPMENT GUIDE

A guide to developing a tourism business, including obtaining the required government approvals and licences



## ACKNOWLEDGEMENTS

The *Tourism Development Guide* has been significantly revised and updated from the previous version which was published in 2009.

It has been reviewed by various Alberta government ministries including Alberta Culture and Tourism, Alberta Environment and Parks, and Alberta Municipal Affairs. The assistance of staff in those ministries is greatly appreciated.

This guide complements the *Tourism Business Planning Guide*, which describes the business planning process. Web-based and hardcopy versions of these guides are available. Please refer to [www.culture.alberta.ca/tourism](http://www.culture.alberta.ca/tourism) for more information.

Efforts were made to capture all changes and developments related to tourism development. However, there is no guarantee that the various processes, contacts and regulations/permits outlined in this guide will remain current. Ultimately, it is the responsibility of the proponent to check on permits, regulations and approval processes for a particular tourism opportunity.

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## ABOUT THIS GUIDE

The *Tourism Development Guide* is intended to help those interested in starting or expanding a land-based tourism development. Such developments might involve either Crown lands of the provincial or federal government or land within the jurisdiction of a municipality or a First Nation. Large developments might affect all of them.

Proponents of these developments should expect to seek approvals through several levels of government. They should also expect to integrate their own development plans with provincial legislation, regional and sub-regional plans, and municipal plans, as well as First Nation uses. They should expect to consider how to accommodate competing uses related to land, water, wildlife, and historical sites.

This document presents the steps to be taken, the time frames to be expected for reviews, and the places to go for development assistance.

Before formally investing in a tourism venture, it is also recommended that proponents consult another document – the *Tourism Business Planning Guide*. It helps would-be and current tourism entrepreneurs clarify their business concepts and prepare a written business plan – something necessary to obtain business financing. For a business that is purely a tourism service and does not require a land purchase or lease, the *Tourism Business Planning Guide* might be a sufficient source of information.

As the name suggests, **land-based tourism developments** require a land base to operate. Examples include:

- Accommodations like resorts, lodges, cabins and campgrounds.
- Recreation and adventure opportunities like zip lining, skiing, and caving.
- Nature-based tourism opportunities like hiking and horseback riding.

### QUICK LINK

#### Tourism Business Planning Guide

[www.culture.alberta.ca/  
tourism/programs-and-services/  
investment/regional](http://www.culture.alberta.ca/tourism/programs-and-services/investment/regional)

## ALBERTA'S TOURISM INDUSTRY

Since the first travellers visited the hot springs in Banff in the railway era of tourism, Alberta has been a compelling destination for visitors worldwide. Over 100 years later, Alberta is an established four-season destination with much to offer: the iconic Canadian Rocky Mountains, the alluring Canadian Badlands, peaceful prairies, placid lakes, a diverse cultural history, and vibrant urban and rural centres.

Alberta's tourism industry has an economic impact of over \$8 billion a year, employs more than 110,000 people, and generates over \$3 billion in tax revenue annually. It is made up of facilities, attractions and events, as well as an extensive transportation infrastructure capable of moving people efficiently to their desired destinations. While tourism is a mature industry in Alberta, there remains tremendous potential for developing new opportunities to entice Albertans to explore their province and to encourage others to visit.

## THE TOURISM FRAMEWORK

*A Pathway to Growth: Alberta's Tourism Framework 2013-2020* sees tourism as an economic pillar of the Alberta economy, both in terms of diversification and rural economic growth, setting a revenue target of \$10.3 billion by 2020.

*A Pathway to Growth* has five priorities, any and all of which could benefit new tourism developments: innovation and development; accessibility to Alberta and its tourist regions; marketing to high potential markets; alignment of industry organizations and government; and research.

This guide, the *Tourism Development Guide*, is largely focused on the first priority – innovation and development – in that it encourages and supports entrepreneurial investment in the tourism industry through land-based tourism development.

### QUICK LINK

**A Pathway to Growth:**  
**Alberta's Tourism Framework 2013-2020**  
[www.culture.alberta.ca/tourism/albertas-tourism-framework/](http://www.culture.alberta.ca/tourism/albertas-tourism-framework/)

*A Pathway to Growth* also identifies target markets for tourism in Alberta. These are further developed in the *Travel Alberta Business and Marketing Strategy* (Travel Alberta is a provincial Crown corporation charged with tourism marketing for the province). It uses a mix of research to determine what types of travellers will be most interested in the Alberta experience. Across all domestic and international markets, it primarily targets two groups.

### Free Spirits

Free Spirits are Alberta's primary target market outside of Alberta. They are receptive to marketing/ advertising messages, and are significantly more likely to visit many locations in a single trip, and brag about their travel experiences, both online and offline.

Free Spirits come from all demographic groups (age, income, education) and represent 13 per cent of global travel markets. They are youthful adventurers that come from all over the world, and they are also represented in our domestic and regional markets. They research their travel destinations, seek trustworthy marketing sources, and plan trip itineraries around Top 10 or "best of" lists.

#### **Why travel?**

*People travel for leisure and business, to visit friends and relatives, to attend to personal business, and for professional events like meetings and conventions. In terms of market segments, leisure travel continues to outpace business travel.*

*Source: Tourism Research Firm IPK International*

### Cultural Explorers

Cultural Explorers represent 12 per cent of global markets. They are always planning for their next trip and are likely to travel with friends and family. They want to immerse themselves in the culture, people and settings of the places they visit. They enjoy the history, but also look to experience modern culture. Prior to every trip, Cultural Explorers research their destination to better understand it and once they are there, they prefer to let things unfold spontaneously. They want their trips to go beyond just seeing the tourist sites so they strive to leave the beaten path and explore out-of-the-way places. As such, they are considered most likely to visit a rural location in Alberta.

Travel Alberta also uses research and statistics to target markets and people from countries with the greatest potential for travel. Its goal is to inspire Albertans to keep travelling in Alberta and to attract long-haul and international travellers including those from: other Canadian provinces; the United States; the United Kingdom; Germany; Netherlands; Australia; Japan; China; and South Korea.

Those interested in starting a tourism business will want to consider how their business relates to these segments of the tourism market, as well as other demographic and geographic groups. For example, a tourism business on the provincial border may want to market to nearby communities. Or a business near a retirement community may want to target special programs to people visiting family and friends.

#### **QUICK LINK**

**Travel Alberta Business and Marketing Strategy**

<http://industry.travelalberta.com/about-us/business-strategy>



COWBOYS SURROUNDING A CAMPFIRE, CROWSNEST PASS



# BEFORE YOU INVEST TIME AND MONEY

You may already know what type of tourism business you want to start, or you may still be exploring which business best suits you. Regardless, it is important to recognize that starting a tourism business is in many ways similar to starting any other type of business. And in many ways it is more complex. It's not for everybody.

## IS A TOURISM BUSINESS RIGHT FOR YOU?

Some of the unique things about tourism that entrepreneurs must embrace include:

- Seasonality of demand: peaks and troughs; high and low seasons.
- Economic conditions: disposable income, exchange rates, price of gas and cost of air travel.
- The weather – always unpredictable.
- Changing trends in the target market.
- The varying expectations of consumers.
- High fixed costs, such as property, land and equipment, may require large up-front capital investment.
- Single-use nature of assets: accommodation facilities in particular have limited alternative uses (but the creative entrepreneur may identify other uses).
- Longer-term market development: very few new tourism businesses sell to maximum capacity in their initial years of operation.
- Co-operative nature of competition: businesses located in a tourism destination region often work with others to promote their destination and business – especially if it offers something unique or if demand exceeds availability.

Also unique to tourism is that many developments take place in less accessible locations or less populated areas to take advantage of unique local and natural attractions and scenic beauty. This means that an entrepreneur must often evaluate unusual access or servicing requirements.

Before you proceed with your development, you need to determine whether the unique nature of the tourism sector is compatible with your business goals. Also, if this is your first entrepreneurial foray, you need to consider whether the risks and rewards of operating a business suit you. Ask yourself:

- Why do I want to start my own business?  
What are the key drivers? What skills do I bring?
- What outcome do I want to achieve?
- What are the financial goals for the business?
  - » Is it to replace a salaried position, suggesting a lifestyle business?
  - » Is it to achieve a more substantial financial reward, suggesting a growth business?

## BUSINESS PLANNING

If you've determined a tourism business is right for you, it is now time to do some business planning. A business plan helps guide activities, assess performance, and enhance your business strategies.

Key components include:

- defining the business opportunity
- analyzing the market
- identifying the value proposition and type of business
- identifying costs to start the business (construction and startup), and sources of revenue and operating expenses
- developing a marketing plan
- understanding your management and operational needs
- creating a financial plan

The *Tourism Business Planning Guide* – the companion guide to this one – is designed to help you develop your business concept and plan. The *Tourism Business Planning Guide* and the *Tourism Development Guide* can be used in tandem. When you have completed your review of the guides, you will have developed the basis of a solid business plan from which to launch or further develop your business, including acquiring the various licences and approvals required.

A further resource is included in Appendix A: The Basic Components of Development Analysis. It describes a process for determining the feasibility of your business venture.

### QUICK LINK

#### Tourism Business Planning Guide

[www.culture.alberta.ca/  
tourism/programs-and-services/  
investment/regional](http://www.culture.alberta.ca/tourism/programs-and-services/investment/regional)











Now that you have a basic understanding of your business and development needs, it is time to examine options for land-based development.

Alberta's land base is a mix of public (60 per cent) and private land (40 per cent). Private land can be purchased or leased directly from the owner in confidential negotiations. If you already own or lease the land, then you only need to determine what the land will be used for and what improvements, changes or approvals will be required.

Public land is owned by the province (Crown) or the community and is not restricted to any one individual's use or possession. Municipalities are responsible for land use planning on both public and private lands within their boundaries, including the creation of subdivisions, zoning and other bylaws, and the issuance of development permits. Beyond municipal boundaries, Alberta's public lands are managed largely by the provincial Ministry of Environment and Parks. Lands located in national parks fall under federal jurisdiction (Parks Canada).

## ALBERTA'S LAND-USE FRAMEWORK

The Ministry of Environment and Parks manages the province's land and natural resources through the Land-use Framework. The Framework divides the province into seven regions, each of which requires its own regional plan to ensure its natural resources – land, air, and water – are not exhausted or degraded by overuse. All land-based activities are considered within the regional planning process. This includes tourism.

Proponents should review current regional land use plans to ensure their proposals are consistent with regional requirements.

## ACCESS TO PUBLIC LANDS FOR RECREATION AND TOURISM

### Disposition

A disposition is an instrument used to convey an estate, interest, right or privilege on public land to a land user. Dispositions are issued by the Ministry of Environment and Parks under the *Public Lands Act*. Tourism and recreation developments on public land are most likely to require one of three disposition types: a lease, a licence or a permit.

### Miscellaneous Lease

A miscellaneous lease (DML) is a legal contract that grants exclusive use of a parcel of land or improvements to a lease holder for a specified period of time. A DML is used for industrial, commercial, recreational, and residential developments that require long-term, permanent use of land. Some types of tourism and recreation developments that may require a lease include:

- fixed-roof accommodations, including lodges and inns
- campgrounds
- tea houses and restaurants
- golf courses and driving ranges
- four-season resorts
- guided tourism activities (e.g., guided horse-back riding with luxury guest ranch accommodation)
- adventure operations (e.g. zip lining, canopy tours with office building for rentals and day lodge for food)



### QUICK LINK

[www.landuse.alberta.ca](http://www.landuse.alberta.ca)

### ***Licence of Occupation***

A licence of occupation (DLO) is a legal contract that grants *non-exclusive* use of a parcel of land to a lease holder for a specified period of time. A DLO is issued for developments that do not require permanent structures – they are primarily used for roadways. However, a DLO may be issued for some recreation and tourism developments, including those using:

- terrain for alpine or cross-country skiing
- trails for hiking or skiing
- roadways to access recreation or tourism facilities
- parking lots and staging areas

### ***Temporary Field Authorization***

A temporary field authorization (TFA) authorizes the short-term use of vacant public land. Some recreation and tourism activities that may require a TFA include:

- seasonal storage facilities
- festivals or sporting events
- exploration or research for planned developments

In addition to a land use disposition, tourism and recreation developments often require other permits or approvals from various ministries of the provincial government. These are described later in this document.

Government of Alberta staff are available to guide potential developers through the land disposition and regulatory processes. For assistance, contact the Tourism Division of Alberta Culture and Tourism at (780) 422-4991 or 310-0000 (toll-free anywhere in Alberta).

### ***Commercial Trail Riding Permit***

A commercial trail riding permit grants temporary access to an approved area for commercial purposes. Authorizations are also required for any activities associated with trail riding, including base and overnight camps, along with temporary structures such as corrals.

Commercial trail riding may be allowed in provincial parks and recreation areas as well as wildland provincial parks. To qualify for a commercial trail riding permit solely within one of these park classifications, you do not need a permit under the *Public Lands Act*, but you do need authorization under the *Provincial Parks Act*.

No permits can be issued for wilderness areas, ecological reserves or heritage rangelands. Commercial trail riding permits can be issued for natural areas and for Willmore Wilderness Park.

#### **QUICK LINK**

**PLAR Handbook of Instruments Pursuant to Public Lands Act and Public Land Administration Regulation**

<http://aep.alberta.ca/lands-forests/public-lands-administration-regulation/documents/PLARHandbookInstruments-Feb19-2014A.pdf>



### Obtaining a Disposition

To obtain a disposition for provincial public land, please visit the Alberta Environment and Parks website, specifically the section related to Land Management.

#### QUICK LINK

<http://aep.alberta.ca/lands-forests/land-management/default.aspx>

Alberta Environment and Parks handles each disposition application on a case-by-case basis, proponents are advised to contact the ministry for more information.

#### QUICK LINKS

##### Public Lands Administration Regulation

[www.qp.alberta.ca/documents/Regs/2011\\_187.pdf](http://www.qp.alberta.ca/documents/Regs/2011_187.pdf)

##### Public Lands Operational Handbook

<http://aep.alberta.ca/forms-maps-services/publications/documents/PublicLandsOperationalHandbook-Dec2004.pdf>

##### Disposition Plan Requirements

<http://aep.alberta.ca/lands-forests/land-management/disposition-plan-requirements.aspx>

##### Land Access Program for Tourism and Recreation

[www.culture.alberta.ca/tourism/programs-and-services/land-use-planning/](http://www.culture.alberta.ca/tourism/programs-and-services/land-use-planning/)

### Development in Kananaskis Country

The *Kananaskis Country Recreation Policy* provides the Government of Alberta's overall policy on development in Kananaskis Country. It stipulates that any new large-scale commercial recreation and tourism developments are to be directed to areas outside of Kananaskis Country; however, there is some provision for new services and accommodation in specific locations.

#### QUICK LINK

[www.albertaparks.ca/media/2741788/kcpolicy.pdf](http://www.albertaparks.ca/media/2741788/kcpolicy.pdf)

### Opportunities within Provincial Parks and Recreation Areas

Approximately 70 per cent of park campgrounds and related day use facilities are currently operated by the private sector. Businesses operate in the provincial park system under a land lease or a business licence that outlines the operating requirements and, in return, operators pay lease fees for the use of park land.

#### QUICK LINK

[www.albertaparks.ca/albertaparksca/management-land-use/land-use-administration.aspx](http://www.albertaparks.ca/albertaparksca/management-land-use/land-use-administration.aspx)

## POTENTIAL ASSESSMENTS AND REVIEWS

As part of the information collection and evaluation stage, there are resource assessments that the proponent may be asked to produce: an environmental assessment and an historic resource impact assessment. As well, the proponent may be required to undertake a consultation with local First Nations.

### Environmental Assessment Process

To protect the environment and human health, laws are in place to regulate industrial activities in Alberta. Alberta Environment and Parks is responsible for enforcement of two of the most significant: the *Environmental Protection and Enhancement Act* and the *Water Act*. All developments must comply with these Acts before construction or operation. Depending on the complexity or perceived impact of a development, proponents may be required to undertake an assessment of its environmental, social, economic and health implications.

There are also other environmental assessments conducted outside of these Acts by the Government of Canada, municipalities, corporations and lending institutions. When a proposed development is required to undergo both a provincial and federal environmental assessment, the two governments cooperate to minimize overlap.

Proponents should contact Alberta Environment and Parks early in the planning process to determine whether an environmental assessment is needed. Costs and time associated with obtaining the required approvals should be addressed in the business planning process.

### QUICK LINK

<http://aep.alberta.ca/lands-forests/land-industrial/programs-and-services/environmental-assessment/default.aspx>

### Historic Resource Impact Assessments (HRIA)

Alberta's historic resources include, but are not limited to:

- buildings and structures
- Aboriginal traditional use sites (such as ceremonial or spiritual sites, gravesites, sweat lodge sites)
- archaeological sites (evidence of past human activity)
- palaeontological sites (remains of extinct plants and animals)
- other sites of prehistoric, cultural, natural, scientific or aesthetic interest

These historic resources link Alberta's past with its present, and they merit careful management and protection through reviews in the land-based regulatory system. Alberta Culture and Tourism evaluates and coordinates these reviews under the *Historical Resources Act*, applicable to all lands within provincial jurisdiction, both publicly and privately owned, but not to federal lands. The Act gives the minister the authority for the orderly development, preservation, study, interpretation, and promotion of appreciation for Alberta's historic resources.

To ensure historic resources are not damaged, project proponents need to consult with the Historic Resources Management Branch of Alberta Culture and Tourism prior to development. Proponents can apply for a review of their development through the ministry's Online Permitting and Clearance system (OPaC). It allows proponents to apply for approvals, whereby the ministry can determine whether additional studies are needed.

The *Historical Resources Act*, Section 37, specifies the requirements for Historical Resources Impact Assessments (HRIAs) and mitigation studies, which are paid for by the proponent. Professional private-sector historians, archaeologists and palaeontologists perform the required work.

After submission of an HRIA, the minister may require avoidance of the threatened historic resource or allow the historic resource to be destroyed. The proposed development may proceed only after the minister has issued an approval under the Act.

Additionally, Section 31 of the *Historical Resources Act* states that a person who discovers an historic resource in the course of making an excavation for a purpose other than seeking historic resources shall notify Alberta Culture and Tourism immediately.

Alberta Culture and Tourism has a useful on-line tool to help proponents or their agents determine if a proposed development may impact historic resources. Updated twice per year, the *Listing of Historic Resources* identifies lands that contain, or have the potential to contain, historic resources.

#### QUICK LINKS

##### ***Historical Resources Act***

[www.qp.alberta.ca/1266.cfm?page=h09.cfm&leg\\_type=Acts&isbncln=9780779774555](http://www.qp.alberta.ca/1266.cfm?page=h09.cfm&leg_type=Acts&isbncln=9780779774555)

##### **Listing of Historic Resources**

[www.culture.alberta.ca/heritage-and-museums/programs-and-services/land-use-planning/](http://www.culture.alberta.ca/heritage-and-museums/programs-and-services/land-use-planning/)

##### **Online Permitting and Clearance (OPaC) System**

[www.opac.alberta.ca](http://www.opac.alberta.ca)







### CANMORE CAVE TOURS: STRENGTHENED BY APPROVALS

Under Grotto Mountain in Canmore, one can find a four-kilometre cave that hosts a record of our ancient history. Rat's Nest Cave is home to pictographs, copious mineral formations, and bones that are up to 7000 years old, representing 75 per cent of Alberta's mammals and birds, including the extinct passenger pigeon – leftovers from an ancient Alberta culture.

The site comprised an amazing tourism opportunity, but one that faced two complications: improper use by random recreational visitors and the possibility of it being mined in the future. The site was on quarry land owned by Graymont, North America's second largest supplier of lime.

The solution? Canmore Cave Tours successfully applied to the Alberta Historical Resources Foundation for protected status as a natural history site. They received the second protected status for natural history given by the Foundation.

“We now have the tools to protect the cave – the provincial designation and a private property component,” says owner/operator Adam Walker.

It turned out that Graymont was appreciative of the application for protected status because it controlled entry into the cave system, eliminating their risk of liability for random visitors. The site is now maintained as a three-way partnership between Canmore Cave Tours, Graymont and the Alberta Historical Resources Foundation. “We've built good relationships and trust over the years. We've just renewed a five-year agreement.”

Canmore Cave Tours is one of the top-rated attractions in Alberta. It appeals to the FIT segment – Free Independent Travellers. About 4500 people visit annually, 75 per cent from Alberta. The company follows the caver's motto: take nothing but pictures; leave nothing but footprints; and kill nothing but time.



## First Nations Consultation Process

First Nations consultation may be required when a proposed project has the potential to adversely impact First Nations' Treaty rights or traditional uses. Projects requiring regulatory approval may also require an assessment from the Aboriginal Consultation Office (ACO) of the Government of Alberta. If the ACO determines that consultation is required, proponents must carry out the consultations as directed, including notification and engagement with First Nations to discuss project-specific issues and possible mitigation. Consultations should comply with the Government of Alberta's *Policy on Consultation with First Nations on Land and Natural Resource Management, 2013*, and the *Government of Alberta's Guidelines on Consultation with First Nations on Land and Natural Resource Management (2014)*. Additionally, proponents must document their consultation activities, share their consultation record with First Nations and provincial staff, and advise the ACO of any issues that arise.

The ACO is available to provide support including:

- pre-consultation advice or direction
- advice or direction during the consultation process
- advice or direction to First Nations and proponents if disputes arise during the consultation process
- provision of staff to participate in consultation meetings with proponents and First Nations
- evaluation of consultation records
- assessment of consultation adequacy



### QUICK LINK

[www.aboriginal.alberta.ca](http://www.aboriginal.alberta.ca)

## LEASING FEDERAL LAND

Federal land in Alberta includes Waterton Lakes, Banff, Jasper, Wood Buffalo and Elk Island National Parks. Alberta's Edmonton, Calgary and Springbank airports are also on federal lands, although they have been leased to the Edmonton Regional Airports and the Calgary Airport Authority respectively.

Lands within the national parks are managed by Parks Canada. The *Canada National Parks Act* requires each of Canada's national parks to prepare a management plan in consultation with Canadians and to update the plan every 10 years. Parks Canada also requires community plans for the park communities of Banff, Jasper and Waterton.

The community plans establish clear limits to development while preserving and strengthening the ecological integrity of national parks in a way that integrates ecological, cultural, social, and economic values. Proponents wishing to investigate opportunities within the national park communities should contact the local park administration or, in the case of Banff, the town administration. For inquiries outside the communities, contact the park superintendent.

All lands within the national parks belong to the Crown, but can be held by third parties under a lease. Leased lands are obtained through the purchase of an existing lease. In addition, outside of park communities, some opportunities exist for non-exclusive rights to occupy lands through a Licence of Occupation which allows for commercial enterprises ranging from boat rentals and commercial accommodation to food services.

Proponents interested in leasing airport land should contact the respective airport authorities directly.



### QUICK LINK

**Parks Canada**

[www.pc.gc.ca](http://www.pc.gc.ca)











Getting the go-ahead for a tourism project requires a number of development and licensing approvals. **Proponents should not purchase a site or make substantial investments without first consulting with the necessary local, provincial and federal authorities.** Proponents also need to engage closely with neighbours, communities, and the public throughout the life of the project. Many communities and regions maintain municipal planning and economic development offices to help work through this process. Additional support can be obtained from various ministries of the Government of Alberta, including Alberta Culture and Tourism, Alberta Environment and Parks, and Alberta Municipal Affairs. There are also private consultants who can assist proponents for a fee.

## WHY IS COMMUNITY ENGAGEMENT ESSENTIAL?

While many communities strongly support tourism initiatives, some initiatives may be poorly received. You may have to prove your development will not place undue pressure on areas of public interest such as fish stocks, water supply, or public transportation systems. You will need to review the goals of the community as stated in their planning documents (i.e., municipal development plans, area structure plans, and land use bylaws, to ensure that your proposal aligns with their goals). Gaining local support depends on good communication and an understanding of local concerns. Proponents should prepare to meet with local planners and municipal councils, advisory groups and residents as soon as possible – before the application is submitted. Discussions with these groups will help to identify potential issues that can be eliminated or overcome by changing the project design. At the same time, proponents can build support for the project.

More complex projects may require a strategy to ensure key individuals are informed and engaged at critical points throughout the application process.



## WHAT GOVERNMENT BODIES DO YOU NEED TO CONSULT?

There are three orders of government a proponent needs to consult – municipal, provincial and federal. Each has established procedures for approving and assisting with development activities.

### Municipal

The local municipality is responsible for:

- local land use designations
- subdivision matters
- development permits
- servicing agreements and utility connections
- roads, except provincial highways
- business licences
- local information and detailed mapping
- building permits and other permits required under Safety Codes legislation (if the municipality is accredited); otherwise Safety Code permits are acquired from an agency

#### QUICK LINKS:

To find out where to apply for a permit in your area:

[www.municipalaffairs.alberta.ca/cp\\_permit\\_information\\_search](http://www.municipalaffairs.alberta.ca/cp_permit_information_search)

To find out more about the Legislative Framework for Regional and Municipal Planning, Subdivision and Planning Control, Alberta Municipal Affairs:

[www.municipalaffairs.alberta.ca/documents/ms/the\\_legislative\\_framework\\_2012-08\\_version.pdf](http://www.municipalaffairs.alberta.ca/documents/ms/the_legislative_framework_2012-08_version.pdf)

### Provincial

The provincial government:

- encourages tourism development (Alberta Culture and Tourism)
- markets the province as a tourism destination (Travel Alberta, a provincial Crown corporation)
- leases Crown land
- manages natural resources including provincial parks, Crown lands, water resources, fish and wildlife
- allocates shoreline leases
- oversees the environmental assessment process
- develops transportation plans and administers highway signage
- establishes safety standards for areas of provincial regulation
- provides permits for commercial vehicles
- licenses services related to food, liquor, and accommodation
- oversees labour standards and programs
- encourages small business and rural economic development

## Federal

The federal government is responsible for:

- transportation and harbour activities; aircraft and vessel licences for passenger craft
- national parks, including municipal planning approval functions for the town site of Jasper
- First Nations
- participation in environmental impact assessments, particularly for projects with inter-jurisdictional implications
- ensuring safe construction and installation on federal property
- immigration programs for both workers and entrepreneurs
- Destination Canada (national tourism marketing organization)

## Summary

The most contentious approvals are those subject to public consultation (e.g., those requiring an environmental impact assessment). Development or building approvals are generally more technical and straightforward in nature and less contentious. However, specific conditions as stated in provincial legislation and municipal bylaws must be satisfied. The lack of even one minor approval could delay a project, resulting in cost overruns.





### HOW THE RIVER VALLEY ADVENTURE COMPANY GOT APPROVALS

For the past four years, guests of the River Valley Adventure Company have glided through the Edmonton river valley on Segway guided tours. Owner/operator Chris Szydlowski has found the process of approvals more collaborative than obstructive, citing support from both the City of Edmonton and the Government of Alberta.

“In Alberta, I started by selling Segways to the RCMP in Sylvan Lake. The Alberta government issued an exemption permit for them for a year – something necessary to bring in a new type of vehicle to the province.”

He then extended his business to Edmonton. He says the city has been “amazing” – a partnership that started with sales of Segways to police, parking enforcement, and paramedics, and has extended to Segway tours and the delivery of other recreational activities in the river valley.

To assess the safety of Segways, the provincial government has surveyed both the RCMP and river valley customers. Szydlowski sees the Segway as an opportunity for government to flex its “green muscles.”





## GENERAL SEQUENCE OF APPROVALS

Most proponents follow this sequence of approvals:



### 1 Initial Discussion with Approval Agencies

As noted earlier, it is essential that pre-application discussions be held with local government, provincial and federal approval and licensing authorities. This helps to identify issues and address potential objections to a project, including the need for environmental or historical resource impact assessments. It also helps proponents better understand the approval process. It is important that you be well prepared for these meetings – you may want to provide information for participants to review in advance.

### 2 Select Site

Site selection is perhaps the most critical element of a successful tourism business. While tourists may seek scenic beauty, wilderness, adventure and recreational opportunities, they may also want the amenities they have at home, like hot showers and easy access to food/beverage and retail services.

The rugged nature of much of Alberta also requires special attention when selecting a site. For example, mountain runoff may turn sleepy foothill creeks into swift-flowing rivers. A proponent must be aware of all site conditions as well as the required approvals to use land in these areas. Evaluating sites under consideration is a challenge and requires thorough research. You can conduct a thorough evaluation by answering the following questions:

#### *Suitability of the Physical Environment*

- What are the soil types and slopes of the property? Is it stable and suitable for building?
- Will the site be subject to flooding, landslides or avalanches? What is the typical snowfall? Rainfall?

- Are there any watercourses or areas of standing water on the site? Do they change year to year? Will water levels affect your development? Is the site on a floodplain? Or is it subject to drought? Winds?
- Do other users have water rights?
- Is the site within a Forest Management Area? Are there any cutting restrictions? If not, will the surrounding area be logged in the near future?
- Are there fish and wildlife restrictions that will impact your development? What are the hunting and fishing licence requirements?
- What are the shoreline or riverbank characteristics of the site? Can it be dredged for boat use? Can pilings be placed for a dock? Can you get a permit for use of the water's edge? Is it eroding? Does the water level change seasonally?

#### QUICK LINKS

##### Alberta Environment and Parks

[www.aep.alberta.ca](http://www.aep.alberta.ca)

##### Alberta Agriculture and Forestry

[www.agric.gov.ab.ca](http://www.agric.gov.ab.ca)

##### Environment Canada and Natural Resources Canada

[www.canada.ca/en/services/environment](http://www.canada.ca/en/services/environment)

#### Status of the Proposed Site

- Who currently owns the site?
- Who owns the adjacent properties?
- What easements and caveats are registered against the title?
- Are there any restrictive covenants in place?
- What is the assessed value?
- Does the proposed site conform to municipal development plans? What is its current land use bylaw designation? What are the long range plans for the site and surrounding area? Are there Aboriginal interests in the land? What types of approvals are required before development can proceed?

#### QUICK LINKS

##### Alberta Environment and Parks

[www.aep.alberta.ca](http://www.aep.alberta.ca)

##### Service Alberta (land registration)

[www.servicealberta.ca](http://www.servicealberta.ca)

##### Alberta Municipal Affairs

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)



### Services and Utilities

- Does the site have a secure supply of water? What is the water quality? How many litres per minute are available? Is it adequate for fire protection? Is it available year-round? What are the licensing requirements and costs to obtain or develop a water supply?
- How will you dispose of sewage? Is there an existing sewage system? What are the costs of hook-up? Can the site physically support a septic system? What are the standards for tourism use?
- Where is the garbage disposal site? What does it cost for disposal? Who is responsible for collecting it?
- What are the nearest sources of power for heat, light and other needs?
- What are the costs of using or developing the power supply?
- What emergency services are available? Is there fire protection in the area? What about police, ambulances and doctors?

#### QUICK LINKS

##### Alberta Environment and Parks

[www.aep.alberta.ca](http://www.aep.alberta.ca)

##### Alberta Health Services

(inspections under the *Public Health Act*)

[www.albertahealthservices.ca/eph.asp](http://www.albertahealthservices.ca/eph.asp)

##### Alberta Municipal Affairs

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)

### Site Access

- How does the customer get there?
- What transportation services are available? Are they affordable?
- Do you have to provide or build access to the site? What licences do you need?
- What affect will weather have on accessibility?
- Is the site accessible to people with disabilities?

#### QUICK LINKS

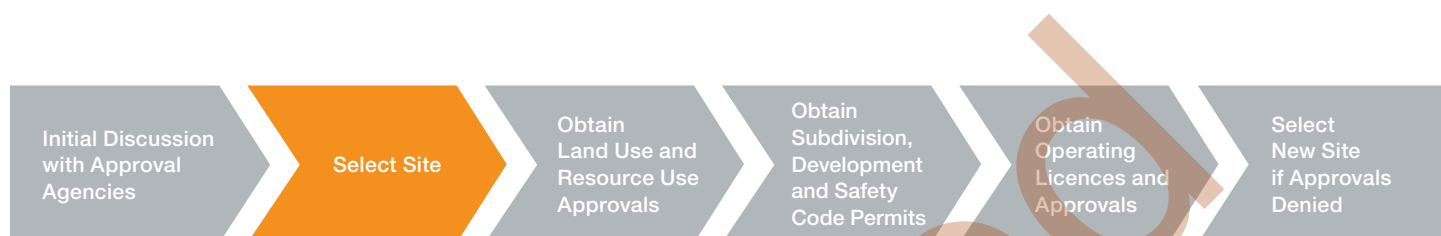
Information on roadside development, signage, traffic impact assessment requirements as well as a map of district office locations can be found on the Alberta Transportation website:

[www.transportation.alberta.ca/613.htm](http://www.transportation.alberta.ca/613.htm)

An inventory of Alberta local and regional airports can be found here:

[www.transportation.alberta.ca/Content/docType54/Production/ASAGAssessmentofFacilitiesFinalReportFeb0803.pdf](http://www.transportation.alberta.ca/Content/docType54/Production/ASAGAssessmentofFacilitiesFinalReportFeb0803.pdf)





### Land Development Requirements

- What is the structural condition and life expectancy of existing buildings? Do they meet your requirements? Do they meet the building codes?
- What building or utility renovations are required? How much will they cost?
- What new buildings are needed? How much will they cost?
- What special facilities are required? Can they be accommodated and, if so, at what cost? Are they technically feasible (especially for marinas, ski chairlifts, helicopter pads, boat launches, etc.)
- What land development is needed? What are the costs for clearing, grading and providing roads and parking, landscaping, and hooking up to or providing services and utilities?

#### QUICK LINKS

##### Safety Codes Council

[www.safetycodes.ab.ca](http://www.safetycodes.ab.ca)

##### Alberta Municipal Affairs

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)

### Location Analysis

- Does the site meet the needs of the market?
- What are the attitudes of the community to tourism development?
- Are adjacent developments compatible? What are the long-term plans for the area related to transportation, servicing and land use?
- What other tourist activities are in the area? Do they complement your proposal? Are there any planned parks or public facilities?
- If you are targeting a local customer base, what is the socio-economic status of residents in the area? Can they afford your attraction? What is the projection for population growth?

#### QUICK LINKS

##### Alberta Culture and Tourism

[www.culture.alberta.ca/tourism](http://www.culture.alberta.ca/tourism)

##### Alberta Environment and Parks

[www.aep.alberta.ca](http://www.aep.alberta.ca)

##### Alberta Transportation

[www.transportation.alberta.ca](http://www.transportation.alberta.ca)

##### Alberta Municipal Affairs

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)

##### Alberta Office of Statistics and Information

[www.osi.alberta.ca](http://www.osi.alberta.ca)



Use this matrix as a checklist to make sure you've covered all the topics. Complete the checklist for each site being considered. Use it to compare sites.

General Location	Excellent	Suitable	Needs Work	Unsuitable	Notes
Access					
Adjacent Land Uses					
Archaeological Concerns					
Clearing, Site Preparation					
Current Land Use					
Drainage, Watercourses					
Environmental Quality/Issues					
Existing Buildings					
Land Tenure/Ownership					
Local Attitudes Towards Development					
Local Labour Supply					
Long-Term Outlook					
Police, Fire and Medical Services					
Power Supply					
Property Land Use Bylaw Classification					
Proximity to Market					
Scenic Views					
Sewage Disposal					
Shoreline or Water Access					
Soils and Topography					
Visibility					
Water Supply					





### 3 Obtain Land and Resource Use Approvals

For the most part, municipal governments are responsible for setting development standards and for deciding whether a project is suitable in terms of land use. The *Municipal Government Act*<sup>1</sup> (MGA) sets out the requirements for a municipality's land use bylaw and the procedures related to development applications. In the case of provincial Crown lands, applicants should contact Alberta Environment and Parks (see previous section Access to Public Lands for Tourism and Recreation).

#### Statutory Plans and Land Use Bylaws

Statutory plans allow municipal councils to establish general development policies for all or part of a municipality. For example, most communities have a municipal development plan which addresses future land use and development and coordinates growth patterns, transportation systems, services, facilities, as well as other infrastructure with adjacent municipalities. These statutory plans must be consistent with one another and with any regional plans adopted for the area under the *Alberta Land Stewardship Act*. A municipal council also may adopt an area structure plan that provides for future development of a specific area within the municipality.

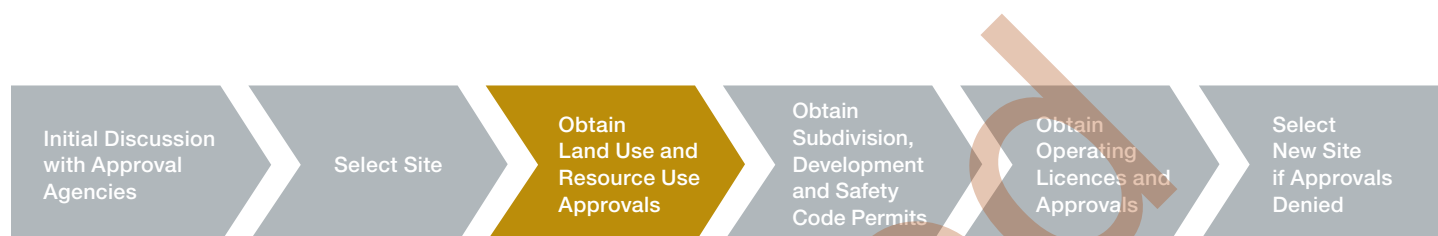
#### Documents Needed for Applications

Throughout the approval process, always be prepared to provide:

- The legal description of the property and a copy of the registered title or lease agreement number.
- A signed affidavit from the legal owner if applications are being made on their behalf.
- Site dimensions. Copies of property plans and dimensions can be obtained from the land titles office and possibly from local survey companies.
- A brief written summary of the proposed business including proposed hours of operation, number of employees and anticipated number of visitors.
- A simple diagram showing building sizes and location in relation to property lines including any important physical information such as watercourses, easements, rights-of-way, existing land uses and means of servicing the site. Much of this information will have been compiled during your site evaluation.

As well, a roadside development permit is required from Alberta Transportation for any development proposed within 300 metres of a provincial highway right-of-way or within 800 metres of the centre line of a highway and public road intersection.

<sup>1</sup>The *Municipal Government Act* is currently under review by the Government of Alberta and is expected to be completed in 2016.



A land use bylaw implements statutory plans. It divides a municipality into districts and contains details about what is and what is not permitted within each district. Most applications<sup>2</sup> for development are processed faster if the land is already designated for the proposed use (e.g., for recreational purposes). If not, it will take extra time to get the land properly designated. In addition, a discretionary use permit may be subject to appeal. Any delay affects other approvals – to avoid delays, it is important to be discerning and thorough in the site selection process.

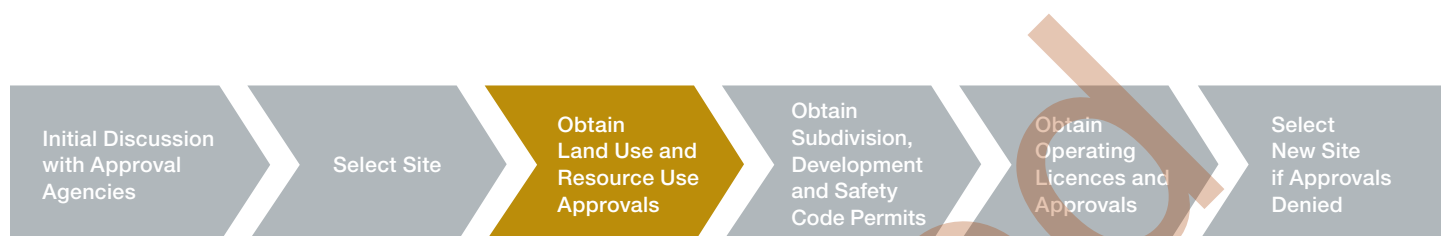
In reviewing both statutory plans and land use bylaws, a proponent should consider the following:

- Does the proposed development comply with the permitted or discretionary uses<sup>3</sup> specified in the land use bylaw?
- Can the development be achieved within the minimum lot sizes, lot frontage, lot coverage, building setbacks, parking requirements and other standards specified in the land use bylaw?
- Is the use permitted or supported in principle in the statutory plans?
- Is the property within a specially designated area? If so, what special site design, layout, access or other conditions are required?

The proposed development must meet all planning regulations. If not, the proponent will have to either change the proposal or apply to amend the bylaw and/or statutory plans.

<sup>2</sup>The steps required for approval may vary between municipalities. Local government websites usually provide information related to these procedures. You can also check directly with local planning and building permit offices; many have procedure manuals describing the particular steps for approval or amendment of permits and bylaws. Information can also be obtained through Alberta Municipal Affairs.

<sup>3</sup>There are two types of land uses, permitted and discretionary. Permitted uses are those which must be allowed by the approving authority if all requirements and conditions are met. Discretionary uses are those which may be approved or refused at the discretion of the approving authority, depending on how the proposed use relates to surrounding areas and statutory plans.



### Amendment Procedures

Procedures for amendments to statutory and land use bylaws are specified in the *Municipal Government Act* and are followed by all municipalities. Should amendments be required, first determine whether the municipality is prepared to support the proposed changes. A public hearing is required before an amendment can be considered for approval by the elected municipal council. Recommendations are likely to be heard from staff, as well as other government agencies, and the public will have the opportunity to provide input.

If the amendment requested is of a minor nature, the process may be very straightforward. If the project is controversial or represents a major change in the community's future land use, the process will be more involved.

Proponents, bringing clear, well-documented information, should meet with residents and municipal staff. Be prepared to address the arguments against development. It is the responsibility of the proponent to provide a rationale for the proposal, and address any physical, environmental or economic concerns of the community. The steps toward amending a municipal development plan, an area structure plan or a land use bylaw are outlined in the adjacent box. If more than one amendment is required, the applications can run concurrently with one public hearing.

#### ***Municipal Development Plan, Area Structure Plan and Land Use Bylaw Amendment Procedures***

- *Discuss with municipal planning and development staff.*
- *Make application for amendment(s) and include the application fee and all documentation.*
- *Municipal council gives first reading to proposed amending bylaw(s).*
- *Public notice is given as per requirements of the Municipal Government Act.*
- *Public hearing is held (public hearing must occur before second reading but may occur before first reading).*
- *Second reading by council.*
- *Third reading by council.*

**Please note: Municipalities charge for processing planning-related applications.**

The municipal council may approve or refuse your requested amendment(s). Once the necessary amendment(s) is approved, you are now able to apply for the development permit, which regulates the use and form of the development.





## 4 Obtain Subdivision, Development and Safety Code Permits

The policies expressed in statutory plans and land use bylaws are put into effect by subdivision and development authorities, whose members are appointed by municipalities.

As part of the subdivision and development permit processes, the municipality requests information pertaining to the location of any nearby abandoned gas wells. Municipalities may also request information related to flood hazard mapping, if available, for the subject lands.

Proponents should also be aware of the development setbacks required by the *Subdivision and Development Regulation*. These setbacks address lands in proximity to provincial highways, sour gas facilities, gas and oil wells, wastewater treatment facilities, landfill sites, and hazardous waste management sites.

### QUICK LINKS

**For information related to abandoned well records:**

[www.geodiscover.alberta.ca/geoportal/catalog/main/](http://www.geodiscover.alberta.ca/geoportal/catalog/main/)

**For information related to flood hazards:**

<http://aep.alberta.ca/water/programs-and-services/flood-hazard-identification-program/>

### Subdivision Application Process

Some tourism developments require a subdivision – that is, a change of boundaries or a division of land into more than one lot. The proponent must submit an application to the municipality’s subdivision authority.

Once the application is received, the *Subdivision and Development Regulation* requires the municipality to refer any subdivision application to adjacent landowners and a number of different agencies, depending upon the location and characteristics of the land. This could include Alberta Transportation, Alberta Environment and Parks, local utility companies, Alberta Culture and Tourism, and local school boards.

Decisions of the subdivision authority must be made within 60 days of the receipt of a complete application (unless an agreement with the applicant has been made to extend the timeline). All conditions of approval must be met within one year. The proponent is usually responsible for all costs pertaining to servicing infrastructure (roads, water, power, and sewer) and usually signs a development/servicing agreement with the municipality to set out these responsibilities and costs. Access to and development near provincial highways requires additional approval from Alberta Transportation. A legal survey and final registration of the subdivision at the Land Titles Office takes place when all conditions have been met.



Subdivision applications that are denied usually do not meet the land use provisions of a land use bylaw or the policies of a statutory plan. If the application is denied, the decision may be appealed to the municipality's subdivision and development appeal board or, if there is a provincial interest in the matter, as detailed in the *Municipal Governance Act*, to the Municipal Government Board.

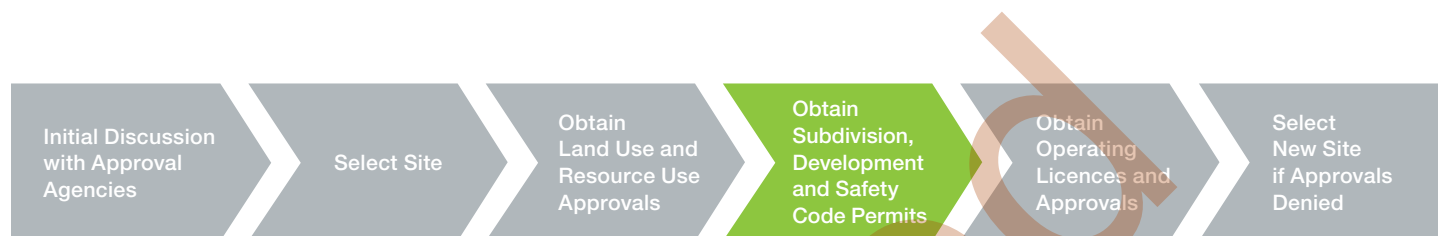
### Development Permit Application Process

Development authorities must follow the land use bylaw and provisions in the *Municipal Governance Act* and the *Subdivision and Development Regulation* when reviewing applications for development permits. The Act also outlines guidelines for non-conforming buildings, the use of land, whether development permits can be issued, and how long they may remain in effect. Decisions of the development authority must be made within 40 days of receipt of a complete application (unless an agreement with the applicant has been made to extend the timeline); and the decision, or any conditions, can be appealed to the municipality's subdivision and development appeal board by the applicant or affected landowners. Access to and development near provincial highways require additional approval from Alberta Transportation.

### Reserve and Public Access Requirements

A municipality may require land be dedicated as environmental reserve if it is a swamp, gully, ravine, coulee, or natural drainage course; or if it is unstable or subject to flooding, or adjacent to the bed and shore of any water body. This type of reserve must remain in its natural state or be used as a public park. There is no maximum amount of land that can be dedicated as environmental reserve. However, the *Municipal Government Act* sets a minimum width of six metres for any environmental reserve land that borders a body of water. In addition a municipality may require the dedication of 10 per cent of the original parcel area (less the amount taken for environmental reserve) for municipal (or school) reserve to be used for public park, recreation area or schools. Under special circumstances (e.g., density), an additional five per cent of municipal reserve may be required. Conversely, rather than asking for land, a municipality may require money or choose to defer receiving the reserve land until future subdivision of the land takes place. It is important that you check these requirements with the local planning authority – it may have a significant impact on your tourism development.





### Safety Codes

The *Safety Codes Act* requires that all contractors and homeowners in Alberta obtain Safety Code permits before starting work on buildings covered by the Alberta Building Code or work governed by the Canadian Electrical Code, the Alberta Gas Code or the Alberta Plumbing Code. Construction and installation related to building, gas, plumbing, electrical, boilers, elevators, amusement rides, ski lifts and private sewage systems are regulated by the *Safety Codes Act*.

Once a proponent has received a development permit, Safety Code permits are available through municipalities that are accredited to administer the *Safety Codes Act*, or through agencies that provide inspection services on behalf of the province in non-accredited municipalities. While these permits may not be issued until the development permit has been approved, applications may be made ahead of time. Inspections are conducted during and after the work to determine compliance to the permit conditions.

Remember that the person who has care and control over the building is responsible for compliance. This is usually the owner of the building after completion of the project and also may be the owner during construction. Should there be deficiencies after the building is completed, an inspector's order is to be issued outlining what needs to be done (or not be done), referencing the code rule, and stipulating the time frame to complete the order.

Each municipality has its own procedures for issuing permits, but be prepared to supply:

- Scale drawings of the site plan, building elevations and floor plans. Several copies may be required.
- Scale plans of electrical and plumbing installations.

The accredited local authorities or agencies make inspections throughout the construction process to ensure conformance with these codes and regulations:

- Alberta Building Code
- Alberta Fire Code
- Alberta Private Sewage Systems Standard of Practice
- Canadian Electrical Code
- Canadian Standards Association Gas and Propane Installation Code
- National Plumbing Code of Canada

Appeals regarding safety code matters are the jurisdiction of the Safety Code Council.



#### QUICK LINK

[www.safetycodes.ab.ca](http://www.safetycodes.ab.ca)



# 5

## Obtain Operating Licences and Approvals

The granting of a licence is generally the final level of approval and is based on the completion of all other steps in the application process. Some of the licences and other operating requirements that must be obtained are listed below:

### Local Government Licences

- Business licence – Issued by a municipality and usually renewed annually with a standard fee. All district and permit requirements must be met. Operating requirements (such as hours of business) may be stipulated as part of the business licence.
- Commercial vehicles – Some municipalities require licensing of commercial vehicles.
- Municipal taxes – Property taxes are based on the assessed value of the land and improvements. They are due annually. Business taxes may also be applied.

### Provincial Government Licences

In addition to managing Crown land and provincial parks, there are many provincial agencies responsible for ensuring public health and safety, and providing business information. The quick link below connects small businesses and entrepreneurs to a streamlined website that provides a one-stop shop for government services information.



#### QUICK LINK

[www.smallbusiness.alberta.ca](http://www.smallbusiness.alberta.ca)

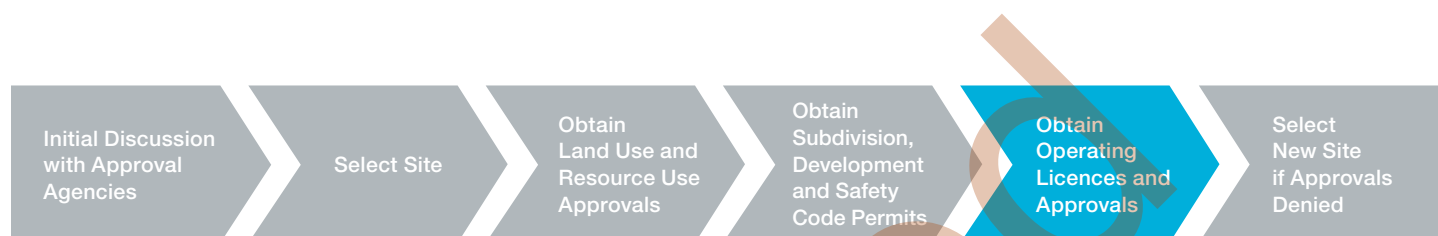
Advisors at Business Link, a non-profit organization supported by the Government of Alberta, assist small business entrepreneurs to navigate government's business programs, supports and regulatory information.



#### QUICK LINK

[www.businesslink.ca](http://www.businesslink.ca)



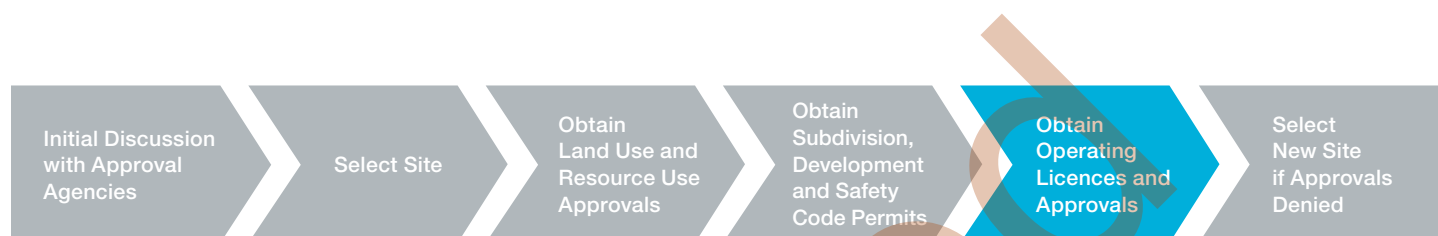


If You Want to ...	Contact ...
Acquire a permit to construct retaining walls into a lake, commercial piers, breakwaters or a permanent domestic pier or boat launching facility	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Fisheries and Oceans Canada</li> </ul>
Appeal a subdivision	<ul style="list-style-type: none"> <li>• Municipal subdivision and development appeal board or, in certain cases, the Municipal Government Board</li> </ul>
Apply for registration of your tourist accommodations in the Alberta Accommodation and Campground Guides	<ul style="list-style-type: none"> <li>• Alberta Hotel and Lodging Association</li> </ul>
Become a licensed fishing or hunting guide/outfitter	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks, regional or district offices</li> <li>• Alberta Professional Outfitters Society</li> </ul>
Build a boat ramp, wharf or modify the shoreline in any significant way	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Fisheries and Oceans Canada</li> </ul>
Consider water from a river, lake or stream as a potential water supply	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Develop adjacent to a provincial highway	<ul style="list-style-type: none"> <li>• Alberta Transportation, local district office</li> </ul>
Develop a project within a Restricted Development Area (RDA) around the cities of Edmonton and Calgary	<ul style="list-style-type: none"> <li>• Local municipality</li> <li>• Alberta Infrastructure</li> </ul>
Establish a tourism facility on Crown land	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Alberta Culture and Tourism (Tourism Division)</li> </ul>
Establish a tourism facility in a provincial park	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Alberta Culture and Tourism</li> </ul>
Find information on trade practices for advertising and business transactions	<ul style="list-style-type: none"> <li>• Service Alberta</li> </ul>
Find marketing programs to assist tourism operators	<ul style="list-style-type: none"> <li>• Travel Alberta</li> </ul>



If You Want to ...	Contact ...
Install a septic tank for waste disposal	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Licensed private sewage installer (further information from Alberta Municipal Affairs, Safety Services Branch)</li> </ul>
Install a ski lift or aerial tramway	<ul style="list-style-type: none"> <li>• Alberta Elevating Devices and Amusement Rides Safety Association</li> </ul>
Install highway signage for attractions and tourism services	<ul style="list-style-type: none"> <li>• signupalberta.com (Tourism Highway Signage Program)</li> <li>• Alberta Transportation</li> <li>• Alberta Culture and Tourism</li> </ul>
Know the detailed requirements that must be met by travel agencies and tour companies	<ul style="list-style-type: none"> <li>• Service Alberta</li> <li>• Alberta Culture and Tourism</li> </ul>
Know the regulations for health and safety of employees in the workplace, along with labour standards and skills/training initiatives	<ul style="list-style-type: none"> <li>• Workers' Compensation Board</li> <li>• Alberta Jobs, Skills, Training and Labour</li> </ul>
Know the rights of employees and employers, and what defines unfair labour practices	<ul style="list-style-type: none"> <li>• Alberta Labour Relations Board</li> <li>• Alberta Jobs, Skills, Training and Labour</li> </ul>
Register a company, partnership or co-operative	<ul style="list-style-type: none"> <li>• Service Alberta</li> <li>• Private registry outlet</li> </ul>
Register with the Workers' Compensation Board (must be done before beginning operation – the responsibility of employers with respect to accident prevention, industrial hygiene and first aid are outlined in the <i>Workers' Compensation Act</i> )	<ul style="list-style-type: none"> <li>• Workers' Compensation Board</li> </ul>
Subdivide any area	<ul style="list-style-type: none"> <li>• Local municipality's subdivision authority</li> </ul>
Undertake commercial canoe, kayak or river-raft expeditions	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Alberta Culture and Tourism</li> </ul>





### **Federal Government Requirements**

There are federal licences that are relevant to some types of tourism operations, particularly those involving transportation of tourists or customers. Relevant agencies include:

- The Civil Aviation Branch of Transport Canada controls the licensing of all pilots. Any operation that transports customers by plane or helicopter must conform to commercial licensing regulations.
- Transport Canada regulates passenger transport vehicles. Its regulations are administered through the Provincial Motor Transport Board.
- The Canadian Coast Guard certifies passenger vessels, hovercrafts, charter boats, including sports fishing charter operations.
- Fisheries and Oceans Canada maintains public harbours and wharves. Its approval is required for construction of breakwaters to protect harbour and marina facilities.

### **Insurance**

All tourism proponents should research their insurance requirements for both property and liability insurance before finalizing their projects.



#### **QUICK LINK**

**Insurance Bureau of Canada**  
[www.ibc.ca](http://www.ibc.ca)



## 6 Select New Site if Approvals are Denied

If your development application is denied, and you have exhausted all avenues of appeal, you will need to select a new site for your development.









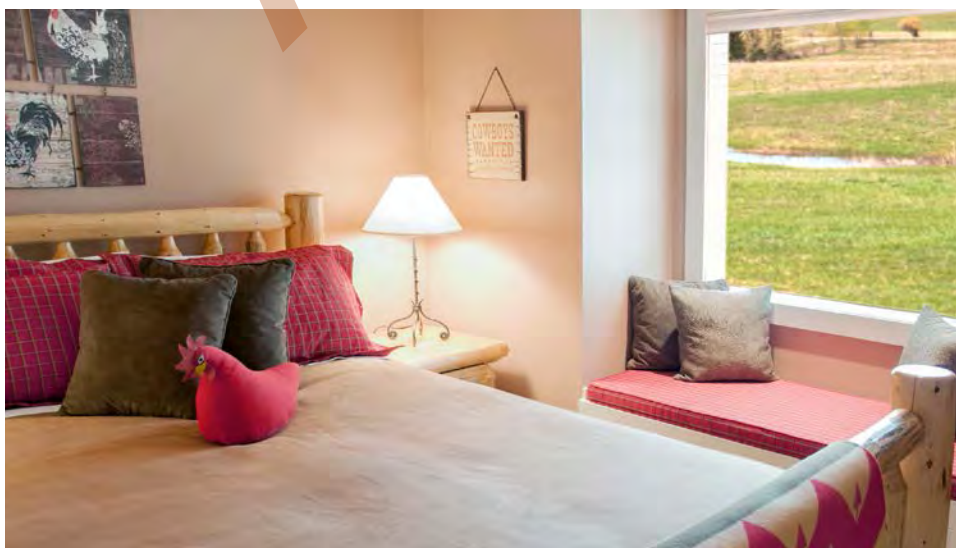
### ROCKING R GUEST RANCH: FINDING MANY PATHS TO APPROVALS

For nine years, Terri Kinsman and her husband have operated the Rocking R Guest Ranch in Strathmore, 50 kilometres east of Calgary. Offering a luxury bed and breakfast, spa services, equestrian activities and access to all local attractions, they have received high ratings on TripAdvisor, as well as the WestJet Value Award (2010) in the hotel category in Canada. Terri tells of her experience about getting approvals and getting started.

“If you are starting or expanding a tourism business, more often than not you will save time and money if you hire a general contractor who has experience in obtaining the necessary approvals and permits. If you can do some of the work yourself, you will certainly save money but best to get a copy of the Alberta Building Codes, the Public Health Regulations and the Fire and Safety Codes. In some cases you will need to consult the Alberta Gaming and Liquor Commission, local water management organizations, Fish and Wildlife and Ducks Unlimited. You may also have to deal with the Ministries of Culture and Tourism, Transportation or Environment and Parks, but your local county, town or city can point you in the right direction.”

Kinsman also says Travel Alberta is a great resource. “Each area of the province has a dedicated business development manager, and they are very knowledgeable. They suggest and fund marketing partnership opportunities and provide ongoing training by way of webinars, seminars and conventions. There is no membership fee and it is open to anyone.

“If there is something that ignites your passion and you believe there is a market for it, get together with a few experts and toss out your ideas. If you need help with business plans or financing talk to the people in your local Community Futures office. They have tons of resources!”



## CONSTRUCTION

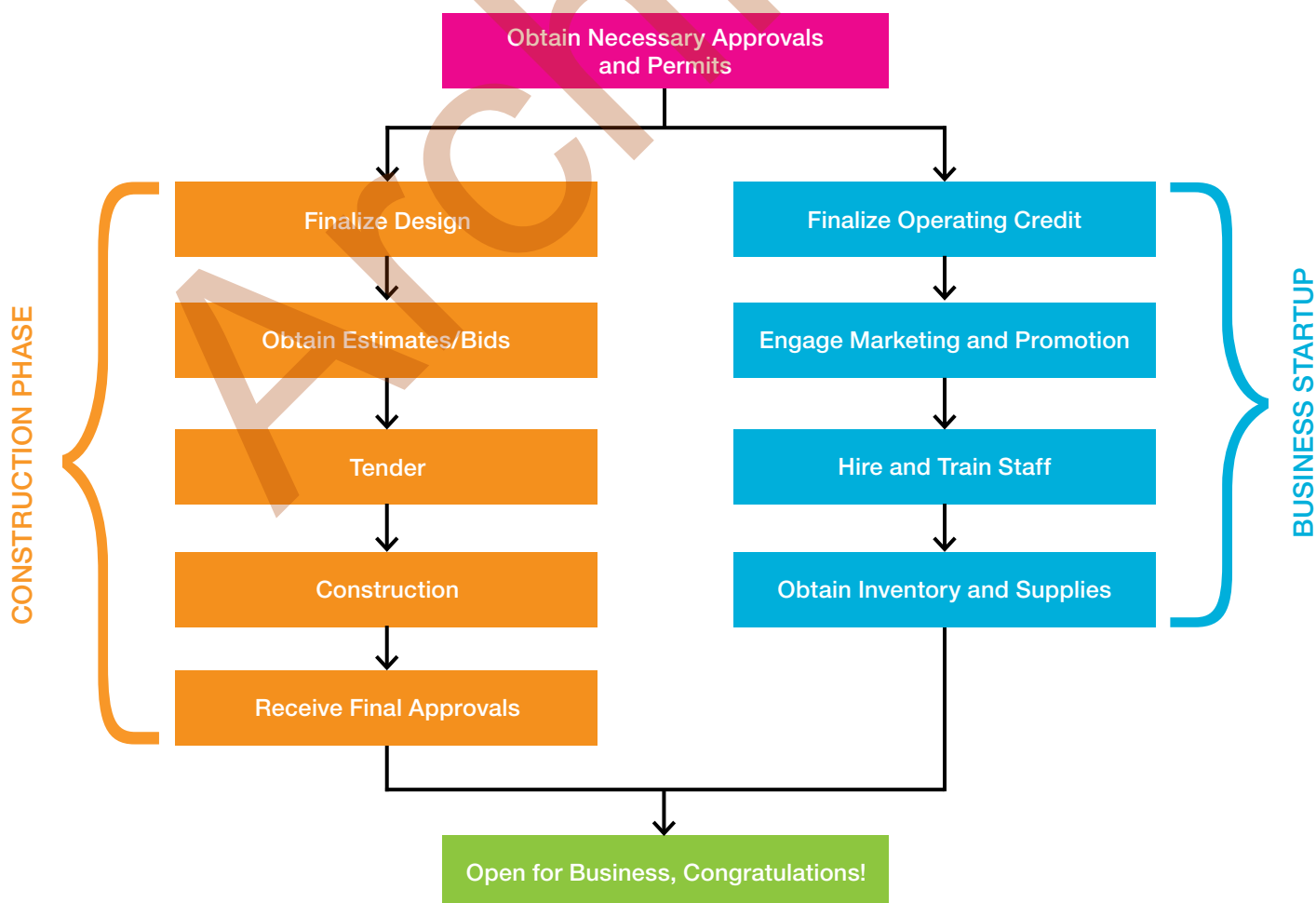
If you have received all the necessary approvals and permits to advance into the final stages of design, you are ready to begin construction. The chart below illustrates one possible flow of activities prior to a successful business startup. Note that construction and operation activities proceed together. The order or arrangement of tasks may change, but be sure to include them all. Anticipate the demands and plan accordingly.

Contact Alberta Culture and Tourism (Tourism Division) for information and advisory services anytime during the tourism development process.

### QUICK LINK

Alberta Culture and Tourism  
[www.culture.alberta.ca/tourism](http://www.culture.alberta.ca/tourism)

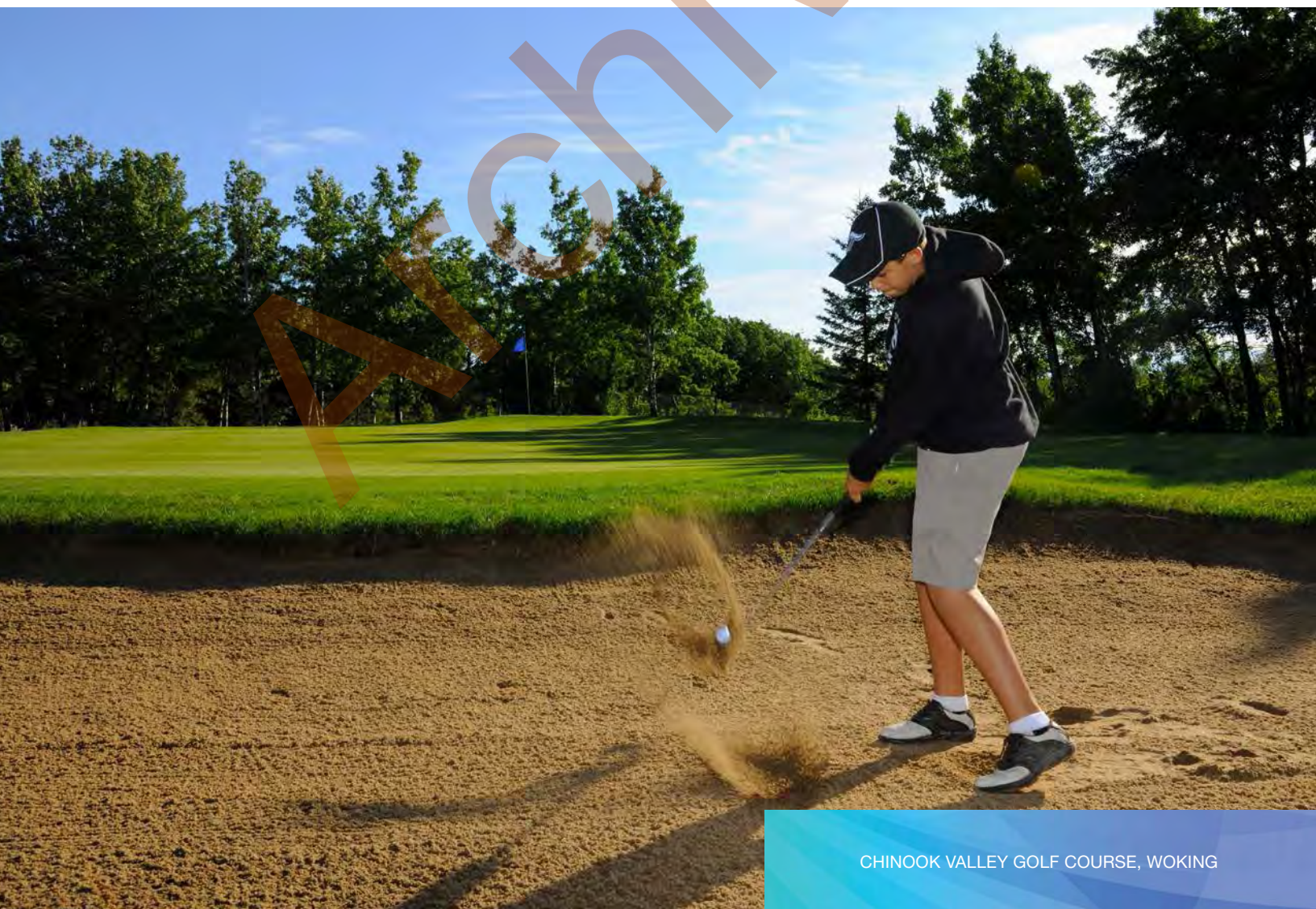
**Construction and Business Startup Chart**



## CAUTIONARY NOTE

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While thought to be accurate, information in this guide is provided strictly “as is” and without warranty of any kind, either express or implied. The Crown, its agents, employees or contractors, will not be liable to you for any damages, direct or indirect, or lost profits arising out of your use of information provided in this booklet.





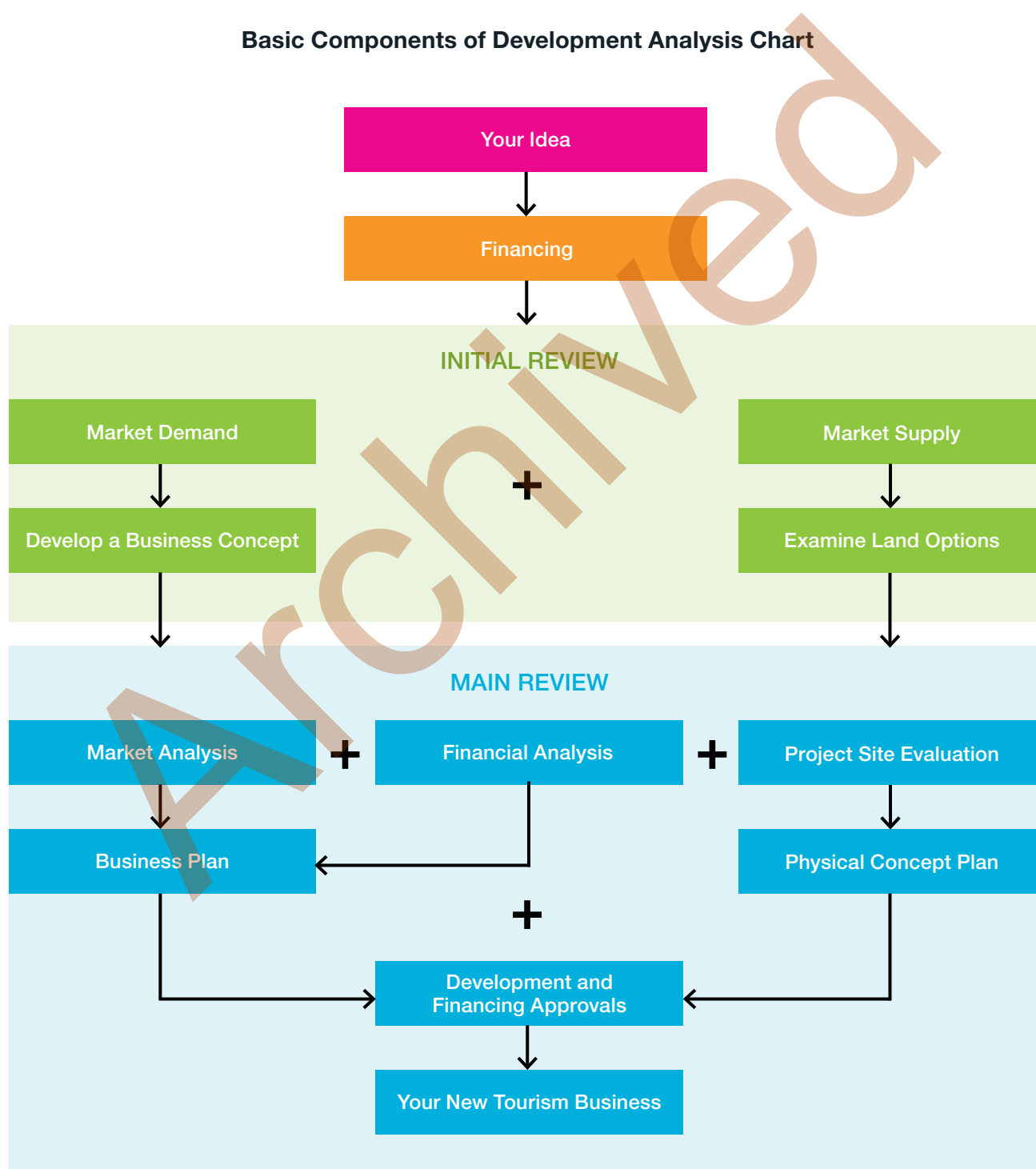


## THE BASIC COMPONENTS OF DEVELOPMENT ANALYSIS

A process for determining feasibility of a project is outlined below:

- It is important to determine at a very early stage if you can raise the necessary debt and equity financing for the project. Lenders typically will not lend more than 50 per cent of the costs required to construct a new tourism project. Developers therefore must have capital or be able to raise sufficient cash equity to undertake a tourism project.
- Review your idea in terms of the current market supply, demand and trends. Identify who your customers are, what they want, where they are located and what is currently available to meet their wants and needs.
- Develop a business concept by defining a specific customer-targeted tourism development project. Examine land options available.
- Evaluate the concept. Start with market and financial analysis, and continue with potential location, land-base accessibility and site analysis. To be successful, a tourism development should have a positive evaluation in all three components.
- Go, no-go decision. This is the time that you take a hard look at what you have uncovered to date and make the decision to proceed or not to proceed with the project.
- Prepare a comprehensive project plan that includes a marketing plan, a business plan and a physical concept plan. The project plan is the summary of your evaluations and will be the basis for approvals from development authorities and financing sources.
- Obtain necessary approvals from federal, provincial and municipal regulatory authorities. Secure necessary funds from lenders and/or investors.

### Basic Components of Development Analysis Chart





## SUMMARY CHECKLIST OF APPROVALS NEEDED

Note each type of approval relevant to the project, and contact the appropriate agency for application information:

Land Use and Resource Approval	Contact
Crown land lease	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Alberta Culture and Tourism</li> </ul>
Development in a national park	<ul style="list-style-type: none"> <li>• Parks Canada</li> </ul>
Development in a provincial park	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Development in Kananaskis Country	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Municipal development plan, area structure plan or land use bylaw amendment	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Water use rights	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Building, Servicing and Development Approvals	Contact
Development permit/building permit	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Crown land lease	<ul style="list-style-type: none"> <li>• Accredited authority (local authority or agency)</li> </ul>
Electricity and/or gas supply	<ul style="list-style-type: none"> <li>• Local municipality and local utility company</li> </ul>
Plumbing inspection	<ul style="list-style-type: none"> <li>• Local municipality (non-accredited municipalities use accredited agencies for inspections)</li> </ul>
Provincial highway access	<ul style="list-style-type: none"> <li>• Alberta Transportation, local district office</li> </ul>
Servicing agreement (urban)	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Sewage disposal (rural)	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> <li>• Local municipality or accredited authority if it is a private sewage disposal system</li> </ul>
Plumbing inspection	<ul style="list-style-type: none"> <li>• Local municipality (non-accredited municipalities use accredited agencies for inspections)</li> </ul>
Solid waste disposal	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Subdivision application	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Water supply approval (rural)	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>

Operating Licences and Permits	Contact
Accommodation registration	<ul style="list-style-type: none"> <li>• Alberta Hotel and Lodging Association</li> </ul>
Bus or other passenger vehicle	<ul style="list-style-type: none"> <li>• Alberta Transportation</li> </ul>
Charter boat licence	<ul style="list-style-type: none"> <li>• Fisheries and Oceans Canada</li> </ul>
Commercial guiding and instructing activity (provincial parks, wildland parks, provincial recreation areas)	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Food licence	<ul style="list-style-type: none"> <li>• Local municipality or Alberta Health Services</li> </ul>
Guide and outfitter's licence	<ul style="list-style-type: none"> <li>• Alberta Environment and Parks</li> </ul>
Highway signage	<ul style="list-style-type: none"> <li>• <a href="http://www.signupalberta.com">www.signupalberta.com</a></li> <li>• Alberta Transportation</li> <li>• Alberta Culture and Tourism</li> </ul>
Listing on the Travel Alberta website	<ul style="list-style-type: none"> <li>• Travel Alberta</li> </ul>
Liquor licence	<ul style="list-style-type: none"> <li>• Alberta Gaming and Liquor Commission</li> </ul>
Municipal business licence	<ul style="list-style-type: none"> <li>• Local municipality</li> </ul>
Passenger aircraft licence	<ul style="list-style-type: none"> <li>• Transport Canada</li> </ul>
Travel agency or tour operator	<ul style="list-style-type: none"> <li>• Service Alberta</li> </ul>

## CONTACTS AND RESOURCES

The following are key contacts and resources related to tourism development. Readers will find others embedded as quick links throughout the document.

### Government of Alberta

For all inquiries about the Government of Alberta programs and services, contact the telephone call centre at:

Tel: 310-0000 (toll-free anywhere in Alberta)  
(780) 427-2711 (outside of Alberta)  
[www.servicealberta.ca/contact.cfm](http://www.servicealberta.ca/contact.cfm)

### *Alberta Culture and Tourism – Tourism Division*

The Government of Alberta provides information and advisory services on tourism business development and regulatory approvals, as well as path-finding assistance to financing resources and investment through the Tourism Division:

Alberta Culture and Tourism  
Tourism Division  
6th Floor, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta T5J 4L6  
Tel: (780) 422-4991  
Fax: (780) 422-1759  
Email: [tourism.entrepreneurship@gov.ab.ca](mailto:tourism.entrepreneurship@gov.ab.ca)  
[www.culture.alberta.ca/tourism](http://www.culture.alberta.ca/tourism)

### *Travel Alberta*

Travel Alberta is the tourism marketing agency of the Government of Alberta. Industry-related information can be found here:

<http://industry.travelalberta.com> (for industry)  
[www.travelalberta.com](http://www.travelalberta.com) (for consumers)

### *Calgary Office*

Travel Alberta  
400, 1601 - 9 Avenue SE  
Calgary, Alberta T2G 0H4  
Tel: (403) 648-1000  
Fax: (403) 648-1111  
Email: [info@travelalberta.com](mailto:info@travelalberta.com)

### *Edmonton Office*

Travel Alberta  
1900, 8215 - 112 Street NW  
Edmonton, Alberta T6G 2C8  
Tel: (403) 648-1000  
Fax: (780) 784-0065  
Email: [info@travelalberta.com](mailto:info@travelalberta.com)

A full list of destination marketing organizations and other national/provincial/regional associations and marketing groups can be found here:  
<http://industry.travelalberta.com/about-us/about-albertas-tourism-industry/tourism-organizations>

### *Alberta Aboriginal Relations*

19th floor, Commerce Place  
10155 – 102 Street NW  
Edmonton, Alberta T5J 4G8  
Tel: (780) 427-8407  
Fax: (780) 427-4019  
[www.aboriginal.alberta.ca](http://www.aboriginal.alberta.ca)



**Alberta Agriculture and Forestry**

For information related to the *Rural Alberta Economic Development Action Plan*:

[www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/All/csi15118](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/All/csi15118)

**Alberta Culture and Tourism, Community Development Offices**

Email: [CommunityDevelopment@gov.ab.ca](mailto:CommunityDevelopment@gov.ab.ca)

A full listing of provincial offices can be found here:

[www.culture.alberta.ca/about/contact-us/](http://www.culture.alberta.ca/about/contact-us/)

#Community\_Services

**Alberta Culture and Tourism, Historic Sites and Museums**

Old St. Stephen's College

8820 - 112 Street NW

Edmonton, Alberta T6G 2P8

Tel: (780) 431-2300

[www.culture.alberta.ca/heritage-and-museums/museums-and-historic-sites](http://www.culture.alberta.ca/heritage-and-museums/museums-and-historic-sites)

**Alberta Environment and Parks**

Main Floor, Great West Life Building

9920 - 108 Street

Edmonton, Alberta T5K 2M4

Toll-free: 310-ESRD (3773)

Fax: (780) 427-4407

Email: [esrd.info-centre@gov.ab.ca](mailto:esrd.info-centre@gov.ab.ca)

[www.aep.alberta.ca](http://www.aep.alberta.ca)

**Agriculture Financial Services Corporation**

Tel: 1-877-899-2372

Fax: 1-855-700-2372

For a full list of regional offices:

[www.afsc.ca/Default.aspx?cid=6-68](http://www.afsc.ca/Default.aspx?cid=6-68)

**Alberta Innovation and Advanced Education**

For information related to provincial and regional economic development:

Tel: (780) 422-5400

[www.eae.alberta.ca/economic-development.aspx](http://www.eae.alberta.ca/economic-development.aspx)

**Alberta Labour Relations Board**

[www.alrb.gov.ab.ca](http://www.alrb.gov.ab.ca)

**Calgary Office**

Alberta Labour Relations Board

308, 1212 - 31st Avenue NE

(Deerfoot Junction-Tower 3)

Calgary, Alberta T2E 7S8

Tel: (403) 297-4334

Fax: (403) 297-5884

Email: [alrbinfo@gov.ab.ca](mailto:alrbinfo@gov.ab.ca)

**Edmonton Office**

Alberta Labour Relations Board

#501, 10808 - 99 Avenue

Edmonton, Alberta T5K 0G5

Tel: (780) 427-8547

Toll-free: 1-800-463-2572

Fax: (780) 422-0970

Email: [alrbinfo@gov.ab.ca](mailto:alrbinfo@gov.ab.ca)

**Alberta Municipal Affairs**

18th floor, Commerce Place

10155 - 102 Street

Edmonton, Alberta T5J 4L4

Tel: (780) 427-2732

Fax: (780) 422-1419

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)

**Alberta Occupational Health and Safety**

Tel: (780) 415-8690

Toll-free: 1-866-415-8690

[www.work.alberta.ca/occupational-health-safety.html](http://www.work.alberta.ca/occupational-health-safety.html)

**Alberta Office of Statistics and Information**

2nd floor, 10808 - 99 Avenue  
 Edmonton, Alberta T5K 0G5  
 Tel: (780) 427-2071  
 Fax: (780) 638-1191  
 Email: [osi.support@gov.ab.ca](mailto:osi.support@gov.ab.ca)  
[www.osi.alberta.ca](http://www.osi.alberta.ca)

**Alberta Transportation**

Tel: (780) 427-2731  
[www.transportation.alberta.ca](http://www.transportation.alberta.ca)  
 For a list of district offices:  
[www.transportation.alberta.ca/Content/docType329/Production/2015\\_Transportation\\_Regions\\_Districts.pdf](http://www.transportation.alberta.ca/Content/docType329/Production/2015_Transportation_Regions_Districts.pdf)

**Alberta Workers' Compensation Board**

Toll-free: 1-866-922-9221  
[www.wcb.ab.ca](http://www.wcb.ab.ca)

**Calgary Office**

Tel: (403) 517-6000

**Edmonton Office**

Tel: (780) 498-3999

**Natural Resources Conservation Board**

For general inquiries, please contact the Edmonton office.  
[www.nrcb.ca](http://www.nrcb.ca)

**Calgary Office**

Natural Resources Conservation Board  
 19th floor, Centennial Place  
 250 - 5 Street SW  
 Calgary, Alberta T2P 0R4  
 Tel: (403) 297-8269  
 Fax: (403) 662-3994  
 Email: [info@nrcb.ca](mailto:info@nrcb.ca)

**Edmonton Office**

Natural Resources Conservation Board  
 4th floor, Sterling Place  
 9940 - 106 Street  
 Edmonton, Alberta T5K 2N2  
 Tel: (780) 422-1977  
 Fax: (780) 427-0607  
 Email: [info@nrcb.ca](mailto:info@nrcb.ca)

**Service Alberta – Land Titles**

Service Alberta provides land titles information through the following regional offices:  
[www.servicealberta.ca/landtitles.cfm](http://www.servicealberta.ca/landtitles.cfm)

**Calgary Office**

Service Alberta  
 Land Titles  
 Service Alberta Building  
 710 - 4 Avenue SW  
 Calgary, Alberta T2P 0K3  
 Tel: (403) 297-6511  
 Fax: (403) 297-8641  
 Email: [lto@gov.ab.ca](mailto:lto@gov.ab.ca)

**Edmonton Office**

Service Alberta  
 Land Titles  
 John E. Brownlee Building  
 10365 - 97 Street  
 Edmonton, Alberta T5J 3W7  
 Tel: (780) 427-2742  
 Fax: (780) 422-4290  
 Email: [lto@gov.ab.ca](mailto:lto@gov.ab.ca)

**Alberta Communities**

For individual community profiles:  
<http://albertacommunityprofiles.com>

**Business in Alberta**

For information and resources about doing business in Alberta and moving to Alberta:  
[www.albertacanada.com](http://www.albertacanada.com)

## **Government of Canada**

All Government of Canada programs and services can be contacted toll-free anywhere in Canada by calling 1-800-O-Canada (1-800-622-6232) or by linking to [www.canada.ca](http://www.canada.ca).

### ***Business Development Bank of Canada***

The Business Development Bank of Canada provides financing and consulting services to small and medium-sized enterprises.

For services in Alberta, please contact one of the offices listed here:  
[www.bdc.ca/EN/business-centres/alberta/](http://www.bdc.ca/EN/business-centres/alberta/)

### ***Canadian Heritage***

#### **Western Region**

Canada Place  
Suite 1132, 9700 Jasper Avenue  
Edmonton, Alberta T5J 4C3  
Tel: (780) 495-3350  
Toll-free: 1-866-811-0055  
TTY (toll-free): 1-888-997-3123  
Fax: (780) 495-4873  
Email: [wr-ro@pch.gc.ca](mailto:wr-ro@pch.gc.ca)  
[www.pch.gc.ca](http://www.pch.gc.ca)

### ***Community Futures Alberta***

The Community Futures Alberta Association works to foster sustainable small businesses and rural communities.

Community Futures Alberta  
#3209, 2nd Floor, Building B  
101 Sunset Drive  
Cochrane, Alberta T4C 0B4  
Tel: (403) 851-9995  
Toll-free: 1-855-857-1846  
Fax: (403) 851-9905  
[www.cfna.albertacf.com](http://www.cfna.albertacf.com)

### ***Environment Canada***

#### **Alberta Office**

9250 - 49 Street NW  
Edmonton, Alberta T6B 2X3  
Tel: (780) 427-7617  
Fax: (780) 495-2615  
[www.ec.gc.ca](http://www.ec.gc.ca)

### ***Fisheries and Oceans Canada***

#### **Central and Arctic Region**

520 Exmouth Street  
Sarnia, Ontario N7T 8B1  
Tel: (519) 383-1813  
Toll-free: 1-866-290-3731  
Fax: (519) 464-5128  
[www.dfo-mpo.gc.ca](http://www.dfo-mpo.gc.ca)



**Industry Canada**

Industry Canada focuses on improving conditions for investment and innovation, and nurtures an efficient marketplace.

[www.ic.gc.ca](http://www.ic.gc.ca)

**Calgary Office**

Industry Canada  
Suite 400, 639 - 5 Avenue SW  
Calgary, Alberta T2P 0M9  
Toll-free: 1-877-376-9902  
Fax: (403) 292-5188

**Edmonton Office**

Industry Canada  
Suite 725, 9700 Jasper Avenue  
Edmonton, Alberta T5J 4C3  
Toll-free: 1-877-376-9902  
Fax: (780) 495-2466

**Parks Canada****National Office**

30 Victoria Street  
Gatineau, Quebec J8X 0B3  
Toll-free: 1-888-773-8888  
TTY (toll-free): 1-866-787-6221  
[www.pc.gc.ca](http://www.pc.gc.ca)

For specific information about Banff National Park, Jasper National Park, Waterton National Park, Elk Island National Park, and Wood Buffalo National Park:

[www.pc.gc.ca/progs/np-pn/](http://www.pc.gc.ca/progs/np-pn/)

**Statistics Canada**

Statistics Canada provides statistical information and analysis about Canada's economic and social structure to develop and evaluate public policies and programs and to improve public and private decision-making for the benefit of all Canadians.

Statistics Canada  
Western Region and Northern Territories Office  
820, 9700 Jasper Avenue  
Edmonton, Alberta T5S 4C3  
Toll-free: 1-800-263-1136  
Fax: (780) 495-3026  
Email: [infostats@statcan.ca](mailto:infostats@statcan.ca)  
[www.statcan.gc.ca](http://www.statcan.gc.ca)

**Transport Canada****Civil Aviation Branch**

Prairie and Northern Region  
344 Edmonton Street  
Winnipeg, Manitoba R3C 0P6  
Tel: (204) 983-3152  
Fax: (204) 984-8125  
Email: [casprn-sacrpn@tc.gc.ca](mailto:casprn-sacrpn@tc.gc.ca)  
[www.tc.gc.ca/eng/civilaviation/opssvs/regions-139.htm](http://www.tc.gc.ca/eng/civilaviation/opssvs/regions-139.htm)

## Other Key Business Development Resources

### ***Alberta Women Entrepreneurs***

Alberta Women Entrepreneurs supports women to build successful businesses.

[www.awebusiness.com](http://www.awebusiness.com)

### **Calgary Office**

Alberta Women Entrepreneurs  
370, 105 - 12 Avenue SE  
Calgary, Alberta T2G 1A1  
Toll-free: 1-800-713-3558  
Fax: (403) 777-4258  
Email: [info@awebusiness.com](mailto:info@awebusiness.com)

### **Edmonton Office**

Alberta Women Entrepreneurs  
308, 10310 Jasper Avenue  
Edmonton, Alberta T5J 2W4  
Toll-free: 1-800-713-3558  
Fax: (780) 422-0756  
Email: [info@awebusiness.com](mailto:info@awebusiness.com)

### ***Business Link***

Business Link is a non-profit organization that helps entrepreneurs start their own business.

Business Link  
10160 - 103 Street  
Edmonton, Alberta T5J 0X6  
Tel: (780) 422-7722  
Toll-free: 1-800-272-9675  
Email: [askus@businesslink.ca](mailto:askus@businesslink.ca)  
[www.businesslink.ca](http://www.businesslink.ca)

Aboriginal Business Development Services:  
1-800-272-9675

### ***Futurpreneur***

Futurpreneur is the only national, non-profit organization that provides financing, mentoring and support tools to aspiring business owners ages 18 to 39.

### **Alberta Regional Office**

Futurpreneur  
Suite 418 Willow Park Centre  
10325 Bonaventure Drive SE  
Calgary, Alberta T2J 7E4  
Tel: (403) 265-2923  
Toll-free: 1-800-464-2923  
[www.futurpreneur.ca](http://www.futurpreneur.ca)

## Other Important Contacts

### ***Alberta Bed and Breakfast Association***

[www.bbalberta.com](http://www.bbalberta.com)

### ***Alberta Country Vacations Association***

Toll-free: 1-866-217-2282  
[www.albertacountryvacation.com](http://www.albertacountryvacation.com)

### ***Alberta Chambers of Commerce***

1808, 1025 – 102A Avenue  
Edmonton, Alberta T5J 2Z2  
Tel: (780) 425-4180  
Toll-free: 1-800-272-8854  
Fax: (780) 429-1061  
[www.abchamber.ca](http://www.abchamber.ca)

### ***Alberta Hotel and Lodging Association***

2707 Elwood Drive SW  
Edmonton, Alberta T6X 0P7  
Tel: (780) 436-6112  
Toll-free: 1-888-436-6112  
Fax: (780) 436-5404  
[www.ahla.ca](http://www.ahla.ca)

**Alberta Museums Association**

404, 10408 - 124 Street NW  
 Edmonton, Alberta T5N 1R5  
 Tel: (780) 424-2626  
 Fax: (780) 425-1679  
 Email: [info@museums.ab.ca](mailto:info@museums.ab.ca)  
[www.museums.ab.ca](http://www.museums.ab.ca)

**Alberta Outfitters Association**

Box 277  
 Caroline, Alberta T0M 0M0  
 Tel: (403) 722-2692  
 Toll-free: 1-800-742-5548  
 Email: [aoa@albertaoutfitters.com](mailto:aoa@albertaoutfitters.com)  
[www.albertaoutfitters.com](http://www.albertaoutfitters.com)

**Alberta Professional Outfitters Society**

#103, 6030 - 88 Street  
 Edmonton, Alberta T6E 6G4  
 Tel: (780) 414-0249  
 Fax: (780) 465-6801  
 Email: [info@apos.ab.ca](mailto:info@apos.ab.ca)  
[www.apos.ab.ca](http://www.apos.ab.ca)

**Alberta Local and Regional Airports**

An inventory of Alberta local and regional airports can be found here:

[www.transportation.alberta.ca/Content/docType54/Production/ASAGAssessmentofFacilitiesFinalReportFeb0803.pdf](http://www.transportation.alberta.ca/Content/docType54/Production/ASAGAssessmentofFacilitiesFinalReportFeb0803.pdf)

**Calgary Airport Authority**

2000 Airport Road NE  
 Calgary, Alberta T2E 6W5  
 Tel: (403) 735-1200  
 Toll-free: 1-877-254-7427  
 Fax: (403) 735-1281  
 Email: [calgaryairport@yyc.com](mailto:calgaryairport@yyc.com)  
[www.yyc.com](http://www.yyc.com)

**Edmonton Regional Airport Authority**

Edmonton International Airport  
 #1, 1000 Airport Road  
 Edmonton, Alberta T9E 0V3  
 Tel: (780) 890-8900  
 Fax: (780) 890-8520  
 Email: [info@flyeia.com](mailto:info@flyeia.com)  
[www.flyeia.com](http://www.flyeia.com)

**Fort McMurray International Airport**

300 - 100 Snowbird Way  
 Fort McMurray, Alberta T9H 0G3  
 Tel: (780) 793-8979  
 Toll-free: 1-855-435-9966  
 Email: [info@flyymm.com](mailto:info@flyymm.com)  
[www.flyymm.com](http://www.flyymm.com)

**Canadian Tourism Research Institute**

c/o Conference Board of Canada  
 255 Smyth Road  
 Ottawa, Ontario K1H 8M7  
 Tel: (613) 526-3280  
 Toll-free: 1-866-711-2262  
 Fax: (613) 526-4857  
 Email: [contactcboc@conferenceboard.ca](mailto:contactcboc@conferenceboard.ca)  
[www.conferenceboard.ca/topics/economics/ctri/](http://www.conferenceboard.ca/topics/economics/ctri/)

**Destination Canada****(formerly Canadian Tourism Commission)**

Suite 1400, Four Bentall Centre  
 1055 Dunsmuir Street  
 Box 49230  
 Vancouver, British Columbia V7X 1L2  
 Tel: (604) 638-8300  
<http://en.destinationcanada.com>

**Recreational Vehicle Dealers****Association of Alberta**

(represents private campground operators)

10561 - 172 Street NW  
 Edmonton, AB T5S 1P1  
 Toll-free: 1-888-858-8787  
 Email: [rvda@rvda-alberta.org](mailto:rvda@rvda-alberta.org)  
[www.rvda-alberta.org](http://www.rvda-alberta.org)



Alberta Culture and Tourism  
6th Floor, Commerce Place, 10155 - 102 Avenue  
Edmonton, AB T5J 4L6  
Toll-free in Alberta: 310-0000  
Tel: 780-422-4991

[www.culture.alberta.ca/tourism](http://www.culture.alberta.ca/tourism)