

Government of Alberta ■

BUDGET 2010

Striking the Right Balance

Tourism, Parks and Recreation

BUSINESS PLAN 2010–13

Alberta ■

Tourism, Parks and Recreation

BUSINESS PLAN 2010-13

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2010 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 January 20, 2010 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.

Original signed by

Cindy Ady, *Minister of Tourism, Parks and Recreation*
January 20, 2010

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 and Sport and Recreation. 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.

Tourism, Parks and Recreation provides programs and services that help to 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 maximizing economic potential, enhancing individual and community well-being and providing environmental sustainability. The ministry supports the development and marketing of Alberta tourism experiences, products and 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, outdoor recreation and youth engagement. Alberta's provincial parks system provides places where Albertans and visitors can experience the beauty of nature, enjoy recreational activities and learn

about the province's natural heritage. Natural heritage includes the province's geological features and landforms, biodiversity and ecosystems. The ministry supports active, healthy lifestyles by collaborating with communities and organizations to encourage participation in sport, recreation and physical activity.

The ministry is committed to achieving results through a culture of collaboration. This commitment is the foundation for all of the ministry's activities and includes working closely with Albertans, clients and stakeholders, other governments and ministries, and staff from within Tourism, Parks and Recreation.

VISION

Alberta is a world-class tourism destination with active, healthy citizens who participate in sport and recreation and value their parks and natural heritage.

MISSION

To create the conditions for a vibrant and successful tourism industry throughout the province; manage and conserve 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. The ministry is committed to building trust, achieving collaborative outcomes and engaging others, including:

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

CORE VALUES

The Alberta Public Service's shared values of respect, accountability, integrity and excellence guide the ministry as it works to achieve its goals. In addition to the shared values, the ministry has adopted the value of collaboration.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The key linkages and contributions of the ministry to the goals in the *Government of Alberta Strategic Business Plan* include:

Government of Alberta Goal 1: Alberta will have a prosperous economy.

The ministry contributes to this goal by collaborating with the tourism industry to market Alberta as an attractive tourism destination and increase tourist visitation and expenditures. The ministry focuses on keeping tourism a leading economic sector in the province by supporting the development of new and enhanced tourism experiences, products and destinations.

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

The ministry contributes to this goal by managing a parks system and conserving Alberta's natural heritage. The ministry supports active, healthy lifestyles through participation in sport, recreation and physical activity.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Collaboration and Partnerships

Across the Government of Alberta, there is an increased 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 and with other governments to help build consensus and improve the coordination of programs and services. Strong relationships and partnerships with stakeholder groups are key to successfully achieving the ministry's goals.

Impacts of the Economy

The global economic situation and its effect on Alberta's economy has created new challenges and opportunities for all sectors. Global competition to improve products and services, attract investment and find new markets will intensify. As well, increased demands for government resources and services have increased financial pressures at a time when the province is facing decreased revenues. We need to be responsive to the rapidly changing world around us, and operate within our means in order to prepare for the future. Alberta's continued success will require that we become more efficient, productive and competitive.

Unemployment levels around the world are expected to have an impact on travel and tourism spending in Alberta. As a result, close-to-home travel and visiting parks and campgrounds 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 visitors' length of stay and expenditures, slow the leakage of tourism dollars from the province and better distribute tourism benefits across Alberta. Open skies air service agreements would provide greater access from key international markets and could increase tourism.

Population and Demographic Changes

Population growth and the changing composition of Alberta's population have created more diverse needs and new demands for a broader range of recreational and sport opportunities, facilities, services, and tourism experiences and products. The changing composition of Alberta's population will impact the types of services that are developed and how they are marketed. People are increasingly seeking opportunities to have meaningful experiences that offer direct contact and in-depth learning opportunities as part of their recreation or travel experience.

An increasingly immigrant, urban-based and aging population will increase demand for different sport and recreation activities and events. There is an opportunity to increase awareness and appreciation for outdoor experiences and in-province tourism experiences for a growing immigrant population. Population growth has also created new pressures on Alberta's parks and on recreational and sport facilities in communities across the province, as well as on the overall landscape. Increased demand may result in more conflicts around recreational activities as users compete for the same space.

Aging Infrastructure

Increased usage is escalating maintenance requirements and increasing demand for infrastructure upgrades in Alberta's provincial parks and municipal sport and recreation facilities. Additional challenges are presented by the extent of infrastructure renewal requirements and the costs of construction and maintenance.

Winter Olympic/Paralympic Legacy Utilization Strategy

The 2010 Olympic and Paralympic Winter Games provided Alberta with an opportunity to promote and maximize tourism, sport development and culture. A tremendous opportunity exists through the implementation of a joint Winter Olympic/Paralympic Legacy Utilization Strategy between Alberta and British Columbia, which is intended to maximize future economic, venue and volunteer opportunities.

Physical Inactivity

Governments worldwide recognize that physical inactivity increases the risk for serious health problems later in life. According to the 2009 Canada's Report Card on Physical Activity for Children and Youth, only 13 per cent of Canadian children and youth are meeting the physical activity guidelines outlined in Canada's Physical Activity Guides for Children and Youth.

A number of factors such as the urbanization of the province's population and the strong appeal of television, video games and computers are contributing to people becoming increasingly disconnected from nature and outdoor activities. The increased recognition of the negative impacts of physical inactivity and disconnection from nature creates an opportunity to work with other governments, ministries and stakeholders to develop strategies to encourage physically active lifestyles and outdoor experiences, and help to reduce obesity.

STRATEGIC PRIORITIES

Through the ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the ministry.

- 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 provides 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 (e.g., develop legislation, expand the online campsite reservation system, refine the parks classification system).

Linkage:

Goal 2
- 2. Economic diversification through tourism** Stimulate growth in tourism revenues through Travel Alberta marketing programs targeted at the best-producing domestic and international markets to raise awareness of Alberta as a must-visit destination and to motivate visitation. Other priorities include implementing a Tourism Development Strategy and an e-marketing strategy, investigating opportunities for new and enhanced tourism experiences, fostering a supportive policy and regulatory environment for tourism development and facilitating business development activities. This includes collaborating with stakeholders to advocate for more liberalized and open skies air service agreements from Alberta's key tourism markets.

Linkage:

Goal 1
- 3. Physically active lifestyles** Finalize and implement a recreation, active living and sport policy to encourage physically active lifestyle choices and increase participation in sport and recreation.

Linkage:

Goal 3

4. **Alberta's Land-use Framework**
Linkage:
Goals 1, 2 and 3
- 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. Other priorities include providing support for making recreation trails established by nonprofit organizations, municipalities and the province easier to use, operate and manage.
5. **Winter Olympic/Paralympic Legacy Utilization Strategy**
Linkage:
Goal 3
- Implement the Winter Olympic/Paralympic Legacy Utilization Strategy in support of the Alberta-British Columbia memorandum of understanding. This includes initiatives to maximize future economic, venue and volunteer opportunities.
6. **Infrastructure improvements**
Linkage:
Goals 1 and 2
- Improve infrastructure to expand capacity to address the needs of Alberta's growing population by upgrading or restoring aging facilities, including visitor information centres (e.g., Canmore) and those in provincial parks and recreation areas.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The ministry's core businesses link 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. Performance measures are indicators of progress towards achievement of ministry goals. Performance targets for the measures are intended to be challenging but attainable given the resources available, and to take into consideration factors outside the ministry's direct influence.

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 Tourism, Parks and Recreation supports this goal by working collaboratively with all levels of government and industry stakeholders to increase awareness of the economic significance of tourism. The ministry also facilitates the development and expansion of Alberta's tourism sector (e.g., resorts, attractions). This includes providing business advisory services, encouraging and targeting investment, providing marketing support services (e.g., the Photo and Video Library) and supporting the industry through advocacy efforts. The ministry provides travel information and trip counselling through the Travel Alberta Contact Centre, Travel Alberta visitor information centres, community and regional visitor information centres and the Travel Alberta website in collaboration with other ministries and community tourism organizations. The ministry researches, collects, interprets and distributes tourism data and market intelligence for industry stakeholders to identify business and collaborative opportunities.

- Strategies**
- 1.1 Implement a Tourism Development Strategy to attract investment to Alberta's tourism industry and increase the range of products and experiences to encourage new and return visitors.
 - 1.2 Conduct tourism research necessary to support investment attraction, product development, return on investment, performance measurement and marketing activities.
 - 1.3 Investigate opportunities for new and enhanced tourism experiences and products in partnership with provincial parks and recreation areas, museums and historic sites.
 - 1.4 Foster a policy and regulatory environment that is supportive of tourism product development, implement new programs and work with industry and government stakeholders to reduce impediments to tourism growth.
 - 1.5 Facilitate and engage investor and entrepreneur involvement in Alberta's tourism industry through business development activities and investment attraction initiatives (e.g., investment symposiums, trade missions).
 - 1.6 Proactively collaborate with stakeholders and other ministries to advocate to the federal government for more liberalized and open skies air service agreements that could benefit Alberta.
 - 1.7 Partner with municipalities, nonprofit organizations 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).
 - 1.8 Encourage increased tourism in Alberta by upgrading the services at the Travel Alberta visitor information centres (e.g., Canmore) and by enhancing the level of service at the Travel Alberta Contact Centre.
 - 1.9 Stimulate growth in tourism revenues through compelling Travel Alberta marketing programs targeted at the best-producing domestic and international markets to raise awareness of Alberta as a must-visit destination and to motivate visitation.
 - 1.10 Enhance marketing capacity and sales effectiveness of tourism operators through engagement and partnerships with Travel Alberta.
 - 1.11 Implement an e-marketing strategy through Travel Alberta to keep pace with the growing number of Internet users making vacation decisions online and through social media.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
1.a Satisfaction with tourism development services:				
Percentage of tourism industry clients satisfied with tourism development services	71.6% (2008-09)	74%	75%	75%
1.b Tourism expenditures:				
Total tourism expenditures in Alberta (\$billion) ¹	5.7 (2008)	5.8	6.0	6.2
1.c Satisfaction with Travel Alberta visitor information centres:				
Percentage of clients satisfied with their overall experience at Travel Alberta visitor information centres	99.8% (2008)	98%	99%	99%

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
1.d Satisfaction with Travel Alberta Contact Centre: Percentage of clients satisfied with the overall service received through the Travel Alberta Contact Centre	97.7% (2008)	98%	98%	98%

Note:

1 The last actual results are an updated estimate based on new data from the Survey of Residents of Canada.

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 Tourism, Parks and Recreation supports this goal by managing Alberta's provincial parks system to enhance Albertans' quality of life and the overall environmental quality of the province. The ministry fosters a culture of stewardship by inspiring citizens, industry, communities and governments to work together to responsibly care for and conserve Alberta's natural heritage. By doing this, the ministry protects more than 27,000 square kilometres of the province as a legacy for future generations and provides significant opportunities for outdoor recreation and nature-based tourism. Interpretation and environmental education opportunities help to foster an understanding of Alberta's natural heritage and promote experiential and lifelong learning. The ministry operates the Alberta Natural Heritage Information Centre, the province's biodiversity database, which generates information regarding the province's natural heritage to support science and decisions on land-use.

- 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 Expand online and central telephone access to campground reservations to improve travel planning and camping experiences.
 - 2.3 Develop legislation to align with the *Plan for Parks* and address parks classification, land management, conservation, tourism opportunities and recreation.
 - 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.
 - 2.5 Upgrade and restore facilities and infrastructure in Alberta's provincial parks system to ensure public health, safety and enjoyment.
 - 2.6 Increase public awareness and understanding of Alberta's natural heritage and the provincial parks system and its contribution to Albertans' quality of life through innovative interpretation, education, marketing and public information services.
 - 2.7 Promote stewardship and provide a broad range of opportunities for volunteers, corporations and other partners to participate in the stewardship of Alberta's parks.

- 2.8 Collaborate with the Oil Sands Sustainable Development Secretariat and other ministries to develop conservation, recreation and tourism objectives for oil sands regions under the *Land-use Framework's* Lower Athabasca Regional Plan.

Performance Measure	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
2.a Satisfaction with provincial parks and recreation areas: Percentage of visitors satisfied with the quality of services and facilities at provincial parks and recreation areas	93.3%	92%	93%	93%

Performance Measure Under Development:

The ministry is developing an additional performance measure on the condition of park facilities to help indicate progress toward this goal.

Core Business Three: Sport, recreation and physical activity

GOAL THREE **3** Albertans increasingly choose physically active lifestyles through participation in sport and recreation, and athletes excel through sport development opportunities

What It Means Tourism, Parks and Recreation supports this goal by collaborating with local, provincial, national and international governments, organizations and agencies to promote active, healthy lifestyles through sport and recreation. The ministry supports and facilitates participation in sport at the community, provincial, interprovincial and international levels. It also promotes participation in recreation and physical activity in communities, schools and workplaces. Through the Alberta Sport, Recreation, Parks and Wildlife Foundation, the ministry provides financial support to provincial sport and recreation associations, active living agencies, communities, community organizations and individuals. The foundation also manages donated land for recreation use and wildlife habitat.

- Strategies**
- 3.1 Finalize and implement a recreation, active living and sport policy to encourage physically active lifestyle choices and increase participation in sport and recreation.
 - 3.2 Provide support for making recreation trails established by nonprofit organizations, municipalities and the province easier to use, operate and manage.
 - 3.3 Implement the Winter Olympic/Paralympic Legacy Utilization Strategy to maximize future economic, venue and volunteer opportunities.
 - 3.4 Support the continued development of the Canadian Centre of Sport Excellence for athlete training and hosting of major events.
 - 3.5 Develop partnerships with the public and private sectors for the delivery of sport and recreation opportunities.
 - 3.6 Support physical activity and athletic excellence through a collaborative network of regional centres across Alberta.

- 3.7 Provide opportunities for Alberta's athletes by supporting the hosting of and participation in provincial, national and international multi-sport games (e.g., 2010 Alberta Summer Games in the Peace River Region, 2011 Canada Winter Games in Halifax, 2012 Arctic Winter Games in Whitehorse).

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
3.a Adult participation in sport and recreation: Percentage of adult Albertans who participated in sport and recreational activities	85.6% (2008-09)	83%	84%	85%
3.b Activity levels of Albertans age 12-19: Percentage of Albertans age 12-19 who are active or moderately active in their leisure time ¹	73.1% (2008)	73%	74%	74%

Note:

1 Result and targets revised based on Statistic Canada's methodology change in 2009.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
Tourism development, research and marketing	64,871	71,834	69,333	75,556	61,031	61,051
Parks	124,073	73,248	83,808	71,150	71,471	73,938
Sport, recreation and physical activity	51,421	47,891	47,799	29,374	28,774	30,164
MINISTRY EXPENSE	240,365	192,973	200,940	176,080	161,276	165,153

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
REVENUE						
Internal Government Transfers	95,620	34,620	34,620	23,279	23,279	24,599
Transfers from Government of Canada	541	476	5,476	3,101	393	393
Investment Income	535	502	476	275	275	275
Premiums, Fees and Licences	7,336	7,432	8,434	9,422	9,763	10,045
Other Revenue	4,201	4,528	5,328	4,589	4,564	4,634
MINISTRY REVENUE	108,233	47,558	54,334	40,666	38,274	39,946
EXPENSE						
Program						
Tourism	63,944	70,986	68,442	74,750	60,224	60,224
Parks	117,328	67,082	78,720	65,280	65,602	67,940
Recreation and Sport	50,663	47,197	46,330	28,714	28,114	29,488
Ministry Support Services	6,927	7,598	7,338	7,226	7,226	7,391
Valuation Adjustments and Other Provisions	1,503	110	110	110	110	110
MINISTRY EXPENSE	240,365	192,973	200,940	176,080	161,276	165,153
Gain (Loss) on Disposal and Write Down of Capital Assets	(72)	800	9,780	-	-	-
NET OPERATING RESULT	(132,204)	(144,615)	(136,826)	(135,414)	(123,002)	(125,207)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
Ministry Revenue	108,233	47,558	54,334	40,666	38,274	39,946
<i>Inter-ministry consolidation adjustments</i>	<i>(95,620)</i>	<i>(34,620)</i>	<i>(34,620)</i>	<i>(23,279)</i>	<i>(23,279)</i>	<i>(24,599)</i>
Consolidated Revenue	12,613	12,938	19,714	17,387	14,995	15,347
Ministry Expense	240,365	192,973	200,940	176,080	161,276	165,153
<i>Inter-ministry consolidation adjustments</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Consolidated Expense	240,365	192,973	200,940	176,080	161,276	165,153
Gain (Loss) on Disposal of Capital Assets	(72)	800	9,780	-	-	-
CONSOLIDATED NET OPERATING RESULT	(227,824)	(179,235)	(171,446)	(158,693)	(146,281)	(149,806)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable			2010-11 Estimate	2011-12 Target	2012-13 Target
	2008-09 Actual	2009-10 Budget	2009-10 Forecast			
Tourism	2,589	500	3,616	-	-	-
Parks	41,163	17,982	20,533	20,690	17,982	17,982
Recreation and Sport	66	-	-	-	-	-
Ministry Support Services	393	-	-	-	-	-
MINISTRY CAPITAL INVESTMENT	44,211	18,482	24,149	20,690	17,982	17,982