

Tourism, Parks and Recreation

BUSINESS PLAN 2009-12

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2009 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 12, 2009 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Cindy Ady, *Minister of Tourism, Parks and Recreation*
March 18, 2009

THE MINISTRY

The Ministry of Tourism, Parks and Recreation consists of the Department, Travel Alberta and the Alberta Sport, Recreation, Parks and Wildlife Foundation. The Department includes Ministry Support Services and the following program areas: Tourism, Parks, Sport and Recreation, and the Olympic and Paralympic Secretariat. Ministry Support Services contributes to all of the Ministry's goals by providing communications, strategic human resource management, policy coordination, planning and reporting, and information management and technology services.

The Ministry is committed to achieving results through a culture of collaboration. This commitment is the foundation for all of the Ministry's work and includes working closely with Albertans, clients and stakeholders, other governments and ministries, and staff from within Tourism, Parks and Recreation. Through embracing collaboration, working together and engaging others, the Ministry's goals and objectives can be achieved.

Tourism, Parks and Recreation provides programs and services that make Alberta a world-class tourism destination, conserve Alberta's natural heritage and promote active, healthy lifestyles for Albertans. The Ministry's programs also contribute to a strong, diversified economy, attract investment and help to sustain Alberta's economic growth and overall social and environmental well-being. The Ministry supports the development and marketing of tourism destinations that attract millions of visitors each year. It has a leadership role in the management of parks and works in partnership with other ministries on shared outcomes such as land management planning and outdoor recreation and youth engagement. Alberta's provincial parks system provides places where Albertans and visitors are welcome to experience the beauty of nature through recreation and learn about the province's natural heritage. Active, healthy lifestyles are further supported by collaborating with communities and organizations to encourage participation in sport, recreation and physical activity.

VISION

Alberta is a world-class tourism destination with active, healthy citizens who value their natural heritage.

MISSION

To create the conditions for a vibrant and successful tourism industry throughout the province; manage the provincial parks system for the benefit of all Albertans and future generations; and promote active, healthy lifestyles through participation in sport and recreation.

CLIENTS, PARTNERS AND STAKEHOLDERS

Clients, partners and stakeholders value the Ministry's programs and support the Ministry in achieving its goals and making Alberta a better place to live and visit. Goals must be accomplished in a manner that builds a strong and stable future for the province. The Ministry is committed to building trust, achieving collaborative outcomes and engaging clients, partners and stakeholders, including:

- Albertans and visitors to the province;
- municipal, provincial, national and international governments;
- other Government of Alberta ministries;
- Minister's advisory committees;
- universities, colleges, educational institutions and the business sector;
- tourism industry;
- sport, recreation, physical activity and conservation organizations; and
- volunteers.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry is committed to achieving the *Government of Alberta Strategic Business Plan*. The key linkages and contributions of the Ministry to the Government of Alberta's goals and priorities are as follows:

Government of Alberta Goal

Ministry Services

Goal 1: Alberta will have a prosperous economy.

- Collaborating with the tourism industry to market Alberta as an attractive tourism destination and increase tourist visitation and expenditures.
- Ensuring tourism remains a leading economic sector in the province through the development of new/enhanced tourism experiences, products and destinations.

Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.

- Managing a parks system that promotes active, healthy lifestyles and conserves Alberta's natural heritage.
- Supporting participation in sport, recreation and physical activity.
- Maximizing advantages and opportunities to increase Alberta's profile prior to, during and after the 2010 Olympic and Paralympic Winter Games in British Columbia.

Government of Alberta Priority

Tourism, Parks and Recreation is working with other ministries to achieve the Government of Alberta's priority to *provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry works with a number of partners to seize opportunities and address challenges affecting the Ministry's ability to achieve its goals. Specific opportunities and challenges impacting the Ministry include:

Collaboration and Partnerships

Across the Government of Alberta, there is a continued emphasis on enhancing relationships and partnerships with collaboration and creative approaches to achieving outcomes. There is an opportunity to enhance collaboration within and across ministries to help build consensus and improve the coordination of programs and services. Internally, the Ministry can strengthen collaboration between divisions to achieve common goals and outcomes. Strong partnerships between the Ministry and stakeholder groups, including other ministries, are also key to successfully achieving outcomes and ultimately helping to improve the lives of Albertans.

Impacts of the Economy on Tourism

The recent global economic slowdown and its effect on the Alberta economy have created new challenges for Alberta's tourism industry. The rise in unemployment around the world is expected to have an impact on travel and tourism spending in Alberta.

Given the economic slowdown and a weakened Canadian dollar, close-to-home travel may be more appealing. Alberta is well-positioned to offer unique tourism experiences that respond to growing interest in heritage experiences, festivals, events and cultural attractions. New and enhanced tourism products, experiences and destinations may also help to increase tourists' length of stay and expenditures, slow the leakage of tourism dollars from the province and better distribute tourism benefits across Alberta.

An Increasingly Immigrant, Urban and Aging Population, and the Effects on Tourism

The changing composition of Alberta's population will impact the type of tourism experiences and products that are developed, and how they are marketed. New marketing efforts and tourism products may be needed to respond to changing demographics. An increasingly immigrant, urban-based and aging population may increase demand for cultural attractions and events. There may also be an opportunity to increase awareness and appreciation for outdoor experiences and in-province tourism experiences for a growing immigrant population.

Increasing and Changing Demands for Recreation Experiences

A growing population creates new pressures on the landscape, and Alberta's parks are feeling the strain. Existing park facilities were developed for a much smaller population, and many are unable to meet the increasing and changing demand for recreation experiences. In addition to an increase in population, the kinds of park experiences that people seek are changing. For example, Albertans want more campgrounds that accommodate larger trailers and designated trails for the rapidly increasing number of all-terrain vehicles.

Aging Infrastructure

Population growth and increased usage are escalating maintenance requirements and increasing demand for infrastructure upgrades to Alberta's provincial parks and to municipal sport and recreation facilities. The Ministry is continuing repairs and upgrades to infrastructure within the province's parks; however, additional challenges are presented by construction and maintenance costs. Sport and recreation facilities are aging, and 75 per cent of them are more than 25 years old. The 2010 Olympic and Paralympic Games present an opportunity for Alberta to support the development of facilities to accommodate training and hosting of world cup and world championship events in world-class facilities.

Promoting Alberta through the 2010 Olympic and Paralympic Winter Games

A tremendous opportunity exists to promote Alberta on the world stage at one of the world's largest sporting events, the 2010 Olympic and Paralympic Winter Games in British Columbia. Alberta's involvement with the 2010 Games will open the door to capitalize on opportunities for Alberta, specifically for tourism, sport development and culture.

Physical Inactivity Among Children and Youth

In recent years, governments world-wide have recognized that physical inactivity among children and youth is reaching epidemic proportions, increasing the risk for serious health problems later in life. According to the 2008 Canada's Report Card on Physical Activity for Children and Youth, 90 per cent of Canadian children and youth are failing to meet the physical activity guidelines outlined in Canada's Physical Activity Guides for Children and Youth. Physical activity is important to overall health, well-being and quality of life. There is an opportunity for the Ministry to work with other ministries, governments and stakeholders to inform Albertans about the value of active, healthy lifestyles and to collaborate on strategies that will help reduce childhood obesity.

Importance of Volunteers

Challenges in recruiting and retaining volunteers are directly affecting sport and recreation organizations that rely on volunteers to deliver programs and services. These volunteers include the coaches and organizers that help make it possible for Albertans to experience the activities that contribute to the quality of life they currently enjoy. The Ministry's role in supporting these organizations has never been more important.

STRATEGIC PRIORITIES 2009-12

The strategic priorities described below have been identified through a review of factors affecting the Ministry. They are in addition to the ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

CREATING AND PROTECTING OUR OPPORTUNITIES

- 1. Alberta's *Plan for Parks*** Implement Alberta's *Plan for Parks* to ensure Alberta's parks remain protected yet accessible and support Alberta's *Land-use Framework*. The plan will provide a blueprint for decision-making over the next 10 years that aligns with the government's strategic direction set out in the *Land-use Framework* and sets out priority actions that include developing an online campsite reservation system and refining the parks classification system.

Linkage: Goal 2
- 2. Diversify the economy through the tourism industry** Position Alberta as an attractive and preferred travel destination. Funding generated through the tourism levy will enable tourism marketing in all target markets and strengthen the Ministry's efforts to facilitate the development of marketable tourism products and new travel destinations. Tourism marketing will be further enhanced by the new Travel Alberta corporation, which is based on best practices of tourism marketing and corporate governance, and by capitalizing on the opportunities around the 2010 Olympic and Paralympic Winter Games. The Ministry will ensure an enhanced policy and regulatory environment that is supportive of tourism development and research, and distribute tourism data and market intelligence.

Linkage: Goal 1

GREENING OUR GROWTH

- 3. Alberta's *Land-use Framework*** Participate in the implementation of Alberta's *Land-use Framework*, regional land-use plans and a Provincial Recreation Management Strategy for Alberta's Public Lands to address conflicts over competing use of land and provide an integrated sustainable land-use approach that balances economic, environmental and social concerns. Other priorities include addressing the operation and management of recreation corridors and trails.

Linkage: Goals 1, 2 and 3

BUILDING OUR QUALITY OF LIFE

- 4. Maximize advantages of the 2010 Olympic and Paralympic Games** Enhance efforts in support of tourism, sport and culture prior to, during and after the 2010 Olympic and Paralympic Winter Games in British Columbia. This includes coordinating Alberta's approach and activities, promoting Alberta as a tourism destination and upgrading facilities to international training and competition standards. Additional priorities include implementing the 2010 Olympic and Paralympic Winter Games Accord and supporting the creation of the Calgary Olympic Development Association's Canadian Centre of Sport Excellence.

Linkage: Goals 1 and 3
- 5. Active and healthy lifestyles** Develop a recreation policy to help address the high levels of obesity among children and youth, encourage active, healthy lifestyles and increase participation in sport and recreation. The Ministry will also support and enhance the efforts of stakeholders that are developing healthy community initiatives.

Linkage: Goal 3

6. Infrastructure

Linkage:
Goals 1 and 2

Improve infrastructure to expand capacity to address the needs of Alberta's growing population by repairing or replacing aging and deteriorating facilities. This includes renewing infrastructure in provincial parks and recreation areas, and upgrades at the Canmore Visitor Information Centre.

GUIDING VALUES AND PRINCIPLES

The Ministry is guided by the shared values of the Alberta Public Service:

Respect:	We foster an environment in which each individual is valued and heard.
Accountability:	We are responsible for our actions and for contributing to the effectiveness of the public service.
Integrity:	We behave ethically and are open, honest and fair.
Excellence:	We use innovation and continuous improvement to achieve excellence.

Embracing these values ensures a common understanding of what we do, how we do it and where we are headed. Application of these values is further supported through engaging and involving staff, on a collaborative basis, to maximize the Ministry's capacity to deliver high quality programs and services.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. Success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging, but attainable, and are based on historical performance and expected future conditions.

Core Business One: Tourism development, research and marketing

GOAL ONE **1** Alberta's tourism products are developed and expanded, and tourism from targeted domestic and international markets is increased

What it means

- Working collaboratively with all levels of government and industry stakeholders to increase awareness of the economic significance of tourism.
- Facilitating the development of tourism products (e.g., attractions, tours, resorts) experiences and destinations.
- Researching, collecting, interpreting and distributing tourism data and market intelligence to industry stakeholders to seize opportunities and achieve collaborative outcomes.
- Providing advisory services and information to tourism operators and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.

- Encouraging private sector investment in Alberta's tourism industry from domestic and international sources.
- Supporting the tourism industry through advocacy efforts and policy, planning and land management initiatives.
- Developing and implementing marketing programs through Travel Alberta to heighten awareness of Alberta as a tourism destination.
- Providing marketing support services such as the Photo and Video Library.
- Providing travel information and trip counselling through the Travel Alberta Contact Centre, Travel Alberta visitor information centres, community and regional visitor information centres and Travel Alberta websites in collaboration with other ministries and community tourism organizations.

Strategies

- 1.1 Ensure an enhanced policy and regulatory environment that is supportive of tourism development, implement new programs and work with industry and government stakeholders to reduce impediments to tourism growth.
- 1.2 Investigate opportunities for new and enhanced tourism experiences and products in partnership with provincial parks and recreation areas, museums and historic sites.
- 1.3 Facilitate and engage investor/entrepreneur involvement and investment in Alberta's tourism industry through business development activities and investment attraction initiatives (e.g., investment symposiums, trade missions) focused on new markets and the creation of new/enhanced tourism business opportunities.
- 1.4 Partner with municipalities, not-for-profit groups and individuals to support the development of new and enhanced tourism destinations and products, particularly in rural areas (e.g., the Canadian Badlands; trail-based destinations; and heritage, learning/enrichment, culinary and Aboriginal tourism).
- 1.5 Generate increased tourism in Alberta by updating and upgrading the services at the Travel Alberta visitor information centres in collaboration with Alberta Infrastructure, and by enhancing the Tourism Information System to better support the provision of tourism information and travel counselling.
- 1.6 Raise awareness of Alberta as a tourism destination in all target markets through Travel Alberta's tourism marketing activities (e.g., expanding web-based marketing, targeted consumer promotions).
- 1.7 Position Alberta as a tourism destination by holding international events in the province prior to the 2010 Olympic and Paralympic Games and create opportunities through the Games by linking the improved Olympic venues in Alberta to the ongoing needs of sport.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.a Per cent of tourism industry clients satisfied with tourism development services	73.5% (2007-08)	75%	75%	76%
1.b Total tourism expenditure in Alberta (\$billion)	5.6 (2007)	5.8	6.0	6.3

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
1.c Per cent of clients satisfied with their overall experience at Travel Alberta visitor information centres	99.1% (2007)	98%	98%	98%
1.d Per cent of clients satisfied with overall service received through the Travel Alberta Contact Centre	98.2% (2007)	97%	98%	98%

Core Business Two: Parks

GOAL TWO **2** The provincial parks system provides opportunities for outdoor recreation and tourism and conserves Alberta's natural heritage

What it means

- Managing Alberta's provincial parks system to enhance Albertans' quality of life and the overall environmental quality of the province.
- Providing opportunities for outdoor recreation that meet the needs of current and future generations.
- Contributing to Alberta's overall attraction as a world class nature-based tourism destination.
- Conserving the province's natural heritage – the natural landscapes and features, ecosystems and ecological processes, biological diversity and the related cultural attributes that those landscapes and features include – by protecting more than 27,000 square kilometres of the province as a legacy for future generations.
- Promoting lifelong learning and stewardship through an emphasis on interpretation and environmental education that fosters an appreciation and understanding of Alberta's natural heritage.
- Operating the province's biodiversity database, the Alberta Natural Heritage Information Centre, to generate knowledge regarding the province's natural heritage and biodiversity and support land-use decisions.
- Keeping the province's parks safe and enjoyable.
- Providing opportunities for volunteer involvement to enhance services and research.
- Selecting and monitoring the performance of private sector contractors to operate and maintain facilities and provide services in parks.

Strategies

- 2.1 Implement Alberta's *Plan for Parks* to ensure Alberta's parks remain protected yet accessible and support Alberta's *Land-use Framework*.
- 2.2 Develop online access to campground reservations and other services to improve travel planning, camping experiences and overall public service.

- 2.3 Refine the current parks classification system so Albertans can easily understand which recreation and conservation activities are supported in each park, and why.
- 2.4 Participate in the implementation of Alberta's *Land-use Framework*, regional land-use plans and a Provincial Recreation Management Strategy for Alberta's public lands to address conflicts over competing use of land, identify opportunities to enhance the tourism sector, and provide an integrated sustainable land-use approach that balances economic, environmental and social concerns.
- 2.5 Repair, replace, upgrade and sustain facilities and infrastructure in Alberta's provincial parks system to ensure public health, safety and enjoyment.
- 2.6 Increase public awareness, understanding and stewardship of Alberta's natural heritage and the parks system and its contribution to Albertans' quality of life through innovative education, interpretation, marketing and public information services.

Performance Measure	Last Actual 2007-08	Target 2009-10	Target 2010-11	Target 2011-12
2.a Visitor satisfaction with experiences at provincial parks and recreation areas	89.5%	91%	91%	92%

Core Business Three: Sport, recreation, physical activity and coordination of Alberta's role in the 2010 Olympic and Paralympic Games

GOAL THREE 3 Advantages of the Olympics are maximized, and Albertans lead active, healthy lifestyles and participate in sport, recreation and physical activity

What it means

- Collaborating with local, provincial, national and international governments, organizations and agencies on sport, recreation, active living and athletic achievement.
- Promoting participation in sport, recreation and physical activity in communities, schools and workplaces.
- Supporting and facilitating participation in sport at the community, provincial, interprovincial and international levels.
- Providing financial support to provincial sport and recreation associations, active living agencies, communities, community organizations and individuals through the Alberta Sport, Recreation, Parks and Wildlife Foundation.
- Managing land and facilities donated to the Alberta Sport, Recreation, Parks and Wildlife Foundation.

Strategies

- 3.1 Develop a recreation policy to help address the high levels of obesity among children and youth, encourage active, healthy lifestyles and increase participation in sport and recreation.

- 3.2 Support the implementation of the Alberta Recreation Corridor and Trails Designation Program to make trails easier to use, operate and manage; and support the Alberta Recreation Corridors Coordinating Committee.
- 3.3 Coordinate Alberta's approach and activities leading up to and during the 2010 Olympic and Paralympic Games with a key focus on supporting and promoting Alberta's sport, tourism and cultural activities.
- 3.4 Implement initiatives in the 2010 Olympic and Paralympic Winter Games Accord with the Vancouver Organizing Committee.
- 3.5 Support the development of facilities to accommodate training and hosting of world cup and world championship events relating to or resulting from the 2010 Olympic and Paralympic Games.

Performance Measures	Last Actual (year)	Target 2009-10	Target 2010-11	Target 2011-12
3.a Participation in sport and recreational activities by adult Albertans	78.6% (2007-08)	81%	81%	81%
3.b Percentage of Albertans age 12-19 who are active or moderately active in their leisure time*	69.7% (2007)	71%	71%	72%

Note:

* New performance measure.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2007-08 Actual	2008-09 Budget	2008-09 Forecast	2009-10 Estimate	2010-11 Target	2011-12 Target
Tourism development, research and marketing	57,540	67,080	67,579	72,331	73,896	74,896
Parks	69,057	128,876	125,022	72,814	73,333	73,280
Sport, recreation, physical activity and coordination of Alberta's role in the 2010 Olympic and Paralympic Games	120,509	52,201	52,431	47,828	32,861	32,268
MINISTRY EXPENSE	247,106	248,157	245,032	192,973	180,090	180,444

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
REVENUE						
Internal Government Transfers	114,118	95,620	95,620	34,620	25,620	25,620
Transfers from Government of Canada	480	493	493	476	393	393
Investment Income	555	476	476	502	502	502
Premiums, Fees and Licences	6,698	7,081	7,081	7,432	7,607	7,864
Other Revenue	5,582	4,698	4,698	4,528	4,589	4,571
MINISTRY REVENUE	127,433	108,368	108,368	47,558	38,711	38,950
EXPENSE						
Program						
Tourism	56,817	66,229	66,229	70,986	72,500	73,500
Parks	63,946	122,685	119,268	67,082	67,382	67,329
Recreation and Sport	119,969	51,505	51,797	47,197	32,206	31,613
Ministry Support Services	5,364	7,628	7,628	7,598	7,892	7,892
Valuation Adjustments and Other Provisions	1,010	110	110	110	110	110
MINISTRY EXPENSE	247,106	248,157	245,032	192,973	180,090	180,444
Gain (Loss) on Disposal and Write Down of Capital Assets	(302)	2,300	-	800	800	800
NET OPERATING RESULT	(119,975)	(137,489)	(136,664)	(144,615)	(140,579)	(140,694)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Ministry Revenue	127,433	108,368	108,368	47,558	38,711	38,950
<i>Inter-ministry consolidation adjustments</i>	(114,118)	(95,620)	(95,620)	(34,620)	(25,620)	(25,620)
Consolidated Revenue	13,315	12,748	12,748	12,938	13,091	13,330
Ministry Expense	247,106	248,157	245,032	192,973	180,090	180,444
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	247,106	248,157	245,032	192,973	180,090	180,444
Gain (Loss) on Disposal of Capital Assets	(302)	2,300	-	800	800	800
CONSOLIDATED NET OPERATING RESULT	(234,093)	(233,109)	(232,284)	(179,235)	(166,199)	(166,314)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2009-10 Estimate	2010-11 Target	2011-12 Target
	2007-08 Actual	2008-09 Budget	2008-09 Forecast			
Tourism	97	1,000	1,000	500	-	-
Parks	49,673	34,634	38,706	17,982	17,982	17,982
Recreation and Sport	18	-	-	-	-	-
Ministry Support Services	109	45	45	-	-	-
MINISTRY CAPITAL INVESTMENT	49,897	35,679	39,751	18,482	17,982	17,982