

2017 - 2018 BUSINESS PLAN

QUALICO[®]
TRAINING CENTRE



SPORT FOR LIFE CENTRE
CENTRE DU SPORT POUR LA VIE

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Sport 
MANITOBA

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About Sport Manitoba

Sport Manitoba's annual business plan is an important tool in providing structure and guidance to our diverse partners and stakeholders. It outlines Sport Manitoba's initiatives for the upcoming year, while challenging partners to achieve the common goals of the Canadian Sport Policy.

Our business plan is developed from the Manitoba Action Plan for Sport (MAPS). MAPS addresses sport's common needs and challenges. It provides direction for Sport Manitoba's leadership, planning and programming roles. MAPS facilitates collaborative planning and strategic alliances between Sport Manitoba and key stakeholders in developing healthier individuals, stronger families, and vibrant communities throughout Manitoba.

MAPS is monitored by Sport Manitoba on an ongoing basis and is reviewed by our board of directors once every four years. The board evaluates emerging initiatives and trends that are added to MAPS as new areas of emphasis or priorities. The shared Canadian Policy focuses on strategic partnerships between the sporting community and key community-based stakeholders in recreation, education, health, and healthy living.

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

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 (5)

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

Provincial Sport Organizations Representatives (5)

Tom Clasper
Jane Edstrom
Leanne Leskiw
Don MacDonald
Scott Mundle

Manitoba Regional Sport Association Representative (Vacant)

Manitoba Games Council Representative (1)

Shayne Yaschyshyn

Manitoba Athletes Association Representative (1)

Janine Stephens

Educational Institutions Representative (1)

Dr. Doug Brown

Manitoba Sport Medicine & Science Council Representative (1)

Dr. Scott Leckie

Coaching Representative (1)

Don Thomson

Human Resources

Sport Manitoba has a staff of 52 employees. The senior management team includes the president & chief executive officer and four unit directors focusing on planning and priorities. Staff focuses on program and project management, service provision, research and information support, and special projects.

Location

Sport Manitoba is located in the Canada Games Sport for Life Centre at 145 Pacific Avenue in Winnipeg, Manitoba, with regional offices in Beausejour, Winkler, Brandon, and Thompson.

Core Business

Sport Manitoba's core businesses are:

- Athlete, coach, official, and volunteer development
- Long-range planning for sport in Manitoba
- Sport partner funding
- Sport medicine
- Sport development programming
- Sport marketing
- Provisions of sport partner services

Our Mission

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

Our Vision

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 Roles and Services

- Implement the policy directives of the Province of Manitoba in concert with the Manitoba Action Plan for Sport and Canadian Sport Policy.
- Facilitate joint planning with more than 100 provincial and community organizations and stakeholders for developing and delivering programs for greater participation and achievement of excellence in amateur sport by Manitobans.
- Provide in excess of \$10 million dollars in funding and service to support the activities of over 300,000 Manitobans who participate in amateur sport.
- Lead and support specific sport development programs including the Power Smart Manitoba Games, Team Manitoba, Athlete Assistance, Coach Development, KidSport™, Canada-Manitoba Bilateral Programs, Fit Kids Healthy Kids, and Women in Sport.
- Promote the benefits of sport to all Manitobans, while communicating the sport contributions and achievements of Manitobans.
- Provide partner organizations with administrative space, support, and consultative service, all through the Canada Games Sport for Life Centre.
- Operate a Sport Medicine Clinic that includes a sport medicine physician, physical therapy, athletic therapy, massage therapy, chiropractic, a pedorthist, sport psychology, and a number of other sport medicine support services to the sport community and public at large.
- Lead an integrated system of service delivery in the Canada Games Sport for Life Centre that will address all levels of sport through performance, fitness and community programming in an environment that will help ensure Manitobans are moving toward their performance and fitness goals.



Sport Manitoba Organizational Structure

Sport Manitoba strives to provide an efficient and effective delivery model to meet the changing and growing needs of its partners, programs, and services. The future holds exciting new opportunities with the programming and operating of both phases of the Canada Games Sport for Life Centre. This includes increased focus on rural sport development, the need to provide financial accountability, monitoring and assistance to our sport partners with governance.

Across the province, staff has been added in the coach and athlete development area. In 2017/18, a third coach/athlete development coordinator position will be added, and based out of Selkirk in the east region of Sport Manitoba. The final new regional staff person will be added in the north region in 2018/19.

Canada Games Sport for Life Centre

A first in our country, the Canada Games Sport for Life Centre houses sport governance and expertise, training space and tools, exercise and sport facilities, therapeutic space, research capabilities, and sport history all in one central location.

Sport Manitoba broke ground in October of 2015 to build the second phase of the Canada Games Sport for Life Centre - the Qualico Training Centre. The Centre, which will be complete in June 2017, profoundly improves access to sport and sport training across the province.

PHASE 1 Completed

An 84,000 square foot renovation that includes:

- Education and Training Space
- Paul Robson Resource Centre for Leadership & Coaching
- Sport Medicine Clinic
- Sport Performance
- Manitoba Sports Hall of Fame & Museum
- 60+ Resident Provincial Sport Organ

PHASE 2 Qualico Training Centre

A new training complex that will feature:

- 124,000 square feet of training space
- Strength, conditioning and testing areas
- Training track for sport and community use
- Aerobic training centre
- Multi-purpose areas, including three fully convertible court spaces and areas for individual sports, fitness conditioning and workshops

The training complex will employ top-level trainers and educators, and offer use of high-quality strength and conditioning equipment. The central location of the facility will offer easy access to those who work and live downtown and close by. Community fitness classes will continue to expand and membership-based programming will be offered once the centre is complete.



Canada Games Sport for Life Centre Goals

Develop Leaders

With an emphasis on training, mentoring and coaching, the centre develops leaders across the province who help our next generation succeed - in sport and in life.

Train Athletes, Coaches and Volunteers

Manitoba's athletes, coaches, volunteers, and teams - at all levels - grow and develop using this top-notch, year-round training facility. It combines groundbreaking opportunities in coaching, physical therapy, fitness testing, nutrition and sports psychology, which results in success on provincial, national, and world stages. Coaching and training resources are available online so all Manitobans can benefit.

Help Kids Join the Right Team

Sport programming and leadership development is being provided for underserved youth. The benefits of sport can mean staying in school, becoming a role model, or preventing gang involvement.

Revitalize Downtown Winnipeg

The Canada Games Sport for Life Centre is centrally located and will invigorate Winnipeg's inner city by attracting 400,000 people downtown each year once it is complete.

Bring Sports Heroes to Life

The interactive Manitoba Sports Hall of Fame serves as a source for inspiration, as does athletes of all levels training together in the same facility.

Build Healthy Communities

The Sport for Life Centre is a one-stop resource that offers healthy alternatives for all ages. The same skills that aid sport development translate into valuable life skills and, in turn, a healthier community.

Capital Campaign

The Canada Games Sport for Life Centre's capital campaign is near completion and would not have been possible without the significant support of all three levels of government, the corporate community, and personal donations from the public. A recognition wall will be prominently positioned in the lounge/viewing area on the main court level of the Qualico Training Centre.



Manitoba Sports Hall of Fame

In 2017/18, the Manitoba Sports Hall of Fame gallery will partner with the 2017 Canada Games in Winnipeg to feature an exhibit on the 50 year history of the Canada Games. Guests will be able to take a trip back in time to remember the successes of Team Manitoba at the Games. Visiting provinces and territories have been invited to send artifacts for the exhibit.



MANITOBA SPORTS
HALL OF FAME



**"To play the game is good,
to win is better
but to love the game is best of all"**
Anonymous



Sport Medicine Clinic



The Sport Medicine Clinic (SMC) is a multidisciplinary clinic offering an exceptional level of quality patient care. Each patient is seen one-on-one with a clinician. To provide optimal service, the clinic works directly with coaches, parents, doctors/surgeons, and other team members to keep athletes of all ages in the performance pathway.

The SMC is a strong team consisting of one sport medicine physicians, four physical therapists, a chiropractor, an athletic therapist, a massage therapist, and a pedorthist. The clinic also receives ongoing support from nutrition and sport psychology professionals.

An extensive concussion care program is offered at the SMC. In partnership with the Pan Am Concussion program, as well as Manitoba Public Insurance (MPI), the SMC ensures the best care for post concussion syndrome. The clinicians have been trained through University of Pittsburgh Medical Center's ImPACT program. This gives clinicians access to the most recent research regarding post concussion syndrome.

One of the SMC physical therapists is Titleist Performance Institute (TPI) certified and offers formal high level assessment to golfers that are injured or simply want to improve their game.

Other services include acupuncture, osteopathy, and Gokavi Transverse Technique - an intramuscular needling technique effective in treating chronic pain. High performance assessments are available and are often completed in direct liaison with the Sport Performance Center. These assessments are an overall evaluation used to maximize training and performance, and indicate areas of weakness that increase risk for injury.

The SMC, along with the Performance Centre, is now part of the National Development Centre (NDC) for women's soccer. The SMC provides each athlete with a high performance assessment, baseline ImPACT testing, and a physical by one of the sport medicine physicians. On-field management is provided for all practices and games. Any injury that requires assessment or rehabilitation will be supported through the team at the Sport Medicine Clinic.

Sport Manitoba has committed to radiology as part of the Phase 2 expansion. Diagnostics and radiology are an integral component of any sport medicine practice as it offers significant benefits with relatively low costs. Benefits include better access for SMC patients, the downtown community, and support for surrounding clinics such as Mount Carmel, Turtle River, and Quick Care. The addition of diagnostics and radiology will also give orthopedic surgeons the opportunity to hold clinics at the clinic.

An application has been submitted to the Standing Committee of Diagnostic Services. In addition to radiology, the next year's focus will be on expansion plans and reorganizing the space to support the increase in volumes.

The clinic supports mentorship and shadowing opportunities for students interested in a career in sport medicine. As a leader in the sport medicine field, the clinic also holds professional courses for therapists' postgraduate clinical development. The clinic continues to support student placements and internships with the University of Winnipeg and the University of Manitoba Master's Program.

Performance Centre



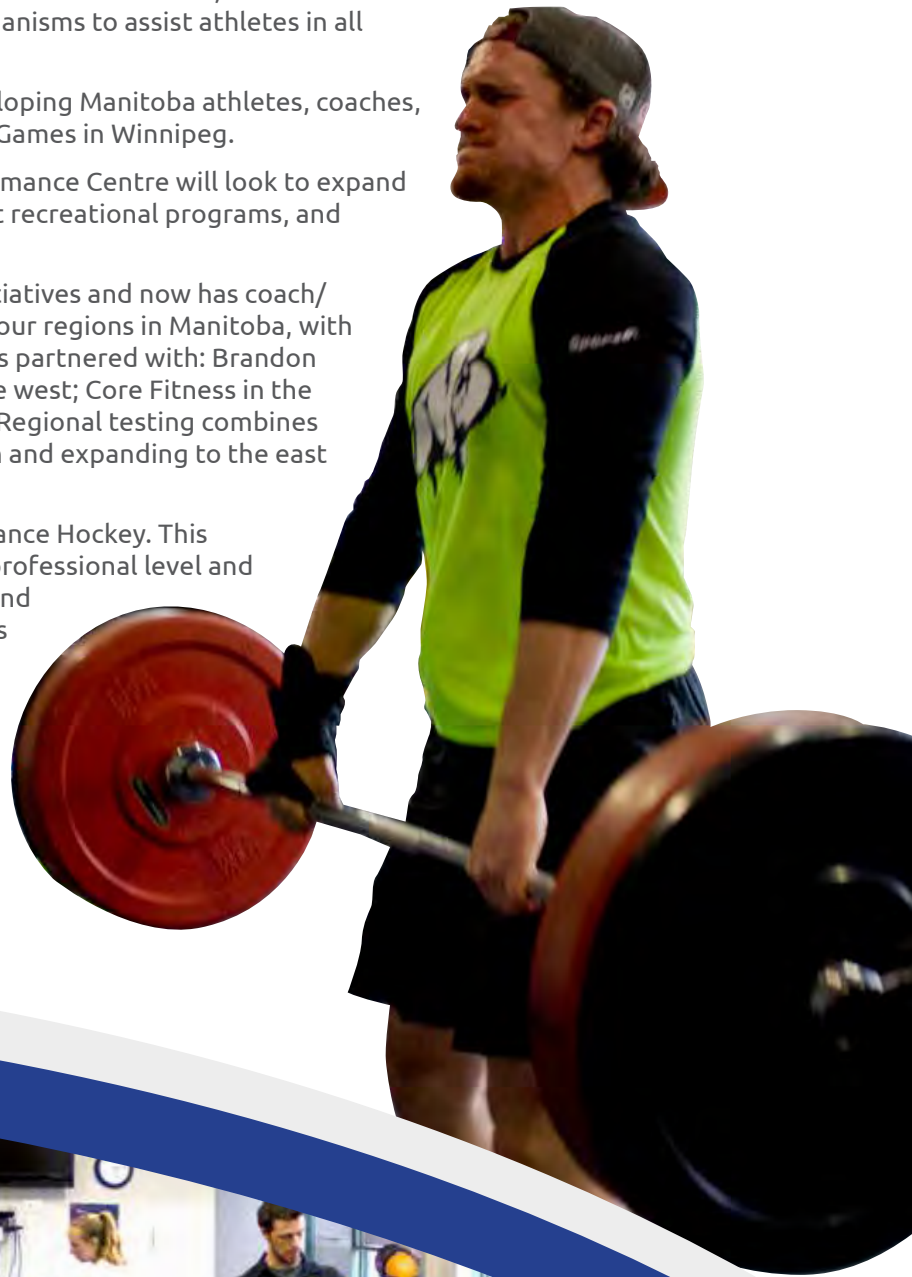
The Performance Centre and its regional counterparts (west and south divisions) enable an integrated system of service delivery to athletes and coaches as they strive to achieve their desired performance goals and best-ever results. The Performance Centre provides: a physical training environment; a menu of sport science services, primarily physiology and strength & conditioning; education sessions, clinics and professional development opportunities; and mechanisms to assist athletes in all stages of the performance pathway.

The primary focus for next year is to continue developing Manitoba athletes, coaches, and teams preparing for the 2017 Canada Summer Games in Winnipeg.

A move into an enhanced training space, the Performance Centre will look to expand its reach into new markets – club-level sports, adult recreational programs, and professional sport.

The Performance team is increasing its regional initiatives and now has coach/athlete development coordinators in three out of four regions in Manitoba, with plans to add the fourth in April 2018. The centre has partnered with: Brandon University to create a regional training centre in the west; Core Fitness in the south; and Lord Selkirk School Division in the east. Regional testing combines will be offered twice per year in the west and south and expanding to the east this year.

The newest programming for 2017 is High Performance Hockey. This program works with athletes from Peewee AA to professional level and includes: a physical assessment; strength, aerobic and anaerobic training; speed, agility, and explosiveness conditioning; on-ice skills; yoga/movement and recovery; sport medicine, nutrition, and sport psychology.



Fitness Centre

The Canada Games Sport for Life Fitness Centre is designed to offer all members of the community a welcoming and professional location to exercise. The Centre offers fitness memberships, complementary and specialized fitness programs, personal training, workshops and lifestyle consulting all in one location.

It is a state-of-the-art functional training facility featuring top of the line strength and cardio equipment, a spin studio, fitness and yoga studio, a full 160m track, and basketball courts. Membership sales will begin in May 2017.

Our highly qualified trainers and strength coaches have a variety of post-secondary education including degrees in kinesiology and several specialty certifications. Partnerships with the Performance Centre and Sport Medicine Clinic enable a comprehensive team of specialists with the highest standards and services available to all members of the community.



Qualico Training Centre

Three full-sized hardwood courts make up the fieldhouse of the Qualico Training Centre. National, provincial, and community sports teams will now have a centrally-located world-class facility to hold competitions and tournaments, and to train technical and tactical skills. Further, all members of the community will be invited to take part in public programs, including intramural leagues, physical literacy programs, and community outreach programs.

The Training Centre will be home for many minor aged youth sports. Teams will be able to train in a full sized facility with a 40 foot clearance - an asset for all ages! Daytime use mid-week will be available for seniors and school programming. Coaches will be able to book their preferred space online through our website. If a coach of a summer sport is looking for winter training space, nothing will be better than our large clear span facility.



Sport Manitoba Programs

Fit Kids Healthy Kids

The Fit Kids Healthy Kids (FKHK) program is delivered and managed by Sport Manitoba with funding provided by Doctors Manitoba. The program is designed to provide programs that foster positive physical activity and sport programming for before and after school programs, as well as for clubs and organizations that deliver child and youth programming.

The program targets youth ages 2-12 from inner-city elementary schools, sport and recreation clubs/associations, rural communities and First Nation/Metis communities throughout the province. The program emphasizes training leaders who deliver the programs in their respective communities, clubs and schools. This year, Fit Kids Healthy Kids will continue to grow partnerships in various underserved communities and are focusing on developing resources to support those offering active programming in their community. FKHK is preparing a model to bring sport to rural community clusters in the north. This multi-sport programming focuses on developing fundamental movement skills and bringing quality accessible sport to small communities so that children can learn sport for play. FKHK will also be supporting and offering programs in Phase 2 of the Sport for Life Centre and working closely with the mascot program for the 2017 Canadian Summer Games.



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KidSport™



KidSport Manitoba's chapters have been realigned to mirror the new Sport Manitoba regional boundaries: East, North, South, West, and Winnipeg. Dedicated regional volunteers in Winnipeg, East and West have developed and lead significant fundraising events. Winnipeg will continue to receive outstanding active support of high profile athletes such as Mark Scheifele, Desiree Scott and Doug Brown.

The need for KidSport Manitoba's assistance continues to grow both in Winnipeg and rural regions. Rural Manitoba continues to struggle to raise enough finances through fundraising or donations to meet the number of families looking to get their kids involved in sport.

Sport Manitoba regional staff are considering replicating successful events like the Polar Bear Dare in all regions to assist with fundraising needs.



Coaching



National Coaching Certification Program

Sport Manitoba recognizes the value of having certified coaches through the National Coaching Certification Program (NCCP). Coaching Manitoba manages NCCP in the province, and provides support for provincial sport organizations and the delivery of their sport specific training sessions including: learning facilitators, evaluators and coach training.

Coaching Manitoba is providing a number of professional development opportunities to support the new Maintenance of Certification required by certified coaches. These NCCP workshops include: Making Ethical Decisions, Fundamental Movement Skills and Empower Plus. These courses reinforce the values of lifelong learning and sharing among the coaching community.

The NCCP is the recognized national standard for coach training and certification in Canada. NCCP courses are designed to meet the needs of all types of coaches, from the first-time coach to the head coach of a provincial or national team. Manitoba's 2017 Canada Games coaches are currently enrolled in Competition Development modules through the NCCP to enhance their coaching expertise. In 2017, focus will be on supporting our

Canada Summer Games coaches to create amazing experiences for our Manitoba athletes and strive for top performances.

The program has evolved over the years to stay at the forefront of delivering programs that respect the principles and science of Long Term Athlete Development (LTAD), while also reflecting the changes within Canadian Sport - from the science of training, to competition strategy and tactics, to the athletes themselves.

Introduction to Competition A & B clinics are scheduled alternating each month - Competition Development modules in the spring and a full slate of NCCP Modules offered at University of Manitoba, Winnipeg and Brandon.

Coaching Manitoba will continue to offer multiple training weekends in 2017 for Core Learning Facilitators/Evaluators and Master Coach Developers. Working with the provincial sport organizations, Coaching Manitoba is moving toward all Coach Developers being trained and certified, ensuring the high quality of coaches in Manitoba is maintained. For system alignment, all sports require Coach Developer training and this will be promoted heavily in 2017.

Respect in Sport

Sport Manitoba believes in being proactive in ensuring sport in our province is safe and welcoming for all participants. Respect in Sport helps us promote those values through a simple and convenient online training course for coaches and sport leaders. It is designed as a tool to assist coaches in identifying and dealing with abuse, neglect, harassment, and bullying in sport.

Coaching Manitoba is proud to be the first province to mandate Respect in Sport for coaches. To date, over 51,000 Manitoba coaches have become trained in the Respect in Sport program, and continues to provide online training to an average of 5,000 new coaches each year.

Coaching Manitoba has implemented a new re-certification requirement of every five years, which introduces Manitoba coaches to new and up-to-date information like cyber-bullying and transgender athletes. This program provides coaches with the tools needed to become confident, well-rounded leaders. Coaching Manitoba is working with provincial sport organizations to ensure all coaches get recertified.



Keeping Kids Safe

Community sport needs to address the issue of child safety, specifically as it pertains to harassment and abuse. Coaches and parents/guardians need to work together to help keep our kids safe. Sport Manitoba will continue to build awareness within Manitoba's

sport community offering tips and tools to parents, coaches, administrators and athletes. This includes promotion of Respect in Sport, Make Ethical Decisions, screening processes, rule of two and our sport support line.

Regional Sport Development

In effort to provide the best services possible to Manitobans, Sport Manitoba has restructured the provincial regional zones and their boundaries. Based on the feedback collected during the 2014 Rural Review, Sport Manitoba evaluated the regional staffing structure to better meet the needs of regional sport development. It was clear that more direct programming for coaches and athletes was the biggest area of support the participants suggested.

Sport Manitoba restructured the regional boundaries to allow for the addition of new regional staff servicing athletes and coaches specifically. This led to the creation of new regional boundaries which are now being implemented. The previous seven regions: Norman, Parkland, Interlake, Eastman, Westman, Central and Winnipeg will now

be divided into five regions: North, East, South, West and Winnipeg.

To date, two of the four new regional staff positions have been hired with the third position to starting in the beginning of the 2017/2018 fiscal year, and the final position to be hired in the 2018/19 fiscal year.

With the addition of the position in the East, Sport Manitoba will be able to enhance the coach education opportunities and deliver more direct services to our athletes. This will increase opportunities for Regional Coach Academies and regional testing combines for athletes in the East region.





Regional Coaching Academies

Technical Leadership is one of the four main pillars for Sport Manitoba and the Provincial Sport Organization (PSO) partners. Coaches are a key member of the Technical Leadership pillar and the Regional Coaches Academies are how Sport Manitoba works with community and PSO partners to help further develop coaches across the province.

In an effort to continue delivering on the needs identified in the 2014 Rural Sport Development Review, Sport Manitoba is exploring ways to best service coaches across the province. Regional Coaching Development Days are now offered, where coaches can choose from a variety of sessions on the one day that fits their developmental needs. Sport Manitoba is planning to deliver two Regional Coaching Development Days per region each year maximizing the opportunity for coaches to participate.

Finally, a priority of regional coach education this year will be to better implement the use of technology and distance education for coaches, helping to reduce the expense of travel to coach education and maximize the participation.

National Coaches Week

The third annual National Coaches week will be September 23-30, 2017. To begin the week, Coaching Manitoba and the Power Smart Manitoba Games will be hosting the Manitoba Winter Games Coaching Seminar, bringing together coaches from all over Manitoba to train and develop their coaching plan for the upcoming year. This will provide invaluable opportunities to learn off of one another and bring back what they have learned back to their own communities.

Many of the outstanding coaches will be highlighted through the Global Coach of the Month reception, along with providing funds to other Provincial Sport Organizations to host their own coach recognition events. A #ThanksCoach social media Twitter campaign will be run and will promote many free professional development workshops and clinics throughout Manitoba.

Canada Games Apprentice Program

The Canada Games Apprentice Program is run nationally and builds capacity for women and Aboriginal coaches in Canada. It provides growth and development of more Manitoba coaches, and includes an opportunity for two female and two Aboriginal coaches to become part of the Canada Games team as apprentices in each province/territory.

Coaching Manitoba will work in partnership with the Provincial Sport Organizations, Manitoba Aboriginal Sport and Recreation Council (MASRC), and the Coaching Association of Canada to provide professional development, support and financial resources to the selected apprentice and mentor coaches. There is a full complement of apprentice coaches this year and they are working alongside of their teams as full integrated coaches. This allows them to learn from other Canada Games coaches, provides the Canada Games experience, and prepares them for the future continuing to grow Manitoba's pool of exceptional coaches.



Multi-Sport Games

Team Manitoba

The 2017 Canada Summer Games will be held in Winnipeg from July 28 - August 13, 2017 featuring 28 events in 16 sports with satellite venues and villages in Gimli and Kenora for sailing and rowing respectively.

For just the third time in the 50 year history of the Canada Games, Team Manitoba has the honour and privilege of being the Host Team.

Team Manitoba will be represented by 354 athletes, 77 coaches, managers and technical support staff and 31 mission staff and will be supported by thousands of family members, friends and the provincial sport community.

The Games will be the culmination of more than two years of planning and training on the part of athletes and coaches based on performance plans designed to achieve realistic objectives, best ever results and podium placings.

In the four months leading up to the games Sport Manitoba Games and Athlete Development staff will support pre-games preparations by overseeing final team selection, allocating the resources required to ensure that outstanding developmental needs are satisfied, team staging and logistics to meet host society requirements and Canada Games standards. Games time team management will ensure that each member of Team Manitoba has a positive sport development experience both in terms of individual and team performance and in representing the province as the Host Team.



2017 Canada Summer Games

The 2017 Canada Summer Games provides a unique opportunity for building capacity and professional development. Sport Manitoba and the 2017 Host Society maintain a very close working relationship and realize the personal and professional value that

can come from engagement in multi-sport games. Sport Manitoba will continue to encourage all staff to get involved with the hosting of the 2017 Canada Summer Games.



WINNIPEG
—JEUX DU—
CANADA
—GAMES—
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2018 Power Smart Manitoba Winter Games

Sport Manitoba and The Manitoba Games Council are pleased to be working with the City of Thompson to host the 2018 Power Smart Manitoba Winter Games. Thompson was last host to the Manitoba Games Program in 1994.

Thompson is looking forward to hosting 1,500 of Manitoba's finest athletes competing in alpine skiing, archery, badminton, cross country skiing, curling, figure skating, gymnastics, hockey, ringette, swimming and wrestling. For the first time ever, the sport of speed skating will be seen in the Power Smart Manitoba Games.

2020 Power Smart Manitoba Summer Games

Sport Manitoba and the Manitoba Games Council Site Selection Committee are working through the bid process with interested communities in hosting the 2020 Power Smart Manitoba Summer Games, ensuring that all standards are met. The Manitoba Games Council Host Site Selection Committee will provide a recommendation to the Manitoba Games Council and Sport Manitoba with a planned announcement for the winter of 2017



Canadian Sport for Life

Long Term Athlete Development

Canadian Sport for Life (CS4L) is a movement to improve the quality of sport and physical activity in Canada through improved athlete training and better integration between all stakeholders in the sport system, including sport organizations, education, recreation and health. A key feature of CS4L is Long-Term Athlete Development (LTAD), a developmental pathway whereby athletes follow optimal training, competition, and recovery regimens from childhood through all phases of adulthood.

Each National Sport Organization has developed sport-specific LTAD guidelines for their athletes. Sport Manitoba is focused on further work with the provincial sport organizations to promote and deliver these guidelines in their sport.

The vision behind CS4L is to reshape how we support sport and train athletes at all levels in Manitoba– from children to adults, from towns to cities, from provinces and regions through to the National level. In realizing this vision, we aim to keep more Manitobans active for life with recreational sport and physical activity, and at the same time help Manitobans in all sports compete on the world stage.

To meet the CS4L vision, Sport Manitoba is integrating the LTAD principles into its grants and funding model. Through a restructuring of the granting process and organizational expectations, it is anticipated that the results will include: higher participation levels and longer retention of athletes, stronger volunteer base, enhanced performance of athletes, increased multi-sport programming for physical literacy, increased programming for lifelong activity and excellence, and enhanced organizational capacity.

Sport Manitoba will work with Provincial Sport Organizations to measure specific results of LTAD based changes they have made to their programs.



Canada-Manitoba Sport Support Program (Bilateral)

The Bilateral Sport Support Program continues to support programming that reduces barriers for children and youth from Aboriginal and newcomer populations to participate in sport. It is a key foundation for increasing levels of physical activity in inner city, ethno-cultural, and Aboriginal populations. In partnership with the Manitoba Aboriginal Sports and Recreation Council (MASRC), the focus is with both Winnipeg and isolated and remote communities Manitoba.

The program supports projects that strengthen physical literacy for children and youth and provide opportunities for persons from under-represented and /or marginalized populations to actively participant in sport as athletes, coaches, officials, and volunteer leaders.

The Manitoba Community Sports for Life Program expects the following outcomes for the 2017-2018 fiscal year provided through its three major activities:

1) Active Start, FUNdamentals and Learn to Train - Athlete and Leadership Development

- Provide sport development opportunities for over 13,000 youth ages 5-18 in over 60 schools and 25 communities, including up to 20 aboriginal and First Nation communities through programming provided by 11

Provincial Sport Organizations including athletics, badminton, ball hockey, basketball, lacrosse, paddling, skating, softball, cross country ski, archery and volleyball as well as two community ice hockey groups.

- Training opportunities to over 8,000 youth ages 5-18 in the three stages of development in a multi-sport programming context through partnerships with the Boys & Girls Club of Winnipeg, the City of Winnipeg; Sport Programs in Inner City Neighborhoods, the Spence Neighborhood Association, the Winnipeg Aboriginal Sport and Recreation Association, The Winnipeg Football Club and the Canada Games Sport For Life Centre Performance Centre.
- Provide education and training opportunities to over 900 coaches, 500 leaders and training for approximately 125 officials in various sports.
- Mentoring opportunities for over 100 high school students to coach in inner city and remote communities through a partnership with the University of Manitoba.



2) Aboriginal Sport Development and Capacity Building

- Capacity Building - opportunities for two MASRC staff members to develop partnerships with Provincial Sport Organizations and aboriginal communities, and gain experience in the areas of finance, program planning, implementation and management, policy, and communication.
- Coach Mentorship - Opportunity for two aboriginal apprentice coaches to be trained and mentored as part of his/her preparation as apprentice coach with Team Manitoba at the 2017 Canada Games.
- Coach Manual Training - Providing 1-2 certified facilitators to train up to 100 male/female coaches in understanding the role of sports in Aboriginal communities; understanding and influencing the community in which they coach.
- Sport Forums - to educate approximately 500 people from rural communities on the values and benefits of participation in sport activities,

including athlete participation and coach and official training resulting in 20 individuals requesting additional information and training opportunities.

3) Community Sport Development - Grants and Leadership Development:

- Host up to 50 specialized workshops, sessions and clinics (Coach Academies) in partnership with Coaching Manitoba for up to 600 coaches on nutrition, psychology, movement performance analysis, women in sport, etc.
- Provide funding to support 50 Community Sport Development Grants that will support 25 coaches in their efforts to receive additional education and training and to support 1,000 youth in participating in a new sport, learning sport skills and/or attending a regional sport competition.



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.



Financial Plan

Sport Manitoba is dedicated to responsible financial management and accountability. We remain committed to increasing partnership support through special projects and marketing efforts. Additional partner investments will be leveraged to support specific initiatives like the Manitoba Games, Team Manitoba and KidSport™. We will continue to work closely with our partners to ensure that they also conform to the highest standards of fiscal and organizational responsibility.

Revenue	Budget Year 2018	Budget Year 2017
Province of Manitoba	11,199,927	11,105,927
Bilateral (Gov Cdn/Prov Mb)	624,546	624,546
Sport Performance Funding	-	250,000
Canada Games and Prov of MB - Donations	100,000	-
Donations Private	266,667	-
Other Revenue	60,000	60,000
Marketing Programs	332,000	163,500
Marketing Sponsors - MB Games	210,000	210,000
Manitoba Games- Provincial Registration	200,000	224,000
Fit Kids Healthy Kids	225,000	225,000
Fit Kids Healthy Kids - Other	-	41,770
Manitoba Liquor & Lotteries	62,000	62,000
Manitoba Liquor & Lotteries- Special Initiative	42,000	42,000
Manitoba Liquor & Lotteries- Regional	83,100	83,100
Manitoba Liquor & Lotteries- Coaching	17,100	17,100
Coaching	14,000	16,000
Sport Performance Centre - (need note)	-	110,000
Sport Medicine Centre	630,700	608,300
Income - Qualico Training Centre	1,094,336	-
Total Revenues	15,161,376	13,843,243
Expenditures		
<u>Grants and Programs</u>		
Grants for Sport Development	6,948,106	7,127,095
Bilateral Program	366,900	365,846
Manitoba Games	360,000	409,000
Sport Medicine Centre	698,198	693,350
<u>Administration and services provided to sport groups</u>		
Occupancy	2,553,323	1,484,607
Operating	468,218	373,738
Programs	979,038	947,955
Administration - Expenses	968,136	998,895
Administration - Other	170,680	134,805
Member Services	1,708,447	1,708,860
Amortization	1,160,000	547,798
Total Expenditures	16,381,046	14,791,949
Costs Recovered Sport Groups	(1,071,980)	(1,051,260)
Total Expenditures, Net	15,309,067	13,740,689
Excess (Deficit)	(147,691)	102,554

Partner Relations

Sport Manitoba's partners include

- Province of Manitoba
- 73 Provincial Sport Organizations
- Canadian Sport Centre Manitoba
- Manitoba Aboriginal Sport and Recreation Council
- Manitoba Sports Hall of Fame & Museum
- Directorat De L'Active 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
- Manitoba Physical Education Teachers Association

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.
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)
Manitoba Golf Association Inc. (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 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
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.
Snowboard Association of Manitoba 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.



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Sport Manitoba
145 Pacific Avenue
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www.sportmanitoba.ca