



QUESTION 15:
**HOW WILL YOU
KNOW YOU ARE
SUCCESSFUL?**

QUESTION 15: How will you know you are successful?

In this section, we will figure out *how you will know you are successful*. Starting up a successful tourism business is an important factor, but it is not the only measurement you should consider. It will be worth your while to evaluate your achievements after the first year of operation and on a regular basis after that.



ACTIVITY How will you know you are successful?

The checklist below can be used to help you gauge your success in the first year of operation. You are encouraged to add your own milestones that are not included in the list below.

Success Checklist for Indigenous Tourism Business Startups

My new tourism business began operations	<input type="checkbox"/>
Revenues are above costs and the business is generating a profit at target levels	<input type="checkbox"/>
The business' value proposition is resonating with visitors	<input type="checkbox"/>
The business has generated a customer base	<input type="checkbox"/>
The business is on track to achieve its 5-year mission and vision	<input type="checkbox"/>
The business has established a competitive advantage	<input type="checkbox"/>
I am on track to achieve my personal goals through the business	<input type="checkbox"/>
I am proud of how my business is sharing and promoting my culture	<input type="checkbox"/>
My business is having a positive impact in my community	<input type="checkbox"/>
(Add your own milestones below)	
<hr/>	
<hr/>	
<hr/>	
<hr/>	

Stoney Nakoda
Resort & Casino



4 NEXT STEPS TO STARTING YOUR INDIGENOUS TOURISM BUSINESS

NEXT STEPS TO STARTING YOUR INDIGENOUS TOURISM BUSINESS

BY THE END OF THIS SECTION YOU WILL:

- Know the next steps to starting your tourism business.
- Know where to go and who to talk to for help starting your tourism business.
- Know how to access free resources, services and research to support your tourism business.

Next Steps

Having completed this workbook, you are well on your way to starting your own Indigenous tourism business. However, there is more work to be done before you take the leap into tourism entrepreneurship. Following these next five steps will help set you up for success as you continue to explore your idea.

1. Take some time for self-reflection. Is starting a tourism business right for you? Are you willing to explore your idea further? Do you need more information to make a decision?
2. If you decide to move forward with starting your own tourism business, consult the *Tourism Business Planning Guide*, the *Tourism Development Guide* and ITAC's National Guidelines for further information.
3. Write a business plan for your idea. All of the exercises you completed in this workbook can be used to help develop a business plan!*
4. Determine the feasibility of starting up a tourism business (See page 60 of the *Tourism Business Planning Guide*).
5. Make the decision on whether or not to move forward with starting your own tourism business.

Appendix B has a *business planning* template that you can use to organize your business plan.



A business plan is an essential tool that every business should have. It acts as a road map to keep the business on track, and is the basis of any funding request submitted to lenders or investors. It is well worth your time to develop a comprehensive and thorough business plan.



Think about the steps you need to complete to start your tourism business (e.g. Develop a business plan, acquire financing, secure permits, etc.). Take some time to write down the key milestones in the timeline charts below.

Year 1	
Quarter	Key Achievements
Quarter 1 (1 – 3 months)	- - -
Quarter 2 (4 – 6 months)	- - -
Quarter 3 (7 – 9 months)	- - -
Quarter 4 (10 – 12 months)	- - -

Year 2	
Quarter	Key Achievements
Quarter 1 (1 – 3 months)	- - -
Quarter 2 (4 – 6 months)	- - -
Quarter 3 (7 – 9 months)	- - -
Quarter 4 (10 – 12 months)	- - -

Where to Get Help Starting Your Tourism Business

Starting your own tourism business can be a lot of work, but you are not alone. There are many private, not-for-profit and government organizations that can help you start your tourism business. A summary of these organizations is provided in Figure 1 below. For an expanded list of organizations and the supports and resources they offer, please see *Appendix C*.



A business plan is an essential tool that every business should have. It acts as a road map to keep the business on track, and is the basis of any funding request submitted to lenders or investors. It is well worth your time to develop a comprehensive and thorough business plan.

Figure 1. Who can help you start a tourism business

Organization	Description
Alberta Economic Development, Trade and Tourism	<p>The tourism division has many supports and free resources for Alberta's tourism entrepreneurs, including tourism research, guidebooks, marketing, and training/support for business in all stages of development.</p> <p>Contact: Tel: 780.422.4991 Email: tourism.entrepreneurship@gov.ab.ca Website: https://www.alberta.ca/tourism-entrepreneurship.aspx and https://www.alberta.ca/tourism-industry-stakeholder-services.aspx</p>
Travel Alberta	<p><i>Travel Alberta</i> is the province's tourism marketing agency, showcasing Alberta's tourism experiences to potential travellers in Canada and internationally. Travel Alberta provides marketing expertise and destination development support to Alberta-based tourism businesses, creating compelling reasons for travellers to explore Alberta.</p> <p>Contact: Tel: 403.648.1000 Email: info@travelalberta.ca Website: www.industry.travelalberta.com</p>
Destination Marketing Organizations	<p>Many regions throughout Alberta have destination marketing organizations that provide marketing services and other forms of assistance for tourism businesses in their jurisdiction. Check the website below to locate your local destination marketing organization.</p> <p>Contact: Website: https://industry.travelalberta.com</p>
Community Futures Alberta	<p>The Community Futures Alberta Association works to foster sustainable small businesses and rural communities. See the website below to locate your local Community Futures office.</p> <p>Contact: Website: http://albertacf.com/location-finder</p>

Organization	Description
Indigenous Tourism Alberta (ITA)	<p>Indigenous Tourism Alberta (ITA). An organization devoted to help grow and promote authentic, sustainable and culturally rich indigenous tourism experiences.</p> <p>Contact: Email: Info@indigenoustourismalberta.ca Website: indigenoustourismalberta.ca</p>
Indigenous Tourism Association of Canada (ITAC)	<p>The corporate website for ITAC includes many different supports and free resources for Indigenous tourism entrepreneurs including tourism research, guidebooks, marketing, and training/support for business in all stages of development.</p> <p>Contact: Website: https://indigenoustourism.ca and https://indigenoustourism.ca/corporate/</p>
Business Development Bank of Canada	<p>The Business Development Bank of Canada provides financing and consulting services to small and medium-sized enterprises at every stage of growth. For services in Alberta, please contact one of the offices listed here:</p> <p>Website: www.bdc.ca/en/business-centres/alberta/</p>
Business Link	<p><i>Business Link</i> is a non-profit organization that helps entrepreneurs start their own business.</p> <p>Contact: Tel: 1.800.272.9675 (toll free) Email: askus@businesslink.ca Website: www.businesslink.ca</p>
Alberta Environment and Parks	<p><i>Alberta Environment and Parks</i> manages the province's land and natural resources through the Land-use Framework. All land-based activities are considered through this Framework, including tourism. Operators can work with this ministry to acquire any necessary land-use approvals..</p> <p>Contact: Tel: 780.644.7972 Email: LUF@gov.ab.ca Website: www.aep.alberta.ca</p>
Service Alberta	<p><i>Service Alberta</i> provides licenses and permits for starting a business, as well as help with incorporating a business and registering a business name.</p> <p>Contact: Tel: 780.427.7013 Email: cr@gov.ab.ca Website: http://www.servicealberta.gov.ab.ca/businesses.cfm</p>



Travel Alberta



Jasper Tour Company

APPENDICES

A. National Guidelines - Authentic Indigenous Tourism

The Indigenous Tourism Association of Canada has released the National Guidelines for creating an authentic Indigenous tourism experience and it is now available online as a fillable PDF file. Visitors today are looking for high quality authentic Indigenous experiences, and this guide is designed to promote excellence in Indigenous cultural tourism (ICT) experiences across Canada. It acts as a step-by-step guide for businesses to explore what is needed to grow and build on success, both nationally and internationally working within the travel trade.

Indigenous cultural tourism provides visitors with a unique experience that they cannot have anywhere else in the world, however, just offering that experience is not enough to succeed. Your visitors and industry partners will expect your business to meet industry standards and deliver a consistent high-quality tourism experience each and every time. Similar versions of these standards are used by almost all Provinces and Territories to help identify which experiences they promote within international markets. Within our industry of Indigenous cultural tourism, it is equally important to protect the authenticity of the experience along with its quality and consistency.

You can download the PDF here

<https://indigenoustourism.ca/corporate/itac-national-guidelines-now-available-online/>.

These National Guidelines are your tool to help you to develop and deliver a “market-ready” and authentic ICT product. The Guide contains valuable information, checklists and best practices. A self-assessment using this Guide will help you to develop, deliver, and price an authentic Indigenous tourism experience – making you more competitive and successful. It will also help you improve the quality of the visitor experience – which will result in more visitors and growth for your tourism experience.

A self-assessment using this Guide will help you consider some of the key factors that help to ensure the authenticity of your experience:

- Does your experience offer meaningful benefit to the Indigenous people and community where the operation is based?
- Is the community involved in the delivery of the cultural programming to the visitor?
- Is all of the Indigenous cultural content portrayed in an appropriate, respectful manner that follows local protocols?
- Does the Indigenous community being portrayed have control over the content of the cultural programming?
- Can you demonstrate a connection to the community portrayed that reflects a responsibility to that community?

Are you “business-ready”? How will you move towards becoming “market” or “export-ready”?

All businesses in the tourism sector, Indigenous or otherwise, must meet industry-wide standards to be seen as “visitor-ready”. ITAC have broken down these industry standards into three categories of “readiness” so that you can easily understand the market you are currently interested in; how you can be able to attract and serve; and what steps you need to take to move to the next level.

Visitor-ready business or experience may be described as:

- Business exists and is open (year-round or seasonally).
- Has all its licenses, permits and insurance in place in order to operate legally.
- Basic website or Facebook listing with minimal information.
- No active marketing efforts.
- Uncertainty about what visitors will see or do. Lack of consistent hours or response to questions.

What do you need to do to become “visitor-ready” and open your doors?

Market-ready business or experience meets all of the above criteria plus:

- Open consistently for at least two years.
- Good website with contact info, reachable 24/7.
- Promotional materials and explanation of what visitors will see or do.
- Meets or exceeds industry expectations for business' sector.
- Communicates with and responds to potential visitors year-round.
- Is ready to accept advanced reservations.

What are your priorities to become “market-ready”?

How will you ensure you meet these standards and evaluate your success?

“Export-ready” business or experience meets all of the above criteria plus:

- Involvement with industry partners, working partnerships, DMOs, media exposure, welcomes international visitors.
- Prepared to market and partner with travel trade distribution sales channels.
- Understands commission and net rate pricing, has commissionable pricing structures, accepts vouchers, tested by industry associations.

Do you want to become “export-ready” and work with travel trade? What do you need to consider now to ensure that you can be export ready” in the future? (i.e. pricing structures that can accommodate commissions, building partnerships with DMOS)

B. Business Plan Template

The following template can be used to help you organize your business plan and review it for clarity and content based on the following four factors:

Clear - thorough and understandable

Concise - expressing much in brief form

Complete - lacking nothing

Comprehensive - large in scope and content

Business Plan Template		
Business Plan Section	Contents	Assessment
Letter of Transmittal	<ul style="list-style-type: none"> • Introduce your business plan to the reader • Outline the major features that may be of interest 	Clear: Concise: Complete: Comprehensive: Total Points: ____ / 1
Title Page	<ul style="list-style-type: none"> • Provide identifying information about you and your proposed business. • Name, address and contact numbers for the business as well as key company contacts 	Clear: Concise: Complete: Comprehensive: Total Points: ____ / 1
Table of Contents	<ul style="list-style-type: none"> • A list of the major headings and subheadings contained in your plan 	Clear: Concise: Complete: Comprehensive: Total Points: ____ / 1
Executive Summary and Fact Sheet	<ul style="list-style-type: none"> • A 1-2 page summary of the important points in your plan • May be the most important part of your business plan • Your fact sheet summarizes the basic information that relates to the venture 	Clear: Concise: Complete: Comprehensive: Total Points: ____ / 2
Company and Industry	<ul style="list-style-type: none"> • History and current situation of your company • Goals and objectives for the business • Principal characteristics and trends in the industry 	Clear: Concise: Complete: Comprehensive: Total Points: ____ / 10

Business Plan Template

Business Plan Section	Contents	Assessment
Product and Service Offering	<ul style="list-style-type: none"> Detailed description of your product or service Outline stage of development and proprietary position 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /10
Market Analysis	<ul style="list-style-type: none"> Describe the profile of your principal target customer Indicate current market size, trends and seasonal patterns Assess the nature of your competition Estimate your expected sales and market share 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /10
Your Marketing Plan	<ul style="list-style-type: none"> Detail the marketing strategy you plan to use Describe your marketing plan with respect to your sales strategy, advertising and promotion plans, pricing policy, and channels of distribution 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /10
Your Development Plan	<ul style="list-style-type: none"> Outline the development status of your product and what is still required to get it to a “market-ready” state Are there regulatory, testing or other requirements that still have to be met? 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /3
Your Production / Operations Plan	<ul style="list-style-type: none"> Outline the operating side of your business Describe your location, kind of facilities, space requirements, capital equipment needs, and labour requirements 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /10
Your Management Team	<ul style="list-style-type: none"> Identify your key management people, their responsibilities, and their qualifications Indicate the principal shareholders of the business, principal advisors, and the members of your board of directors 	Clear: Concise: Complete: Comprehensive: Total Points: _____ /10

Business Plan Template

Business Plan Section	Contents	Assessment
Your Implementation Schedule	<ul style="list-style-type: none"> • Present an overall schedule indicating what needs to be done to launch your business and the timing required to bring it about • Discuss the major problems and risks that you will have to deal with 	Clear: Concise: Complete: Comprehensive: Total Points: _____ / 5
Your Financial Plan	<ul style="list-style-type: none"> • Indicate the type and amount of financing you are looking for and how the funds will be used • Outline your proposed terms of investment, the potential return to the investor, and what benefit is being provided • Provide an overview of the current financial structure of your business • Prepare realistic financial projections that reflect the effect of the financing; include: <ul style="list-style-type: none"> – Cash flow forecasts – <i>Pro forma</i> profit and loss statements – <i>Pro forma</i> balance sheet – Break-even analysis – Startup costs – Personal net-worth statement 	Clear: Concise: Complete: Comprehensive: Total Points: _____ / 22
Appendices	Supporting material for your plan including: <ul style="list-style-type: none"> • Detailed resumes of the management team • Product literature and photographs • Names of possible customers and suppliers • Consulting reports and market surveys • Copies of legal documents • Publicity material • Letters of reference 	Clear: Concise: Complete: Comprehensive: Total Points: _____ / 10
Business Plan Evaluation	Total Available Points: 105	Total Points: _____ / 105

Indigenous Financial Institutions (Alberta) - 2018

PROGRAM	DESCRIPTION	ELIGIBILITY	FINANCING	CONTACT INFO	UNDERWRITING
Alberta Indian Investment Corporation	Financial and general business assistance to First Nation entrepreneurs on or off reserve.	Must be a Status Indian who has resided in Alberta for one year. For corporations or partnership, at least 51% of shares must be aboriginal owned, participate in more than 51% of profits, and be active in company management. Head office must be in Alberta.	General loan limit of \$250,000. Consideration of loan requests up to \$480,000 within specific criteria. Equity investments in First Nation businesses	www.aiicbusiness.org 1-888-308-6789	Minimum 10% cash equity
Apeetogosan (Métis) Development Inc	Provides a range of support including small business loans, support service programs, and business advisory services. Small Business Equity Program (SBEP) is a grant program. This program is federally funded and has contracted Apeetogosan to deliver the program to both Métis and First Nation clients	Clients must be individuals of Canadian Indigenous heritage — Status or Non-status Indian (on or off-reserve), Métis or Inuit — or a majority-owned aboriginal business, or an aboriginal community and/or development corporation. To be eligible for support, clients should also be involved full-time with the proposed business in a management capacity	Loans up to \$150,000. SBEP GRANTS - Individual aboriginal entrepreneurs may receive up to \$99,999 in grant assistance. For community-owned businesses, the maximum grant is \$250,000 for community-based projects.	www.apeetogosan.com 800-252-7963 780-447-6201	Must be able to provide 10% cash equity to support the project. Credit checks will be conducted on an applicant(s) The grant could contribute up to 30 per cent of eligible capital, 60 per cent of marketing costs and 75 per-cent of business support costs.
Indian Business Corporation	Direct and indirect financing for First Nation entrepreneurs.	Alberta Treaty individuals and groups	Varies	www.indianbc.ca 800-387-4813	The minimum equity requirement for all loans is 20%, half of which must be in cash.
Settlement Investment Corporation (Métis) Settlement Investment Corporation (SIC) is 100% owned by Settlement Sooniya Corporation, which in turn is owned by the Métis Settlements General Council on behalf of the members of the eight Métis Settlements (Buffalo Lake, East Prairie, Elizabeth, Fishing Lake, Gift Lake, Kikino, Paddle Prairie, and Peavine).	Commercial debt financing and development of management skills.	Must be a resident of a Métis settlement, or a partnership or corporation in which a Métis settler owns at least 51%.	Maximum loan amounts for Commercial Ventures is set at \$250,000. Maximum loan amounts for Agriculture Projects is set at \$150,000.	www.settlementinvestcorp.com 800-661-9902 or (780) 488-5656	Minimum cash equity of 10% Equity required on a project is case-by-case. The minimum owner's equity required is 10% based on a cash injection on a capital purchase; however if cash is unavailable SIC will accept equity in a form of collateral at a rate of 115%.

PROGRAM	DESCRIPTION	ELIGIBILITY	FINANCING	CONTACT INFO	UNDERWRITING
Community Futures Treaty Seven Economic Development Corporation	Assists economic development of Treaty Seven members. Loans are to start-up or expand a business.	Businesses must be 51% owned by a Treaty Seven member. Loans provided to businesses located on and off-reserve.	Loans up to \$25,000	www.t7edc.com	Minimum 10% equity must provide proof of decline from traditional financial institution On-reserve loans require a BCR.
Capital for Aboriginal Prosperity and Entrepreneurship (CAPE) Fund	The fund supports aboriginal entrepreneurs with equity and quasi-equity instruments.	A \$50 million private sector investment fund that focuses on projects, which are linked, through either ownership, employment or geographic proximity, to an aboriginal group or community.	Amounts in the range of \$1,000,000 to \$7,500,000. On average, the investments will be held from 5 to 7 years.	www.capefund.ca 514-962-3905	These investments may be "one-time" or "staged" depending on the growth and business requirements of the Fund's investee companies.

Other Financing Organizations that Service Indigenous Businesses

PROGRAM	DESCRIPTION	ELIGIBILITY	FINANCING	CONTACT INFO	UNDERWRITING
Alberta Women Entrepreneurs (AWE) Next Step for Indigenous Women	Provides unique programs and services to women in business through mentoring, advising, financing and skills and network development.	Business must be 50% owned by an Aboriginal woman, 18 years of age or older. Business must be based in Alberta	Repayable loans of up to \$150,000 for start-up or expansion of existing businesses.	www.awebusiness.com 1-800-713-3558	Minimum 25% cash equity Credit Check
Business Development Bank of Canada (BDC) Growth Capital for Indigenous Business	Access to capital for Indigenous entrepreneurs to expand or start a new business, on or off reserve.	Applicants must: 1. Have a commercially viable business plan. 2. An acceptable level of management expertise. 3. Demonstrate financial commitment.	For Aboriginal businesses, BDC also offers up to \$100,000 in unsecured financing.	www.bdc.ca 780-495-4160 Tyler Gibbon-Thorne Senior Account Manager, Indigenous Banking	Minimum 10% cash equity required with an SBEP grant from Apeetogosan, otherwise 30%. Beacon score must be around 730 Existing credit utilization will be evaluated as part of credit assessment

C. Contacts and Resources for Tourism Entrepreneurs

The following are key contacts and resources that you can access to help you startup a tourism business.

Government of Alberta

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

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

Alberta Economic Development, Trade and Tourism -

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

Alberta Culture and Tourism

Tourism Division

6th Floor, Commerce place

10155 - 102 Street

Edmonton, Alberta T5J 4I6

Tel: (780) 422-4991

Fax: (780) 422-1759

email: tourism.entrepreneurship@gov.ab.ca

<http://www.alberta.ca/tourism-industry-stakeholder-services.aspx>

Alberta Labour and Immigration

Edmonton, Alberta

email: abworkforce@gov.ab.ca

<http://www.alberta.ca/labour-and-immigration.aspx>

Travel Alberta

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

<http://industry.travelalberta.com> (for industry)

www.travelalberta.com (for consumers)

Travel Alberta

400, 1601 - 9 Avenue SE

Calgary, Alberta T2G 0H4

Tel: (403) 648-1000

Fax: (403) 648-1111

email: info@travelalberta.com

Alberta Economic Development, Trade and Tourism and Travel Alberta provide the following programs, services and resources to assist tourism businesses in startup.

Startup Supports

- **Indigenous Tourism:** Offers programs that assist Indigenous tourism entrepreneurs. Contact 780.641.9326 or tourism.entrepreneurship@gov.ab.ca
- **Investment:** Offers tourism investment services and information for entrepreneurs and organizations seeking to invest or develop tourism projects in Alberta. Contact 780.641.9326 or tourism.entrepreneurship@gov.ab.ca
- **Land Use Planning:** Provides advisory services, conducts land use planning assessments, and assists entrepreneurs seeking access to public land. Contact tourism.policy@gov.ab.ca
- **Product Development:** Helps tourism partners and stakeholders develop, deliver, evaluate and grow authentic experiences. Contact Destination.Development@gov.ab.ca
- **Highway Signage:** Ensures a high-quality, consistent highway signage system throughout the province. Contact 1.866.560.7446 or inquire@albertatraffic.com
- **Tourism Entrepreneurship Program:** Provides tools and services to help entrepreneurs start new tourism businesses and help existing tourism entrepreneurs innovate, expand or refresh their operations. Contact 780.641.9326 or tourism.entrepreneurship@gov.ab.ca
- **Research and Statistics:** Provides the latest tourism trends, data and research. Contact tourism.research@gov.ab.ca
- **Get to Know your Best Customer:** Get to know your target market, experiences they're looking for and how to create targeted marketing messages. Contact Travel Alberta at info@travelalberta.com
- **Build a Basic Marketing Plan:** Learn how to develop a plan for your business to help you make important marketing decisions. Contact Travel Alberta at info@travelalberta.com

Alberta Environment and Parks

Operators can work with this ministry to acquire any necessary land-use approvals.

Tel: 780.644.7972

Email: LUF@gov.ab.ca

Website: www.aep.alberta.ca

Service Alberta

Provides licenses and permits for starting a business.

Tel: 780.427.7013

Email: cr@gov.ab.ca

Website:

<http://www.servicealberta.gov.ab.ca/businesses.cfm>

Agriculture Financial Services Corporation

Tel: 1-877-899-2372

Fax: 1-855-700-2372

For a full list of regional offices:

www.afsc.ca/Default.aspx?cid=6-68

Alberta Agriculture and Forestry

For information related to rural economic development:

<http://www.agriculture.alberta.ca/app21/>

Alberta Economic Development, Trade and Tourism

For information related to provincial and regional economic development:

Tel: (780) 422-5400

<http://economic.alberta.ca/>

Alberta Office of Statistics and Information

2nd floor, 10808 - 99 Avenue

Edmonton, Alberta T5K 0G5

Tel: (780) 427-2071

Fax: (780) 638-1191

email: osi.support@gov.ab.ca

www.osi.alberta.ca

Community Futures Alberta

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

Community Futures Alberta

#3209, 2nd Floor, Building B 101 Sunset Drive

Cochrane, Alberta T4C 0b4

Tel: (403) 851-9995

Toll-free: 1-855-857-1846

Fax: (403) 851-9905

www.albertacf.com

Alberta Communities

For individual community profiles:

<https://regionaldashboard.alberta.ca>

Business in Alberta

For information and resources about doing business in Alberta and moving to Alberta:

<https://www.alberta.ca/starting-running-business.aspx>

Government of Canada

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

Business Development Bank of Canada

The business Development bank of Canada provides financing and consulting services to small and medium-sized enterprises. For services in Alberta, please contact one of the offices listed here:

www.bdc.ca/en/business-centres/alberta/

Industry Canada

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

Calgary Office

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

Edmonton Office

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

Statistics Canada

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

Statistics Canada

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

Transport Canada

Civil Aviation Branch
Prairie and Northern Region
344 Edmonton Street
Winnipeg, Manitoba R3C 0P6
Tel: (204) 983-3152
Fax: (204) 984-8125
email: caspnr-sacrp@tc.gc.ca
www.tc.gc.ca/eng/civilaviation/opssvs/regions-139.htm

Other Key Business Development Resources

Alberta Women Entrepreneurs

Alberta Women Entrepreneurs supports women to build successful businesses.

www.awebusiness.com

Calgary Office

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

Edmonton Office

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

Business Link

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

Business Link

10160 - 103 Street

Edmonton, Alberta T5J 0X6

Tel: (780) 422-7722

Toll-free: 1-800-272-9675

email: askus@businesslink.ca

www.businesslink.ca

Aboriginal business

Development Services: 1-800-272-9675

Futurpreneur

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

Alberta Regional Office

Futurpreneur

Suite 418 Willow Park Centre

10325 Bonaventure Drive SE

Calgary, Alberta T2J 7E4

Tel: (403) 265-2923

Toll-free: 1-800-464-2923

www.futurpreneur.ca

ATB Financial

ATB Financial provides financial services to Albertans, and has more than 300 locations throughout Alberta. The ATB BoostR program is a rewards-based crowdfunding platform designed for entrepreneurs and small businesses in Alberta. Through ATB BoostR, businesses can raise money, test ideas, and gain exposure and market insights from the “crowd” in exchange for a reward – a product, service, or even a fun or unique experience. To learn more about ATB BoostR, see the following link: <https://get.atb.com/Business/Borrow/Loans/ATB-BoostR/p/3362>

To locate your nearest branch, please use

the following link: <https://www.atb.com/contact-us/Pages/default.aspx>

Other Important Contacts

Alberta Bed and Breakfast Association

www.bbalberta.com

Alberta Chambers of Commerce

1808, 1025 – 102a Avenue

Edmonton, Alberta T5J 2Z2

Tel: (780) 425-4180

Toll-free: 1-800-272-8854

Fax: (780) 429-1061

www.abchamber.ca

Alberta Hotel and Lodging Association

2707 Elwood Drive SW

Edmonton, Alberta T6X 0P7

Tel: (780) 436-6112

Toll-free: 1-888-436-6112

Fax: (780) 436-5404

www.ahla.ca

Alberta Museums Association

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

Alberta Outfitters Association

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

Alberta Professional Outfitters Society

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

Alberta Local and Regional Airports

An inventory of Alberta local and regional airports
can be found here: www.transportation.alberta.ca/

Calgary Airport Authority

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

Edmonton Regional Airport Authority

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

Fort McMurray International Airport

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

Canadian Tourism Research Institute

c/o Conference Board of Canada
255 Smyth Road
Ottawa, Ontario K1H 8M7
Tel: (613) 526-3280
Toll-free: 1-866-711-2262
Fax: (613) 526-4857
email: contactcboc@conferenceboard.ca
<http://www.conferenceboard.ca/topics/economics/CTRI/default.aspx>

Destination Canada

(formerly Canadian Tourism Commission)
Suite 1400, Four Bentall Centre
1055 Dunsmuir Street
Box 49230
Vancouver, British Columbia V7X 1I2
Tel: (604) 638-8300
<http://en.destinationcanada.com>

Recreational Vehicle Dealers Association of Alberta

(represents private campground operators)
10561 - 172 Street NW
Edmonton, Alberta T5S 1P1
Toll-free: 1-888-858-8787
email: rvda@rvda-alberta.org
www.rvda-alberta.org

Back cover photo:

Indigenous men and women dancing
in a pow wow at Horsethief Canyon.
Travel Alberta/Sean Thonson

