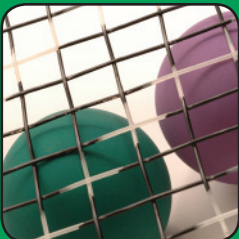




Annual Funding

PROVINCIAL GUIDELINES

Nov 2016



SASK SPORT INC
A Federation of Provincial Sport Governing Bodies

SPORT IT'S MORE THAN A GAME™

Saskatchewan **LOTTERIES**

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A. ANNUAL FUNDING

1. FUNDING OBJECTIVES AND OUTCOMES

Funding Objectives	Outcome(s)
<ul style="list-style-type: none"> Increase the number of Saskatchewan residents participating in sport initiatives through the growth and development of participation programs and through a reduction in barriers. 	<ul style="list-style-type: none"> More sport Inclusive sport
<ul style="list-style-type: none"> Provide technically and ethically sound and safe sport programs and content based on Canadian Sport For Life principles and the implementation of formal training and certification programs for coaches and officials. 	<ul style="list-style-type: none"> Better sport
<ul style="list-style-type: none"> Increase support for the organizational leadership and human resource capacity of organizations within the sport sector. 	<ul style="list-style-type: none"> Sustainable sport
<ul style="list-style-type: none"> Improve the performance and increase the number of athletes, coaches and officials involved with national and international levels of high performance. 	<ul style="list-style-type: none"> Better Sport
<ul style="list-style-type: none"> To support the fundamental and essential role of the volunteer in the governance and leadership of sport, and delivery of sport activities, programs and services to Saskatchewan citizens. 	<ul style="list-style-type: none"> Sustainable sport
<ul style="list-style-type: none"> Increase leadership development opportunities and participation levels of First Nations and Métis people in sport initiatives and as qualified coaches and officials. 	<ul style="list-style-type: none"> More sport Inclusive sport

2. PURPOSE

The Annual Funding grant provides core funding to Provincial Sport Governing Bodies (PSGBs) for development within the following areas:

- a) Administration
- b) Organizational Development (Capacity & Interaction)
- c) Athlete/Participant Development (Participation & Excellence)

3. SOURCE OF FUNDING

The Annual Funding grant is funded by the Saskatchewan Lotteries Trust Fund (SLTF).

4. ELIGIBILITY

PSGBs who are on the Eligibility List of the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation are eligible to apply.

Organizations will be monitored to ensure they continue to meet Eligibility criteria.

5. ELIGIBLE ANNUAL FUNDING LEVELS

The level of Annual Funding support received by a PSGB will be communicated annually, one year in advance. Funding levels will be subject to net proceeds from lottery funds.

Significant variances in performance or organizational concerns will result in the Sport Funding Committee considering a change in the level of funding. In cases where there is an adverse funding adjustment, the Sport Funding Committee will provide the opportunity to meet to analyze the areas of concern. This will allow the Sport Funding Committee and the organization to understand and confirm organizational strengths and/or weaknesses.

6. SPORT FUNDING COMMITTEE

The Sport Funding Committee (SFC) is responsible to administer grant review processes and adjudicate funding from the Sport Section of the Saskatchewan Lotteries Trust Fund. The SFC is composed of volunteer representatives from the Sask Sport Inc. Board of Directors and from the sport community at-large.

The SFC has the responsibility to monitor and enforce accountability and ensure grant requests meet the guidelines and policies of the grant programs. The SFC makes recommendations on funding levels approved and reports to the Trust Committee and Sask Sport Inc. Board of Directors.

7. FINANCIAL PLANNING

The Annual Funding grant is designed to allow PSGBs to determine their own unique plan and spend Saskatchewan Lotteries Trust dollars in their areas of priority. Organizations will be assessed to ensure a balanced sport development plan is being implemented.

For sports capably demonstrating balanced developmental investment, there will be no minimum or maximum spending guidelines for the use of Annual Funding support, enabling organizations to determine their own unique plans and priorities for spending. However, Sask Sport retains the right to impose spending guidelines or restrictions, if warranted.

8. APPLICATION PROCEDURES

Eligible PSGBs must apply for Annual Funding at the time of their appropriate application deadline (May 15, August 15, October 15, or February 15).

The Annual Funding Application must be completed and submitted online at <http://www.funding.sasksport.sk.ca/>. Each PSGB has been provided a User Name and Password in order to access the online application. PSGBs can contact Sask Sport by email at funding@sasksport.sk.ca if the User Name and Password is unknown.

9. APPLICATION REQUIREMENTS & CONDITIONS

- a) Late or incomplete grant applications will result in grant payments being withheld.
- b) Attachments that are not uploaded online must be submitted by email, mail or in person and meet the appropriate application deadline of the PSGB.
- c) Each application must include the following:
 - ✓ Annual Budget (Summary of Revenues/Expenditures)
 - ✓ Multi-Year Plan (Appendix A)
 - ✓ The following policies must be on file with Sask Sport:
 - Bylaws
 - Membership Assistance Program (MAP) Policy
 - Respect in Sport Policy
 - Dispute Resolution Policy

If any of the above policies have been recently changed, a revised copy of the policy must be submitted for review.

10. PERFORMANCE AREA GOALS & ELIGIBLE EXPENDITURES

	ADMINISTRATION	CAPACITY	INTERACTION	PARTICIPATION	EXCELLENCE
GOALS	Organizations are supported for the administrative functions required for effective and efficient management of the organization.	Capacity - A provincial sport system comprised of organizations, individuals, communities and institutions with sufficient dedicated financial and human resources to sustain development and enable growth.	Interaction - The components of the sport system are better connected, coordinated and accountable as a result of committed collaboration and communication amongst stakeholders.	Saskatchewan residents will engage in quality sport programs that will provide opportunities for communities, volunteers and athletes to participate in sport within the Long Term Athlete Development stages of: Active Start, FUNdamentals, Learn to Train, Train to Train, and Active for Life.	Create an increased pool of Saskatchewan athletes, coaches, officials and teams who are systematically achieving success at regional, national, and international levels through fair and ethical means following the Canadian Sport for Life principles.
ELIGIBLE EXPENDITURES	<p>The following are eligible expenses within this area:</p> <ul style="list-style-type: none"> ▪ Executive Director/Administrator ▪ Administrative support staff ▪ Administrative Honorariums ▪ Relocation, recruitment and selection expenses for administrative staff ▪ Office operations expenses including office supplies, phone, photocopying, rent, etc. ▪ Insurance ▪ Legal ▪ Audit ▪ Staff travel and sustenance 	<p>The following are eligible expenses within this area:</p> <ul style="list-style-type: none"> ▪ Planning ▪ Leadership/Professional development (Volunteer and/or staff) ▪ Delegates to conferences/symposiums/national meetings ▪ Awards & Recognition ▪ Hosting ▪ Policy Development and Maintenance ▪ Board and Committee meetings including travel and sustenance ▪ Provincial Annual General Meeting 	<p>The following are eligible expenses within this area:</p> <ul style="list-style-type: none"> ▪ Communications (newsletters, websites, etc.) ▪ Marketing/Promotions 	<p>Activities which develop the sport at the provincial level and below are eligible within this area:</p> <p><u>Athlete development</u></p> <ul style="list-style-type: none"> ▪ <i>Introductory programs</i> (i.e. Learn-to programs, public participation opportunities, new club development, equipment, training, facility rentals, travel & sustenance, etc.) ▪ <i>Under-represented population initiatives</i> (i.e. programs for Aboriginal people, youth at risk, people with a disability, northern residents, economically disadvantaged, etc.) ▪ <i>Competition</i> (i.e. playdowns, local competitions, provincial championships, etc.) <p><u>Coaching development</u></p> <ul style="list-style-type: none"> ▪ Provincial Coach/Technical staff salary and/or expenses ▪ Volunteer coaching development (i.e. clinics, honorariums, upgrading, technical materials, etc.) <p><u>Officials development</u></p> <ul style="list-style-type: none"> ▪ Clinics, technical materials, rulebooks, upgrading, etc. 	<p>Activities which develop the sport beyond the provincial level (i.e. regional, national or international) are eligible within this area:</p> <p><u>Athlete development</u></p> <ul style="list-style-type: none"> ▪ Talent ID ▪ Training ▪ Competition ▪ Athlete Assistance <p><u>Coaching development</u></p> <ul style="list-style-type: none"> ▪ Provincial Coach/Technical staff salary and/or expenses ▪ Volunteer coaching development (i.e. clinics, honorariums, upgrading, technical materials) <p><u>Officials development</u></p> <ul style="list-style-type: none"> ▪ Professional upgrading, travel & sustenance, technical materials <p><u>Sport Medicine & Science</u></p> <p>Mental Training, Sport Training, Strength Training, Drug Education, Injury Case Prevention, Sports First Aid, Sport Medicine, Exercise Physiology, Sports Taping, Medical Coverage, Equipment Rental, Fitness Testing, Biomechanics.</p>

11. INELIGIBLE EXPENDITURES

- a) Capital expenditures – construction, upgrading, maintenance or operating costs of facilities;
- b) Cash prizes;
- c) Off the continent travel;
- d) Socials, banquets, dinners, etc.;
- e) Debt repayment;
- f) Payment of money returns owed to the SLTF;
- g) Other expenses that the Sport Funding Committee of Saskatchewan Lotteries Trust may deem inappropriate

12. PAYMENT PROCEDURES

The Annual Funding grant will be paid in two installments. PSGBs will receive their first grant payment following the satisfactory approval of the application submission, but no sooner than 30 days prior to the start of their fiscal year. This payment will be based on 50% of the PSGBs current level.

The final Annual Funding payment will be paid out upon satisfactory review and approval of the follow-up report which will be used to determine the total eligible Annual Funding grant. Payments will be released providing there are no outstanding Trust grant requirements. The Trust is required to withhold all grant payments until satisfactory completion of any follow-ups have occurred (including Annual Funding, MAP, and Categorical grants that are due 90 days following the PSGBs fiscal year end).

13. FOLLOW-UP PROCEDURES

The Annual Funding follow-up must be submitted to Saskatchewan Lotteries Trust Fund within ninety (90) days of the PSGB's fiscal year end.

The Annual Funding Follow-up report must be completed and submitted online at <http://www.funding.sasksport.sk.ca/>. Each PSGB has been provided a User Name and Password in order to access the online follow-up. PSGBs can contact Sask Sport by email at funding@sasksport.sk.ca if the User Name and Password is unknown.

Sask Sport Inc. Sport Consultants will review and consult with each PSGB regarding their follow-up report. Sask Sport Inc. may contact PSGBs for additional information on grant follow-ups if necessary.

In addition to the review of the follow-up reports, an Annual Funding assessment will be conducted every three (3) years. Please reference Section B. Assessment Guidelines and Procedures for information on the Annual Funding Assessment process.

14. FOLLOW-UP REQUIREMENTS & CONDITIONS

- a) Late or incomplete grant follow-ups will result in grant payments being withheld.
- b) Attachments that cannot be uploaded online must be submitted by email, mail or in person and meet the appropriate follow-up deadline.
- c) Grants are approved with the understanding that funds are to be used for eligible purposes adhering to the Annual Funding policies and guidelines. In the event funds are not used in accordance with the policies and guidelines, they will be required to be returned to Saskatchewan Lotteries Trust Fund.
- d) Each follow-up must include the following:
 - ✓ Online Follow-up Report Form
 - ✓ Audited Financial Statement signed by two Directors.
 - ✓ "Auditor's Report to Management" outlining any concerns or suggestions reported by the Auditor regarding internal controls or accounting procedures of the PSGB (if applicable).
 - ✓ Annual General Meeting minutes pertaining to the fiscal period that coincides with the follow-up report.
 - ✓ Annual General Meeting Report pertaining to the operations of the fiscal period that coincides with the follow-up report (if applicable).

15. EVALUATION

The evaluation of Annual Funding will have an emphasis on the information provided in the follow-up report, and the ability to achieve the goals and objectives specified in their multi-year plan.

Evaluation will focus on the following categories and performance indicators:

- a) **General Standards and Requirements** – Compliance with the minimum standards required by the Saskatchewan Lotteries Trust Fund and Sask Sport Inc. to ensure proper accountability.
- b) **Organizational Development** (*Enhanced Capacity and Enhanced Interaction*) - Whether the PSGB demonstrates clear direction, leadership and acts strategically to support participation and excellence.

Enhanced Capacity

Performance Indicators:

- The organization demonstrates good governance and democratic controls
- The organization is accountable and transparent.
- The organization has good financial management.
- The organization has a commitment to multi-year planning.
- The organization has an appropriate volunteer base and cultivates volunteer development and involvement.
- The organization pursues essential skill sets as needed for the size and scope of their operations and compensates appropriately based on qualifications.
- A strong coach development system that supports new coaches and advancing coaches.
- A strong officials' development system that supports new and advancing officials.

Enhanced Interaction

Performance Indicators:

- the organization has effective partnerships with other stakeholders and in multiple sectors (education, health, Games, NSO, communities, corporate, etc.).
- the organization effectively communicates and promotes its programs and services to its membership and the general public through diverse mediums.

- c) **Athlete/Participant Development** (*Enhanced Participation and Enhanced Excellence*) - Whether the organization successfully grows the number of Saskatchewan residents engaged in organized sport opportunities, and increases the quality of sport programs available from general participation through to success at high performance levels.

Enhanced Participation

Performance Indicators:

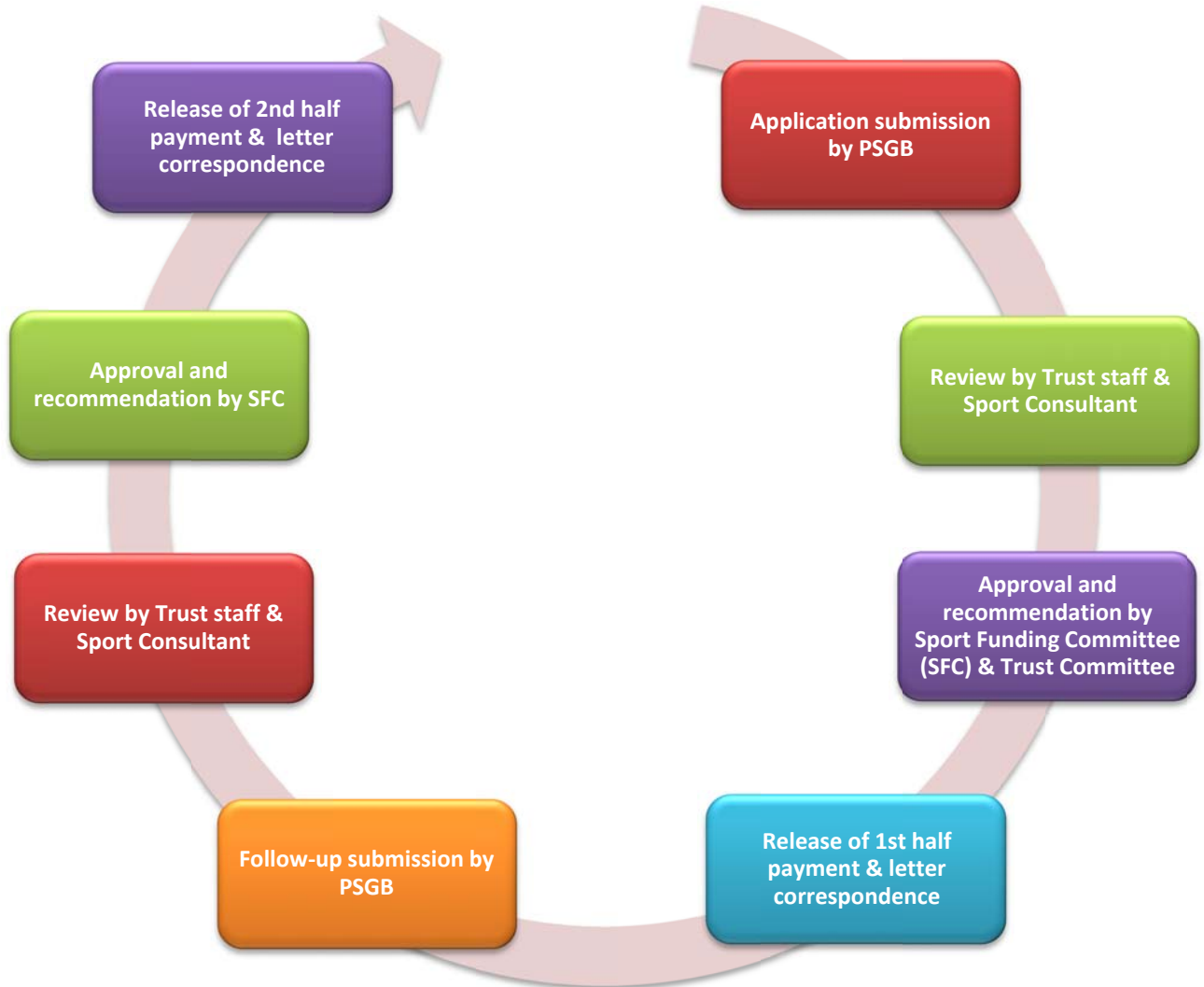
- More people involved in organized sport for extended periods of their life.
- Facilitates or demonstrates opportunities for under-represented populations through practices and policies that reduce barriers to participation.
- Quality skill development programs and competitions that are in alignment with CS4L stages and principles.
- Aboriginal participation opportunities are fostered and developed.

Enhanced Excellence

Performance Indicators:

- Overall organizational and technical readiness to foster systematic success at high performance levels.
- Improved athlete performance results at regional and national competitions.
- Increased number of athletes representing Canada at an International level.

16. THE ANNUAL FUNDING CYCLE



17. APPEAL PROCESS FOR SPORT GRANTS

The appeal process to be used for all appeals regarding Sport Funding Committee's (SFC) grant decisions, including money/grant returns to the Sport Section of the Saskatchewan Lotteries Trust Fund, can be found at:

<http://www.sasksport.sk.ca/pdf/funding/AppealProcessSportGrants.pdf>

B. ASSESSMENT

1. PURPOSE OF THE ANNUAL FUNDING ASSESSMENT

To assess provincial sport organizations eligible to receive Saskatchewan Lotteries Trust Fund funding, in what areas, at what level and under what criteria.

2. ASSESSMENT PROCESS TIMELINES

Annual Funding assessments will be conducted every three (3) years. This allows for a conclusive trend of performance results between assessment, and a sufficient timeframe to invoke strategic changes to organizational development and athlete/participant development. It will not be practical to adjust funding levels every year.

The annual review of an Annual Funding application and follow-up will continue, and will be advantageous to drawing attention to positive outcomes and/or immediate concerns and issues.

The next Annual Funding assessment would be held in 2016, and would impact funding levels for the 2017/18 for funding cycle of the Saskatchewan Lotteries Trust Fund.

Annual Funding follow-up reporting would be adjusted based on any changes to the performance indicators that would be used for the 2016 assessment (such as performance indicators related to LTAD). Performance assessment summaries would be generated every year through the Annual Funding follow-up report, as this would be an efficient way for sports to identify and track positive or negative trends on a regular basis.

3. THE CASE FOR PERFORMANCE ASSESSMENT

The benefit of performance assessment is to clearly set out good practices, and it can act as a signal or indicator where growth and improvement is needed so organizations can act strategically for improvement.

Benefits include:

- Improve the practices and increase the effectiveness of organizations.
- Promote evaluation and transparency within sport sector funding to help maintain membership accountability as well as public trust.
- Promote existing good practices and build a solid sector of provincial sport organizations.
- Measure the ability to deliver on public interest priorities regarding the use of lottery funds.
- Provide a relevant basis for adjudicating adjustments to funding levels.

MULTI-YEAR PLANNING DOCUMENT CHECKLIST

As part of the Annual Funding Application process Provincial Sport Governing Bodies (PSGBs) must submit a copy of their multi-year planning document. The process used to develop the plan and the planning document itself can take many forms. PSGBs are encouraged to utilize a process that works for them.

Example of Strategic Planning Stages:



To ensure some consistency in the planning documents submitted, the following checklist has been designed. If your organization is addressing these key areas within your plan then it will be considered as an acceptable document.

Key components of a Multi-Year Plan:

- Vision** – describes an organizations preferred future state.
- Mission/Purpose** – general statement of the organization’s purpose (what is your reason for being).
- Values** (*optional*) – fundamental principles and beliefs that form the foundation of an organization.
- Goals**– desired outcomes that contribute to the achievement of the mission and vision. They provide a clear direction of where the organization is headed.

Suggested Practices:

- Broad primary outcomes
- Areas of Emphasis (e.g. Capacity, Interaction, Coaching, Officials, Participation, Excellence)
- the “what” not the “how”

- Objectives/Initiatives** – measurable steps to achieve goals.

Suggested Practices:

- SMART Principle – Specific, Measurable, Achievable, Realistic and Timely

- Action Plans**– describes the detailed action steps required to accomplish your objectives (who, what, how, and when).

Suggested Practices:

- Timelines that identify when the activities that are going to take place in each year of the plan
- Details on targets, measurements, responsibilities and/or budget.