



2019 BUSINESS PLAN

MESSAGE FROM THE BOARD CHAIR AND PRESIDENT & CEO

Sport Manitoba is looking ahead to an exciting year. As our services and programs continue to expand, we are ever humbled by the community and stakeholder support we're so fortunate to receive.

Within the Canada Games Sport for Life Centre, our Performance Centre has become Manitoba's premier training destination for high-performance teams, our Sport Medicine Clinic is on the verge of change as it expands to include x-ray, our Fitness Centre membership is strong and steady, and the Manitoba Sports Hall of Fame is preparing for its new Women In Sport exhibit.

The success of the Manitoba Games powered by Manitoba Hydro and of Team Manitoba at multi-sport games continues to be directly attributed to our performance planning model, which combines the services delivered through our Performance Centre, Sport Medicine Clinic, and the Paul Robson Resource Centre for Leadership and Coaching.

Our delivery of physical literacy programs through Fit Kids Healthy Kids is growing throughout the province thanks to our incredible partnership with Doctors Manitoba. Through the delivery of performance, strength, and education sessions and with the addition of Sport Manitoba Training Days and the Sport LeadHERship Conference, our regional staff has seen increased engagement in our programs.

As always, our incredible partnerships with our Provincial Sport Organizations and all of their volunteers and staff continue to reinforce our support for amateur sport.

Our annual business plan is an important tool as it provides structure and guidance to our partners and stakeholders. It outlines our initiatives for the upcoming year and keeps us on track to deliver amateur sport programs that meet the needs of all Manitobans, from grassroots and community, to the highest levels and achievements of athletes, coaches, and officials.

This plan is developed from the Manitoba Action Plan for Sport (MAPS). MAPS addresses sport's common needs and challenges. It also provides direction for Sport Manitoba's leadership, planning and programming roles. MAPS helps to facilitate collaborative planning and strategic alliances between Sport Manitoba and other key stakeholders in the development of healthier individuals, stronger families, and more vibrant communities throughout Manitoba.

MAPS priorities for Sport Manitoba up to 2020 are:

- The Canada Games Sport for Life Centre – Business Model and Operations
- Canadian Sport for Life – Long-Term Athlete Development
- Developing Provincial Sport Organizations
- Increasing Accessibility to Sport
- 2017 Canada Summer Games Legacies

As we look to the year ahead, we are encouraged now more than ever to work with our partners to build communities through sport, establish common goals to increase participation, and enhance our provincial delivery systems to provide sport and recreation opportunities to all Manitobans.



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

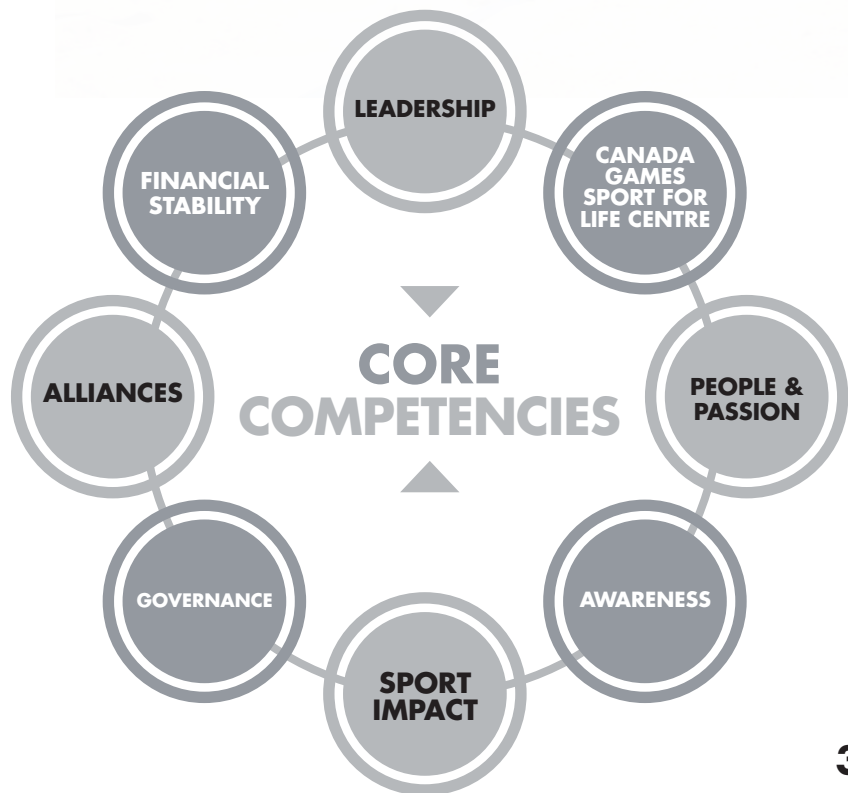
Sport Manitoba is the lead planning, programming, and funding agency for amateur sport in Manitoba. Sport Manitoba's primary focus is the development of athletes, coaches, officials and volunteers. We believe that sport is a healthy and positive tool to build strong and vibrant citizens and communities.

MISSION STATEMENT

An athlete-centered Sport Manitoba leads and supports sport for life through access, participation, and achievement in sport by all Manitobans.

VISION 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 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 2019 that celebrates success and fosters connectivity and leadership across the organization.

GOAL #2

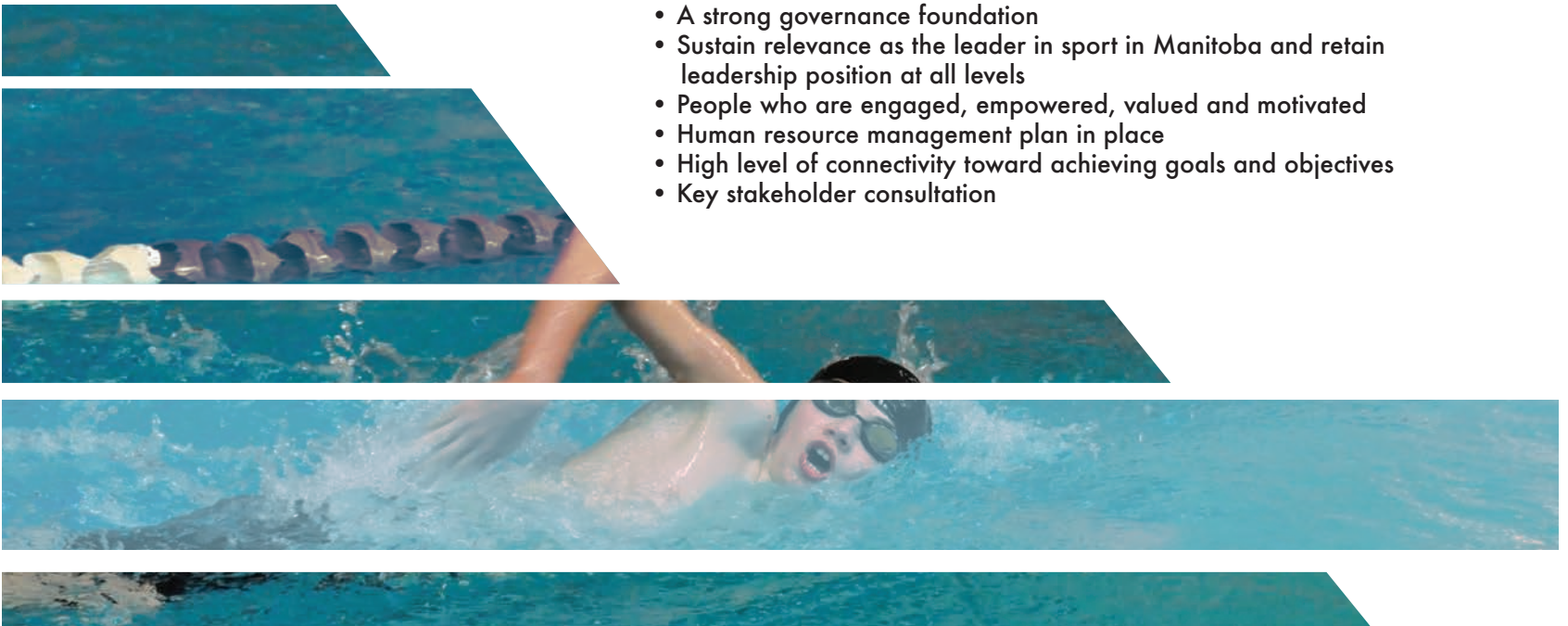
Assess and realign human resources to support the mission, advance the vision, and have long-term sustainability.

GOAL #3

Develop the Manitoba Action Plan for Sport for 2020-2024.

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
- Key stakeholder consultation



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. Facilitating 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. Creating 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. Collaborative discussions on sport development continue with our Indigenous partners and communities.



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 through alignment of priorities, grants, and programs
- Plan and provide quality programs and services through evaluation and monitoring
- Engage, retain, and build upon wide network - provincial sport organizations, partners in sport, and strategic alliances through enhanced interaction including meetings, workshops, and communications

MARKETING

The Marketing division creates and manages Sport Manitoba's overall brand experience and generates revenue by promoting our diverse program and service offerings. We create powerful campaigns and promotions to reach our diverse markets and create 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 increased revenues. It provides brand oversight, maintains brand integrity, builds brand equity 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

- Increased brand awareness
- Year-over-year revenue growth
- Partnership growth and retention

GOAL #1

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

GOAL #2

Create and nurture win-win relationships that advance and support the Sport Manitoba mandate and/or revenue generation priorities.

GOAL #3

Communications are supporting 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 accounting to providing information to assisting managers in making strategic decisions. In addition, provides and supervises the management of the physical operation of the administrative centre and the provision of administrative services to sport. This provides timely efficient and cost-effective services. 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 a minimum of 2%.

GOAL #2

Improve software integration within all programs and services with finance or operational systems.

GOAL #3

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

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

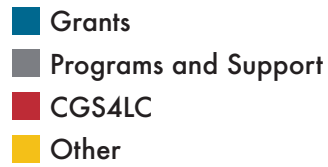
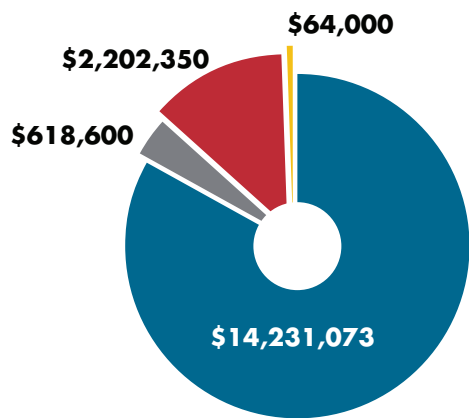


STATEMENT OF OPERATIONS BUDGET

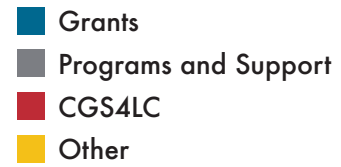
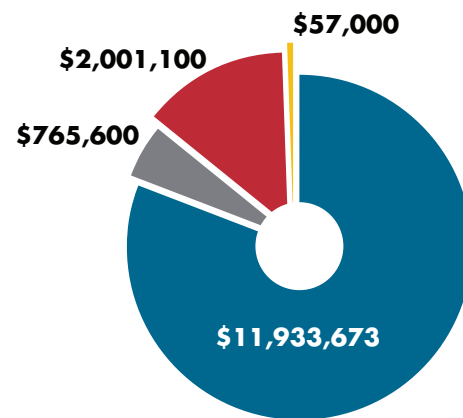
	Budget Year 2020 PSAB	Budget Year 2019	Budget Year 2019 PSAB
REVENUES			
Grants	14,231,073	11,933,673	11,933,673
Programs and support	618,600	765,600	765,600
CGS4LC	2,202,350	2,267,767	2,001,100
Other	64,000	57,000	57,000
	<u>\$17,116,023</u>	<u>\$15,024,040</u>	<u>\$15,024,040</u>
EXPENSES			
Grants	9,180,554	7,223,454	7,223,454
Programs and Support Services	3,336,107	3,409,510	3,409,510
CGS4LC	2,470,163	2,291,930	2,301,021
	<u>14,986,824</u>	<u>12,924,894</u>	<u>12,933,985</u>
OPERATING MARGINS			
Grants	5,050,519	4,710,219	4,710,219
Programs and Support Services	(2,717,507)	(2,643,910)	(2,643,910)
CGS4LC	(267,813)	(24,163)	(299,921)
Other	64,000	57,000	57,000
	<u>2,129,199</u>	<u>2,099,146</u>	<u>1,823,388</u>
Administration	1,202,981	1,207,406	1,207,406
Operating result before Amortization	<u>926,218</u>	<u>891,740</u>	<u>615,982</u>
Amortization	1,183,749	1,065,000	1,065,000
Surplus (Deficiency)	<u>(257,531)</u>	<u>(173,260)</u>	<u>(449,018)</u>
Opening Accumulated Surplus: Adjustments	<u>32,831,846</u>	<u>-</u>	<u>-</u>
Opening Accumulated Surplus as adjusted Closing Accumulated Surplus	<u>32,831,846</u>	<u>32,574,315</u>	<u>32,574,315</u>
Reconciliation	<u>(257,531)</u>	<u>-</u>	<u>(449,018)</u>
Deferred Revenue Removed to Accumulated Surplus as per PSAB	<u>266,667</u>	<u>-</u>	<u>266,667</u>
Net Income	<u>9,136</u>	<u>-</u>	<u>(182,351)</u>

Sport Manitoba has received private donations and grants from the public sector of \$10,324,000 and \$6,000,000 grant from the provincial government to cover the cost of the building. If these contributions were amortized on the same basis as the cost, revenue of \$266,667 would be recognized as an offset to this amortization expense.

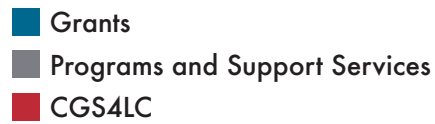
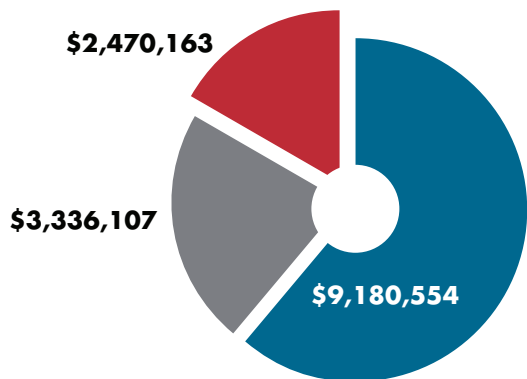
2020 PSAB REVENUE



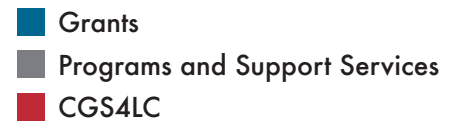
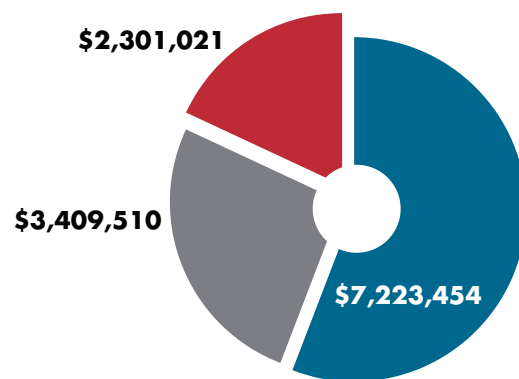
2019 PSAB REVENUE



2020 PSAB EXPENSE



2019 PSAB EXPENSE



KEY PARTNER RELATIONS

SPORT MANITOBA'S PARTNERS INCLUDE:

- Province of Manitoba
- 71 provincial sport organizations
- Canadian Sport Centre Manitoba
- Manitoba Aboriginal Sport and Recreation Council
- 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 Division)
- Manitoba Physiotherapy Association

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.
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 Inc.
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 Judo 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 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
Peter Debenham

PROVINCIAL SPORT ORGANIZATIONS

Tom Clasper
Jane Edstrom
Sandra Kirby
Don MacDonald
David Markham

MANITOBA ATHLETE REPRESENTATIVE

Eva Jensen

MANITOBA REGIONAL SPORT COUNCILS

John Ferg

MANITOBA GAMES COUNCIL

Megan Dias

COACHING MANITOBA

Don Thomson

EDUCATION PARTNERS

Dr. Doug Brown

SPORT MEDICINE

Gord Partridge



**FUNDING
PARTNER**



**SPORT MANITOBA
CORPORATE FAMILY**



KONICA MINOLTA



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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