

2024-2025

BUSINESS PLAN



Sport
MANITOBA

Message from the Board Chair and President and CEO

Among the many success stories and growth of quality sport programming and services each year, we see that amateur sport in this province has its challenges. Participation costs continue to rise, recruiting volunteers is crucial, and creating a safe, inclusive, and ethical community continues to be a priority.

Sport Manitoba is eager to lead the way in demonstrating how core values—for us, that's leadership, inclusion, excellence, and respect—can ultimately drive better quality sport for Manitobans. We take great pride in working collaboratively with our partners and the greater community to allow people of all ages to experience the joys of participation.

Our annual business plan is an important tool that outlines our priorities for the upcoming year and keeps us on track to support amateur sport programs and initiatives for Manitobans at all levels of participation. It also helps facilitate collaborative planning and strategic alliances between Sport Manitoba and other key stakeholders in the development of amateur sport.

Thank you to the Sport Manitoba Board of Directors for their guidance and leadership, and to the volunteers across Manitoba who dedicate their time and effort to keep Manitobans leading healthy and active lives.

We thank the Honourable Wab Kinew, Premier of Manitoba, the Honourable Glen Simard, Minister of Sport, Culture, Heritage, and Tourism, and the Province of Manitoba for their ongoing support and direction. We are excited to work with this new government in our efforts to move more Manitobans through sport, build the capacity of sport, and nurture a strong culture in our province.

As we embark on the year ahead, we are optimistic and inspired to grow and act together to continue to provide Manitobans with safe, quality sport and recreation opportunities.



Susanne Dandenault
Chair, Board of Directors
Sport Manitoba



Janet McMahon
President and CEO
Sport Manitoba

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 excellence in sport by all Manitobans.

VISION STATEMENT

We envision creating the best sport communities through initiative and leadership and by establishing a supportive environment that will enhance the abilities of all Manitobans.

VALUES

Leadership

Holding ourselves accountable for our actions and results

Inclusion

Making sport safe, welcoming, and accessible for all

Excellence

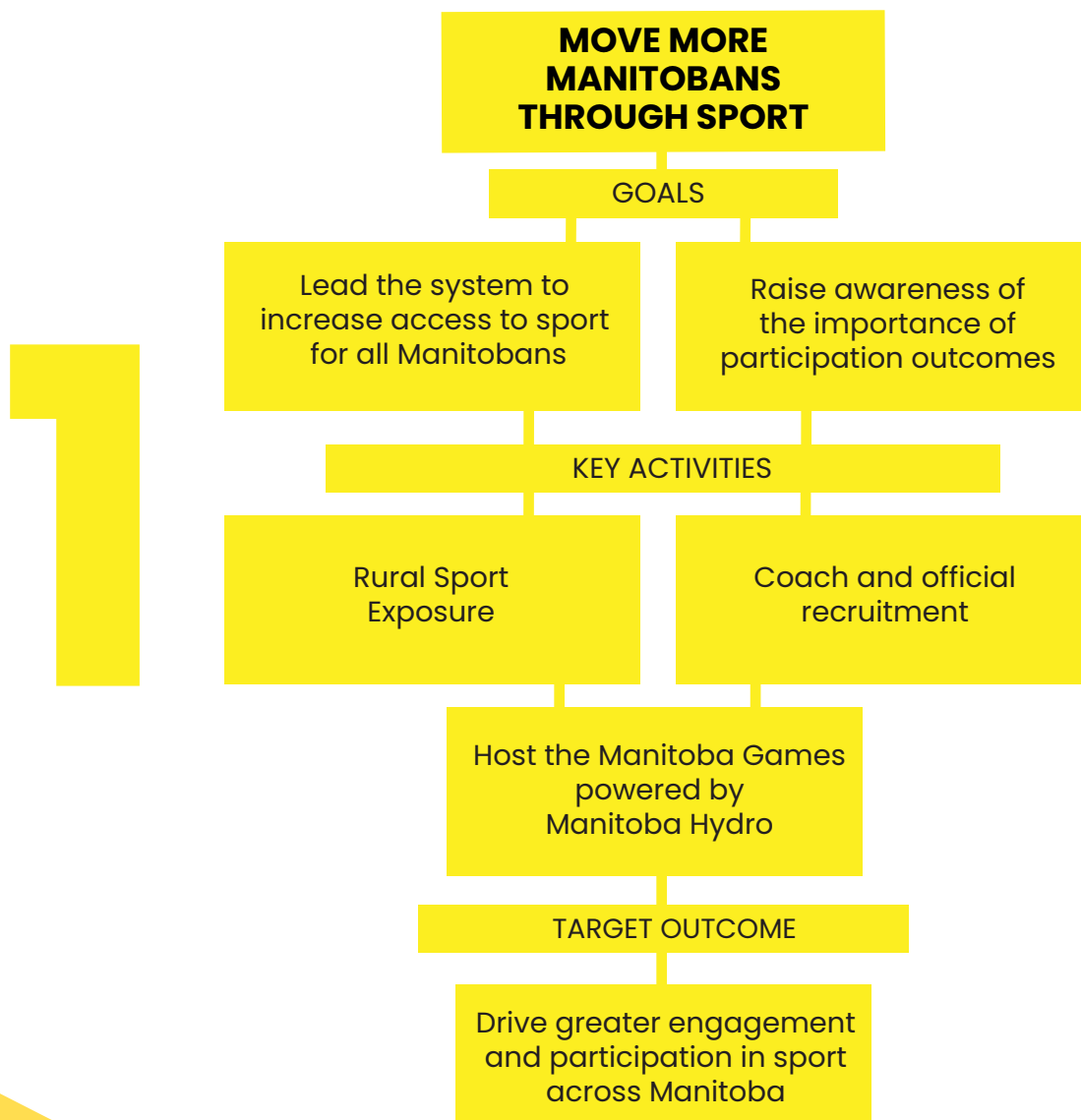
Achieving personal growth and athletic potential

Respect

Treating everyone with dignity and fairness



STRATEGIC PRIORITY 1



MOVE MORE MANITOBBANS THROUGH SPORT

Rural Sport Initiation

Game Day presented by Qualico is a free event that hosts a variety of sport stations for kids to try as they look to begin their journey in organized sport. Introducing this event to rural Manitoba will provide new audiences with sport initiation programming and aligns with our goal of identifying communities interested in starting new sport programs and clubs.

Measures of success:

- At least 6 sports participate and 50 kids attend
- 5+ new registrations in that community within participating sports
- 1 new club grant application in that community

Coach and Official Recruitment

In some sports, participation numbers have increased, but a shortage of coaches and officials remains. We want to recruit, train, and retain coaches and officials to support athlete development and sport programming by focusing on recruitment media campaigns and connecting them to training opportunities offered by our sport partners.

Measures of success:

- 2,300 new coach RiS registrations
- 15% increase in total coaches
- 10% increase in total officials
- 10% increase in the number of applicants accessing grants for coach and officials

Manitoba Games powered by Manitoba Hydro in Dauphin

The Manitoba Games powered by Manitoba Hydro provide an opportunity for the Host Society and Manitobans to benefit from sport participation and physical legacies through the training of a regional team, technical expertise brought to the regions, and recruitment of coaches and officials. The goal is that the Games in Dauphin act as a catalyst for sport system development.

Measures of success:

- 50% of key volunteers are more likely to volunteer in sport due to Games experience
- 400 athletes participate in the Performance Testing Combine during the week of Games
- 100% of the Manitoba Games coaches and officials development funds are used

Ongoing Action

Our commitment is to prioritize efforts for Manitobans who are underrepresented in sport. Sport Manitoba provides grants to PSO partners, Indigenous organizations, and delivers programs specifically designed to increase access and raise awareness of the opportunities and benefits of sport to marginalized populations, such as through partnerships with community groups like Winnipeg Newcomer Sport Academy and Argyle Alternative High School.

Measures of success:

- 5% increase in PSO Membership from 23-24
- 10% increase in participants in Bilateral, Fit Kids Healthy Kids, Kidsport programs
- 10% increase in participants across Sport Manitoba's initiation programs (Bison Transport Girls Multi-Sport Series, Game Day, Summer Camp)

STRATEGIC PRIORITY 2

2



BUILD THE CAPACITY OF SPORT

Grants and Communications to Sport Partners

With the introduction of a new resource and communication hub called Activity Messenger, our sport partners will have access to historic submissions, grant applications, resource material, and ongoing two-way communication. Having a hub of all of this information, data, and applications will streamline the amount of communication, improve operational efficiency and human resources usage, and consolidate all grant material in one location.

Measures of success:

- Achieve 70% partner satisfaction score
- \$25,000 saved/redirected from Sport Manitoba budget through software efficiencies
- 100 hours of reduced PSO and Sport Manitoba staff time

Strong Governance and Capacity Building

By providing governance training to board members of our sport partners and their member clubs and leagues, the sport system will support consistent decision-making, invest in training and education, and facilitate access to resources to improve the ability of leadership volunteers to manage and operate their sport.

Measures of success:

- 100+ credits provided through the program
- 50% of PSOs took the Governance Essentials training

Manitoba Action Plan for Sport (MAPS)

The 2020–2025 MAPS is in its last year. With the introduction of the 2024–2034 Canadian Sport Policy (CSP), there is an opportunity to review MAPS to determine its alignment with CSP and start a renewal process to determine priorities and objectives for sport in Manitoba over the next decade.

Measures of success:

- Stakeholders are consulted on direction of MAPS and its alignment with CSP
- The 2025–2030 MAPS is complete and publicly available

Ongoing Action

Guided by our mission and vision, Sport Manitoba continues to champion leadership, communications, and education to create a strong and sustainable sport system.

Beyond the funding of annual grants provided to our recognized PSOs, we provide valued support services, including bookkeeping and audit preparation, payroll, office space, print services, insurance, consulting, and IT.

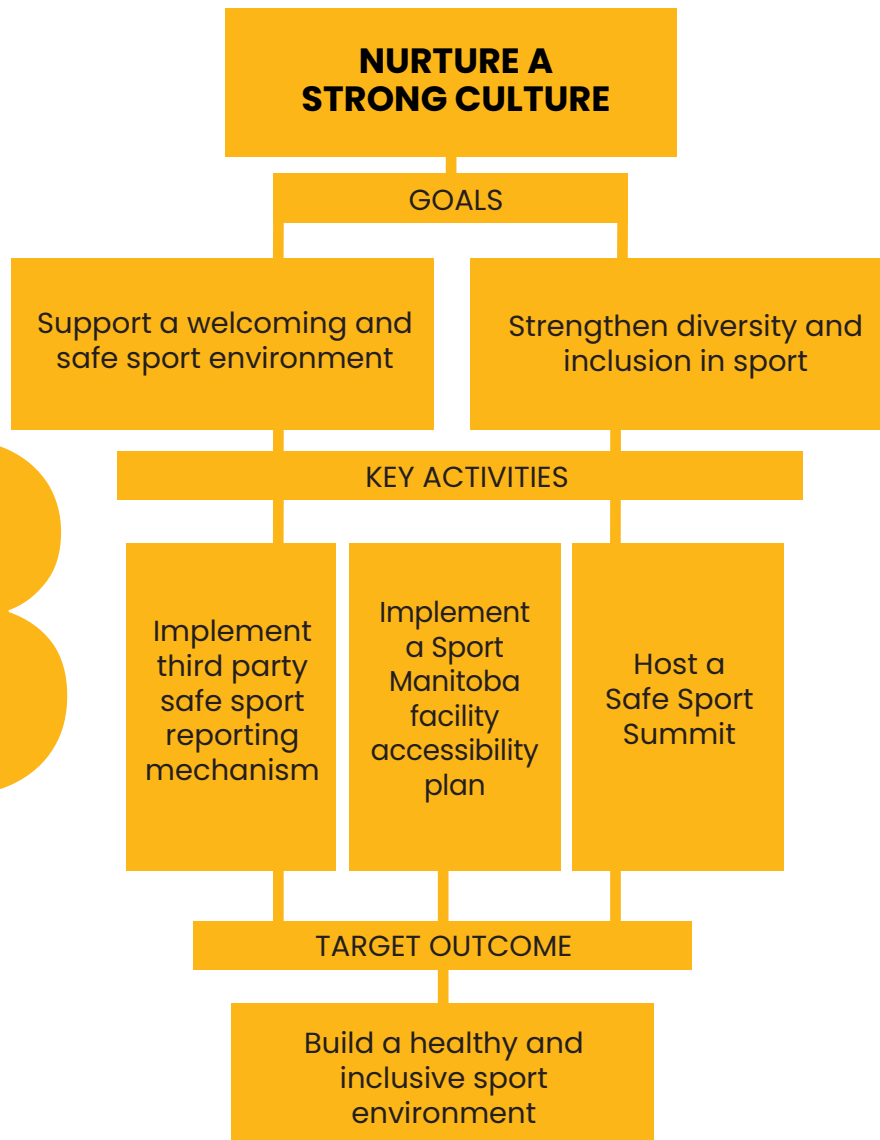
Enhanced engagement with our sport partners through virtual meetings, workshops, communications, and training opportunities helps to expand networks and support volunteer development with PSOs, partners in sport, and community sport.

Measures of success:

- Build a database of community based organizations to create a direct communications pipeline
- Continue to provide valuable services and training to our sport partners as identified through ongoing consultation – survey, monthly call, annual review meetings

STRATEGIC PRIORITY 3

3



NURTURE A STRONG CULTURE

Independent Third Party Mechanism

To protect sport participants, especially athletes, there needs to be an unbiased, anonymous, and confidential place to report any forms of maltreatment in sport, including bullying, abuse, harassment, and racism. The public and sport participants need to know where and how to report it. Providing a centralized reporting link for complaints to be sent directly to an outside party is one critical step in making sport safer.

Measures of success:

- Mechanism toolkit is delivered to 100% of Sport Manitoba's sport partners and PSOs
- Mechanism is publicly available on website
- 10 Manitoban professionals have agreed to provide local case management expertise

Sport Manitoba Facility Accessibility Plan

To create a safe, welcoming, and inclusive environment, Sport Manitoba's facility requires a comprehensive accessibility plan, including space and entry modifications, website upgrades, French translation, and staff training. Upon the development of this plan, a communication strategy will be used to ensure facility residents and visitors are aware of how they can access services in our facility.

Measures of success:

- 3 accessibility users or organizations provide consultation to the plan development
- Facility accessibility plan is implemented

Sport Manitoba Safe Sport Summit

To build a better future for sport in Manitoba, there is a need for the sport community to come together to learn and share best practices related to sport culture. Our community wants tools, resources, and practical ways to humanize the existing sport structure to have a better way forward. We plan to provide this through one special event this year, targeting a variety of audiences within our sport community.

Measures of success:

- Individuals from 20 organizations attend
- 10 organizations implement the provided tools
- 70% of respondents in our post-event survey say the event was valuable

Ongoing Action

Sport Manitoba strives to create an environment where individuals have a healthy, supportive, and respectful sport experience, free from all forms of harassment and abuse. To create a safer sport environment, our communities need to be equipped with knowledge of acceptable and unacceptable behaviour in sport. This includes defining, developing, and communicating safeguarding practices for sport to all Manitobans.

Sport organizations have a responsibility and obligation to protect the safety and physical and mental well-being of every individual involved in their community. In addition to these priorities this year, Sport Manitoba continues to invest in:

NURTURE A STRONG CULTURE

- Extensive provincial media campaign for the re-branding of the Safe Sport Line, 'No Place for Abuse in Sport' media buy and facility signage
- Implementation of new governance policy suite of templates, including code of and ethics conduct, discipline and complaint, appeal, dispute resolution, and social media policy as minimum standards
- Support to the Anti-Racism in Sport Campaign to deliver online training
- Deliver Respect in Sport training for coaches
- Our tool: Find a Quality Sport Program, a step-by-step resource for parents to register their kids in a safe, quality program
- Responsible Coaching Movement

Measures of success:

- Staff or board from 30% of Sport Partners have taken Anti-Racism in Sport training
- 15 PSOs adopt a policy addressing Diversity, Equity, Inclusion and Anti-Racism

MORE PROGRAMS AND SERVICES

Beyond the identified priorities for the 2024–2025 year, there are numerous ongoing quality programs and services as part of our core activities and commitment to amateur sport. Through our facility at 145 Pacific Avenue in Winnipeg, we generate revenue that is reinvested to the amateur sport system and community programs through:

Sport Manitoba Clinic

Sport Manitoba Performance

Sport Manitoba Fitness Centre

Sport Manitoba courts and flex space bookings

Sport Manitoba meeting rooms

Manitoba Sports Hall of Fame

Collaboratively with our staff and sport partners, we create powerful and engaging marketing campaigns, initiatives, and events to promote the many opportunities for sport participation and the positive impacts of sport to reach Manitoba's diverse audiences.



sport
MANITOBA

QUALICO[®]
TRAINING CENTRE





2015
TORONTO
CANADA
PAN AM
& PARAPAN AM
GAMES

SPORT FOR LIFE CENTRE
CENTRE DU SPORT POUR LA VIE







STATEMENT OF OPERATIONS

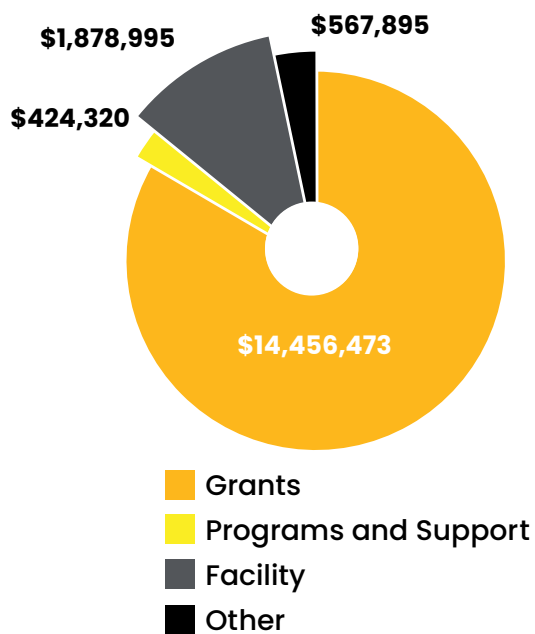
BUDGET 2024-2025

	Budget Year 2024	Budget Year 2025
REVENUES		
Grants	14,456,473	16,019,473
Programs and Support Services	424,320	536,365
Training Centre	1,878,995	1,749,890
Other Revenue	567,895	630,000
	17,327,683	18,935,728
EXPENSES		
Grants	9,142,820	10,438,766
Programs and Support Services	3,750,052	3,902,047
Training Centre	2,252,236	2,336,390
	15,145,108	16,677,203
OPERATING MARGINS		
Grants	5,313,653	5,580,707
Programs, Support Services	(3,325,732)	(3,365,682)
Training Centre	(373,241)	(586,500)
Other	567,895	630,000
	2,182,575	2,258,525
Administration	1,123,593	1,127,982
Operating result before amortization and finance fee	1,058,982	1,130,543
Amortization and Finance Fee	1,054,894	1,050,903
Surplus (Deficiency)	4,088	79,640

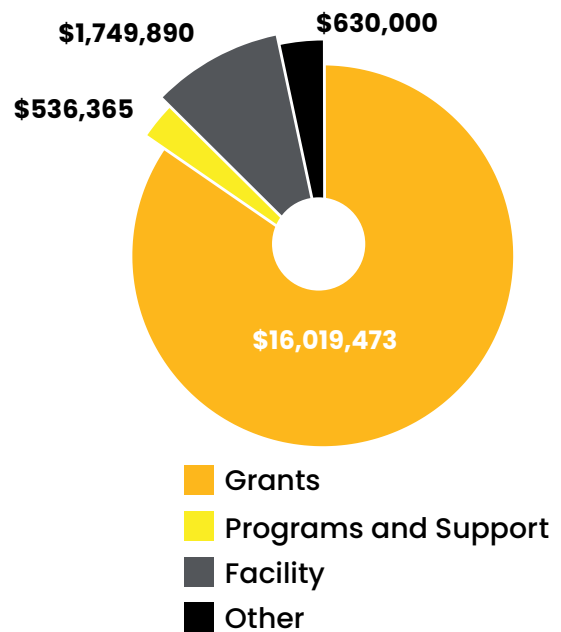
STATEMENT OF OPERATIONS

BUDGET REVENUE

2024 REVENUE



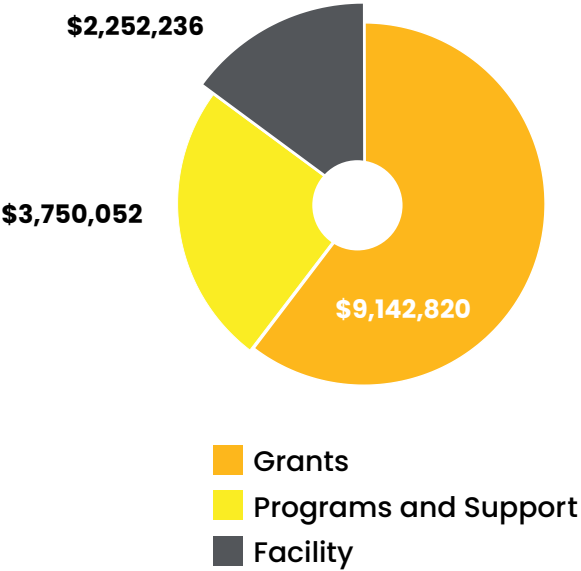
2025 REVENUE



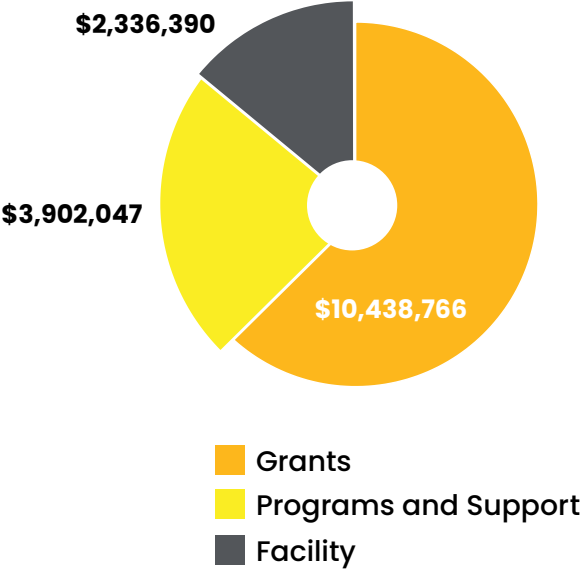
STATEMENT OF OPERATIONS

BUDGET EXPENSE

2024 EXPENSE



2025 EXPENSE



BOARD OF DIRECTORS

Our board consists of a nine-member volunteer board of directors who govern the organization and represent Sport Manitoba's major partners.

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

Susanne Dandenault (Chair)

Peter Debenham (Vice-Chair)

Daniel "DJ" Lalama

PROVINCIAL SPORT ORGANIZATIONS

Tracy Leipsic

Sandra Kirby

Hector Argueta

MEMBERS AT LARGE

Kelly Funke

Balex Kabamba

Alicia Cowieson



OUR PARTNERS

SPORT MANITOBA'S PARTNERS INCLUDE:

- Province of Manitoba
- 65 Provincial Sport Organizations
- Canadian Sport Centre Manitoba
- Manitoba Aboriginal Sports and Recreation Council
- Sports en français

COMMUNITY PARTNERS:

- City of Winnipeg Community Development
- Winnipeg Aboriginal Sports Achievement Centre
- Recreation 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 and Territorial Sport Federations
- Canadian Olympic Committee
- Canada Games Council
- Western Canada Games Council
- KidSport™ Canada
- Canadian Women and Sport
- Canadian Centre for Ethics in Sport
- 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.
Cheer Manitoba 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 Amateur Hockey Association Inc.
(Hockey Manitoba)
Manitoba Horse Council Inc.

Manitoba Judo Black Belt Association Inc.
(Judo Manitoba)
Karate Manitoba Inc.
Manitoba Lacrosse Association Inc.
Manitoba Orienteering Association Inc.
Manitoba Paddling 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.
Speed Skating Manitoba
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 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.

FUNDING PARTNER



CORPORATE PARTNERS



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MANITOBA



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