



**BUSINESS PLAN**  
**2017 - 2020**

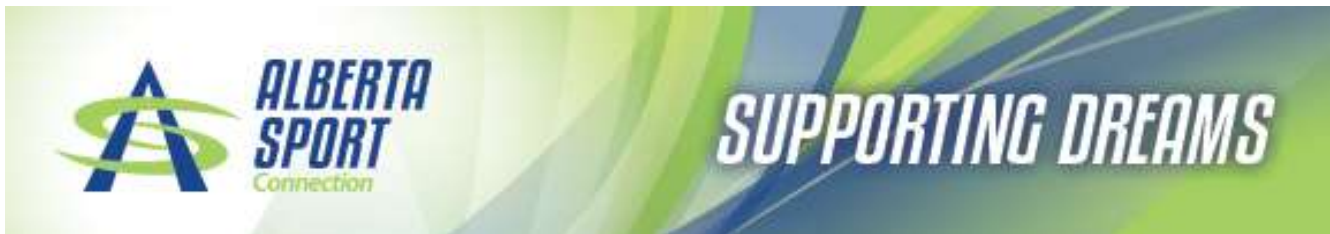
# ALBERTA SPORT CONNECTION

## 2017-20 Business Plan

(April 1, 2017 – March 31, 2020)

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A provincial corporation dedicated to the development of sport

## OVERVIEW

[Alberta Sport Connection](#) (ASC) is a provincial corporation, within the Ministry of Culture and Tourism. ASC is focused on developing and maintaining sport programs and services that facilitate and enhance Albertans' activities, lifestyles and legacies through the development of active partnerships in sport programming.

ASC is committed to achieving results and strategic direction guided by the Government of Alberta and the [Alberta Sport Plan](#). ASC works closely with the Ministry of Culture and Tourism, other Alberta government Ministries, Albertans, clients and stakeholders.

Alberta Sport Connection's business plan is guided by the following vision and mission.

### VISION

Alberta, the premier sport delivery system in Canada

### MISSION

To enhance, advocate and inspire participation and partnerships as Albertans strive for excellence in sport

### STRATEGIC CONTEXT

The ASC core businesses and outcomes align with and support the strategic direction of the Government of Alberta and are linked to outcomes and key strategies in the Alberta Culture and Tourism Business Plan.

Sport promotes the socio-economic well-being of Albertans and encourages economic diversification. Through sport, ASC works to enhance Albertans' quality of life and supports local communities through sport tourism and the economic benefits of hosting multi-sport games and major sport events.

### Sport Contributes to Economic Diversification and Job Creation

Sport contributes to a diversified economy and creates jobs. The Statistics Canada, 2014 Culture Indicators report, showed that Alberta's [Sport GDP](#) was \$750 million and was responsible for more than [11,000 jobs](#). Sport tourism impacts many related industries such as transportation, accommodations, food and beverage, recreation, arts, culture and retail.

ASC supports Alberta's economy by providing funding for multi-sport games and major events. ASC staff also support host communities by providing consulting services to help them prepare for and organize events like the: Alberta Games; Alberta Seniors Masters Games; Canada Games; Western Canada Summer Games; Arctic Winter Games; and major sport events.

Examples of how sport contributes to Alberta's economy include: the 2015 Western Canada Games in Wood Buffalo had a net positive economic impact of \$35 million in the Fort McMurray area, \$56 million in Alberta and created 548 jobs; the combined economic impact (GDP) of the FIFA 2015 and 2014 U-20 Women's World Cup Canada soccer was \$26.2 million for Edmonton, \$39.7 million for Alberta and the events created 492 jobs; the 2016 Ski Tour Canada, FIS World Cup (cross-country skiing) generated a net GDP of \$2.5 million in Canmore, \$4.8 million in Alberta and created 53 jobs; the 2016 Alberta Winter Games had a net economic impact of \$3.6 million in Medicine Hat, \$4.9 million provincially and created 42 jobs.

## Quality of Life, Inclusiveness and Equality of Opportunity

In addition to creating regional and provincial economic benefit, sport is important to communities and Albertans promoting healthy lifestyles and building community pride. The [2016 Survey of Albertans](#) showed that more than 91 per cent of Albertans believe that sport contributes to their quality of life. ASC provides more than \$7.2 million to approximately 80 provincial sport organizations, funding programs and services that reach more than 800,000 Albertans.

Each year, the ASC supports the [Steadward Centre](#), located at the University of Alberta, by providing a grant of more than half a million dollars to support Adapted Physical Activity and Para-sport Development which benefits more than 1,000 children and adults experiencing disabilities.

In keeping with the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada, the ASC [Alberta's Future Leaders](#) (AFL) program provides Indigenous youth ages 9 – 25 years with new experiences, positive role models and opportunities to build confidence, overcome barriers and realize potential through participation in sport, recreation, leadership and cultural opportunities. AFL impacts more than 540 youth each year in 10 Indigenous communities by providing more than 2400 sport, cultural and recreational program hours.

ASC also contributes more than \$437,000 for sport and physical activities for under-represented and marginalized populations including persons with disabilities, economically disadvantaged, new Canadians, Indigenous groups and women.

ASC is dedicated to sport development and encouraging active lifestyles, which indirectly support sustainable health care services and social supports. Low levels of physical activity are associated with increased risk of heart disease, diabetes, certain cancers, obesity, hypertension, anxiety, depression and premature mortality. The economic impact of physical inactivity in Canada, in terms of chronic disease, obesity and health care costs is estimated at [\\$6.8 billion annually](#). Albertans can minimize health risks, improve quality of life and maximize longevity by being more physically active. Research shows the brain benefits as much as the heart and other muscles from physical activity. Children who exercise do better on tests; have better focus and process information more quickly. Exercise improves attention, memory and the ability to multi-task. Sport encourages personal development, reduces stress and improves physical and mental health.

Successful implementation of the ASC Business Plan will occur through partnerships with the public and private sectors. Currently a number of programs are delivered in collaboration with communities, regional and provincial sport organizations and agencies. The ASC will explore future partnerships with Own the Podium, Canadian Sport Institute Calgary and national and provincial sport organizations to enhance athlete, coach, officiating and administrator development in Alberta.

ASC will work with the Alberta Senior Citizens Sport and Recreation Association and other provincial organizations in hosting the Alberta Senior Master Games in 2019. The ASC will also investigate the feasibility of an Alberta Masters Games to assist in increasing sport participation and economic benefits for Albertans.

The ASC will continue to review all sport programs, partnerships, and collaboration opportunities and will strive to enhance the participation of under-represented groups including: persons with disabilities, economically disadvantaged Albertans, new Canadians, Indigenous peoples and women and girls.

ASC will provide leadership in working with stakeholders to implement “Going the Distance”: The Alberta Sport Plan 2014-2024.

## **Link to the Culture and Tourism Business Plan**

ASC supports the Culture and Tourism 2017-20 Business Plan through Outcome One: “Vibrant communities and diverse cultural opportunities enhance Albertans’ quality of life” and Key Strategy 1.6, which includes revising funding models to support stakeholders, and developing revenue generating options to support provincial sport initiatives. For ASC, this will include working with our provincial sport organizations to implement the new Accountability and Funding Framework, continuing to pursue direct sponsorship of ASC programs with corporate Alberta, working with Games host societies to encourage local sponsorship, and increasing awareness and support of the ASC Donation Program. A renewal process for a new Alberta Sport Plan was initiated in 2013 and “Going the Distance”: the Alberta Sport Plan 2014 – 2024 was released on July 24, 2014.

## **ASC Core Businesses**

ASC’s core businesses and strategies have been identified for 2017-20. To achieve our core business goals, ASC will continue to collaborate with governments, public, private and not-for-profit sectors and seek active community engagement in achieving its desired outcomes.

During the period of this business plan, and in support of the Alberta Sport Plan, ASC will continue to adjust program delivery priorities, policies, practices, and evaluation criteria as required based on the principles of need, affordability, program credibility, and efficiency.

## **CORE BUSINESSES**

### **Core Business 1: SPORT DEVELOPMENT**

The Alberta Sport Connection and the Alberta sport development system share the vision of leading the country in excellence in organizational, athletics, coaching and volunteer development. Specifically, Sport Development (SD) will provide provincial organizations with developmental funding, long-term athlete development (LTAD) support and educational and leadership enhancement activities; coordinate bilateral federal sport funding; liaise with Indigenous communities in sport development; foster cross-sector collaboration; support sport for persons with disability and under-represented populations; promote research and advocacy.

#### **Outcome One:**

- Enhanced sport system capacity by supporting Provincial Sport Organizations (PSO), other stakeholders, coaches, and coach developers in the delivery of programs and services and with access to development and education opportunities, and by providing marginalized and underrepresented groups with access to sport opportunities.

## Key Strategies

- 1.1 Implement a comprehensive accountability framework to administer PSO annual funds, monitor and assess PSO programming, activity and accomplishments, and develop rationale for the system to receive stable, long-term funding in support and alignment of the Alberta Sport Plan
- 1.2 Work with the Canadian Olympic and Paralympic Committees and provincial agencies from selected provinces to develop a provincial sport assessment system
- 1.3 Participate on Federal-Provincial/Territorial Sport Committee workgroups to collaborate on areas of common interest
- 1.4 Enable stage and age appropriate programming in all supported sports across the Sport for Life (S4L) spectrum, provide consultation services, collaborate with education, recreation and community sport partners to support physical education and introductory sport programming aligned with S4L and encourage sport organizations to contribute to teacher training initiatives
- 1.5 Collaborate with program partners to identify and promote successful practices to increase participation for under-represented populations and work with supported sport organizations to encourage development and delivery of sport introductory programs for under-represented populations across all regions in the province
- 1.6 Coordinate the Alberta's Future Leaders Program (AFL) in Indigenous communities by working with mentors to increase youth leadership skills and deliver youth-focused sport, arts and cultural activities.
- 1.7 Through the provincial coach program, coach initiatives program and consultation, ensure sport organizations are appropriately allocating resources to coach development, and the system has an adequate number of trained and certified coaches, and coach developers, to achieve participation and athlete development goals
- 1.8 Partner with the Coaching Association of Canada in the delivery of the National Coaching Certification Program
- 1.9 Provide educational and networking sessions, including the coordination of the 2019 Alberta Sport Leadership conference, to the provincial sport organizations, sector partners and delivery agents dealing with issues identified through the association review process as well as through research and emerging issues

<b>Performance Indicators</b>	<b>Last actual (year)</b>	<b>Target 2017-18</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>
1.a Percentage of growth in Provincial Sport Organization (PSO) membership (In 2015-16 two additional organizations (Steadward Centre and Indigenous Sport Council of Alberta) were added to ASC's list of Provincial Sport Organizations (PSOs). With the inclusion of these two PSOs, the total membership increased more than average. Going forward annual increases are expected to be about two percent).	4.5 % 2015-16	2%	2%	2%

1.b	Number of Albertans who have achieved National Coaching Certification Program (NCCP) Trained/Certified status	1,007 (certified) 7,685 (trained) 2015-16	1,025  7,500	1,050  7,500	1,075  7,500
1.c	Number of individuals from marginalized and underrepresented groups that the PSOs and other ASC programs reach through targeted programming	250,797 2015-16	255,000	260,000	265,000

## Core Business 2: MULTI-SPORT GAMES

[Multi-sport games](#) are significant sporting experiences for participants. They provide Albertans with opportunities to reach their athletic potential, pursue excellence and develop socially through ethical competition. These games develop a sense of community while creating an environment in which pride, enthusiasm, inspiration and fair play develop freely.

Alberta Sport Connection provides opportunities for developing athletes, coaches and officials, and for those 55 years of age and up, to compete in multi-sport events by coordinating Alberta Summer and Winter Games and Alberta Senior Masters Games. ASC also supports PSOs, athletes, coaches, managers and [Team Alberta](#) in Interprovincial Games, including Canada Summer & Winter Games, Western Canada Summer Games (WCSG), and Team Alberta North, in Arctic Winter Games.

### Outcome Two:

Host communities, Provincial Sport Organizations (PSO), partners and participants in Alberta Games, Canada Games, Western Canada Summer Games, and Arctic Winter Games feel supported by ASC, have a positive multi-sport games experience, and Team Alberta is a podium performer at Canada Games and the WCSG

### Key Strategies:

- 2.1 Establish minimum standards for hosting and coordinate the bid process and selection of host communities for Alberta Games
- 2.2 Provide financial support and consulting services to communities that host Alberta Games and provincial sport organizations to assist in the selection of zone teams; support athlete, coach and technical officials participation; coordinate the Games sport technical package in cooperation with provincial sport organizations; and recognize the efforts of host society volunteers
- 2.3 Promote and encourage sport organizations and host societies to use the ASC's donation program to assist with fund raising
- 2.4 Support Alberta's high-performance athletes and coach participation in multi-sport Games through coordinating comprehensive technical packages and providing support, team training and selection funding to provincial sport organizations to prepare athletes and coaches
- 2.5 Provide leadership, coordination, consultation, and administration services to Team Alberta and Team Alberta North

- 2.6 Support Alberta's emerging high-performance athletes by coordinating and funding the provision of sport science services
- 2.7 Actively engage and collaborate with Host Societies, governing bodies, and other Games partners and work effectively to ensure technical requirements and quality athlete and coach services are provided
- 2.8 Enhance the quality of life for participants 55 years of age and up by providing financial assistance to Alberta 55 plus Association to support their provincial initiatives and involvement in Alberta Senior Masters Games
- 2.9 Support athlete participation throughout the Canadian Sport for Life continuum, stage 3 Learning to Train (Alberta Games) and stage 7 Active for Life (Alberta Seniors Masters Games)
- 2.10 Investigate multi-sport event opportunities and partnerships that impact and enhance the health of Albertans through participation in sport

<b>Performance Indicators</b>		<b>Last actual (year)</b>	<b>Target 2017-18</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>
2.a	Number of participants who compete in the Alberta Summer (ASG), Winter (AWG) and Alberta Senior Masters Games (ASMG) and zone playoffs (the Alberta 55+ Games are now known as the Alberta Senior Masters Games)	4,371 (ASG-2016-17)	No ASG	4,370	No ASG
		6,353 (AWG-2015-16)	6,353 (AWG)	No AWG	6,350 (AWG)
		2,252 (AB55+/ASMG-2015-16)	No ASMG	No ASMG	2,300
2.b	Team Alberta finishes in the top three at Canada Games (CG) and Western Canada Summer Games (WCSG)	2 <sup>nd</sup> WCSG- 2015-16	3 <sup>rd</sup> - CG	3 <sup>rd</sup> - CG	3 <sup>rd</sup> - WCSG
2.c	Percentage of Satisfaction with Team Alberta/Team Alberta North Games experience	100% WCSG & Arctic Winter Games 2015-16	100%	100%	100%

### **Core Business 3: SPORT EXCELLENCE**

Alberta Sport Connection strives to give Albertans opportunity to excel in sport to the level of their abilities and interests, helping to develop a sense of community and an environment that increases enthusiasm, inspiration and fair play. Multi-sport games and major sport events are key factors as athletes explore their physical and mental potential.

#### **Outcome Three:**

- Alberta athletes continue to pursue athletic excellence at the highest levels of national and international competition, have access to provincial, national and international caliber development opportunities and Alberta communities and organizations have the opportunity to host major sport events.



**Key Strategies:**

- 3.1 Support Alberta's high-performance athletes' participation in interprovincial, national, and international Games (Canada Summer, Canada Winter, Western Canada Summer and Arctic Winter)
- 3.2 Support Alberta's emerging high-performance athletes by supporting the provision of sport science services through the Alberta Sport Development Centres, and provincially to the Canadian Sport Institute-Calgary
- 3.3 Support the development of high-performance disabled sport in Alberta by providing support to provincial sport organizations for the disabled and support for the Steadward Centre for physical and personal achievement
- 3.4 Support the International Sport Exchange Program to enhance athletic excellence and foster relationships with Alberta's sister provinces in Gangwon, South Korea; and Hokkaido, Japan
- 3.5 Recognize the accomplishments of Alberta's high-performance athletes, including Olympic and Paralympic athletes, through events such as “Celebration of Sport”, the Athlete and Team of the Year Program, and support for the Alberta Sport Hall of Fame and Museum
- 3.6 Promote the value of hosting events in province to key stakeholders
- 3.7 Ensure that sport organizations and communities are aware of the opportunity to acquire financial support to host events
- 3.8 Assist organizations in securing and hosting sport events in the province

<b>Performance Indicators</b>		<b>Last actual (year)</b>	<b>Target 2017-18</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>
3.a	Number of high-performance athletes receiving assistance through the Podium Alberta program	254 2016-17	255	255	260
3.b	Number of athletes receiving sport science services in their communities from Alberta Sport Development Centres	9,147 2015-16	9,170	9,195	9,220

**Core Business 4: MARKETING AND FUND DEVELOPMENT**

ASC will play a vital role in marketing and communicating the value of sport. Marketing and Fund Development includes: advocacy, communications, fundraising, and sponsorship. Our target markets are comprised of our partners in the sport delivery system, including key decision makers, media and the general public.

Marketing and Fund Development pursues initiatives designed to create awareness of the value of sport, ASC programs and services, our partnership programs, and raising funds for sport in Alberta. Strategies are guided by an Advocacy, Communications & Marketing Plan.

**Outcome Four:**

- The corporate community maintains and enhances its support of ASC programs and Albertans’ awareness and appreciation of the value of sport continues to grow.

## Key Strategies

- 4.1 Pursue direct sponsorship opportunities with corporate Alberta
- 4.2 Provide stimulus to host societies through the Games hosting grant program and encourage them to generate local sponsorship
- 4.3 Enhance the promotion of the Donation Fund Program to PSOs in support of raising funds through their stakeholders
- 4.4 Enhance the promotion of the Donation Program for ASC programs
- 4.5 Consolidate and update the ASC brand internally in all program areas
- 4.6 Ensure PSOs and external stakeholders are distributing ASC brand messages online and at key events
- 4.7 Define, identify and engage key strategic partners to ensure ASC continues to build strong networks
- 4.8 Share the ASC story, with key stakeholders such as MLAs, media and the public, through social media, a user-friendly website, newsletters, and other communication products
- 4.9 Work with ASC program areas to help promote their opportunities to under-served groups

<b>Performance Indicators</b>		<b>Last actual (year)</b>	<b>Target 2017-18</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>
4.a	Website and social media traffic (Twitter, Facebook & Instagram) as monitored by tracking analytics (This performance indicator is under development. ASC amalgamated its three websites in 2016-17)	N/A 10,338 social media followers 2016-17	N/A 11,370	N/A 13,430	N/A 14,780
4.b	Percentage of Albertans participating in organized sport	23% adults 64.6% children 2015-16	24% adults 65% children	25% adults 66% children	26% adults 67% children
4.c	The amount of self-generated revenue	\$1,854,000 2016-17	\$2,000,000	\$2,100,000	\$2,200,000