

A photograph of a baseball player in a grey uniform and cap, captured in a dynamic pose as if throwing a ball. The background is a blurred baseball field with another player visible. The image is overlaid with large, abstract geometric shapes in shades of yellow and orange.

Sport
MANITOBA

2020-2021 BUSINESS PLAN

Message from the Board Chair and President & CEO

Sport Manitoba has a fantastic year ahead, thanks to the generous community and stakeholder support it receives year after year. Our organization has been undergoing an exciting rebrand over the last six months, and we are excited to continue to grow and deliver our programs and services to Manitobans with a fresh new look. This year will be especially significant for Sport Manitoba, because we celebrate Manitoba's 150th birthday with our communities.

The Sport Manitoba Performance Centre continues to be one of Manitoba's premier training destinations for high-performance athletes and teams, our clinic has introduced radiology services, our Fitness Centre membership is strong and steady, and the Manitoba Sports Hall of Fame is celebrating 40 years of local sports history with its 40th Anniversary feature exhibit.

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

Our delivery of physical literacy programs through Fit Kids Healthy Kids is growing around the province thanks to our remarkable 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 participation and engagement in our programs.

Of course, our partnerships with our Provincial Sport Organizations and their volunteers and staff continue to play an integral role in our support for amateur sport. We would also like to sincerely thank Premier Brian Pallister, Minister of Sport, Culture and Heritage Cathy Cox, and the Province of Manitoba for their ongoing support. Thank you to the Sport Manitoba Board of Directors for their guidance and direction, and to the thousands of volunteers across Manitoba who dedicate their time and effort to keep Manitobans leading healthy, active lives.

Our annual business plan is an important tool that 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 and provides direction for Sport Manitoba's leadership, planning and programming roles. It helps facilitate collaborative planning and strategic alliances between Sport Manitoba and other key stakeholders in the development of amateur sport.

Sport Manitoba is currently undergoing the renewal process to develop the 2020-2025 MAPS, which includes thorough and interactive stakeholder consultations on important themes that reflect our diverse sport community.

MAPS priorities for Sport Manitoba up to 2025 are:

- **Athlete Development – developing athletes to their full potential**
- **Sport Culture – providing a safe, accessible, inclusive and welcoming environment for Manitobans to experience sport**
- **Value of Sport – promote and demonstrate the values of sport within messaging and increase education and awareness**

In addition, a sub-committee of the Sport Manitoba Board of Directors has been tasked to review our board structure, including the numbers of board members, board competencies, and representation.

As we turn our attention to the year ahead, we are excited 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.



David Patsack
Chair, Board of Directors



Jeff Hnatiuk
President & CEO

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 2020:

- **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)
- Sport Centre & Facility Management
- Print Shop
- Legacies
- Internal Audit
- Revenue Generation, Expense Reduction

GOVERNANCE & LEADERSHIP

The President & Chief Executive Office (Leadership & Governance) 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.

A sub-committee of the Sport Manitoba Board of Directors has been tasked to review our board structure, including the numbers of board members, board competencies, and representation.

GOAL #1

Create a performance-based environment in 2020 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 2020–2025.

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



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. Through an integrated funding system and consultative support to Provincial Sport Organizations and Sport Partners, our goal is for ongoing growth, and to develop and deliver dynamic programs and services for greater participation and achievement of excellence in sport. We focus on creating synergies, successful pathways and joint planning to address priorities such as of safe sport, representation of women and girls, and participation of Indigenous and newcomer populations in sport.

Collaborative joint planning and programming with Games, Coaches, Athletes and Regional Delivery areas is a crucial component to the growth and development of sport in our province.

GOAL #1

Advance sport in Manitoba through structural changes to lead efficiently and enhance priorities for Sport for Life in Manitoba.

GOAL #2

Maintain strong and sustainable provincial sport organizations, sport partners and networks.

GOAL #3

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

CRITICAL SUCCESS FACTORS

- Through alignment of priorities, grants, programs and staff, plan and provide quality programs and services for athletes, coaches and officials
- Engage, train, and build network of provincial sport organizations, partners in sport, and strategic alliances through enhanced interaction including meetings, workshops, and communications
- Facilitate joint initiatives with provincial sport organizations and partners in sport to address key priorities



MARKETING

The Marketing division creates and manages Sport Manitoba's overall brand experience and contributes to revenue generation through the promotion of our diverse program and service offerings. We create powerful and engaging campaigns and initiatives 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.

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.

CRITICAL SUCCESS FACTORS

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



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.

The Finance and Operations Division provides leadership with financial information necessary to assist the many sport partners with monthly bookkeeping and audit preparation as well as identifying weak or trouble areas.

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
- Facility is revenue-generating and supporting programs and services



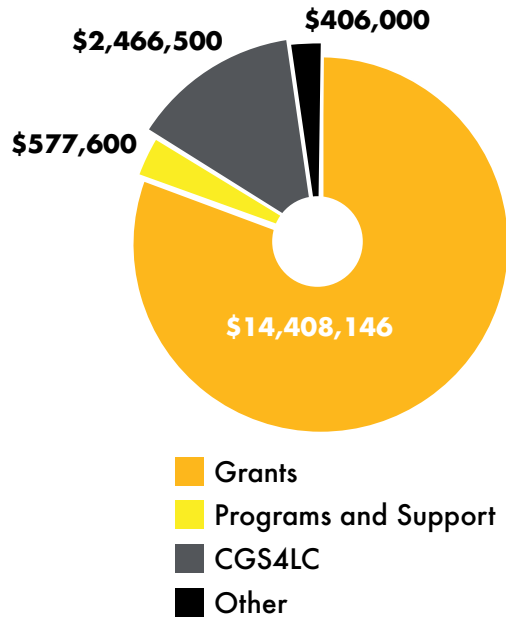
OPERATIONAL PLAN PROCESS OVERVIEW



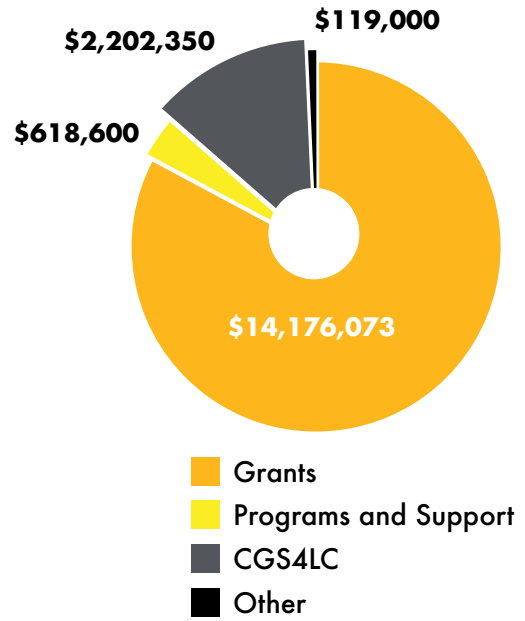
STATEMENT OF OPERATIONS BUDGET

	Budget Year 2020	Budget Year 2021
REVENUES		
Grants	14,176,073	14,408,146
Programs and Support Services	618,600	577,600
CGS4LC Training Centre	2,202,350	2,466,500
Other	119,000	406,000
	17,116,023	17,858,246
EXPENSES		
Grants	9,177,554	9,526,306
Programs and Support Services	3,340,107	3,345,694
CGS4LC Training Centre	2,470,763	2,722,099
	14,988,424	15,594,099
OPERATING MARGINS		
Grants	4,998,519	4,881,840
Programs, Support Services	(2,721,507)	(2,768,094)
CGS4LC Training Centre	(268,413)	(255,599)
Other	119,000	406,000
	2,127,599	2,264,147
Administration	1,207,981	1,154,030
Operating result before amortization and finance fee	925,618	1,110,117
Amortization and Finance Fee	1,183,749	1,109,712
Surplus (Deficiency)	(258,131)	405
Opening Accumulated Surplus:	11,369,821	11,369,821
Adjustments	-	-
Opening Accumulated Surplus as adjusted	11,369,821	11,369,821
Closing Accumulated Surplus	11,369,821	11,370,226

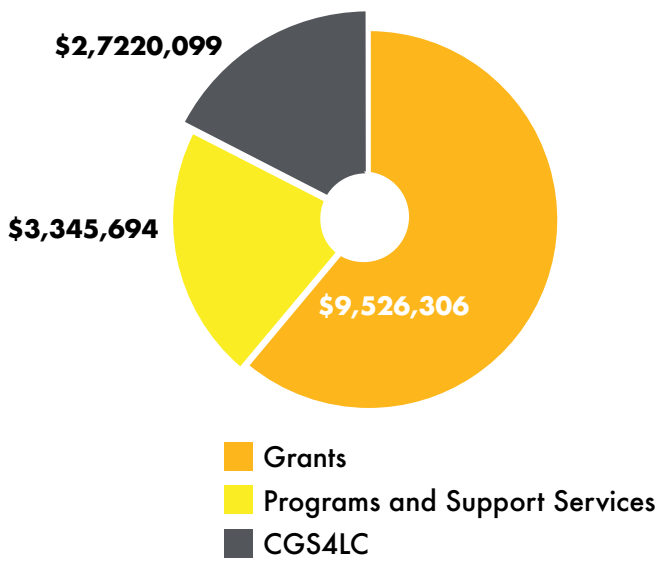
2021 REVENUE



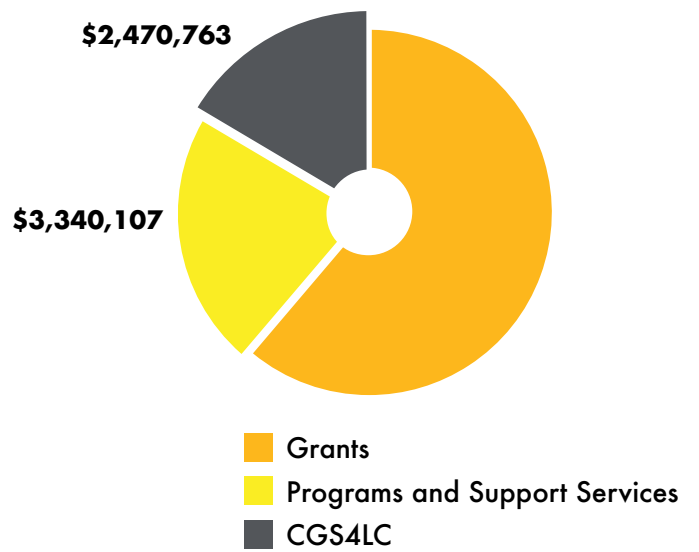
2020 REVENUE



2021 EXPENSE



2020 EXPENSE



KEY PARTNER RELATIONS

SPORT MANITOBA'S PARTNERS INCLUDE:

- Province of Manitoba
- 71 Provincial Sport Organizations
- Canadian Sport Centre Manitoba
- Manitoba Aboriginal Sports and Recreation Council
- Directorat de l'activité sportive du Manitoba

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)

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
Cheer 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)
Manitoba Artistic Swimming 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.

This year, a sub-committee of the Sport Manitoba Board of Directors has been tasked to review our board structure, including the numbers of board members, board competencies, and representation.

PROVINCE OF MANITOBA

David Patsack (Chair),
Beverley Edmondson (Vice-Chair)
Henry Thiessen
Carter Chen
Peter Debenham

PROVINCIAL SPORT ORGANIZATIONS

Tom Clasper
Jane Edstrom
Sandra Kirby
Chino Argueta
David Markham

MANITOBA ATHLETE REPRESENTATIVE

Eva Jensen

MANITOBA REGIONAL REPRESENTATIVE

John Ferg

MANITOBA GAMES COUNCIL

Megan Dias

COACHING MANITOBA

Don Thomson

EDUCATION PARTNERS

Dr. Doug Brown

SPORT MEDICINE

Dr. Gord Partridge



FUNDING PARTNER



SPORT MANITOBA CORPORATE FAMILY





IMAGINE CANADA

Sport Manitoba was the first non-profit sport organization in Canada to receive Imagine Canada standards program accreditation in 2014. In February 2020, Sport Manitoba was successfully re-accredited by Imagine Canada's Standards Program for another five years. With this ongoing achievement, we are part of a growing community of more than 200 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 demonstrate excellence in five key areas with 73 standards: Board Governance, Financial Accountability, Fundraising, Staff Management, and Volunteer Involvement.

Sport Manitoba continues to participate in the Imagine Canada certification program to demonstrate our ongoing commitment to operate within the high organizational standards of the program.

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MANITOBA