



ALBERTA ESPORTS ASSOCIATION

STRATEGIC PLAN

2020-2025





MESSAGE FROM THE BOARD

The Alberta Esports Association (AESAs) is proud to be a part of this exciting and rapidly growing esports industry. We believe that AESAs can foster the growth and development of esports within our province and empower Alberta as a nationally recognized leader within this industry.

To build a flourishing economic and social esports ecosystem with long-term sustainability and success, the Alberta Esports Association has developed the following Strategic Plan. This plan outlines our collective initiatives, goals, actions, and strategies over the next 5 years. Our core values, mission, and vision were the cornerstones upon which this strategy is built.

The successes of our organization would not be possible without the support of our strategic partners, community partners, and our Board of Advisors. We'd also like to thank our staff and volunteers, all of whom play an integral part in the Alberta Esports Association's development and the growth of the esports ecosystem within Alberta.

We love video games, we love the gaming community, and we love the experiences we've made over the last 15 years. We hope you will join the Alberta Esports Association in championing an exciting and rapidly growing industry that brings people together to celebrate gaming, competition, and comradery.

Best Regards,



Victor Ly, P.Eng
President & Co-Founder



Brad Jones
Vice President & Co-Founder



Mandy Lee, CPA
Treasurer



Courtney Nickerson, CAPM
Secretary & Administrator



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ABOUT US

The Alberta Esports Association (AESAs) is a non-profit organization founded in 2020 and established as the governing body for provincial esports within Alberta. We are building Alberta’s esports industry with a community-driven approach to foster the growth of local communities, create opportunities for player excellence, and foster career pathways for long-term industry success.

Over the last 15 years, our Co-Founders have proudly built relationships with grassroots communities, institutions, and businesses across the province. Through limited resources and volunteer efforts, they grew from their parents’ basements to filling convention halls as the largest esports event organizers in Alberta - bringing together thousands of unique fans across the province to celebrate gaming. As demand began to exceed current grassroots capacities, our Co-Founders founded AESAs as a value-driven non-profit organization to build and elevate the capacity for esports within Alberta for long-term sustainability and success.

MISSION STATEMENT

To foster the growth and development of esports within Alberta and facilitate the best events, the best communities, and the best players.

VISION STATEMENT

Establish Alberta as a recognized esports leader by cultivating local talent, developing industry opportunities, and building cohesive governance infrastructure.

CORE VALUES

COLLABORATION

We are committed to working with local communities and industry partners to create a unified Alberta Esports experience.

INCLUSION

We recognize and empathize with the unique experiences of individuals. We are committed to fostering a diverse community culture of inclusion and accessibility.

GROWTH

We believe that the heart of Esports is in bringing people together, and creating opportunities to evolve both in scale and quality.

ACCOUNTABILITY

We believe in the integrity of our work and the safety of our communities. We are committed to ensuring the highest standards are met both by our organization and our partners, while operating with transparency.

PLAY

We know how much fun gaming can be. We exist to share that sense of entertainment and celebrate the thrill of competition for players of all ages throughout Alberta in a safe and supportive environment.



ESPORTS LANDSCAPE

INTERNATIONAL ESPORTS

Esports is a rapidly growing global industry with revenue reaching US\$1.1 billion in 2019 with over 20 million concurrent viewers. Half of the audience is in Asia where esports has integrated itself into their society and culture years in advance of the rest of the world.

International esports hubs include China, South Korea, Europe, and the United States where they have established flourishing esports ecosystems through the presence of tournament organizers, events, venues, government subsidies, policies and procedures, esports associations, esports education, private investment, and other key esports activities.

CANADA ESPORTS

23 million Canadians play video games (64% of the Canadian population), with 1.5 million considering themselves as esports enthusiasts. While the video game industry is well established with nearly 700 game development studios and over 27,000 full time jobs with an average annual salary of \$77,300, the esports sector in Canada is still at an early stage and is lacking the fundamental infrastructure and support required for the current ecosystem to scale.

ALBERTA ESPORTS

Prior to the Alberta Esports Association, the esports landscape within Alberta was decentralized. The Alberta Esports Association has since begun consolidating a fragmented ecosystem, delivering sanctioned events, and developing policies and procedures through volunteer and grassroots initiatives. However, Alberta continues to lack the fundamental infrastructure to scale, with limited career pathways & developmental opportunities for professional players and industry talent, no governance to establish leadership and accountability, and growing demands exceeding grassroots capacities.

As described in the Vancouver Esports Strategy (2021)¹: “The most effective way for a city to become an esports hub is to first establish the formation of a local esports ecosystem. Once this foundation is laid, the city can then turn its attention to developing its international presence as an esports hub by attracting international players and hosting international events.”

¹ Vancouver Esports Strategy (2021), Vancouver Economic Commission

² Implications and Impacts of Esports on Business and Society: Emerging Research and Opportunities (2019), David J. Finch, Mount Royal University



ESPORTS ECOSYSTEM

ECOSYSTEM COMPONENTS

The esports ecosystem is a diverse and robust sector that encompasses a wide range of organizations and industries. Identifying and understanding the key players necessary to develop a healthy esports ecosystem will be imperative for Alberta to meet the growing demand for esports. To establish a flourishing and sustainable esports ecosystem, the following esports components¹ must be identified and cultivated:

ESPORTS ASSOCIATIONS

Esports associations that unites the esports audience, advocates the industry, standardizes policies, and organizes events.

ECOSYSTEM LEADERS

Community, business, and industry leaders that create, maintain, and advance esports activities for the mainstream audience.

EDUCATION & TALENT DEVELOPMENT

Esports education and talent development opportunities through private and public education programs and initiatives.

EVENTS & VENUES

Affordable and scalable esports events and venues that foster activity, generate revenue, and engage fans, industry, and community.

GOVERNMENTS

Supportive governments that provide recognition, subsidies, industry legitimacy, accreditation, and policy.

PRIVATE INVESTMENTS

Private investment and corporate sponsorships to support players, teams, and events, companies, and organizations.

ALBERTA ESPORTS ASSOCIATION

The Alberta Esports Association fulfills the role of the esports association for Alberta by providing structured governance, advocating for the esports industry, delivering sanctioned events and wellness initiatives, facilitating community and industry building strategies, generating meaningful value for public and private sectors, and consolidation of an otherwise fragmented and decentralized market.

The Alberta Esports Association has established key strategic partnerships with local grassroots communities and organizations, post-secondary institutions, schools and athletic associations, student groups, and industry leaders to develop the key factors necessary to unlock cohesion, growth, and collective planning in the ecosystem

¹ Vancouver Esports Strategy (2021), Vancouver Economic Commission

² Implications and Impacts of Esports on Business and Society: Emerging Research and Opportunities (2019), David J. Finch, Mount Royal University



INITIATIVES

#1 - GOVERNANCE & COMPLIANCE

The Alberta Esports Association will act as the governing body for esports in the province. AESA will provide leadership and strategic direction to the industry in accordance with our core values, mission, and vision.

#2 - TALENT & DEVELOPMENT

The Alberta Esports Association is committed to advocating for the esports industry and developing local talent through education programs and academic engagement.

#3 - COMMUNITY BUILDING

The Alberta Esports Association is committed to creating social value and fostering participation retention by developing community support programs and growth opportunities.

#4 - INDUSTRY BUILDING

The Alberta Esports Association is committed to fostering industry growth by cultivating participation, delivering a quality system of sanctioned events and activities, and facilitating career pathways.

#5 - FINANCES & SUSTAINABILITY

The Alberta Esports Association is committed to financial sustainability and fiscal responsibility to maximize the success of the organization and the Alberta esports ecosystem.

#6 - OPERATIONS & PERFORMANCE

The Alberta Esports Association is committed to the organization's operational performance and integrity to maximize the success of the Alberta esports ecosystem.



LEADERSHIP & ACCOUNTABILITY



INITIATIVE #1 - GOVERNANCE & COMPLIANCE

The Alberta Esports Association will act as the governing body for esports in the province. AESA will provide leadership and strategic direction to the industry in accordance with our core values, mission, and vision.

GOALS

GOAL #1.1

OPERATING
CODE

GOAL #1.2

COMPLIANCE
MODEL

GOAL #1.3

MEMBERSHIP

GOAL #1.4

EVENT
SANCTIONING

GOAL #1.5

ATHLETE
REPRESENTATION

TIMELINE

2020

Incorporate as a registered non-profit organization under the Government of Alberta Companies Act.

Develop a public-facing Code of Conduct and form a qualified Conduct Panel.

Establish a Safe Disclosure Form and Compliance Reporting Structure.

Develop disciplinary and rehabilitative protocols and procedures for compliance violations.

2021

Develop a Constitution and set of By-Laws for a Non-Profit.

Establish an onboarding process for staff, volunteers, members, and partners.

Establish policies and guidelines for internal and external staff and volunteer opportunities.

Develop and issue community surveys and feedback.

2023

Establish policies and guidelines for memberships and sanctioned events.

Implement a mutually beneficial membership system.

Implement an event sanctioning system.

2025+

Identify and mobilize provincial esports athletes to represent Alberta at a national level.



GOAL #1.1 - OPERATING CODE

OBJECTIVES

- Establish and comply with a system of policies and procedures conducive to the operations and overall success of AESA.
- Develop and comply with a Constitution and set of By-Laws conducive to the operations and success of a non-profit organization.



STRATEGIES.

- Establish policies and guidelines for internal and external communications, staff and volunteer operations, outlining their duties and responsibilities.
- Develop internal and external administrative documents and resources conducive to the operations and success of the organization.
- Establish and implement an onboarding process for staff, volunteers, members, and partners.
- Develop internal management systems for staff, volunteers, members, and partners.
- Establish policies and guidelines for memberships, sanctioned events, and branding.
- Develop and comply with financial procedures and accounting fundamentals that follow the CPA handbook, Canadian Audit Standards, and CRA.
- Develop procedures to prevent/detect internal and external fraud.
- Actively review and evaluate the operating code.

MEASUREMENTS

- All policies, procedures, and guidelines are up-to-date and reviewed annually, and any revisions are logged.
- Increase adoption of the AESA operating code by partnered organizations.
- Maintain positive internal and external stakeholder satisfaction.



GOAL #1.2 - COMPLIANCE MODEL

OBJECTIVES

- Establish a compliance structure that is aligned with the values and professional principles of AESA.
- Establish a public-facing Code of Conduct to define standards and compliance based on ethical and professional principles of the organization and conducive to its mission, vision, and values.
- Foster an accessible and safe culture and environment for the community to flourish (Safe Esports).
- Protect the community through disciplinary and rehabilitative protocols and procedures.



STRATEGIES

- Seek consultation and feedback from public and private stakeholders in the development of the Code of Conduct, including community members, healthcare professionals, parents, and survivors of abuse.
- Apply standards and procedures developed by the Esports Integrity Commission.
- Establish a Conduct Panel & Task Force composed of professionals specialized in physical and mental health, counseling, first aid, and emergency response.
- Establish a Conduct Panel & Task Force to review, address, and enforce violations of the Code of Conduct.
- Establish a Safe Disclosure Form and Compliance Reporting Structure.
- Construct an accessible information resources directory of various physical and mental health .
- Actively review and evaluate the compliance model.

MEASUREMENTS

- All of policies, procedures, and guidelines are up-to-date and reviewed annually, and any revisions are logged.
- All known violations of the Code of Conduct are reviewed, addressed, and enforced.
- Minimize and mitigate Code of Conduct violations measured annually.
- Information resources directory is reviewed & updated annually.



GOAL #1.3 - MEMBERSHIP

OBJECTIVES

- Establish a mutually beneficial membership program and management system for the members of AESA.
- Establish customer satisfaction, provide meaningful benefits, and foster long-term retention.
- Generate funds for the sustainable operation and overall success of the organization.



STRATEGIES

- Establish membership benefits including event and merchandise discounts and rewards.
- Establish exclusive membership benefits & giveaways with sponsors & partners.
- Establish a tiered membership system to maintain socioeconomic accessibility.
- Provide an opportunity to purchase memberships online and in-person at events.
- Consolidate and survey demographic information to evaluate opportunities to further support members.
- Provide access to physical and mental health benefits.
- Provide insurance coverage to protect members, volunteers, employees, and the organization.
- Streamline operations and communications between the organization and members (new & existing).
- Develop and implement marketing strategies for membership participation.
- Explore technologies such as RFID membership cards to ease membership check-in & registration

MEASUREMENTS

- Membership satisfaction measured annually.
- New membership registration and membership retention rate measured annually.
- Use of membership services & benefits.



GOAL #1.4 - EVENT SANCTIONING

OBJECTIVES

- Establish a sanctioning system for AESA recognized esports events and partners within Alberta and Canada.
- Establish accountability and compliance for all esports operations within Alberta.
- Ensure a standard of accessibility, accountability, and excellence for esports within Alberta.



STRATEGIES

- Develop the policies and procedures required to qualify as an AESA sanctioned esports event.
- Recognize qualifying events and partners within Alberta that adhere to the AESA Code of Conduct and are aligned with AESA's mission, vision, and values.
- Establish a comprehensive circuit for sanctioned events.
- Ensure clear event branding between events.
- Ensure standard of accessibility for events including environmental and sensory considerations.
- Form collaborative relationships with esports businesses operating within Alberta.
- Develop disciplinary and remediation procedures for sanctioned events failing to adhere to the code of conduct and overall values of the organization.
- Actively audit sanctioned events.
- Actively review the sanctioning policies and procedures.

MEASUREMENTS

- Number of events sanctioned & recognized under AESA.
- Number of grassroots communities, student groups, and businesses partnered with AESA.
- Sanctionee retention & satisfaction measured annually.



GOAL #1.5 - ATHLETE REPRESENTATION

OBJECTIVES

- Establish and strengthen the collective voice of esports athletes and players within Alberta.
- Ensure the goals of the organization are representative of the needs and desires of the communities.
- Identify and mobilize provincial esports athletes.



STRATEGIES

- Foster reciprocal relationships with esports athletes and players within Alberta.
- Actively engage with esports athletes and players within Alberta and implement effective feedback mechanisms.
- Incorporate systems to highlight communities and their members through exhibitions and showcases.
- Consolidate and survey demographic information to evaluate opportunities to further support members.
- Develop and implement marketing strategies for survey participation.

MEASUREMENTS

- Member & participation satisfaction measured annually.
- Community leadership & ambassadorship conversion.
- Net promoter score measured quarterly.
- Survey engagement & completion rate.



INNOVATION & EMPOWERMENT



INITIATIVE #2 - TALENT & DEVELOPMENT

The Alberta Esports Association is committed to developing local talent through education programs and academic engagement.

GOALS

GOAL #2.1

INDUSTRY
ADVOCACY

GOAL #2.2

EDUCATION
& TRAINING

GOAL #2.3

COLLEGIATE
ESPORTS

GOAL #2.4

K-12
ESPORTS

GOAL #2.5

YOUTH
PROGRAMMING

TIMELINE

2020

Partnership with Mount Royal University for the Esports Management program as the first generation of esports instructors and industry mentors in Alberta.

Partnership with the Alberta Colleges Athletic Conference to sanction and deliver esports at the Alberta collegiate level.

Advocate for the esports industry through major news outlets and platforms.

2021

Begin developing and delivering training workshops and modules for grassroots industry talent.

Establishing partnerships with High Schools across Alberta to sanction and deliver esports at the secondary education level.

Begin establishing partnerships with Primary Schools across Alberta to sanction and deliver esports at the primary education level.

2023

Facilitate inter-provincial primary, secondary, and collegiate level esports at a provincial level.

Expand institutional participation and student enrollment and facilitate scholarship opportunities.

Develop and deliver performance and developmental packages for external clients through partnerships with coaches and healthcare professionals.

2025+

Facilitate inter-provincial primary, secondary, and collegiate level esports at a national level.

Develop and deliver youth technology programming including after-school programs, summer camps, and in-class workshops.

Expand participation from high school and middle schools in incorporating esports workshops and mentorship programs.

GOAL #2.1 - INDUSTRY ADVOCACY

OBJECTIVES

- Increase public awareness of the economic and social benefits of the esports sector.
- Represent the esports industry in alignment with the values and goals of the organization.
- Legitimize the esports industry and challenge the negative stigmas towards gaming.
- Increase public esports and technology literacy.



STRATEGIES

- Increase grassroots level support.
- Increase representation at industry and academic info sessions by developing and delivering industry info sessions and workshops.
- Establish and expand cooperative and collaborative partnerships with the public and private sectors.
- Develop lobbying, marketing, social media, and public relations campaigns.
- Represent the culture of esports through new media, content curation, and storytelling.
- Actively review and evaluate advocacy activities, prioritize initiatives, and establish best practices for continuing activity.

MEASUREMENTS

- Increase support and participation from public and private sectors for the esports system in Alberta.
- Increase social media and media engagement.
- Increase website traffic and engagement.
- Maintain active brand mentions and media press releases.
- Engage in public engagement activities.



GOAL #2.2 - EDUCATION & TRAINING

OBJECTIVES

- Facilitate the development and implementation of esports education at an academic, scholastic, and community level.
- Establish tangible career and talent pathways to create full time employment for long-term industry growth and sustainability in Alberta.
- Reduce the departure and outsourcing of local industry talent by fostering local economic development.
- Empower participation and the pursuit of esports and the esports industry.
- Deliver higher quality esports events and operations.



STRATEGIES

- Deliver accredited career development programs at an academic level through key partnerships with post-secondary institutions
- Develop and deliver training workshops and modules for grassroots organizations and leaders.
- Train local industry talent through training workshops.
- Provide hands-on volunteer opportunities.
- Develop and deliver performance and developmental packages for external clients through key strategic partnerships.
- Deliver consultancy and training for external clients.
- Develop and deliver student workshops, mentorship programming, and youth camps.

MEASUREMENTS

- Number of partnerships with post-secondary institutions, K-12 schools, and athletic associations.
- Number of students enrolled in accredited esports academic programs within Alberta
- Number of staff & volunteers trained internally.
- Number of public workshops & programming delivered.
- Hours of consultancy & training for external clients.



GOAL #2.3 - COLLEGIATE ESPORTS

OBJECTIVES

- Incorporate and coordinate sanctioned esports into the post-secondary academic and athletic level.
- Facilitate student talent and developmental pathways.
- Establish credit incentives, scholarship opportunities, and award recognition for students.
- Encourage youth engagement and post-secondary enrollment related to esports.
- Foster healthy environments for competition, socialization, and success.



STRATEGIES

- Create and foster key partnerships with post-secondary institutions and athletic associations.
- Develop and foster student groups and teams at participating institutions and associations.
- Deliver accredited career development programs at an academic level through key partnerships with post-secondary institutions
- Develop and deliver inter-collegiate esports tournaments, leagues, and circuits.
- Measure the performance of students and provide recognition to top-performing talent.
- Foster performance and developmental opportunities for student-athletes.
- Establish minimum event standards and guidelines.

MEASUREMENTS

- Number of post-secondary institution partners.
- Number of sanctioned collegiate events delivered and participating collegiate athletes and students.
- Number of students participating & volunteering for collegiate events.
- Number of students enrolling in post-secondary institutions in pursuit of esports academics and athletics.
- Post-secondary institution partner and student participation satisfaction measured annually.



GOAL #2.4 - K-12 ESPORTS

OBJECTIVES

- Incorporate and coordinate sanctioned esports into the K-12 level.
- Facilitate student talent and developmental pathways.
- Establish credit incentives, scholarship opportunities, and award recognition for students.
- Encourage youth engagement and post-secondary enrollment related to esports.
- Foster healthy environments for competition, socialization, and success.



STRATEGIES

- Key partnerships with primary and secondary education institutions and athletic associations.
- Develop and foster student groups and teams at participating institutions and associations.
- Develop and deliver inter-high and inter-middle esports tournaments, leagues, and circuits, and facilitate progression at each level of education.
- Measure the performance of students and provide recognition to top-performing talent.
- Performance and developmental opportunities for student-athletes.
- Establish minimum standards and guidelines for events that are met and ingrain programs with logic models to ensure their success.

MEASUREMENTS

- Number of inter school partners.
- Number of sanctioned inter-scholastic events delivered and participating students.
- Number of teachers, coaches, and students volunteering for inter-scholastic events.
- School, student, and parent satisfaction measured annually.



GOAL #2.5 - YOUTH PROGRAMMING

OBJECTIVES

- Provide talent developmental pathways in the esports and technology industry for youth.
- Provide accessible educational, social, and developmental opportunities for youth.
- Create career opportunities for industry workers.
- Increase esports and technology literacy.
- Encourage youth engagement and participation.
- Foster healthy environments for competition, socialization, and success.



STRATEGIES

- Develop and deliver after-school, weekend, and summer programming related to esports and technology.
- Develop and deliver summer camps related to esports and technology.
- Develop and deliver in-class workshops.
- Establish standards and guidelines for programs.
- Highlight the esports and video game industry, and advocate the technology, computer science, engineering, event management, and creative sectors.
- Establish strategic partnerships with public institutions.
- Establish partnerships with mentors within the esports and video game industry.
- Develop and deliver performance and developmental packages through partnerships with industry partners.

MEASUREMENTS

- Number of workshops & programs delivered.
- Number of youth registrants.
- Youth & parent satisfaction measured annually.



COMMUNITY SUCCESS



INITIATIVE #3 - COMMUNITY BUILDING

The Alberta Esports Association is committed to creating social value and fostering participation by developing community support programs and growth opportunities.

GOALS

GOAL #3.1

CAPACITY
BUILDING

GOAL #3.2

HEALTH &
WELLNESS

GOAL #3.3

DIVERSITY &
INCLUSION

GOAL #3.4

AWARDS &
RECOGNITION

GOAL #3.5

TALENT
SPONSORSHIP

TIMELINE

2020

Develop a social platform to foster community and industry connection and collaboration.

Begin delivering collaborative tournaments, events, and fundraisers.

Construct an accessible information directory of various wellness resources.

2021

Begin developing and implementing specific policies and initiatives to promote diversity, inclusion, and accessibility.

Develop compliance policies regarding discrimination and inaccessibility.

Establish key health & wellness partners and begin planning initiatives.

2023

Develop skill divisions to establish equal opportunity and promote retentive participation.

Establish and implement an awards system that recognizes industry success and excellence.

Establish and promote a sanctioned ranking system.

2025+

Establish coaching opportunities for post-secondary, secondary, and primary levels.

Collaborate with national and provincial organizations.

Sponsor top performing talent to represent the organization and sponsors.



GOAL #3.1 - CAPACITY BUILDING

OBJECTIVES

- Cultivate, foster, and support collaborative and sustainable local grassroots esports organizations.
- Develop and implement local community and capacity building initiatives, programs, and services.
- Increase the quality, participation, and capacity of grassroots esports events.
- Achieve long-term sustainability and success at a local grassroots community level.



STRATEGIES

- Identify, develop, facilitate, and promote local community leadership and ambassadorship.
- Develop mentorship systems to empower emerging communities and community leaders.
- Empower grassroots community leaders with access to internal training and resources.
- Capacity building through training modules and workshops for industry workers.
- Direct engagement and outreach with local grassroots communities and student groups.
- Community empowerment through connectivity and collaboration with sponsors and partners.
- Deliver and actively participate in collaborative tournaments and events including fundraisers.
- Collaboration with national and provincial organizations.
- Establish and promote a player ranking system tied to the sanctioned circuit that can be used for event seeding and as a stats database.
- Audit community partnerships regularly.

MEASUREMENTS

- Number of emerging and established communities and community leads.
- Community leadership and ambassadorship conversion.
- Net promoter score measured quarterly
- Local community and community membership growth.
- Community and community lead retention.
- Community partnership satisfaction measured annually.

GOAL #3.2 - HEALTH & WELLNESS

OBJECTIVES

- Create a healthy and sustainable environment that is conducive to competitive excellence.
- Cultivate safe and healthy communities and experiences
- Promote healthy lifestyles and celebrate achievement.
- Develop and hone a competitive edge for high-performance esports athletes.
- Foster long-term retention, participation, and sustainability.



STRATEGIES

- Develop and implement specific health and wellness initiatives for the health, safety, well-being of the community, including emotional and social growth.
- Community empowerment through connectivity and collaboration with key health & wellness partners.
- Support community mental health, performance & development, and physical wellness.
- Player development through coaching and performance development initiatives, programming, and services.
- Information directory featuring physical and mental health resources and services.
- Safe Disclosure Form for individuals seeking support or reporting on Code of Conduct violations.
- Develop a workshop series focusing on various healthy living habits.
- Establish wellness stations at in-person events that promote health & well-being.

MEASUREMENTS

- Number of and year-to-year increase in engagement & participation towards health & wellness initiatives, workshops, and programming delivered.
- Number of health & wellness partners and initiatives established.
- Number of initiatives and workshops delivered.
- Year-to-year increase in engagement & participation towards health and wellness programming.
- Member satisfaction measured annually.



GOAL #3.3 - DIVERSITY & INCLUSION

OBJECTIVES

- Establish a safe, welcoming, and accessible environment for all participants in all esports.
- Lead a culture of equality of opportunity and inclusion by removing barriers to esports participation.
- Actively shift the language and culture of gaming to being more inclusive



STRATEGIES

- Develop and deliver specific policies and initiatives in alignment with our core values, principles, and our code of conduct.
- Compliance policies regarding discrimination based on race, sex, ethnicity, age, gender, gender expression or identity, sexual orientation, mental or physical disability, marital status, socioeconomic status, ancestry, place of origin, and religious belief.
- Diverse representation at all levels of the organization.
- Establish equal opportunity for players of all skill levels with a skill division and promotion system to foster long-term retention, participation, and success.
- Investigated subsidies and accessibility systems for vulnerable members.
- Engaging feedback and perspectives from community members and public stakeholders to foster inclusive environments and accessible opportunities.

MEASUREMENTS

- Number of and year-to-year increase in engagement & participation towards health & wellness initiatives, workshops, and programming delivered.
- Year-to-year increase in public participation, membership, staffing, and volunteers from underrepresented groups.
- Member satisfaction measured annually.

GOAL #3.4 - AWARDS & RECOGNITION

OBJECTIVES

- Establish and implement an awards system that recognizes industry success and excellence.
- Recognize and celebrate the success and excellence of staff, volunteers, athletes, and community members.
- Recognize and celebrate the stewardship of sponsors and partners.
- Recognize the growth and successes of the organization and esports industry.
- Celebrate achievement and success at all levels.



STRATEGIES

- Organize and host an annual public awards night to recognize exceptional and outstanding local talent.
- Organize and host an annual appreciation dinner for AESA staff and volunteers.
- Long term service recognition for staff and volunteers
- Organize and host an annual industry night for sponsors, partners, and clients.
- Establish and promote a player ranking system tied to the sanctioned circuit that can be used for event seeding and as a stats database.
- Promote leadership opportunities.

MEASUREMENTS

- Number of external nominations.
- Number of award categories acknowledged.
- Number of long term service awards awarded.
- Number of attendees for annual appreciation dinner.

GOAL #3.5 - TALENT SPONSORSHIP

OBJECTIVES

- Aid top performing talent in finding sponsors that will enable career competition and support through the sponsorship process.
- Reduce the departure and outsourcing of local industry talent by fostering local economic development.



STRATEGIES

- Provide brand visibility and outreach to the organization and sponsors.
- Incorporate talent sponsorship and advertisement mechanisms into sponsorship packages.
- Support sponsors and sponsored talent.

MEASUREMENTS

- Number of local talent sponsored.
- Number of local talent leaving Alberta in pursuit of outbound esports opportunities.
- Talent & sponsor satisfaction measured annually.



INDUSTRY SUCCESS



INITIATIVE #4 - INDUSTRY BUILDING

The Alberta Esports Association is committed to fostering industry growth by cultivating participation, delivering a quality system of sanctioned events and activities, and facilitating career pathways.

GOALS

GOAL #4.1

INDUSTRY
COLLABORATION

GOAL #4.2

SANCTIONED
EVENTS

GOAL #4.3

CAREER
DEVELOPMENT

GOAL #4.4

MERCHANDISE
& VISIBILITY

GOAL #4.5

CONTENT CREATION

TIMELINE

2020

Develop a social platform to foster community and industry connection and collaboration.

Begin collaboration with businesses and organizations.

Begin delivering events hosted by the organization.

Hire and train contract workers and volunteers.

2021

Begin delivering seasonal sanctioned tournaments hosted by the organization.

Develop and launch branded merchandise and apparel.

2023

Deliver regular content highlighting local news, updates, and community successes.

Elevate content creation initiatives and related production.

2025+

Establish and coordinate a circuit that encompasses all sanctioned events.

Provide recognition and sponsorship opportunities for top-performing players.

Launch large annual esports conventions and tournaments.



GOAL #4.1 - INDUSTRY COLLABORATION

OBJECTIVES

- Demonstrate economic and social impact of esports.
- Facilitate sustainable economic development for esports within Alberta through the support of industry partners.
- Connect local communities to consolidate a fragmented and decentralized market.
- Facilitate collaborative and mutually beneficial relationships with appropriate industry partners.



STRATEGIES

- Advocate for esports to demonstrate the economic and social impact.
- Establishing key strategic industry partners.
- Direct industry engagement to provide targeted marketing, customer outreach, brand visibility, and early market share.
- Industry empowerment through connectivity and collaboration with grassroots communities and organizations.
- Business development with a priority towards local and domestic businesses.
- Collaboration with multi-sectoral and multi-jurisdictional businesses and agencies.

MEASUREMENTS

- Number of business & industry partners.
- Partner satisfaction measured annually.
- Increase social media & media engagement.
- Minimize time to market with new ideas & products.

GOAL #4.2 - SANCTIONED EVENTS

OBJECTIVES

- Build sustained esports activity and participation in adherence to our values and principles.
- Provide esports fans and athletes sustainable opportunities to participate and compete.
- Provide meaningful methods for esports athletes to measure performance.
- Generate funds for the sustainable operation and overall success of the organization.



STRATEGIES

- Develop and deliver a sanctioned system of quality esports events and activities throughout Alberta.
- Host weekend-long tournaments held seasonally throughout the year (Spring, Summer, Fall, Winter).
- Manage seasonal leagues held throughout the year.
- Circuits encompassing all sanctioned events with performance measurement methods.
- Event sponsorship acquisitions through financial and in-kind support.
- Recognition for top-performing players.
- Establish minimum standards and guidelines for sanctioned events are met.
- Establish procedures to ensure financial accountability on event payouts.
- Ensure fiscal accountability and responsibility.

MEASUREMENTS

- Event participant and viewer satisfaction measured on a per event basis.
- Event sponsor and partner satisfaction measured on a per event basis.
- Number of sanctioned events annually.
- Year-to-year increase in number of event participants and viewers.

GOAL #4.3 - CAREER DEVELOPMENT

OBJECTIVES

- Facilitate the development of sustainable and meaningful esports career opportunities within Alberta.
- Facilitate career and developmental pathways for professional esports athletes and industry talent.
- Develop sustainable and long-term industry career opportunities.
- Foster a flourishing and sustainable economic esports ecosystem within Alberta and Canada.



STRATEGIES

- Hire, train, and provide compensation and recognition for local industry workers.
- Provide career and on-site training opportunities for industry workers.
- Provide volunteering opportunities for students and emerging talent.
- Develop and implement a succession management plan for ensuring key positions are always filled.
- Develop training programs and documentation to ensure all internal staff and volunteers have the necessary skills to perform under AESA.
- Sponsor top talent & players to represent the organization and its sponsors.

MEASUREMENTS

- Number of permanent and contract jobs created including retention rate.
- Number of volunteer positions created including retention rate.
- Number of staff & volunteer applicants, and their respective conversion rates.
- Number of job posting referrals.
- Number of talent arriving in Alberta in pursuit of esports opportunities.
- Number of local talent leaving Alberta in pursuit of outbound esports opportunities.



GOAL #4.4 - MERCHANDISE & VISIBILITY

OBJECTIVES

- Foster brand engagement & long-term retention.
- Develop branded merchandise to drive revenue while supporting local content creators and artists.
- Generate funds for the sustainable operation and overall success of the organization.



STRATEGIES

- Develop and launch branded merchandise and apparel available for purchase online through the company website or in-person at events.
- Develop and launch unique event merchandise and apparel available in-person at the event.
- Develop participation bags for in-person events to include insert items from sponsors.
- Incorporate merchandise and advertisement mechanisms into membership & sponsorship packages.
- Sourcing out quality vendors to produce the best merchandise for members.
- Ensure merchandise produced or sourced are sold with quality, integrity, and financial responsibility.
- Actively engage with the community for feedback.

MEASUREMENTS

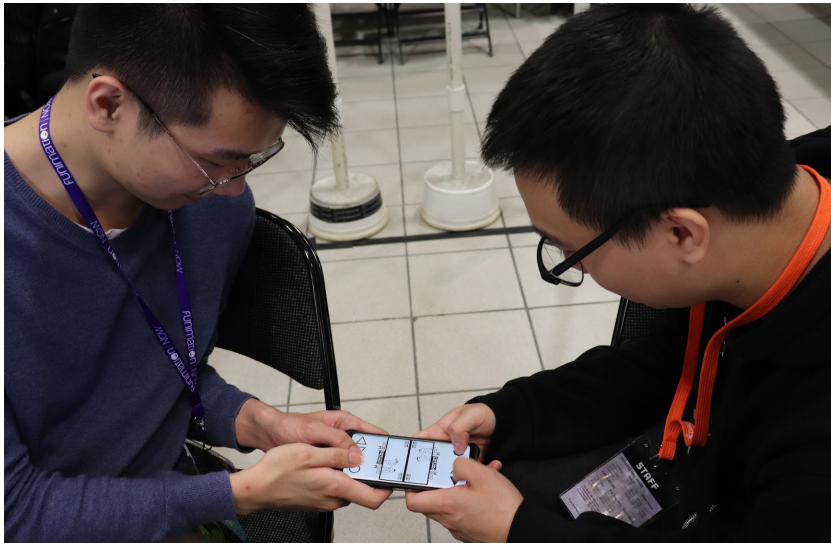
- Year-to-year merchandise sales.
- Number of merchandise and apparel launched.
- Number of content creators engaged and retention rate.



GOAL #4.5 - CONTENT CREATION

OBJECTIVES

- Generate esports entertainment and content for the community and the public.
- Foster brand engagement & long-term retention.
- Generate funds for the sustainable operation and overall success of the organization.
- Support local content creators and talent.



STRATEGIES

- Develop and launch content creation initiatives and support local content creators and talent.
- Deliver regular content highlighting local news, updates, and community successes.
- Host a podcast that highlights and features local esports communities, partners, players, and organizations.
- Incorporate content creation initiatives and advertisement mechanisms into sponsorship packages.
- Develop marketing strategies for content creation.
- Actively engage with the community for feedback.

MEASUREMENTS

- Number of content creation initiatives.
- Number of unique and participation from local content creators and talent.
- Number of engagements, views, and impressions.
- Member and viewership satisfaction measured annually.



SUSTAINABLE LEADERSHIP



INITIATIVE #5 - FINANCES & SUSTAINABILITY

The Alberta Esports Association is committed to the long-term financial sustainability and fiscal responsibility of the organization in order to maximize the success of the organization and the Alberta esports ecosystem.

GOALS

GOAL #5.1

INTERNAL FUND DEVELOPMENT

GOAL #5.2

SPONSORSHIP ACQUISITION

GOAL #5.3

GRANT ACQUISITION

TIMELINE

2020

Begin evaluating services as part of the financial planning process.

Begin building client relationships and deliver esports consultation and event services.

Development and implement tiered pillar and event sponsorship packages.

Hire contract workers to deliver event services.

2021

Develop diverse fund-generating programs and initiatives.

Begin diverse sponsorship acquisition initiatives and establish sustainable sponsorship opportunities.

Begin diverse grant acquisition initiatives.

Develop and launch brand merchandise and apparel.

2023

Establish long-term financial sustainability sufficient to hire essential full-time and part-time staff for operations.

Develop and launch event-exclusive brand merchandise and apparel.

Establish and implement a comprehensive membership program and event sanctioning system.

2025+

Establish financial sustainability for long-term operation and success



GOAL #5.1 - INTERNAL FUND DEVELOPMENT

OBJECTIVES

- Establish long-term financial sustainability of the operations and success of the organization and its members.
- Provide value for the community and its members through esports programming and initiatives.
- Maintain fiscal responsibility and oversight of spending within the organization.



STRATEGIES

- Develop sustainable and transparent fund generating mechanisms through diversified internal development sources.
- Deliver tournaments and events including entry fees, vendor and exhibitor spaces, concession sales, and merchandise sales.
- Apply consultation and event services fees for clients and customers.
- Develop and launch brand merchandise and apparel.
- Establish and implement a mutually beneficial membership program and management system.
- Establish and implement fair sanctioning and franchising fees.

MEASUREMENTS

- Maintain 50% of total funds generated as internal revenue.
 - Maintain 25% of internal revenue generated through internal events & tournaments.
 - Maintain 20% of internal revenue generated through external event & consultancy services.
 - Maintain 5% of internal revenue generated through membership & merchandise sales
- Annual review and evaluation of fund development models and fiscal spending.



GOAL #5.2 - SPONSORSHIP ACQUISITION

OBJECTIVES

- Establish sponsoring relationships in alignment with the values, principles, and goals of the organization.
- Establish long-term financial sustainability of the operations and success of the organization and its members.
- Maintain fiscal responsibility and oversight of spending within the organization.



STRATEGIES

- Establish sustainable and transparent fund generating mechanisms through diversified sponsorship sources.
- Seek mutually beneficial sponsorship opportunities with corporate partners, investors, and local businesses.
- Develop and implement meaningful sponsorship packages and value propositions to maximize value return for sponsors, including but not limited to market consolidation, brand visibility, and customer outreach.
- Actively engage with sponsors and implement effective feedback mechanisms.
- Diversify sponsorships from businesses endemic and non-endemic to esports.
- Maintain sponsorship accountability and relations to achieve collaborative success.
- Re-evaluate and increase sponsorship valuations annually.

MEASUREMENTS

- Maintain 35% of total revenue through sponsorship acquisitions.
- Fulfill all title, platinum & gold sponsorship packages.
- Maintain 80% of sponsorship retainment for 2 yrs or more.
- Complete sponsorship summary reports within one month after the end of the sponsorship term.
- Sponsor satisfaction measured at the end of the sponsorship term.



GOAL #5.3 - GRANT ACQUISITION

OBJECTIVES

- Establish long-term financial sustainability of the operations and success of the organization and its members.
- Maintain fiscal responsibility and oversight of spending within the organization.
- Establish grants that will help improve the organization's operations and its members.
- Maintain continual grants and their ongoing requirements.



STRATEGIES

- Seek opportunities for the organization and its members through diversified grant acquisitions.
- Investigate grant writing and application opportunities for the organization.
- Applying for grants ahead of the grant application deadline.
- Ensuring that grant requirements are met and maintained.
- Developing policies to ensure that grant requirements are maintained.
- Allocating grant funding to specific areas if specified by the grant.

MEASUREMENTS

- Maintain 15% of total revenue through grant acquisitions.
- Number of grants submitted, awarded, and denied.
- Repeat funders vs new funders
- Relationship building conversion rate.
- Average amount of grant awarded.



ORGANIZATIONAL EXCELLENCE



INITIATIVE #6 - OPERATIONS & PERFORMANCE

The Alberta Esports Association is committed to the long-term operational performance of the organization in order to maximize the success of the organization and the Alberta esports ecosystem.

GOALS

GOAL #6.1

MARKETING

GOAL #6.2

PUBLIC RELATIONS

GOAL #6.3

RISK MANAGEMENT

GOAL #6.4

HUMAN RESOURCES

GOAL #6.5

ACCOUNTABILITY

TIMELINE

2020

Develop the company website with active news and blog segments.

Develop company social media channels and begin actively engaging with the community.

Establish an operating code and compliance model

2021

Develop and launch a comprehensive brand marketing campaign system and communications plan.

Develop and implement policies and risk mitigation procedures.

Establish a Board of Advisors aligned with the organization.

2023

Establish financial sustainability.

Establish policies and guidelines for memberships and sanctioned events.

2025+

Maintenance, review, and auditing of established practices



GOAL #6.1 - MARKETING

OBJECTIVES

- Promote and raise awareness of the organization and the industry.
- Increase engagement and participation in esports.
- Increase partnering and service opportunities.
- Mobilize community and industry outreach initiatives.



STRATEGIES

- Develop brand marketing campaigns to advocate for the organization and the engagement and participation of esports.
- Seek strategic partnership opportunities with businesses and agencies.
- Establish, evaluate, and implement comprehensive, creative, and dynamic marketing strategies.
- Develop and launch quality and engaging marketing campaigns.
- Develop and actively review the communications plan.
- Develop and apply SEO strategies.
- Create active blogs and news segments on the company website.
- Maintain an engaged presence on social media channels.

MEASUREMENTS

- Website visits, social media engagement, social media reach, organic search, and earned traffic.
- Number of inbound service contracts and sponsorship acquisitions.
- Number of successful outbound marketing acquisitions.
- Number of qualified leads, referrals, and conversion rate.
- Cost associated per acquisition.



GOAL #6.2 - PUBLIC RELATIONS

OBJECTIVES

- Represent the esports industry in alignment with the values and goals of the organization.
- Maintain trust and confidence between the public and the organization.
- Uphold and promote the core values and goals of the organization.



STRATEGIES

- Establish meaningful communication strategies and mutually beneficial relationships between the organization and the public
- Foster reciprocal relationships with the communities and partners within Alberta.
- Develop strategies and guidelines for crisis management.
- Develop strategies to engage the public at events.
- Develop best practices for social media engagement.
- Actively engage with esports athletes and players within Alberta and implement effective feedback mechanisms.

MEASUREMENTS

- Website visits, social media engagement, social media reach, organic search, and earned traffic measured.
- Reach through publications and features.
- Market share and share of voice measured annually.
- Maintain professional crisis communication.
- Public satisfaction measured annually.
- Annual review and evaluation of strategies and best practices.

GOAL #6.3 - RISK MANAGEMENT

OBJECTIVES

- Identify, evaluate, and mitigate risks towards the organization and its members.
- Incorporate risk management policies and procedures into the operations of the organization.
- Ensure activities of the organization, partners, and members are aligned with the values of the organization.



STRATEGIES

- Develop and implement policies and risk mitigation procedures including a risk registry.
- Evaluate financial uncertainties and legal liabilities.
- Develop strategies and guidelines for crisis management.
- Develop best practices for social media engagement.
- Establish a Board of Advisors.
- Establish and develop HR internal policies that follow CPHR best practices
- Develop financial procedures and establish accounting fundamentals that follow the CPA handbook, Canadian Audit Standards, and CRA.
- Develop procedures to prevent/detect internal and external fraud.

MEASUREMENTS

- Annual review and evaluation of risk register.
- Identified, actual, and unidentified risks.
- Frequency and severity of risks.
- Speed & effective of solutions

GOAL #6.4 - HUMAN RESOURCES

OBJECTIVES

- Establish professional development and empowerment of human capital within the organization.
- Define the policies, procedures, and protocols conducive to the operations and overall success of the organization.
- Foster an accessible and safe culture and environment for the community to flourish.



STRATEGIES

- Establish the operating code and related policies and procedures that are conducive to the operations and overall success of AESA.
- Establish a compliance structure that is aligned with the values and professional principles of AESA.
- Establish and develop HR internal policies and procedures that align with CPHR best practices.

MEASUREMENTS

- Staff and volunteer satisfaction measured annually.
- Staff and volunteer average time stay and turnover rate.
- Volunteer to part time and full time conversion.
- Time to fill and recruiting conversion rate.

GOAL #6.5 - ACCOUNTABILITY

OBJECTIVES

- Establish comprehensive strategies and systems to ensure the accountability and transparency of the organization.
- Ensure the activities of the organization meet a standard of integrity and excellence in alignment with the organization's values.
- Ensure that preparation of financial information and procedures follows the guidelines of the CPA handbook, Canadian Audit Standards, and CRA.



STRATEGIES

- Maintain fiscal responsibility and oversight of spending within the organization.
- Maintain trust and confidence between the public and the organization.
- Maintain responsibility and integrity through all activities.
- Ensure that financial information is accurate.
- Maintain a public-facing strategic plan, code of conduct, and other key documents.
- Actively evaluate and update policies and procedures.
- Maintain regular communications with the community, partners, members, and the public.
- Complete performance reviews of organization staff.
- Establish a Board of Advisors aligned with the mission, vision, and values of the organization.
- Maintain up-to-date information on the CPA handbook, Canadian Audit Standards, and CRA.

MEASUREMENT

- Annual review of all activities, spending, policies, and procedures.
- Annual evaluation of board members and performance review.
- Annual Report is presented to members prior to the Annual General Meeting.
- Strategic Plan is reviewed annually and revised if necessary.



CONCLUSION



Through our 2020-2025 Strategic Plan, we are committed to the growth and development of the local esports ecosystem and the success of our esports communities and members within Alberta.

This Strategic Plan will provide a comprehensive, structured, and transparent foundation for our planning and operations between 2020 and 2025, but will grow and evolve as a living and dynamic document along with the organization and industry.



ALBERTA ESPORTS ASSOCIATION

THE BEST EVENTS. THE BEST COMMUNITIES. THE BEST PLAYERS.

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