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Sport Canada Contribution Guidelines

Sport Support Program National Sport Organization Component

2010-2011

Canada 

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1. SPORT SUPPORT PROGRAM

The Sport Support Program (SSP) is the primary funding vehicle for initiatives associated with the delivery of the Canadian Sport Policy. The SSP funding is aimed at developing athletes and coaches at the highest international levels; providing sound technically-based sport programming for all athletes; increasing the number of Canadians from all segments of society involved in sport, and advancing Canadian interests and values in Canada and abroad. This funding is provided to eligible organizations in support of programming that supports the goals of the Canadian Sport Policy. The program has three components:

- National Sport Organization (NSO);
- Multisport Service Organization (MSO); and
- Project Stream.

1.1 OBJECTIVES

Specific objectives of the Sport Support Program are:

- To increase the opportunities to participate in quality sport activities for all Canadians, including under-represented groups;
- To increase the capacity of the Canadian sport system to systematically achieve world class results at the highest international competitions;
- To contribute to the provision of technical sport leadership within the Canadian Sport System; and
- To advance Canadian interests, values and ethics in sport at home and abroad.

1.2 OUTCOMES

The expected outcomes of the Sport Support Program may be summarized as follows:

- Continued provision of sport programs and services to the Canadian sport system by National Sport Organizations and Multisport Service Organizations;
- Increased compliance with established national standards, with specific emphasis on increased official language capacity of sport organizations;
- Increased number of NSOs, especially targeted sports, with a sport specific Long-Term Athlete Development Model in place and linked to the organization's strategic plan;
- Increased number of NSOs that have implemented the revised National Coaching Certification Program (NCCP);
- Increased number of coaches participating in the NCCP;
- Full complement of qualified coaches for targeted sports to achieve their national team objectives;
- Advancement of Canadian interests, values and ethics in sport at home and abroad;
- Expanded and strengthened program and policy collaboration within the federal government and with P/T governments and the sport community;
- Increased opportunities for sport participation for all Canadians, including targeted under-represented groups; and
- Improved performances by Canadian athletes at Olympic and Paralympic Games and senior world championships, particularly in targeted sports.

1.3 ELIGIBILITY

The delivery of the SSP is governed by the Sport Funding and Accountability Framework (SFAF). The SFAF is the process used to determine which incorporated not-for-profit organizations are eligible for SSP funding, in what areas, at what level and under what circumstances.

Eligibility is limited to NSOs and MSOs that have met the full requirements of the Sport Funding and Accountability Framework and other organizations promoting the strategic priorities related to the Canadian Sport Policy as identified in the Project Stream component.

Considering that the network of Canadian Sport Centres (CSCs) was established by Sport Canada in conjunction with other funding partners such as Provincial Governments, the COC and CAC and that CSCs are not funded under the SFAF, the decision to create, recognize and fund an individual centre, within the network is based on the following principles, all of which must be met:

- Services complement and enhance programming for targeted national teams as well as all carded athletes;
- Services are provided in line with the principles of long-term athlete development;
- Delivery of core services are of a consistent standard;
- Services are available to athletes in accordance with their official language needs;
- Partnerships at both the national and provincial levels are important for the development of a sustainable Canadian sport system; and
- Support is provided for only one CSC per province or region of provinces/territories.

2. SPORT SUPPORT PROGRAM - NATIONAL SPORT ORGANIZATION (NSO) COMPONENT

The National Sport Organization (NSO) component is part of the Sport Support Program (SSP), the Government of Canada's primary funding vehicle for initiatives associated with the Canadian Sport Policy (CSP). More information about the SSP is available in the Introduction.

2.1 ELIGIBILITY

As per the SFAF, the eligibility process for National Sport Organizations determines which NSOs meet the General, National and/or International scope criteria. The NSO Eligibility Criteria document is available on Sport Canada's website at the following address:

<http://www.pch.gc.ca/pgm/sc/pgm/cfrs/index-eng.cfm>

NSOs that meet the requirements will be eligible to continue on to the next step, completion of the SFAF assessment for mainstream and/or athletes with a disability, as applicable.

2.2 ASSESSMENT

The SFAF assessment examines the scope and performance of NSO programs across key areas of high performance, sport participation/development and organizational management, by means of several questionnaires. The evaluation of the questionnaires will determine the relative level of funding that may be provided to the NSO.

2.3 MULTI-YEAR FUNDING

Two-year funding (2010-2011 and 2011-12) is available for winter NSOs only. Summer NSOs must submit a one year application for 2010-2011.

Winter organizations choosing to apply for two-year funding must be able to submit the required documents covering each year of the application. Sport Canada reserves the right to offer multi-year funding to any NSO based on the following factors:

- The NSO has been eligible for federal funding via the SFAF for a minimum of one full cycle;
- The NSO's budgetary control is adequate and its use of public funds matches the purpose for which they were intended;
- The NSO has been in a viable financial position over the last four years or has been following a debt repayment plan;
- Over the last two years, the NSO has provided Sport Canada with the following reports in a timely fashion:
 - Activity reports;
 - Applications;
 - Yearly accounting / financial statements / updated cash flows;
 - Audited financial statements;
- The NSO demonstrates the ability to successfully carry out planned programs and achieve objectives;
- The NSO monitors and evaluates degree of program success;

- ❑ The NSO supplies a timely, satisfactory explanation for any returned funds.

2.4 EXPENDITURES

To be eligible to be claimed against any Sport Canada contribution, expenditures must:

- ❑ be allowable according to these guidelines, other written conditions of the contribution and the general funding policies;
- ❑ be supported by paid, original invoices;
- ❑ be made in the fiscal year(s) covered by the Contribution Agreement; and
- ❑ not be, have been, or planned to be reimbursed through an alternate source (e.g.: GST).
- ❑ where travel, meals and accommodation costs are being claimed, these must be in accordance with Treasury Board guidelines as outlined in the Funding Policy and Procedures section of these guidelines.

Capital costs are not allowable expenditures.

Note: Accounting procedures and documentation requirements are addressed more thoroughly in the Funding Procedures section.

2.5 CONTRIBUTION BLOCKS

Funding requests are grouped into contribution blocks to allow for analysis of the distribution of public funds in support of Government of Canada objectives.

Objectives and expected outcomes must be clearly identified in the application and referenced in the NSO's strategic and operational plans. Expense/revenue details should be clearly presented and referenced in the NSO's budget.

Core Contribution funding is provided through the contribution blocks listed below. NSOs that meet the SFAF General and International Scope criteria will be eligible to apply for support in all funding blocks; NSOs meeting only the SFAF General and National Scope criteria will normally be eligible for the Administration and Operations/Programs blocks only. **NSOs are expected to respect the reference level provided to them for core funding when completing their application, including documents Annex NSO – 1 and Annex NSO – 2.**

- ❑ Core Contribution Blocks :
 - Administration
 - Operations/Programming
 - National Team Programs
 - Coaches' Salaries and Professional Development

All NSOs that meet the SFAF criteria will also be eligible to apply for support in the non-core protected funding blocks listed below.

- ❑ Non-Core Contribution Blocks (Protected) :
 - Sport Participation Development (SPD) /
 - Long Term Athlete Development (LTAD)
 - Official Languages (OL)

Certain NSOs, identified in advance, may also be eligible to apply for support in the restricted funding blocks listed below.

- Restricted Non-Core Contribution Blocks (Protected):
 - Podium Canada
 - Heritage Sport Fund (HSF)

NSOs may manage the redistribution of funds between approved contribution blocks and between specific projects inside each block to best meet their program needs unless a specific amount of funding is earmarked, or specific restrictions on the block exist (i.e.: Administration, Official Languages, Podium Canada, Long Term Athlete Development, Sport Participation Development, Heritage Sport Fund, Coaches' Salaries and Professional Development). A written communication between the organization and the Program Officer must exist prior to any transfer. Funds must be used for costs associated with items indicated in *Annex E – Eligible Expenditures and Approved Projects*, an annex that forms part of the Contribution Agreement.

2.5.1 FUNDING FOR NSOs SUPPORTING ATHLETES WITH A DISABILITY PROGRAMMING

NSOs that have a program for athletes with a disability are eligible for support for their athletes with a disability in all of the core and non-core contribution blocks if they have fully implemented programs supporting those athletes. NSOs that have non-Paralympic programs or a low volume of Paralympic activity may be provided with funding on a project basis. For these NSOs, support for projects will be provided in the following contribution blocks:

- Operations / Programming;
- National Team Programs;
- Coaches' Salaries and Professional Development; and
- Sport Participation Development.

NSOs eligible to receive project support only must be able to demonstrate the ongoing provision of high performance services to athletes with a disability or sport participation projects.

Funding for athletes with a disability is protected and may only be redistributed within blocks specifically designated for athletes with a disability in *Annex E – Eligible Expenditures and Approved Projects* of the Contribution Agreement and according to the specifications listed above.

The lists of allowable expenses/projects contained in these contribution guidelines are intended to guide NSOs in submitting projects that would be considered by Sport Canada in their application for funding.

2.5.2 CORE CONTRIBUTION BLOCKS

Administration

This block provides support for general administrative costs related to the management of an NSO.

Allowable expenses/projects:

- general administrative costs;
- meetings (domestic or international), including travel, meals, accommodation and rental;
- promotion and communication activities.

Restrictions and conditions:

- NSOs may allocate up to 25 per cent of the total Sport Support Program – NSO component contribution towards the Administration block. This applies individually to mainstream and AWAD programs.
- Any NSO wanting to allocate more than 25 per cent of the total Sport Support Program – NSO contribution towards the Administration block must receive prior written approval to do so from their Program Officer.

Operations / Programming

This block provides support for the costs of employing or contracting part-time and full-time technical, management and administrative staff. This block also provides support for the development and training of officials, coaches and sport leaders, for initiatives aimed at developing and implementing quality technical programs for competitors not in the High Performance Excellence stream, for advancing opportunities for hosting national competitions and related regional qualifying competitions and for advancing opportunities for girls and women in sport.

Allowable expenses/projects:

- salaries, contracts, honoraria;
- travel related to supported staff positions;
- statutory deductions such as Canada Pension Plan, Employment Insurance and provincial medical plans;
- benefits (social and medical)
- officials' training and education;
- coaches' training and education;
- volunteer development;
- staff development;
- women's initiatives;
- athlete development;
- national competitions; and
- NCCP content development.

Restrictions and conditions:

- The Sport Canada contribution towards staff salaries and expenses is limited to \$90,000 per eligible full-time position. The contribution limit for part-time positions is prorated against this amount.
- The employer is responsible for:
 - payments in lieu of vacation leave;

- overtime payments;
 - costs resulting from an overlap of departing and new employees; and
 - severance payments.
- The purchase of medals/trophies and banquet costs are NOT covered.

Conflict of Interest: Recipients will be required to indicate that any former federal public office holder or federal public servant who is employed by the organization funded under these terms and conditions is in compliance with the post-employment provisions of the Government of Canada's Values and Ethics Code for the Public Service or the Conflict of Interest and Post-employment Code for Public Office Holders.

National Team Programs

This block provides support for the training and competition needs of:

- athletes preparing for Olympic/Paralympic Games and/or World Championships; and
- athletes in the NSO High Performance Stream but not at the senior level.

Contributions to this block may be augmented by recommendations from Podium Canada.

Allowable expenses/projects:

- training (cost of travel, meals, accommodation, facility rental, entry fees, honoraria for medical, paramedical and other national team support personnel);
- competitions (cost of travel, meals, accommodation, facility rental, entry fees, honoraria for medical, paramedical and other national team support personnel);
- national training centres;
- sport science and medical/paramedical services; and
- equipment rental/purchase.

Restrictions and conditions:

- The purchase of national team uniforms and personal equipment is NOT covered.

Coaching Salaries and Professional Development

This is a restricted block. Funds allocated to this block may not be used for other purposes.

This block provides support towards the costs of employing or contracting coaches for national teams. Professional development plans for these coaches are also applicable under this block. Contributions to this block may be augmented by recommendations from Podium Canada.

Allowable expenses/projects:

- national coaches who have overall responsibility for athlete/team development at the junior or senior national team levels;

- assistant coaches who report to a national coach;
- coaches who are responsible for an event area or sub-discipline of the sport;
- benefits (social and medical)
- development, youth, espoir team coaches; and
- national training centre coaches.

Application requirements:

The application for the Coaching Salaries block must include an outline of **all** coaching positions, including those that the NSO intends to support as part of this application. The information requested for each position is the position title, incumbent, employment status, preferred official language, NCCP status and primary athlete level to be coached and whether funding is being requested for this coach as per Annex NSO 4. Sport Canada will share this information with Own the Podium.

Restrictions and conditions:

- ❑ The Sport Canada contribution for each coaching position is limited to \$90,000.
- ❑ Statutory deductions such as Canada Pension Plan, Employment Insurance and provincial medical plans may be claimed within the contribution limit.
- ❑ The employer is responsible for:
 - payments in lieu of vacation leave;
 - overtime payments;
 - costs resulting from an overlap of old and new employees; and
 - severance payments.

Notes:

To be eligible for salary support, coaches must have National Coaching Certification Program (NCCP) Level 4 certification or equivalent, as a minimum. NSOs may be required to show proof of equivalency. This requirement applies to head national coaches at all levels and full-time assistant national, junior national, event or discipline and Canadian Sport Centre coaches (including shared support positions).

Exceptions are coaches currently registered in the Level 4 program and coaches in sports where the Level 4 program has not yet been developed. In these cases, the coach must normally have the highest NCCP level offered by the sport and the coach's training program must be approved in advance by Sport Canada.

Coaches who do not meet the prerequisite criteria may still be nominated for funding by the NSO provided they can demonstrate that they have:

- *Commensurate education (Masters degree in coaching) at a Canadian University*
- *Commensurate education at a foreign University or;*
- *Commensurate education at a Sport Institute or equivalent or;*
- *Demonstrated performances as a coach of an athlete with international success or;*
- *Commensurate combination of education and experience.*

Sport Canada will review the information submitted and determine if the coach is eligible for Sport Canada funding under the Coaching Salaries and Professional Development Block.

Information to be provided with the application for funding must include:

NCCP coaching number

Copy of Diploma (English or French)

Performance record as a coach

Other documentation may be included in order to support the application.

It is the NSO's responsibility to demonstrate the eligibility of its coaching staff for Sport Canada funding. Following the evaluation of the submitted documentation, Sport Canada reserves the right to accept or reject the application. NSOs are encouraged to consider shared coaching responsibilities whereby high performance coaches work with both able-bodied athletes and athletes with a disability.

Coaches that have been recommended by Own the Podium for 2010-2011 are eligible for a maximum of \$120,000 in annual salary support. The coaches must meet the Sport Canada funding criteria listed above and be named on Annex NSO - 5 and on Podium Canada's schedule A.

2.5.3 NON-CORE CONTRIBUTION BLOCKS (PROTECTED)

Own the Podium

This is a restricted block. Funds allocated to this block may not be used for other purposes.

This block provides supplementary support, based on recommendations made by Own the Podium. Allowable expenses/projects are those within the "National Teams" block, the "Coaching Salaries and Professional Development" block and for projects in the "Administration", and "Operations / Programming" blocks that are specific to the delivery of high performance objectives as recommended by Own the Podium and approved by Sport Canada. Requirements and restrictions for those blocks are also applicable to the Own the Podium block. NSOs must be able to provide detail concerning the allocation of Sport Canada and Own the Podium funding in the areas where Own the Podium funding is being recommended.

SPORT PARTICIPATION DEVELOPMENT PROGRAM (SPDP)

The SPDP block includes Heritage Sport Fund (HSF) and sport participation for Persons with a Disability (PWAD)

These blocks include projects aimed at increasing participation in sport, recruiting new participants and reducing dropout rates. Ideally these projects are undertaken in collaboration or partnership with municipalities, educational institutions, provincial/territorial sport organizations, multisport organizations, corporate sponsors and, in particular, PWAD projects are carried out in collaboration with the broader disability community. Eligible projects may include initiation programs, skill development, promotion of these programs and related development of personnel to support each of these programs.

Sport Canada has specifically identified Children and Youth, Persons with a Disability, Aboriginal persons and Women and Girls as target groups that face barriers in increasing sport participation rates. Organizations are, therefore, encouraged to specifically consider including these groups in their initiatives and in the specific reporting of participation.

Eligibility:

SPDP and PWAD are open to NSOs and MSOs that have met the full requirements of SFAF IV.

HSF is only available to pre-identified NSOs (Lacrosse, Football, Bowling, Broomball, Wheelchair Rugby and Ringette).

NSOs must demonstrate the linkages of their application to their LTAD model and strategic plan.

Funding:

SPDP/PWAD/HSF are restricted blocks. Funds allocated to these blocks may not be used for other purposes.

Allowable Expenses/Projects:

- Honoraria or salaries for full-time and/or part-time technical, management and administrative staff;
- General administrative costs;
- Promotion and communication related to the project;
- Facility rentals and equipment (equipment must remain as an asset of the National Sport Organization);
- Operational costs (planning, implementation and evaluation);
- Leadership development (training of instructors and program leaders).

Application Requirement:

ORGANIZATIONS APPLYING FOR FUNDING UNDER SPDP, PWAD & HSF BLOCKS MUST COMPLETE THE INFORMATION REQUESTED IN ANNEX NSO 7.

PLEASE NOTE: IF THE PROJECT WAS PREVIOUSLY FUNDED, A COMPLETE ANNEX NSO 4 **MUST** BE SUBMITTED.

Restrictions and conditions:

- Research projects will not be considered for funding support.
- Generally, NSOs will only receive support for one SPDP project and one PWAD project, at any one time during the funding cycle.
- Applications will be considered on a yearly basis.
- The NSO must have the capacity to develop and sustain project.
- NCCP and official certification are not eligible expenses.
- Duplication with any other funding is not permitted.

Long Term Athlete Development (LTAD)

This is a restricted block. Funds allocated to this block may not be used for other purposes.

This block provides support for the development and implementation of Long Term Athlete Development.

Allowable expenses/projects:

- honoraria or salaries for full-time and/or part-time technical, management, administrative staff , writer/coordinator;
- general administrative costs; and
- operational costs (planning and implementation).

Please note that Multi Sport Organizations (MSO) can also apply for LTAD funding under the Sport Support Program MSO Stream. For the project types described below, a NSO can lead a project or may decide to partner with a MSO or NSO or a group of MSOs/NSOs to deliver a project. In those cases, only the lead SFAF-eligible organization should make an application for LTAD funding under the Sport Support Program. This lead organization will be responsible to manage the project and partnerships through to the final reporting stage.

Four types of projects are eligible for consideration for NSOs as the lead organization. NSO may apply for more than one project area in a given fiscal year.

- A. Special Implementation Projects: Projects to advance LTAD implementation in a sport, to facilitate alignment with LTAD, to develop a population specific LTAD or to undertake a specific initiative identified in a sport's LTAD: *(Funding not to exceed 20K per year for a maximum of 40k over two years)*
- B. CS4L Sport Joint Initiatives (Like Sports Projects): projects to advance LTAD/CS4L implementation, centered on a theme which is common to at least 3 identified NSOs. *(Funding not to exceed 30K per year for a maximum of 60k over two years)*
- C. LTAD Research Projects: research of monitoring of LTAD implementation. (Preference will be given to projects demonstrating partnership with an educational institution)
- D. Disciplines: development of discipline-specific LTAD models. Disciplines must be distinct with significantly different athlete development pathways, as per the completed LTAD model and be on the Olympic or Paralympic program. *(Funding not to exceed 20K per year for a maximum of 30k per discipline over two years)*

ORGANIZATIONS APPLYING FOR FUNDING OF A LTAD PROJECT MUST COMPLETE THE INFORMATION REQUESTED IN ANNEX NSO 8.

Restrictions and Conditions;

- Not all project applications will be funded. Projects chosen for funding may not be at the maximum eligible amount.
- Duplication with any other funding is not permitted.
- Applications will be considered on a yearly basis.

Official Languages (OL)

This is a restricted block. Funds allocated to this block may not be used for other purposes.

This block provides support to ensure that programs and services are offered in both official languages.

Allowable expenses/projects:

- translation of written material;
- interpretive services; and
- training and education.

NSOs are encouraged to allocate funding to the areas listed below:

Translation of written material to be available simultaneously in both official languages to the appropriate target audience:

- coaching and officiating materials;
- technical and administrative documentation;
- national team information;
- key documents such as rules, regulations, policies and programs, etc;
- information intended for the website.

Interpretive services to ensure that events are held in a bilingual format:

- simultaneous interpretation at conferences, congresses, press conferences, symposia and special events.

Training and education to improve the NSOs' capacity to provide services in both official languages and to foster bilingual coaching capacity:

- for the NSO staff; and
- for the national team coaching staff.

2.6 APPLICATION PROCESS

Applications must be fully supported by documentation in the financial, operational, technical, and high performance program areas that clearly demonstrates the past year's achievements and future plans for each year of the multi-year commitment. NSOs supporting both able-bodied athletes and athletes with a disability should submit an application which is combined, yet fully describes each program.

All annexes are to be provided **electronically** to your Program Officer. Sport Canada also requires Annex NSO-1 in hard copy format with an original signature for its files.

Application item	Required in the first year of an application	Required in second year of a multiyear application	Required for in-year amendment	Comments
ANNEX NSO 1 - General Application Form	✓ for all years		✓ Amendment version	Amount requested for each year must be clearly identified. To be signed by an authorized official.
ANNEX NSO 2 - Project Form	✓ for all years			Provide the breakdown of requested funding by block based on the eligible projects and respecting

Application item	Required in the first year of an application	Required in second year of a multiyear application	Required for in-year amendment	Comments
				the reference level provided. A 2-page form is required for each year of the application which includes programming for able-bodied athletes and for athletes with a disability.
ANNEX NSO 3a – NSO Priorities	✓ for all years	✓ if updates are required		To include high level priorities and measurable outcomes/impacts for each of the areas for which funding was requested, based on their links with the Sport Support Program objectives.
ANNEX NSO 3b – NSO Priorities (monitoring section)	✓	✓		The column entitled “Outcome/impact achieved” on the previous year’s ANNEX NSO-3a must be completed with details of the NSOs achievements against the identified expected outcomes/impacts.
ANNEX NSO 4 – Report on Protected Blocks	✓	✓		For previous year, for the applicable blocks. (LTAD, OL, SPD, PWAD, HSF)
ANNEX NSO 5 - Coaching Chart	✓	✓		Provide an outline of all coaching positions for the upcoming year. Will be provided to Podium Canada.
ANNEX NSO 6 - National Standards	✓	✓		For previous year.
ANNEX NSO 7 – SPD Application	✓			For new and continuing SPD/PWAD/HSF applications.
ANNEX NSO 8 – LTAD PROJECT	✓			Provide only for new LTAD projects, as per guidelines description.
Most Recent Audited Financial Statement, signed by an authorized representative	✓	✓		If not already provided to Sport Canada.

Application item	Required in the first year of an application	Required in second year of a multiyear application	Required for in-year amendment	Comments
Strategic Plan	✓			Must cover the entire duration of the contribution request and must identify objectives and targets linked to the pillars of the <i>Canadian Sport Policy</i> , if not already provided to Sport Canada.
Operational Plan	✓	✓		For upcoming year.
Projected Revenue and Expense Budget	✓ for all years	✓ updated	✓ updated, showing revenue and expense for amendment	Provide all sources of revenue. Proposed projects should appear as line items to ensure the required level of detail. When necessary, NSOs will be required to provide clarification to the Sport Canada officer.
Projection of Cash Flow Needs	✓ Initial Cash flow projection will be requested by Sport Canada once the Contribution Agreement has been signed.	✓ updated	✓ updated	Consistent with the principle that Government of Canada contributions should be delivered in accordance with an organization's cycle of events and be related to projects for which funding is being provided, NSOs must provide monthly/quarterly cash flow needs that include projections of all revenues and expenses and ensure that Sport Canada contributions and allowable expenditures are clearly identified.

2.7 REPORTING

Two types of reporting are required of organizations in receipt of Sport Canada contributions, according to the schedule below. Organizations must contact their Sport Canada Program Officer if they anticipate that they will not be able to comply with the reporting schedule.

Financial Reporting

Organizations must provide current financial statements and a copy of their audited financial statements as indicated below. The audited financial statements must be signed by two authorized representative and include the auditor's management letter if

one is provided. Where circumstances warrant, an organization will be asked to provide an action plan to address any concerns outlined in their auditor's management letter.

A financial statement is defined as a statement of revenue and expense for a specific period of time in which Sport Canada's funding blocks are either clearly outlined or noted by the client. Particular attention should be paid to the protected blocks.

Release of payment for	Payment conditions		
	Report required	Period covered by the report	Report to be submitted by
April	Signed audited financial statement	Previous fiscal year based on NSO's fiscal year	March 15
July	Financial statement Updated Cash Flow	April 1 - March 31 for previously funded fiscal year July 1-March 31 of the current fiscal yr.	June 15
October	Financial statement	April 1 – June 30 of current fiscal year	September 15
January	Financial statement Updated Cash Flow	April 1 – September 30 of current fiscal yr. January 1 – March 31 of the current fiscal yr.	December 15

In the event that the NSO forecasts to incur fewer expenses than anticipated during the current government's fiscal year, the NSO shall inform their Program Officer in writing, as soon as possible, but no later than 60 days prior to the end of the federal government's fiscal year.

If an organization is applying for multi-year funding, these conditions will apply to each year of the agreement.

Please refer to the Funding Procedures section for more information.

Activity Reporting

Organizations must provide a report of the activities completed during the past fiscal year and their accomplishments in relation to their plans (Annex NSO 3). NSOs are also expected to provide Sport Canada with regular activity updates through meeting information and reports, regular contact, etc.

2.8 NATIONAL SPORT ORGANIZATION ACCOUNTABILITY FRAMEWORK

All nationally funded organizations are required to incorporate the accountability policy areas in their strategic and operating plans.

NSO Accountability Principles

The NSO Accountability policy areas have been selected to complement the goals of the *Canadian Sport Policy* (CSP). While the Framework applies equally to all NSOs, the principle of flexibility and customization will apply to each NSO's implementation strategy. Recognizing the varying strengths and capacities of NSOs, each will pursue

the achievement of the accountability objectives in a sport-specific manner. To evaluate results and identify areas of greater or lesser progress, Sport Canada will monitor and assess the NSO's operating and strategic plans.

The Process

NSO accountability will be reflected in each organization's strategic and annual operating plans. Sport Canada recognizes that the strategic plan is the essential blueprint that each sport creates to guide its athlete and sport development activities. These plans provide the basis of the NSO's accountability 'contract' with Sport Canada, and must incorporate the goals of the *Accountability Framework*, as well as sport specific performance indicators and targets for each policy area. This *Accountability Framework* and the NSO's implementation strategy will be the cornerstone of each NSO's funding relationship with the Government of Canada.

The Accountability Framework

The three accountability policy areas are Enhanced Excellence, Enhanced Participation, and Enhanced Capacity. Each policy area includes specific NSO accountability areas. Each area has an objective and national standards with a set of achievement indicators.

National Standards

A unique aspect of the Accountability Framework is the identification of National Accountability Standards. The National Standards describe a consistent set of attributes that apply across all NSOs, ensuring a "standard" level of membership service from sport to sport. It is expected that each NSO will provide services to meet or exceed all the identified standards. Newly funded NSOs will be given reasonable time to meet the National Standards.

The National Standards have been revised as part of the SFAF III and include an implementation plan, which extends to the end of the 2010-2011 fiscal year. This plan outlines which of the 20 standards NSOs are expected to meet or be working on at various stages of the cycle.

2.9 APPLICATION DEADLINES

Summer NSO

Applications are due at Sport Canada on February 15, 2010.

Winter NSO

**A letter of intent to apply with the amount being requested is due February 15, 2010.
Complete application is due May 14, 2010**

Organizations submitting applications beyond the above noted deadlines may experience a delay in receiving an initial payment and a potential reduction in funding.

NSOs requiring more information on the NSO Support Program should contact their
Sport Canada Program Officer or:
Sport.Canada@pch.gc.ca
Toll-Free number: (866) 811-0055
TTY: (888) 997-3123