



# SASK SPORT

## PSO ANNUAL FUNDING GUIDELINES

MARCH 2026



FUNDED BY

 SASK LOTTERIES

# PSO ANNUAL FUNDING GUIDELINES

## A. ANNUAL FUNDING

### 1. PURPOSE

The Annual Funding grant provides core funding to Provincial Sport Organizations (PSOs) for development within the following areas:

- a) Organizational Development (Administration, Capacity and Interaction)
- b) Sport Development (Participation and Excellence)

### 2. ANNUAL FUNDING OBJECTIVES AND EXPECTED RESULTS

Annual Funding Objectives	Expected results for PSOs:	Sport Development Framework – Guiding Principles
<p>1. Support eligible PSO core operations and initiatives that contribute to the Saskatchewan amateur sport system.</p>	<ul style="list-style-type: none"> <li>• Provide programs and services that are aligned with the Annual Funding objectives and guidelines</li> <li>• Align with provincial and national sport strategies and policies</li> <li>• Strive for a holistic approach to organizational and sport development</li> <li>• Support for organizational leadership and human resource capacity</li> </ul>	
<p>2. Sound organizational governance, financial and administrative practices.</p>	<ul style="list-style-type: none"> <li>• Demonstrate effective governance, finance and management at the provincial and local levels</li> <li>• Accountable, transparent, responsible and responsive</li> <li>• Recruit, recognize and retain volunteers</li> <li>• Strategic and operational planning and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Foster effective and trustworthy leadership in sport</li> </ul>

Annual Funding Objectives	Expected results for PSOs:	Sport Development Framework – Guiding Principles
<p>3. Opportunity for all Saskatchewan residents to participate in quality sport activities in safe and inclusive environments.</p>	<ul style="list-style-type: none"> <li>• Provide access to quality sport programs and services</li> <li>• Focus on delivery of affordable, accessible, inclusive, safe and welcoming sport</li> <li>• Accessible and effective development pathways</li> <li>• Enhance connection with Saskatchewan communities</li> </ul>	<ul style="list-style-type: none"> <li>• Foster effective and trustworthy leadership in sport</li> <li>• Contribute actively to reconciliation in sport</li> <li>• Promote equitable participation and accessibility in sport</li> <li>• Create healthy and safe sport environments</li> </ul>
<p>4. Support and increase sport participation and leadership development opportunities of equity-deserving groups (Ex. Indigenous people, youth facing barriers, people with a disability, women/girls, northern residents, newcomers, 2SLGBTQI+).</p>	<ul style="list-style-type: none"> <li>• Focus on reducing participation barriers and increasing inclusion, diversity, equity and accessibility (IDEA)</li> <li>• Work in partnership (nothing about us without us principle) and develop relationships with equity groups</li> <li>• Determine interest and assess readiness to meet the unique needs of equity-deserving groups</li> <li>• Design with intention to create opportunity</li> <li>• Support member-led initiatives</li> <li>• Accessible and effective development pathways</li> <li>• Development of coaches and officials</li> </ul>	<ul style="list-style-type: none"> <li>• Foster effective and trustworthy leadership in sport</li> <li>• Contribute actively to reconciliation in sport</li> <li>• Promote equitable participation and accessibility in sport</li> <li>• Create healthy and safe sport environments</li> </ul>

Annual Funding Objectives	Expected results for PSOs:	Sport Development Framework – Guiding Principles
5. Provision of technical sport leadership.	<ul style="list-style-type: none"> <li>• Development of coaches and officials</li> <li>• Coaches and officials are screened and trained in recognizing, addressing and preventing maltreatment</li> <li>• Provide strategic and technical direction</li> <li>• Strengthen the capacity of organization’s members and other partners</li> </ul>	<ul style="list-style-type: none"> <li>• Foster effective and trustworthy leadership in sport</li> <li>• Contribute actively to reconciliation in sport</li> <li>• Promote equitable participation and accessibility in sport</li> <li>• Create healthy and safe sport environments</li> </ul>
6. Improve 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"> <li>• Ongoing, systematic high performance planning and purposeful execution</li> <li>• Quality programs, services, and daily training environments</li> <li>• Provide access to appropriately qualified coaching for all high performance programs</li> <li>• Provide coaches and officials with access to professional development and mentorship</li> <li>• Enhance members understanding of the sport pathway and respect athlete stages of development</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute actively to reconciliation in sport</li> <li>• Promote equitable participation and accessibility in sport</li> <li>• Create healthy and safe sport environments</li> </ul>

### 3. SOURCE OF FUNDING

The Annual Funding grant is funded through the Sport Section of the Sask Lotteries Trust Fund (Trust Fund).

### 4. ELIGIBILITY

PSOs who are on the Eligibility List of the Trust Fund are eligible to apply.

PSOs will be monitored to ensure they continue to meet General and Sport Eligibility criteria and Sask Sport membership criteria.

## **5. AVAILABLE FUNDING**

The Annual Funding pool of funds available for distribution is established by the Sask Sport Board of Directors annually.

Funding is subject to the sustainability of funding levels from the Trust Fund. Funding levels are subject to net proceeds from Sask Lotteries.

## **6. ELIGIBLE ANNUAL FUNDING LEVELS**

Eligible Annual Funding levels will be communicated annually.

Significant variances in performance or organizational concerns may result in the Sport Funding Committee (Committee) considering a change in the level of funding.

## **7. SPORT FUNDING COMMITTEE**

The Committee is responsible for administering grant review processes and adjudicate funding from the Sport Section of the Trust Fund. The Committee is composed of volunteer representatives from the Sask Sport Board of Directors (Board) and from the community at-large.

The Committee has the responsibility to monitor and enforce accountability and ensure grant requests meet the Annual Funding guidelines. The Committee provides recommendations on Annual Funding levels and reports to the Trust Committee and the Board.

## **8. REQUIREMENTS AND CONDITIONS**

- This grant is made possible by Sask Lotteries, the main fundraiser for more than 12,000 sport, culture and recreation groups in communities across Saskatchewan. Sask Lotteries must be promoted and recognized within all communications and promotions developed. The Sask Lotteries logo, brand guidelines, key messages and promotional materials are available at [sasklotteries.ca/funding-recognition](https://sasklotteries.ca/funding-recognition).
- PSOs must carry insurance which adequately protects the volunteers, employees and the organization against crippling tort action in the following areas and amounts:
  - a) Comprehensive liability - third party coverage in the amount of at least two million dollars.
  - b) Participants liability - second party coverage in the amount of at least two million dollars.
  - c) Directors and officers' liability including wrongful dismissal in the amount of at least one million dollars.
  - d) Employees and directors bonding in the amount of at least one hundred thousand dollars.

- If requested, the PSO must be able to provide a verifiable list of registered members. A verifiable list of registered members must include first and last name, address, city, phone number or email address, club name, district and membership category.
- PSOs that provide Annual Funding to third-party recipients (Ex. clubs, teams, etc.) are subject to the same terms and conditions as outlined in the Annual Funding guidelines. The PSO is responsible for ensuring compliance and accountability of any third-party funds. Additional reporting to the Trust Fund will be required.
- Annual Funding expenditures must take place within the PSOs fiscal year for which the grant funds were approved. No carryover of unused grant funds is permitted.
- An audited financial statement is required for Annual Funding. The audited financial statement must adhere to the "Guidelines for the Preparation of Audited Financial Statements for Provincial Sport Organizations". A copy of the audit guidelines can be found at [Audit Guidelines](#).
- Grants are approved with the understanding that funds are to be used for eligible purposes adhering to the Annual Funding guidelines. In the event funds are unused or do not adhere to guidelines, they will be required to be returned to the Trust Fund.
- Retroactive funding is not permitted.
- Grant payments will be withheld if the PSO has any outstanding Trust Fund grant requirements.

## **9. FINANCIAL PLANNING AND BUDGETING**

Financial planning and budgets require a holistic approach, with comprehensive investment in organizational and sport development while maintaining fiscal responsibility.

A comprehensive budget will incorporate diverse revenue streams, including self-generated income, and allocates appropriate resources to support the sport pathway as well as broader developmental priorities. For PSOs that demonstrate a comprehensive budget, there will be no prescribed minimum or maximum self-generated revenue or spending guidelines for the use of Annual Funding. This enables PSOs to determine their unique investment plans and priorities. However, the Sport Funding Committee retains the right to impose self-generated revenue and/or spending requirements, if warranted.

## 10. APPLICATION PROCEDURES

PSOs must apply for their eligible level of Annual Funding at the time of their designated application deadline (Ex. May 15, August 15, October 15 or February 15).

The Annual Funding application must be completed and submitted online at <https://www.funding.sasksport.ca>. Each PSO has a username and password to access the online application. PSOs can contact Sask Sport by email at [funding@sasksport.ca](mailto:funding@sasksport.ca) if the username and password is unknown.

Attachments must be uploaded online or submitted by email, mail, or in person, and must be received by the organization's application deadline.

The application must include the following:

- Online Annual Funding Application which includes an annual budget (revenues/expenditures)
- Multi-year strategic plan (Appendix A)
- Certificate of insurance

The current version of the following documents must be filed with Sask Sport:

- Bylaws
- PSO's Membership Assistance Program (MAP) Policy
- Respect in Sport Policy
- Safe Sport Manual and Procedures

Any document that has been revised must be submitted to Sask Sport for review.

## 11. ELIGIBLE EXPENDITURES (may include but not limited to)

### ADMINISTRATION

- **Amortization**
- **Audit**
- **Honorariums**
- **Insurance**
- **Legal**
- **Office operations** (Ex. office supplies, phone, photocopying, rent, etc.)
- **Staff relocation, recruitment and selection**
- **Staff salaries and benefits**
- **Staff travel** (Ex. mileage, meal per diem, accommodations)

## CAPACITY

- **Awards and recognition**
- **Conferences and symposiums** (Ex. hosting or sending delegates)
- **Meetings** (Annual General Meeting, board, committee, national - Ex. travel, mileage, meal per diem, accommodations)
- **Memberships** (in other organizations – Ex. Sask Sport or National Sport Organization)
- **Planning**
- **Policy development and maintenance**
- **Professional and leadership development** (board and staff)

## INTERACTION

- **Communications** (Ex. newsletters, websites, etc.)
- **Marketing and promotions**
- **Partnerships** (Ex. joint workshops/meetings/program delivery/promotions, travel etc.)

## PARTICIPATION

Expenses for activities which aim to increase involvement and develop sport at the **provincial level and below** are eligible within this area:

- **Programs** (Ex. introductory, public participation opportunities, learn- to, equity-deserving group initiatives, club development, equipment, training, facility rentals, travel, etc.)
- **Competition** (Ex. playdowns, school and club tournaments, minor sports competitions, local competitions and provincial championships, hosting, etc.)
- **Equity-deserving group initiatives** (Ex. club development, targeted programming, coach/official/leader-ship development, staff salary and/or expenses, etc.)
- **Sport medicine and science services**
- **Coaching** (Ex. provincial coach/technical staff salary and/or expenses, professional development, volunteer coaching development, clinics, honorariums, upgrading, technical materials, etc.)
- **Officials** (Ex. clinics, technical materials, rulebooks, upgrading, etc.)

## EXCELLENCE

Expenses for activities which develop the sport **beyond the provincial level (Ex. inter-provincial, national or international)** are eligible within this area:

- **Athlete Assistance**
- **Competition** (Ex. competition fees, travel, uniforms, etc.)
- **Talent Identification** (Ex. testing opportunities, athlete monitoring, athlete development plans, etc.)
- **Training** (Ex. daily training environment costs, equipment, provincial team camps, pre-competition staging camps, etc.)
- **Equity-deserving group initiatives** (Ex. athlete expenses, targeted programming, coach/official/leadership development, staff salary and/or expenses, etc.)
- **Sport medicine and science services** (Ex. Integrated Support Team meetings, team services, etc.)
- **Coaching** (Ex. provincial coach/technical staff salary and/or expenses, professional development, mentorship, volunteer coaching development, clinics, honorariums, upgrading, technical materials, etc.)
- **Officials** (Ex. clinics, professional development, travel, technical materials, etc.)

## 12. INELIGIBLE EXPENDITURES

- Capital expenditures - no support is available for construction, renovations, upgrading, maintenance or operating costs of facilities.
- Alcoholic beverages
- Cash prizes
- Off the continent travel
- Food expenditures - the intent of funding from Sask Sport is not to support food-related expenditures. Out-of-pocket meal costs for volunteers, officials, and coaches are justifiable. However, food expenses for banquets, meals for participants, etc. are ineligible. Self-help revenue or user pay must be used to cover these types of food costs.
- Expenditures that are covered by other grant funding. Two different grant sources cannot be used to pay the same dollar expense, whether those grants come from Sask Sport, the Trust Fund or any other grant provider.
- Debt repayment
- Payment of money returns owed to the Trust Fund.
- Other expenses that the Committee or Trust Fund may deem inappropriate.

### **13. PAYMENT PROCEDURES**

The Annual Funding grant will be paid in two installments. PSOs will receive their first grant payment following the satisfactory approval of the application, but no sooner than the first business day of the PSOs fiscal year start date. This payment will be based on 50 per cent of the PSOs eligible Annual Funding level.

The final Annual Funding grant amount will be paid upon satisfactory review and approval of the follow-up. The Trust Fund is required to withhold all grant payments until all required grant follow-ups are complete (including Annual Funding, MAP, and categorical grants that are due 90 days following the PSOs fiscal year end).

### **14. FOLLOW-UP PROCEDURES**

The Annual Funding follow-up must be submitted to the Trust Fund within 90 days of the PSOs fiscal year end.

The Annual Funding follow-up must be completed and submitted online at <https://www.funding.sasksport.ca>. Each PSO has a username and password to access the online follow-up. PSOs can contact Sask Sport by email at [funding@sasksport.ca](mailto:funding@sasksport.ca) if the username and password is unknown.

Sask Sport may contact PSOs for additional information if necessary.

Attachments must be uploaded online or submitted by email, mail, or in person, and must be received by the organization's follow-up deadline.

The follow-up must include the following:

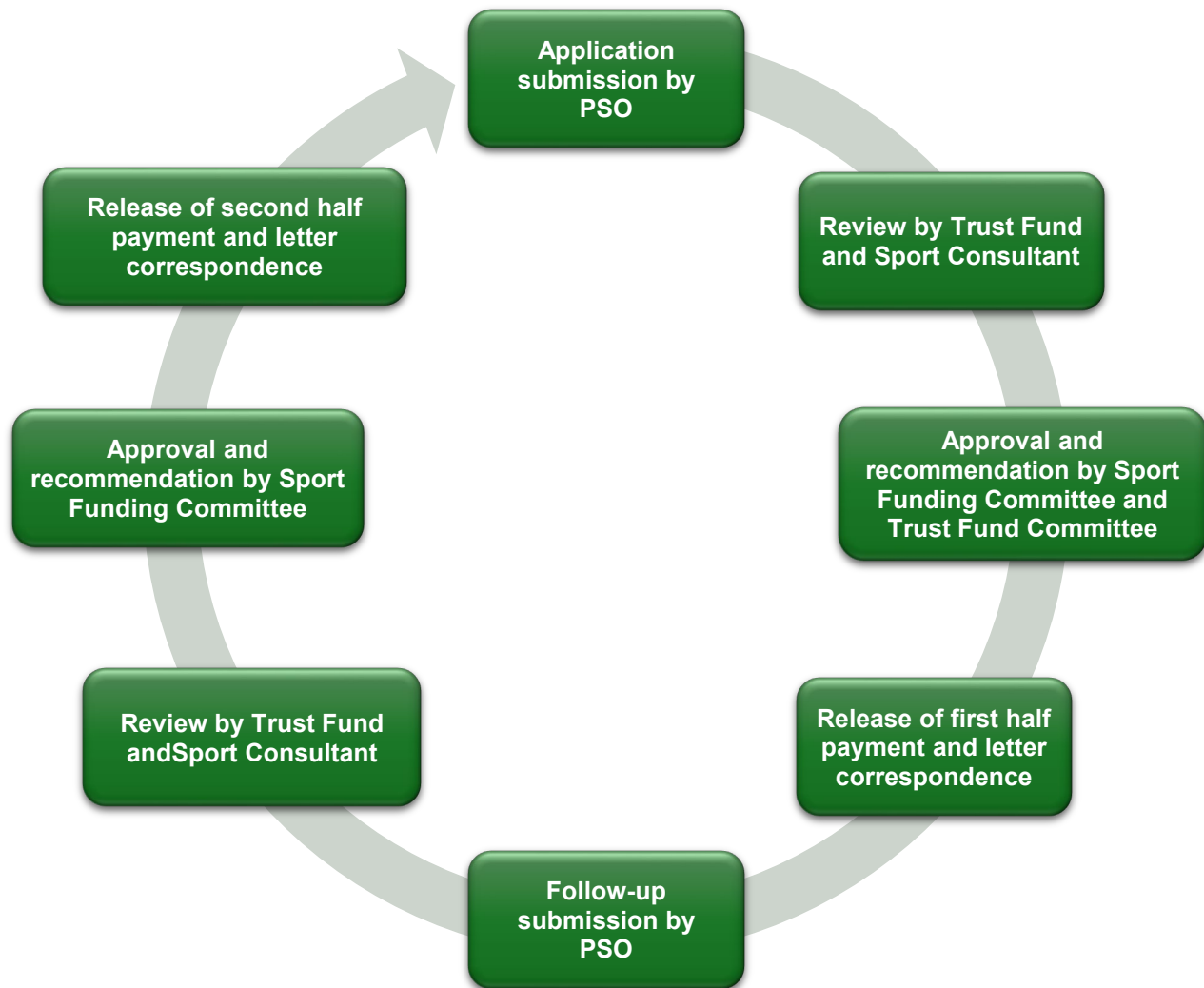
- Online Annual Funding Follow-up Report
- Audited financial statement signed by the auditor and two Board of Directors.
- Auditor's Report to Management, Audit Completion Report or Audit Findings Report outlining any concerns or suggestions reported by the auditor regarding internal controls or accounting procedures of the PSO (if provided by the auditor).
- 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 (if applicable).

## 15. EVALUATION

The evaluation of Annual Funding will have an emphasis on information provided in the follow-up report. Follow-up reporting will require clear, measurable data and qualitative insights to support the activities of an organization. Performance will also be evaluated against the expected results outlined within these guidelines.

Compliance with the minimum standards required by the Trust Fund and Sask Sport will be evaluated to ensure proper accountability and eligibility and membership requirements are maintained.

## 16. THE ANNUAL FUNDING CYCLE



## 17. APPEAL PROCESS FOR SPORT GRANTS

The appeal process to be used for all appeals regarding the Sport Funding Committee's grant decisions, including money/grant returns to the Sport Section of the Trust Fund, can be found at: [Appeal Process Sport Grants](#)

## **B. ANNUAL FUNDING ASSESSMENT**

PSOs eligible for Annual Funding through the Trust Fund are assessed every four years.

Benefits of the Annual Funding Assessment include:

- Identify where meaningful growth and improvement can be targeted to increase the effectiveness of organizations.
- Promote good practices and help to build a solid sector of PSOs.
- Provide increased evaluation and transparency within sport sector funding to help maintain membership accountability as well as public trust.
- Identify PSO contributions to provincial funding objectives regarding the use of lottery funds.
- Provide a relevant basis for adjudicating Annual Funding levels.
- Inform revisions to the Annual Funding framework based on the results of the Assessment process or to further meet provincial objectives.

Procedures for an Annual Funding Assessment are provided prior to an assessment period.

## APPENDIX A

### MULTI-YEAR STRATEGIC PLAN

As part of the Annual Funding Application process, Provincial Sport Organizations (PSOs) must submit a copy of their multi-year strategic plan. The process used to develop the plan and the planning document itself can take many forms. PSOs are encouraged to develop a strategic plan that best aligns with their organizational needs.

#### Example of Strategic Planning Stages:



To ensure consistency, the following checklist has been provided. An organization's strategic plan will be considered acceptable if it addresses the following key components within the plan.

#### Key components of a Multi-Year Strategic Plan:

- **Vision:** Describes an organization's 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 and guide an organization's behaviour and decision-making.
- **Goals/Objectives:** 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 (Ex. Capacity, Interaction, Coaching, Officials, Participation, Excellence)
- The "what" not the "how"
- SMART Principle -Specific, Measurable, Achievable, Realistic and Timely

- **Focus/Priority Areas:** Are the main topics an organization works on to reach its long-term goals. They help guide decisions, use of resources, and how success is measured.

Suggested Practices:

- Align with vision and mission
- Focus on what will have the greatest impact
- Clearly align with strategic objectives of the organization
- Develop supporting action plans

### **Action Plans (Operational)**

An action plan is a structured document that outlines the specific steps required to achieve short-term goals that support broader strategic objectives. Action plans are essential for ensuring accountability, tracking progress, and maintaining alignment between day-to-day activities and overall organizational strategy.

Action plans can be a compliment to or included in a multi-year strategic plan. Action plans should be used to drive organizational activity and as a reporting mechanism for boards and committees. This can accompany your strategic plan submission but is **not** mandatory.

### **Key components of an Action Plan:**

- Clear objectives - Align tasks with strategic goals
- Actionable tasks - Break goals into clear, manageable steps
- Responsibility assignments
- Timelines
- Identifies resources needed