

## SASK LOTTERIES COMMUNITY GRANT PROGRAM

*Investing in Sport, Culture and Recreation*

### 2024 Guidelines & Application Package

APPLICATION DEADLINE IS:  
**January 11, 2024**

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#### TABLE OF CONTENTS

1.	Program Purpose .....	2
2.	Eligibility.....	2
a)	Eligible Organizations .....	2
b)	Ineligible Organizations.....	2
c)	Eligible Programs .....	2
d)	Ineligible Programs .....	3
e)	Eligible Expenses.....	3
f)	Ineligible Expenses .....	3
3.	Funding.....	3
4.	Application Process .....	3
5.	Evaluation Criteria .....	4
6.	Approval Process .....	5
7.	Post Approval .....	5
a)	Recognition .....	5
b)	Initial Payment.....	5
c)	Follow-up Report.....	5
d)	Final Payment .....	5
	Application Form .....	A1

## 1. Program Purpose

The Sask Lotteries Trust Fund was created by volunteers in 1974. The Trust Fund revenue is generated through the sale of Sask Lottery tickets. Throughout Saskatchewan over 12,000 sport, culture, recreation and community groups benefit from the Trust Fund.

The Sask Lotteries Community Grant Program (SLCGP) assists in the development of sport, culture and recreation programs by providing funds to non-profit community organizations operated by volunteers. The City of Regina administers the grant for community groups in Regina, on behalf of Sask Lotteries.

The goal of this grant program is to get people involved in sport, culture and recreation activities especially those activities which encourage participation by under-represented populations in our community:

- children and teenagers (especially youth at risk)
- economically disadvantaged
- inactive seniors
- persons with a disability
- single parent families; and
- women

## 2. Eligibility

### a) Eligible Organizations

- Organizations must be a **registered non-profit community organization** that is **operating with an active status**, and that **has been incorporated for at least one year at the time of application submission**. A copy of your organization's current Profile Report from the Corporate Registry must be attached to your application. The Profile Report must have been printed from the Information Services Corporation (ISC) website not more than 30 days prior to submission of the application
- The organization must have appropriate liability and participants' insurance in place for programs funded through this grant.

### b) Ineligible Organizations

- Organizations that have a deficit or projected deficit;
- Organizations that have not met the terms and conditions of any funding program administered by the City of Regina.

### c) Eligible Programs

- Programs must have sport, culture and/or recreation as their main focus.
- Programs directed at under-represented populations.
- Programs that have the direct involvement of under-represented populations in the planning, operating and evaluation of activities supported by the grant.
- Programs must occur in Regina unless an activity or facility is not offered in Regina. For those activities outside Regina participants of the program must be primarily (or 80 percent) Regina residents.
- Programs must occur between **April 1, 2024 and February 28, 2025**.
- The majority of program participants must be Regina residents.
- **Programs must be open to the general public** and not discriminate on the basis of age, economic status, physical or mental ability, race, religion, gender or ethnicity.
  - ☐ *A low priority is given to program funding requests from organizations that serve a small, restricted group of people, rather than the general public. Examples include requests from a daycare, gymnastics club, band, etc.*

**d) Ineligible Programs**

- Capital development projects such as playground development, athletic field, park or facility developments.
- Retroactive funding.
- Programs that have an educational, social service, career development or life-skills focus, including literacy, career counseling, résumé writing, computer or Internet classes, cooking, disease prevention, parenting, et cetera.
- Staff development or training.
- Fundraising activities or show and sale events.
- Funding for hosting or attending a conference.

**di) Eligible Expenses**

- Expenditures must be **directly related** to the delivery of a sport, culture or recreation program.
- Funding may be requested for minor program equipment, supplies, instructor wages, facility rental and other direct program costs.
- Taxi, bus or vehicle rental costs for travel may be approved if transportation is essential to the success of the program.
- **Eligible employment expenditures** must be no more than 35 hours a week and no more than 90 days in a grant period (or 455 hours in a grant period). ***Please check if it eligible employment expenditure with the Community Investments team.***
- Expenditures must occur within the grant period of **April 1, 2024 to February 28, 2025.**

**dii) Ineligible Expenses**

- Construction, renovation, retrofit and repairs to buildings/facilities (this includes fixing doors, shingling roofs, installing flooring, moving/hauling dirt, etc.)
- Property taxes
- Insurance
- Alcoholic beverages
- Per Diems / Day Money
- Food or food related costs (this includes catering supplies, coffee pots, coffee, BBQs, food for crafts, etc.)
- Membership fees in other lottery funded organizations
- Prizes, cash, gifts, awards, honorariums, trophies, plaques and badges
- Donations
- Subsidization of wages for full-time employees
- Uniforms or personal items such as sweatbands, hats, t-shirts, costumes, and athletic equipment which will be used by only one individual
- Private vehicles and related expenses
- Maintenance and operation costs of facilities
- Entertainment (movies, arcades, fairs, shows, etc.) and activities where the participant is only a spectator rather than an active participant
- General administrative or operational expenses
- Grant funding is not meant to provide subsidization of basic ongoing programs, clubs, bands, leagues, et cetera as these costs should be covered within an organization's budget

**3. Funding**

- For 2024, eligible organizations may request a **maximum of \$30,000**. *This funding amount is being trialled again for 2024 and is subject to change.*
- Funding may be requested for one program or multiple programs. Multiple program requests must be submitted through separate applications.
- **There is no guarantee of funding. Applications may result in full, partial or no funding.**

**4. Application Process**

- **Application deadline is January 11, 2024 at 4:45 p.m.**
- Late applications will not be accepted.
- *Incomplete applications will not be forwarded to Adjudication for consideration.*

Organizations may submit their application(s) and all applicable attachments through electronic transmission, mail or hand delivered to City Hall.

**Mail or Hand Delivered**

Parks, Recreation & Cultural Services – Attn: Community Investments  
6th Floor, City Hall  
PO Box 1790  
Regina, SK S4P 3C8

**Electronic:**

Applications and attachments provided electronically are to be sent to:

[communityinvestments@regina.ca](mailto:communityinvestments@regina.ca)

All documents are required to be in a PDF, MS Word or Excel format.

**Please Note:** CIGP application forms found on Regina.ca/grants are developed as a fillable PDF. As part of the fillable PDF application, the forms offer editable text, as well as scrollable text boxes in order to encompass all relevant information when providing responses to the questions on the application. To ensure your application includes all information, please submit the *original fillable pdf application*.

Questions about the guidelines and/or application may be directed to: 306-777-7507 or [communityinvestments@regina.ca](mailto:communityinvestments@regina.ca).

**5. Evaluation Criteria**

Applications are evaluated and ranked using these criteria:

- **Organization:**
  - History and current state of the organization as an incorporated non-profit organization.
  - Insurance in place.
  - Mandate of the organization.
  - Accomplishments of the organization.
  - Ability of the organization to undertake, manage and complete the proposed program.
  - Financial status of the organization.
  - Quality of the application and the completeness of the proposal.
- **Program Merit:**
  - Extent to which the program supports the purpose of the grant.
  - Objectives of the program.
  - Participation by under-represented populations.
  - Quality of the proposed program. Well planned and organized program.
  - Grass roots program.
  - Number of program hours offered.
  - Program budget.
- **Community Need**
  - Program need
  - Continuation of an existing program or a new program.
  - Unique program.
  - Community support.
- **Community Impact:**
  - How the success of program will be determined; evaluation methods.
  - Program benefits – For the community? – For the participants?
  - Past program evaluation results.
  - Number of participants that will benefit.
- **Accessibility**
  - Program is open to the general public.
  - Barriers removed by design of the program.
  - Barriers not removed by design of the program.
  - Transportation and equipment costs.

➤ **Financial Need**

- Financial need of the organization.
- Why this grant funding is needed.
- Impact if the program does not receive this grant.
- Ability of the organization to complete the project without financial assistance from this grant.
- Other grant funding applied for and/or confirmed.

**6. Approval Process**

The Sask Lotteries Community Grant Program (SLCGP) Review Committee is composed of volunteers from the community. The mandate of the Committee is to adjudicate the applications and provide recommendations to City Administration. The authority to approve SLCGP funding has been delegated to the Director, Parks, Recreation & Cultural Services or designate, by City Council.

The questions on the application form provide a framework for the applicant to provide detail regarding the purpose, impact, scope and importance of the proposed program.

The review, adjudication and approval process take approximately twelve (12) weeks. All applicants will be notified in writing of the results.

Your organization is required to follow all City of Regina policies, bylaws and permits.

**7. Post Approval**

**a) Recognition**

Organizations that are approved for funding must publicly acknowledge Sask Lotteries within their activities. Logos and additional information will be provided to the approved funding groups along with the notification of grant approval.

**b) Initial Payment**

An initial payment of 80 per cent of the approved funding is made following approval of requests and after the City of Regina receives the funding from Saskatchewan Lotteries.

**c) Follow-up Report**

The Follow-up Report must be submitted to the City of Regina within one (1) month of the completion of the program or by March 31, 2025, whichever occurs first. ***Failure to meet this deadline will jeopardize the final grant payment and future City of Regina grant funding requests.***

The Follow-up Report must include a list of actual expenditures for the program verified with copies of receipts. Cheque request forms and general ledger printouts are not eligible for verification of expenses. All receipts must be dated within the grant funding period. A description of how Sask Lotteries was publicly acknowledged as a source of funds for the program is also required.

Funding recognition materials can be found at <https://www.sasklotteries.ca/about-us/funding-recognition.htm>

**d) Final Payment**

The final 20 per cent of the approved funding will be released after the organization has completed the program, submitted the Follow-up Report, and the Report has been reviewed and approved by the City of Regina.



## SASK LOTTERIES COMMUNITY GRANT PROGRAM 2024 APPLICATION FORM

*Please complete all sections of this form in the space provided.*

This application is for one-time funding for programs occurring between **April 1, 2024 and February 28, 2025.**

Submit your applications along with the required attachments via email to [communityinvestments@regina.ca](mailto:communityinvestments@regina.ca) or mail/hand deliver to:

**Attn: Community Investments**  
Parks, Recreation & Cultural Services  
6th Floor, City Hall  
PO Box 1790  
Regina, SK S4P 3C8

### ORGANIZATION

- Organization's**
1. **Legal Name:** \_\_\_\_\_ Postal Code \_\_\_\_\_  
Mailing Address: \_\_\_\_\_
  2. **Contact Person:** \_\_\_\_\_  
Mailing Address: \_\_\_\_\_ Postal Code \_\_\_\_\_  
Telephone No: \_\_\_\_\_  
E-mail: \_\_\_\_\_
  3. **Alternate Contact:** \_\_\_\_\_  
Mailing Address: \_\_\_\_\_ Postal Code \_\_\_\_\_  
Telephone No: \_\_\_\_\_  
E-mail: \_\_\_\_\_
  4. **Program Name:** \_\_\_\_\_
  5. **Amount of Request:** \$ \_\_\_\_\_ **(Maximum \$30,000)**

**Attachments** (number all attachments to correspond with this list):

- ☐ #1 – Current **Profile Report** from the **Corporate Registry of Information Services Corporation (ISC)**; the Profile Report must have been printed from the ISC website not more than 30 days prior to submission of the application.
- ☐ #2 – **Most recent audited annual financial statements**, as presented at the last Annual General Meeting. This includes an income statement and a balance sheet. *If the financial statements are not audited, then the unaudited financial statements must be signed and certified correct by two members of the Board of Directors.*

- ☐ #3 – **Copy of Insurance Policy** – The organization must have appropriate liability and participants' insurance in place for programs funded through this grant. The copy of Insurance Policy should include the policy number, the insurer, amount of coverage and current expiry or policy renewal date.
  - ☐ #4 – **Logic model** (if available).
  - ☐ #5 – **Program Budget**, which includes a list of estimated expenditures, revenues, other confirmed funding sources, sponsorships, and in-kind donations. *The excel Budget Template can be found on [regina.ca/grants.ca](http://regina.ca/grants.ca) under Saskatchewan Lotteries or by contacting [communityinvestments@regina.ca](mailto:communityinvestments@regina.ca).*
  - ☐ #6 – **Optional:** Up to four letters of support from partners or testimonials from individuals.
6. Does your organization have appropriate liability and participants' insurance in place for this program? **Please provide a copy of the insurance policy (labeled as #3 noted above).**
- ☐ Yes ☐ No
7. What is the mandate of your organization? What are the goals of your organization?

8. What are some of the significant accomplishments and successful programs of your organization over the past three years?

**PROGRAM MERIT**

9. Which of the following categories would you consider your program to be? (choose all that apply)

- ☐ Sport                      ☐ Recreation                      ☐ Culture: ☐ cultural celebration  
☐ performing arts  
☐ heritage  
☐ arts & crafts  
☐ literary  
☐ cultural awareness  
☐ music



10. Provide a complete program description. Include detailed information on what activities are planned, the cost for each activity, equipment required, etc.

11. What are the program objectives?

12. Is the program planned for participants from one of the following under-represented groups?

☐ Yes ☐ No

If yes, which group or groups – check all that apply:

☐ Children and teenagers (especially youth at risk)

☐ Economically disadvantaged

☐ Inactive seniors

☐ Persons with a disability

☐ Single parent families

☐ Women

13. How were individuals from these under-represented populations involved in the planning, operations and evaluation of this program?

14. a) What is the program start date?

b) What is the program end date?

c) How many weeks is the program?

d) What days is the program offered?

e) What time is the program offered?

f) Total number of program hours?

g) What is the program location(s)?

15. What are the ages of the participants?

16. Is there a cost for participants to participate?

☐ Yes – Explain the fees:

☐ No – Explain why:

17. How is your organization contributing to the program?

**COMMUNITY NEED**

18. Why is this program needed?

19. How did you determine this need exists?

20. Has this program been offered before? ☐ Yes ☐ No

21. What is unique about this program? How is it different from other existing programs?

22. If applicable, what other organizations offer a similar program?

23. If this program is a duplication of an existing program, why is the duplication needed?

24. Summarize the feedback you've received from the community that demonstrates the community is supportive of the program. (*Up to four letters of support may be included and labeled as attachment #5.*)

## COMMUNITY IMPACT

**Note:** If applicable and *in lieu of responding to questions #25 and #26, please attach a logic model, labeled as attachment #4.*

25. What outcomes (impacts, benefits, results – e.g., increased skill, increased knowledge, etc.) do you expect to achieve by offering this program?
26. What key performance indicators (outputs – e.g., number of people benefitting, number of people that attend, etc.) will you use to determine the success of the program?
27. How many participants will take part in this program?
- a) Anticipated # of participants/day?
- b) Anticipated # of total participants? (      /day x      of days) =  
total participant(s).
28. If this is a repeat program, provide evaluation data that demonstrates the impact of the past program.

**ACCESSIBILITY**

29. Is this program open to the public? ☐ Yes ☐ No

30. Describe how this program is accessible to the public and who can participate.

31. What barriers (e.g. cost, transportation, etc.) have been addressed, reduced or eliminated in the design of this program?

32. What barriers have not been removed in the design of this program?

33. What are the transportation costs? Who endures these costs?

34. What are the equipment costs? Who endures these costs?

## **FINANCIAL NEED**

35. Why is Sask Lotteries Community Grant funding needed?

36. What will the impact be if the program does not receive this grant?

## **37. Program Budget**

**Note:** *The Excel Budget Template can be found on [www.regina.ca/grants](http://www.regina.ca/grants) under Sask Lotteries or by contacting [communityinvestments@regina.ca](mailto:communityinvestments@regina.ca). Please complete and attach to this application.*

# APPLICATION AGREEMENT

**Applicant.** For the purposes of this agreement the Applicant shall mean the corporate entity, individual or group of individuals who are applying for the grant as named on the application and supporting documents. Should an unincorporated entity be named as the applicant, any individual who signs this application shall be deemed to be the Applicant. Groups of individuals who are an Applicant shall be jointly and severally liable for the purposes of this Agreement.

**Use of Money.** The Applicant agrees to use any money or services provided to the Applicant only in the manner set out in this application (including supporting documents) and agrees to comply with the Grant Guidelines and any conditions as set out in the approval letter issued by the City of Regina (City). The City reserves the right to demand, at any time, the return of any monies or a portion of the monies, and the Applicant agrees to return the monies, if the Applicant: does not comply with the conditions set out in this application or the approval letter, uses the money in a manner that, in the opinion of the City, is inconsistent with the objectives of the Program, does not use the money in accordance with the description of the intended use of the money as set out in this application, if the Applicant made a material misrepresentation in the application, if the Applicant did not use all of the money or if the Applicant used the money for something not described in this application without the written consent of the City.

**Compliance with Bylaws and Policies.** Applicants receiving funding from the City must abide by City's bylaws, policies and procedures. An Applicant that has breached a City bylaw will lose, if applicable, any outstanding payment and/or unused funds following the initial breach of a bylaw. Subsequent incidents will result in the Applicant being ineligible for grants in the future. If an Applicant has been advised of a City policy or procedure and does not comply with it, then this breach will be treated in the same manner as a breach of a City bylaw.

**Freedom of Information and Protection of Privacy.** The City is committed to protecting the privacy and confidentiality of personal information. All personal information that is collected by the City is done so in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*. The information collected in this application will be used to administer the Program. De-identified, aggregate information will be used by City for program planning and evaluation. This application will be distributed to the adjudicators of the Program.

**Indemnification.** The City's role is limited to providing the Grant to the Applicant and promoting activities funded by the City. The Applicant agrees that the City shall not be liable for any activity carried out by the Applicant. The Applicant is responsible to determine if it has adequate insurance for its activities. The Applicant agrees to fully indemnify the City, including its officers, agents, employees and affiliates, and hold each of them harmless from and against any and all claims, demands, suits, causes of action, losses, damages, liabilities and costs relating to, arising out of, or connected to, directly or indirectly, with the Applicant's activities under this Agreement including, without limitation and no matter when asserted, claims relating to: the injury (physical or psychological) or death of any person; and damages to or loss of any property, excluding claims resulting from an act or omission amounting to the City's negligence or breach of contract to the extent attributable to the City.

**Representations.** In making this application, I the undersigned hereby represent to the City and declare that to the best of my knowledge and belief, the information provided in this application and the related supporting documents are truthful and accurate. In the case of a corporate entity or partnership I represent that I have the authority to bind the corporate entity or partnership.

Where the Applicant is a group of individuals each individual must sign the application.

**Two signatures are required:**

Board Member Name (print)	Signature	Position	Date
Board Member or Executive Director Name (print)	Signature	Position	Date



## Glossary of Common Terms

**Accessible:** A general term used to describe the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Accessibility can be viewed as outreach activities, the "ability to access" and benefit from the activity, service or physical space. Improving accessibility involves removing economic, physical, cultural and transportation barriers to participation in programs, projects and facilities.

**Affordable:** A measure of whether residents have access to sufficient resources to participate fully in society, and whether programs, services and activities are priced to allow residents from all income levels the opportunity to participate.

**Art:** The expression and application of creativity. (e.g. studio arts, film & video, theatre, music, dance and literary arts).

**Arts (the Arts):** The mechanisms that support and promote art and artists (film production crews, cultural offices, arts administrators, artists, technicians. The expression or application of human creative skill and imagination (e.g. painting, print-making, drawing, sculpture, crafts, photography, film and video, theatre, music, literary arts, dance). It includes original, creative interpretation and facsimile reproduction and distribution, in addition to cultural industries - publishing, film, sound recording, video and audio-visual broadcasting.

**Artist:** Any person who creates or gives creative expression to, or re-creates works of art, who considers their artistic creation to be an essential part of their life, who contributes in this way to the development of art and culture and who is or asks to be recognized as an artist, whether or not they are bound by any relations of employment or association.

**Capital projects:** Projects that encompass capital development projects, including new construction, renovation, and/or expansion of a facility. Also includes capital equipment required for a program (bleachers, portable stage, etc.).

**Community Associations:** Volunteer non-profit organizations that plan and provide sport and recreation, arts and culture, and social programs for residents in a particular geographic area (neighborhood).

**Core/Primary:** This term can be defined as functions of an organization that are critical and most closely related to achieving the organizations mandate.

**Culture:** The whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes creative expression (e.g. oral history, language, literature, performing arts, fine arts and crafts), community practices (e.g. traditional healing methods, traditional natural resource management, celebrations and patterns of social interaction that contribute to group and individual welfare and identity), and material or built forms such as sites, buildings, historic city centres, landscapes, art, and objects.

**Cultural Heritage:** The intangible practices, expressions, knowledge, and skills of a community or an individual in addition to associated material instruments, public art, artifacts, objects, historic places and cultural spaces. The full list of cultural heritage resources is found in the City of Regina Cultural Plan ([www.designregina.ca/cultural-plan/](http://www.designregina.ca/cultural-plan/)).

**Culture Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Cultural Resources:** Any cultural activity or asset that contributes to culture, which includes cultural occupations (e.g. artist, graphic designers, cultural managers), cultural enterprises (e.g. museums, libraries, galleries), festivals and events (e.g. fairs, street festivals, music festivals), natural heritage (e.g. community gardens, significant parks), intangible cultural heritage (e.g. customs, traditions, ceremonies), cultural heritage (e.g. public art, plaques and monuments, built heritage properties), cultural spaces and facilities (e.g. cinemas, religious institutions, urban spaces) and community cultural organizations (e.g.

arts groups, heritage groups). The full list of cultural resources is found in the City of Regina Cultural Plan ([www.designregina.ca/cultural-plan/](http://www.designregina.ca/cultural-plan/)).

**Cultural Space:** Culturally defined zones, physical, virtual, geographical or imagined that are produced, sustained, monitored and debated by communities. Cultural Space is often shaped by cultural activity as well as providing room for the commemoration and celebration of beliefs, behaviours, memories and values.

**Cultural Workers:** Cultural workers are people involved in the creation, production and dissemination of culture goods and services. Examples of cultural workers include actors and comedians, architects, archivists, artisans and craftsperson's, authors and writers, conductors, composers, conservators and curators, dancers, editors, graphic designers and illustrators, industrial designers, interior designers, journalists, landscape architects, librarians, musicians and singers, other performers, painters, sculptors and visual artists, photographers, producers, directors, choreographers, theatre, fashion, exhibit, and other creative designers.

**Cultural Support Workers:** Cultural Support Workers provide support in the form of technical support, manufacturing, research and analysis, as well as management for culture goods, production and services. Examples of cultural support workers include announcers and other broadcasters, architectural technologists, audio and video recording technicians, binding and finishing machine operators, broadcast technicians, camera, platemaking and other pre-press correspondence, publications and related clerks, desktop publishing operators and related occupations (typesetters) drafting technologists, film and video camera operators, graphic art technicians, landscape and horticultural technicians, library and archive technicians and assistants, library clerks, library, archive, museum and art gallery managers, managers in publishing, motion pictures, broadcasting and performing arts, other technical occupations in motion pictures, broadcasting and performing arts, patternmakers, textile, leather and fur products, photographic and film processors, print machine operators, printing press operators, professional occupations in public relations and communications, supervisors, library, correspondence and related information clerks, supervisors, printing, and related occupations, support occupations in motion pictures, broadcasting and performing arts, technical occupations related to museums, translators, terminologists and interpreters.

### **Equity-Deserving Group(s)**

Groups of people who experience systemic barriers to participating in society based on characteristics such as age, disability, economic status, ethnicity, gender, gender expression, nationality, race, religion, sex, and/or sexual orientation. Barriers may be attitudinal, environmental, financial, and/or social.

**Ethnic/Ethnic Group:** An ethnicity, or ethnic group, is a socially-defined category of people who identify with each other based on common ancestral, social, cultural, or national experience. Membership of an ethnic group tends to be defined by a shared cultural heritage, ancestry, origins, history, homeland, language (dialect), or even ideology, and manifests itself through symbolic systems such as religion, mythology and ritual, cuisine, dressing style, physical appearance, etc.

**Event:** An event is a gathering of people designed to celebrate, honour, discuss, educate, observe, encourage, or influence human endeavors. An event is something that happens: an occurrence, an activity accentuating and celebrating community spirit, especially one that is of some importance.

**Festival:** A specific event designed to present through public access, productions or services of an arts discipline(s) often multi-faceted and occurring during a brief period of time. Often festivals occur annually and usually in a reasonably contained area, indoors and/or outdoors.

**Financial Need:** The organization demonstrates that City funding for core operations and programming is integral to their vitality, sustainability and continued work in the community.

**Heritage Conservation:** Actions or processes taken to protect the physical elements of historic places.

**Inclusive:** A description of the community where all people have access to quality community necessities and amenities, where all people, regardless of any difference, have the same opportunities to take part in all aspects of community life, and where all people have a sense of belonging and respect in the community.

**Leverage:** The use of a small investment from one source to contribute to greater gains in another source (e.g. funding, volunteers transferred between programs and funded groups).

**Child (2-12), Youth (13-18), Young Adult (19-24), Senior (65+)** as indicated in admission fees.

**Organizational Development:** The funding that supports capacity-building and planning activities to improve the long-term sustainability of community-based organizations (e.g. staff or Board training, strategic planning).

**Partnership:** Partnerships are strategic alliances made between artists, not-for-profit arts and community organizations and/or educational institutions in which resources, material, and/or labour, are shared to realize organizational goals. Partners may include peer organizations that have access to different markets or may be interested in merging programs to increase or widen audience reach and to share expenses. Agreements between organizations and sponsors are not considered partnerships (but part of a wider fund development practice).

**Projects/Programs:** The specific, time-bound activities and services delivered to the citizens and organizations in Regina.

**Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Public Space:** Public Space refers to the components of built or natural environments where the public access for individual or collective activities is a priority.

**Recreation:** Recreation includes all those activities in which an individual chooses to participate in his/her leisure time, and is not confined solely to sports or physical recreation programs, but includes artistic, creative, cultural, social and intellectual activities.

**Social Development:** Social development is the practice of supporting individuals, families, neighborhoods and communities in disadvantaged positions to receive a share of the community's assets, resources and opportunities in order to improve quality of life.

**Sport:** Is a regulated form of physical activity organized as a contest between two or more participants for the purpose of determining a winner by fair and ethical means. Such contest may be in the form of a game, match, race, or other form of competitive event.

**Traditional Approach/Practice:** The handing down of statements, beliefs, legends, customs, information, etc., from generation to generation, especially by word of mouth or by practice/custom.

**Target Audience:** A particular group of people, identified as the intended recipient of a program or service.

**Zone Board:** The volunteer non-profit organizations consisting of representative Community Association members that plan and provide sport and recreation, arts and culture, and social programs that include all residents at a zone wide level (beyond community association boundaries).