



**BUSINESS PLAN**  
**2018 - 2021**

# ALBERTA SPORT CONNECTION

## 2018-21 Business Plan

(April 1, 2018 – March 31, 2021)

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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 which supports the delivery of sport programs and services on behalf of the Government of Alberta. ASC is dedicated to enhancing the quality of life of Albertans through sport.

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.

## 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

Through sport, ASC programs and initiatives enhance quality of life; help to diversify Alberta's economy; and promote access and inclusion for under-represented groups including Indigenous peoples, women and girls, persons with disabilities, new Canadians, and the economically disadvantaged.

### Value and Benefit of Sport

Sport promotes the socio-economic well-being of Albertans, reduces health risks and lowers healthcare costs. 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](#) (\$680 million in Alberta). Sport also supports local communities through sport tourism and the economic benefits of hosting multi-sport games and major sport events. Participation in sport can also have a positive impact on educational outcomes and can play a role in helping to keep youth out of the justice system.

ASC's core businesses, outcomes, and initiatives 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.

Inclusive of our core businesses, upcoming initiatives for ASC include: working with the Canadian Olympic Committee and the Canadian Paralympic Committee through a memorandum of understanding to collaborate on sport development, helping Alberta youth realize their potential from playground to Olympic and Paralympic success; the Women in Coaching Canada Games Apprentice Program; the Indigenous Apprentice Coach Program; the Parasport Summit and enhancing parasport in the Alberta Games; supporting LGBTQ+ inclusion and diversity programs; promoting concussion education and awareness; working with KidSport to support economically disadvantaged families; and continuing our work with the Canadian Association for the Advancement of Women and Sport and Physical Activity, and the Indigenous Sport Council of Alberta.

### Sport Contributes to Economic Diversification and Job Creation

Sport contributes to a diversified economy and creates jobs. In [Statistics Canada's Provincial and Territorial Culture Indicators, 2016](#) report, Alberta's Sport GDP was \$773.6 million and there were [13,440 sport jobs in the](#)

[province in 2016](#). Sport tourism impacts many related industries such as transportation, accommodation, 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, such as the Alberta Games, Alberta Masters Games, Canada Games, Western Canada Summer Games, Arctic Winter Games, and other 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 Summer Games had a net economic impact of \$3.6 million in the Leduc area, \$4.9 million provincially and created 42 jobs.

The 2016 Alberta Summer Games was also awarded the 2016 Sustainable Sport Event of the Year Award by the Canadian Sport Tourism Alliance for their use of solar energy, recycling initiatives, and energy conservation.

## **Quality of Life, Inclusiveness and Equality of Opportunity**

In addition to creating regional and provincial economic benefit, sport is important to communities and Albertans in promoting healthy lifestyles and building community pride. The [2017 Survey of Albertans on Culture and Tourism](#) showed that more than 81 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 811,000 Albertans.

Each year, the ASC supports the [Steadward Centre for Personal & Physical Achievement](#), 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 2,400 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, the 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. Albertans can minimize health risks, improve quality of life and maximize longevity by being more physically active. Research shows the [brain benefits from physical activity as much as the heart and other muscles](#). 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 2018-21 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 investigate the opportunity to assist in increasing sport participation, and economic benefits for Albertans, through an Alberta Masters Games pilot project.

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 work with the Department for the release of the 2018-2028 Alberta Sport Action Plan.

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

ASC supports the Culture and Tourism 2018-21 Business Plan through Outcome One: “Vibrant, active communities and diverse cultural opportunities enhance Albertans’ quality of life” and Key Strategy 1.5, which includes:

Work with sector partners to:

- develop initiatives for the Alberta Sport Plan and implement revised funding models to support sport organizations;
- increase sport participation, development and excellence in collaboration with the Canadian Olympic and Paralympic Committees; and
- build and maintain corporate sponsorships for Alberta Sport Connection programs and multi-sport events, including the 2019 Canada Winter Games.

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.

Also under Outcome One, ASC provides data for performance measure 1.d: Percentage of Albertans who participate in organized sport, included in this business plan as performance measure 4.b.

## **CORE BUSINESSES**

To achieve the core business goals identified for 2018-21, ASC will continue to collaborate with governments and the 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 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 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 disabilities and under-represented populations; and promote research and advocacy.

#### **Outcome One:**

- Enhanced sport system capacity by supporting Provincial Sport Organizations (PSO), multi-sport organizations, 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 under-represented 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 and to collaborate on sport development, helping Alberta youth realize their potential from playground to Olympic and Paralympic success
- 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 (AFL) program 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 ensure that 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
- 1.10 Collaborate with government partners and stakeholders on initiatives promoting the value of sport; its importance to the well-being of Albertans; and its relationship to our health, justice, and education systems

Performance Indicators		Last actual 2016-17	Target 2018-19	Target 2019-20	Target 2020-21
1.a	Percentage of growth in Provincial Sport Organization (PSO) membership <sup>1</sup>	0.8 %	2%	2%	2%
1.b	Number of Albertans who have achieved National Coaching Certification Program (NCCP) Trained/Certified status. <sup>2</sup>	1,007 (certified) 7,685 (trained)	1,025  7,500	1,050  7,500	1,075  7,500
1.c	Number of individuals from marginalized and under-represented groups that the PSOs and other ASC programs reach through targeted programming.	260,083	265,000	270,000	275,000

Notes:

<sup>1</sup>This performance indicator is in transition due to the implementation of a Funding and Accountability Framework for PSOs. The definition of membership was clarified to ensure consistency among reporting organizations. Going forward, annual increases are expected to be about two percent.

<sup>2</sup>This performance indicator is sport-specific and determined by the needs of sport organizations. The number of coaches who achieved NCCP status in 2016-17 increased by approximately 32%, a positive development, but one that can fluctuate annually dependent on sport organization needs. The number of trained coaches is expected to remain relatively consistent over the next few years.

## 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 and competitive-for-life athletes, coaches and officials to participate in multi-sport events by coordinating Alberta Summer and Winter Games and Alberta Masters Games. ASC also supports PSOs, athletes, coaches, managers and [Team Alberta](#) in interprovincial Games, including the Canada Summer and Winter Games, Western Canada Summer Games (WCSG), and Team Alberta North in the Arctic Winter Games.

**Outcome Two:**

- Host communities, PSOs, partners and participants in the Alberta Games, Alberta Masters Games, Canada Games, WCSG, and the Arctic Winter Games feel supported by ASC, have a positive multi-sport games experience, and Team Alberta is a podium performer at the 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 the 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 Work with a host community to coordinate an Alberta Masters Games pilot project, providing an opportunity for life-long participation in sport for a wider range of Albertans
- 2.4 Promote and encourage sport organizations and host societies to use the ASC's donation program to assist with fund raising
- 2.5 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
- 2.6 Provide leadership, coordination, consultation, and administration services to Team Alberta and Team Alberta North
- 2.7 Support Alberta's emerging high-performance athletes by coordinating and funding the provision of sport science services
- 2.8 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
- 2.9 Support athlete participation throughout the Canadian Sport for Life continuum, stage 3 Learning to Train (Alberta Games) and stage 7 Active and Competitive for Life (Alberta Masters Games)
- 2.10 Investigate multi-sport event opportunities and partnerships that impact and enhance the health of Albertans through participation in sport



Performance Indicators		Last actual (year)	Target 2018-19	Target 2019-20	Target 2020-21
2.a	Number of participants who compete in the Alberta Summer Games (ASG), Alberta Winter Games (AWG) and Alberta Masters Games (AMG) and zone playoffs <sup>1</sup>	4,371 (ASG-2016-17) 6,353 (AWG-2015-16) 2,252 (AB55+/ASMG-2015-16)	4,370 ASG No AWG No AMG	No ASG 6,350 AWG 1,000 AMG (Pilot)	4,370 ASG No AWG No AMG
2.b	Team Alberta finishes in the top three at Canada Games (CG) and Western Canada Summer Games (WCSG)	4 <sup>th</sup> CG 2017-18	3 <sup>rd</sup> CG	3 <sup>rd</sup> WCSG	No CG
2.c	Percentage of Satisfaction with Team Alberta/Team Alberta North Games experience	100% WCSG & Arctic Winter Games 2015-16	100%	100%	100%

Notes:

<sup>1</sup> The Alberta 55+ Games/Alberta Senior Masters Games were incorporated into the Alberta Masters Games (AMG) in 2017-18.

### Core Business 3: SPORT EXCELLENCE

Alberta Sport Connection strives to give Albertans the 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 Alberta Sport Development Centres, and provincially to the Canadian Sport Institute-Calgary
- 3.3 Support the development of parasport in Alberta by providing support to provincial sport organizations and 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 Assist organizations to host sport events in the province and promote the value of the events to key stakeholders
- 3.7 Ensure that sport organizations and communities are aware of the value and the opportunity to acquire financial support to host events

Performance Indicators		Last actual (year)	Target 2018-19	Target 2019-20	Target 2020-21
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: COMMUNICATIONS, FUND DEVELOPMENT AND PARTNERSHIPS**

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

Communications, fund development and partnerships are designed to create awareness of the value of sport, ASC programs and services, and our partnership programs, and to raise 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 and connections 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 Promote the Donation Fund Program to support the raising of funds
- 4.4 Consolidate and update the ASC brand internally in all program areas
- 4.5 Ensure PSOs and external stakeholders are distributing ASC brand messages online and at key events
- 4.6 Define, identify and engage key strategic partners to ensure ASC continues to build strong networks
- 4.7 Share the ASC story with key stakeholders such as MLAs, partners, media and the public through social media, a user-friendly website, newsletters, and other communication products
- 4.8 Promote opportunities to under-served groups

<b>Performance Indicators</b>		<b>Last actual 2016-17</b>	<b>Target 2018-19</b>	<b>Target 2019-20</b>	<b>Target 2020-21</b>
4.a	Website and social media traffic (Twitter, Facebook & Instagram) as monitored by tracking analytics <ul style="list-style-type: none"> <li>• Website Traffic<sup>1</sup></li> <li>• Social Media Followers</li> </ul>	N/A 10,338	N/A 11,370	N/A 13,430	N/A 14,780
4.b	Percentage of Albertans participating in organized sport	24.7% adults 63.8% children	25% adults 65% children	25% adults 65% children	26% adults 66% children
4.c	The amount of self-generated revenue <sup>2</sup>	\$1,854,000	\$2,000,000	\$2,100,000	\$2,200,000

Notes:

<sup>1</sup>This performance indicator is under development. ASC amalgamated its three websites in 2016-17. Website traffic will be included in the future.

<sup>2</sup>ASC secures self-generated revenue through donations, sponsorship and fees to off-set cost of programs.