



# Tourism Development Guide

A guide to help navigate the tourism  
development process

*Alberta* 

## Cautionary Note for Use of This Document

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## Acknowledgement

This guide has been in existence since 1991 and has been through regular updates during this time.

The content in the guide has been reviewed through various Alberta government departments including:

- Culture and Community Spirit
- Environment
- Municipal Affairs
- Sustainable Resource Development
- Tourism, Parks and Recreation

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

The guide serves merely as an information guide, and prospective developers are encouraged to undertake their own independent research and feasibility assessments to ascertain the viability of their specific projects.

While efforts were made to update the various components in this guide, there is no guarantee that all the required updates were captured or that changes will not occur with regards to the various processes, contacts and regulations/permits outlined in this guide. It is the responsibility of the developer/entrepreneur to check on permits, regulations and approval processes for his/her particular tourism opportunity.

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## Section I: Introduction

This guide has been prepared to assist anyone who is considering developing a tourism business in Alberta. The information provided is geared towards the first-time tourism operator, who may not be experienced with the development process in the Province of Alberta. For experienced operators, the guide can serve to outline the development process.

All prospective developers are encouraged to read the complete guide before proceeding and then use each section as a workbook during the relevant step in the process.

Charts are used throughout the guide to illustrate the development process. Checklists are used to highlight some of the many questions tourism entrepreneurs must ask themselves as they evaluate the potential risks and rewards of a prospective development.

To assist you in preparing your concept and business plan, a comprehensive list of contacts and information sources is provided as the final section of the guide.

To further assist you in your tourism business research there are two other supporting guides available through Alberta Tourism, Parks and Recreation (ATPR):

- **Tourism Business Planning Guide**
- **Tourism Funding Sources Guide**

These guides are also available on CD and on ATPR's website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

### The Alberta Tourism Industry

Tourism is both an important and growing industry. It is becoming increasingly sophisticated, as evidenced by the varied segments and products that comprise the industry. The Canadian Tourism Commission reports that in 2007, tourism generated \$70.8 billion in tourism expenditures in Canada, which supported numerous large and small businesses. The importance of tourism to the Alberta economy is illustrated by the fact that in 2007, tourism expenditures accounted for \$5.64 billion, of which 53% was from Alberta residents, 22% from other Canadian provinces and 25% from international visitors. In Alberta the tourism industry employs over 111,000 people and attracts millions of visitors each year.

To facilitate this important industry, ATPR is committed to facilitating the profitability and sustainability of existing tourism operators, as well as the entry of new operators into the tourism sector. We encourage the development of new destinations and tourism products through positioning land for tourism development, providing assistance with the regulatory processes, encouraging a supportive policy environment, and actively



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promoting tourism investment in Alberta. We also encourage visitation to Alberta through the provision of tourism information and travel counseling.

The tourism industry is largely comprised of facilities, attractions and events designed to interest traveling Albertans and the many non-resident visitors who come to our province each year. It includes a transportation infrastructure capable of moving people efficiently from their place of residence or business to their desired destination. The common objective of both government and industry is to meet the needs and exceed the expectations of visitors through market driven tourism development.

The tourism industry must respond to the changing wants and needs of consumers and stakeholders; tourism operators must be responsive to these trends. Successful business models today reflect a holistic approach to development and governance. With your business philosophy and model, consider the effect your concept may have on the environment and community, and what is your social obligation to positively work within these boundaries.

Tourism represents an area of significant business opportunity in Alberta. This development guide is designed to help you formulate your tourism development plans, whether you are a for-profit business, community or non-profit organization.

While reference is made to “tourism businesses” in this guidebook, the same basic business planning principals have relevance to communities and non-profit organizations undertaking tourism development projects (e.g. museums, interpretive centres).

## What’s Unique about Tourism Development

Developing a tourism business differs significantly from developing a more typical retail or service operation. Some of the unique things about tourism development are:

- The target market is more difficult to define because it is subject to changing trends.
- Seasonality of demand. Peaks and troughs; high and low seasons.
- The weather. Weather is always unpredictable.
- The varying expectations of consumers.
- Longer-term market development. Very few new tourism businesses achieve maximum capacity usage in the first years of start-up.
- High fixed costs. Many tourism businesses have a high fixed cost component.
- Co-operative nature of competition. Because tourism businesses are often located in a tourism destination region, they often work collaboratively to promote their destination.
- Single use nature of assets. Accommodation facilities in particular have limited alternative uses for the asset.
- Highly capital intensive. Many tourism businesses require large up-front capital investment.

Tourism products are also extremely diverse. They may involve extensive land development and the construction of several buildings such as for a resort hotel. At the opposite end of the spectrum are those tourism businesses which own no land and few, if any, buildings e.g., heli-skiing, river rafting and horseback riding operations. The scale of tourism developments is equally diverse, from a small owner operated boat rental outfit to a multi-million dollar four-season resort.

A final aspect that is unique to tourism development is that many developments take place in less accessible locations or less populated areas in order to take advantage of Alberta's scenic beauty. This means that a developer must often evaluate unusual access or servicing requirements. This guide will help you assess, plan and implement your tourism project.

## Why a Step-By-Step Guide Is Needed

The first step towards establishing a viable tourism operation is planning. A clearly defined, properly researched and evaluated project has a much greater chance of success. This guide sets out a series of steps to help assess the viability of your project.



Developing your idea for a tourism business also means you must make decisions as to how much time and money you are willing to invest. Research is the foundation on which an informed decision to proceed with your development or project can be made. It may be necessary at any step to revise the concept, look for a different site, consider a different product or service, look for different partners or alternative means of financing. Making these kinds of changes along the way indicates that you are giving the project the critical evaluation it requires.

## When Professional Help Is Needed

Much of the information needed for undertaking a comprehensive development analysis is readily available in the public domain. Various government sources can provide considerable background material such as statistical data, industry trends and information on how to prepare a business plan and financial forecasts.

Depending on the nature of your tourism business, you may be able to gather the necessary information to develop a concept and bring the project to completion on your own. However, for some ventures, professional help is recommended, for example:

Various government sources can provide considerable background material such as statistical data, industry trends and information on how to prepare a business plan and financial forecasts.

- A new or unique product or service may benefit from formal market research and evaluation by a consulting firm.
- Projects aimed at international markets may benefit from evaluation by an advisor with foreign expertise.
- A complex building project should have professional design plans and cost estimates.
- A development in a remote area may require professional engineering or geo-technical evaluation to determine site suitability or servicing costs.
- Sometimes a third party assessment is required by an investor or lender to validate your concept.

## The Basic Components of Development Analysis: Feasibility

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% 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 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.

Chart 1 (page 10) illustrates the general development process. These steps have determined the content of this guide. Each is addressed in a separate section that builds on earlier information and offers explanations and contacts for working through that step.





## Section II: Defining the Project

### Initial Look at Market Supply and Demand

At the beginning of the development process, there is usually a good idea or an intuitive “gut-feeling” that a certain facility or service makes sense, or that a certain location has potential for tourist activities. This is an important place to stop, ask questions, and do some brainstorming with people knowledgeable about similar developments.

Before proceeding into detailed development analysis, it is critical to determine who the potential customers are for this facility or service (the target market), and whether their demand is already being met by other businesses. If this preliminary market analysis does not favour development it is wise to rethink the initial concept.

Ask yourself these questions:

- What competing facilities or services are in the area? How many are there? Are they full-time or seasonal operations? Have these operations been successful?
- What is the nature of the tourist traffic in the area – who visits, how long do they stay, what services do they use? Has tourist traffic to the area been increasing, decreasing or holding its own over the last several years? What share of the tourist market do you think your business will capture?
- If this is a new type of tourism business for an area that has not previously been developed for tourism, what information do you have that supports its potential to bring tourists to the area? Have other facilities failed in similar circumstances? Why do you think you can succeed?

You can answer many of these questions by talking to other tourism operators and agencies/organizations involved in tourism development.

Several good sources for tourism research and business information can be found at:

- ATPR’s website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)
- Travel Alberta’s website: [www.industry.travelalberta.com](http://www.industry.travelalberta.com)
- The Business Link website: [www.canadabusiness.ab.ca](http://www.canadabusiness.ab.ca)

### Initial Look at the Development Process

It is a good idea to have alternative locations for your project in mind, particularly if you are looking at developing a land-based project such as a golf course or a guest ranch.

The land base of Alberta is a mix of public and private land. There are a number of procedures for gaining lease rights to public land and these will affect the length and complexity of the overall development process.

Land-use planning, subdivision and development control are the responsibilities of Alberta's municipalities. But both the provincial government and municipalities have a role in land management planning and decision-making. Refer to the section on "Examining Options for Land-based Developments," for more information.

Tourism, Parks and Recreation is responsible for land management planning on parks and protected areas, while all other public lands are under the management of Alberta Sustainable Resource Development (SRD), [www.srd.alberta.ca](http://www.srd.alberta.ca). Municipalities are responsible for land use planning on privately owned land. In addition, they are responsible for orderly development within the municipality on both public lands and private lands, including residential subdivision developments, zoning, bylaw creation and enforcements, and for issuing municipal development permits.

It is suggested that developments will always require some degree of access to the land whether it is a staging area for river rafting or heli-skiing or activities that have a broader footprint.

It is prudent to be aware of the procedures involved in obtaining approvals for a development on a land base in that "perfect" location. General information on the land use planning approval process is available from Alberta Municipal Affairs at: [www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)

Early thought should be given to the review process that may be needed for land-based developments. Investigate the criteria and government requirements. For example, the Environmental Assessment Process (EAP) and a Natural Resources Conservation Board (NRCB) review may be required. A development must always consider the social, economic and environmental outcomes and impacts on a particular site and adjacent areas/communities. Information on the Environmental Assessment Process (EAP) is available from Alberta Environment: [www.environment.alberta.ca](http://www.environment.alberta.ca) or by dialing the Government of Alberta Toll free line 310-0000 or (780) 422-1977.

Further information on the NRCB process is available at: [www.nrcb.gov.ab.ca](http://www.nrcb.gov.ab.ca) or by dialing the Government of Alberta Toll free line 310-0000 or (780) 422-1977.

An early look at financing is also critical to the success of a development. It is wise to examine the financial requirements of the total project as well as the current economic health of the community in which the project will operate. For economic related data and statistics, visit: [www.albertafirst.com](http://www.albertafirst.com) and [www.albertacanada.com](http://www.albertacanada.com) for helpful information.



If the initial review of the market looks positive and the development process looks workable, a clearly defined project should be outlined.

A general idea of financial requirements should lead to an investigation into sources of financing. Information can be obtained through a number of methods and from a variety of sources, including ATPR's website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca) and the **Tourism Funding Sources Guide**.

Attention to this area will help you realistically assess the feasibility of undertaking your proposed project.

In summary, the focus of this initial look at the development process should consist of:

- an examination of the land and development process involved;
- time required to move through the development process;
- a broad financial picture; and,
- a general idea of project timing.

## Developing a Business Concept

If the initial review of the market looks positive and the development process looks workable, a clearly defined project should be outlined. Remember to focus on one or two key services and plan to do it well. This business concept can be simply stated as a goal, for example:

- To build a resort with a lodge and cabins on a central Alberta lake and attract visitors from the Edmonton area and offer an excellent customer experience;
- To build a sustainable campground facility providing a higher quality experience while offering additional nature-based tourism opportunities that enhances visitors' understanding;
- To open a mobile specialty ice cream and coffee "store" and attend all of the festivals in Alberta; or
- To provide horseback rides on sustainable trails to the growing number of people on package tours staying at a nearby foothills resort.

The original concept will likely be altered throughout the process as more site information, development costs or licensing requirements become known. There may not be a commitment to a specific location at this point – this will be the result of detailed site analysis. An entrepreneur should, however, always maintain a clear statement of the business concept.

## Examining Options For Land-Based Developments

Land is owned either privately (freehold), by government (municipal, provincial, or federal), or by Aboriginal (First Nations, Métis, Inuit) groups. Private land can be purchased or leased directly from the owner in confidential negotiations. An entrepreneur will want to ascertain the willingness of the holder to sell or lease.

If you already hold a lease or title on a location, then the development process only addresses the proposed use for the land and the improvements or changes required to accommodate the desired facility.

For the purpose of leasing or purchase, Crown lands in Alberta are under one of the following jurisdictions:

- Alberta Sustainable Resource Development - Lands Division.
- Alberta Tourism, Parks and Recreation - Parks Division (within a provincial park or provincial recreation area, regulated under the Provincial Parks Act).
- Federal Government lands (includes National Parks, Military reserves and some airports).
- Alberta Transportation.

The process of acquiring public land in Alberta for commercial tourism purposes is clearly identified. Acquiring a lease on publicly held (Crown) land is dependent on the existing provincial policies and plans covering that area and the department that retains responsibility for it.

## Resource Assessments

As part of the information collection and evaluation stage, there are two resource assessments that the proponent may be asked to produce.

Alberta Environment has responsibility for the Environmental Assessment Process (EAP) and Alberta Culture and Community Spirit has responsibility for Historic Resource Impact Assessments (HRIA). Both requirements have the power to halt the development process for lack of compliance in submitting a satisfactory assessment or abiding by the directives in the assessments.

The purpose of the Natural Resources Conservation Board (NRCB) Act is to conduct impartial reviews of projects that will or may affect natural resources in Alberta to determine if the projects are in the public interest. For applications requiring an Environmental Impact Assessment (EIA), Alberta Environment provides the NRCB with confirmation that the EIA is complete for the purposes of meeting requirements under Environmental Protection and Enhancement Act (EPEA). Development proponents should contact the NRCB to determine if their project falls within the mandate of the NRCB.

## Environmental Assessment Process

In Alberta, laws are in place to regulate activities to protect the environment and human health. Alberta Environment is responsible for two major Acts which accomplish this, the Environmental Protection and Enhancement Act and the Water Act. Under these Acts, many activities must obtain formal approval before they can begin operation. Depending on the complexity or potential consequences of the project, another regulatory process is in place to gather additional information to scrutinize a project. This is the Environmental Assessment Process (EAP). For this process, proponents of tourism projects may be required to prepare EAP reports e.g. Environmental Impact Assessment (EIA) report. For those applications that include an EIA, the NRCB and Alberta Environment establish a common statement of information requirements so the applicant can prepare one submission in response to the needs of both the NRCB and Alberta Environment. More detailed information on the preparation of EIA reports is available from Alberta Environment.

Initial contact with Alberta Environment is strongly recommended. Proponents should contact Alberta Environment early in their planning process to determine the appropriate regulatory requirements. Through discussions with the proponent, other government departments, related agencies and community leaders, the department will assess the need to conduct EAP reports and determine the scope and contents of what should be assessed.

Proponents should be aware that determining the need for the EAP and identifying its scope and contents requires consultation with Alberta Environment and the public. The initial information presented to the department and the public must be clear. It is strongly recommended that prospective developers anticipate and address all concerns regarding natural resources and community interests. Proponents need to determine if the EAP is required for their project so its preparation can be incorporated into the project timeline.

Further information on the EAP process is available at: [www.environment.alberta.ca/1274](http://www.environment.alberta.ca/1274) or contact Alberta Environment at the Alberta Environment Information Centre, Government of Alberta Toll free 310-0000 or (780) 427-2700.

## Historic Resource Impact Assessments (HRIA)

A historic resource review is part of the land leasing and development referral systems within the government, including the Alberta Tourism Recreational Leasing (ATRL) process (please refer to the following section of the ATRL process). It reviews development applications from a historic resource perspective.

Historic resources include archaeological and paleontological sites, historic buildings and traditional Aboriginal use locations. In accordance with Section 37(2) of the Alberta Historical Resources Act, the Minister of Alberta Culture and Community Spirit (ACCS) may require that a Historic Resources Impact Assessment (HRIA) precede any proposed activity likely to threaten the integrity of a historic resource. Once a report describing the HRIA has been submitted to ACCS, the Minister may require avoidance of the threatened

historic resource, or allow the historic resource to be destroyed after sufficient study. The proposed activity may proceed only after the Minister has issued clearance under the Act.

It is the developer's responsibility to make sure that Alberta Culture and Community Spirit's Historic Resources Management – Land Use Planning Section has seen and given clearance to the development proposal. A legal description and concept plan are usually all that are needed to determine whether an HRIA is required. The costs of the HRIA and any subsequent mitigation or protection during construction are borne by the developer. It is strongly recommended that this step be initiated early in the development process. It is much easier to reposition a structure at the conceptual stage than at the construction phase

The department has the legislative power to place a "Stop Work Order" on the project so it is in your best interests to make sure the review process and subsequent guidelines are followed.

Further information on the HRIA process is available at: [www.culture.alberta.ca](http://www.culture.alberta.ca)

## Aboriginal Consultation Process

All developments including Alberta Tourism Recreational Leasing Process (ATRL) consultation is conducted in accordance with Alberta's First Nations Consultation Guidelines on Land Management and Resource Development. The Policy states that Alberta will consult with First Nations where land management and resource development on provincial Crown land may infringe on First Nations Rights and Traditional Uses.

Alberta is now requiring project proponents to provide written notification to First Nations where there are potential adverse impacts to rights and traditional uses stemming from land management and resource development activities. Sufficient notification of potentially affected First Nations is necessary to ensure consultation is conducted in a meaningful way. Alberta also continues to strongly encourage early notification of First Nations in the consultation process.

As a matter of best practice, Alberta also encourages proponents to engage First Nations early on in planning proposed projects, where possible, before applications are made. This way, project proponents would largely complete First Nations consultation before the applicable regulatory timelines are activated. Approval processes may be delayed if consultation is not deemed by Alberta to be adequate.

More details can be found at: [www.aboriginal.alberta.ca/571.cfm](http://www.aboriginal.alberta.ca/571.cfm) from the Department of Aboriginal Relations.



As a matter of best practice, Alberta also encourages proponents to engage First Nations early on in planning proposed projects, where possible, before applications are made.

## The Alberta Tourism Recreational Leasing (ATRL) Process

The Alberta Tourism Recreational Leasing (ATRL) Process is designed to administer tourism and commercial recreation development applications on public land in a comprehensive and timely manner that considers social, economic and environmental outcomes that are articulated in local, regional and provincial plans and policies.

Two provincial departments are involved in the ATRL process:

- Alberta Sustainable Resource Development (overall process administration and land management for public lands).
- Alberta Tourism, Parks and Recreation (process administration).

Other government departments that may be considered relevant to your proposal are also consulted.

Municipal governments are an important part of the process. They ensure that local development regulations, standards and policies are maintained. Co-operation is required between provincial government and municipalities to align desired outcomes.

You, the developer/applicant, will also be actively involved in the ATRL process.

Generally, ATRL applicants are private sector developments that offer tourism and commercial recreation opportunities to the public and may involve any or all of the following:

- a long term lease;
- permanent structures;
- public review (as determined by one of Alberta Sustainable Resource Development's local land managers); and,
- integration with existing land uses.

There are three stages:

### Stage 1: Preparation, Submission and Review of Application

The applicant will:

- participate in a pre-application meeting with provincial government staff and the local municipality;
- develop a detailed information package;
- submit a completed lease application form, detailed information package and other required documents and fees; and
- notify the public of the proposed development.

Alberta Sustainable Resource Development or Alberta Tourism, Parks and Recreation will coordinate the review of the application with the land manager and all other reviewing agencies.

The land manager will make a decision to recommend either the conditional approval or rejection of the application.

## Stage 2: Letter of Intent

If a conditional approval is recommended, a Letter of Intent will be issued, stating:

- the conditions that must be addressed; and,
- the regulatory approvals and permits that are required.

## Stage 3: Lease Issuance

If the applicant meets the conditions and requirements of the Letter of Intent, then Alberta Sustainable Resource Development issues a miscellaneous lease.

## Who will Assist Me in the ATRL Process?

Government staff are available to assist you throughout the ATRL process. Contact the Public Lands Division office nearest your proposed development area.

In addition, assistance can be obtained by contacting:

Alberta Sustainable Resource Development  
 Information Centre, Main floor  
 9920 - 108 Street  
 Edmonton, Alberta T5K 2M4  
 Telephone: (780) 944-0313  
 Toll free: 1-877-944-0313  
 Fax: (780) 427-4407  
 Email: [srd.infocent@gov.ab.ca](mailto:srd.infocent@gov.ab.ca)

or

Alberta Tourism, Parks and Recreation  
 Tourism Division  
 Tourism Development Branch  
 6th Floor, Commerce Place  
 10155 – 102 Street  
 Edmonton, Alberta T5J 4L6  
 Telephone: (780) 422-6544  
 Fax: (780) 427-0778  
 Email: [tpr.communications@gov.ab.ca](mailto:tpr.communications@gov.ab.ca)

Also, remember that any provincial government department can be called toll free anywhere in Alberta at 310-0000.



The purpose of the Land-use Framework is to manage growth, not stop it, and to sustain the province's growing economy while balancing this with Albertans' social and environmental goals.

## How Do I Obtain More Information on the ATRL process?

Detailed ATRL process package and application forms are available from your nearest Lands Division office. More information about Public Lands Act applications can be viewed at: [www.srd.alberta.ca](http://www.srd.alberta.ca)

The ATRL process package and other information on how to start a tourism business are also available and can be viewed at the Alberta Tourism, Parks and Recreation's website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

## Commercial Trail Riding

Commercial Trail Riding (CTR) is enabled on public land managed by Alberta Sustainable Resources, Public Lands Division (SRD) through commercial trail riding permits which grant the holders temporary rights to access an approved area in order to conduct commercial operations. Authorizations are also required for any land uses associated with the commercial trail riding that may include base camps, overnight camping, and temporary structures such as corrals.

Information on the CTR program, including application procedures and areas open to CTR operations can be obtained by contacting a local area Alberta SRD office. Additional information regarding trail riding in Alberta can also be found on the Alberta Outfitters Association website: [www.albertaoutfitters.com](http://www.albertaoutfitters.com) or call toll free 1-800-742-5548.

Commercial Trail Riding is also enabled within provincial parks. For information on Commercial Trail Riding within a provincial park, contact the local park warden: <http://gateway.cd.gov.ab.ca/contact.aspx> or call toll free 1-866-427-3582.

## Leasing in Kananaskis Country

Development within Kananaskis Country is guided by the Kananaskis Country Recreation Policy, 1999. New, large-scale developments are directed outside of Kananaskis. New facilities (small fixed-roof, camping) will be directed to nodes that are identified in management plans. New facilities will be limited to a maximum of 15,000 square feet, including accommodation and support buildings, and cover less than three hectares. Where there may be more than one qualified proponent, a call for proposal process may be used.

Proponents interested in developments in Kananaskis Country are advised to contact the Regional Director of Kananaskis Country in Canmore, at (403) 678-5508. Preliminary discussions with the Regional Director will enable proponents to determine what their next step should be.

## Land-Use Framework

The Alberta government has developed a Land-use Framework. The purpose of the Land-use Framework is to manage growth, not stop it, and to sustain the province's growing economy, but balance this with Albertans' social and environmental goals. Therefore, the Alberta government must provide the kind of policy direction, guidelines and opportunities that the local levels of government cannot. The Land-use Framework will leave local decision-making authority with the same officials who currently exercise it. However, in the future, these decisions will have to be consistent with regional plans. Accordingly, the Land-use Framework consists of seven basic strategies to improve land-use decision-making in Alberta. The seven strategies are:

- Develop seven regional land-use plans based on seven new land-use regions.
- Create a Land-use Secretariat and establish a Regional Advisory Council for each region.
- Cumulative effects management will be used at the regional level to manage the impacts of development on land, water and air.
- Develop a strategy for conservation and stewardship on private and public lands.
- Promote efficient use of land to reduce the footprint of human activities on Alberta's landscape.
- Establish an information, monitoring and knowledge system to contribute to continuous improvement of land-use planning and decision-making.
- Inclusion of Aboriginal peoples in land-use planning.

More information can be found at: [www.landuse.alberta.ca](http://www.landuse.alberta.ca)

## Opportunities within Provincial Parks and Recreation Areas

Alberta Tourism, Parks and Recreation - Parks Division, is responsible for the management and administration of provincial parks and provincial recreation areas. These designated lands are managed for the purposes of preservation, outdoor recreation, heritage appreciation and nature-based tourism.

Although land within provincial parks and provincial recreation areas is not available for sale, contractual agreements can be obtained to facilitate the delivery of a service to the public. For example, many parks and recreation area campgrounds are operated by the private sector under contract.

Any tourism development opportunity identified in a provincial park would follow the Land-use Framework and the new Plan for Parks strategy for development. Under the Plan for Parks, a policy to encourage innovative private sector involvement in parks will be developed in order to enhance and diversify visitor experiences. This includes

investing in existing facilities and/or developing new facilities\*. It also involves creating operational policies to guide the use of parks, such as the operation of motorized vehicles, geocaching, horseback riding, hunting/outfitting, climbing and other activities.

*\*Facilities include campgrounds, picnic sites, trails, buildings, visitor centres, staging areas, water and sewer systems, and all other infrastructure that supports park visitor experiences.*

ATPR may identify a need that can best be met by the private sector. A call for proposals is issued to ascertain the level of interest to provide this service. Depending on the appropriateness and viability of the proposals received, an agreement may be entered into with one of the proponents.

Proponents may propose the addition or enhancement of facilities to better serve the public. The contract length may be extended to provide an incentive for this private sector capitalization.

All inquiries for opportunities within provincial parks and recreation areas should be made to ATPR - Parks Division toll free at 1-866-427-3582 or (780) 427-3582 in Edmonton. If approved, the applicant and the province will enter into an agreement with specific conditions to be applied. More information on development in parks can be found at ATPR's website: [www.tpr.alberta.ca/parks](http://www.tpr.alberta.ca/parks)

## Leasing Federal Land

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

Lands within the National Parks are managed by Parks Canada Agency. The Canada National Parks Act requires each of Canada's 39 national parks to prepare a management plan, and, in consultation with Canadians, to update the plan every five years. Parks Canada Agency also develops community plans for the park communities of Banff, Jasper and Waterton.

These plans establish clear limits to development associated with appropriate activities while preserving and strengthening the ecological integrity of national parks in a way that integrates ecological, cultural, social, and economic values. Developers wishing to investigate opportunities within the national parks should contact the local Park Superintendent and town manager for the community. For inquiries outside of the town sites, contact the Park Superintendent's office. For contact information, check out the Parks Canada website at: [www.pc.gc.ca](http://www.pc.gc.ca)

All lands within National Parks are held under a lease. Current leased lands are obtained through the assignment or purchase of an existing lease. In addition, some opportunities exist for rights to occupy lands through a License of Occupation, normally outside of townsite communities, which allow for commercial enterprises ranging from boat rentals and commercial accommodation to food services. The annual cost for these licenses is currently a negotiated percentage of gross.



## Section III: Information Collection and Evaluation

### Project Feasibility

In determining the feasibility of a tourism project, as with any business, an accurate market assessment and careful financial planning are critical to the success of the venture. For large or complex projects, professional help is recommended. In evaluating projects, the following steps should be completed, and all the questions should be answered.

These steps force even the most enthusiastic, idealistic entrepreneur with a brilliant idea to make a realistic assessment of the risks and rewards of a project. For some projects either the market or the financial analysis (or both) may prove the idea to be unfeasible, and a re-examination may be required. The following steps highlight the need to complete an economic evaluation before any investment is made.

### Getting Started

There are several sources of assistance available to a prospective developer. Private consultants can evaluate the project. Alternatively, assistance can be obtained from Alberta Tourism, Parks and Recreation, Canada-Alberta Business Service Centres (Edmonton and Calgary – federal/provincial/municipal program), Community Futures offices (federal government program), Business Development Bank of Canada (federal Crown corporation) and Agricultural Financial Services Corporation (provincial Crown corporation). These government agencies provide a range of services and publications that can assist you with the evaluation of your project. Section VI lists government offices around the province.

Alberta Tourism, Parks and Recreation - Tourism Division, offers services designed to facilitate tourism development. The programs and services are delivered through three Branches of the Department:

- Tourism Business Development, Research and Investment Branch
- Tourism Development Branch
- Tourism Services Branch

Information on the three Branches can be accessed through the website:  
[www.tpr.alberta.ca](http://www.tpr.alberta.ca)

## Tourism Business Development, Research and Investment Branch

The Tourism Business Development, Research and Investment Branch is focused on the following business priorities:

### Tourism Business Development

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

### Tourism Research

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

### Tourism Investment

- Work with investors, developers, and the financial community to encourage and facilitate investor interest and involvement in Alberta's tourism industry.
- Assessment and linking of investor interests and financial resources with appropriate tourism investment opportunities.
- Maintain a database of domestic and foreign investor leads and key contacts. Organized site visits to review investment opportunities based on investor requirements and resources.
- Generate investor interest through investment attraction activities such as: the annual Tourism Investment Symposium, the tourism investment section of the Alberta Tourism, Parks and Recreation website, participation at key tourism investment conferences and events, and organizing tourism investment attraction missions.
- Proactively work with Alberta International Offices in Beijing, Tokyo, Hong Kong, Munich, Mexico City, Taipei, Seoul and London to distribute information on tourism investment opportunities in Alberta, with the goal of attracting foreign investment.
- Links to the Business Immigration Program within Alberta Employment and Immigration.

## Tourism Development Branch

### Resource Management and Development

- Work with federal and municipal jurisdictions and Alberta provincial departments to promote tourism as an appropriate use of public and private land.
- Work with industry stakeholders to develop and represent tourism positions during land and resource management policy, planning and implementation processes.
- Identify and position Crown land for future tourism development, including promoting the designation of land for sustainable tourism development.
- Provide industry with information on leasing of Crown land for tourism development through the Alberta Tourism Recreational Leasing (ATRL) process.
- Work with provincial land managers, municipalities and trail groups to encourage trail and recreational corridor development.
- Consult with Parks Canada Agency on items of importance to Alberta's tourism industry.

### Destination Development and Product Enhancement

- Work with Alberta municipal, not-for-profit, private sector and Aboriginal partners to identify, develop and position new tourism product lines and destinations.
- Supply expertise and information to tourism sector partners to support the development of new and expanded tourism products.
- Partner with the Canadian Tourism Commission, other provinces and territories on product development research and convey the results to our clients.



ATPR offers services designed to facilitate tourism development.

- Work with Parks Canada Agency, Alberta Tourism, Parks and Recreation - Parks Division, and Alberta Cultural Facilities and Historical Resources to encourage appropriate, quality tourism experiences at these important Alberta destinations.

### Aboriginal Tourism

Aboriginal tourism is a sector of tourism that deals specifically with culturally reflective tourism activities by First Nations, Métis and Inuit people. Aboriginal tourism operators can range from an individual start-up entrepreneur, to a large community-based installation like a museum or cultural centre. Aboriginal tourism activities span a diverse spectrum from individual arts, to large events like pow-wows, gatherings or rodeos. Aboriginal cultural tourism can benefit all community members by:

- Protecting and providing opportunities for community members to connect to cultural practices in a manner that reflects honour and distinction.

- Encourages sharing local cultural perspectives with the rest of the world, while dispelling stereotypes of Aboriginal people.
- Allows for new partnerships with neighbours, businesses and governments.
- Provides wide ranging employment opportunities within the community, that reflect and build on that community's cultural heritage.
- Aboriginal tourism gives specific skills development opportunities for support staff, front-line staff and management.

### Tourism Services Branch

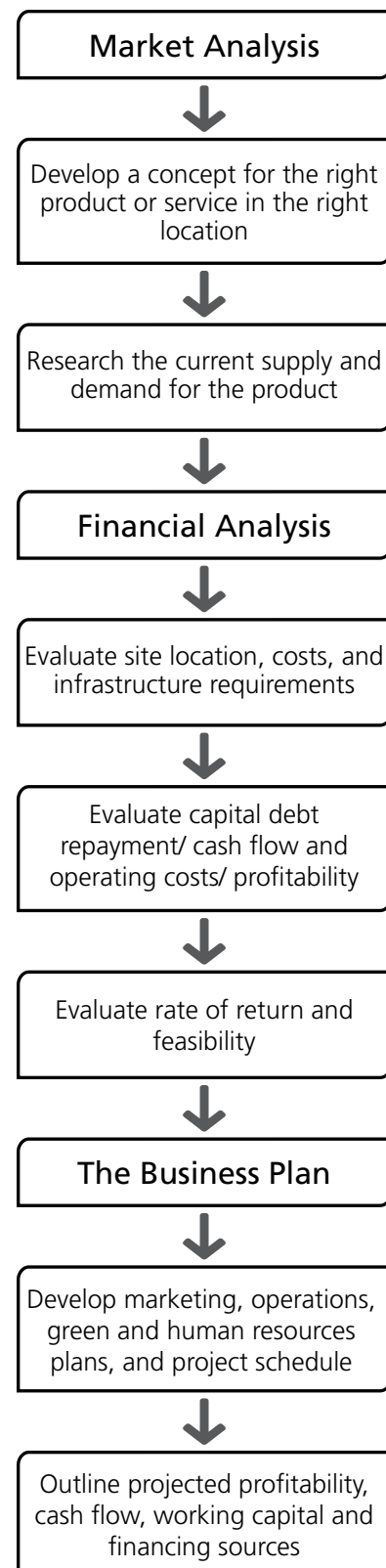
- Supporting Travel Alberta's tourism marketing efforts through the management of the Contact/Distribution Centre, Visitor Information Centres, and the Tourism Information System (TIS).
- Supporting community and regional visitor information centres through the Alberta Visitor Information Providers (AVIP) program.
- Providing tourism information and travel counseling to consumers.
- Providing training opportunities for visitor information centre travel counselors and managers.

Another important source of assistance available to a prospective developer is Travel Alberta Corporation. Travel Alberta is a legislated corporation that markets Alberta as a tourism destination regionally, nationally and internationally. Visit the Travel Alberta industry website: [www.industry.travelalberta.com](http://www.industry.travelalberta.com) to learn about the marketing programs available to support tourism operators.

## Checklist of Essential Business Research

There are three parts to an economic feasibility study: market research, financial analysis and the business plan. Chart 2 outlines each part and a further explanation follows.

## Chart 2 – Essential Research



## Tourism Market Analysis

Market analysis is a critical component of business research, particularly in the tourism industry. The spending habits of tourists, their characteristics, their reasons for traveling and the experiences they seek are constantly changing.

The tourism developer must respond to emerging trends. If the proposed service or facility is intended to capitalize on an innovative new trend in the industry, the developer must research consumer appeal to be assured that there are enough people interested in the new concept, that they have enough money to spend on it and that they are willing to spend their money on it. Such concerns can be answered through a market research study.

Clearly defining the market for your tourism business enables you to determine your marketing objectives. These objectives will direct the marketing component of the business plan.

## Types of Tourism Markets

Most travel surveys identify the main categories of visitors as people travelling for pleasure, business, visiting friends/relatives or for personal reasons. In your market research you should be more specific. For example, potential visitors to your area or facility may be:

- Skiers and Hikers.
- Fishermen.
- Shoppers.
- Sports Teams and Spectators.
- Meetings/Conference attendees and their spouses.
- Bus Tour Participants.
- Overseas Business Visitors.
- Overseas Package Tour Participants.
- Educational Tour Participants.
- Work Crews.
- Business Travelers.
- Day-trippers (from nearby urban centres).
- Ecotourism/adventure/ag-tourism participants.

## Demand Analysis

Each visitor is looking for a different ideal experience and has specific preferences for type of accommodation, food services, recreation, and so on. As a result, there are numerous ways to break the tourism market into sub-groups. The important thing is to identify the groups (segments) that will buy your product or service.

Once you have identified the one or more types of tourists you anticipate (or would like to attract), you can then develop a detailed profile of your target market(s). You should develop a clear understanding of this market in terms of:

- Who they are (age, income, marital status, education and lifestyle patterns).
- How many are expected.
- What interests them.
- Where they come from.
- Why they travel.
- When they travel.
- How often they travel.
- How they travel.
- How they spend their money.
- How price-sensitive they are.

The Canadian Tourism Commission (CTC) has a full range of market research and statistical data pertaining to Canadian and non-Canadian travel markets. Information can be found at: [www.canadatourism.com](http://www.canadatourism.com)

The Canadian Tourism Research Institute (CTRI) serves the travel and tourism industry by providing economic forecasts and models. The relevant web link is: [www.conferenceboard.ca/topics/economics/CTRI](http://www.conferenceboard.ca/topics/economics/CTRI)

ATPR's Tourism Business Development, Research and Investment Branch summarizes details from Statistics Canada's "Travel Survey of Residents of Canada" and "International Travel Survey" related to visitors to Alberta, including Albertans and non-Albertans. ATPR has also undertaken specific market research studies to determine the characteristics of certain visitor markets. This information can be found on the ATPR website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca) and on Travel Alberta's website: [www.industry.travelalberta.com](http://www.industry.travelalberta.com)

## Supply Analysis

It is important to evaluate the existing supply of tourism services and facilities. You must determine:

- What competitive facilities are there in the market area?

- What are the current usage rates or occupancy rates for operators in the regular and off-season?
- What share of the market can you expect to capture?

## Market Evaluation

The following list includes many of the critical questions an entrepreneur should seek to answer before deciding to commit to a business concept.

### Orientation

What markets do you hope to attract? What is the nature of the area tourist traffic and what have been the recent trends?

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What scale of project would be most appropriate based on the landscape and surrounding communities? Why do you think it will succeed?

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What recent surveys or market studies have been done for this area or market component?

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Does the local community support the project? What concerns do they have regarding tourism development (e.g. environmental)?

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What are the environmental and social considerations that need to be assessed and reflected in your proposal?

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What other land use activities are occurring in the area? How are people currently using the area? Are these uses compatible with your proposed tourism development?

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What are the current types of recreation and tourism activity in the area?

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### Demand Analysis

How many tourists visit the area in the regular and off-seasons? Why do they come?

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How many of these tourists could potentially use your service or facility?

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When do people travel to this area or facility? Weekends? Summer holidays? During hunting season? Define the regular and off-seasons, and corresponding visitor profiles.

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Are visitors to the area passing through as a main travel corridor or is this a destination?

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What proportions of tourists require accommodations?

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What preferences have been shown for hotel, motel, bed-and-breakfast, or campground accommodations? Is this pattern changing?

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What is the general origin of visitors to the area? How do they travel to the area?

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What is the average length of stay? Will your operation change any of these trends?

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What is the forecast rate of growth in the number of tourists to the area? Does the area actively promote tourism?

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If you anticipate a mainly local demand, what is the projected population growth, average income levels, spending patterns, demographics (e.g. age, sex, marital status) of the population?

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What are the main family types, income levels, lifestyles and socio-economic profiles of current visitors? Does this fit with your proposal?

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Are there specialized user groups such as large organizations, conventions or government frequenting the area?

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Is the demand mainly for a distinct season? Can this be extended? What demand might be developed for off-season use?

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What do you estimate the demand for your business to be for the next five years? What occupancy or usage rates are forecast for these types of facilities for the next five years?

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### Supply Analysis

What competitive facilities are there in the market area? Which of these do you consider to be your primary competitors?

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What accommodation facilities are in the area? What is the history of occupancy rates? What are the seasonal rates? Is there enough available capacity in the area to accommodate an increase in tourist volume that may be caused by your tourism product/service?

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Are any other directly competitive operations planned for the area?

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What food and beverage facilities are in the area? What are their seating capacities, hours of operation and turnover rates? Are they tourism friendly?

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How would you describe the area's tourism capacity? Under supplied or over supplied? What special attractions are in the area that would add to general tourist activity or complement your operation? Are any projects being proposed that would enhance your opportunity?

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Is the project entering a very competitive market with well-established competition? Are there substitute products/services available that could serve as an alternative to your proposed tourism experience?

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What has been the performance of other facilities over the past five to 15 years? Steady growth, no growth or negative growth?

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Will your project attract customers from existing facilities? Why?

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### Summary Evaluation – Making Sure Your Concept Meets the Demand

What scale of project would be most appropriate based on the landscape and surrounding communities?

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Does your project reflect market demand and consumer preferences for this type of facility or service? What do you base this assessment on?

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Does this area need a business like yours? Why? How will you generate community support?

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What share of the tourism market do you think the proposed project could capture? Why?

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How do you intend to attract these markets?

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## Tourism Market Data Sources

Detailed information on travel industry trends, demographics, visitor spending habits, means of transportation and destination is readily available from a range of sources.

### World Data Sources:

- **World Tourism Organization (WTO)** – Is the leading international organization in the field of travel and tourism. It serves as a global forum for tourism policy issues and statistics. [www.unwto.org](http://www.unwto.org)
- **Sustainable Development of Tourism** – The World Tourism Organization also serves as a global forum for tourism policy issues and statistics related to sustainable tourism development. [www.unwto.org/sdt](http://www.unwto.org/sdt)
- **World Travel and Tourism Council (WTTC)** – WTTC’s mission is to raise awareness of the full economic impact of the world’s largest generator of wealth and jobs. [www.wttc.org](http://www.wttc.org)
- **The International Ecotourism Society** – The mission of the Society is to unite conservation, communities and sustainable travel while promoting responsible travel to natural areas that conserves the environment and improves the well-being of local people. [www.ecotourism.org](http://www.ecotourism.org)

### Canadian Data Sources:

- **Canadian Tourism Commission (CTC)** – Provides a variety of publications and market research on the tourism industry in Canada. [www.corporate.canada.travel/en/ca/research\\_statistics/index.html](http://www.corporate.canada.travel/en/ca/research_statistics/index.html)

Detailed information on travel industry trends, demographics, visitor spending habits, means of transportation and destination is readily available from a range of sources.

- **Canadian Tourism Research Institute (CTRI)** – Provides members with information and analysis on the Canadian tourism industry. This research organization is part of The Conference Board of Canada. (Note: You will be asked to register to access some of the site, there is no charge for this however, research documents are sold individually or through an annual subscription to the e-Library service.) [www.conferenceboard.ca/topics/economics/CTRI/default.aspx](http://www.conferenceboard.ca/topics/economics/CTRI/default.aspx)
- **Statistics Canada** – Maintains and interprets statistical data. [www.statcan.gc.ca](http://www.statcan.gc.ca). Statistics Canada undertakes the Travel Survey of Residents of Canada (TSRC) and the International Travel Survey (ITS) . These annual surveys are major sources of data used to measure the size and status of Canada’s tourism industry. Both surveys measure the volume, the characteristics and expenditures associated with domestic and international tourism activity in Canada. Since the beginning of 2005, the TSRC replaced the Canadian Travel Survey (CTS). [www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=3810&lang=en&db=imdb&adm=8&dis=2](http://www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=3810&lang=en&db=imdb&adm=8&dis=2) and [www.statcan.gc.ca/daily-quotidien/081222/dq081222f-eng.htm](http://www.statcan.gc.ca/daily-quotidien/081222/dq081222f-eng.htm)
- **National Tourism Indicators** – Quarterly statistics on Canada’s tourism sector including; trends, numbers of trips, visitor origins, expenditures and destinations. Available from Statistics Canada. [www.statcan.ca/english/freepub/13-009-XIB/free.htm](http://www.statcan.ca/english/freepub/13-009-XIB/free.htm)
- **Travel Exclusive** – a bi-monthly newsletter providing tourism suppliers, analysts and executives with the latest trends in the industry, for members of the Canadian Tourism Research Institute. Available through the Institute. (Note: Must apply for membership that involves a fee. Other travel research reports are also available with membership.) [www.conferenceboard.ca/topics/economics/travel.aspx](http://www.conferenceboard.ca/topics/economics/travel.aspx)

### Alberta Data Sources:

Both Alberta Tourism, Parks and Recreation and Travel Alberta can be important sources of tourism information.

- **Travel Alberta Industry Website** – Includes tourism research commissioned by the Research Unit of Alberta Tourism, Parks and Recreation, and identifies other secondary research sources. [www.industry.travelalberta.com](http://www.industry.travelalberta.com)
- **Tourism Visitor and Accommodation Statistics** – Another source for locating Alberta specific visitor statistics and research generated by the Research Unit of Alberta Tourism, Parks and Recreation. (ATPR has produced provincial reports based on the TSRC and ITS that isolate domestic and international tourism activity in Alberta. Information is available at a provincial level and for the six tourism destination regions.) [www.tpr.alberta.ca/tourism/statistics/default.aspx](http://www.tpr.alberta.ca/tourism/statistics/default.aspx)
- **Alberta Tourism Market Monitor** – This monthly publication provides provincial-level statistics on visitor numbers, tourism revenue, the accommodation sector as well as employment and highway vehicle count data. [www.tpr.alberta.ca/tourism/statistics/marketmonitor.aspx](http://www.tpr.alberta.ca/tourism/statistics/marketmonitor.aspx)
- **Tourism Issues Update** - A monthly newsletter providing information on trends and external forces that could affect the tourism industry. [www.industry.travelalberta.com](http://www.industry.travelalberta.com)

- ***Travel Activities and Motivation Survey (TAMS)*** – The TAMS survey examines the recreational activities and travel habits of Canadians and Americans. The survey examines out-of-town, overnight travel behaviour of one or more nights over the past two years and provides detailed information on travelers’ activities, travel motivators, places visited, type of accommodation used, impressions of Canada, its provinces and territories, demographics and media consumption patterns. [www.tpr.alberta.ca/tourism/research/tamsnational.aspx](http://www.tpr.alberta.ca/tourism/research/tamsnational.aspx)
- ***Building Tourism - A Resource for Development*** – This newsletter provides information about tourism development activities. Each issue focuses on a specific development theme and includes activities of the Tourism Development Branch. [www.tpr.alberta.ca/tourism/tourismdevelopment/newsletters.aspx](http://www.tpr.alberta.ca/tourism/tourismdevelopment/newsletters.aspx)
- ***Tourism Business Outlook*** – Within this newsletter you will find information pertaining to tourism business development and financing, along with salient statistics pertaining to hotel sector performance, tourism industry trends and market research, air industry information, and an overview of the activities of the Tourism Business Development, Research and Investment Branch. [www.tpr.alberta.ca/tourism/tourismdevelopment/newsletters.aspx](http://www.tpr.alberta.ca/tourism/tourismdevelopment/newsletters.aspx)

### Other Provincial Sources:

#### Alberta Government Library System

Alberta Tourism, Parks and Recreation (Library Resource)

5th Floor, Commerce Place

10155 – 102 Street

Edmonton, Alberta T5J 4L6

Telephone: (780) 427-4957 or Government of Alberta Toll free at 310-0000.

Access to a range of resource material pertaining to tourism marketing, development and planning is available through the Government of Alberta’s Library System. (Resources must be used on site.)

#### Alberta Transportation

Alberta Transportation produces highway traffic statistics and makes them available on their website: [www.transportation.alberta.ca/3459.htm](http://www.transportation.alberta.ca/3459.htm)

#### Government of Alberta

A range of economic and investment data for the province can be found at the following Government of Alberta website: [www.albertacanada.com](http://www.albertacanada.com)

## Project Site Evaluation

Site selection is a key component of any business and is one aspect that is critical to the establishment of a successful tourism business. A tourist may seek scenic beauty, wilderness, adventure and excellent fishing, yet demand relatively easy accessibility and amenities such as hot showers and a restaurant.

The rugged nature of much of Alberta may also require special attention. Mountain runoff may turn sleepy foothill creeks into swift-flowing rivers every spring – a prospective developer must be aware of all such site conditions as well as know about the approvals necessary to use land in these areas. Evaluating sites under consideration is a challenge and requires thorough research.

Many of the permanent installations that a tourist facility requires, such as roadways and utilities, are the same as those needed by any operation.

This section provides guidelines as to:

- what types of physical resource information is required.
- who to contact.
- what approvals may be necessary.
- how to evaluate the site in terms of your business concept.
- how to prepare a physical concept plan as the basis of cost estimates and financial evaluation.

### Where to Start

Some tourism ventures begin with an idea and then search for a suitable location for development e.g., a developer looking for a suitable site to develop a golf course. Others begin with a fixed location that needs an evaluation for a certain project, such as a landowner deciding to develop his rural acreage into a tourism facility. Developers may work with realtors or conduct their own site search. In either case, you need to obtain the following information on the potential site and related maps and drawings:

- suitability of the physical environment, including soils, slopes, water quality and quantity, tree cover, shoreline access, views, amount of snowfall, prevailing winds.
- status of the site including land ownership, land use bylaw classification, easements, long-term planning projections, caveats, restrictive covenants.
- servicing and utilities – water, power, sewer, telephone, natural gas.
- access – availability, special facilities needed, responsibility for maintenance.
- land development requirements – clearing, grading, reclamation, engineering.
- location analysis – does the site meet the needs of the target market?

The following checklists identify the specific information sources and the questions that all developers should seek to answer.

### Location Analysis

People must be able to reach the site. The converse is also true: the site must be within a reasonable distance of the anticipated target market group(s). Also, the developer should have some understanding of the nature of the area – who lives there, what the municipal development plans are for the area, and what are the attitudes towards the development? Is the long-term future of the site reasonably secure?

Some questions to be answered include:

Data Needed	Contact/Data Source
<p>How does the customer get there? What are the current and nearest transportation services? What are the costs of scheduled services?</p> <ul style="list-style-type: none"> <li>• roads.</li> <li>• air transport.</li> <li>• public transit, buses, railways.</li> </ul>	<ul style="list-style-type: none"> <li>• Alberta Transportation.</li> <li>• Transport Canada.</li> <li>• Scheduled air carriers, railways.</li> <li>• Travel agents.</li> <li>• Aircraft Charter services.</li> <li>• Alberta Tourism, Parks and Recreation.</li> </ul>
<p>Does the developer need to provide or build access to the site? If access is by private plane or helicopter service, can the proper licenses be obtained? What effect will poor weather or seasonal changes have on accessibility? What quality of access is needed?</p>	<ul style="list-style-type: none"> <li>• Transport Canada.</li> <li>• Alberta Transportation.</li> <li>• Local Municipality.</li> <li>• Alberta Tourism, Parks and Recreation.</li> </ul>
<p>How far is the site from the customer? How many people are within traveling distance? What are the historical traffic counts?</p>	<ul style="list-style-type: none"> <li>• Alberta Transportation.</li> <li>• Alberta Tourism, Parks and Recreation.</li> </ul>
<p>What types of developments are in the adjacent area? Are they compatible with your project? Do they visually or acoustically infringe on the site? What are the long-term plans for this area? Will there be any foreseeable significant changes on transportation patterns, servicing or land use?</p>	<ul style="list-style-type: none"> <li>• Site inspections.</li> <li>• Local Municipality.</li> <li>• Alberta Sustainable Resource Development.</li> <li>• Alberta Infrastructure.</li> <li>• Alberta Transportation.</li> <li>• Alberta Tourism, Parks and Recreation.</li> </ul>
<p>What are the attitudes of community members towards tourism development?</p>	<ul style="list-style-type: none"> <li>• Local Municipality.</li> </ul>
<p>What other tourist facilities or attractions are in the area? Do they complement your proposal? Are there any planned parks or other public facilities?</p>	<ul style="list-style-type: none"> <li>• Site inspections.</li> <li>• Alberta Culture and Community Spirit.</li> <li>• Alberta Tourism, Parks and Recreation.</li> <li>• Travel Alberta.</li> <li>• Parks Canada Agency.</li> <li>• Local Municipality.</li> </ul>
<p>If you aim to attract local/regional business, consider the socio-economic characteristics of area residents. What are average income levels, dominant age groups and occupations? How does this compare to your target market? What is the projected population growth?</p>	<ul style="list-style-type: none"> <li>• Local Municipality.</li> <li>• Alberta Tourism, Parks and Recreation.</li> <li>• Statistics Canada.</li> <li>• Alberta Finance and Enterprise.</li> </ul>

## Physical Resource Analysis

In this part of the site evaluation the developer must determine whether the physical conditions of the site are suitable for the intended use. These are the key questions to be answered:

Data Needed	Contact/Data Source
<p>What are the soil types and slope of the property? Is it stable and suitable for building?</p>	<ul style="list-style-type: none"> <li>• Alberta Sustainable Resource Development - Air Photo Services.</li> <li>• Alberta Environment.</li> <li>• Local Municipality.</li> </ul>
<p>Are there any natural hazards in the area that affect the site? Will the site be subject to flooding, landslides or avalanches? What are the typical snowfall levels?</p>	<ul style="list-style-type: none"> <li>• Alberta Environment.</li> <li>• Environment Canada.</li> <li>• Local Municipality.</li> <li>• Site Inspection.</li> </ul>
<p>Are there any watercourses or areas of standing water on the site? Do these change significantly through the years? Will either extremely high or extremely low water levels affect your development? Is the site in a floodplain? Do other users have water rights on this lake or river? Is this area part of an irrigation district plan?</p>	<ul style="list-style-type: none"> <li>• Alberta Environment.</li> <li>• Alberta Agriculture and Rural Development.</li> <li>• Alberta Sustainable Resource Development.</li> </ul>
<p>What type of forest cover is on the site? Is it within a Forest Management Area? Are there any cutting restrictions? Will the surrounding areas be logged in the near future? How will the views be affected?</p>	<ul style="list-style-type: none"> <li>• Alberta Sustainable Resource Development.</li> </ul>
<p>What is the climate of the area? What is the average annual rainfall and snowfall? Is the area subject to drought? Is it windy? Are there chinooks? Which are the sunniest months of the year? When does the first snow fall? When does it leave?</p>	<ul style="list-style-type: none"> <li>• Environment Canada.</li> <li>• Alberta Environment.</li> </ul>

Data Needed	Contact/Data Source
<p>What are the main fish and wildlife species in the area? What is the most recent inventory? What management programs are in place? Are there any seasonal restrictions that will affect your development? What habitat protection is occurring to ensure the long-term viability of fish and wildlife? What are the hunting and fishing license requirements?</p>	<ul style="list-style-type: none"> <li>• Alberta Sustainable Resource Development - Fish and Wildlife Division.</li> <li>• Alberta Environment.</li> </ul>
<p>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?</p>	<ul style="list-style-type: none"> <li>• Alberta Environment.</li> <li>• Alberta Sustainable Resource Development, Public Lands Division.</li> <li>• Fisheries and Oceans Canada.</li> </ul>
<p>What is the status of this property? Who owns it? 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?</p>	<ul style="list-style-type: none"> <li>• Alberta Government Services – Land Registration and Services.</li> <li>• Alberta Sustainable Resource Development.</li> <li>• Alberta Tourism, Parks and Recreation (ATRL process if public lands).</li> <li>• Local Municipality.</li> </ul>
<p>What is the current land use bylaw designation? What is the long range planning designation for this site and the surrounding area? What types of approvals are needed in the planning process? Is an Environmental Assessment Process (EAP) report required?</p>	<ul style="list-style-type: none"> <li>• Local Municipality.</li> <li>• Alberta Sustainable Resource Development.</li> <li>• Alberta Environment.</li> </ul>
<p>Is the proposed site on Aboriginal land? Is the band active or interested in tourism as a means of economic development?</p>	<ul style="list-style-type: none"> <li>• Indian and Northern Affairs Canada.</li> <li>• Alberta Aboriginal Relations.</li> <li>• Alberta Culture and Community Spirit.</li> </ul>
<p>Is there any archaeological significance to the area? Will an historical resources impact assessment be necessary? Will some form of mitigation be necessary?</p>	<ul style="list-style-type: none"> <li>• Alberta Culture and Community Spirit.</li> </ul>
<p>Is the site visually and physically attractive? Can negative attributes be overcome?</p>	<ul style="list-style-type: none"> <li>• Site Inspections.</li> </ul>

## Infrastructure Needs and Availability

This is a critical point in site evaluation. Tourists expect a high quality of services – running water, clean washrooms, hot showers and power hook-ups are standard in most facilities. Costs for providing these basic utilities can be high. It is important to carefully evaluate each of these costs, preferably with professional help. In rural or remote areas, some ingenuity and alternative solutions may be needed to provide services to visitors – know these costs before committing yourself to a site.

It is important to ask:

- 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 costs to obtain or develop a water supply?
- How will you dispose of sewage? Is there an existing system? What are the costs of hook-up? Can the site physically support a septic system? What are the standards for tourist 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 or fuel for heat, light and other needs?
- What are the costs of using or developing the power supply?
- Is road access of sufficient standard to attract tourists in poor weather?
- What emergency services are available? Is there fire protection in the area? What about police, ambulances and doctors?

### Basic Health Standards

Alberta's Public Health Act is broad in scope and it gives officials considerable discretion to support the preservation and protection of public health. Anything that might be injurious or dangerous to the public health is subject to inspections and enforcement under the Public Health Act. As a general rule, all food-handling facilities (restaurants, pubs, etc.) and swimming pools are inspected regularly to ensure compliance with basic health standards.

There is also a considerable amount of overlap between public health under the Public Health Act and public safety under the Safety Codes Act. Public buildings and spaces, rental accommodations in any building or home, private sewage systems and swimming pools are just some examples where inspections and enforcement are carried out by both safety code and health inspectors. It is advisable to contact your local health official of your project plans before construction and after completion of the project.

In urban areas, the municipal health unit usually inspects public and commercial premises and enforces health standards. In smaller municipalities and rural areas these functions are handled by the offices of the local department of health. In either case, the Public Health Act is the basis of regulations, although municipal bylaws may supplement the Act.



Some ingenuity and alternative solutions may be needed to provide services to visitors in rural or remote areas.

Before building, talk to the local health inspector. Obtain copies of the relevant Health Act regulations and any necessary application forms. These regulations will specify how you must handle sewage disposal, what minimum facilities you must provide, and the food-handling methods to be used. Notify the inspector when construction is complete.

## Water Supply

A development must have access to an adequate supply of water. In an urban setting, check with the municipality to determine the costs of hooking up to the existing system and the existing development standards such as pipe size requirements. You may also be required to contribute to off site water and sewer facilities costs as a condition of development approval. Ask about any development charges as well as user rates, which can be a considerable cost for a busy tourist facility. If water from a Crown-owned resource is to be diverted or pumped out, authorization is required from Alberta Environment or Alberta Sustainable Resource Development.

In a rural setting, a developer must often provide the project with its water supply. The source will likely be a well, but could also involve withdrawal and treatment of water from a nearby lake or river. If a well is needed, obtain professional help to locate a year-round supply of potable water. A test well is usually required to test both water quality and supply. On Crown land, an exploration permit from Alberta Environment will be required to drill a test well. The developer should ensure that water flows will meet all standards required by Alberta Health and Wellness as well as standards for fire protection. (Please note that Alberta Sustainable Resource Development should be contacted if the development is within a Forest Protection Area and the Alberta Building and Fire Codes should be consulted). Neighbouring residents and the local health department are also potential sources for information regarding water supply and local soil conditions.

If a lake, river, stream, or ground water aquifer is to be used for water supply, a permit or license must be obtained from Alberta Environment. Make contact with Alberta Environment to determine the time it will take to obtain a license because it will depend on prior water rights and the volume of the water supply. It is very important to confirm the costs and availability of water supply before making a commitment to the site.

## Sewage and Solid Waste Disposal

In an urban setting, it is wise to discuss the project with the municipal engineering department to find out the costs of hooking up to the sewage system. The developer should ensure that provincial standards are met with respect to the number of toilet facilities required.

In all areas, private sewage disposal systems must be designed and installed in accordance with the Alberta Private Sewage Systems Standards of Practice where the volume of sewage is expected to be 25m<sup>3</sup> (5,500 gallons) or less per day.

Septic fields can involve a large land area for tourist uses such as resorts or campgrounds. The essential site requirements for septic disposal are good soil permeability and low groundwater levels. These are critical to the usability of a rural site and should be confirmed before any property is purchased. If the site contains extensive clay soils, it may not be usable for the proposed project. As an alternative, check the availability and costs of pump-out services.

Solid waste disposal is generally a municipal function. Check with these offices for details of costs, pick-up, etc. In some rural areas, garbage must be taken to a sanitary landfill by the user (developers should anticipate this cost). If the proposed facility is in a remote area, be prepared to provide details of solid waste handling to the land use approval agency. Alberta Environment will enforce these responsibilities.

### Power Supply

Generally, power and telephone services in an urban setting pose few problems. Similarly, natural gas is readily available in most parts of the province. Check for connection charges and structural requirements.

In non-urban areas, these amenities may be less accessible and more costly to provide. The developer is generally responsible for bringing power and/or telephone lines to the site from the nearest source – this can be extremely expensive in rural areas or difficult terrain. In some cases, alternative power sources may be more viable, consider:

- diesel-powered generators. These require accessibility for fuel trucks and fuel storage.
- wood – for heating/hot water purposes.
- solar – for heating/hot water purposes.
- wind power – for electrical generation.
- propane – for heating and appliances where natural gas is not available. This option requires access for fuel delivery trucks.

### Public Safety – Police, Fire, Medical Service

Developers must ensure that police and fire protection are available for the development. For many tourist activities, particularly those involving outdoor sports, ambulance service, local first aid and a nearby hospital are important concerns. Meet with local authorities to discuss the needs of your development and the ability of the community to provide service. They can supply valuable information and potentially help you obtain a better insurance rating for the development. Talk to:

- municipal police or RCMP.
- fire departments.
- local hospital emergency service, medical clinics and area doctor(s).

If your development is a seasonal operation, police and fire protection during the off-season are still important. Assess ways to provide security at remote sites during closed periods.

## Building and Land Development Requirements

When evaluating a proposed site, the developer must carefully look at land development costs and the types of buildings and facilities needed. If the proposal involves purchasing or upgrading an existing facility, costs of renovation and meeting building codes must be carefully assessed. Professional help is recommended at this stage – architects, engineers, building or land-development contractors can help provide accurate cost estimates to help determine the feasibility of the site. Don't base your site development evaluation on guesswork – these capital costs are vital to your success.

These are the items to evaluate:

- What is the structural condition and life expectancy of existing buildings? Do they meet your requirements? Do they meet building codes?
- What renovations or upgrading of existing buildings or utility infrastructure is required? What are the estimated costs?
- What new buildings are needed for the development? What are the estimated costs?
- What special facilities are needed for this site? Can they be accommodated, and if so, what are the costs? Are they technically feasible? (Especially for marinas, ski chairlifts, helicopter pads, boat launches, etc.)
- What land development is needed? What are the estimated costs for clearing, grading and providing roads and parking, landscaping, and hooking up to or providing services and utilities?
- What are the off-site development costs?
- Is the site accessible to people with disabilities? Can this be improved?

### Building Codes

Construction and installation codes including the building, fire, electrical, plumbing, gas, private sewage, boilers and pressure vessels, elevators, ski lifts and amusement rides are regulated under the Safety Codes Act.

A variety of local bylaws and provincial regulations govern when you need a permit. This may also vary with the specific circumstances surrounding your project. It is always best to check with the authority having jurisdiction before starting any new work. These authorities will be either the local municipality or the province, or you may choose to ask one of the accredited agencies.

The Safety Codes Act requires that all contractors and homeowners in Alberta obtain permits prior to commencing 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.

Permits are available through municipalities that are accredited to administer the Safety Codes Act, and through agencies who provide inspection services on behalf of the province in non-accredited municipalities.



Don't base your site development evaluation on guesswork – these capital costs are vital to your success.

## Physical Resource Analysis – Information Services

Most of the physical resource information a developer needs may have already been collected and compiled on maps by the relevant resource agency (usually the provincial government). A developer may benefit from the professional evaluations of biologists, pedologists (soils), foresters and geologists simply by referring to the maps. This information is usually available from the municipality or a local provincial government office, as they use these maps for their planning evaluations.

Developers can also obtain maps from map dealers throughout Alberta. To find a listing of map dealers nearest you, view the Alberta Sustainable Resource Development Map Distribution Centre's website: [www.srd.gov.ab.ca/informationcentre/mapdistributioncentre.aspx](http://www.srd.gov.ab.ca/informationcentre/mapdistributioncentre.aspx)

Also, the Air Photo Services office of Alberta Sustainable Resource Development can provide an up-to-date printout of available air photo coverage (with the date and scale) for any legal description within Alberta. For more information visit the website: [www.srd.gov.ab.ca/lands/geographicinformation/airphoto/default.aspx](http://www.srd.gov.ab.ca/lands/geographicinformation/airphoto/default.aspx) or phone (780) 427-3520 (Edmonton).

Typically, the following biophysical mapping information is readily available:

- aerial photography.
- large scale topographic mapping.
- existing roads, rail lines, airports.
- agricultural capability maps.
- legal base maps (subdivisions, lots).
- land ownership maps.
- resource capability maps for:
  - recreation.
  - waterfowl.
  - ungulates.
  - mineral resources.
- forest cover maps.
- soil types and surficial geology.
- regional recreation inventories (parks, facilities).
- development constraints, natural hazards.
- floodplain elevations (in applicable areas).
- significant biological and recreation areas.
- land use bylaw and statutory plan designations.

In addition to these standard sources of physical data, many municipalities have undertaken specific studies relating to areas with special opportunities such as waterfront or recreational lakes.

## Summing It Up – A Site Evaluation Matrix

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 Labor 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					

## Financial Analysis

The financial analysis gives the tourism developer/entrepreneur a detailed picture of the costs involved in starting up the enterprise, annual operating costs, projected income and the means of financing the operation. This analysis will determine whether the project is financially viable or whether changes are needed – either to the initial concept or to the financing arrangements.

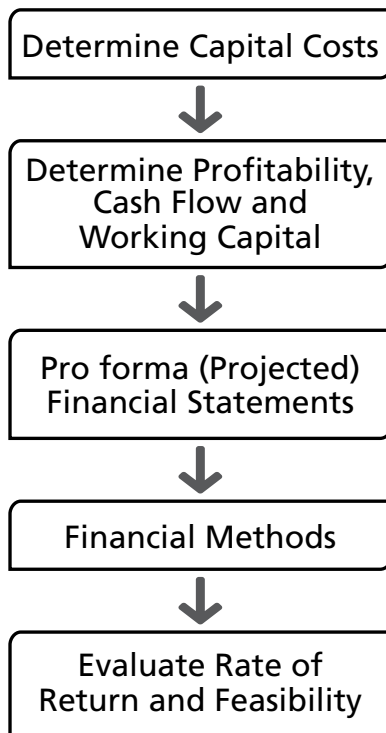
For the new or seasonal type of tourism venture, it is important to compare costs and revenues with other operations in the industry. If you are expanding an existing business, you must be sure that increased revenues will cover the costs of your changes, and provide an adequate return on your investment. Most small business failures are attributed to insufficient working capital to carry the business through its first two years of operation – be realistic and accurate through the financial analysis process.

Chart 3 provides the basic steps in the financial evaluation process.

AlbertaFirst.com ([www.albertafirst.com](http://www.albertafirst.com)) and The Business Link ([www.canadabusiness.ab.ca](http://www.canadabusiness.ab.ca)) feature a series of guides to assist owners and potential owners to make sound business decisions. The guides are oriented to small business but the information provided is applicable to larger operations as well.

Two booklets in particular should be reviewed when examining your financial requirements:

### Chart 3 – Financial Analysis Steps



- Prepare for Success: Starting a Small Business in Alberta

- Developing Your Financial Forecasts

Also, please refer to the ATPR’s guides:

- **Tourism Business Planning Guide**
- **Tourism Funding Sources Guide**

at: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

### Financial Analysis – Check Lists

#### Capital Development Costs

Capital development costs include all physical development needs as identified in the concept plan. It is also important to determine which items will be financed and which will be paid for through investments and from earnings. A new business usually does well to minimize capital outlays as much as possible, thereby keeping cash resources available for current operating expenses and initial one-time costs.

Developers must also make a realistic assessment about the ability to finance initial capital development costs with either debt or equity and/or a combination of the two methods. Inability to finance the project may mean the concept should be scaled down, pursued on a phased basis or not pursued at all.

More information can be found in our **Tourism Funding Sources Guide:**

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

Your business plan should feature a statement of capital development and start-up costs, along with proposed financing sources. This statement should accompany the forecast for the other three types of financial statements (balance sheet, income statement and cash flow statement). Please refer to Alberta Tourism, Parks and Recreation's **Tourism Business Planning Guide** for more information at: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

### Potential Capital and Start-up Costs

These costs may include:

Land acquisition	\$ _____
Survey costs	\$ _____
Utility infrastructure	\$ _____
Engineering	\$ _____
Architectural design work	\$ _____
Professional fees (legal, banking)	\$ _____
Insurance (liability, bonding)	\$ _____
Resource assessment fees (EAP, HRIA)	\$ _____
Fees, appraisal and permit costs	\$ _____
Site preparation	\$ _____
Landscape work	\$ _____
Building construction	\$ _____
Renovation costs	\$ _____
Access road	\$ _____
Furnishings, fixtures, equipment	\$ _____
Other leasehold Improvements	\$ _____
Vehicle requirements	\$ _____
<b>TOTAL</b>	<b>\$ _____</b>

## Projected Cash Flow and Working Capital Needed

The cash flow statement records actual timing of cash receipts and disbursements. The cash flow statement is the most important forecast for a new business because it demonstrates whether or not you have the actual cash on hand required to meet your financial obligations when they come due.

Cash receipts are cash inflows from cash sales, sales of fixed assets, collections of accounts receivable, loan proceeds, and the owner's contributions. Cash disbursements are cash outflows for operating expenses, payments to suppliers, repayment of loans and the acquisition of fixed assets.

Not all sales are collected in the month in which they are made, and not all expenses are paid for in the month that they are incurred.

The most important function of a written cash flow is its ability to provide an estimate of the amount of money required to finance day-to-day operations. It will forecast money coming in and money going out.

A cash flow forecast can be a complicated item to prepare the first time. For a new entrepreneur, it may be difficult to predict sales and expenses. Talk to other operators in the area, contact relevant associations and or get some professional help. Realistic estimates are the key to business viability.

Cash flow forecasts should be prepared for at least the first three years of operation. They will likely need revisions as the business situation changes. If the forecasted figures vary considerably from the actual, some changes in operation or financing may be necessary.

Review your cash flow with your lender, particularly if you plan to operate on a line-of-credit. Know beforehand whether you must maintain a minimum positive cash balance or whether you can operate on an overdraft. Determine what the requirements are to securing an overdraft/revolving line of credit.

As a general rule, a new operation should have working capital equal to projected expenses for six months.

## Projected Income Statements

The income statement is a presentation of the revenues and expenses incurred by the business during a given period. Unlike the cash flow statement, the income statement uses accrual accounting where: 1) revenues are recorded at the time that the sale is made even though payment of cash for these sales may occur earlier or later; and, 2) expenses are recorded at the time that their corresponding revenue was recorded regardless of when the actual outlay of cash was made.

Revenues and expenses are projected based on the results of previous tasks in this guide. Income, expenses and profits are categorized in the income statement as follows:

- **Revenue:** Income generated from the sale of the company's product or service.
- **Other Income:** Income earned from other activities (e.g. interest earned on bank deposits).

- **Costs of Goods Sold:** Expenses directly related to the production of goods and services including purchases of materials, freight and labour.
- **Gross Profit:** Revenue minus Cost of Goods Sold.
- **Operating Expenses:** All selling, administrative and depreciation expenses.
- **Operating Profit:** Gross Profit less Operating Expenses.
- **Interest Expense:** Expenses resulting from debt financing.
- **Net Profit Before Tax:** Operating Profit less Interest Expense.

Notice that the last item on the income statement is your projected net profit for the year. This forecast figure will be kept for comparison to the actual net profit figure. At the end of each year, a condensed income statement should be prepared. It will be similar in appearance to the projected income statement, but will be actual rather than estimated numbers. This is a valuable summation, as it will allow you to determine your projected and actual break-even points.

Income statement forecasts should be prepared for at least the first three years of operation. They will likely need revisions as the business situation changes. If the forecasted figures vary considerably from the actual, some changes in operation or financing may be necessary.

A pro forma balance sheet is a snapshot of the financial condition of the business at a fixed point in time. It shows what the firm owns (assets) and what it owes (liabilities and owner's equity). The balance sheet has three major sections: assets – listed on the left hand side; liabilities – listed on the right hand side; and equities – also listed on the right hand side. Assets represent the total resources of the firm stated in dollar terms. Claims against these assets are the liabilities and equity. The two sides of the balance sheet equal each other—they balance. The excess of assets over liabilities represents the net worth of the firm's owners.

Assets are listed in order of liquidity, or nearness to cash. Thus, cash, being the most liquid asset, is listed first, followed by other “current assets”. Current assets are assets which will be turned into cash within one year and include cash, marketable securities, inventory, accounts receivable and prepaid expenses. Long term or fixed assets are those which are not intended for conversion into cash within one year. Fixed assets include land, buildings, equipment, furnishings and long term investments.

Liabilities are also classified as being either current (due within one year) or long term. Current liabilities include accounts payable, accrued wages and current portion of long term debt. Current liabilities are recorded first, followed by long term liabilities.



Developers must have or be able to raise sufficient cash equity to undertake a tourism project.

A pro forma balance sheet should be prepared for at least the first three years of operation. It is also recommended that three types of financial statements also be prepared for the construction/start-up phase prior to the venture opening for business.

## Financing Methods

In order to determine the best financial arrangement possible, an entrepreneur must consider all potential sources of financing including:

- owner's investment.
- outside investment sources.
- loans from banks.
- other private lenders.

The interest costs from each source must be calculated into the projected income statement, and the proposed scheduling of repayment must fit into the cash flow forecasts.

It is important to determine at a very early stage if you can raise the necessary debt and equity financing for the project. Banks typically will not lend more than 50% of the costs required to construct a new tourism project. Developers therefore must have or be able to raise sufficient cash equity to undertake a tourism project.

## The Bottom Line - Evaluating Business Feasibility

The first four steps of the financial analysis identify the information needed to determine projected costs and projected income. Now, you must compare these amounts to determine whether the business is really viable. There are several accepted methods of looking at business feasibility. Talk to your lenders/investors about their preferred approaches. When you have finished the next series of steps, you should know whether the proposed business is worth pursuing:

- **Break-Even Analysis** shows the level of income needed to meet all expenses (variable and fixed). Sales above the break-even point will show a profit.
- **Return-On Investment (ROI)** is expressed as a percentage and is the ratio of profitability to owner's equity over one year. It is often used for comparing investment opportunities. If the return on investment is too low, investors may decide against the project and opt for investment opportunities that have higher returns.
- **Debt-To-Equity** ratio is a measurement used to compare the amount of debt to the financial risk assumed by the owner(s). Usually, a ratio of \$1 or \$2 borrowed for every dollar invested is viewed as acceptable (a ratio of 1:1 or 2:1); however, the acceptable ratio may vary by industry sector. This ratio is of particular interest to lenders.
- **Internal Rate of Return (IRR)** is often used in capital budgeting that makes the net present value of all cash flow from a particular project equal to zero. The higher a project's internal rate of return, the more desirable it is to undertake the project. The

IRR can be used to rank several prospective projects a firm is considering. Assuming all other factors are equal among the various projects, the project with the highest IRR would probably be considered the best and undertaken first.

The summary of your financial research will be encompassed in your business plan.

## Starting a New Business vs. Purchasing an Existing Business

The previous topics of the financial analysis have been directed toward entrepreneurs interested in starting a new business. However, many tourism developers choose to purchase an existing operation. Most of the same steps in economic evaluation must be followed. In addition, a potential buyer must ask some very specific questions about the existing operation, its financial health, and the reasons why it is being sold. Some of the key questions are:

Is the opportunity available to purchase an existing franchise business? What are the conditions of transferring the “flag” or “franchise” to the new owner?

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Has the business deteriorated or been unprofitable in recent years? Why?

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Does the business require considerable investment to upgrade facilities? Have you included these costs in your financial plan? Will you recover these costs?

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What improvements to the facility, operations, management methods or financing must you make?

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Do you have clear and professionally prepared financial statements from the vendor for each of the past three to five years? Have you reviewed prior years' tax returns for the business?

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Do you have a current analysis of all assets (inventory, fixed assets, accounts receivable) and liabilities (loans, taxes due, trade creditors)?

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Does your financial analysis include projected cash flow and income statements? Are these positive? Will you make a profit? Will you generate sufficient cash flow? What about balance sheet ratios?

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How will you succeed in this business where previous owners failed or received inadequate return?

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Have you reviewed the business potential and sale details with a professional accountant and lawyer? Do you need to obtain an independent appraisal of the assets?

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Will the key employees stay with the business?

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Does your market research support the viability of this business? Does it have a well-defined market?

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Has there been development of new competition for this service or product? Can the market support this amount of competition?

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Have other tourism-related businesses, or the area in general, suffered an overall decline in visitors? Why?

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Has the business developed a poor reputation among tourists, among the local business community, or among employees? Why? Will you be able to overcome this? How? (Are there any legal judgments against the company?)

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Does the business receive a positive rating in the site evaluation criteria? Are there any land planning, regulatory or environmental issues that could impact the viability of the business in the future?

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For further information the prospective buyer should also meet with lenders and with other members of the business community. Additional information on buying a business can be obtained through The Business Link's website: [www.canadabusiness.ab.ca](http://www.canadabusiness.ab.ca)

## Approaching Lending Agencies

Most businesses require financial assistance for capital and/or operating costs. To acquire such assistance, a complete concept plan and detailed business plan are very important.

In addition to the key plans described in Section IV of this guide, most lenders will require the following information and documentation:

- Background information on the development – where is it located, what facilities are involved and who owns the property? Include any maps, photographs or other visual displays.
- Background information on the developer – form of organization, who is involved, what other business ventures is he/she involved in, what is his/her track record, his/her assets and personal financial net worth.

- Complete market analysis – a comprehensive review of the customers, the competition, the demand for this project, the anticipated usage and occupancy.
- Complete business plan, including capital cost estimates for facilities (and sources of financing) and a forecasted statement of income and expenses, projected cash flow statement and pro forma balance sheets. (Forecasts should be prepared for at least three years).
- Amount and purpose of the loan and the term for which it is required.
- The opening balance sheet or capital budget statement, identifying all proposed sources of financing.
- Repayment plan – justify on the basis of cash flow projections.
- Type of security offered for the loan.
- References – business and credit related.



To acquire financial assistance, a complete concept plan and detailed business plan are very important.



## Section IV: The Key Plans



By this point in the business development process you have a very clear idea of what you want to do, where you want to be and how you are going to get there. All the background information has been gathered and you are ready to prepare three key plans:

- The Business Plan.
- The Marketing Plan.
- The Concept Plan.

These three documents will allow you to more easily navigate other steps of the development process; securing financing and obtaining your permits and approvals. This section of the guide describes the elements of each plan.

### Packaging and Presentation

Not every project needs a scale model or professional, full-color renderings – in fact, most tourism businesses are small operations that may have had their beginnings planned on a napkin. However, all plans and proposals should contain information that is clearly stated, reliably sourced, and accurate.

Each plan or proposal must both interest the reader in your project and be clear with any related request for assistance, particularly as it relates to financing. First impressions do count – an organized, professional looking presentation and well-documented information are definite assets.

Successful proposals range in form from brief, typed, corner-stapled documents to three-ring binders containing complete information and site photos/design concepts or detailed conceptual drawings. The packaging used should be in scale with the proposed development.

Simple or detailed, make sure the information is complete and accurate. For most development applications, the proposal should also be easy to photocopy because it will be distributed to several people for review.

The introductory pages of each plan should quickly and simply explain the highlights of your project and provide background information on the development – where it is to be located, what facilities are involved and who owns the property. Include maps, photographs and other relevant graphics.

First impressions do count – an organized, professional looking presentation and well-documented information are definite assets.

## Business Plan

Please refer to the ATPR's **Tourism Business Planning Guide** for more information on how to prepare a business plan: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

The summary of all your market and financial research will be encompassed in your business plan. The plan describes your business goals and the business concept in relation to local/regional and tourism markets. It outlines the way in which you intend to finance and manage your project. It incorporates a detailed financial analysis, including cash flow forecasts, projected income statements and pro forma balance sheets. The business plan is the basis of your submission to lenders and investors: be sure to present estimates of future profitability based on research and sound assumptions. This plan is also your own guide to what you expect your business to achieve. It should contain:

- ***A summary of your proposal***, the intended product/service and target market group(s), a description of industry trends, your competitive positioning, management highlights and the financing request at hand.
- ***A description of your business goals/objectives***, anticipated sales volume, market share, visitor satisfaction, repeat visitation and or other similar targets.
- ***A marketing plan*** that includes a description of products/services to be offered and an analysis of the market, trends, competition and identification of your target markets. It should also highlight your sales and promotional strategy. This section may be presented in a separate plan.
- ***A financial plan***, that includes *projected income statements, cash flow statements and pro forma balance sheets* that provide detailed monthly operating forecasts for the first year of operation and annual forecasts for the next two to three years. (Includes opening balance sheet and statement of construction/start-up costs and sources of financing). A discussion of debt/equity financing and the corresponding ratio analysis are required. Include financial statements with previous year's balance sheets and income statements (for an existing business). (May also include personal net worth statements of the shareholders.)

This plan is also your own guide to what you expect your business to achieve.



- ***A management plan***, which will set out the organizational form and structure of the business. It should highlight the skills, experience and responsibilities of the management team. (This section should contain a discussion of the developer's background - who is involved, what other business ventures is he/she involved in and what is his/her track record in business).
- ***Operations plan***, discussing operational parameters such as hours of operation, insurance, risk management practices, cash/credit handling, procurement, staff training, etc.
- ***A project schedule***, covering government and financial approvals, construction period and preparation time before the development opens its doors.
- ***A staffing plan*** based upon detailed human resource requirements. Summarize duties, responsibilities and reporting relationships. (You may choose to do a more detailed human resource plan to supplement the business plan.)
- ***Your environmental/green position***. Outline how you will address social and environment obligations in your area, such as volunteerism, recycling and alternative energy sources.
- ***A critical risks and assumptions*** analysis should outline your underlying assumptions in support of the business plan. The major risks facing your proposed business operation should also be summarized with contingency plans you will adopt to mitigate the negative impact of these risks.

Refer to ATPR's **Tourism Business Planning Guide** and **Tourism Funding Sources Guide** at: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

Detailed examples and worksheets for business plans can be obtained from The Business Link (Canada-Alberta Business Service Centres): [www.canadabusiness.ab.ca](http://www.canadabusiness.ab.ca) or 1-800-272-9675

You can also find an interactive business plan at: [www.canadabusiness.ca/ibp](http://www.canadabusiness.ca/ibp)

## Marketing Plan

Your marketing plan can take two forms. It is a major component of your business plan and it may also be a separate document that expands upon and details the marketing information contained in the business plan.

The supply and demand analysis undertaken as part of determining project feasibility gives you a clear picture of the people you are aiming to attract and the competition you are faced with. Your marketing plan outlines the strategy for achieving your targeted share of the market. This plan is an important step and should be started early in the development process. Your marketing plan should include:

- ***A definition of your target market(s)*** including type, size and geographic region. Provide a profile of the clients you anticipate attracting (Demographics: age, sex, household composition and income. Psychographics: interests, beliefs, values and activities).

- **An analysis of the tourism supply:** Who your competition is, what their strengths/weaknesses are, how you will position yourself vis a vis the competition, what your competitive advantage is and what percentage of the market you feel that you can attract.
- A section on **how you plan to initially attract your clients:** Outline a campaign for marketing the development through various media (print, broadcast, web/internet) complete with costs and schedules according to your proposed opening date.
- A section on **future marketing efforts:** Marketing efforts to launch a development often differ from ongoing marketing efforts. A section of the marketing plan should generally discuss the timing and shift of resources and strategy. This should also include additional market research, over and above that done to initially investigate the opportunity (e.g. customer feedback forms and customer databases).
- Overall **advertising strategy:** Contact local and regional media for reader/audience data, rates etc. Talk to other operators for proven techniques.
- Overall **sales strategy:** How will personal sales activities be utilized to capture business?
- Planned **promotional campaigns:** Determine the timing of these activities (discounts, contests, publicity, etc.) and estimate the associated costs.
- How you will use **referral groups and associations** such as Travel Alberta, Tourism Destination Regions, destination marketing associations, Chambers of Commerce and tour companies.
- Examine **road signage needs and restrictions.** The Province has a tourism highway signage program. Details can be found at: [www.signupalberta.com](http://www.signupalberta.com)
- **Cooperative and joint marketing efforts** with other operators.
- Costs to undertake various activities should be outlined in a **marketing budget.**
- **Method of evaluation:** How will you measure the effectiveness of your marketing efforts?

Travel Alberta also provides information on tourism marketing plans on their website: [www.industry.travelalberta.com](http://www.industry.travelalberta.com)

The Business Link has information on marketing plans at: [www.canadabusiness.ab.ca](http://www.canadabusiness.ab.ca)

## Conceptual Development Plan

### Putting the Information Together

The information gathered through the site evaluation process is used to prepare a conceptual development plan that summarizes all the site conditions and resources. It includes a schematic diagram of all proposed buildings and facilities and the intended means of servicing them.



## Section V: Development and Licensing Approvals

### Anticipating the Approvals Needed

In the process of evaluating a suitable site and reviewing the various land acquisition options, you have approached many of the approval agencies to obtain background information on the site or the general area. Now is the time to benefit from the working relationships you have established. Collect your notes, all application forms and, perhaps most importantly, those precious lists of names, titles and telephone numbers.



Many municipalities and regions also have economic development offices specifically set up to help you work through the development process.

### Preparation – Get Your Information Together

Throughout the approvals process, a developer has to fill out numerous forms and supply additional information to government agencies. 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(s) 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 firms.
- 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. Include any important physical information such as watercourses, easements, rights-of-way and existing land uses.

## Gaining Local Support

It is very important at the beginning of the process to assess community attitudes toward development. Aim to establish an open and positive relationship with residents and local governments. Start right at the site evaluation stage – talk with local planners and members of town councils. Talk to local business owners and residents to find out their reactions. Do your due diligence to understand where the community stands on environmental, social and economic issues.

Many tourism developments take place in communities that strongly support tourism initiatives and welcome new additions to the level of products and services offered locally. However, in some areas, tourism developments may be perceived as a negative element in the local community or as a threat to the environment. Often, the proponent must prove that the development will not place undue pressure on areas of public concern such as fish stocks, the local water supply or an increase in the level of traffic. In special areas such as the mountains, foothills or other highly valued recreation areas, the potential developer should carefully review the goals of the community as stated in their planning documents. Gaining local support depends on good communication and understanding local concerns. To achieve good communication, plan and prepare to meet with local advisory groups and residents.

## Overview of the Development Process

There are three levels of government with which a tourism developer may need to consult. Each level of government has established procedures for approving and assisting with development activities. If your project involves numerous or complex approvals, different levels of assistance will be required. Private consultants can take your idea to completion, or you can do it on your own with information and advisory services from departments like:

- Alberta Tourism, Parks and Recreation
- Alberta Sustainable Resource Development
- Alberta Municipal Affairs

Many municipalities and regions also have economic development offices specifically set up to help you work through the development process.

## Sequence of Approvals

From concept to opening day, tourism developments – large and small alike – are subject to a number of approvals. A prospective developer may even make applications on behalf of the current owner, and make a conditional offer to purchase subject to these approvals. Applications for some types of approvals can be processed simultaneously. Most developers, however, find that they must follow the sequence outlined in Chart 4 (page 65).

It is exceedingly important that prospective developers initiate discussions with all approval agencies regarding general feasibility and reactions to the project prior to making any commitment to developing or purchasing a site. If, for example, a project depends on land use bylaw approval, obtain the approval before purchasing the site. Taking such precautions in the early stages of the project will help avoid having to seek a new site when the project is much further along due to approvals not being granted.

## Be Prepared For Setbacks

The most critical approvals are those subject to public reaction. Requirements for development or building permits and licensing are generally more technical and straightforward in nature; specific conditions as stated in provincial legislation and municipal bylaws have to be satisfied. However, be aware that the lack of even one minor approval could send the project back to the beginning of the process.

**Ensure that all the requirements have been addressed before making a financial commitment to the site.**

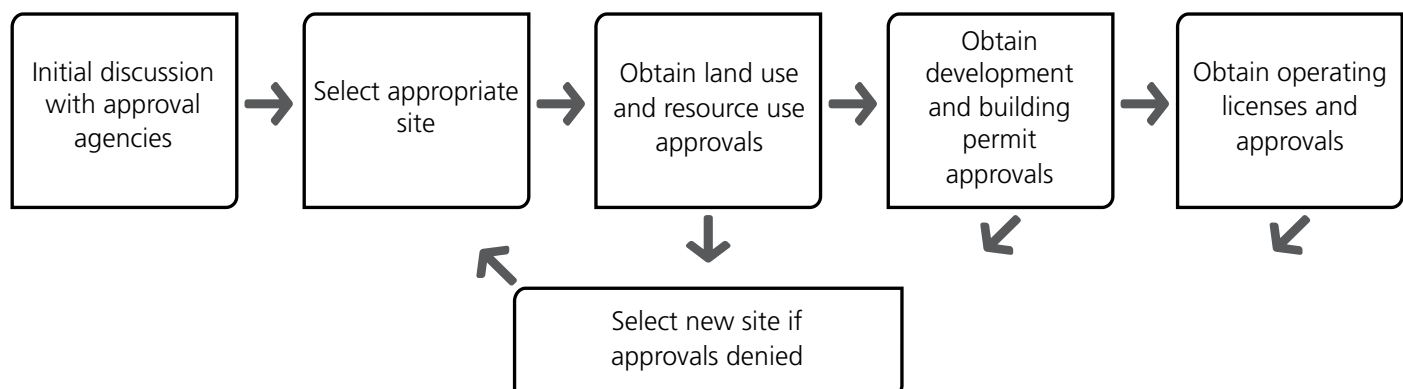
## The Main Players and Areas of Responsibility

The following are the three main areas of jurisdiction and their areas of responsibility that may influence your development:

### Local Municipality

- Land use designations and subdivision controls.
- Development and building permits, servicing agreements and connections.
- Business licenses.
- Source of local information, detailed mapping.

## Chart 4 – General Sequence of Approvals



## Provincial Government

- Encourages tourism development through departments such as Alberta Tourism, Parks and Recreation, Alberta Sustainable Resource Development and Alberta Culture and Community Spirit.
- Manages natural resources including provincial parks, Crown lands, water resources (lakes, rivers, streams, groundwater), fish and wildlife and allocating shoreline leases.
- Environmental Assessment Process.
- Transportation plans and developments and highway signage.
- The Safety Codes Act establishes safety standards by regulation for areas of provincial jurisdiction. Permission to carry out work and inspections for compliance are the responsibility of accredited local authorities and agencies. Regulations include building, fire protection, gas, propane, plumbing, private sewage systems, electrical, boilers and pressure vessels, elevators, ski/gondola lifts and amusement rides.
- Commercial vehicles – permits.
- Food, liquor and accommodation requirements and licenses.
- Crown land leasing (Alberta Tourism Recreation Leasing Process).
- Métis land is governed by Métis Settlement legislation in Alberta. Developed cooperatively by the Province of Alberta and the Alberta Federation of Métis Settlements Association, this legislation establishes the only Métis land base and the only form of legislated Métis government in Canada.

## Federal Government

- Federal regulations mainly involve transportation and harbour activities. Aircraft and vessel licenses for passenger craft are also federal responsibilities.
- National Parks are a federal responsibility through the Parks Canada Agency.
- Indian Reserves are a federal responsibility.
- May participate with provinces in environmental impact assessments through federal departments, particularly for projects with inter-jurisdictional implications.
- Construction and installation on federal property is regulated by National Safety Codes. However, federal authorities may rely upon the provincial Safety Codes Act and inspections for the work.

Chart 5 (page 67) outlines the development approval process.

## Chart 5 – Tourism Projects Development Approval Process

1. Project Description
2. Alberta Tourism Recreational Leasing/Process Application (Crown Land Lease)
3. Integrated Resource Plan (Compliance or Amendment)
4. Environmental Assessment Process
5. Natural Resource Conservation Board
6. Obtain Letter of Intent for Crown Land Lease
7. Municipal Development Plan (Compliance or Amendment)
8. Area Structure Plan (Compliance or Amendment)
9. Land Use By-Law (Compliance or Amendment)
10. Tentative Plan of Subdivision
11. Development Agreement
12. Provincial Permits (e.g. Drainage)
13. Obtain Crown Land Lease
14. Registered Plan of Subdivision
15. Development Permit
16. Building Permit
17. Start Construction
18. Occupancy Permit
19. Business License
20. Open for Business
21. Final Acceptance Certificate

**NOTE:**

If private land, delete steps 2, 3, 6 and 13. If no Environmental Assessment Process is required, delete steps 4 and 5. If no subdivision, delete steps 10 and 14. A development agreement may be required as a condition of a development permit.

## Municipal and Local Approvals

For the most part, local municipal governments are responsible for deciding whether a project is suitable in terms of land use and for dictating the development standards that will be associated with it.

Provincial Crown lands are administered by provincial government authorities and contact should be with Alberta Sustainable Resource Development.

### Timing

Each municipality follows procedures and time lines for approving development applications as defined by the Municipal Government Act. However, the actual timing of these procedures will vary somewhat between areas. Check with the local planning and building permit offices for their procedures and time frames. Many municipalities have procedure manuals describing the particular steps for approval or amendment of permits and bylaws.

Information in this regard can also be obtained through Alberta Municipal Affairs.

Most applications will be approved considerably faster if the land is already designated for the proposed use. Getting property properly designated and statutory plans changed to allow for the proposed land use can add significantly to time lines. It will also delay other approvals.

**Land use approvals are critical – be thorough and critical in the site selection process to avoid setbacks.**

### Fees

Municipalities charge for processing development and amendment applications.

### Statutory Plans and Land Use Bylaws

Most Alberta communities have a municipal development plan, which contains general growth and development policies for future expansion and changes within the municipality. Area structure plans may have been adopted to provide more detailed planning for a portion of the municipality.

**A Land Use Bylaw** implements statutory plans. It divides a municipality into districts and establishes conditions and standards for land use and development in each district.

In reviewing these documents a developer should consider these questions:

- Does the proposal comply with the permitted or discretionary uses specified in the Land Use Bylaw?
- Can the development be achieved within the minimum lot sizes, lot frontage, lot coverage, building setbacks and parking requirements specified in the Land Use Bylaw?



Check with the local planning and building permit offices for their procedures and time frames.

- 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 will be required?

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

Alberta Municipal Affairs has information that is a helpful guide through the municipal planning process and the steps in the subdivision process at: [www.municipalaffairs.alberta.ca/mc\\_planning.cfm](http://www.municipalaffairs.alberta.ca/mc_planning.cfm)

### Amendment Procedures

Actual 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, it is most important to first determine whether the municipality is prepared to support the proposed changes. The amendments must be approved by the elected municipal council. Recommendations will likely be heard from staff, as well as other government agencies and, input will be received at a public hearing.

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



Check with the municipality to confirm the process for applying for a building and other safety codes permits.

Meet with residents and municipal staff and bring clear, well-documented information to all meetings. Be prepared to address the arguments against development. It is the responsibility of the developer 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 or an Area Structure Plan Bylaw or a Land Use Bylaw are outlined in Chart 6 (page 71). If amendments are required, the applications can run concurrently.

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

### Safety Codes Permits

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. You will require a permit to carry out work related to these activities. A permit must be obtained prior to any construction or installation activity as a permit gives permission to do the work. Inspections will be conducted during and after the work to determine compliance to the permit conditions and the Safety Codes Act. Permits may be issued by the municipality or by an accredited agency. Check with the municipality to confirm the process for applying for a building and other safety codes permits.

Remember that the person who has care and control over the building is responsible for compliance under the Safety Codes Act. This will usually be the owner of the building after completion of the project and also may be the owner among others during construction. Should there be deficiencies after the building is completed, an inspector's order will be issued to the owner for compliance as inspectors do not assign fault or liability.

Each municipality has different specific procedures but be prepared to supply:

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

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

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

## Chart 6 - Municipal Development Plan (MDP) and Area Structure Plan

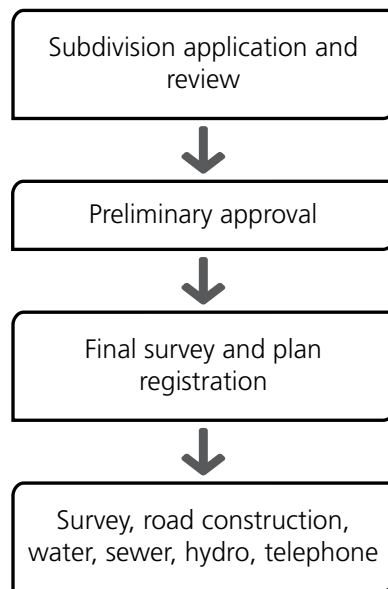
### Amendment Procedures

- Discuss with municipal staff.
- Request staff to prepare and submit Request to Council.
- Municipality gives first reading to go ahead.
- Public notice is given.
- Hold public meeting.
- Draft amendment as necessary.
- Second reading by council.
- Third and final reading by council.

### Land Use Bylaw Amendment Procedures

- Discuss with local development officer.
- Submit application and fee.
- The application is received by the authorities.
- Municipal Council gives first reading to bylaw.
- Public notice in papers once a week for two consecutive weeks, before meeting.
- Send out notices to adjacent owners.
- Hold public meeting.
- Council gives second reading.
- Third and final reading by council.

## Chart 7 – The Subdivision Process



## Subdivision Process

Some tourism developments require a subdivision – that is, a separate lot or lots created from the original parcel. No construction or development should take place until final registration of the subdivision occurs. This process could take several months. Refer to Chart 7 for an outline of the subdivision process.

A municipality establishes standards for lot sizes, access and servicing. If the developer requires a subdivision and providing the district is appropriate for the development, the subdivision application is made to the municipal authority and tentative approval is given within 60 days. All conditions of approval must be met within one year. The developer is usually responsible for all costs pertaining to servicing infrastructure (roads, water, power, sewer) and usually signs a *development/servicing agreement* with the municipality to set out responsibilities and costs. Access onto and development near provincial highways will require 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.

## Park and Public Access Requirements

Developers may be required to provide land as environmental reserve if it is a ravine or river valley, is subject to flooding or is unstable, or is required to give access to a body of water. In addition a municipality may require up to 10 per cent of the area to be subdivided to be provided for park or school purposes.

Check this requirement with the local planning authority – it may have a significant impact on your tourism development. In some cases, cash in lieu of land is permitted.

## Appeal Procedures

You have 14 days after receiving an unfavourable development permit decision to submit an appeal. The direct route to appeal this permit decision is through submitting a written statement to the municipal subdivision and development appeal board. The board will hold a hearing within 30 days of receiving the written appeal. The appellant (that's you), persons to whom notice of the original permit were given, and any land owners the board deems to be potentially affected by the appeal, are notified at least five days before the hearing.

The board receives and reviews all information placed before it and must give a written decision within 15 days of closing the hearing.

A board decision may be appealed to the Court of Appeal on a point of law or jurisdiction.

Subdivision applications that are denied, usually do not meet the use provisions of a land use bylaw or the policies of a statutory plan. Most decisions can be appealed to the municipal subdivision and development appeal board. Certain subdivisions must be appealed to the Municipal Government Board. Appeals must be made within 30 days of an application being refused.

If the appeal board subsequently denies the appeal, a further appeal can be made to the Court of Appeal but only as it pertains to a question of law or jurisdiction. Furthermore, it must be made within 30 days of the board denying the appeal.

## Environmental Assessment Process

Tourism development proposals which are either very large or have significant environmental impacts may be required to prepare Environmental Assessment Process reports (EAP). Development proponents are well advised to contact the Alberta Environment Information Centre at (780) 427-2700 early in the development approval process to determine whether or not an EAP reports will be required.

The National Resources Conservation Board (NRCB), an agency of the Government of Alberta and reports to the Minister of Sustainable Resource Development, will review all tourism and recreation projects that are required to undertake an Environmental Impact Assessment (EIA).

Smaller development proposals in provincial parks and recreation areas may also require an environmental assessment. Guidance on this requirement would be provided as part of the application and approval process administered by the Parks Division of ATPR.

## Licensing and Operating Requirements

The granting of a license is generally the final level of approval, and is based on the completion of all other components such as land development and building approvals. Some of the licenses and other operating requirements that must be obtained or met prior to operating most types of tourism businesses are listed here.

### Local Government Licenses

- **Business License** – Issued by a municipality and usually renewed annually with a standard fee. All district requirements must be met. Operating requirements (such as hours of business) will be stipulated as part of the business license.
- **Commercial Vehicles** – Municipalities require licensing of all commercial vehicles.
- **Municipal Taxes** – Property taxes are based on the assessed value of the land and improvements. They are due annually to the municipality. Business taxes may also be applied to the user of the property.

## Provincial Government Licenses and Approvals

In addition to managing Crown land and Provincial Parks, there are many provincial agencies responsible for ensuring public safety and health requirements.

If You Want To:	Contact
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>
Subdivide any area.	<ul style="list-style-type: none"> <li>Local municipality.</li> </ul>
Build a boat ramp, wharf or modify the shoreline in any significant way.	<ul style="list-style-type: none"> <li>Alberta Environment.</li> <li>Fisheries and Oceans Canada.</li> <li>Alberta Sustainable Resource Development, Public Lands Division/Fish and Wildlife.</li> </ul>
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 Sustainable Resource Development, Public Lands Division.</li> <li>Alberta Environment.</li> <li>Fisheries and Oceans Canada.</li> </ul>
Install a ski lift or aerial tramway.	<ul style="list-style-type: none"> <li>Alberta Elevating Devices and Amusement Rides Safety Association (AEDARSA).</li> </ul>
Develop adjacent to a provincial highway.	<ul style="list-style-type: none"> <li>Alberta Transportation, local district office.</li> </ul>
Become a licensed fishing or hunting guide/outfitter.	<ul style="list-style-type: none"> <li>Alberta Sustainable Resource Development, Fish and Wildlife Division, regional or district offices.</li> <li>Alberta Professional Outfitters Society.</li> </ul>
Establish a facility on Crown land.	<ul style="list-style-type: none"> <li>Alberta Sustainable Resource Development, Public Lands Division.</li> <li>Alberta Tourism, Parks and Recreation, Tourism Business Development Unit (advisory services) and Tourism Development Branch.</li> </ul>
Establish a facility in a provincial park.	<ul style="list-style-type: none"> <li>Alberta Tourism, Parks and Recreation, Parks Division.</li> <li>Alberta Tourism, Parks and Recreation, Tourism Business Development Unit (advisory services).</li> </ul>
Undertake commercial canoe, kayak or river-raft expeditions.	<ul style="list-style-type: none"> <li>Alberta Sustainable Resource Development, Public Lands Division.</li> <li>Alberta Tourism, Parks and Recreation, Parks Division – if the activity is located within a park or protected area managed by the Division.</li> <li>Alberta Environment.</li> </ul>
Consider water from a river, lake or stream as a potential water supply.	<ul style="list-style-type: none"> <li>Alberta Environment.</li> <li>Alberta Sustainable Resource Development, Public Lands Division/ Fish and Wildlife Division.</li> </ul>

If You Want To:	Contact
Install a septic system for sewage disposal.	<ul style="list-style-type: none"> <li>• Alberta Environment.</li> <li>• Licensed Private Sewage Installer. Further information from Alberta Municipal Affairs, Safety Services Branch.</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 commencing operation – the responsibility of employers with respect to accident prevention, industrial hygiene and first aid are outlined in the Workers' Compensation Act).	<ul style="list-style-type: none"> <li>• Workers' Compensation Board.</li> </ul>
Apply for registration of your tourist accommodations in the Alberta Accommodation Guide.	<ul style="list-style-type: none"> <li>• Alberta Hotel and Lodging Association.</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 Employment and Immigration.</li> </ul>
Know the regulations for health and safety of employees in the workplace.	<ul style="list-style-type: none"> <li>• Workers' Compensation Board.</li> <li>• Alberta Employment and Immigration.</li> </ul>
Find information on trade practices for advertising and business transactions.	<ul style="list-style-type: none"> <li>• Service Alberta.</li> </ul>
Know the detailed requirements that must be met by travel agencies and tour companies regarding the capital net worth and trust fund requirements of customers' monies.	<ul style="list-style-type: none"> <li>• Service Alberta.</li> <li>• Alberta Tourism, Parks and Recreation, Tourism Business Development Unit.</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>
Find marketing programs to assist tourism operators.	<ul style="list-style-type: none"> <li>• Travel Alberta Corporation.</li> </ul>

## Federal Government Requirements

There are federal licenses that are relevant to some types of tourism operations, particularly those involving transportation of tourists or customers:

- 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 commercial passenger transport vehicles – administered through the Provincial Motor Transport Board.

- Canada Coast Guard certifies passenger vessels, hovercrafts, charter boats, including sports fishing charter operations.
- The Small Craft Harbour Branch of Fisheries and Oceans Canada maintain public harbours and wharves. In addition, their approval is required for construction of breakwaters to protect harbour/marina facilities.

## Insurance

Although this is not strictly an operating requirement, all potential tourism developers should research their insurance requirements for both property and liability insurance.

## Summary Checklist of Approvals Needed

Note each type of approval relevant to the project and contact the appropriate agency for application information in the tables below.

Land Use and Resource Approval	Contact Agency
Municipal Development Plan, Area Structure Plan or Land Use Bylaw amendment.	<ul style="list-style-type: none"> <li>• Local municipality.</li> </ul>
Crown Land Lease.	<ul style="list-style-type: none"> <li>• Alberta Sustainable Resource Development, Lands Division.</li> <li>• Alberta Tourism, Parks and Recreation, Tourism Development Branch (advisory services).</li> </ul>
Water Use Rights.	<ul style="list-style-type: none"> <li>• Alberta Environment.</li> <li>• Alberta Sustainable Resource Development, Lands Division/ Fish and Wildlife Division.</li> </ul>
Development in a Provincial Park.	<ul style="list-style-type: none"> <li>• Alberta Tourism, Parks and Recreation, Parks Division.</li> </ul>
Development in Kananaskis Country.	<ul style="list-style-type: none"> <li>• Kananaskis Country.</li> <li>• Alberta Tourism, Parks and Recreation, Parks Division.</li> </ul>
Development in a National Park.	<ul style="list-style-type: none"> <li>• Parks Canada Agency.</li> </ul>

<b>Building, Servicing and Development Approvals</b>	<b>Contact Agency</b>
Development Permit/Building Permit Crown Land Lease.	<ul style="list-style-type: none"> <li>Local municipality.</li> <li>Accredited Authority (local authority or agency).</li> </ul>
Servicing Agreement (Urban).	<ul style="list-style-type: none"> <li>Local municipality.</li> </ul>
Water Supply Approval (Rural).	<ul style="list-style-type: none"> <li>Alberta Environment.</li> </ul>
Sewage Disposal Rural.	<ul style="list-style-type: none"> <li>Alberta Environment.</li> <li>Local municipality or accredited authority if it is a private sewage disposal system.</li> </ul>
Solid Waste Disposal.	<ul style="list-style-type: none"> <li>Local municipality.</li> </ul>
Provincial Highway Access.	<ul style="list-style-type: none"> <li>Alberta Transportation, local district office.</li> </ul>
Electricity and/or Gas Supply.	<ul style="list-style-type: none"> <li>Local municipality and local utility company.</li> </ul>
Subdivision Application.	<ul style="list-style-type: none"> <li>Local municipality.</li> </ul>
Plumbing Inspection.	<ul style="list-style-type: none"> <li>Local municipality (non-accredited municipalities use accredited agencies for inspections).</li> </ul>

<b>Operating Licenses and Permits</b>	<b>Contact Agency</b>
Municipal Business License.	<ul style="list-style-type: none"> <li>Local municipality.</li> </ul>
Liquor License.	<ul style="list-style-type: none"> <li>Alberta Liquor Control Board.</li> </ul>
Food Operation License.	<ul style="list-style-type: none"> <li>Local municipality or Local Health Office.</li> </ul>
Guide and Outfitters License.	<ul style="list-style-type: none"> <li>Sustainable Resource Development, Fish and Wildlife Division.</li> <li>Alberta Professional Outfitters Society.</li> </ul>
Charter Boat License.	<ul style="list-style-type: none"> <li>Fisheries and Oceans Canada.</li> </ul>
Passenger Aircraft License.	<ul style="list-style-type: none"> <li>Transport Canada.</li> </ul>
Bus or Other Passenger Vehicle.	<ul style="list-style-type: none"> <li>Provincial Motor Transport Board.</li> </ul>
Commercial guiding and instructing activity (provincial parks, wild land parks, provincial recreation areas).	<ul style="list-style-type: none"> <li>Alberta Tourism, Parks and Recreation, Parks Division.</li> </ul>

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Travel Agency or Tour Operator.

- Service Alberta.

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Accommodation Registration (optional).

- Alberta Hotel and Lodging Association.

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Listing on the Travel Alberta website (optional).

- Alberta Tourism, Parks and Recreation, Tourism Services Branch.

## Construction

By now, all the necessary approvals and permits to advance into the final stages of design have been received.

Chart 8 (page 79) illustrates one possible flow of activities prior to a successful business start-up. 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 the schedule of events will place on you and plan accordingly.

You are encouraged to contact Alberta Tourism, Parks and Recreation, Tourism Business Development, Research and Investment Branch for information and advisory services at anytime during the tourism development process. The department wishes you every success in your business venture.

Please refer to our other guides to help you in your tourism venture:

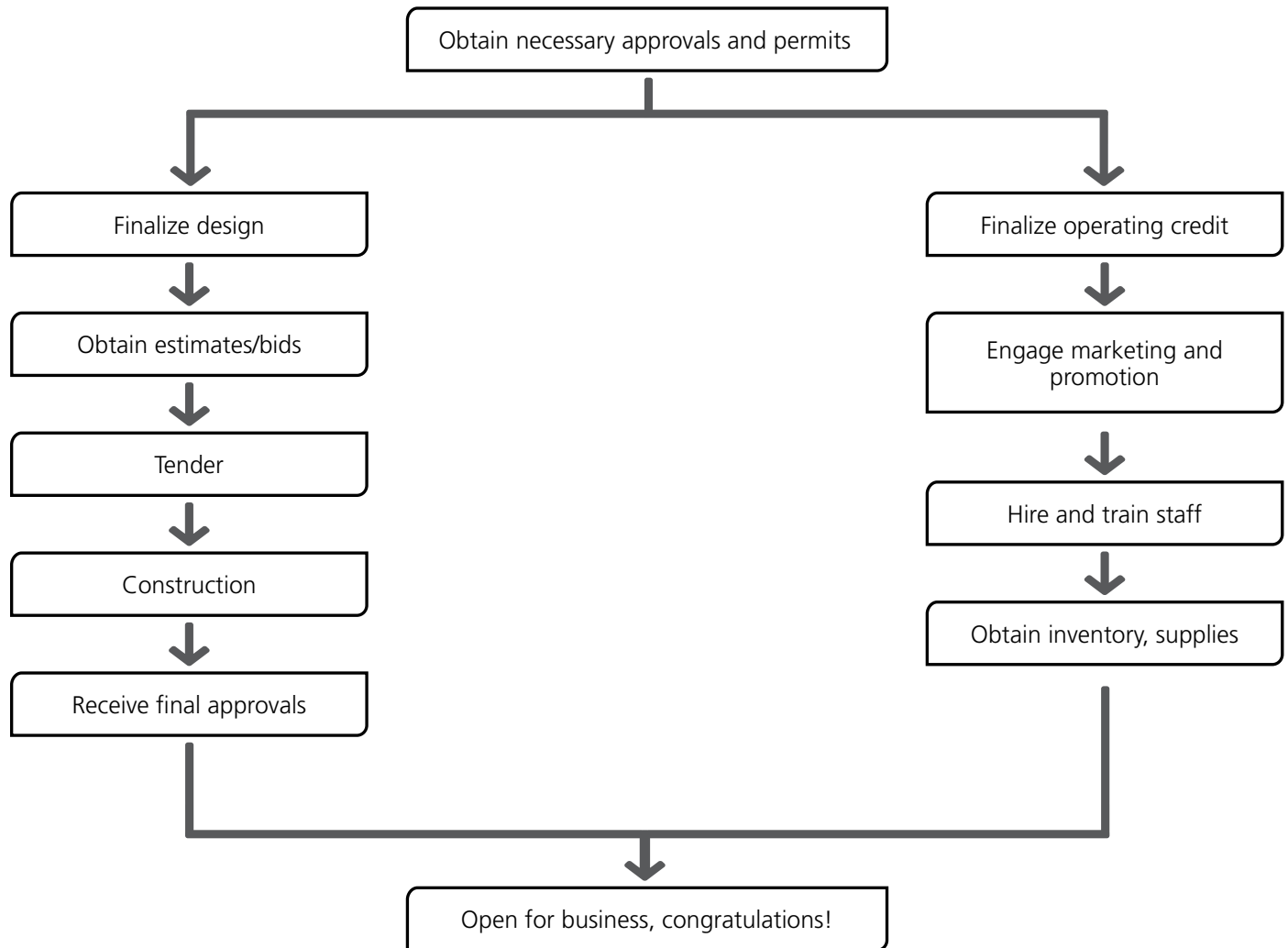
- **Tourism Business Planning Guide**
- **Tourism Funding Sources Guide**

These guides are on the ATPR website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)



ATPR wishes  
you every  
success in  
your business  
venture.

## Chart 8 – Construction and Business Start-Up







## Section VI: Contacts and Resources

### **Federal Government Agencies**

All Government of Canada programs and services can be contacted toll free anywhere in Canada.

Toll free: 1-800 O-Canada (1-800-622-6232).

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

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

#### **Calgary Office**

Suite 110, Barclay Centre

444 – 7th Avenue SW

Calgary, Alberta T2P 0X8

Telephone: (403) 292-5000

Fax: (403) 292-6616

#### **Calgary North Office**

1935 – 32 Ave NE, Suite 100

Calgary North, Alberta T2E 2C8

Telephone: (403) 292-5333

Fax: (403) 292-6651

#### **Calgary South Office**

Sovereign Building

Suite 200, 6700 Macleod Trail SE

Calgary, Alberta T2H 0L3

Telephone: (403) 292-8882

Fax: (403) 292-4345

#### **Edmonton Office**

First Edmonton Place

200 - 10665 Jasper Avenue

Edmonton, Alberta T5J 3S9

Telephone: (780) 495-2277

Toll free: 1-888-463-6232

Fax: (780) 495-6616

#### **Edmonton South Office**

Huntington Galleria

201-4628 Calgary Trail NW

Edmonton, Alberta T6H 6A1

Telephone: (780) 495-7200

Fax: (780) 495-7198

#### **Edmonton West Office**

236 Mayfield Common

Edmonton, Alberta T5P 4B3

Telephone: (780) 442-7312

Fax: (780) 495-3102

#### **Grande Prairie Office**

Suite 203, 10625, West Side Drive

Grand Prairie, Alberta T8V 8E6

Telephone: (780) 532-8875

Fax: (780) 539-5130

#### **Lethbridge Office**

520 – 5th Avenue South

Lethbridge, Alberta T1J 0T8

Telephone: (403) 382-3000

Fax: (403) 382-3162

#### **Red Deer Office**

4815 – 50th Avenue, Suite 107

Red Deer, Alberta T4N 4A5

Telephone: (403) 340-4203

Fax: (403) 340-4243

### **Culture, Heritage and Recreation**

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

#### **Canadian Heritage Culture Canada**

15 Eddy Street, 15-8-G

Gatineau, Quebec K1A 0M5

Telephone: (819) 997-0055

Toll free: 1-866-811-0055

Email: [info@pch.ca](mailto:info@pch.ca)

#### **Environment Canada**

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

## Environment Canada - Prairies, Northwest Territories and Nunavut (Prairie and Northern Region)

### Alberta Office

Room 200, 4999-98 Avenue,  
Edmonton, Alberta T6B 2X3  
Telephone: (780) 951-8600  
Fax: (780) 495-2615

## Fisheries and Oceans Canada

[www.dfo-mpo.gc.ca](http://www.dfo-mpo.gc.ca)

### Communications Branch

200 Kent Street  
13th Floor, Station 13E228  
Ottawa, Ontario K1A 0E6  
Telephone: (613) 993-0999  
Fax: (613) 990-1866  
Toll free: 1-800-465-7735

## Indian and Northern Affairs

[www.ainc-inac.gc.ca](http://www.ainc-inac.gc.ca)

## INAC Public Enquiries Contact Centre

Terrasses de la Chaudière  
10 Wellington, North Tower  
Gatineau, Quebec  
Postal Address:  
Ottawa, Ontario K1A 0H4  
Toll free: 1-800-567-9604  
Fax: 1-866-817-3977

## Industry Canada

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

## Industry Canada Web Service Centre

Industry Canada  
C.D. Howe Building  
235 Queen Street  
Ottawa, Ontario K1A 0H5  
Toll free: 1-800-328-6189  
Fax: (613) 954-2340

### Calgary Office

Suite 400, 639 - 5th Avenue SW  
Calgary, Alberta T2P 0M9

Telephone: (403) 292-4575  
Fax: (403) 292-4295

### Edmonton Office

Suite 725, 9700 Jasper Avenue  
Edmonton, Alberta T5J 4C3  
Telephone: (780) 495-4782  
Toll free: 1-800-461-2646  
Fax: (780) 495-4780

## Parks Canada Agency

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

## Parks Canada National Office

25 Eddy Street  
Gatineau, Quebec K1A 0M5  
Toll free: 1-888-773-8888  
Email: [information@pc.gc.ca](mailto:information@pc.gc.ca)

## Alberta's National Park Offices:

### Banff National Park of Canada

P.O. Box 900  
Banff, Alberta T1L 1K2  
Telephone: (403) 762-1550  
Fax: (403) 762-3380  
Email: [banff.vrc@pc.gc.ca](mailto:banff.vrc@pc.gc.ca)

### Elk Island National Park

RR1, Site 4  
Fort Saskatchewan, Alberta T8L 2N7  
Telephone: (780) 992-2950  
Fax: (780) 992-2951  
Email: [elk.island@pc.gc.ca](mailto:elk.island@pc.gc.ca)

### Jasper National Park

P.O. Box 10  
Jasper, Alberta T0E 1E0  
Telephone: (780) 852-6176  
Fax: (780) 852-6152  
Email: [pnj.jnp@pc.gc.ca](mailto:pnj.jnp@pc.gc.ca)

### Waterton Lakes National Park

P.O. Box 200  
Waterton Park, Alberta T0K 2M0

Telephone: (403) 859-2224  
Fax: (403) 859-5152  
Email: [waterton.info@pc.gc.ca](mailto:waterton.info@pc.gc.ca)

### Wood Buffalo National Park:

#### Park Headquarters

Box 750  
Fort Smith, N.W.T. X0E 0P0  
Telephone: (867) 872-7900  
Fax: (867) 872-3910  
Email: [wbnp.info@pc.gc.ca](mailto:wbnp.info@pc.gc.ca)

#### Fort Chipewyan Office

Box 38  
Fort Chipewyan, Alberta T0P 1B0  
Telephone: (780) 697-3662  
Fax: (780) 697-3560  
Email: [wbnp.info@pc.gc.ca](mailto:wbnp.info@pc.gc.ca)

### Statistics Canada

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

#### Statistics Canada Prairie Regional Office

Toll free: 1-800-263-1136  
Fax: 1-877-287-4369  
Email: [infostats@statcan.ca](mailto:infostats@statcan.ca)

#### Calgary Office

Harry Hays Building, Suite 686  
220 4th Avenue SE  
Calgary, Alberta T2G 4X3  
Toll free: 1-800-263-1136

#### Edmonton Office

Suite 900, 10909 Jasper Avenue  
Associated Engineering Plaza  
Edmonton, Alberta T5J 4J3  
Toll free: 1-800-263-1136

### Transport Canada

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

#### Transport Canada Centre- Edmonton

Canada Place  
1100, 9700 Jasper Avenue  
Edmonton, Alberta T5J 4E6  
Telephone: (780) 495-3810  
Email: [pnrweb@tc.gc.ca](mailto:pnrweb@tc.gc.ca)

### Provincial Agencies

For all inquiries on Government of Alberta programs and services, contact the Programs & Services Call Centre:  
Telephone: 310-0000 (toll free anywhere in Alberta)  
(780) 427-2711 (outside of Alberta)  
[www.programs.alberta.ca/contact\\_us.aspx](http://www.programs.alberta.ca/contact_us.aspx)

### Service Alberta

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

#### Consumer Services and UCA

17th Floor TD Tower  
10088 - 102 Avenue  
Edmonton, Alberta T5J 2Z1  
Telephone: (780) 310-4822 (in Alberta)  
Telephone: (780) 644-5130 (outside Alberta)

### Citizen Services Call Centre:

#### Calgary Office

6th Floor John J. Bowlen Building  
620 - 7 Avenue SW  
Calgary, Alberta T2P 0Y8  
Telephone: (403) 297-7157

#### Edmonton Office

5th Floor Park Plaza  
10611 - 98 Avenue  
Edmonton, Alberta T5K 2P7  
Telephone: (780) 427-3167

## Regional Land Titles Offices:

### Calgary Office

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

### Edmonton Office

Mezzanine Floor,  
John E. Brownlee Building  
10365-97 Street  
Edmonton, Alberta T5J 3W7  
Telephone: (780) 427-2742  
Fax: (780) 422-4290  
Email: lto@gov.ab.ca

## Alberta Aboriginal Relations

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

13th Floor, Commerce Place  
10155 - 102 Street  
Edmonton Alberta T5J 4L6  
Telephone: (780) 427-8407  
Fax: (780) 427-4019

## Alberta Culture and Community Spirit

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

### Historic Sites and Museums

Old St. Stephen's College  
8820-112 Street  
Edmonton, Alberta T6G 2P8  
Telephone: (780) 431-2300

### Alberta Historical Resources Foundation

Old St. Stephen's College  
8820 - 112 Street  
Edmonton, Alberta T6G 2P8  
Telephone: (780) 431-2300

### Lottery Funded Programs

50 Corriveau Avenue  
St. Albert, Alberta T8N 3T5  
Toll free: 1-800-642-3855

## Community Services Offices:

### Head Office - Edmonton

803 Standard Life Centre  
10405 Jasper Avenue  
Edmonton, Alberta T5J 4R7  
Telephone: (780) 427-2522  
Toll free in Alberta: 310-0000  
Fax: (780) 427-4155

### Northern Region:

#### St. Paul

3rd Floor, Provincial Building  
5025-49 Avenue, Box 318  
St. Paul, Alberta T0A 3A4  
Telephone: (780) 645-6353  
Fax: (780) 645-4760

#### Grande Prairie

Room 1301, Provincial Building  
10320 - 99 Street  
Grande Prairie, Alberta T8V 6J4  
Telephone: (780) 538-5644  
Fax: (780) 538-5617

#### High Prairie

Provincial Building  
5226-53 Avenue, Box 1078  
High Prairie, Alberta T0G 1E0  
Telephone: (780) 523-6536  
Fax: (780) 523-6538

#### Peace River

Bag 900 - 11  
9621 - 96 Avenue  
Peace River, Alberta T8S 1T4  
Telephone: (780) 624-6295  
Fax: (780) 624-6228

### Yellowhead Region:

#### Stony Plain

Provincial Building  
4709 - 44 Avenue  
Stony Plain, Alberta T7Z 1N4  
Telephone: (780) 963-2281  
Fax: (780) 963-7009

**Central Region:**

**Cochrane**

Box 970, Provincial Building  
213 - 1 Street West  
Cochrane, Alberta T4C 1A5  
Telephone: (403) 932-2970  
Fax: (403) 932-6017

**Red Deer**

6th Floor, Provincial Building  
4920 - 51 Street  
Red Deer, Alberta T4N 6K8  
Telephone: (403) 340-5115  
Fax: (403) 340-5381

**Alberta Employment  
and Immigration**

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

Telephone: (780) 644-5135  
Toll free: 1-866-644-5135

**Alberta Workers' Compensation Board:**

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

Toll free in Alberta: 1-866-922-9221  
Toll free fax in Alberta: 1-800-661-1993

**Edmonton Office**

P.O. Box 2415  
9912 – 107 Street  
Edmonton, Alberta T5J 2S5  
Telephone: (780) 498-3999

**Calgary Office**

300-6 Avenue SE  
Calgary, Alberta T2G 0G5  
Telephone: (403) 517-6000

**WCB Claims and Employer Inquiries**

Telephone (Edmonton): (780) 498-3999  
Telephone (Calgary): (403) 517-6000

**Labour Relations Board:**

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

**Edmonton Office**

**Labour Building**  
#501, 10808 - 99 Avenue  
Edmonton, Alberta T5K 0G5  
Telephone: (780) 422-5926  
Fax: (780) 422-0970  
Email: [alrbinfo@gov.ab.ca](mailto:alrbinfo@gov.ab.ca)

**Calgary Office**

3rd Floor, Deerfoot Junction-Tower 3  
1212 - 31st Avenue, NE  
Calgary, Alberta T2E 7S8  
Telephone: (403) 297-4334  
Fax: (403) 297-5884  
Email: [alrbinfo@gov.ab.ca](mailto:alrbinfo@gov.ab.ca)

**Workplace Policy & Legislation Branch**

8th Floor Labour Building  
10808 - 99 Avenue  
Edmonton, Alberta T5K 0G5  
Telephone: (780) 427-2687

**Workplace Health and Safety Policy and**

**Legislation**

8th Floor Labour Building  
10808 - 99 Avenue  
Edmonton, Alberta T5K 0G5  
Telephone: (780) 415-8690

**Alberta Environment**

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

**Alberta Environment Information Centre**

Main Floor, Oxbridge Place  
9820 – 106 Street  
Edmonton, Alberta T5K 2J6  
Telephone: (780) 427-2700  
Fax: (780) 422-4086  
Email: [env.infocent@gov.ab.ca](mailto:env.infocent@gov.ab.ca)

**Regional Environmental  
Management Division -  
Environmental Assessment**  
Main Floor Twin Atria Building  
4999 - 98 Avenue  
Edmonton, Alberta T6B 2X3  
Telephone: (780) 427-8873  
Fax: (780) 427-9102

### Regional Offices:

**Northern Region - Edmonton**  
Twin Atria Building  
#111, 4999 – 98 Avenue  
Edmonton, Alberta T6B 2X3  
Telephone: (780) 427-7617  
Fax: (780) 427-7824

**Southern Region - Calgary**  
#303 Deerfoot Square Building  
2938 - 11 Street, NE  
Calgary, Alberta T2E 7L7  
Telephone: (403) 297-7602  
Fax: (403) 297-6069

**Central Region - Red Deer**  
#304, Provincial Building  
4920 – 51 Street  
Red Deer, Alberta T4N 6K8  
Telephone: (403) 340-7052  
Fax: (403) 340-5022

### **Alberta Finance and Enterprise** [www.finance.alberta.ca](http://www.finance.alberta.ca) or [www.albertacanada.com](http://www.albertacanada.com)

4th Floor Commerce Place  
10155 - 102 Street  
Edmonton, Alberta T5J 4L6  
Telephone: (780) 427-6787

### Regional Development Offices:

**Calgary Regional Office**  
3rd Floor Standard Life Building  
639 - 5 Avenue SW  
Calgary, Alberta T2P 0M9  
Telephone: (403) 297-8906

**Camrose Regional Office**  
5005 - 49 Street  
Camrose, Alberta T4V 1N5  
Telephone: (780) 679-1235

**Edson Regional Office**  
111 - 54 Street  
Edson, Alberta T7E 1T2  
Telephone: (780) 723-8229

**Grande Prairie Regional Office**  
Box 20  
3rd Floor Provincial Building 10320 - 99 Street  
Grande Prairie, Alberta T8V 6J4  
Telephone: (780) 538-5636

**High Prairie Regional Office**  
4723 - 53 Avenue  
High Prairie, Alberta T0G 1E0  
Telephone: (780) 523-6564

**Lethbridge Regional Office**  
105 Provincial Building  
200 - 5 Avenue South  
Lethbridge, Alberta T1J 4L1  
Telephone: (403) 381-5414

**Medicine Hat Regional Office**  
1st Floor Provincial Building  
346 - 3 Street SE  
Medicine Hat, Alberta T1A 0G7  
Telephone: (403) 529-3630

**Peace River Regional Office**  
Bag 900 - 3, Provincial Building  
9621 - 96 Avenue  
Peace River, Alberta T6S 1T4  
Telephone: (780) 624-6113

**Pincher Creek Regional Office**  
Box 2813  
1st Floor Provincial Building 782 Main Street  
Pincher Creek, Alberta T0K 1W0  
Telephone: (403) 627-1165

### Red Deer Regional Office

2nd Floor Provincial Building  
4920 - 51 Street  
Red Deer, Alberta T4N 6K8  
Telephone: (403) 340-5300

### St. Paul Regional Office

3rd Floor Provincial Building  
5025 - 49 Avenue  
St. Paul, Alberta T0A 3A4  
Telephone: (780) 645-6358

## Agriculture Financial Services Corporation

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

### Lacombe Central Office

5718 - 56 Avenue  
Lacombe, Alberta T4L 1B1  
Telephone: (403) 782-8200

### Regional Offices:

#### Airdrie

97 East Lake Ramp NE  
Airdrie, Alberta T4A 0C3  
Telephone (Insurance & Lending): (403) 948-8543  
Fax: (403) 948-1418

#### Athabasca

Provincial Building  
100 - 4903 - 50th Street  
Athabasca, Alberta T9S 1E2  
Telephone (Insurance & Lending): (780) 675-4007  
Fax: (780) 675-3827

#### Barrhead

Provincial Building Main Floor  
Box 4533 (Insurance)  
Box 4535 (Lending)  
6203 - 49th Street  
Barrhead, Alberta T7N 1A4  
Telephone (Insurance): (780) 674-8282  
Telephone (Lending): (780) 674-8216  
Fax: (780) 674-8362

#### Brooks

Provincial Building  
220 - 4th Avenue W  
Brooks, Alberta T1R 0G1  
Telephone (Insurance & Lending): (403) 362-1262  
Fax: (403) 362-8078

#### Calgary

Deerfoot Atrium North  
Suite 150 6815 - 8th Street NE  
Calgary, Alberta T2E 7H7  
Telephone (Insurance & Lending): (403) 297-6281  
Fax: (403) 297-8461

#### Camrose

Box 5000 Stn M  
4910 - 52nd Street  
Camrose, Alberta T4V 4E8  
Telephone (CAIS Analyst): (780) 679-1319  
Fax: (780) 679-1758  
Telephone (Insurance): (780) 679-1739  
Fax: (780) 679-1758  
Telephone (Lending): (780) 679-1229  
Fax: (780) 679-1300

#### Cardston

Provincial Building  
576 Main Street  
Cardston, Alberta T0K 0K0  
Insurance Phone: (403) 653-5154  
Telephone (Lending): (403) 653-5138  
Fax: (403) 653-5156

#### Castor

4902 - 50th Avenue  
Box 719  
Castor, Alberta T0C 0X0  
Telephone (Insurance): (403) 882-3770  
Fax: (403) 882-2746

#### Claresholm

Provincial Building  
109 - 46th Avenue W  
Box 1227  
Claresholm, Alberta T0L 0T0  
Telephone (Insurance): (403) 625-3534  
Telephone (Lending): (403) 625-1462  
Fax: (403) 625-2862

**Drumheller**

Box 2319  
 100 - 515 Highway 10 E  
 Drumheller, Alberta T0J 0Y0  
 Telephone (CAIS Analyst): (403) 823-1696  
 Telephone (Insurance): (403) 823-1684  
 Telephone (Lending): (403) 823-1677  
 Fax: (403) 823-5083

**Edmonton**

Room 100  
 J.G. O'Donoghue Building  
 7000-113 Street  
 Edmonton, Alberta T6H 5T6  
 Telephone (Lending): (780) 415-1216  
 Fax: (780) 415-1218

**Edson**

PO Box 11  
 Provincial Building  
 Edson, Alberta T7E 1T2  
 Telephone (Lending): (780) 723-8233  
 Fax: (780) 723-8575

**Fairview Regional Office**

Box 1188  
 Provincial Building 2nd Floor  
 10209 - 109th Street  
 Fairview, Alberta T0H 1L0  
 Telephone (CAIS Analyst): (780) 835-2295  
 Telephone (Insurance & Lending): (780) 835-7547  
 Fax: (780) 835-5834

**Fairview**

Box 1188  
 Provincial Building  
 10209 - 109th Street  
 Fairview, Alberta T0H 1L0  
 Telephone (Insurance & Lending): (780) 835-2703  
 Fax: (780) 835-3994

**Falher**

Box 658  
 701 Main Street  
 Falherm, Alberta T0H 1M0  
 Telephone (Insurance & Lending): (780) 837-2521  
 Fax: (780) 837-8223

**Foremost**

Box 37  
 218 Main Street  
 Foremost, Alberta T0K 0X0  
 Telephone (Insurance): (403) 867-3666  
 Fax: (403) 867-2038

**Fort Vermilion**

PO Box 487  
 4601 - 46 Avenue  
 Fort Vermilion, Alberta T0H 1N0  
 Telephone (Insurance): (780) 927-4209  
 Telephone (Lending): (780) 927-3715  
 Fax: (780) 927-3838

**Grande Prairie**

102 - 10625 Westside Drive  
 Grande Prairie, Alberta T8V 8E6  
 Telephone (CAIS Analyst): (780) 538-5234  
 Telephone (Insurance): (780) 538-5355  
 Telephone (Lending): (780) 538-5220  
 Fax: (780) 532-2560

**Grimshaw**

Box 802  
 5306 - 50th Street  
 Grimshaw, Alberta T0H 1W0  
 Telephone (Insurance & Lending): (780) 332-4494  
 Fax: (780) 332-1044

**Hanna**

Box 7 (Insurance)  
 Box 349 (Lending)  
 Provincial Building  
 401 Centre Street  
 Hanna, Alberta T0J 1P0  
 Telephone (Insurance & Lending): (403) 854-5525  
 Fax: (403) 854-2590

**High Prairie**

Provincial Building  
 PO Box 1259  
 5226 - 53rd Avenue  
 High Prairie, Alberta T0G 1E0  
 Telephone (Insurance): (780) 523-6507  
 Fax: (780) 523-6569

### High River

Box 5208  
129 - 4th Avenue SW  
High River, Alberta T1V 1M4  
Telephone (Insurance & Lending): (403) 652-8313  
Fax: (403) 652-8306

### Lacombe District Office

Bay 105 - 4425 Heritage Wa  
Lacombe, Alberta T4L 2P4  
Telephone (Insurance): (403) 782-6800  
Fax: (403) 782-6753

### Lamont

Box 487  
5014 - 50th Avenue  
Lamont, Alberta T0B 2R0  
Telephone (Insurance): (780) 895-2266  
Telephone (Lending): (780) 895-2459  
Fax: (780) 895-7755

### Leduc

6547 Sparrow Drive  
Leduc, Alberta T9E 7C7  
Telephone (Insurance): (780) 986-4088  
Telephone (Lending): (780) 986-0999  
Fax: (780) 986-1085

### Lethbridge Regional Office

County of Lethbridge Building  
200, 905 - 4th Ave S  
Lethbridge, Alberta T1J 0P4  
Telephone (CAIS Analyst): (403) 382-4383  
Telephone (Insurance): (403) 381-5474  
Telephone (Lending): (403) 381-5102  
Fax: (403) 381-5178

### Manning

Box 147  
116 - 4th Avenue SW  
Manning, Alberta T0H 2M0  
Telephone (Insurance): (780) 836-3573  
Fax: (780) 836-2844

### Medicine Hat

111 - 7 Strachan Bay SE  
Medicine Hat, Alberta T1B 4Y2  
CAIS Analyst (403) 528-5257  
Telephone (CAIS Analyst): (403) 488-4507  
Telephone (Insurance): (403) 488-4509  
Fax: (403) 488-4516  
Telephone (Lending): (403) 488-4508  
Fax: (403) 488-4518

### Olds

Provincial Building  
101 - 5030 - 50th Street  
Olds, Alberta T4H 1S1  
Telephone (CAIS Analyst): (403) 556-4263  
Telephone (Insurance & Lending): (403) 556-4334  
Fax: (403) 556-4255

### Oyen

Box 426  
201 Main Street  
Oyen, Alberta T0J 2J0  
Telephone (Insurance): (403) 664-3677  
Fax: (403) 664-2687

### Peace River

Bag 900 - 23  
9809 - 98th Avenue  
Peace River, Alberta T8S 1J5  
Telephone (Insurance & Lending): (780) 624-6387  
Fax: (780) 624-6493

### Ponoka

Box 4426  
Provincial Building  
250, 5110 - 49th Avenue  
Ponok, Alberta T4J 1S1  
Telephone (CAIS Analyst): (403) 783-7040  
Telephone (Insurance & Lending): (403) 783-7071  
Fax: (403) 783-7925

### Provost

Box 716  
Provincial Building  
5419 - 44th Street  
Provost, Alberta T0B 3S0  
Telephone (Insurance & Lending): (780) 753-2150  
Fax: (780) 753-2876

**Red Deer Regional Office**

Unit #1 - 7710 Gaetz Avenue  
 Red Deer, Alberta T4P 2A5  
 Telephone (Insurance): (403) 340-5379  
 Fax: (403) 340-7999  
 Telephone (Lending): (403) 340-5326  
 Fax: (403) 340-7004

**Rimbey**

Box 888  
 Provincial Building  
 5025 - 55th Street  
 Rimbey, Alberta T0C 2J0  
 Telephone (Insurance & Lending): (403) 843-4516  
 Fax: (403) 843-4150

**Sedgewick**

Box 266  
 4701 - 48th Avenue  
 Sedgewick, Alberta T0B 4C0  
 Telephone (Insurance): (780) 384-3880  
 Fax: (780) 384-2156

**Smoky Lake**

Box 602  
 Provincial Building  
 108 Wheatland Avenue  
 Smoky Lake, Alberta T0A 3C0  
 Telephone (Insurance): (780) 656-3644  
 Fax: (780) 656-3669

**Spirit River**

Provincial Building  
 1st Floor 4602 - 50th Street  
 Spirit River, Alberta T0H 3G0  
 Telephone (Insurance & Lending): (780) 864-3896  
 Fax: (780) 864-2529

**St. Paul**

Provincial Building  
 5025 - 49th Avenue  
 St. Paul, Alberta T0A 3A4  
 Telephone (Insurance): (780) 645-6221  
 Telephone (Lending): (780) 645-6453  
 Fax: (780) 645-2848

**Stettler**

Box 1807 (Insurance)  
 Bag 600 (Lending)  
 Provincial Building  
 4705 - 49th Avenue  
 Stettler, Alberta T0C 2L0  
 Telephone (Insurance): (403) 742-7536  
 Fax: (403) 742-7911  
 Telephone (Lending): (403) 742-7904  
 Fax: (403) 742-7911

**Stony Plain**

Provincial Building  
 4709 - 44th Avenue  
 Stony Plain, Alberta T7Z 1N4  
 Telephone (CAIS Analyst): (780) 968-4952  
 Telephone (Insurance): (780) 963-0600  
 Lending Phone: (780) 963-4720  
 Fax: (780) 963-1251

**Strathmore (includes Blackfoot Reserve)**

325 - 3rd Avenue  
 Strathmore, Alberta T1P 1B4  
 Telephone (CAIS Analyst): (403) 361-9637  
 Telephone (Insurance & Lending): (403) 934-3616  
 Fax: (403) 934-5018

**Taber**

Provincial Building  
 5011 - 49th Avenue  
 PO Box 4  
 Taber, Alberta T1G 1V9  
 Telephone (Insurance): (403) 223-7983  
 Telephone (Lending): (403) 223-7920  
 Fax: (403) 223-7985

**Thorhild**

County Administration Building  
 Box 400  
 801 - 1st Street  
 Thorhild, Alberta T0A 3J0  
 Telephone (Insurance): (780) 398-3933  
 Fax: (780) 398-2087

### Three Hills

Provincial Building  
160 - 3rd Avenue S  
Three Hills, Alberta T0M 2A0  
Telephone (Insurance & Lending): (403) 443-8515  
Fax: (403) 443-7519

### Valleyview

Provincial Building  
5112 - 50th Avenue  
PO Box 1046  
Valleyview, Alberta T0H 3N0  
Telephone (Insurance): (780) 524-3838  
Fax: (780) 524-4565

### Vegreville

Box 1440  
Vinet's Village Mall  
Suite 138 4925 - 50th Avenue  
Vegreville, Alberta T9C 1S6  
Telephone (Insurance & Lending): (780) 632-5431  
Fax: (780) 632-3385

### Vermilion

Box 10  
Provincial Building  
4701 - 52nd Street  
Vermilion, Alberta T9X 1J9  
Telephone (CAIS Analyst): (780) 853-8238  
Telephone (Insurance & Lending): (780) 853-8266  
Fax: (780) 853-1982

### Vulcan

Box 847  
102 - 1st Street S  
Vulcan, Alberta T0L 2B0  
Telephone (Insurance): (403) 485-2766  
Telephone (Lending): (403) 485-5141  
Fax: (403) 485-2947

### Wainwright

Provincial Building  
810 - 14th Avenue  
Wainwright, Alberta T9W 1R2  
Telephone (Insurance): (780) 842-7547  
Telephone (Lending): (780) 842-7542  
Fax: (780) 842-4948

### Westlock

Provincial Building  
2 - 10003 - 100th Street  
Westlock, Alberta T7P 2E8  
Telephone (CAIS Analyst): (780) 349-6253  
Telephone (Insurance & Lending): (780) 349-4544  
Fax: (780) 349-5240

## Alberta Health and Wellness

[www.health.alberta.ca](http://www.health.alberta.ca)  
Telephone: (780) 427-7164

### Public Health Division

24th Floor Telus Plaza North Tower  
10025 Jasper Avenue  
Edmonton, Alberta T5J 1S6  
Telephone: (780) 427-7142

### Program Services Division

11th Floor Telus Plaza North Tower  
10025 Jasper Avenue  
Edmonton, Alberta T5J 1S6  
Telephone: (780) 415-1581

## Alberta Infrastructure

[www.infrastructure.alberta.ca](http://www.infrastructure.alberta.ca)  
Telephone: (780) 415-0507

### Technical Services Branch:

#### Building Engineering Section

3rd Floor Infrastructure Building  
6950 - 113 Street  
Edmonton, Alberta T6H 5V7  
Telephone: (780) 422-7474  
Fax: (780) 422-7479

## Alberta Municipal Affairs

[www.municipalaffairs.alberta.ca](http://www.municipalaffairs.alberta.ca)  
Telephone: (780) 427-2732

### Local Government Services Division:

#### Municipal Services Branch

17th Floor Commerce Place  
10155 - 102 Street  
Edmonton, Alberta T5J 4L4  
Telephone: (780) 427-2225

**Public Safety Division:****Safety Services Branch**

16th Floor Commerce Place  
10155 – 102 Street  
Edmonton, Alberta T5J 4L4  
Toll free: 1-866-421-6929

**Alberta Sustainable Resource Development**

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

**Alberta Sustainable Resource Development****Information Center**

Main Floor, 9920 – 108 Street  
Edmonton, Alberta T5K 2M4  
Telephone: (780) 944-0313  
Toll free: 1-877-944-0313  
Fax: (780) 427 4407  
Email: [srd.infocent@gov.ab.ca](mailto:srd.infocent@gov.ab.ca)

**Lands Division**

11th Floor Petroleum Plaza ST  
9915 - 108 Street  
Edmonton, Alberta T5K 2G8  
Telephone: (780) 415-1396  
Fax: (780) 422-6068

**Land Management Branch**

3rd Floor Petroleum Plaza St  
9915 - 108 Street  
Edmonton, Alberta T5K 2G8  
Telephone (780) 427-3570

**Forestry Division**

11th Floor Petroleum Plaza South Tower  
9915 – 108 Street  
Edmonton, Alberta T5K 2G8  
Telephone: (780) 427-3542

**Fish and Wildlife Division**

11th Floor Petroleum Plaza South Tower  
9915 – 108 Street  
Edmonton, Alberta T5K 2G8  
Telephone: (780) 427-6749

**Map Distribution Centre**

2nd Floor 11510 Kingsway Avenue  
Edmonton, Alberta T5G 2Y5  
Telephone: (780) 422-1053  
Fax: (780) 422 0896  
Email: [MAPS.Alberta@gov.ab.ca](mailto:MAPS.Alberta@gov.ab.ca)  
[www.srd.alberta.ca/informationcentre/mapdistributioncentre.aspx](http://www.srd.alberta.ca/informationcentre/mapdistributioncentre.aspx)

**Air Photo Distribution**

Main Floor, Great West Life Building  
9920 – 108 Street  
Edmonton, Alberta T5K 2M4  
Telephone: (780) 427-3520  
Fax: (780) 422-9683  
Email: [Air.Photo@gov.ab.ca](mailto:Air.Photo@gov.ab.ca)  
[www.srd.alberta.ca/lands/geographicinformation/airphoto/default.aspx](http://www.srd.alberta.ca/lands/geographicinformation/airphoto/default.aspx)

**Natural Resources Conversation Board:**

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

**Calgary Office**

3rd Floor, 640 5th Avenue S.W.  
Calgary, Alberta T2P 3G4  
Telephone: (403) 662-3990  
Fax: (403) 662-3994

**Edmonton Office**

4th Floor Sterling Place  
9940 -106 Street  
Edmonton, Alberta T5K 2N2  
Telephone: (780) 422-1977  
Fax: (780) 427-0607

**Fairview Office**

Provincial Building  
10209-109 Street  
Box 159, Fairview, Alberta T0H 1L0  
Telephone: (780) 835-7111  
Fax: (780) 835-3259

**Lethbridge Office**

Agriculture Centre  
100, 5401 -1st Avenue S.  
Lethbridge, Alberta T1J 4V6  
Telephone: (403) 381-5166  
Fax: (403) 381-5806

### **Morinville Office**

Room 201, Provincial Building  
10008-107 Street  
Morinville, Alberta T8R 1L3  
Telephone: (780) 939-1212  
Fax: (780) 939-3194

### **Red Deer Office**

Provincial Building  
# 303, 4920- 51 Street  
Red Deer, Alberta T4N 6K8  
Telephone: (403) 340-5241  
Fax: (403) 340-5599

## **Alberta Tourism, Parks, and Recreation**

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

### **Tourism Division:**

#### **Tourism Business Development, Research and Investment Branch**

6th Floor, Commerce Place  
10155 - 102 Street  
Edmonton, Alberta T5J 4L6  
Telephone: (780) 422-4991  
Fax: (780) 427-6454

#### **Tourism Development Branch**

6th Floor, Commerce Place  
10155 – 102 Street  
Edmonton, Alberta T5J 4L6  
Telephone: (780) 422-6544  
Fax: (780) 427-0778

#### **Tourism Services Branch**

6th Floor, Commerce Place  
10155 – 102 Street  
Edmonton, Alberta T5J 4L6  
Telephone: (780) 427-4327  
Fax: (780) 415-0896

### **Parks Division:**

2nd Floor Oxbridge Place  
9820 – 106 Street  
Edmonton, Alberta T5K 2J6  
Telephone: (780) 427-3582  
Toll free: 1-866-427-3582  
Fax: (780) 427-5980

### **Parks Area Offices:**

#### **Northeast Area**

P.O. Box 23  
2nd Floor, Provincial Building  
9503 Beaverhill Road  
Lac La Biche, Alberta T0A 2C0  
Telephone: (780) 623-5235  
Fax: (780) 623-5239

#### **Northwest Area**

Room 1301 Provincial Building  
10320 99 Street  
Grande Prairie, Alberta T8V 6J4  
Telephone: (780) 538-5350  
Fax: (780) 538-5617

#### **Southwest Area**

4th Floor, Administration Building  
909 3rd Avenue North  
Lethbridge, Alberta T1H 0H5  
Telephone: (403) 382-4097  
Fax: (403) 382-4257

#### **Southeast Area**

Rm 301, Provincial Building  
346 - 3rd Street SE  
Medicine Hat, Alberta T1A 0G7  
Telephone: (403) 528-5228  
Fax: (403) 529-3700

#### **West Central Area**

Suite #1, 250 Diamond Avenue  
Spruce Grove, Alberta T7X 4C7  
Telephone: (780) 960-8170  
Fax: (780) 960-8141

### East Central Area

#404, First Red Deer Place  
4911 - 51 Street  
Red Deer, Alberta T4N 6V4  
Telephone: (403) 340-7691  
Fax: (403) 340-5575

### Kananaskis Country

Regional Director  
#201, 800 Railway Avenue  
Canmore, Alberta T1W 1P1  
Telephone: (403) 678-5508  
Fax: (403) 678-5505

### Alberta Government Library System

Alberta Tourism, Parks and Recreation  
(Library Resource)  
5th Floor, Commerce Place  
10155 – 102 Street  
Edmonton, Alberta T5J 4L6  
Telephone: (780) 427-4957 or Government of Alberta  
Toll free at 310-0000.

### Alberta Transportation

[www.transportation.alberta.ca](http://www.transportation.alberta.ca)  
Telephone: (780) 427-2731

### Transportation and Civil Engineering

2nd Floor Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta T6B 2X3  
Telephone: (780) 422-0160

### Regional Offices:

#### Southern Region Office

3rd Floor Administration Building  
909 – 3 Avenue N  
Lethbridge, Alberta T1H 0H5  
Telephone: (403) 381-5426  
Fax: (403) 382-4412

#### Central Region Office

4th Floor Provincial Building  
4920 - 51 Street  
Red Deer, Alberta T4N 6K8  
Telephone: (403) 340-5166  
Fax: (403)-340-4810

### North Central Region Office

Box 4596  
4513 - 62 Avenue  
Barrhead, Alberta T7N 1A5  
Telephone: (780) 674-8221

### Peace Region Office

3rd Floor Provincial Building  
9621 – 96 Avenue  
Peace River, Alberta T8S 1T4  
Telephone: (780) 624-6280  
Fax: (780) 624-2440

## Other Important Contacts

### AlbertaFirst.com

[www.albertafirst.com](http://www.albertafirst.com)  
Box 71  
Okotoks, Alberta T1S 1A4  
Telephone: (587) 888-4602  
Toll free: 1-866-209-5959  
Email: [info@albertafirst.com](mailto:info@albertafirst.com).

### The Business Link

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

### Edmonton Office

100, 10237 - 104 Street NW  
Edmonton, Alberta T5J 1B1  
Telephone: (780) 422-7722  
Toll free: 1-800-272-9675  
Fax: (780) 422-0055

### Calgary Office

250-639 5 Avenue SW  
Calgary, Alberta T2P 0M9  
Telephone: (403) 221-7800  
Toll free: 1-800-272-9675  
Fax: (403) 221-7817

## Tourism Associations and Organizations

Please note: Other associations can be located on the ATPR website: [www.tpr.alberta.ca](http://www.tpr.alberta.ca)

**Travel Alberta Corporation**  
[www.industry.travelalberta.com](http://www.industry.travelalberta.com)

**Travel Alberta (In Province)**  
10949 - 120 Street  
Edmonton, Alberta T5H 3R2  
Phone: (780) 732-1625  
Fax: (780) 423-6722  
E-mail: [inprovince@travelalberta.com](mailto:inprovince@travelalberta.com)

**Travel Alberta - Marketing Information**  
#500, 999 – 8th Street SW  
Calgary, Alberta T2R 1J5  
Telephone: (403) 297-2700  
Fax: (403) 297-5068  
E-mail: [info@TravelAlberta.com](mailto:info@TravelAlberta.com)

**Travel Alberta - Visitor Information**  
P.O.Box 2500  
Edmonton, Alberta T5J 2Z4  
Toll free: 1- 800-252-3782  
Fax: (780) 427-0867  
Email: [travelinfo@TravelAlberta.com](mailto:travelinfo@TravelAlberta.com)

**Alberta Destination Marketing Organizations:**

**Alberta's Lakeland**  
[www.albertaslakeland.com](http://www.albertaslakeland.com)  
Box 874  
St. Paul, Alberta T0A 3A0  
Telephone: (780) 645-2913

**Athabasca Country Tourism**  
[www.athabascacountry.com](http://www.athabascacountry.com)  
4705-49th Avenue  
Athabasca, Alberta T9S 1B7  
Telephone: (780) 675-2230  
Toll free: 1-877-211-8669  
Fax: (780) 675-4242  
Email: [tourism@athabascacounty.com](mailto:tourism@athabascacounty.com)

**Banff/Lake Louise Tourism**  
[www.banfflakelouise.com](http://www.banfflakelouise.com)  
P.O. Box 1298  
Banff, Alberta T1L 1B3  
Telephone: (403) 762-8421  
Fax: (403) 762-8163

**Big Lake Country Tourism**  
[www.lesserslavelake.ca](http://www.lesserslavelake.ca)  
P.O. Box 1606  
Slave Lake, Alberta T0G 2A0  
Toll free: 1-800-267-4654  
E-mail: [tourism@lesserslavelake.ca](mailto:tourism@lesserslavelake.ca)

**Boomtown Trail**  
[www.boomtowntrail.com](http://www.boomtowntrail.com)  
4803-50 Avenue  
Camrose, Alberta T4V 0S1  
Telephone: (780) 672-2710  
Fax: (780) 672-4837  
E-mail: [info@boomtowntrail.com](mailto:info@boomtowntrail.com)

**Brazeau Regional Tourism**  
[www.brazeautourism.ca](http://www.brazeautourism.ca)  
6009 44th Avenue  
Drayton Valley, Alberta T7A 1R4  
Telephone: (780) 542-7529  
Fax: (780) 542-7523  
Email: [info@brazeautourism.ca](mailto:info@brazeautourism.ca)

**Chinook Country Tourist Association**  
[www.chinookcountry.com](http://www.chinookcountry.com)  
2805 Scenic Drive  
Lethbridge, Alberta T1K 5B7  
Telephone: (403) 329-6777  
Toll free: 1-800-661-1222  
Fax: (403) 329-6177  
Email: [info@chinookcountry.com](mailto:info@chinookcountry.com)

**Edmonton Tourism**  
[www.edmonton.com/tourism](http://www.edmonton.com/tourism)  
World Trade Centre Edmonton  
9990 Jasper Avenue  
Edmonton, Alberta T5J 1P7  
Telephone: (780) 426-4715  
Toll free: 1-800-463-4667

**Grande Prairie Regional Tourism Association**[www.gptourism.ca](http://www.gptourism.ca)

#114, 11330 – 106 Street  
 Grande Prairie, Alberta T8V 7X9  
 Toll free: 1-866-202-2202

**Jasper Tourism & Commerce**[www.jaspercanadianrockies.com](http://www.jaspercanadianrockies.com)

P.O. Box 98  
 Jasper, Alberta T0E 1E0  
 Telephone: (780) 852-3858  
 Fax: (780) 852-4932  
 E-Mail: [info@jaspercanadianrockies.com](mailto:info@jaspercanadianrockies.com)

**Kalyna Country**[www.kalynacountry.com](http://www.kalynacountry.com)

P.O. Box 496  
 Vegreville, Alberta T9C 1R6  
 Toll free: 1-888-452-5962  
 Fax: (780) 632-3504

**Mighty Peace Tourist Association**[www.mightypeace.com](http://www.mightypeace.com)

Box 419  
 Berwyn, Alberta T0H 0E0  
 Telephone: (780) 338-2364  
 Toll Free 1-800-215-4535  
 Fax: (780) 338-3811  
 Email: [info@mightypeace.com](mailto:info@mightypeace.com)

**Prairies to Peaks Tourism Association**[www.prairies2peaks.ca](http://www.prairies2peaks.ca)

5119 - 49 Avenue  
 Olds, Alberta T4H 1G2  
 Telephone: (403) 556-1049  
 Toll Free 1-888-556-8846

**The Cowboy Trail Tourism Association**[www.thecowboytrail.com](http://www.thecowboytrail.com)

P.O. Box 5245  
 High River, Alberta T1V 1M4  
 Toll Free 1-866-627-3051  
 Fax: (403) 652-5907  
 E-mail: [cowboytrail@telus.net](mailto:cowboytrail@telus.net)

**Tourism Calgary (CCVB)**[www.tourismcalgary.com](http://www.tourismcalgary.com)

Suite 200  
 238 – 11th Avenue SE  
 Calgary, Alberta T2G 0X8  
 Telephone: (403) 263-8510  
 Toll Free 1-800-661-1678  
 Fax: (403) 262-3809  
 Fax: (780) 425-5283

**Tourism Medicine Hat**[www.tourismmedicinehat.com](http://www.tourismmedicinehat.com)

#8 Gehring Road SW  
 Medicine Hat, Alberta T1B 4W1  
 Telephone: (403) 527-6422  
 Toll free: 1-800-481-2822  
 Fax: (403) 528-2682  
 E-mail: [info@tourismmedicinehat.com](mailto:info@tourismmedicinehat.com)

**Alberta Hotel & Lodging Association**[www.ahla.ca](http://www.ahla.ca)

#401 – Centre 104, 5241 Calgary Trail  
 Edmonton, Alberta T6H 5G8  
 Telephone: (780) 436-6112  
 Toll free: 1-888-436-6112  
 Fax: (780) 436-5404

**Alberta Outfitters Association**[www.albertaoutfitters.com](http://www.albertaoutfitters.com)

Box 277  
 Caroline, Alberta T0M 0M0  
 Toll free: 1-800-742-5548

**Alberta Professional Outfitters Society**[www.apos.ab.ca](http://www.apos.ab.ca)

#103, 6030-88 St.  
 Edmonton, Alberta T6E 6G4  
 Telephone: (780) 465-6801  
 Fax: (780) 414-0249

## Alberta Tourism Destination Regions (TDR):

### Alberta Central

#303A, 4406 - 50 Avenue  
Red Deer, Alberta T4N 3Z6  
Telephone: (403) 309-9412

### Alberta North

#2, 4907 - 51 Street  
Athabasca, Alberta T9S 1E7  
Telephone: (780) 675-3744

### Alberta South

3096 Dumore Road SE  
Medicine Hat, Alberta T1B 2X2  
Telephone: (403) 526-6355

### Calgary and Area

[www.tourismcalgary.com](http://www.tourismcalgary.com)  
120 - 9th Avenue SE  
Calgary, Alberta T2G 0P3  
Telephone: (403) 218-7892

### Canadian Rockies

Box 520  
Banff, Alberta T1L 1A6  
Telephone: (403) 762-0279

### Edmonton and Area

[www.edmonton.com/tourism](http://www.edmonton.com/tourism)  
5th floor, World Trade Centre Edmonton  
9990 Jasper Avenue  
Edmonton, Alberta T5J 1P7  
Telephone: (780) 917-7662

## Canadian Tourism Commission

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

Suite 1400, Four Bentall Centre  
1055 Dunsmuir St./Box 49230  
Vancouver, British Columbia V7X 1L2  
Telephone: (604) 638-8300

## Conference Board of Canada

### Canadian Tourism Research Institute

[www.conferenceboard.ca](http://www.conferenceboard.ca)  
255 Smyth Road  
Ottawa, Ontario K1H 8M7  
Telephone: (613) 526-3280  
Toll free: 1-866-711-2262  
Fax: (613) 526-4857

## Regional Airport Authorities

### Calgary Airport Authority:

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

### Calgary International Airport

2000 Airport Road NE  
Calgary, Alberta T2E 6W5  
Telephone: (403) 735-1200  
Fax: (403) 735-1281  
Email: [calgaryairport@yyc.com](mailto:calgaryairport@yyc.com)

### Springbank Airport

175 MacLaurin Drive SW  
Calgary, Alberta T3Z 3S4  
Telephone: (403) 286-1494  
Fax: (403) 288-4488  
Email: [springbank@yyc.com](mailto:springbank@yyc.com)

### Edmonton Regional Airport Authority:

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

### Cooking Lake Airport

P.O. Box 9860  
Edmonton, Alberta T5J 2T2  
Telephone: (780) 890-8900  
Toll free: 1-800-268-7134  
Fax: (780) 890-8329  
Email: [generalaviation@flyeia.com](mailto:generalaviation@flyeia.com)

### Edmonton City Centre Airport

P.O. Box 9860  
Edmonton, Alberta T5J 2T2  
Telephone: (780) 890-8900  
Toll free: 1-800-268-7134  
Fax: (780) 890-8550  
Email: [generalaviation@flyeia.com](mailto:generalaviation@flyeia.com)

**Edmonton International Airport**

P.O. Box 9860  
Edmonton, Alberta T5J 2T2  
Telephone: (780) 890-8900  
Fax: (780) 890-8329  
Email: [info@flyeia.com](mailto:info@flyeia.com)

**Villeneuve Airport**

P.O. Box 9860  
Edmonton, Alberta T5J 2T2  
Telephone: (780) 890-8900  
Toll free: 1-800-268-7134  
Fax: (780) 890-8329  
Email: [generalaviation@flyeia.com](mailto:generalaviation@flyeia.com)

**Fort McMurray Regional Airport Commission**

9909 Franklin Avenue  
Fort McMurray, Alberta T9H 2K4  
Telephone: (780) 790-3900

**Grande Prairie Airport Commission**

Grande Prairie Airport  
Suite 220, 10610 Airport Drive  
Grande Prairie, Alberta T8V 7Z5  
Telephone: (780) 539-5270  
Fax: (780) 532-1520

**Lethbridge County Airport**

417 Stubb Ross Road, Suite 209  
Lethbridge, Alberta T1K 7N3  
Telephone: (403) 329-4466  
Fax: (403) 329-8736

**Peace River Airport**

Town of Peace River  
P.O. Box 6600  
Peace River, Alberta T8S 1S4  
Telephone: (780) 624-2867  
Fax: (780) 624-3157



## OTHER ALBERTA TOURISM DEVELOPMENT GUIDES:



### Tourism Business Planning Guide

A guide to assist with the preparation of a business plan

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



### Tourism Funding Sources Guide

A guide to funding and business advisory sources

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

## Government of Alberta ■

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

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

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

## Tourism Development Guide

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