

MEMORANDUM / NOTE DE SERVICE

To / Destinataires : Presidents and Executive Directors / Présidents et directeurs généraux
From / Expéditeur : Funding Model Coordinator / Coordonnateur du modèle de financement
Date : February 18, 2015 / Le 18 février 2015
Regarding / Objet : 2015/2016 Funding Application / Demande d'aide financière 2015/2016

Please find enclosed the 2015-2016 Funding Application. The form must be completed and returned with a financial statement, membership data and all other supporting documentation no later than April 15th, 2015.

The form is divided into four sections: Core Strength, Athlete Development, LTAD Alignment, and Canada Games; in order to better reward sports that have developed and implemented clear athlete development pathways that are supported by the principals of the Canadian Sport for Life (CS4L) movement.

Please note the section on LTAD Alignment is meant to reward provincial sport organizations that are transitioning towards full alignment with their sport-specific LTAD model.

If you have any questions, or simply want to ensure that your application meets its full potential, I encourage you to contact your consultant.

Vous trouverez ci-joint le formulaire de demande de financement 2015-2016. Il faut remplir le formulaire et le retourner au plus tard le 15 avril 2015. Veuillez joindre le rapport financier, des données sur les membres et toutes les autres pièces justificatives nécessaires.

Le formulaire est divisé en quatre sections : le financement de base, le développement des athlètes, l'alignement avec le DLTA, et les Jeux du Canada. L'objectif est de récompenser davantage les sports qui ont élaboré et mis en œuvre des modèles clairs de développement des athlètes répondant aux principes du mouvement « Au Canada, le sport c'est pour la vie » (ACSV).

Veuillez remarquer que la section sur l'alignement du DLTA vise à récompenser les organismes sportifs provinciaux qui sont en transition vers un alignement complet avec le modèle de DLTA propre à leurs sports.

Si vous avez des questions ou désirez simplement vous assurer que votre demande est bien remplie, veuillez communiquer avec votre conseiller ou conseillère.

Steve Harris
Sport and Recreation Branch / Direction du sport et des loisirs
(506) 453-2564
Steve.Harris@qnb.ca

Funding Model Crib Notes

Late or Incomplete Penalty

To complete the assessment process, we require complete submissions from every Provincial Sport Organization (PSO) in Funding Model I. The dollar amount per point is determined by a set budget and on the total number of points earned by all PSOs. Late or incomplete submissions can potentially delay the process, and hence delay when PSOs receive their funding. **A Penalty of 1 point per working day will be applied to late or incomplete submissions. No exceptions will be made.**

Financial Reporting

Provincial Sport Organizations are essentially rewarded for their actions and the activity that takes place. Programs that may have their own budget and bank account, such as Canada Games Teams or major competitions, should be taken into account. Financial statements of such programs should be included with your submission.

Financial Statements

Each PSO must provide the Branch with its most recent, 12-month financial statements (income statement and balance sheet). A PSO's application will not be considered complete until these statements are received.

- Please use financial data and membership data from the same fiscal year.
- The chart below will help you determine which fiscal year to use for the 2015-2016 FMI application.

Fiscal Year End	Fiscal Year required for 2015 - 2016 FMI submission	In accordance with policy 250; independent reviews or audits are required 6 months after year-end
June 30	June 30, 2014	By December 31, 2014
August 31	August 31, 2014	By February 28, 2015
September 30	September 30, 2014	By March 31, 2015
December 31	December 31, 2014	By June 30, 2015
February 28	February 28, 2015	By August 31, 2015
March 31	March 31, 2015	By September 30, 2015
April 30	* April 30, 2015 with projections	By October 31, 2015

Please note that each PSO must be in compliance with policy 250, and provide the Branch with an audited or independently reviewed financial statement within 6 months of the fiscal year-end (Please see the attached policy on financial reporting).

Verification Audit

The Sport & Recreation Branch reserves the right to do a verification audit on any funding model submission.

Balance

The long-term success of an organization will be best achieved through applying a balanced approach to development. While it might be wise for an organization to concentrate its efforts on development in one area for a short term (e.g. coaching or participation), it would be unwise to neglect organizational strength, participation, leadership development, or athlete development in the long term.

Definitions:

Paid Registered Members

A paid registered member is any athlete, coach/instructor, official or administrator who pays a fee to the provincial body to belong to that body (It could be paid to a Club who then forwards it to the PO). If requested, provincial organizations should be able to provide a list of all of their members.

Provincial Team

A provincial team is an athlete or a group of athletes selected from across the province. In most sports, the PSO selects the coach who conducts athlete identification and then brings together the selected athletes for training and competition. The characteristics of a **Provincial Team** are:

- The PSO selects the coach and manager
- The PSO holds try-outs for positions on the team,
- The PSO is responsible for managing the team,
- The PSO is responsible for the finances of the team,
- The team attends Atlantic, Eastern or National competitions.

In many team sports, club teams also represent the province at national championships but are not considered as a “Provincial Team” for the purposes of the Funding Model. Such teams are recognized in other sections.

Athletes With a Disability (AWAD)

For the purposes of the Funding Model application, athletes with a disability are participants who might be fully integrated into programs offered by the PSO; participate in Para-sport, Special Olympics, or deaf sport categories. It can also include an athlete who requires adaptive equipment, or adapted rules to participate in the sport.

Sport and Recreation Branch Funding Model – Assessment Forms

2015-2016

Provincial Organization: _____

Completed By: _____

Contact Numbers: _____

E-Mail: _____

Deadline for applications is Wednesday April 15th, 2015

Late or incomplete penalty: 1 point per working day (after April 15th)

The application is incomplete without the financial statements

Return to: heather.douthwright@gnb.ca

In adherence with Policy 250, Provincial Organization – Financial Reporting

Preparation and adoption of financial statements:

Please provide the name of the person/accountant/company that prepared the reviewed financial statements:

Please provide the date that the reviewed financial statements were approved by the Board of Directors or General Membership:

Annual General Meeting:

Please provide the date and location that the last Annual General Meeting was held:

Please provide the date and location of the next Annual General Meeting to be held:

Information Management:

If someone from the public is seeking information from your organization, whom should they contact?

Name: _____ Phone: _____ E-mail _____

Sport and Recreation Branch Funding Assessment Tool

CHECKLIST:

Please forward the following information with your Assessment Forms. Your application is incomplete without them, and as such, a **Late or Incomplete Penalty of 1 point per working day will be applied.**

- Most recently updated Constitution/Bylaws
- Most recent 12-months financial statements (income statement and balance sheet)
- Budget for existing or approaching fiscal year
- Membership breakdown (use sheet provided)
- Current Board and committee member List
- Minutes of last Annual General Meeting

Core Strength

Organizational Strength

Please rate your Provincial Sport Organization's (PSO's) performance in the following areas:

Scoring guide: ❶ = no / not really ❷ = somewhat / partially ❸ = yes / very good

Volunteers

1. The identification of the PSO's volunteer needs on the Board of Directors and committees, and the effective recruitment and orientation of individuals for all vacant positions.

❶ ❷ ❸

- | | | | |
|--|--------------------------|--------------------------|--------------------------|
| a) Last year, the organization undertook a process to identify potential vacancies on the Board, and determined the skill sets required for the Board to function optimally (e.g. expertise in marketing or fundraising or legal.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Last year, a nominating committee was struck resulting in the targeted recruitment of new Board members who were provided with key information about the organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) There is a clearly defined description for each position on the Board, including responsibilities and expectations, which were provided to new Board members. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Last year, new Board members were provided with an orientation describing the Board's operations, meeting schedule, policies and financial statements etc. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e) Volunteer requirements for committee are well defined, and effective volunteer recruitment strategies are in place. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f) Volunteers within the organization are provided with formal feedback and recognized for their efforts. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Foundation Documents

2. The adoption and adherence to effective foundation documents.

❶ ❷ ❸

- | | | | |
|--|--------------------------|--------------------------|--------------------------|
| a) The constitution and bylaws of the PSO have been reviewed within the last 3 years and have been updated as required. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) The PSO has a written code of conduct policy, including abuse and harassment and discipline, which has been reviewed and updated within the last 2 years. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) The PSO has a written conflict of interest policy that has been reviewed and updated within the last 2 years. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) The PSO has a written appeals policy that has been reviewed and updated within the last 2 years. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Process

3. The provision of service to members and potential members in both official languages.

1 2 3

- a) Key organizational documents, such as the constitution, bylaws and policies, etc. are translated into both official languages.
- b) Information on provincial: programs, camps, clinics etc is provided in both official languages.
- c) The PSO supports technical leadership clinics for coaches & officials, in the official language of their choice.
- d) At all meetings of the association, members and volunteers are encouraged to communicate in the official language of their choice.
- e) The website for the organization is available in both official languages.

4. The effectiveness of the communication within your organization in a timely and efficient manner through website, email, Skype or other means.

1 2 3

- a) The PSO has a web-site that is properly maintained and updated frequently.
- b) A calendar of important dates is included on the web-site and is distributed to the membership.
- c) The constitution, bylaws, policies and regulations are made available on the web-site and electronically.
- d) Key contact information and current list of board members is available on the web-site and electronically.

5. Conducting effective and efficient meetings.

1 2 3

- a) Agendas and support documents are distributed at least 1 to 3 days prior to all meetings (e.g. minutes, reports, etc.)
- b) Chairperson follows the set agenda, ensures there is balanced discussion, and ensures that the Board follows accepted meeting management protocol (e.g. Robert's Rules of Order, Bourinot's Rules of Order etc.)
- c) The Board moves complex items to committees for further analysis and future recommendations.
- d) The required post-meeting follow-up takes place (e.g. minutes, actions, sidebars)

6. Effective decision making.

1 2 3

- a) The Board structure ensures that the interests of all members are represented (geographically, big/small clubs, all demographics etc.)
- b) Appropriate committees are established by the Board to assist in facilitating board decision making by analyzing an issue and providing recommendations to the Board.
- c) Committees are empowered by the Board; and do carry out delegated tasks; and effectively report back to the Board.
- d) Board decisions are recorded in the minutes and effectively communicated to the membership.
- e) Action items are recorded in the minutes and are effectively implemented, and there is follow-up at the next meeting.

Planning

7. The development and circulation of a strategic plan and operational plan that were developed with input from the membership and approved by the board; that includes a budget; and that are regularly revisited and updated.

1 2 3

Strategic Plan

- a) The organization has a written 3 to 5 year strategic plan that has been developed through a consultative process with input from the membership.
- b) The organization has clear and concise, well communicated, vision and mission statements.
- c) The organization has identified and prioritized long term strategic goals.
- d) The Strategic Plan is reviewed regularly with updates distributed to the membership.

Operational Plan

- e) The board has a written operational plan that identifies short-term priorities for the next 12 to 18 months.
- f) The PSO has identified a lead person, considered budget implications, and developed timelines for each of the planned activities.
- g) The board reviews, evaluates and updates the operational on a regular basis (i.e. a standing agenda items for board meetings.).

Financial Strength

Using your most recent, 12 month financial statements

8. Report your total revenue (include all accounts and identify separately revenues from hosting major inter-provincial tournaments that are not hosted in New Brunswick on an annual basis.) **Total Revenue: \$** _____
Hosting Revenues: \$ _____
9. Calculate and write down the amount of your PO's self generated revenue (For the purpose of this assessment, self-generated revenue is the organization's total income, minus all amounts derived from the provincial government or the Centre for Coaching Education). **\$** _____
10. Calculate the percentage of your total revenue that was self-generated (self generated revenue divided by total revenue multiplied by 100). _____(%)

Participation

11. Write down the number of paid registered members that the organization had at the end of its last registration period in the following categories: (These numbers should be consistent with those provided on the membership grid)
- a) Athletes a) _____
 - b) Coaches b) _____
 - c) Officials c) _____
 - d) Other members d) _____
12. Using your most recent 12 month financial statement, report how much money was paid to your organization in the form of membership fees. **\$** _____
13. In how many regions does your organization have a registered Club, Team or Association? (see map of regions attached) _____
14. How many Clubs, Leagues and/or Associations registered with your PO last year? _____

Technical Leadership Development

Technical leadership development is the **formal** training and/or certification of learning facilitators, technical directors, coaches/instructors, and officials. Using your most recent 12 month financial statement:

15. Calculate and record how much your PO spent on its technical leadership development initiatives. This includes coaching and officials' courses or training and money spent on educational resources. Please list expenses related specifically for development related to athletes with a disability in the bottom section. These amounts must not include payments made to coaches and officials except where this was compensation for conducting coach and officials' clinics. If staff were used to instruct clinics, their salary can be included for the time spent preparing and instructing. Only include the expense of attending events if technical leadership development was the primary focus. \$ _____

**Please list the specific line items relating to Technical Leadership Development:
(Please use the table below or attach the breakdown of expenditures)**

Items:	Amount:
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
Expenses for technical leadership development specifically related to athletes with a disability.	
1.	
2.	
TOTAL:	

Expenses must be verifiable on the organizations financial statements.

16. Calculate the percentage of the PO's expenditures that were spent on technical leadership development. _____%

Coaches

17. How many coaches/instructors received formal, structured training during the past year leading to certification? (Do not include coaches/instructors attending training specifically dedicated to working with athletes with a disability as they should be reported in Q19.) _____

18. How many coaches/instructors did your PSO assist to participate in developmental experiences that do not lead to certification (i.e. mentorship programs or coach development presentations)? (Do not include coaches/instructors attending training specifically dedicated to working with athletes with a disability as they should be reported in Q19.) _____

19. How many coaches/instructors did your organization support to attend formal or informal training specifically dedicated to working with athletes with a disability? _____

Developmental Experience - Coaches _____ Number Assisted

Officials

20. How many officials received formal, structured training during the past year leading to certification? (Do not include officials attending training specifically dedicated to working with athletes with a disability as they should be reported in Q22.) _____

21. How many officials did your PSO assist to participate in developmental experiences that do not lead to certification? (e.g. mentorship programs or officials development presentations) (Do not include officials attending training specifically dedicated to working with athletes with a disability as they should be reported in Q22.) _____

22. How many officials/volunteers did your organization support to attend formal or informal training specifically dedicated to working with athletes with a disability? _____

Athlete Development

The effectiveness of a sport's athlete development model is dependent upon several factors. Canada's Long Term Athlete Development model describes many of the key considerations in building a successful sport system. Some of the factors that contribute to the success of an athlete development system include:

- The ability of the sport to recruit and retain participants
- The quality of a sport's introductory/learn-to programs
- The quality of coaches and instructors
- The quality and appropriateness of developmental programs
- A competition structure that supports rather than inhibits athlete development
- Competent officials
- Coordination and cooperation between the partners

Note: The Assessment Tool makes no distinction between dollars spent on grassroots programs and those spent on high performance. Any expenditure on a program for athletes is considered athlete development whether it is for mini-soccer or Les Jeux de la Francophonie.

Check the box or fill in the total for each of the following stages of development

- 23.** Does your provincial organization employ a **full-time staff person** whose primary responsibility is the technical leadership of athlete and coach development within your sport? Yes No
- 24.** Does your provincial organization employ a **part-time** Technical Director/Head Coach to lead athlete and coach development for New Brunswick? Yes No
- 25.** Do clubs employ a **full-time, paid** Technical Director/Head Coach to lead athlete and coach development?
None Few About Half Most All
- 26.** Do clubs employ a **part-time, paid** Technical Director/Head Coach to lead athlete and coach development?
None Some Most
- 27.** Does your provincial organization have a policy that requires all provincial teams to be led by a certified coach?
(If you answered yes, please include policy with your submission) Yes No

28. Using your most recent 12 month financial statement, calculate how much money your organization spent on its athlete/team development programs? (Include all expenses for camps, coaching, travel, tournament fees, etc. If expenditures include hosting expenses for inter-provincial events, please provide the number of athletes/teams that competed in the event and the number that were from New Brunswick.)

\$ _____

**Please list the specific line items from your income statement relating to Athlete Development:
(Please use the table below or attach the breakdown of expenditures)**

Items:	Amount:
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
Expenditures related specifically for athletes with a disability (equipment, training, athlete support, promotions and other)	
9.	
10.	
11.	
TOTAL:	

Expenses must be verifiable on the organizations financial statements.

29. Did your provincial organization have any athlete development expenditures specifically for athletes with a disability? Yes No
(If yes, please highlight this in the grid above or attach a breakdown of those Athlete development expenditures)

30. Calculate the percentage of your total expenditures used for athlete/team development programs (include camps, competitions attended, coaching and technical staff). % _____

Long Term Athlete Development (LTAD) Stages

While provincial sport organizations have a role to play in promoting participation and quality programming throughout the seven stages of the generic Canadian Sport for Life LTAD model, the primary stages for provincial coordination and programming are Train to Train and Train to Compete. Prior to these stages, clubs normally take the lead and for the Train to Win stage, National Sport Organizations take the lead.

Please align the numbers being reported with the proper LTAD stage as set out in your **sport-specific** LTAD model developed by your NSO. When answering the questions, please report programs where they best fit and **not in more than one category.**

	Train to Train	Train to Compete	Active for Life (Masters or Rec.)
31. Did your provincial organization coordinate or govern a calendar of regular competition (leagues or events) that supported the development of club athletes?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
32. Did your organization hold a provincial championship or identify provincial champions?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
33. Does your provincial organization require that a NCCP certified coach lead all N.B. athletes into provincially sanctioned competitions?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
34. How many individual athletes attended Atlantic, Eastern or National Club Championships , and were provided with a direct subsidy/financial support by your organization, or met a performance or qualifying standard? Athletes who attended two or more Championships must only be counted once. Athletes with a disability who compete in a para, Special Olympic or other disability category should only be counted below in Q35.			
35. How many athletes with a disability did your organization support to compete in the para, Special Olympics or other disability specific category of an Atlantic, Eastern Canadian or National club competition?			
36. How many individual athletes participated in provincial training camps? Athletes who participated in more than one camp must only be counted once. Athletes with a disability who compete in a para, Special Olympic or other disability category should only be counted below in Q37.			
37. How many athletes with a disability, that compete in Para, Special Olympics or other disability specific categories, participated in provincial team training camps?			
38. Did your organization select its provincial teams using written provincial team selection criteria?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
39. How many athletes were part of a provincial team selected from across the province to represent New Brunswick in an Atlantic, Eastern Canadian or national competition last year? Athletes with a disability who compete in a para, Special Olympic or other disability category should only be counted below in Q40.			

<p>40. How many athletes with a disability were part of a provincial team selected from across the province to represent New Brunswick in specific para, Special Olympics or other disability specific categories of an Atlantic, Eastern Canadian or national competition last year.</p>		
<p>41. How many days did your provincial team athletes spend together in training and competition? (Add together the days of each age category).</p>		
<p>42. During the past 12 months, in how many different calendar months did your provincial team athletes meet to train and compete under the guidance of their provincial team coach?</p>		

For question 39 to 41, please provide a brief description of the activity and the actual calendar of dates.

Brief description of the activities (Q39 to Q41) (e.g. Training Camp in Fredericton - Dec. 3-4, 2014)	Dates:	Under guidance provincial coach (Q42)	
		Yes	No
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			

Please use the grid at the end of this section or attach the information.

	Train to Train	Train to Compete
43. Provide the names of provincial teams or provincial team athletes who achieved a top 3 finish at the most recent national championships or were named to a national team.	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.
	6.	6.

Train to Win	Q44.) Name of Athletes	Q45.) Trained in NB
44. Using your National Sport Organization's, sport-specific LTAD model as a guide, list the athletes who are members of your PSO, believed to be in the Train to Win stage of development. (Typically, these Athletes would be on the Canadian senior national team and represent Canada abroad). ----- 45. Of the Train to Win athletes identified in the previous question, indicate those who train predominantly in New Brunswick.	1.	
	2.	
	3.	
	4.	
	5.	
	6.	

46. Please describe any type of support, programs or development opportunities that the PSO provided to any of the identified **Train to Win** athletes.

Canadian Sport for Life – Long-term Athlete Development Alignment

Over the past four years, funding has been available to provincial sport organizations (PSOs) and clubs to support alignment with each sport’s long-term athlete development model. As PSOs make the transition towards full alignment with their sport’s CS4L LTAD model, funding from the Branch’s LTAD funding is being transitioned into Funding Model I. PSOs that are well on their way to alignment following major changes will receive funding directly through the Funding Model to assist with their ongoing efforts. Organizations that have made significant progress, but still have work to do may receive some funding towards their ongoing efforts and some based on their planned initiatives for this year. The remaining organizations will receive funding based on their plans for this year, or funding will be held in reserve pending plans for new initiatives developed during the year. This is the same process that was used last year.

Summary of what your organization has done to align with its Long-term Athlete Development Model

Please summarise what your organization has done over the last 4 years to align your sport with its LTAD model in New Brunswick in the following categories.

Planning:

Education (leadership, parents, coaches, athletes, etc)

Provincial Team Programs:

System of Competition:

Club Alignment (i.e. adopting national programs):

Do you have any specific plans for further alignment in 2015/2016?

If yes, please describe:

Canada Games Section

To be eligible to receive points from this section of the assessment tool, provincial organizations must be in compliance with Policy 532 Team NB Sport Eligibility - Canada Games. This policy can be found at: <http://www.gnb.ca/0131/performance-e.asp> In particular, provincial organizations must meet the deadlines established below.

7.1 Team Plan

All provincial organizations are required to submit detailed team plans, and forecasted budgets (revenue & expenses).

7.2 Athlete Selection Criteria

All provincial organizations must develop a written policy on athlete selection, which has approval by the Board, and ensures a fair and open try out process for the team. **A copy of this document must be submitted to the Sport, Recreation and Active Living Branch.**

7.3 Coach / Manager Selection

All provincial organizations will appoint a coach(es) and manager according to their respective sport's technical package.

Specific Deadlines

For those POs intending to participate at the Winnipeg Summer Games 2017, your team plan, team contact and athlete selection criteria are due with or before this application.

47. Projected team size: _____
48. Team position at last Canada Games: Male _____ Female _____
49. Medals won at last Canada Games: _____
50. How many Para and Special Olympic athletes competed for you in your last Canada Games? _____

Provincial Membership Information

Name of PSO: _____

Year: _____

Region	Number of Clubs or Associations by region	Number of paid registered athletes by region		Number coaches by region		Number of officials by region	
		M	F	M	F	M	F
1. Republic							
2. Western Valley							
3. Capital							
4. Fundy							
5. South East							
6. Miramichi-Kent							
7. Chaleur							
8. Restigouche							
Sub-Totals							
Totals							

Paid Registered Members

A paid registered member is any athlete, coach/instructor, official or administrator who pays a fee to the provincial body to belong to that body (It could be paid to a Club who then forwards it to the PO). If requested, provincial organizations should be able to provide a list of all of their members.

The membership grid will be the primary source of total numbers.

Please use these totals to answer questions 11a, 11b, & 11c