**Public Relations Fundamentals II (DPS 16085 1801)**

**Assignment 3: Group Assignment (Strategic PR Plan) – KidSport Manitoba**

**A close up of a logo

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Figure 1. Retrieved from: www.kidsportcanada.ca

**The University of Winnipeg**

**Public Relations, Marketing and Strategic Management, Fall 2018**

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**Situation Analysis**

Children and youth (ages 0-19) represent a quarter (205.3%) of Manitoba’s population, which is over 335,000 individuals (Healthy Child Manitoba’s Child and Youth Report, 2017). Children and youth are one of the most diverse groups of people in the province with more than one in four belonging to the indigenous community. Manitoba also has an above average child poverty rate. The annual child poverty report published by Campaign 2000 in partnership with Winnipeg Harvest (2017) showed that Manitoba has the highest provincial child poverty rate in Canada sitting 10% above the national average. The central Winnipeg region’s child poverty level at a staggering 41.1 per cent, ranking it third among communities across the province. Neighborhoods with the lowest average household income, including Logan C.P.R., Lord Selkirk Park and West Broadway commonly have a high demographics make up of indigenous people, newcomers and single-parent families.

The Healthy Child Manitoba report uses physical health and development as a key indicator of health for children and youth. That report found that the number of obese and overweight children in Manitoba is rising, while the number of children meeting the recommended 60 minutes of physical activity is falling. This decrease in physical activity is also seen in participation in organized sport. A study done by the True Sport Foundation (2015) found that while 75 per cent of children and youth are active in sport, participation peaks between age 10 to 13 and then declines dramatically with age.

While science tells us, that physical activity is crucial to children’s health and development, the power of sport goes beyond that. Sport has the power to create communities where everyone feels like they belong, it also provides children with life skills that will stick with them throughout their lifetimes. However, the decline in participation indicates that there are significant barriers keeping people from playing sports. One of the barriers that KidSport is dedicated to overcoming is the financial aspect of organized sports. On average Canadian families spend $953 annually per child on organized sports and 90 per cent of parents agree that this number is too expensive. For many families this number is something that is just not possible to pay, and therefore children are unable to participate in sports.

In 2018, KidSport Manitoba received several grants and donations and currently has a surplus of funds and lack of applications. There are many reasons why application rates have been low including a lack of awareness about KidSport Manitoba grants, the stigma surrounding receiving grants and lack of positioning within communities in Winnipeg.

The following are insights found through both SWOT and PESTLE analysis:

**Strengths**

As a chapter of a national organization, KidSport Manitoba has brand strength. Additionally, since KidSport Manitoba is administered by Sport Manitoba it also has the strength of their brand as well. Something that is unique about KidSport Manitoba is that all funds donated through community chapters will stay in the community where it is donated. This coupled with strong partnerships with well-known Canadian athletes will allow KidSport Manitoba to continue to grow. As previously mentioned, having a surplus of funds is a positive position to be in as a non-profit.

**Weakness:**

In previous years, the community relations side of KidSport Manitoba has not been a priority and this is a definite weakness. When it comes to donors, awareness and positioning, not being a visible member in the community is a major weakness for a non-profit.

**Opportunities**

KidSport Manitoba currently has a surplus of funds to give away, this is an opportunity in itself to reach a greater number of children within the province. The biggest opportunity this public relations plan addresses is partnerships. There are so many other organizations and public figures who have similar interests of keeping children active, healthy and involved in sports. In regard to community relations, partnering with grassroots organizations is one of the greatest opportunities for KidSport Manitoba. These organizations are already committed to providing resources for at risk groups in low-income communities. These organizations and their staff already have the trust of groups who could benefit from KidSport Manitoba’s grants.

**Threats**

KidSport Manitoba is facing difficulties in growing its applicants. The reason for the this could potentially be lack of awareness but there is also the consideration of competition. The other non-profit organization that share a similar mission as KidSport Manitoba and hold positioning in people’s minds are Canadian Tire’s Jumpstart program, Sport for Life and the General Council of Winnipeg Community Centres (GCWCC).

**Social threats**

According to Canada Helps Organization, donation rates have dropped to 5 per cent as compared to the previous decade. Additionally, many donors prefer to donate towards social services, religious or threat to life issues (diseases, poverty and hunger) (Canada Helps Org - Giving Facts, 2019). In order to receive appropriate amount of donations in the future, KidSport Manitoba should be able to convince the localities that supporting their cause is an essential one. Moreover, if it continues to get more funding and less tangible outcomes, donors may not find the need to donate for KidSport Manitoba.

**Economic threats**

As per a report in CBC News and a statement from Canada Revenue Agency, it is needed to be financially transparent and require posting audited financial statements online. However, it is not required by law, but it is considered as best practice (CBC - Watchdog urges donors to think twice , 2018). Additionally, Charity Intelligence Canada, provides ratings and how a particular non-profit organization is using its money on the basis of these reports and public feedback. Moreover, KidSport Manitoba does not have its annual report neither its financial statements posted online. Hence if these reports are not updated by KidSport Manitoba it can be considered as a major threat for keeping its statements as disguised.

**Objectives**

The objective of this public relations plan is to increase awareness and accessibility to low-income families residing in Winnipeg who could benefit from KidSport Manitoba’s grants. To do so, we will be focusing on forming partnerships with pre-existing community organizations and providing them with the tools and knowledge to ensure all kids can play. By creating these partnerships, we will increase the number of applications received and the amount of grants given. The measurable objectives are as follows:

1. Establish partnerships with community centers in 5 of the 10 lowest income neighborhoods in Winnipeg by Fall 2019
2. Increase application volume by 15% in 2019
3. Raise awareness of KidSport Manitoba’s grants among at risk groups including low-income, newcomer and single-parent families.

**Rationale:** Many members of our target audience may not necessarily know the benefit of organized sports for children and even if they do, they may not be aware that there are options to overcome the financial barriers of organized sports. In many scenarios where children are living in poverty, there are often priorities that take precedent ahead of paying for sports, such as food security and housing. There also may be other barriers keeping parents from filling out applications such as a lack of accessibility to the applications or computer or even language barriers in some cases. If parents were made aware by a trusted source that there are benefits to children playing sports and ways to lessen the financial burden that sports impose then our hope is that more parents and will apply for KidSport Manitoba grants and more kids will be able to play.

**Audience**

To implement this plan, we have broken down the audience into two main targets, the intermediaries and the end users.

**Primary Audience**

*Community Leaders in Low-Income Neighbourhoods*

The primary audience of this public relations plan will be community leaders who play an active role in providing resources to at risk groups located in low-income neigbourhoods in Winnipeg. Specifically, KidSport Manitoba will partner with organizations who are already in contact with the target end-users. This will allow KidSport Manitoba to spread awareness of sport grants through trusted advisors through a trusted source. It will also allow for KidSport Manitoba to reach audiences that they previously did not have the access to reach or potentially were unaware of. Since the community leaders are on the ground in the community, they will have a better idea of who could benefit from KidSport Manitoba’s grants. For the purpose of identifying low-income neighborhoods in Winnipeg, we used data from Statistics Canada and The City of Winnipeg’s 2011 National Household Survey.

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| --- | --- |
| Neighbourhood | Average Income |
| Logan C.P.R. | $23,048 |
| Lord Selkirk Park | $29,294 |
| West Broadway | $30,297 |
| Centennial | $30,958 |
| Colony | $33,071 |
| Spence | $33,315 |
| Dufferin | $33,738 |
| China Town | $34,309 |
| Portage-Ellice | $34,944 |
| Alpine Place | $36,742 |

Community organizations located within these neigbourhoods include:

* Broadway Neigbourhood Centre
* West Broadway Community Services Inc.
* Spence Street Association
* Aboriginal Health and Wellness Centre
* Andrews Street Family Centre
* Family Dynamics
* IRCOMM
* Mosaic Newcomer Family Resource Network

The key messages that will be communicated to the intermediaries is that KidSport is a national organization with chapters on both provincial and community levels who are seeking to get more applicants for grants.

***End Users:*** *Low-Income parents, Single-parents, Newcomers*

The second group of audience we must consider for this plan are the end users. Specifically, this group is made up of at-risk groups located in low-income neigbourhoods in Winnipeg. The at-risk groups are identified as those who could benefit from the KidSport Manitoba’s grants. This includes low-income, indigenous and single-parent households. Despite giving the tools to community leaders to spread awareness of the KidSport Manitoba’s grant, it is this group of people who need to fill out the application.

There may be many barriers that are preventing our audience from submitting KidSport Manitoba applications. These may range from lack of awareness of lack of accessibility to the resources necessary to fill out the application.

The key messages that will be communicated to the end users are the benefits of sport for children and how easy it is to apply for KidSport Manitoba grants.

**Strategy**

The strategy of this public relations plan is to partner KidSport Manitoba with pre-existing grassroots community organizations who provide resources to low-income, single-parent and newcomer families living in low-income neigbourhoods in Winnipeg to raise awareness of KidSport Manitoba and increase application inflow.

The Rationale: KidSport Manitoba has a strong brand and a surplus of funds to help overcome financial barriers between children and sports. However, KidSport Manitoba is not positioned in the minds of the end-users and there may be a lack of awareness and trust between the end-users and KidSport Manitoba. By using community leaders as intermediaries KidSport Manitoba is aligning itself with organizations with similar objectives and positioning itself within the community as the primary sport funding organization in Manitoba.

**Tactics**

**Letters**

Writing personalized letters to community organizations about KidSport Manitoba and the community initiatives

**Community tool kit**

Because we are partnering with pre-existing organizations, we want to provide them with all the material needed to communicate our objectives with their audiences, who are also our end users. The community tool kit will be a binder that has the following:

* Paper Application
* Fact Sheet about KidSport Manitoba
* Printed KidSport Manitoba logo stickers for children
* Web Page write up: Many community organizations have web pages dedicated to the resources that they provide. In partnership with these organizations we will provide them with a web write up for their websites that will allow them to be recognized as a KidSport Manitoba partner.

**Posters**

* Posters featuring images of happy children playing sports with minimal wording, to be printed in multiple languages for new comers.

**Information Session**

Reaching out to community leaders and having information sessions to educate them on KidSport Manitoba and provide them with the tools to identify candidates for KidSport Manitoba grants and how to walk them through the application process.

* PowerPoint presentation
* Brochure on KidSport Manitoba
* Posters for community centers

**Budget**

|  |  |
| --- | --- |
| Community Tool Kit  Printing   * Fact Sheet * Paper Application * Infographic   Stickers   * Vista Print Quote   Presentation Folders   * Vista Print Quote   Web Page Write Up   * Staff writer | * $200 * $74.99 / 480 * $187.49 / 50 * Free |
| Letters   * Paper * Envelopes * Stamps | * $150.00 |
| Information sessions   * E-mail invitations * Room at Qualico Training Facility * PowerPoint Presentation * Refreshments | * Free * Free * Free * $150.00 |
| Posters   * Design * Printing | * Free * $200.00 |
| Content Creation   * Graphic Designer * Content Writer * Photographer | * $1000.00 |
| Total | $1962.48 |

**Graphic designer cost**:

An average graphic designer cost according to Indeed is $19.87 per hour

Considering average 30 hours of work total cost will be around: 596

**Photographer cost:**

An average photographer cost according to Indeed is **$16.25** per hour

For average 30 hours of photography: 487

**Content writer:**

An average content writer cost according to Indeed is **$21** per hour

**Calendar**

April 2019

* Group assigned to KidSport Manitoba Project

May 2019

1. Pitch project to KidSport Manitoba
2. Identify community leaders and organizations that share an audience with KidSport Manitoba’s end users

17 Draft letters to community leaders

17 Draft invitation

24 Finalize letter and invitation

1. Finalize community tool kit components and order printed material

June 2019

1. Send initial letter to community leaders with invitation to information session
2. Compile community tool kits
3. Print Posters

13 Host first information event for community leaders

18 Host second information session

**Evaluation**

1. We will evaluate by Fall 2019 how many official community partnerships we have made, specifically in low-income neighbourhoods.
2. Application volume will be measured by number of applications received in comparison to the previous year.
3. Since our third objective is an increased awareness objective, we will have to evaluate based on assumption. It will be our assumption that the more community leaders we engage, the wider our messages will be received by their audiences. We will also maintain communication with our partners to see how our end users are receiving the campaigns.

Secondary Evaluations

1. Response level from community leaders at initial point of contact letters.
2. Measure interest rate of community leaders by attendance to information sessions
3. Measure end-user response based on how many inquiries are received both to community leaders and KidSport Manitoba directly.

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