

Budget 2021

Main Estimates Supplement

Budgets complémentaires

2021/22

**MANITOBA
SPORT, CULTURE
AND HERITAGE**

**SPORT, CULTURE
ET PATRIMOINE
MANITOBA**

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MAIN ESTIMATES

SUPPLEMENT

2021–2022

**Department of Sport,
Culture and Heritage**

BUDGET

COMPLÉMENTAIRE

DES DÉPENSES

PRINCIPAL

2021–2022

**Ministère du Sport,
de la Culture et
du Patrimoine**

Minister's Message and Executive Summary

This document has been produced by Manitoba Sport, Culture and Heritage (SCH) as a supplement to the Printed Estimates of Expenditure. It is intended to provide background information on the department and complements the information already contained in the Printed Estimates of Expenditure.

Recently implemented across the Manitoba government, balanced scorecards foster operational improvements by reinforcing transparency, urgency, alignment and accountability. They have been added to the redesigned supplement to identify key priorities that staff will work towards, such as:

- improving outcomes for Manitobans by supporting well-being through access to arts, culture, sports, heritage activities; promotion of multi-cultural values; and racial and gender equality;
- delivering client-centred services by fostering an environment that advances innovation;
- fostering client-service excellence by investing in strategic skills and tools; and
- protecting Manitobans' bottom line by increasing the use of robust frameworks.

With the supplement redesigned to be a business plan that focuses on strategic priorities, departments can take steps to create operating plans that further identify how strategic priorities will translate into day-to-day operations. The performance results of these operations will be shared at the end of the fiscal year in the department's annual report.

COVID-19 has had a significant impact on all Manitobans, including our stakeholders and those who work for Sport, Culture and Heritage. While some physical office locations had to close to the public due to gathering restrictions, we have continued to offer services to Manitobans virtually and through alternative means. To address some of the challenges faced, my department implemented new programs and practices over the past year, including:

- establishing the Safe at Home grant program (\$5.0M) to keep Manitobans busy, active, entertained and, most importantly, safe while the province was in Code Red;
- offering virtual public events, such as Films from the Archives to allow Manitobans to watch made-in Manitoba films from the safety of their homes;
- partnering with Communications Services on a public awareness campaign to ensure that Manitobans are aware of continued service availability;
- supporting agencies to access alternative accommodation for individuals who have been tested, or tested positive for, COVID-19;
- adjusting grant program intakes to allow more time to plan and developing virtual presentations on processes for clients; encouraging flexible working arrangements to enable staff to work where they felt safe and productive;
- working to improve service to individuals and families experiencing family violence through the integration of data collection methods;
- providing additional safe and supportive housing for all Manitobans who are fleeing gender-based violence;

- releasing *Manitoba's Framework: Addressing Gender-Based Violence* to build on our commitment and actions to address gender-based violence and outline key priorities in the areas of prevention, support and intervention; and
- investing in initiatives that support women pursuing non-traditional career options, giving them the skills they need to enter fields with secure employment opportunities that will also be vital to our province's economic recovery efforts in the wake of the pandemic.

Looking forward, the resources reflected in the Department's 2021/22 Estimates reflect our continued commitment to work collaboratively with our community partners and stakeholders.

The contents of this document are organized into five sections. The first section provides an overview of the ministry including its strategy roadmap and strategic priorities, objectives and measures. The second provides financial information on staffing and expenditures. The third section provides information on the amount of money the department requires, the spending and allocation plan, and how expenses will flow throughout the fiscal year. The fourth section provides a risk analysis overview. The fifth and final section provides the statutory responsibilities of the minister and a standard glossary of terms.

As you read through this document, I hope you are able to take the time to reflect on the challenging and important work our department has undertaken to ensure transparent and accountable government information, while continuing to celebrate, develop, and promote the identity, creativity, and well-being of Manitobans.

"original signed by"

Cathy Cox,

Minister of Sport, Culture and Heritage
Minister responsible for Manitoba Status of Women

Message du Ministre et Sommaire exécutif

Le présent document a été produit par le ministère du Sport, de la Culture et du Patrimoine en tant que supplément à la version imprimée du Budget des dépenses. Il contient des renseignements généraux au sujet du Ministère et vient compléter l'information fournie dans la version imprimée du Budget des dépenses.

Les tableaux de bord équilibrés, récemment mis en œuvre à l'échelle du gouvernement du Manitoba, favorisent les améliorations opérationnelles en consolidant la transparence, l'urgence, l'alignement et la reddition des comptes. Ils ont été ajoutés au supplément revu pour énoncer les principales priorités que les membres du personnel s'efforceront de réaliser, notamment :

- améliorer les résultats pour les Manitobains en appuyant le bien-être grâce à l'accès aux arts, à la culture, aux sports et aux activités patrimoniales; en veillant à la promotion de valeurs multiculturelles; et en assurant l'égalité des races et des sexes;
- assurer la prestation de services axés sur le client en favorisant un environnement qui fait progresser l'innovation;
- favoriser l'excellence du service en investissant dans des compétences et des outils stratégiques;
- protéger les bénéfiques nets des Manitobains en accroissant l'utilisation de cadres robustes.

Le supplément ayant été remanié de manière à devenir un plan d'activités axé sur les priorités stratégiques, les ministères peuvent désormais adopter des mesures pour créer des plans opérationnels décrivant plus en détail de quelles façons se traduiront les priorités stratégiques dans les activités quotidiennes. Les mesures de rendement de ces activités seront publiées à la fin de l'exercice dans le rapport annuel de la Commission.

La pandémie de COVID-19 a eu d'importantes répercussions sur les Manitobains, y compris sur nos intervenants et ceux qui œuvrent au ministère du Sport, de la Culture et du Patrimoine. Bien que certains bureaux physiques aient dû fermer au public en raison des restrictions en matière de rassemblement, nous avons continué d'assurer la prestation de services aux Manitobains par des moyens virtuels et par d'autres méthodes de rechange. Afin d'aborder certains des défis rencontrés, mon ministère a mis en œuvre de nouveaux programmes et de nouvelles pratiques au cours de la dernière année, y compris :

- le lancement du programme de subventions *En sécurité à la maison* (5 millions de dollars) pour aider les Manitobains à demeurer occupés, à se divertir et, surtout, à demeurer en sécurité alors que la province restait en code rouge;
- la présentation d'événements publics virtuels, comme des films des Archives pour permettre aux Manitobains de visionner des films faits au Manitoba, en sécurité à la maison;
- la collaboration avec les Services de communication en vue de lancer une campagne de sensibilisation auprès de la population pour renseigner les Manitobains de la disponibilité continue des services;

- le soutien à des organismes pour offrir d'autres possibilités d'hébergement aux personnes ayant subi un test de dépistage de la COVID-19 ou qui ont obtenu un résultat de dépistage positif pour la COVID-19;
- l'ajustement de la période d'acceptation des demandes dans le cadre du programme de subventions pour allouer davantage de temps aux clients pour planifier et élaborer des présentations virtuelles sur les processus; pour encourager des conditions de travail souples pour permettre aux employés de travailler là où ils se sentaient sûrs et productifs;
- l'amélioration des services aux personnes et aux familles aux prises avec la violence familiale par l'intégration de méthodes de collecte de données;
- la création de nouveaux logements et refuges sûrs et supervisés pour tous les résidents du Manitoba qui fuient une situation de violence fondée sur le sexe;
- la publication du *Cadre du Manitoba : Lutte contre la violence fondée sur le sexe*, qui se fonde sur l'engagement et les actions de notre gouvernement en vue de contrer la violence fondée sur le sexe et de dresser les principales priorités dans les domaines de la prévention, du soutien et de l'intervention;
- l'investissement dans des initiatives qui appuient les femmes qui souhaitent occuper un métier non traditionnel, afin de leur donner les compétences dont elles ont besoin pour œuvrer dans des domaines qui leur offrent des possibilités d'emplois sûrs qui seront également essentiels pour appuyer les efforts de rétablissement économique de notre province dans la foulée de la pandémie.

En ce qui concerne l'avenir, les ressources prévues dans le Budget des dépenses de 2021-2022 du Ministère reflètent notre engagement continu envers la collaboration avec nos partenaires et intervenants communautaires.

Le contenu du présent document se divise en cinq sections. La première section offre un aperçu du Ministère, y compris de son plan et de ses priorités stratégiques, de ses objectifs et de ses mesures. La deuxième section renferme des renseignements financiers sur la dotation en personnel et les dépenses. La troisième section fournit des renseignements sur la somme d'argent requise par le Ministère, le plan de dépenses et d'attributions, et la description du flux des dépenses prévu au cours de l'année. La quatrième section présente un survol de l'analyse des risques. La cinquième et dernière section énumère les responsabilités confiées à la ministre, ainsi qu'un glossaire.

Alors que vous lisez ce document, j'espère que vous serez en mesure de prendre le temps de réfléchir au travail difficile et important entrepris par notre ministère afin d'assurer la transparence et la responsabilisation du gouvernement en matière de communication, tout en continuant à célébrer, à développer et à promouvoir l'identité, la créativité et le bien-être des Manitobains.

“Original signé par”

Cathy Cox,
Ministre du Sport, de la Culture et du Patrimoine
Ministre responsable de la Condition féminine au Manitoba

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Ministry Description

Mission

To support the cultural, physical and social wellbeing of Manitobans.

Vision

Manitoba’s past, present and future supports a vibrant, inclusive and engaged society and the continued advancement of inclusion, diversity and equality.

Values

- Respect and Integrity We treat all individuals with respect and dignity, and demonstrate fair, honest and transparent action with all.
- Partnership and Collaboration We focus on the needs of our clients, while fostering teamwork and collaboration across government and with our stakeholders.
- Inclusion We foster an inclusive culture that embraces a diversity of viewpoints, experiences and ideas.
- Reconciliation We work to strengthen relationships between Indigenous and non-Indigenous citizens recognizing that reconciliation requires ongoing commitment.
- Innovation and Initiative We are proactive in our work, seeking out creative, responsive and fiscally responsible solutions.
- Stewardship We are responsible stewards of invaluable assets and heritage.
- Learning and Growth We embrace our employees’ diverse talents, initiative and leadership, prioritizing professional development.
- Accountability We are open and transparent in our communication and decision-making processes, and demonstrate social and fiscal responsibility.

Description du Ministère

Mission

Appuyer le bien-être culturel, physique et social de la population manitobaine.

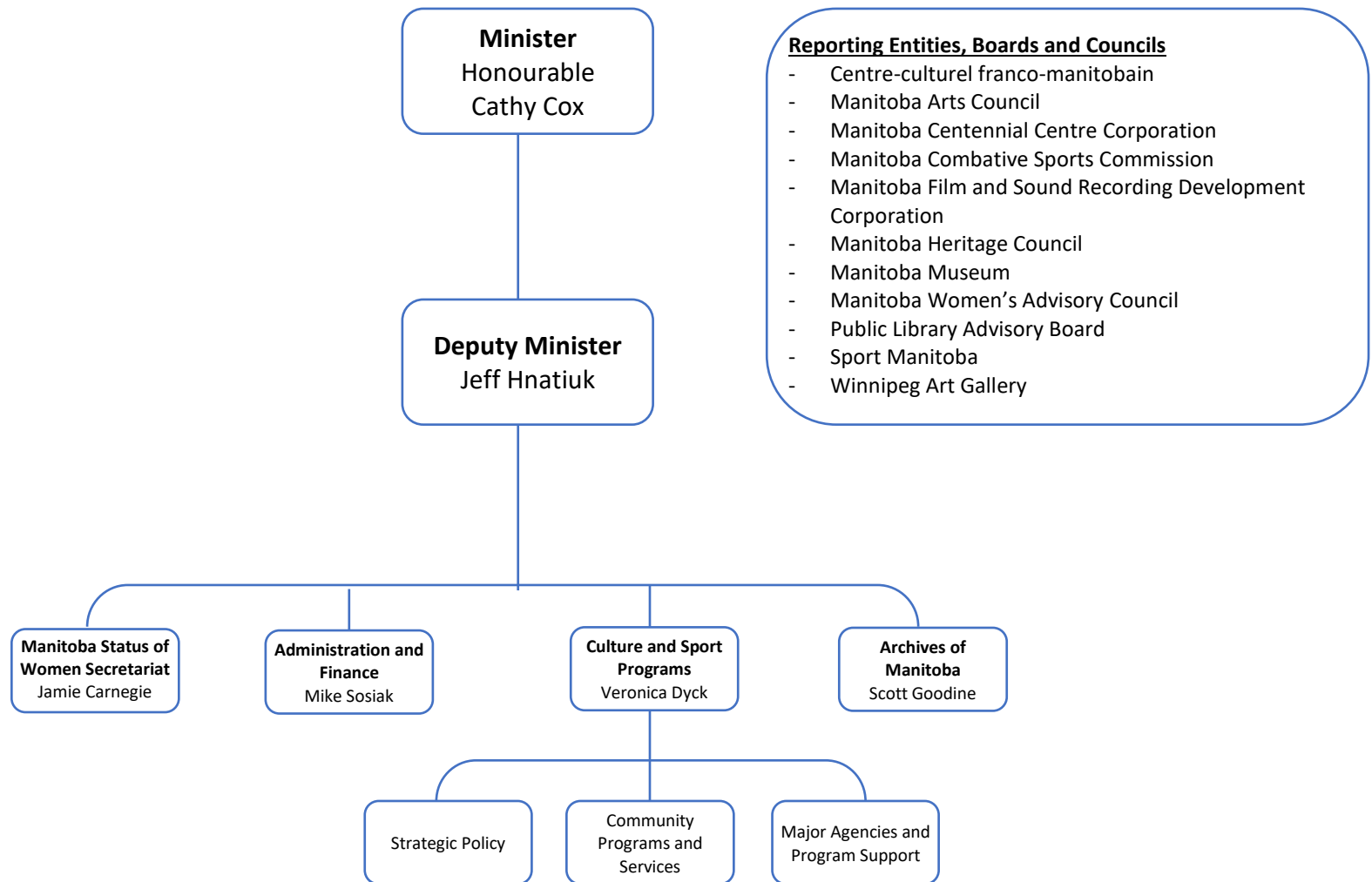
Vision

Le passé, le présent et l'avenir du Manitoba sont à la base d'une société dynamique, inclusive et mobilisée qui encourage la promotion continue de l'inclusion, de la diversité et de l'égalité.

Valeurs

Respect et intégrité	Nous traitons toute personne avec respect et dignité, et agissons de façon juste, honnête et transparente avec tous.
Partenariat et collaboration	Nous priorisons les besoins de nos clients, tout en encourageant le travail d'équipe et la collaboration à l'échelle du gouvernement et avec nos intervenants.
Inclusion	Nous favorisons une culture inclusive qui accueille la diversité des points de vue, des expériences et des idées.
Réconciliation	Nous travaillons à renforcer les liens qui unissent les citoyens autochtones et non autochtones, tout en reconnaissant que la réconciliation nécessite un engagement continu.
Innovation et initiative	Nous travaillons de façon proactive, et nous cherchons des solutions créatives, réactives et financièrement responsables.
Gérance	Nous sommes des gardiens responsables d'atouts et d'un patrimoine précieux.
Apprentissage et croissance	Nous encourageons les talents, les initiatives et le leadership de nos employés, tout en priorisant l'épanouissement professionnel.
Obligation redditionnelle	Nous sommes ouverts et transparents dans nos communications et nos processus décisionnels, et faisons preuve de responsabilité sociale et financière.

Organizational Structure as of April 1, 2021



Strategy Map

Manitoba Sport, Culture and Heritage

VISION	MISSION	VALUES
Manitoba's past, present and future supports a vibrant, inclusive, and engaged society and the continued advancement of inclusion, diversity and equality.	To support the cultural, physical and social wellbeing of Manitobans.	<ul style="list-style-type: none">• Respect and Integrity• Partnership and Collaboration• Inclusion• Reconciliation• Innovation and Initiative• Stewardship• Learning and Growth• Accountability

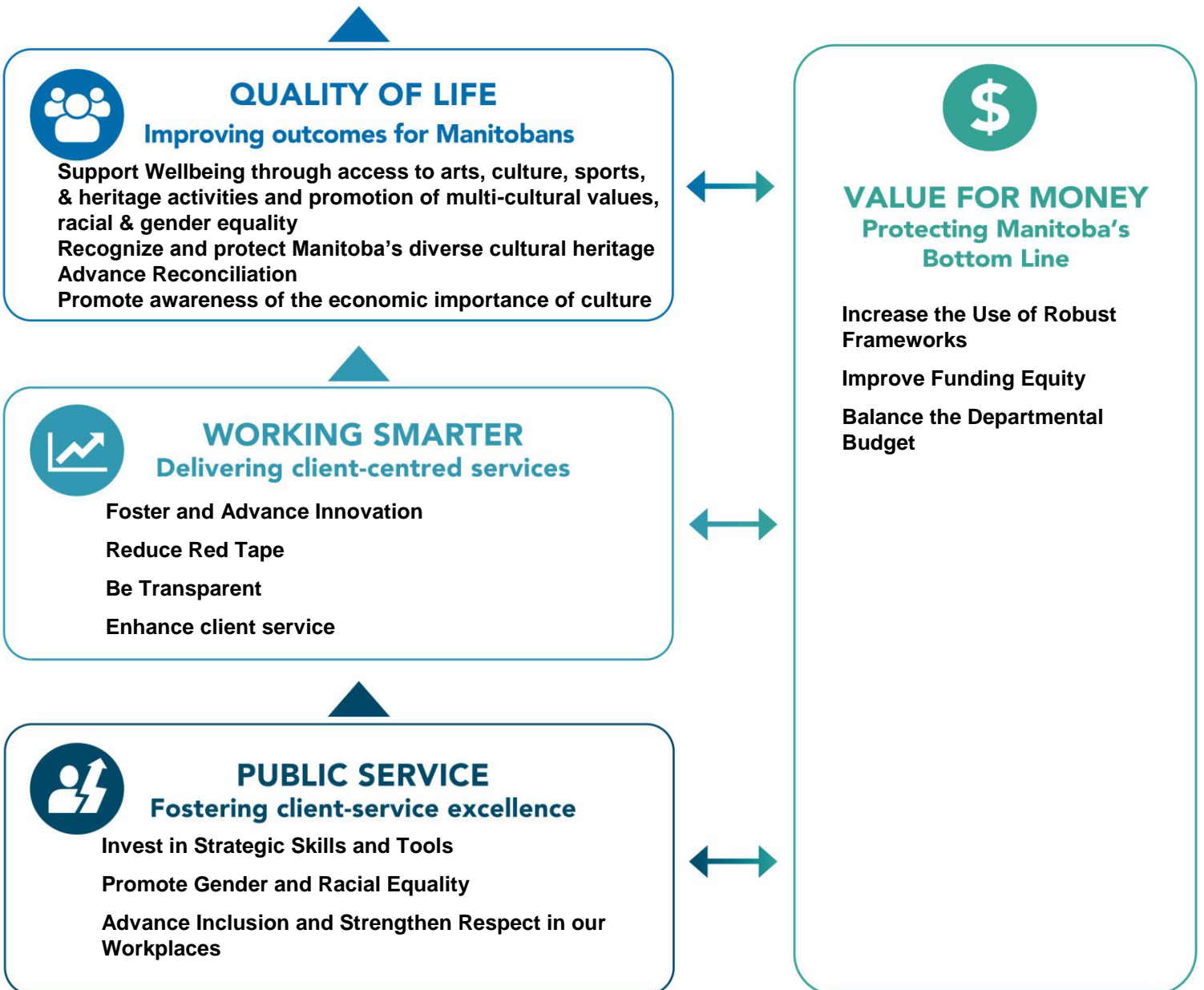


Schéma stratégique

Sport, Culture et Patrimoine Manitoba

VISION

Le passé, le présent et l'avenir du Manitoba sont à la base d'une société dynamique, inclusive et mobilisée qui encourage la promotion continue de l'inclusion, de la diversité et de l'égalité.

MISSION

Appuyer le bien-être culturel, physique et social de la population manitobaine.

VALEURS

- Respect et intégrité
- Partenariat et collaboration
- Inclusion
- Réconciliation
- Innovation et initiative
- Gérance
- Apprentissage et croissance
- Obligation redditionnelle

QUALITÉ DE VIE

Améliorer les résultats pour les Manitobains

Appuyer le bien-être en favorisant l'accès aux arts, à la culture, aux sports et aux activités patrimoniales, en veillant à la promotion de valeurs multiculturelles et en assurant l'égalité des races et des sexes
Reconnaître et protéger le patrimoine culturel diversifié du Manitoba
Faire progresser la réconciliation
Sensibiliser les citoyens à l'importance économique de la culture

OPTIMISATION DES RESSOURCES

Protéger les résultats financiers du Manitoba

Accroître le recours à des cadres robustes
Améliorer l'équité en matière de financement
Équilibrer le budget du Ministère

GESTION PLUS INGÉNIEUSE

Fournir des services axés sur le client

Favoriser et promouvoir l'innovation
Réduire la bureaucratie
Favoriser la transparence
Améliorer les services aux clients

FONCTION PUBLIQUE

Favoriser l'excellence du service à la clientèle

Investir dans des compétences et des outils stratégiques
Promouvoir l'égalité des races et des sexes
Favoriser l'inclusion et renforcer le respect dans nos milieux de travail

Strategic Priorities and Objectives

For each key objective Sport, Culture and Heritage quantifies performance measures as follows:

Manitoba Objective 1: Create Conditions to Improve Quality of Life

Departmental Objective

- Support well-being through access to arts, culture, sports, and heritage activities and promotion of multi-cultural values, and racial and gender equality.

Minister's Mandate

- Sustain our network of libraries as centres of learning and community hubs.

Measures

1. Sustain or increase the number of anti-racism and anti-discrimination events, programs or initiatives led by, or supported by, the department.
2. Sustain access to libraries, museums and Archives of Manitoba, as measured by the total number of days the Archives of Manitoba, libraries and museums are open to the public.

Departmental Objective

- Recognize and protect Manitoba's diverse cultural heritage.

Minister's Mandate

- Secure long-term public and private financial support for the preservation and enjoyment of our heritage resources.
- Collaborate with archival organizations to encourage greater access to our shared history and enhance the physical and digital protections for historical records and documents.
- Celebrate Manitoba's 150th anniversary.

Measures

1. Progress in advancing recognition and preservation of Manitoba's diverse cultural heritage. Measures of success to be developed by Status of Women Secretariat, Information Resources Division and Culture and Sports Programs Division.
2. Sustain or increase number of special days/events of recognition, education and awareness, as measured by the total number of open houses, media events, public events, and news features.
3. Increase the number of Manitoba government employees completing *Introduction to Records and Information Management in the Manitoba Government* training.

Manitoba Objective 2: Advance Reconciliation

Departmental Objective

- Advance Reconciliation.

Measure

1. Advance reconciliation goals as identified by each unit in the department.
Measures of success to be developed by Status of Women Secretariat, Information Resources Division, Culture and Sports Programs Division, and Administration and Finance Division.

Manitoba Objective 3: Foster Private Investment for Economic Growth

Departmental Objective

- Promote awareness of the economic importance of culture.

Minister's Mandate

- Celebrate our Manitoba music heritage.
- Work with the Minister of Finance to enhance the film tax credit to encourage more permanent investments in film production.

Measure

1. Sustain or increase book, film and music production activity in Manitoba, as measured by a three-year rolling average of total private investments in book publishing, film production, and music production within the province.

Manitoba Objective 4: Foster and Advance Innovation

Departmental Objective

- Foster and Advance Innovation.

Minister's Mandate

- Build a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measure

1. Increase the number of department staff hours spent on innovation and continuous improvement initiatives.

Manitoba Objective 5: Reduce Red Tape

Departmental Objective

- Reduce red tape.

Minister's Mandate

- Build a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measure

1. Reduce the number of departmental regulatory requirements.

Manitoba Objective 6: Be Transparent

Departmental Objective

- Be transparent.

Minister's Mandate

- Build a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measure

1. Increase the number of departmental documents posted to InfoMB.

Manitoba Objective 7: Enhance Client Services

Departmental Objective

- Enhance client services.

Minister's Mandate

- Build a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measure

1. Increase the number of client service standards, as measured by the number of formal client service standards developed.

Manitoba Objective 8: Build our Capacity to Deliver

Departmental Objective

- Invest in strategic skills and tools.

Minister's Mandate

- Build a better, more efficient, responsive and open government that provides quality services to communities throughout Manitoba.

Measure

1. Increase the number of employee hours spent on training and professional development.

Manitoba Objective 9: Advance Inclusion

Departmental Objective

- Promote gender and racial equality.

Minister's Mandate

- Ensure all employees are treated with dignity and respect.

Measure

1. Increase percentage of staff who have completed training in anti-discrimination awareness.

Manitoba Objective 10: Strengthen Respect in our Workplace

Departmental Objective

- Advance inclusion and strengthen respect in our workplace.

Minister's Mandate

- Ensure all employees are treated with dignity and respect.

Measures

1. Increase departmental participation rates in the Employee Perspective Program (EPP) survey.
2. Increase the averaged total percentage of positive responses to the following questions from the Employee Perspective Program (EPP) survey: "I am treated respectfully at work." and "The Manitoba government provides access to respectful workplace resources and supports."

Manitoba Objective 11: Provide Value for Money

Departmental Objective

- Increase the use of robust evaluation frameworks.

Minister's Mandate

- Emphasize the need for continuous progress on spending within our budgets, reducing administrative costs and finding ways to ensure value for taxpayers' money.

Measure

1. Ensure all departmental grant programs are evaluated at least once every three years.

Departmental Objective

- Improve funding equity.

Minister's Mandate

- Emphasize the need for continuous progress on spending within our budgets, reducing administrative costs and finding ways to ensure value for taxpayers' money.

Measure

1. Develop a grant funding equity lens.

Manitoba Objective 12: Balance the Budget

Departmental Objective

- Balance the department budget.

Measures

1. Achieve quarterly forecasts to year-end actual expenditure ratio
2. Achieve annual budget to year-end actual expenditure

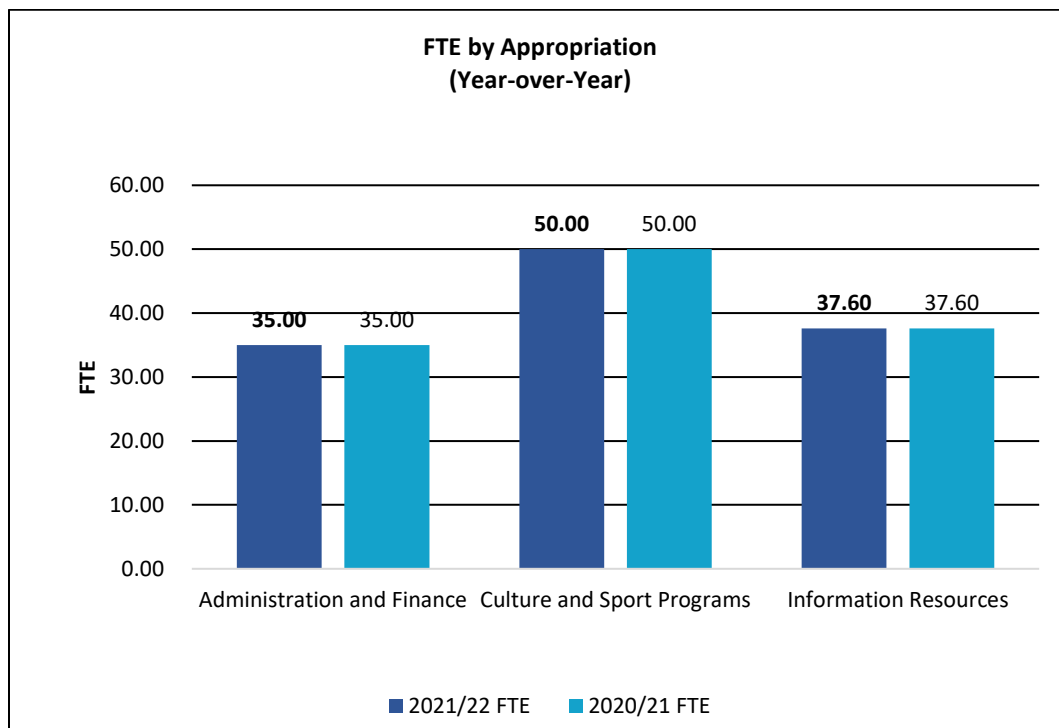
These measures will track budgeting and forecasting accuracy.

3. Percentage reduction in the volume of printing paper consumed each year.

Staffing

Full Time Equivalent (FTE) by Appropriation

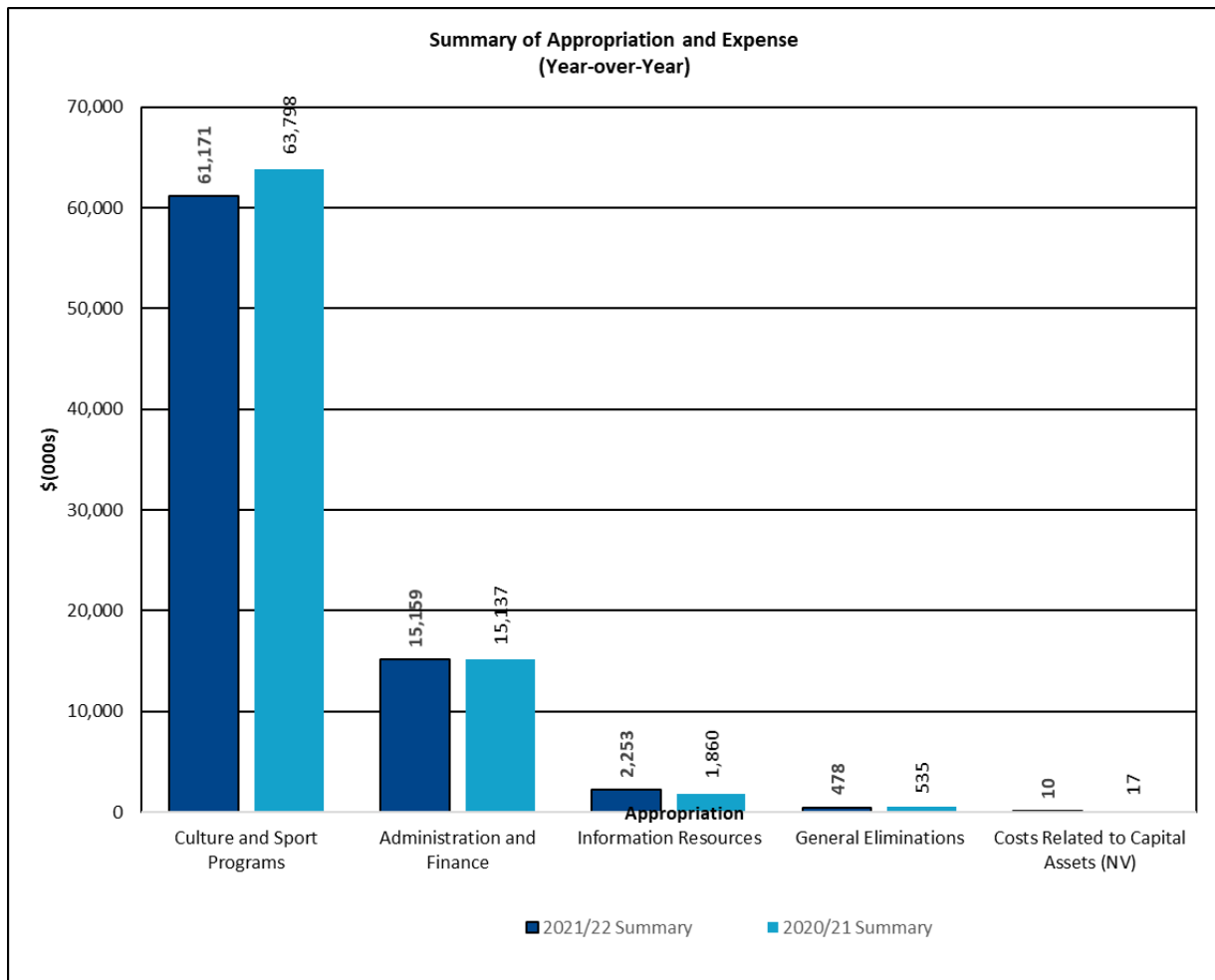
	<u>2021/22</u> FTE	<u>2020/21</u> FTE
Administration and Finance	35.00	35.00
Culture and Sport Programs	50.00	50.00
Information Resources	37.60	37.60
	122.60	122.60



Expenditure Summary

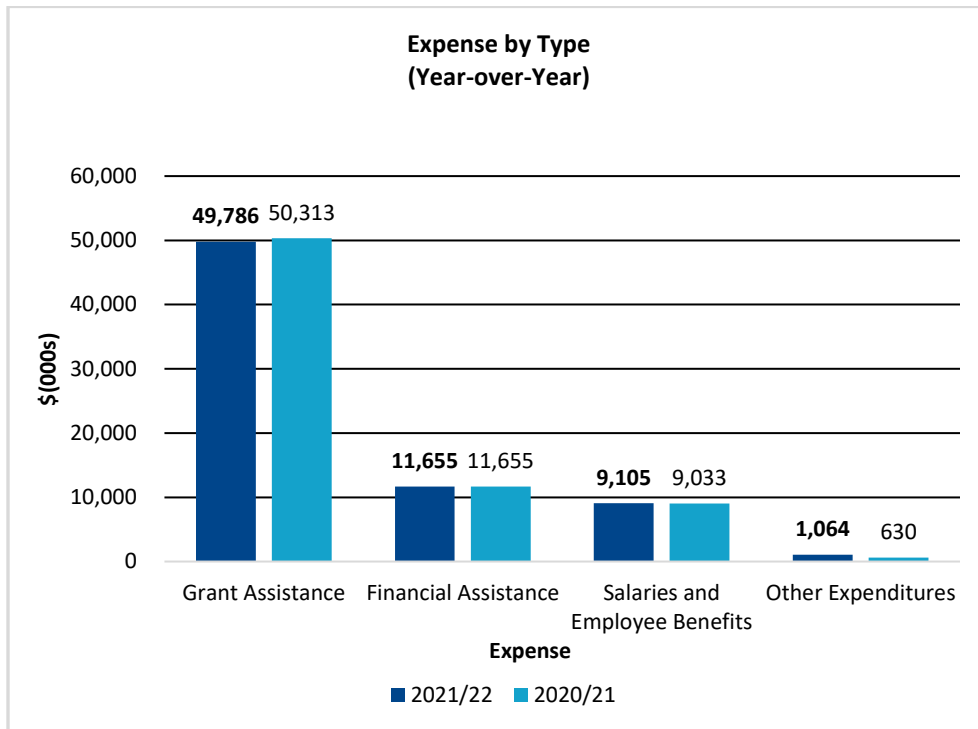
Summary of Appropriation and Expense

	Part A - Operating	Other Reporting Entities	Consolidation and Other Adjustments	2021/22 Summary	2020/21 Summary
Administration and Finance	15,159			15,159	15,137
Culture and Sport Programs	54,188	39,846	(32,863)	61,171	63,798
Information Resources	2,253			2,253	1,860
Costs Related to Capital Assets (NV)	10	-		10	17
General Eliminations	-	-	478	478	535
	71,610	39,846	(32,385)	79,071	81,347



Expense by Type

	<u>2021/22</u> \$(000s)	<u>2020/21</u> \$(000s)
Salaries and Employee Benefits	9,105	9,033
Other Expenditures	1,064	630
Grant Assistance	49,786	50,313
Financial Assistance	11,655	11,655
	<u>71,610</u>	<u>71,631</u>



Program and Financial Operating Information – Part A

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
Administration and Finance (14.1)		
<i>Provides for the overall planning, management and control of departmental policies and programs. Delivers central financial, administrative and information technology services.</i>		
<i>Provides for the operation of the Manitoba Status of Women Secretariat. Promotes gender equality and the full participation of women in society by building awareness, developing policies/legislation and creating resources. It includes the Family Violence Prevention Program, which promotes the elimination of family violence through funding and monitoring of community-based agencies that deliver emergency services and programs.</i>		
<i>Sub-Appropriations</i>		
Minister's Salary	42	42
Executive Support	854	818
Financial and Administrative Services	1,224	1,242
Manitoba Status of Women	13,039	13,035
	15,159	15,137
<i>Expense by Type</i>		
Salaries and Employee Benefits	2,845	2,823
Other Expenditures	502	502
Grant Assistance	157	157
Financial Assistance	11,655	11,655
	15,159	15,137

	2021/22	2020/21
	<u>\$(000s)</u>	<u>\$(000s)</u>
CULTURE AND SPORT PROGRAMS (14.2)		
<i>Supports the development of community arts, amateur sport, heritage and library programs and services and fosters partnerships between government and ethnocultural communities. Regulates the protection and preservation of significant aspects of Manitoba's heritage. Reflects the principles of multiculturalism in government priorities and activities. Supports statutory agencies to develop the arts and cultural industries.</i>		
<i>Sub-Appropriations</i>		
Strategic Policy	9,920	9,169
Community Programs and Services	4,194	5,572
Major Agencies and Program Support	40,074	39,876
	<u>54,188</u>	<u>54,617</u>
<i>Expense by Type</i>		
Salaries and Employee Benefits	3,674	3,645
Other Expenditures	885	816
Grant Assistance	49,629	50,156
	<u>54,188</u> ^[1]	<u>54,617</u>

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
INFORMATION RESOURCES (14.3)		
<i>Provides operation of the Archives of Manitoba, including the government records program and the archival records of the Hudson's Bay Company.</i>		
<i>Sub-Appropriations</i>		
Archives of Manitoba	<u>2,253</u>	<u>1,860</u>
	2,253	1,860
<i>Expense by Type</i>		
Salaries and Employee Benefits	2,586	2,565
Other Expenditures	766	394
Other Expenditures - Recoveries	<u>(1,099)</u>	<u>(1,099)</u>
	2,253 ^[2]	1,860

Non-Appropriated Expense

Provides for costs related to capital assets which do not require an appropriation as the cash outflow was appropriated in a previous fiscal year.

	<u>2021/22</u> <u>\$(000s)</u>	<u>2020/21</u> <u>\$(000s)</u>
<i>Expense by Type</i>		
Amortization Expense	10	17

¹ Variance reflects General Salary Increase (GSI), Merit and Long Service Step (LSS) adjustments offset by a decrease in non-recurring grant funding.

² Variance reflects General Salary Increase (GSI), Merit and Long Service Step (LSS) adjustments and increase for scoping and design on the MIRA Vitality Replacement Project.

Risk Analysis

Sport Culture and Heritage has implemented a comprehensive risk management strategy as part of its comptrollership framework, which facilitates a continuous assessment and management of risk. Management recognizes their responsibility to assess and manage risk related to departmental policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to likelihood and potential impact. Departmental management provides visible and valuable leadership in this area, ensuring effective communication and education, resulting in a departmental risk management culture.

The department manages its risks under the guidance of its comptrollership plan and all aspects of the provincial government's Comptrollership Framework and overall Risk Management Policy. Other authorities guiding the department include the Financial Administration Manual / General Manual of Administration, The Workplace Health and Safety Act, and other departmental and divisional policies and procedures.

Specific activities are identified in the department's comptrollership framework to address risk management responsibilities, as follows:

- Risk assessment is identified as part of the planning and implementation of all new initiatives.
- Risk management and assessment is an on-going activity performed at all levels of the department. Risk is assessed annually as part of the annual process of setting priorities and objectives.
- The department's Executive Management Committee (EMC) identifies specific risks and approves policies and processes to mitigate the risks.
- Staff are educated on comptrollership and risk responsibilities, such as ensuring annual review of government's Fraud Awareness policy and the departmental comptrollership plan.
- Finance and Administration Branch undertakes an annual review of the comptrollership plan and presents the revised plan to EMC for review and approval.

The department's EMC supports the department in fulfilling its governance, accountability and comptrollership responsibilities, by ensuring that the department's risks are appropriately addressed through strong governance, oversight of the department's values and ethics, appropriate stewardship of government assets, and an adequate and effective internal control function. Divisions and branches also regularly assess human resource risks and report findings to EMC on a regular basis.

EMC meetings provide a forum for discussion on risk, governance and control issues. This committee periodically requests assistance from external sources, such as Internal Audit, for the continued development of departmental risk management practices. Requests for audit are prioritized by department executive management based on risk.

Appendices

Statutory Responsibilities of the Minister of Sport, Culture and Heritage

The department operates under the authority of the following acts of the Consolidated Statutes of Manitoba:

- The Archives and Recordkeeping Act
- The Arts Council Act
- The Centre culturel franco-manitobain Act
- The Combative Sports Act
- The Foreign Cultural Objects Immunity from Seizure Act
- The Heritage Manitoba Act
- The Heritage Resources Act
- The Income Tax Act [sections 7.5 to 7.9, 10.4 and 10.4.1]
- The Manitoba Centennial Centre Corporation Act
- The Manitoba Film and Sound Recording Development Corporation Act
- The Manitoba Multiculturalism Act
- The Manitoba Museum Act
- The Public Libraries Act
- The Manitoba Women's Advisory Council Act

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Glossary

Alignment – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

Balanced Scorecard – A scorecard is a business tool that shows what an organization wants to achieve (its broad priorities), and includes actions it needs to focus on to be successful.

Measure – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Mission Statement – A mission statement defines the core purpose of the organization — why it exists, and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated. The provincial Mission Statement is “Manitoba: measuring Progress”.

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Promote gender and racial equality” is an example of an objective on the departmental Strategy Map.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

Strategy Map – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization’s values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.