



BUSINESS PLAN 2014-17

June 15, 2014

ALBERTA SPORT CONNECTION

2014-17 Business Plan

The Alberta Sport, Recreation, Parks and Wildlife Foundation, now operating as the Alberta Sport Connection (ASC) is committed to achieving results and strategic direction guided by the Government of Alberta's Active Alberta Policy, Canadian Sport Policy and the new Alberta Sport Plan. ASC will work with the Ministry of Tourism, Parks and Recreation, other Alberta government Ministries, Albertans, clients and stakeholders and other governments (Federal, provincial/territorial and municipal).

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

VISION

Alberta, the premier sport delivery system in Canada.

MISSION

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

Alberta Sport Connection Business Plan is clearly linked to the goals and priorities in the Alberta Tourism, Parks and Recreation Business Plan.

Values

Efficiency – we efficiently deliver services to our client

Respect – we show consideration and appreciation for diversity

Integrity – we conduct ourselves ethically and are open, honest and fair

Accountability – we are accountable for our actions

Excellence – we are committed to continually improving the services we deliver

Leadership – we will initiate collaborative partnerships to achieve our goals

Creativity – we will use innovative approaches to achieve business goals

Guiding Principles

1. Values-based

All sport programs are values-based, designed to increase ethical conduct and reduce unethical behavior.

2. Collaborative

High quality sport is based on partnerships within the sporting community, vested government ministries and other sectors, importantly with Education and Recreation.

Clarity and timely communication is key to truly successful collaborative partnerships.

Sport delivery is enhanced through linkages with organizations, service providers and the private sector.

3. **Accountable (intentional, relevant, systematically aligned, effective, efficient).**
Programs have clear objectives in order to achieve desired outcomes. Monitoring and evaluation of programs support improvement and innovation.
4. **Effective**
Advocate for an aligned provincial sport development system that results in Quality sport outcomes. Monitoring and evaluation of program outcomes support improvement, innovation and accountability. Utilization of sport-related research will support the identification of conditions under which programs have the strongest basis for success.
5. **Technically Sound**
Principles of long-term participant development inform programming in all contexts of sport participation, recognizing that different participant pathways exist across jurisdictions.
6. **Inclusive**
Sport program delivery is accessible and equitable and reflects the full breadth of interests, motivations, objectives, abilities, and the increasing diversity of our society.
7. **Sustainable**
Partnerships, innovative funding, economizing and sharing of resources exist to increase organizational capacity and to achieve sport system objectives.
8. **Educational and Developmental**
Education and transfer of knowledge is apparent to ensure the sport system is up-to-date on a regular basis.
9. **Communication**
Communication is open and transparent internally and externally.
10. **Research and Development**
As a best practice sport related research will be encouraged and will ensure programs have strong base for success.

ALBERTA TOURISM, PARKS AND RECREATION GOALS	ALBERTA SPORT CONNECTION CORE BUSINESSES
<ol style="list-style-type: none"> 1. Tourism in Alberta is a \$10.3 billion industry by 2020, providing sustainable economic benefits to all regions in Alberta. 2. The Alberta parks system provides opportunities for outdoor recreation and tourism and appreciation of Alberta’s natural heritage. 3. Albertans enjoy a high quality of life, improved health and wellness, strong communities and personal excellence and fulfillment through recreation, active living and sport. 	<ol style="list-style-type: none"> 1. Advocacy, Communications & Marketing 2. Multi-Sport Games 3. Sport Development 4. Sport Excellence 5. Sport Leadership Development 6. Sport Major Event Hosting 7. Fund Development

Specifically, within the Ministry business plan, ASC efforts focus on achievement of Goal 3 by implementing the renewed Alberta Sport Plan and supporting the overall sport development system to enhance, advocate and inspire participation and partnerships as Albertans strive for excellence in western, national and international multi-sport games (priority initiatives 3.2 and 3.3).

The ASC also contributes to Goal 1 by supporting the hosting of major sporting events in Alberta. The Canadian Sport Tourism Alliance indicates the Sport Tourism is a \$3.6 Billion a year industry in Canada.

The Government of Alberta’s Building Alberta Plan – Budget 2014 outlines a focused agenda on Investing in Families and Communities. ASC core business aligns with investing in families and communities related to participation in sport activities.

Achieving 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 numerous communities, regional and provincial sport associations and agencies. The ASC will explore future partnerships with Own the Podium, Canadian Sport Institute Calgary, national and provincial sport associations to enhance athlete and coach development in Alberta.

The ASC will continue to review all sport program partnerships. In Year One of the Business Plan, there will be an in depth review of the Alberta Sport Development Center Network and the High Performance Coach Programs. Also in Year One, the ASC will engage the Alberta Senior Citizens Sport and Recreation Association in an evaluation of the Alberta 55 Plus Summer and Winter Games.

In future years, other ASC programs will have an in depth review.

Environmental Context – 2014

This environmental scan identifies key trends and developments that have a role in shaping social, cultural, economic, government and the sport landscape in the next three years. The following trends and issues have an impact on the sport choices Albertans make.

Collaboration and Partnerships

Across the sport sector and within the Government of Alberta, there is an increased emphasis on enhancing relationships and partnerships with collaboration and creative approaches to achieving desired outcomes. Intentional communication will build consensus and improve the coordination of programs and services. Strong relationships and partnerships with stakeholder groups are key to successfully achieving ASC goals and objectives with a focus on connectivity and advocacy.

Aging Population

Alberta's population increased by 10.8% (to 3,645,257) between the 2006 and 2011 editions of the Census. If trends continue, Alberta's population is projected to increase 17.2% between 2010 and 2020. According to the 2011 Census of Canada, Alberta's population is aging. As of May 2011, the number of seniors (people aged 65 and over) rose to almost 406,000 which represents 11.1% of the population (3,645,257). That means about one in nine Albertans are 65 or older. Whereas, the 35 and under age groups have seen their share of population shrink over the past three decades, also a decrease was evident in the children aged 0 – 14, population decrease by 5.5% between 2006 and 2011. This may impact school sport programs and place greater demand on club, community and provincial programs.

The aging process is expected to accelerate as more baby boomers turn 65. Alberta has the highest proportion of working age population (15 – 64) among provinces at 70.1%. Different regions in Alberta have varying demographics, Central and Southern Alberta tend to have a higher proportion of senior population aged 65 and over while Northern Alberta tends to have a higher proportion of children.

Population growth and the changing composition of Alberta's population has created more diverse needs and new demands for a broader range of sport experiences, services, and programs. The changing composition of Alberta's population will impact the types of services that are developed and how they are marketed. People are increasingly seeking opportunities to have meaningful personal experiences that offer direct contact and in-depth learning opportunities.

An increasingly immigrant, urban-based and aging population will increase demand for different sport activities and events.

Changing Family

Family types have shifted over the last decade, between 2001 – 2006 (2006 Census) the number of married couples grew by 3.5%, lone-parent increased to 7.8% and common-law jumped to 18.9%. One in seven children lives in a lone-parent family—a proportion that has doubled over the last two generations. Female-led lone-parent families still outnumber male-lead lone-parent and 43.5% of our youth aged 20 – 29 still live at home. Sport services and programs must recognize the changing structure of families to allow for delivery differences and accommodating programs.

Increasing Diversity

Sport programs and services need to recognize the needs and interests of various cultures. Communities have become increasingly ethnically diverse. New Canadians accounted for approximately 70% of Canada's growth. In the 2006 Census, the proportion of visible minorities in Alberta grew from 11.6% in 2001 to 14% in 2006. Visible minorities tend to reside in large urban centres – the population for minorities in Calgary is 23.7% and 22.0% in Edmonton. The growing diversity of the population – growing segments of Aboriginal and new immigrants who have shown to have lower economic and social integration and who may have non-traditional sport preferences that will directly impact sport delivery.

Gender

Women and girls, who account for more than 50 percent of the population of Canada, continue to be underrepresented in the sport and physical activity system. The number of women trained as coaches and actively coaching still remains low. The rate of girls participation in sport continues to be lower than that of boys.

Awareness about biomechanical and physiological considerations unique to women and girls has increased, providing a foundation to improve training methods and competition programs for athletes. However, large gaps persist in knowledge and practice relating to the psycho-social factors that influence women and girls as participants, athletes, coaches, officials, leaders or administrators.

Canadian data suggest that men account for more of the total hours of volunteer involvement with not-for-profit sport and recreation organizations than women. Furthermore, men also account for more hours spent on boards and committees of not-for-profit sport and recreation organizations. Increasing the number of women on boards can bring new voices, varying opinions, and different approaches and solutions to the decision-making process.

Opportunities for People with a Disability

On a broad scale, persons with a disability are not participating in sport at rates comparable to their able-bodied counterparts and therefore are not enjoying the physical

and social benefits that are a result of participation. There are unique challenges and barriers faced by each of the movements for people with a disability – physical and intellectual. ASC and sport sector partners will have to be aware of program delivery in barrier-free environments and socio-cultural environments that foster participation of persons with a disability.

Personal Economics

There appears to be a growing gap in North America between the haves and have-nots. The gap is age related in that more than half the wealth in North America is now owned by people over 50. Young families with children are now twice as likely to live in poverty. Alberta's depth of poverty is among the greatest in the country. In 2009, the average gap between disposable income and the low-income threshold was 38% in Alberta (versus 34% at a national level). There is a need for sport partners to examine ways to support individuals with low income, but especially young and lone-parent families.

The cost of living in Alberta increased by 11.4% between 2006 and 2011. It remains 4.8% higher than the national average. Credit is an accepted part of Canadian lives, in 2008 for each dollar earned – Canadians spent \$1.40. The changing habits of consumption will impact consumer decisions as it is understood that those most likely to participate in sport have higher educational attainment and higher income levels.

According to Canada Survey of Giving, Volunteering and Participating (CSGVP) 2007, 14% of Albertans donated an average of \$109.00 each to Sport and Recreation organizations. The majority of donors are Albertans aged 35-54 years and married or in a common-law relationship.

Volunteering

According to the Environmental Scan 2010 (Department of Canadian Heritage), sport and recreation make up the largest component of the volunteering sector. In Canada, the number of sport volunteers totals 2.2 million in 33,649 organizations, this is more than any other sector (arts, culture, health and social service). In Alberta, this is also true, in 2007, 43.5 million hours were volunteered for Sports and Recreation organizations. Each volunteer contributed an average of 118 hours (2007 Alberta CSGVP Subsector).

Not-for-profit organizations (including many sport and recreation organizations) are having greater expectations placed upon them, requiring greater administrative and voluntary assistance. The 2008 Alberta Recreation Survey noted a decline in volunteerism. However, as Baby Boomers begin to retire they provide an excellent source of skilled volunteers. They will have to be actively recruited and because they are busy they may only be willing to commit to short term projects and tasks. The changing state of volunteers needs to be taken in to account for recruitment and retention.

Aboriginal Communities

The Aboriginal population is younger and growing at a faster pace than the non-Aboriginal population. The Aboriginal population is young and growing. Over half (50.8%) of Alberta's Aboriginal population was under 25 in 2006. The change away from active, traditional lifestyles in a short period of time has led to decreased activity and increased lifestyle diseases. The rate of Type 2 diabetes is five times higher among Aboriginal people, and it is increasingly common among Aboriginal youth. The benefits of increased participation in sport include safer communities and increased health and longevity for Aboriginal people.

These challenges and opportunities reinforce the need to facilitate relationships, develop strategic partnerships and strengthen the capacity of Aboriginal communities through enhanced recreation and sport initiatives. ASC programs directed at Aboriginal communities, coaches and athletes, including leadership development programs can help to address the elevated needs of this rapidly growing population.

Valuing Sport in Canada

The 2011-12 Sport Monitor explored Canadians' perceptions about the importance of sport, 59% of Canadians said that sport was very important to them personally (2013, Canadian Fitness and Lifestyle Research Institute, Bulletin #13). Individuals residing in Quebec ranked over 80% the value of sport to overall health and wellbeing, whereas Albertans ranked around 60%. More men than women perceive sport as very important and those aged 45 years and older ranked sport lower than 15 – 24 year olds.

In addition, importance of sport was ranked higher by individuals if:

- University educated
- Higher income (over \$30,000)
- Resident of a large community (1 mil or more)
- Single or never married
- Active
- Sport participant

Sport Participation

According to the General Social Survey (2005) registered sport participation levels fell from 45% in 1995 to 28% in 2005. Part of this decline can be attributed to an aging population, as we know that active participation in sport declines with age. The Canadian Community Health Survey indicated a shift from formal and organized activities to more individualized and informal pursuits. Favorite youth activities included swimming, bicycling, running and basketball. Declining participation in sport is seen as a contributing factor to increased obesity rates and chronic health problems.

The concept of ‘time deepening’ addressed by Geoff Godbey and others reflects the general feeling that many people feel rushed and that discretionary time is only available in small chunks. This may result in the shift to individual sports/activities played for shorter periods of time or the act of combining work and play activities – ‘time deepening’. This is often referred to as multi-tasking – reading a book while spinning on the elliptical.

Canadian Sport for Life (CS4L) is a movement to increase sport’s contribution in Canadian society, recognizing sport as an important part of everyone’s life, by promoting each child’s healthy and logical development in sport or physical activity. Physical literacy skills are important for sporting success as well as healthy lifelong enjoyment. CS4L’s Long Term Athlete Development (LTAD) model, from playground to podium, contributes to both sport excellence and the well-being of all Canadians. ASC works in collaboration with partner organizations to support implementation of CS4L and the LTAD frameworks. The Active Alberta policy, CS4L, Canadian Sport Policy renewal and the Alberta Sport Plan identify and provide parameters that will guide sport development strategies and encourage partnerships to ensure sport for life.

Services and support could increase participation in sport. Almost four in ten (39%) Canadians say that help in planning daily schedules to include some sport would make it easier to participate. Similarly, seven out of ten Canadians see affordable facilities, services and programs, access to safe streets and paths, trails and green spaces as important for making it easier to participate in sport.

Motivation for Sport Participation

The 2011-12 Sport Monitor (2013 Canadian Fitness and Lifestyle Research Institute (CFLRI) – Bulletin 11) explored different motives for participating in sport. An individual's engagement in sport and adherence to continue is greatly influenced by what motivates them. The top motivators are:

Feeling better mentally and physically	Having fun
Exercising	Getting outdoors
Finding sport personally satisfying	Looking better
Socializing with others	Relaxing and forgetting about worries
Taking risks/seeking adventures	Competing or winning

In general some of the same motivators apply to reasons that children participate in sport, have fun, improve skills, belong to a group, be successful, gain recognition, get fit, and find excitement. Conversely, they drop out of sport because of other interests, boredom, lack of success, too much pressure, loss of interest, friends leaving, or because it ceases to be fun. A study of 26,000 children (1992, Ewing and Seefeldt) found that 'fun' is the pivotal reason for being in sport — and lack of fun is a leading reason for dropping out. In fact, both boys and girls say that making practices more fun is the most important change they would make in a sport they dropped.

Trends in Physical Activity

In 2011-12, Canadian Physical Activity Levels Among Youth (CANPLAY) examined children's preferences for the intensity of various types of physical activities and sports. According to parent's, boys are more likely than girls to prefer solely vigorous intensity activities, whereas more girls than boys prefer moderate-intensity activities exclusively. These relationships hold across all age groups (5 – 19 years). Difference in preference of intensity exists with parental and household characteristics: university educated parents have children and youth that prefer vigorous, higher income households prefer vigorous.

Despite health benefits associated with physical activity, participation has not increased significantly in Alberta over the last decade. A recent study indicates 94 per cent of Albertans believe physical activity reduces potential health problems, but only 59 per cent get enough physical activity to achieve health benefits. In addition to physical health benefit, young Albertans engaged in physical activity have better social, emotional and academic development. Several challenges exist with engaging Albertans of all ages in physical activity. The amount of time available for recreation is an issue, as on average, Albertans work the most hours in Canada. Time spent watching television, playing video games and on the internet also significantly contributes to physical inactivity and a sedentary lifestyle. Opportunities exist to work with the physical activity and sport sector to identify common outcomes and related initiatives.

Youth Inactivity and the Need for Connectedness

Children now spend 5 to 6 hours daily in front of screens and less time playing outside. The Canadian Health Measures Survey identified that obesity rates tripled for children between 1981 – 1996 and children’s overweight levels grew from 15% for both genders to 29.2% for girls and 35.4% for boys.

Alarming findings were highlighted in the 2013 Active Healthy Kids Canada Report Card based on 2008-11 Canadian Health Measures Survey, 7% of 5- to 11-year-olds in Canada, and 4% of 12- to 17-year-olds, meet the Canadian Physical Activity Guidelines for Children and Youth, which recommend at least 60 minutes of daily moderate to vigorous physical activity (MVPA). Only 40% of 5- to 17-year-olds in Canada accumulate at least 60 minutes of MVPA at least 3 days per week.

Some promise, as the Report Card also indicated that 75% of 5- to 19-year-olds in Canada participated in organized physical activities and sport in the past year. 51% of students in Grades 6 to 10 in Canada reported participation in at least one organized sport (sport club or team).

This is a challenge for all (parents, educators, health and sport) and will demand a coordinated effort to address.

Alberta’s internet access has steadily increased from 63.9% in 2005 to 81.7% in 2009. Youth have a very strong need to stay connected on-line, any activity that takes them off line, especially for long periods of time will not be popular. From April 2009 to April 2010, social networking mobile applications increased usership by 240%. Smartphones are the most common way to access the internet. This has implications for our sector in configuring websites. The 24/7 connectedness is also placing demands on our sport sector to provide real time updates and to use other new technologies related to results management systems.

Economic and Social Impact of Sports Events

Spectators, volunteers and participants in sport and recreation events generate economic activity both locally and throughout the province. The multi-sport games and major events hosted in Alberta communities create significant economic and social benefits and the participants in these events serve as role models and inspiration for local youth and seniors to be more active.

Enhanced facilities developed for major events increase the availability of quality recreation opportunities for local residents. Hosting major events nurtures a strong sense of united community and enhanced well-being. The events bring volunteers together, forging new friendships; and individuals and local businesses develop long term relationships through involvement with sport events.

Link to the Active Alberta Policy and the New Alberta Sport Plan

ASC supports the Tourism, Parks and Recreation 2014-2017 Business Plan through Goal Three – Albertans enjoy a high quality of life, improved health and wellness, strong communities and personal excellence and fulfillment through recreation, active living and sport.

ASC supports the Government of Alberta as it works towards achieving the outcomes of the Active Alberta policy. The Government policy will achieve the recreation, active living outcomes through a coordinated system involving stakeholders, non-profit organizations, other levels of government, the private sector and individuals. ASC, with its stakeholders, will work collaboratively to achieve the outcomes of the policy through its sports programs and services. The Core Businesses in ASC Business Plan support outcomes identified in the Active Alberta policy. The renewal process for a new Alberta Sport Plan was initiated in 2013 with a targeted completion for 2014. ASC is committed to implementing the Alberta Sport plan priorities.

Governance

Alberta Public Agencies Governance Framework (adopted in 2008) notes the expectations of government agencies regarding all elements of governance, including accountability and transparency. The Alberta Sport, Recreation, Parks and Wildlife Foundation operating as ASC is subject to the provisions of the Governance Framework. The Foundation's Mandate and Roles document, an agreement between the Minister of Tourism, Parks and Recreation and the Alberta Sport Connection outlines specific roles and responsibilities.

ASC Core Businesses

Through ASC's review of the environmental context, core businesses and strategies have been identified for 2014-17. To achieve 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. ASC will also be guided by Alberta's Social Policy framework.

During the period of this business plan, and in support of Active Alberta Policy and 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, elimination of duplication, program credibility, and efficiency.

(Source: Environmental Scan 2010: Trends and Issue in Canada and in Sport – Policy Research Group, Dept. of Canadian Heritage)

(Source: Regional Recreation Facility Master Plan – Trends and Implications in Leisure Services in Canada – Sturgeon Regional CAO Partnership Committee, March 5, 2013.)

(Source: Kids Can Play– 2011-2012 Series Bulletins 7, Canadian Fitness and Lifestyle Research Institute.)

(Source: Sport Monitor– 2011-2012 Sport Participation - Series Bulletins 13 – Valuing Sport and Bulletin 10 – Services and Supports, Canadian Fitness and Lifestyle Research Institute.)

CORE BUSINESSES

Core Business 1: ADVOCACY, COMMUNICATIONS & MARKETING

ASC will play a role in advocating the value of sport. Partners in the sport delivery system, key decision makers, media and the general public will all be target markets.

Marketing and Communications currently includes a number of initiatives to create awareness of the value of sport, ASC programs and services, and our partner programs. Implementation of strategies will be guided by an Advocacy, Communications & Marketing Plan.

Goal 1: To develop an advocacy strategy emphasizing the value of sport delivered through internal and external communications.

Desired Outcomes:

- Key decision makers (MLAs and others) have a greater understanding of the value of sport.

Strategies

- 1.1 Develop an Advocacy, Communications & Marketing Plan 2014-17
- 1.2 Establish linkages within the sport sector to advance advocacy.
- 1.3 Engage in discussions with other provinces/territories to discuss trends, opportunities, sport benefits and solutions to align provincial and national delivery systems.
- 1.4 Develop a government relations plan.
- 1.5 Establish relations with key corporate partners

Performance Indicators

- The number of MLAs who are aware of the mandate of the Alberta Sport Connection.
- The number of corporate partners supporting the programs of the Alberta Sport Connection.

Goal 2: Intentional commitment to collaboration and communications with sport system partners.

Desired Outcomes:

- A greater awareness by sport partners of the programs and services provided by the Alberta Sport Connection.
- A greater awareness by the public and key stakeholders of our sport partners programs and services.

Strategies

- 2.1 Within the ACM Plan, develop an external communication strategy targeting public, key decision makers, corporations, individuals.
- 2.2 Develop an internal communications strategy targeting provincial sport associations and other sport delivery agencies (e-news, annual meetings, forums)
- 2.3 Contract a ‘writer’ to provide necessary communication skills
- 2.4 Accurate, inclusive and user friendly website.
- 2.5 Utilize social media to regularly communicate with partners.

Performance Indicators

- Percentage of provincial sport associations attending annual Presidents meetings and provincial forums.
- Number of users accessing the website.
- Number of social media mechanisms utilized by partners.
- Number of connections and collaborative events held with partners and stakeholders.

Goal 3 Market and promote the ASC and its programs and enhance awareness of the value of sport.

Desired Outcomes:

- Corporate community enhances its support to sport.

Strategies

- 3.1 Brand all ASC materials and programs.
- 3.2 Incorporate the ASC brand across the sector.
- 3.3 Value of ASC programs is recognized by sponsors.
- 3.4 Develop a strategic advertising campaign targeting the public
- 3.5 Develop a social marketing message and campaign
- 3.6 Organize Salutes to recognize Olympic & Paralympic athletes and coaches following 2014 and 2016 Games.

Performance Indicators

- Percentage of Albertans who recognize the ASC “brand” at yearend review.
- Percentage of provincial sport associations that profile the ASC on their website by the end of 2014/15.

Core Business 2: MULTI-SPORT GAMES

Multi-sport Games are intended to be a significant sporting experience in the lives of participants. They provide Albertans with opportunities to reach their athletic potential, pursue personal excellence and develop socially through ethical competition. These Games develop a sense of community and create an environment in which pride, enthusiasm, inspiration and fair play thrive.

Alberta Sport Connection provides an opportunity for developing athletes and for seniors to compete in multi-sport events by coordinating the Alberta Summer & Winter Games and the Alberta 55 Plus Summer & Winter Games. ASC also supports Team Alberta in Interprovincial Games, including Canada Summer & Winter Games, Western Canada Summer Games, and Arctic Winter Games to allow Alberta’s athletes to develop and display their talents and skills.

Goal 1: Working in cooperation with a selected host community, provincial sport associations and corporate sponsors, ASC coordinates Alberta Games that provide competitive opportunities for Albertans.

Desired Outcomes:

- Albertans of all ages are more active because of involvement in the Alberta Games program
- Albertans are healthier through participation in sport
- Current levels of participation by Albertans in Alberta Games will increase
- Seniors enhance their quality of life through involvement in the Alberta 55 Plus Games
- Trained volunteers are available in the sport delivery system and in host communities to facilitate zone playoffs and the Alberta Games
- Communities feel an increased sense of pride as a result of hosting an Alberta Games
- The Corporate and business community supports the hosting of the Games

Strategies:

- 1.1 Establish minimum standards for hosting and coordinates the bid process and selection of host communities for Alberta Games
- 1.2 Provide financial support to communities to host Alberta Games

- 1.3 Provide financial support to provincial sport associations to assist in the selection of zone teams for Alberta Games
- 1.4 Provide financial assistance to Alberta 55 plus association to support their provincial initiatives and involvement in Alberta 55 Plus Games
- 1.5 Provide consultative services to Alberta Games host communities
- 1.6 Support athlete, coach and technical officials participation in Alberta Games
- 1.7 Coordinate the sport technical package in cooperation with provincial sport associations
- 1.8 Recognize the efforts of the host community volunteers to host the Games
- 1.9 Promote and encourage sport organizations and host communities to use the ASC's donation program to assist with fund raising
- 1.10 Support athlete participation throughout the Canadian Sport for Life continuum, stage 3 Learning to Train (Alberta Games) and stage 7 Active for Life (Alberta 55 Plus Games)
- 1.11 Investigate multi-sport event opportunities and partnerships that impact sport participation.

Performance Indicators

- Number of senior participants who compete in regional and zone playoffs for 55 Plus Games
- Number of athletes participating in the Alberta Games and Zone playoffs
- Number of volunteers involved in the host community

Goal 2: In collaboration with partners provide support, assistance, consultation, and coordination to communities, Provincial Sport Associations, athletes, and coaches for participation in Interprovincial Games.

Desired Outcomes:

- Alberta athletes and coaches can gain experience at the provincial, inter-provincial/territorial, national and international Games.
- Albertans take pride in representing Alberta at Arctic Winter, Western Canada Summer Games, and Canada Games.
- Alberta athletes and coaches have access to sport science services.
- Alberta is recognized as a top performer at Multi-Sport Games.

Strategies

- 2.1 Support Alberta's high performance athletes and coaches participation in Multi-Sport Games through coordinating comprehensive technical packages, provide support and team training & selection funding to provincial associations to prepare athletes and coaches.
- 2.2 Provide leadership, coordination, consultation, and administration services to

- Team Alberta and Team Alberta North.
- 2.3 Support Alberta's emerging high performance athletes by funding the provision of sport science services.
 - 2.4 Work effectively with Host Societies to ensure technical requirements and quality athlete services are provided.
 - 2.5 Actively engage and collaborate with Host Societies, governing bodies, and other Games partners.

Performance Indicators

- Percentage of coaches that meet the certification requirements
- Percentage of satisfaction with the Team Alberta/Team Alberta North experience
- Percentage of coaches satisfied with the preparation for the Games
- Mission Staff feel that their experience as a member of Team Alberta/Team Alberta North has positively affected their involvement in sport.
- Team Alberta places within the top two at the 2015 Western Canada Summer Games
- Team Alberta North places within the top two at the 2016 Arctic Winter Games
- Team Alberta places within the top three in flag points and medals at the 2015 Canada Winter Games.

Core Business 3: SPORT DEVELOPMENT

Sport Development operates within Alberta Sport Connection (ASC).

The Alberta Sport Connection and the Alberta sport development system to lead the country in terms of organizational, athlete, coach and volunteer development. Specifically, Sport Development (SD) will provide provincial association development funding, long term athlete development (CS4L), coach and official development, educational activities and bilateral federal funding, Aboriginal sport development, sport for persons with a disability, ethical conduct in sport, research, advocacy and provide support through the Alberta Sport Connection's donation fund.

Goal 1: Enhance capacity of sport system through provincial sport association through project funding support along with consultation, leadership and education. Through a coordinated approach, input and direction is provided to the Federal-Provincial/Territorial process.

Desired Outcomes:

- Sport Associations are provided annual funding to support programs and services.
- Association Development Program is reviewed.
- Donation fund allows individuals and corporations to contribute to the development of sport in Alberta.
- Alberta athletes and coaches have access to the support they need to be successful.

- Associations are aware of policies (local, provincial, national) that directly and indirectly affect their organization
- Associations are provided with knowledge and skills to effectively deliver their programs.
- Alberta athletes and coaches have increased opportunities to compete at high level events.
- A local sport development grant program to be established.
- Alberta athletes are represented on provincial, national and national development / junior teams and receive support for training and development.
- Alberta is recognized as a top producer of international level athletes and coaches
- Albertans volunteer in their community through sport.
- Albertans serve on Boards of Directors in leadership roles for provincial, national and international sport organizations.

Strategies

- 1.1 Provincial sport association funding is provided on annual basis.
- 1.2 Provincial sport association funding is reviewed.
- 1.3 Consultative support is provided when required to provincial sport associations with respect to strategic planning, governance and other organizational issues.
- 1.4 Participate on Federal-Provincial/Territorial Sport Committee workgroups to forward Alberta's position and expertise on a national level.
- 1.5 Informed policy direction is provided to senior management for discussions occurring at the Interprovincial Sport and Recreation Council, Deputy Minister and Minister levels.
- 1.6 Opportunity for corporations and individuals to contribute to sport development and financial assistance to provincial associations through the Donation Fund Program.

Performance Indicators

- Number of athletes, coaches, officials and volunteers contributing to sport delivery in Alberta.
- Number of under-represented and/or marginalized populations being provided sport programs and services in Alberta.
- Number of sport events hosted and cohosted by provincial sport organizations
- Percentage of provincial sport organizations aligning programs with Canadian Sport for Life
- Percentage of Provincial sport organizations aware of and aligning their Strategic Plans to the Active Alberta Policy, Active Canada 20/20, the Canadian Sport Policy and the renewed Alberta Sport Plan

- Detailed membership information is collected from PSAs (fees, categories, numbers, events planned and held including participation numbers).
- Number of programs specific to targeted populations of disabled, aboriginal populations, girls and women, new Canadians, economically disadvantaged and for specific purposes such as anti-bullying, after schools and national leadership standards
- Community reach and provision of services in Alberta communities, by zone.
- Governance and Policy status, process for AGM, process for financials, bylaw reviews, establishment of various policies.
- Staffing, the number of full time and part time staff.

Goal 2: Sport system is aligned and furthers the Canadian Sport for Life (CS4L) movement and all ASC programs/services are based on long term athlete development (LTAD) principles.

Desired Outcomes:

- Communities, sport organizations and other sector partners have an increased awareness of the importance of all stages of CS4L.
- Provincial Sport Associations have the capacity and resources to develop and deliver programs and services within a CS4L context.
- Increased sport opportunities for all ages and abilities for life long participation.
- An increased understanding of current research around athlete and coach development for the sector

Strategies

- 2.1 Build on existing relationships (Alberta Ambassador Network), connections and linkages within health, education, recreation and other sectors to reinforce the incorporation of LTAD principles into physical activity and sport programming.
- 2.2 Build on existing relationships, connections and linkages with the provincial sport sector to advance the awareness, education and implementation of physical literacy programs in the first three stages of the CS4L model with funding provided through the Sport Support Bilateral and annual operational grants.
- 2.3 Liaise with the Canadian Sport for Life national work group and Canadian Sport for Life Expert Group to provide Alberta organizations with current information and programs.
- 2.4 Provide support to provincial sport associations and other interested parties with respect to the status and focus of the Canadian Sport for Life initiative.
- 2.5 Provide financial support to those organizations wishing to further their alignment with LTAD principles.
- 2.6 Integrate LTAD’s principles into the design and delivery of all ASC programs.

Performance Indicators

- Percentage of adult Albertans who participated in sport and recreational activities
- Percentage of Albertans aged 12 – 19 who are active or moderately active in their leisure time.
- Percentage of adult Albertans who are physically active at a level required for health benefits (collected biennially)
- Current levels of participation by Albertans in a wide range of sport activities are maintained, increased and/or enhanced
- Targeted groups have access to sport opportunities
- Number of individuals that the Regional Physical Literacy Coordinators have participating in the first three stages of LTAD programming
- Sport system alignment for sport competitions and Games.
- PSAs that have LTAD plans and are implementing.

Goal 3: Support marginalized and underrepresented sport groups including persons with a disability, girls and women, economically disadvantaged, new Canadians and Aboriginal populations to engage in sport and leadership development opportunities.

Desired Outcomes:

- Sport opportunities are accessible by Alberta's Future Leaders (AFL) Communities, marginalized and underrepresented groups.
- Train AFL Mentors to develop skills related to sport, recreation, leadership and community development and cultural awareness
- AFL youth have opportunity to learn about aboriginal cultures and traditional activities, community engagement, sport and recreation, as well as, leadership skills.
- Provincial associations are aware of opportunities to engage with Aboriginal communities, marginalized and underrepresented groups.
- AFL communities are aware of resources and opportunities.
- Increased participation in sport and recreation programming by AFL, marginalized and underrepresented youth.
- AFL youth develop skills necessary to continue sport and recreation opportunities in their communities
- The AFL Mentors develop a cultural awareness and the skills necessary to work within an Aboriginal community.
- Aboriginal communities have increased capacity to develop and deliver sport programs.
- Barriers to sport opportunities are reduced in aboriginal communities and with marginalized and underrepresented groups.
- Increased number of Aboriginals, marginalized and underrepresented groups participating in sport programs across Alberta.

- Increased community collaboration in development of sport and recreation programs
- Increase number of provincial associations working with Aboriginal communities

Strategies

- 3.1 Coordinate the Future Leaders Program (AFL) in approximately 12 communities.
- 3.2 AFL mentors work with the community to develop and deliver youth focused sport, recreation arts and cultural activities.
- 3.3 Provide training for mentors and a leadership camp for aboriginal youth.
- 3.4 Advance the awareness, education and implementation of programs that increase physical activity levels of under-represented groups including person's with a disability, girls and women, economically disadvantaged, new Canadians and aboriginal populations.
- 3.5 Coordination and fulfillment of obligations under the Sport Support Bilateral is maintained in order to ensure a positive relationship with Sport Canada.
- 3.6 Consultative and financial support is provided to organizations that provide opportunities for underrepresented and or marginalized populations groups.
- 3.7 Consultative and financial support is provided to the Indigenous Sport Council – Alberta.
- 3.8 Consultative and financial support is provided to the Steadward Centre which supports athletes with a disability.
- 3.9 Explore the ability to provide sport opportunities for new Canadians and persons with disabilities.

Performance Indicators

- Number of participants receiving leadership training
- Number of identified program sponsors for Future Leaders
- Monthly tracked participation rates in programs (Steadward, Sport Support groups)
- Total number of partnerships (ISC, Steadward)
- Number of identified community members and organizations working with the AFL.
- Number of recognized AFL communities
- Number of marginalized and underrepresented groups that receive funding and the impact of that funding on program development and participation
- Number of Alberta North America Indigenous Games (NAIG) participants
- Number of Alberta NAIG coaches obtaining NCCP training and certification

Goal 4: Develop and align sport development programs to priorities of Alberta Sport Plan.

Desired Outcomes:

- ASC programs to align with priorities of Alberta Sport Plan.
- New programs and services to align with priorities of the Alberta Sport Plan.
- Financial resources are appropriately aligned with the Alberta Sport Plan.

Strategies

- 4.1 Engaged in review of ‘What we heard’ and the framework for the Alberta Sport Plan.
- 4.2 ASC staff and Board of Directors are aware of the content of the Alberta Sport Plan.
- 4.3 Development of recommendations of implementation and funding of key actions identified in the Alberta Sport Plan.
- 4.4 Review and development of ASC programs to align with priorities of the Alberta Sport Plan.
- 4.5 Explore and encourage new programs and services to align with priorities of the Alberta Sport Plan.

Performance Indicator

- To be developed once implementation plan outlining specific actions are completed.

Goal 5: Support and coordinate sport research and innovation.

Desired Outcomes:

- Alberta partners in the delivery of sport programs reflect research and best practices.

Strategies

- 5.1 Coordinate project and area specific research into trends and issues in sport development.
- 5.2 Support and share current research on sport, as well as best practices for program design and delivery.
- 5.3 Establish a research collaboration collective (advisory committee) to coordinate needs and evidence based research to advance sport development.
- 5.4 Partner with the Recreation and Physical Activity Division to establish a collaborative strategy to research within the sport sector.
- 5.5 Review current program related to Sport Science Funding (Sport Medicine Council).

Performance Indicators

- Establishment of a research collective to conduct a critical review of sport research.
- Number of articles compiled that relate to sport research
- Number of PSAs that access the research

Core Business 4: SPORT EXCELLENCE

Alberta Sport Connection strives to give Albertans opportunity to excel in sport to the level of their abilities and interests. Sport develops a sense of community and creates an environment in which pride, enthusiasm, inspiration and fair play thrive. Multi-Sport Games and major sport events allow participants to explore the potential of their physical and mental abilities.

Goal 1: In collaboration with partners, deliver programs that facilitate sport excellence for Albertans.

Desired Outcomes:

- Emerging high performance athletes can access quality training services near their homes
- Alberta's high performance athletes have access to provincial, national, and international caliber athlete development opportunities
- Alberta coaches and officials can gain experience at the inter-provincial, national and international level
- Albertans take pride in national and international achievement, and motivation to become active and participate in sport

Strategies:

- 1.1 Provide funding and support for coach and officials' education and training, including grants to support the employment of high performance coaches through the High Performance Coaching Development Program.
- 1.2 Support Alberta's high performance athletes through the Podium Alberta Program.
- 1.3 Support Alberta's high performance athletes' participation in interprovincial, national, and international Games (Canada Summer, Canada Winter, Western Canada Summer and Arctic Winter).
- 1.4 Support Alberta's emerging high performance athletes by funding the provision of sport science services, on a regional basis through the Alberta Sport Development Centres, and provincially to the Canadian Sport Institute-Calgary.
- 1.5 Support the development of high performance disabled sport in Alberta by providing support to Provincial Sport Associations for the disabled and support for the Steadward Centre for physical and personal achievement.
- 1.6 Support to the International Sport Exchange Program to enhance athletic excellence and foster relationships with Alberta's sister provinces in Gangwon,

South Korea; Hokkaido, Japan; and Heilongjiang, China.

- 1.7 Recognize the accomplishments of Alberta's high performance athletes through the Olympic and Paralympic Salute, the Athlete and Team of the Year Program, and support for the Alberta Sport Hall of Fame and Museum.

Performance Indicators:

- Percentage of satisfaction with the International Sport Exchange Experience
- Total number of communities reached by the Alberta Sport Development Centres
- Total number of sports receiving sport science services from the Alberta Sport Development Centres
- Number of athletes recognized at the Olympic and Paralympic Salute and inducted into the Alberta Sports Hall of Fame
- Percentage of satisfaction with the Team Alberta/Team Alberta North experience
- Percentage of Provincial Sport Associations utilizing all of their High Performance Coach funding

Core Business 5: SPORT LEADERSHIP DEVELOPMENT

Alberta Sport Connection supports coaching/officials and leadership development to assist in quality sport opportunities for Albertans.

Goal 1: Development and education of coaches through the National Coaching Certification Program and coaching education initiatives.

Desired Outcomes:

- Albertans follow National Coaching Certification Program (NCCP) standards and policies
- Alberta has coaches that are trained and certified in NCCP.
- Coaches can access a variety of the NCCP and coach education workshops.
- PSAs can access certified coaches to ensure quality programming.
- Alberta has a sufficient number of trained and certified coach developers for both multi-sport and sport NCCP workshops.
- More Albertans value coaching and the impacts of trained coaches.
- More women coaches in all contexts.
- Albertans have opportunities to achieve athletic excellence in a model that is athlete-centered and coach led.

Strategies

- 1.1 Support and guidance is provided to coaches in Alberta who are pursuing further coach education.
- 1.2 Consultative and financial support is provided to organizations wishing to provide a learning environment for coaches.
- 1.3 Support is provided to provincial sport associations with respect to national coaching certification coordination.
- 1.4 Financial support is provided to organizations and coaches wishing to further develop their coaching expertise through the Above and Beyond/ Visitation grant programs.
- 1.5 Support is provided to Master Learning Facilitators (MLF) and Learning Facilitators (LF) to maintain their levels of qualification and to further support coaching education in the province.
- 1.6 Consultative support is provided to Coach Alberta in order to ensure they have up-to-date information for their membership regarding provincial coaching activities and national initiatives.
- 1.7 Continue to work with the educational system to ensure that there are learning opportunities for school-based coaches and for potential coaches.
- 1.8 Liaise with the Coaching Association of Canada with respect to the delivery of the National Coaching Certification Program.

Performance Indicators

- Alberta fulfills its requirements for trained or certified coaches at inter-provincial and provincial multi-sport events.
- Number of Albertans qualify to coach in national or international programs or events.
- Number of Albertans that have completed NCCP training and certification.
- Number of National Coaching Certification Program workshops.
- Number of coach education workshops.
- Number of LFs and ALFs engaged in coach development.
- Number of Coach Developer (LF) workshops.
- Number of coaches in Alberta.
- The number of teachers trained to facilitate National Coaching Certification Program modules.
- Number of students that complete REC 2120/3120.
- Number of teachers that receive ACEV for Alberta Schools Athletic Association (ASAA) online training courses.
- Number of partnerships reported.
- Number of women coaches in Alberta.
- Number of coaches supported by Initiatives Program.

Goal 2: Support for official development and training.

Desired Outcomes

- Alberta has technical officials that are trained and certified
- Officials can access a variety of the sport specific official training and education workshops
- PSAs can access qualified officials to ensure quality programming
- Alberta has a sufficient number of trained and certified officials developers
- More Albertans value officiating and the impacts of trained officials

Strategies

- 2.1 Support and guidance is provided to officials in Alberta who are pursuing official education.
- 2.2 Consultative and financial support is provided to organizations wishing to provide a learning environment for officials.
- 2.3 Financial support is provided to organizations and officials wishing to further develop their expertise through the Above and Beyond/ Visitation grant programs.

Performance Indicators:

- Alberta fulfills its requirements for trained or certified officials at inter-provincial and provincial multi-sport events.
- Number of Albertans qualify to officiate in national or international programs or events.
- Number of Albertans that have completed officials training and certification.
- Number of official workshops in both rural and urban areas.
- Number of officials in Alberta.
- Number of officials supported by Initiatives Program.

Goal 3: Recognition of coaches, coach developer, officials and volunteers.

Desired Outcomes:

- Volunteers, leaders, participants, coaches, athletes and officials are recognized for meaningful contributions to sport, active living and recreation.
- The sport sector, along with their partners, values the recognition of volunteers, leaders, participants, coaches, athletes, and officials.
- Alberta athletes, coaches and officials are recognized as leaders in sport and Albertans are represented at the national and international level as athletes, coaches and officials.

Strategies

- 3.1 Recognize and celebrate the significant achievements, performances and contributions of Alberta's amateur athletes and teams.
- 3.2 Acknowledge the tremendous impact NCCP Learning Facilitators/Evaluators have on Alberta's sport delivery system.
- 3.3 Recognize and honor coaches for their successful and outstanding achievements in developing Alberta's amateur athletes.
- 3.4 Recognize and honor officials for their successful and outstanding achievements in officiating sports that involve Alberta's amateur athletes.
- 3.5 Recognize and honor the significant contributions of individuals who devote their volunteer time and effort to the development of sport.

Performance Indicators

- Number of Athletes nominated and number receiving the award
- Number of Teams nominated and number receiving award
- Number of Coach Developers nominated and number receiving award
- Number of Coaches nominated and number receiving award
- Number of Officials nominated and number receiving award
- Number of Sport volunteers nominated and number receiving award

Goal 4: Provide and coordinate leadership development opportunities.

Desired Outcomes:

- Provincial sport organizations and stakeholders have a greater understanding of the current trends, research, policies, practices and activities within the sector.
- Provincial sport organizations have an increased awareness of policies, practices and research guiding the sector.
- Provincial sport organizations and sector partners are aware of opportunities for collaboration and networking.
- Albertans are engaged in sport organizations and are involved on boards of directors.
- Alberta has an efficient and effective provincial sport network.

Strategies

- 4.1 Provide educational and networking sessions to the provincial sport associations, sector partners and delivery agents dealing with issues identified through the association review process as well as through research and emerging issues.
- 4.2 Coordinate the next bi-annual Leadership Summit in April 2015 which provides a formalized educational opportunity for the provincial sport community.

Performance Indicators

- Number of Professional Development (PD) opportunities hosted.
- Number of attendees at PD events.
- Percentage of Provincial sport organizations aware of and aligned to the Active Alberta Policy, Active Canada 20/20 and the Canadian Sport Policy and the renewed Alberta Sport Plan.
- Number of attendees at Leadership Summit (2015).
- Evaluation rating of PD events and Leadership Summit (2015).

Core Business 6: SPORT MAJOR EVENT HOSTING

The Alberta Sport Connection provides financial support to national, provincial and local sport organizations to host sport events in the province. Western Canadian, National and International Events are supported through the Sport Event Program and the Olympic Legacies Fund.

Alberta communities and sport groups are encouraged to bid to host sport events up to and including World Championships and Olympics. Hosting events results in significant economic growth to the province.

Goal 1: To encourage the hosting of sport events in the province by providing financial support to communities and sport organizations to bid for and host events.

Desired Outcomes:

- Alberta communities have the opportunity to host major events in Alberta.
- Alberta athletes have opportunities to participate in regional, national and international competitions in their home province.

Strategies:

- 1.1 Promote the value of hosting events in province to key stakeholders
- 1.2 Ensure that sport organizations and communities are aware of the opportunity to acquire financial support to host events
- 1.3 Assist organizations in securing and hosting sport events in province

Performance Indicator

- Number of regional, national and international sport events hosted in Alberta.

Core Business 7: FUND DEVELOPMENT

Alberta Sport Connection will raise funds through a variety of vehicles, including corporate sponsorship, planned gifts, and endowments to support its programs and partner programs. The Donation Fund serves as a vehicle by which donors may receive a tax receipt.

Goal 1: To raise funds to assist the ASC and its partners in meeting program objectives

Desired Outcomes:

- Current ASC sponsors maintain their level of support and are recognised
- New sponsors are acquired
- A Planned Giving program is developed and implemented
- An Endowment Fund is established that is available for sport delivery partners to utilize
- Utilization of the Donation Fund by provincial sport associations is increased

Strategies

- 1.1 Develop and implement a Planned Giving program
- 1.2 Communicate with current and potential sponsors on a regular basis
- 1.3 Establish an Endowment Fund that provides long term benefit to sport
- 1.4 Develop a sponsorship plan 2014-17

Performance Indicators

- The amount of sponsorship dollars raised
- The number of potential sponsors that are engaged
- The amount of funds raised within the endowment funds
- The number of planned gifts generated
- The amount of dollars through the Donation Fund