



JUNIOR PROGRAM – FUNDING POLICY

A. Purpose

Saskatchewan Squash Inc. (SSI) has developed this junior program funding policy to support the province's junior squash programs as they foster participation and skill development for squash players under the age of 19.

B. Background

To further this Policy's stated purpose, SSI has developed a grant-based system. Instead of allocating funds based only on enrollment or other numeric indicators, SSI now allocates funds based on a holistic review of the applicant junior program, as described in its detailed grant application.

Funding decisions will be made by the SSI Junior Committee, which will consider the merits of each grant application independently from each other. To facilitate cooperation among junior programs, SSI will no longer divide a defined quantum of funding among all applicant programs. Allocations will rather be made on the basis of SSI's annual financial picture and the quality of the grant applications received, which means total funding distributed may vary from year to year. An increase in funding to one junior program no longer means a decrease in funding to another junior program.

C. Procedure

SSI allocates junior funding on an annual basis, and evaluates grant proposals once per year.

To receive junior funding under this Policy, applicant junior programs must submit complete funding applications to the Executive Director of SSI by a date determined by SSI. Applications are to be structured in accordance with **Appendix I** of this Policy.

The SSI Junior Committee will then assess each completed application, and will allocate funding accordingly. It reserves the right to request additional information or documentation from each applicant junior program to facilitate such assessment.

SSI will communicate the result of each funding decision to each applicant junior program by a date determined by SSI. SSI will provide each applicant junior program with a brief written decision explaining its funding decision with respect to that program.

SSI will then distribute to each successful applicant junior program funds amounting to 50% of the total fund allocated to that junior program for the entire year.

On a date determined by SSI, each funding recipient will submit a mid-season follow-up report. The follow-up report is to be structured in accordance with **Appendix II** of this Policy, as modified by any communication about the content of the follow-up report between the funding recipient and SSI.

If the SSI Junior Committee is satisfied with the content of the mid-season follow-up report, it will distribute the remaining 50% of funds owed to the funding recipient. If the SSI Junior Committee is not satisfied with the content of the mid-season follow-up report, it will request additional information or documentation. If, after receiving the supplemental material, the SSI Junior Committee is still not satisfied with the content of the mid-season follow-up report, it will not distribute the remaining 50% of funds owed but will provide a brief written decision stating its reasons for withholding the remaining 50% of funds owed. Such a decision is to be made by the SSI Junior Committee in its sole discretion, is final, and cannot be appealed. The SSI Junior Committee may consider such failures on the part of the funding recipient when assessing future junior funding applications made by the same junior program.

By a date determined by SSI, each funding recipient will submit a season-end follow-up report. The follow-up report is to be structured in accordance with **Appendix II** of this Policy, as modified by any communication about the content of the follow-up report between the funding recipient and SSI.

If the SSI Junior Committee is not satisfied with the content of the season-end follow-up report, it will request additional information or documentation. If, after receiving the supplemental material, the SSI Junior Committee is still not satisfied with the content of the season-end follow-up report, it may consider such failures on the part of the funding recipient when assessing future junior funding applications made by the same junior program.

D. Assessment

All decisions required by this Policy are to be made by the SSI Junior Committee in its sole discretion. Such decisions are final, and cannot be appealed.

In making its funding decisions, the SSI Junior Committee must consider:

- i. The application submitted by each applicant junior program under this policy. In making its funding decisions, the SSI Junior Committee may consider:
 - i. Past applications and follow-up reports provided by each applicant junior program; and
 - ii. Any other information the SSI Junior Committee deems important.

E. Liability

In no event shall SSI be liable for any direct, indirect, incidental, punitive or consequential damages of any kind whatsoever with respect to funding or grant support described herein. Any club, league or recipient of any funds or grants will indemnify and hold harmless SSI from any and all claims, liability, losses, demands, suits, expenses, awards, fines, fees (including court cost and lawyer fees) arising out of or related to funding or grant support described herein, including any claims of negligence. This indemnity will continue in force indefinitely. By applying for funding under this Policy, each applicant junior program is declaring that they have read this Policy, and agree that SSI shall not be held liable for any direct, indirect, incidental, punitive or consequential damages of any kind whatsoever with respect to funding or grant support described herein.

APPENDIX I – Content of Application

- A. To apply for an SSI Junior Program grant, applicant junior programs must submit a thorough and detailed application that follows the following guidelines:
- The application must contain at least five parts: one titled “Financial Information”; one titled “Business Organization”; one titled “Programming Offered”; one titled “Junior Athletes Served”; and one titled “Program Goals”. The guidelines that follow indicate the information that should be provided in each of these five parts; each part must contain all of the requested information.
 - The application may include any additional information or documentation the applicant believes 1) is relevant to their application, and 2) would be helpful to the SSI Junior Committee’s assessment.
- B. Parts to be included in each Junior Program grant application, and the information to be included in each part, are as follows:

PART I: Financial Information

In this part of their application, applicant junior programs are to set out the following in detail:

- Anticipated expenses for the upcoming season, including but not limited to: equipment costs, court rental fees, coaching and administrative fees, and travel subsidies given to junior athletes
- Anticipated revenue for the upcoming season, other than that expected from SSI, including but not limited to: other grants, and fees to be collected from junior athletes (include the number of athletes, and how much money is paid to the program on behalf of each athlete, either by their parents or by programs such as KidSport; funds such as Elite Athlete Assistance that are paid to the junior and not to the program are not to be included; non-monetary benefits received by the applicant junior program do not need to be included).
- The amount of Junior Program grant requested of SSI, and where those funds would be spent if they are received

Please note that applicant junior programs are expected to maintain a detailed accounting of their budget to be provided to SSI with the requested follow-up report. Receipts and coaching timesheets will be expected.

In assessing this part of the applications received, the SSI Junior Committee:

- Will determine the extent of each applicant junior program’s need;
- Will view applicants favourably if they have other forms of income, and are not entirely reliant on SSI funding; and
- Will consider the percentage of expenditure expected to be spent on coaching expenses, and the percentage of expenditure expected to be spent on other expenses.

PART II: Business Organization

In this part of their application, applicant junior programs are to set out the following in detail:

- Their business organization, for example whether it operates as a non-profit corporation, partnership, or sole proprietorship
- Any system of financial oversight that is in place, for example whether programming is overseen by a parent committee or whether program finances are regularly audited

In assessing this part of the applications received, the SSI Junior Committee:

- Will view favourably any and all measures in place to promote transparency, oversight, and accountability.

PART III: Programming Offered

In this part of their application, applicant junior programs are to set out the following in detail:

- A description of the lessons they provide, including but not limited to:
 - o The number of weeks per year they offer lessons;
 - o The number of lessons offered each week;
 - o The duration(s) of the lessons offered each week;
 - o The number of junior athletes typically on court during each lesson, specifically the ratio between junior athletes and coaches expected; and
 - o The qualifications and experience level of the coaches that offer these lessons.
- A description of all other programming offered, if programming offered goes beyond lessons, such as accompanying junior athletes to tournaments, or bringing in guest coaches for fitness or nutritional training

Please note that applicant junior programs are expected to maintain detailed documentation relating to the programming they actually offered, to be provided to SSI with the requested follow-up report.

In assessing this part of the applications received, the SSI Junior Committee:

- Is interested in determining the quality of the programming offered;
- Will view favourably programs that offer lessons with a high coach to junior athlete ratio;
- Will view favourably programs that offer lessons by more experienced and qualified coaches; and
- Will view favourably programs that offer more extensive programming.

PART IV: Junior Athletes Served

In this part of their application, applicant junior programs are to set out the following in detail:

- If applicable, the number of and names of junior athletes 1) who are members of SSI and 2) who participated in their programming during the previous season, if the applicant junior program operated during the previous season
- The names of and number of junior athletes 1) who are anticipated to be members of SSI and 2) who are anticipated to participate in their programming during the year to which this application relates
- A brief description of each junior athlete mentioned in this part of the application, including:
 - o The number of lessons attended by that athlete;
 - o The number of tournaments attended by that athlete;
 - o That athlete's provincial and national ranking, if applicable; and
 - o Whether that athlete has any attributes that makes them particularly deserving of SSI's support, for example because they are members of an "Under-Represented Group" that SSI is actively seeking to support through its Equity and Inclusion Policy.

Please note that applicant junior programs are expected to maintain detailed roster information, to be provided to SSI with the requested follow-up report.

In assessing this critically important part of the applications received, the SSI Junior Committee:

- Will be mindful of the fact that different junior programs may serve very different but equally important purposes, for example some might be focused on grassroots development, some might be focused on serving under-represented groups, and some might be focused on training competitive athletes;
- Will view favourably programs that offer programming to devoted junior athletes who train frequently, participate broadly, and who are improving their skills and rankings;
- Will view favourably programs that offer programming to members of an "Under-Represented Group"; and
- Will view favourably programs that offer lessons to a higher quantity of junior athletes.

Part V: Program Goals

In this part of their application, applicant junior programs are to set out the following in detail:

- Medium and long term goals for their program and their junior athletes, including what steps they are taking toward achieving these goals, and how they intend to measure their progress toward achieving these goals

In assessing this part of the applications received, the SSI Junior Committee:

- Will view favourably programs that have defined medium to long term goals;
and
- Will view favourably programs that have plans for achieving these goals.

APPENDIX II – Content of Follow-Up Reports

Each follow-up report is to include a general update on all information provided in the recipient junior program's application, including but not limited to:

- Anticipated revenue and expenses for the remainder of the season
- Actual revenue and expenses for the season up until the date the follow-up report is submitted; all sources of revenue must be disclosed, and by submitting a follow-up report each program is declaring that their statement of revenue is to the best of their knowledge accurate
- A description of the programming offered during the season up until the date the follow-up report is submitted, particularly if the programming actually offered differs from the programming expected to be offered when the initial application was submitted
- A description of the junior athletes served, including attendance information

APPENDIX III – Estimated Timeline

Late August – Applications due

Mid-September – Funding decisions announced; First 50% of funding distributed

Early January – Mid-season follow-up report due

Late January – Second 50% of funding distributed

Late April – Season-end follow-up report due