

public and private funding suggested by the Task Force. As the commercialization of sport is not evenly distributed among the sports organizations and since contributions from private funds are often unstable, the Sub-Committee believes that government assistance remains essential for ensuring support for the components of the system. It is also the view of the Sub-Committee that NSOs must ensure that public funds are spent properly.

Therefore, the Sub-Committee recommends:

- 24. That the federal government contribution in the sports field is beneficial for Canadian society as it serves to promote a sense of unity and pride. In this regard, the federal government must continue to contribute to the sports system. Indeed, the government should consider the advisability of increasing its financial commitment toward sport. As well, better planning, coordination and efficiency appear to be a necessity for ensuring an effective allocation of public resources. Thus, good administrative management by the NSOs is necessary in the use of public funds.**

When federal funding is decided upon for a sport organization, the funding is generally allocated among different "blocks", including administration, professional staff, meetings, national coaches, domestic sport development, officiating development, national team programming and equipment, high-performance centres, promotion and communications. There are also terms and conditions of greater or lesser importance that may be attached to the various blocks. For instance, if one objective does not rank as high in priority as another, then Sport Canada may not contribute to it. These terms and conditions are highly variable from block to block of funding, or from sport to sport.

According to government representatives, funding is provided on a block basis to avoid a burdensome accounting process and to make sure that both self-funding and government funding are involved. However, a majority of sports organizations representatives who appeared before the Sub-Committee affirmed that there was a need to review and update the bureaucratic relationship between sports bodies and the government. As observed in the Dubin Report, "The day-to-day administration of sport in Canada has become a function of government to a degree that never was intended nor, indeed, is either healthy or appropriate for sport."⁽¹⁹⁾ Many witnesses also expressed support for a funding system which would allow the NSOs to manage the public resources allocated to them.

⁽¹⁹⁾ Dubin Report, p. 529.