



2018 - 2019 BUSINESS PLAN

MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

What an exciting time for amateur sport in Manitoba!

Sport Manitoba has grown over the last number of years and in addition to leading the planning, programming, and funding for the development of amateur sport in Manitoba, we are now responsible for the operation of the brand new Canada Games Sport for Life Centre, a key legacy of the 2017 Canada Summer Games.

Last summer, the dream of creating a facility that combined sport administration with sport medicine, science, training, testing, and heritage became a reality. We are now able to offer services to our community like never before through the fitness and performance centres, court and training spaces, Sport Medicine Clinic, and the Manitoba Sports Hall of Fame. The Centre is about more than just infrastructure, it's a unique and powerful place focused on community capacity building, leadership development and training, sport medicine research and treatment, and healthy living activities and education.

Winnipeg's hosting of the successful 2017 Canada Games created the opportunity to build the brand new Sargent Park Beach Volleyball Centre and Bison Butte Mountain Bike Course. In addition, the Pan Am Pool, track at University Stadium, and many of the Games venues received significant upgrades to improve their ability to host a major national event. These facilities, along with the volunteer and leadership capacity built over the three plus years of planning the Games, will continue to create incredible opportunities for sport in our province.

Sport Manitoba's programs support the broad spectrum of sport to meet the needs of all Manitobans, from grassroots participation and community development, to the highest levels and achievements of athletes, coaches, and officials.

Our collaborative nature also exists within our internal structure. Every member of our staff is currently engaged in developing this year's operational plan. All-staff meetings, surveys, and an open dialogue have helped us better understand the needs of each department and the community it serves. We're working towards specific, measurable, achievable, realistic goals that will lead Sport Manitoba into a new era.

As we look to the year ahead, we are excited by the enhanced opportunity our province has to host sporting events, develop the next generation of sport leaders, and increase participation in sport. Our primary focus remains the development of athletes, coaches, and volunteers. We believe sport is a healthy and positive tool that builds strong and vibrant citizens and communities.



Board Chair David Patsack

A handwritten signature in blue ink that reads "David Patsack".



President & CEO Jeff Hnatiuk

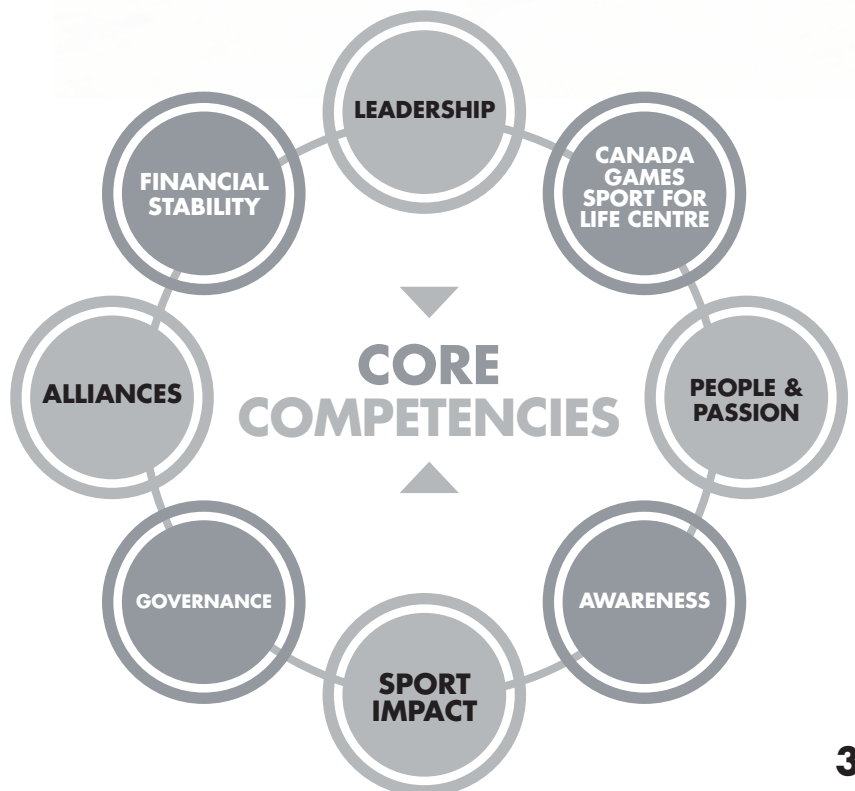
A handwritten signature in blue ink that reads "Jeff Hnatiuk".

ABOUT SPORT MANITOBA

Sport Manitoba is the lead planning, programming, and funding agency for amateur sport in Manitoba. Sport Manitoba's primary focus is the development of athletes, coaches, officials and volunteers. We believe that sport is a healthy and positive tool to build strong and vibrant citizens and communities.

MISSION STATEMENT

Sport Manitoba envisions creating the best sport community through initiative and leadership, and by establishing a highly supportive environment that will enhance the abilities of all Manitobans in their pursuit of excellence and in their joy of effort in amateur sport.



KEY ORGANIZATION OPERATING AREAS

Sport Manitoba has identified four key operating areas for 2018/2019:

- **Governance & Leadership**
- **Sport**
- **Marketing**
- **Finance & Operations**

GOVERNANCE & LEADERSHIP

- Corporate Governance (Board Recruitment, training)
- By Laws, Annual Report
- Policies - Corporate
- Policies - Sport
- MAPS
- Operation Planning
- Mission, Vision, Values
- Advocacy
- HR Management
- Culture & Communications
- Business Plan
- Operation Plan
- Synergy across organization
- Business Development
- Strategic Alliances

SPORT

- Sport Governance (PSOs, Requirements)
- MAPS Implementation
- Development
- Games
- Programs
- Coaching
- Community Development
- Athletic Development
- Sport Medicine

MARKETING

- Brand Awareness
- Brand Strategy
- Marketing Plan (Digital & Traditional)
- Public Relations
- Media Strategy
- Partnerships
- Sponsorships
- Communications
- Hall of Fame
- Recognition

FINANCE & OPERATIONS

- Financial Management, Model & Accountability
- Funding (Gov't, Other)
- Funding System
- Financial Audit
- Monitor Sustainability (Short & Long term)
- Operations Oversight
- Sport Centre & Facility Management
- Print Shop
- Legacies
- Internal Audit
- Revenue Generation, Expense Reduction

GOVERNANCE & LEADERSHIP

The President & Chief Executive Office (Governance & Leadership) provides leadership and strategic direction to ensure Sport Manitoba achieves its vision and mission. The office provides oversight for corporate operations, policies, and reporting; leads the development of operating and business plans; and advocates to funders, partners, and strategic alliances.

The office is ultimately responsible to maintain a productive relationship with the Board of Directors, monitor and develop staff plans, and advance Sport Manitoba's business strategies with a focus on sustainability and development.

The office is also responsible for ensuring that the overall administration, coordination, and evaluation of human resources plans and programs recognizing individual growth, development and effectiveness which indirectly contributes to organizational development. This includes succession planning and executive transition, orientation and training that enables Sport Manitoba to thrive in the face of change.

GOAL #1

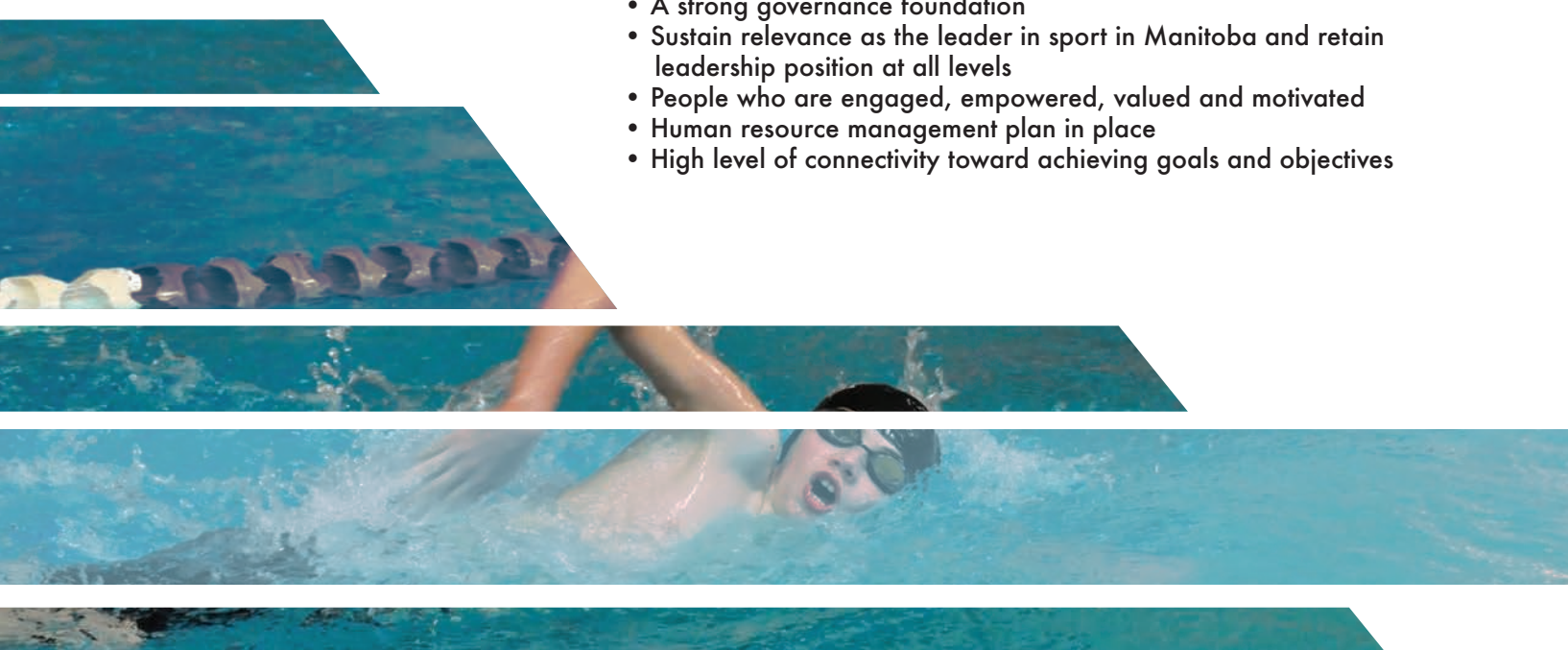
Create a performance-based environment in 2018 that celebrates success and fosters connectivity and leadership across the organization.

GOAL #2

Assess and realign human resources to support the mission, advance the vision, and have long-term sustainability.

CRITICAL SUCCESS FACTORS

- A strong governance foundation
- Sustain relevance as the leader in sport in Manitoba and retain leadership position at all levels
- People who are engaged, empowered, valued and motivated
- Human resource management plan in place
- High level of connectivity toward achieving goals and objectives



I SPORT

The Sport Division is the catalyst for the advancement of Sport in Manitoba through the implementation of the policy directives of the Province of Manitoba in concert with the Manitoba Action Plan for Sport and Canadian Sport Policy. The Division facilitates joint planning with provincial and community organizations and stakeholders to create, develop and deliver dynamic programs and services for greater participation and achievement of excellence in sport by Manitobans. It creates synergies and thriving pathways with provincial sport organizations and sport partners through an integrated system of funding and consultation to support ongoing growth and development.



GOAL #1

Advance sport in Manitoba through leading and thriving pathways for Sport for Life in Manitoba.

GOAL #2

Maintain strong and sustainable provincial sport organizations and networks.

GOAL #3

Facilitate a high level of connectivity between all sport organizations, partners, providers and Manitobans.

CRITICAL SUCCESS FACTORS

- Leading and thriving pathways; Manitobans engaged in Sport for Life
- Plan and provide quality programs and services
- Engage, retain, and build upon wide network - provincial sport organizations, partners in sport, and strategic alliances

MARKETING

The Marketing Division creates and manages the overall brand experience and generates revenue by promoting Sport Manitoba's diverse offerings. It creates powerful campaigns and promotions reaching its diverse markets and creates new revenue opportunities through the development of dynamic sponsorships and partnerships. The Division works with sponsors and partners to create impact and positive return on investment. Working collaboratively with all divisions within the organization, marketing focuses on the common goals of increasing awareness, fostering effective communications, and increasing revenues. It provides brand oversight, maintains brand integrity, and ensures brand standards are maintained for the corporation and its multiple products and services. This includes: performing competitive analysis and research, providing creative services, and centralized media buying for all marketing spending.

CRITICAL SUCCESS FACTORS

- Create and execute brand, marketing, and communications strategies to support awareness, impact, engagement, sales and promotions of products, programs, and services and facilities

GOAL #1

Increase brand awareness, engagement, sales, and promotions of diverse product offerings: programs, services, and facilities.

GOAL #2

Create value-based, win-win relationships that advance and support key priorities.

GOAL #3

Deliver communications strategies and plans that support measurable results and alignment amongst internal and external stakeholders.



FINANCE & OPERATIONS

The Finance and Operations Division provides oversight of the financial health and facility operations for Sport Manitoba. It is responsible for internal financial management, adopting best practices and developing budgeting, financial reporting and management practices. They provide accurate, reliable and effective financial reporting and are entrusted with the financial and capital resources, including facilities. The division provides leadership with financial information necessary to make strategic decisions at any time during the fiscal year. It supports all audit and compliance obligations and oversees risk management, minimizing Sport Manitoba's exposure. This includes managing and improving operations by measuring and reporting regularly on key numbers crucial to the success of the organization. The activities expected from the finance department cover a wide range, from basic accounting to providing information to assisting managers in making strategic decisions. This provides and supervises the management of the physical operation of the administrative centre and the provision of administrative services to sport. This ensures the administrative expenditures and the time expended by volunteers and professional staff are not duplicated and that resources are used as effectively as possible. Adequate resources are provided to support professional and volunteer administrators in becoming more efficient and effective in organizing Manitoba's sport delivery system. It also provides direction and coordination for developing and maintaining Sport Manitoba's information technologies and systems, ensuring that technologies meet the needs of the users.

GOAL #1

Diversify and strengthen self-generated revenue base, improving profitability by 5% in 2018/2019 for first full year of operation. Increase profitability for future years by a minimum of 2%.

GOAL #2

Improve software integration within all programs and services with finance or operational systems by the fourth quarter of 2019.

GOAL #3

Strong financial accountability throughout the organization with greater engagement, compliance of financial principles, and adoption of best practices at all levels in 2018/2019.

GOAL #4

A leader in not-for-profit sport operational excellence.

CRITICAL SUCCESS FACTORS

- Financially sustainable
- New facility is revenue-generating and supporting programs and services

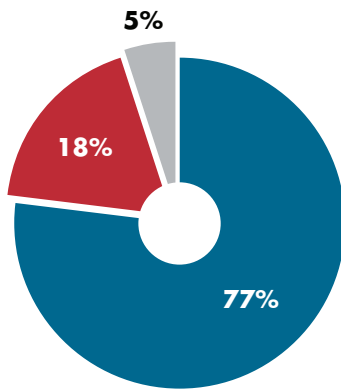
OPERATIONAL PLAN PROCESS OVERVIEW



STATEMENT OF OPERATIONS BUDGET

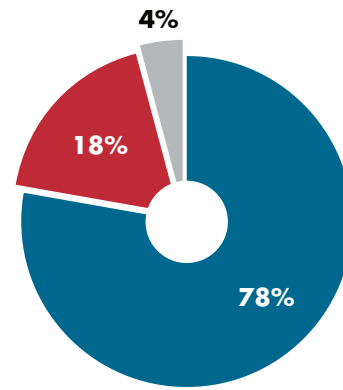
	Budget Year 2019	Budget Year 2018
REVENUES		
Province of Manitoba	12,856,327	13,197,327
Bilateral (Gov Cdn/Prov MB)	870,546	624,546
Donations	366,667	366,667
Other Revenue	80,500	74,000
Marketing Programs	482,100	542,000
Manitoba Games - Provincial Registration	-	200,000
Fit Kids Healthy Kids	260,000	225,000
Manitoba Liquor & Lotteries	204,200	204,200
Sport Medicine Clinic	745,800	630,700
Qualico Training Centre	1,155,300	1,094,336
Total Revenues	\$17,021,440	\$17,158,776
EXPENDITURES		
GRANTS AND PROGRAMS:		
Grants for Sport Development	8,828,954	8,941,506
Bilateral Program	391,900	366,900
Manitoba Games	100,000	360,000
Sport Medicine Clinic	720,950	698,198
ADMINISTRATION AND SERVICES PROVIDED TO SPORT GROUPS:		
Occupancy and Operating Programs	3,049,777	3,064,961
Administration	1,152,128	961,298
Member Services	1,206,506	1,117,566
Amortization & Finance Fee	1,734,025	1,708,446
	1,065,000	1,160,000
TOTAL EXPENDITURES	\$18,249,240	\$18,378,875
Costs Recovered Sport Groups	(1,045,440)	(1,071,980)
Total Expenditures, Net	17,203,800	17,306,895
Excess (Deficit)	(182,360)	(148,119)

2019 REVENUE



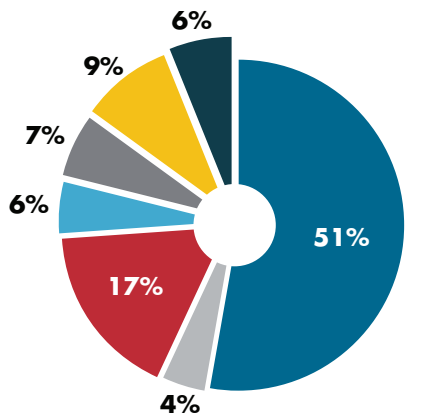
- Province of Manitoba
- Bilateral
- Other Income

2018 REVENUE



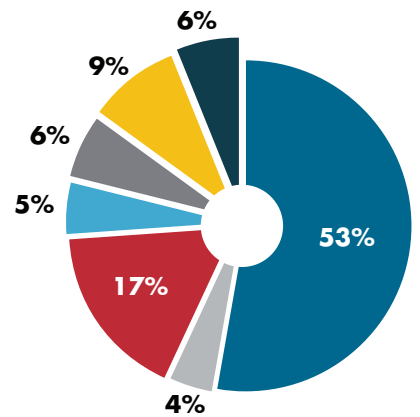
- Province of Manitoba
- Bilateral
- Other Income

2019 EXPENSE



- Grants
- Sport Medicine Clinic
- Occupancy & Operating
- Programs
- Administration
- Member Services
- Amortization & Finance

2018 EXPENSE



- Grants
- Sport Medicine Clinic
- Occupancy & Operating
- Programs
- Administration
- Member Services
- Amortization & Finance

KEY PARTNER RELATIONS

SPORT MANITOBA'S PARTNERS INCLUDE:

- Province of Manitoba
- 72 provincial sport organizations
- Canadian Sport Centre Manitoba
- Manitoba Aboriginal Sports and Recreation Council
- Manitoba Sports Hall of Fame & Museum
- Directeurat de l'activité sportive du Manitoba

SPORT MANITOBA ADVISORY COUNCILS:

- Coaching Advisory Council
- Manitoba Games Council

COMMUNITY PARTNERS:

- City of Winnipeg Community Development
- Winnipeg Aboriginal Sports Achievement Centre
- Recreation Connections Manitoba

EDUCATION PARTNERS:

- Manitoba High Schools Athletic Association
- University of Manitoba Athletic Department
- University of Winnipeg Athletic Department
- Brandon University Athletic Department
- Physical and Health Educators of Manitoba

SPORT SERVICE PARTNERS:

- Sport Medicine and Science Council of Manitoba
- Manitoba Athletic Therapists Association
- Canadian Ski Patrol System (Manitoba)

NATIONAL/INTERPROVINCIAL PARTNERS:

- Sport Canada
- Interprovincial Sport and Recreation Council
- Federal-Provincial/Territorial Sport Committee
- Canadian Council of Provincial & Territorial Sport Federations
- Canadian Olympic Committee
- Canada Games Council
- Western Canada Games Council
- KidSport™ Canada
- Canadian Association for the Advancement of Women in Sport
- Canadian Centre for Ethics in Sport
- Canadian Sport for Life – Expert Group



PROVINCIAL SPORT ORGANIZATIONS

Archers & Bowhunters Association of Manitoba Inc.
Manitoba Track & Field Association Inc. (Athletics Manitoba)
Manitoba Badminton Association Inc.
Manitoba Ball Hockey Association Inc.
Bandy Federation of Manitoba Inc.
Manitoba Baseball Association Inc.
Manitoba Amateur Basketball Association Inc. (Basketball Manitoba)
Manitoba Baton Twirling Sportive Association Inc.
Biathlon Association of Manitoba Inc. (Biathlon Manitoba) Manitoba
Blind Sport Association Inc.
Manitoba Five Pin Bowling Federation Inc.
Manitoba Tenpin Federation Inc.
Bowls Manitoba Inc.
Manitoba Amateur Boxing Association Inc.
Manitoba Amateur Broomball Association Inc.
Manitoba Cerebral Palsy Sport Association Inc.
Manitoba Cricket Association Inc.
Manitoba Curling Association Inc. (Curl Manitoba)
Manitoba Cycling Association Inc.
Manitoba Darts Association Inc.
Manitoba Deaf Sport Association Inc.
Manitoba Organization of Disc Sports Inc.
Canadian Amateur Diving Association (Manitoba Section) Inc.
Manitoba Fencing Association Inc.
Skate Canada – Manitoba Inc.
Manitoba Amateur Football Association Inc. (Football Manitoba)
Golf Manitoba
Manitoba Gymnastics Association Inc.
Rhythmic Gymnastics Manitoba Inc..
Manitoba Handball Association Inc.
Manitoba Provincial Handgun Association Inc.
Manitoba Hang Gliding Association Inc.
Manitoba Amateur Hockey Association Inc. (Hockey Manitoba)
Manitoba Horse Council Inc.
Manitoba Horseshoe Player's Association Inc.
Manitoba Black Belt Association Inc. (Judo Manitoba)

Karate Manitoba Inc.
Manitoba Lacrosse Association Inc.
Manitoba Orienteering Association Inc.
Manitoba Paddling Association Inc.
Manitoba Sport Parachute Association Inc.
Racquetball Manitoba Inc.
Manitoba Provincial Rifle Association Inc.
Ringette Manitoba Inc.
Manitoba Rowing Association Inc.
Rugby Manitoba Inc.
Manitoba Sailing Association Inc.
Manitoba Skeet Shooting Association Inc.
Manitoba Alpine Ski Division Inc.
Cross Country Ski Association of Manitoba Inc.
Manitoba Freestyle Ski Association Inc.
Manitoba Slopestyle Snowboard Association Inc.
Manitoba Soaring Council Inc.
Manitoba Soccer Association Inc.
Manitoba Softball Association Inc.
Special Olympics Manitoba Inc.
Manitoba Speed Skating Association Inc.
Squash Manitoba Inc.
Swim/Natation Manitoba Inc. (Swim Manitoba)
Synchro Swim Manitoba Inc.
Taekwondo Manitoba Inc.
Manitoba Table Tennis Association Inc.
Manitoba Tennis Association Inc. (Tennis Manitoba)
Manitoba Trap Shooting Association Inc.
Triathlon Manitoba Inc.
Manitoba Underwater Council Inc.
Manitoba Volleyball Association Inc.
Manitoba Water Polo Association Inc.
Water Ski – Wakeboard Manitoba Inc.
Manitoba Weightlifting Association Inc.
Manitoba Wheelchair Sport Association Inc.
Manitoba Amateur Wrestling Association Inc.

BOARD OF DIRECTORS

A sixteen-member volunteer board of directors who represent Sport Manitoba's major partners governs the organization. The Province of Manitoba appoints the chair and vice-chair. The board is a policy governance body and acts in the overall best interests of amateur sport.

PROVINCE OF MANITOBA

David Patsack (Chair),
Beverley Edmondson (Vice-Chair)
Dennis Thiessen
Carter Chen
TBD

PROVINCIAL SPORT ORGANIZATIONS

Tom Clasper
Jane Edstrom
Leanne Leskiw
Don MacDonald
David Markham

MANITOBA ATHLETE REPRESENTATIVE

TBD

MANITOBA REGIONAL SPORT COUNCILS

John Ferg

MANITOBA GAMES COUNCIL

Shayne Yaschyshyn

COACHING MANITOBA

Don Thomson

EDUCATION PARTNERS

Dr. Doug Brown

SPORT MEDICINE

Gord Partridge



FUNDING PARTNER



SPORT MANITOBA CORPORATE FAMILY



IMAGINE CANADA

Sport Manitoba is the first non-profit sport organization in Canada to receive Imagine Canada accreditation. With this achievement, we join a growing community of more than 160 organizations dedicated to operational excellence.

The Imagine Canada certification program is designed to strengthen practices and public confidence in the charitable and non-profit sector. It offers accreditation to charities and non-profits that can demonstrate excellence in five key areas with 72 standards: Board Governance (24), Financial Accountability (13), Fundraising, (14), Staff Management (12) and Volunteer Involvement (9).

Sport Manitoba's participation in the Imagine Canada Standards program identifies a number of benefits:

- Demonstrates that Sport Manitoba is proactive and operates in a transparent and accountable manner
- Positions Sport Manitoba as a leader in our field
- Strengthens our board, staff, and organization to better assist our sport partners
- Ensures key policies and procedures are in place so we can focus on our vision and mission



Sport Manitoba will continue to work in the Imagine Canada certification program to keep its status and ensure ongoing compliance with the standards of the annual accreditation that is required.

Sport
MANITOBA

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