

CONNECTING SPORT

BUILDING CAPACITY

PROVIDING LEADERSHIP



## OUR VISION

To be the pre-eminent leader in the development of the Ontario Sport System.

## OUR MISSION

To empower, optimize and celebrate the Ontario Sport System.

## OUR PROGRAMS & SERVICES

Our principal programs fall under four categories:

### Sport Leadership and Sport Development

- Community Sport Network
- Sport First Aid
- Sport Wrapping and Taping
- Ontario Olympic Youth Academy
- KidSport™ Ontario
- Sport Alliance of Ontario News Service

### Building Services

- Operate 3 Concorde Gate, home to 48 amateur sport and recreation organizations
- Medallion Press (in-house print services)
- In-house mail and courier services
- Conference facilities
- Information and technology services
- Health benefits insurance plan
- Financial services

### Program Management

- Ontario Games for Youth, Seniors and Athletes with a Disability
- Team Ontario at the Canada Games
- Ontario Sport Awards
- James Worrall Awards

### Fund Development

- Ontario Sport IS Development Fund
- James Worrall Athlete Development Fund

Both our Mission and Vision statements emphasize the core value of Partnership in advancing the Sport Alliance of Ontario mandate. Almost every program in which the Sport Alliance of Ontario becomes involved or exerts leadership involves a degree of partnership.

## BOARD OF DIRECTORS 2009-2010 (at March 31, 2010)

**Holly Abraham**  
Chair

**Dr. Michael Murphy**  
Past Chair

**Dave Saad**  
Vice-Chair

**Ilene Watt**  
Vice-Chair

**Janet Gates**  
Treasurer

**Stephen MacDonald**  
Secretary

**Molly Killingbeck**  
Ministerial Representative

**Rick Beaver**  
Ministerial Representative  
Director of Sport and  
Recreation Branch

**Linda Corcoran**  
**Peter Dunbar**  
**Adam Evans**  
**Edith Pedden**  
**Roger Robbins**

## MANAGEMENT 2009-2010 (at March 31, 2010)

**Jim Bradley**  
Chief Executive Officer

**Blair McIntosh**  
Director of Games

**Glenda Costa**  
Director of Finance

**Lore Dehmel**  
Manager, Facility Services

**Mohamed Haniff**  
Manager, Medallion Press

**Dawn MacDonald**  
Provincial Manager, KidSport™ Ontario



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**Ontario**

The Sport Alliance of Ontario acknowledges the outstanding support of the Ontario Ministry of Health Promotion and Sport and Minister Margaret Best.

# Message From The Chair



Holly Abraham  
Chair

I would like to begin by thanking the SAO membership for electing me to the Board and to the Board Members for their service to the sport community this past year. A special thank you to Co-chairs Ilene Watt and Dave Saad, Treasurer Janet Gates, Secretary Stephen MacDonald and the Directors, Roger Robbins, Adam Evans, Peter Dunbar, Edith Pedden and Linda Corcoran. Sue Holloway completed her service to the Board and the Minister of Health Promotion and Sport appointed Molly Killingbeck to serve as the Board liaison. We were also fortunate to have both Past-chairs, Dr. Michael Murphy and Doug Rosser, continue to support the Board with their expertise.

All Board Members have been engaged in the 2015 Pan/Parapan American Games strategy for the SAO. Together we developed a think tank strategy on the 2015 Games and engaged the sport community in our discussions. We look forward to continued collaboration on how the SAO and our members can contribute to the success of the Games and to continuing our dialogue with the CEO of the 2015 Games.

We completed the final year of our three year Strategic Plan which included an evaluation process to determine our level of success. The Board was pleased with our progress with many of our performance measures being met. The evaluation enabled us to begin the strategic planning process for the next three year cycle - 2010-2013.

I would also like to thank the staff of the SAO skilfully lead by the CEO Jim Bradley. Jim and his professional staff supported our members and tenants throughout the 2009-2010 season and provided excellent programs and services including the Ontario Sport Awards. Jim was

able to meet the challenges with his calm approach and his depth of experience. He and his staff were also responsible for the monthly members' meetings that began last year. Ten meetings were conducted that provided insight, professional presentations and information on key issues facing sport in Ontario such as the HST.

One of our key mandates is to deliver the Ontario Games Program on behalf of the Ministry of Health Promotion and Sport. This program continues to be a huge success based on the leadership and skill of Blair McIntosh and his staff team. Team Ontario had tremendous results at the Canada Summer Games in PEI by winning the flag with a record performance. We also presented the ParaSport Winter Games and the Ontario Winter Games. Both events were a significant accomplishment in increasing the level of competition and relevancy within the Long Term Athlete Development model in sport.

As Chair, one of my responsibilities is to serve on the Ministry Relations Liaison Committee along with the CEO. I would like to extend my thanks to the Ministry of Health Promotion and Sport staff that have assisted the Sport Alliance this past year. On behalf of the SAO Board, therefore, I thank Minister Best, Jean Lam, Rick Beaver, Steve Sevor and Bryan Ozorio.

The Board of Directors look forward to the continued success of the organization, in providing support to the PSOs and MSOs and to the competitive success of Ontario athletes.

Holly Abraham  
Chair



# Chief Executive Officer's Report



Jim Bradley  
Chief Executive Officer

The fiscal year 2009-10 was a year of intense activity as the Sport Alliance was positioned as the "GO TO" organization for the Pan/Parapan American Games of 2015. Through numerous consultations with our members, the PanAm Secretariat and HostCo, the objectives for the SAO as it relates to the Games became very clear. The SAO desires to assist in the lead up to the staging of the Games in whatever capacity possible to ensure a lasting legacy from the 2015 event. This is the challenge and we are up for that challenge. We are working very closely with Ian Troop, CEO of the 2015 Games to meet that challenge.

On other fronts with 2010 being the year of Games we will deliver 5 of our 6 sets of provincial Games and prepare for the 2011 Canada Games to be held in Halifax, Nova Scotia. Once again Ontario was triumphant at the 2009 Canada Games in Prince Edward Island. The Team provided the Province's best performance ever under the direction of Blair McIntosh as Ontario's Chef de Mission culminating in the securing of the Games Flag for the 20th time.

Once again, the Sport Alliance produced a first rate Ontario Sport Awards. The venue for the 2009 event was Ontario Place. With a capacity crowd, the Awards once again shone as a beacon illuminating the success of the Ontario Sport System.

We have also completed our redevelopment of the next SAO Strategic Plan covering the period from 2010-2013. It is the vision of the Board that the objectives of the plan, be fulfilled as they are quite reachable and will have a major impact on the system.

Rather than single out individual staff members for their efforts, I just want to extend a congratulations to all staff as they continue through their

dedication and solid effort to provide excellent service and programming and to raise the status of the SAO.

A special thank you to Holly Abraham and the Board of Directors for their hard work and dedication on behalf of the Alliance. The Board has eagerly moved out of the day to day and into the policy and strategic areas. This is certainly due to Holly's leadership and the Board's astute understanding of the importance of these activities for the SAO.

Finally, a note of thanks to the Ministry of Health Promotion and Sport, led by Minister Best, but also the MHP&S staff that have been very supportive and responsive to our needs. Also, thank you to our sponsors and supporters like the Trillium Foundation for their continued faith in the organization.

The next few years promise to be very exciting with the 2011 Canada Games on the horizon and the 2015 Pan/Parapan American Games not too far off. The enthusiasm is building and the SAO will be a part of that excitement.

Respectfully submitted,

A handwritten signature in cursive script that reads "Jim Bradley".

Jim Bradley  
Chief Executive Officer



## **Building Services Fund**

The Organization annually receives a grant from the Ministry of Health Promotion and Sport to provide facility and business services to the provincial sport community, with the goal of providing the community with the benefits of economies of scale and effective use of resources. These activities related to facility and building services are included in the building services fund. The revenue of the building services fund includes fees levied for services provided to certain of the special program and restricted funds. Corresponding expenses are included in the results of the funds so charged. These fees are frequently determined by contractual agreement with the funders and consequently do not meet the normal test requiring that they be classified as transfers between funds.

## **Special Program Funds**

The Organization has been chosen to administer certain special programs funded principally by the Ministry for the advancement of sport in Ontario. The activities related to these programs are included in the special programs fund. Where a Ministry funded program incurs a surplus, the Organization requires approval from the Ministry for the subsequent use of the surplus funds.

## **Sport Safety Fund**

The Sport Safety Fund includes grant and service fees revenue and the expenses involved in delivering the Sport Safety Program.

## **Games and Awards**

This category includes the grant revenue and costs incurred in delivering the Ontario Games, Sport Awards Program and the Team Ontario Development Grant Program.

## **KidSport™**

The Organization was formally licensed by KidSport™ Canada in 2006-07 to deliver the KidSport™ program and related KidSport™ activities through various local KidSport™ chapters in Ontario. The financial results of the chapters are not included in the financial statements. Expenses incurred by the SAO in promoting and conducting KidSport™ activities were paid from grants, donations, sponsorships and other self-generated revenues. A deficit from the Organization's KidSport™ program, if any, is the responsibility of the Organization.

## **Experience Program**

This program is funded by the Ministry of Health Promotion and Sport for the purpose of subsidizing the costs of hiring summer students for Ministry approved positions.

## **Externally Restricted Funds**

### **Trillium Programs**

The Organization received a grant from the Ontario Trillium Foundation for the KidSport™ program based on a three year funding agreement that enables the Organization to strengthen and expand KidSport™ activities in Ontario.

### **KidSport™ Lottery Fund**

KidSport™ Ontario conducted 50/50 draws with professional sport franchises in Toronto (licensed by Toronto Lotteries through the Ontario Alcohol and Gaming Commission). The net proceeds from these lottery funds directly benefitted children and youth in the Toronto area and across the province.

### **James Worrall Athlete Fund**

Named in honour of James Worrall, Canada's elder statesman of sport, these awards are grants-in-aid to deserving young athletes. The fund is managed in partnership with Provincial Sport Organizations Council.

### **KidSport™ Ontario Fund**

As a KidSport™ organization with accreditation from KidSport™ Canada, the Organization accepts donations from residents of Ontario to this fund, the purpose of which is to overcome the financial obstacles that prevent children and youth from participating in sports.

### **Sport Is Development Fund**

The organization is the provincial chapter of the Canadian Council of Provincial and Territorial Sport Federation (CCPTSF), a vehicle to allow all sport and recreation related provincial organizations to fundraise by issuing tax receipts to donors. The Sport Is Development Fund is the name given to this fund. The fund includes service fees revenue and the expenses incurred to deliver the service.

# Ontario Games

The Ontario Games Program had an incredibly busy time this year with 5 sets of our 6 multi-sport Games. It was another year of developing initiatives to advance the Games Program to becoming the largest in the country. We began the year with a very successful set of ParaSport Summer Games in Woodstock. Then came the ParaSport Winter Games in Kingston where over 400 participants were involved in the Games. This was followed by our largest set of Ontario Winter Games in history with over 3,300 participants in 27 sports which were held in the Muskoka Region. These Games were not only a huge success from a competition and participation standpoint but they generated a surplus which will be used for the development of local sport in the communities in the range of \$150,000. We conducted a STEAM (Sport Tourism Economic Assessment Model) of the Games through support from MHP&S and the economic impact of the Games was just over \$4.5M. The Winter Games were followed by the Ontario Summer Games in Sudbury which had over 3,500 participants and Ontario Senior Games (Actifest) in Oshawa with over 1,100 participants. Both Games were held on exactly the same dates in August. A STEAM was conducted on the Summer Games and Senior Games and those numbers will be available in the near future in terms of the economic impact on both communities.

We completed our second sport selection process for the 2012 Ontario Winter Games and will do so for the 2012 Ontario Summer Games in October. Again we are aligning our Games with each sport to ensure they

are an integral component to their LTAD or equivalent Athlete Development Model. We have successfully implemented all recommendations from the Ontario Senior Games and ParaSport Games reviews. We have completed our site selection for our upcoming 2011 Ontario ParaSport Summer Games (Sarnia), 2012 Ontario Senior Games (Brampton) and our 2012 Ontario Summer Games (Toronto). We are currently in the process of selecting our hosts for the 2012 ParaSport Winter Games, 2012 Ontario Winter Games and 2013 Ontario Senior Winter Games.

We were once again successful in securing additional funding for our Ontario Summer and Winter Games Host in the amount of \$200,000 to each of the 2012 Games. The Games Program was also successful in continuing the Team Ontario Development Program for our 2011 Canada Winter Games sports. This Program proved to be very beneficial to our summer sports who participated in the 2009 Canada Summer Games. The Games Program was also successful in continuing its sponsorship from Tippet-Richardson who provides all equipment transportation for our Ontario Games and Team Ontario. Their total contribution is approximately \$50,000 in services in kind. We continued our partnership with U Solutions which provides all our Hosts with on-line registration, results database and website development. All in all, it has been another very successful year in the Games Department and a great deal of credit should go to the Games staff for their outstanding contribution to this success.



The Mission Staff have been selected and working diligently under the leadership of Chef de Mission Blair McIntosh towards the 2011 Canada Winter Games in Halifax, NS. Since 1967, the Canada Games has evolved to become the pinnacle of national competition for Ontario athletes. Team Ontario will be defending the Canada Games Flag once again in Halifax.

This year, in addition to the continuation of the Team Ontario Development Grant Program, we were able to secure funding from MHP&S and partner with U of T to host another full Team Ontario



KidSport™ is a national not-for-profit organization with 11 provincial and territorial chapters and over 175 local chapters raising funds "So ALL Kids Can Play!". In 2009, KidSport™ collectively raised \$7.1M and supported 60,000 kids. This is a significant increase over the results achieved in 2008.

In Ontario KidSport™ assisted almost 1700 children and allocated over \$200,000.00 in 2009 through its provincial office and 24 local chapters. Since KidSport™ opened its doors in Ontario almost 7,000 children have been assisted and \$1.2 million has been directly disbursed to kids and their families.

KidSport™ believes that no kid should be left on the sidelines and all should be given the opportunity to experience the positive benefits of organized sports. KidSport™ provides support to children in order to remove financial barriers that prevent them from playing organized sport.

Through local grants that range from \$50 - \$300, KidSport™ was able to assist children in sport participation in 40 different sports throughout 2009. In Ontario the top three sports for grant requests are soccer, hockey and swimming. This is a relatively consistent statistic across the country.

In 2009 KidSport™ Ontario was very active in partnership development, from both a financial and a community relations perspective. Partnerships developed and expanded for KidSport™ in 2009 include Loblaw, Forzani, Mazda, CDA Industries, Scotiabank, HD Litemore, Team Up Foundation, the Ontario Trillium Foundation, Wonder+, Bandaid, to name a few.

KidSport™ was also very active in communities across the province through the execution of numerous FunZones. The FunZone is KidSport's™ signature awareness event. It is a community based, sport themed

Training Camp for our athletes, coaches and managers which will take place in December 2010. The Camp will involve over 300 participants and include our mandatory training in doping, media and harassment. We were also able to secure additional MHP&S funding of \$100,000 towards Team Ontario's participation in the Canada Games for 2011. In addition, we were able to secure sponsorship of our Team Ontario uniforms in the amount of \$160,000 from Karbon. Monthly Chef de Mission conference calls as well as 2 full Chef Seminars in Halifax have been held over the past year. Conference calls are also being held monthly with the Mission Staff and bi-weekly with the Core Mission Team to ensure all the details are in place for a successful Canada Games.

attraction that allows kids to experience a variety of sport activities. KidSport™ regularly goes into communities across the province to demonstrate the importance of sport and its availability to all kids in the community. KidSport™ informs parents on how to find resources to support their child's participation. Sport demonstrations are led by local sport teams and organizations, allowing kids to experience structured sport activities. It is through the FunZones that KidSport™ engages directly with PSOs who assist with the development and delivery of FunZones through both their provincial office and through their local member clubs.

KidSport™ continues to develop its Team KidSport™ program each year in conjunction with its National organization. In Ontario, athlete ambassadors are accomplished athletes who have competed in elite athletic competition. They include local amateur, professional and Olympic athletes. They know the importance of community, family and financial support when participating in sport. They understand the difference it makes when those supports are in place or conversely when they are lacking. Ontario athletes include; Alex Orlando, Gymnastics, Jimmy Brennan, Former Captain of Toronto FC, Ohenewa Akuffo, Wrestling, and Vicky Sunohara, Hockey. Ambassadors regularly do public speaking engagements that support the core values of KidSport™ and they further work with KidSport™ in the delivery of FunZones, special events, media days, etc. Nationally KidSport™ has engaged Jarome Iginla, Maëlle Ricker, Denny Morrison, Charles Hamelin, François Hamelin, Robert Fagan, Emily Brydon, Duff Gibson, Kyle Shewfelt, and Earl Connor to represent KidSport™ to the public by providing inspiration, key messages and encouragement.

KidSport™ Ontario will continue to work with its partners in ensuring that all children have the opportunity to participate in organized sports..."So ALL Kids Can Play!"

# Awards

The Sport Alliance of Ontario, through a contract with the Ministry of Health Promotion and Sport, delivers the annual Ontario Sport Awards Program. The past fiscal year has been another great year for the awards program. This year's event was hosted by Citytv sports anchor Hugh Burrill and Alexandra Orlando, Olympic rhythmic Gymnast and member of the 2015 Toronto Pan Am Bid Committee. Minister Best was also on hand to congratulate and present the awards to the evening's honorees. It was a sold out event in the beautiful Atlantis Pavilion at Ontario Place with over 350 members of the sport community in attendance.

A distinguished group of sport experts formed the Selection Committee and had the challenge of reviewing the nominations and selecting the award recipients based in part on the following basic criteria:

- nominee is a permanent resident of Ontario at the time of their achievements
- nominee has achieved their recognition within the appropriate calendar year(s)
- nominee participated in a recognized sport administered by a Provincial Sport Organization (PSO)
- nominee was nominated by a recognized PSO/MSO
- Coaches must have a minimum of Level III NCCP Certification

The program also recognizes the partnerships that corporate sponsors have with sport organizations, as well as volunteers who have committed a minimum of 10 years to their sport.

The Rolf Lund Jule Nisse Award is presented to an individual who has made an outstanding "playground to podium" commitment to sport. The nominee would have served as a coach / official / mission staff / board member with no expectation of return in the Province of Ontario.

## 2010 Ontario Sport Award Recipients:

- Male Athlete of the Year – Patrick Chan, Skate Ontario
- Female Athlete of the Year – Priscilla Lopes-Schiesl, Athletics Ontario
- Male Athlete of the Year with a Disability – Stephen Jesso, Ontario Blind Sports Association
- Female Athlete of the Year with a Disability – Erika Schmutz, Ontario Wheelchair Sports Association
- Team of the Year – NEXXICE Senior Synchronized Skating Team, Skate Ontario
- Male Coach of the Year – Anthony McCleary, Athletics Ontario
- Female Coach of the Year – Wendy Morgan, Ontario Curling Council
- Rolf Lund Jule Nisse – Sheilagh Croxon, Coaches Association of Ontario

We continue to evaluate and seek comments and recommendations from the sport community on how to improve the Awards program and we believe that shows as the quality of the event increases.

The 2010 Ontario Sport Awards will be held on Thursday, April 14, 2011. More information about this event will be forthcoming.



## HIGHLIGHTS

### Participants Trained

The number of participants successfully trained in our Sport First Aid and Wrapping & Taping programs improved slightly over last fiscal with a final count of 762.

### Instructor Training/Recertification

A new self-study instructor training program for Sport First Aid was developed in April in partnership with the Canadian Red Cross. The course was successfully piloted in May. Eleven Sport First Aid instructors from all regions of the province successfully completed the program (Region 1 - London and Sarnia; Region 2 - Oakville; Region 3 - Ottawa; Region 4 - Wahnapiatae; and Region 5 Thunder Bay).

Twelve Sport First Aid instructors from all regions were recertified this fiscal through our home study recertification program.

Two Wrapping & Taping instructors (Regions 3 & 4) were trained through our apprenticeship training program.

### Sport-Specific Courses

This fiscal, sport-specific Sport First Aid and Wrapping & Taping workshops were delivered to member coaches of the following sport organizations:

- Ontario Association of Triathletes
- Peel Halton Soccer Association
- Peterborough Rugby Association
- Ontario Amateur Wrestling Association.

### New Host Agencies

Nine new host agencies were recruited from the GTA this fiscal to offer Sport First Aid and Wrapping & Taping workshops to community coaches.

### Marketing & Promotion

In partnership with the Canadian Red Cross, a marketing campaign was developed to deliver Sport First Aid courses through all the Red Cross branches in Ontario. The purpose of the campaign was twofold - first, to promote Sport First Aid to the branches and secondly, to recruit new Sport First Aid instructors.

Efforts were made to increase awareness of the sport safety programs by:

1. Creating new email lists of sport club coaches and trainers for: gymnastics, basketball and soccer; secondary school Athletic Directors; Boys and Girls Clubs of Ontario; and the YMCA.
2. Creating and distributing 500 colour brochures, geared to the

recruitment of new sport first aid instructors, advertising the newly developed Sport First Aid Instructor Home Study Program.

3. Hiring and training instructors in targeted regions to help acquire new hosts for the programs.
4. With the assistance of our 2009 Summer Experience student, completing a SWOT analysis of the Sport Safety Program.
5. Hiring an intern from Durham College during the fall/winter and spring semesters to help promote the safety programs.
6. Promoting the safety programs through the SAO website.
7. Promoting all Sport First Aid and Wrapping & Taping courses through the Provincial Sport Organizations to certified softball and squash coaches.

### New Partnerships

1. A joint MHP&S/SAO pilot project was initiated this fiscal to develop a sport injury tracking system for two Provincial Sport Organizations - Cycling and Basketball. Sport-specific injury reporting forms were drafted (with input from the PSOs) to be distributed to clubs for completion during training and competition. Coaches, trainers and medical personnel will be required to complete the forms for all injuries reported during training and/or competition. (In this study, emphasis was placed on collecting data for non-catastrophic injuries that are not reported to insurance companies and rarely seen in hospitals.) From the data collected, SAO will create up-to-date reports for the PSOs illustrating the types, severity, incidence and trends of sport injuries which ultimately would lead to the development of more effective injury prevention programs. The Ont. Cycling Association's injury form was completed and distributed to 150 clubs in March, 2010. An on-line version of the form was also developed to be placed on OCA's website, enabling coaches to complete and either download or email to the sport organization. Basketball Ontario's injury surveillance form should be completed for distribution by August, 2010.
2. SAO partnered with ThinkFirst Canada Foundation to rekindle sport injury prevention and concussion awareness as important issues towards the PSO/RO's commitment to sport safety. ThinkFirst Canada founder Dr. Charles Tator is scheduled to make a presentation on concussion and injury prevention to the SAO members in September 2010. In return, we posted ThinkFirst Canada's sport and recreation safety tip information sheets on the SAO website.



# Facility Services



**F**acility Services is proud to be supporting the development of Ontario sport and recreation organizations. Our mission is to provide business services at competitive market rates in one convenient location. The "Centre" is the 'home' of sport in Ontario. The services listed below are a core business of the "Centre" and cost savings to the Sport and Recreation Organizations. We house 43 Provincial Sport & Recreation Organizations, 4 National Sport Organizations, 1 International Sport Organization and 1 Private Organization.

The "Centre" services include the following:

- Office Rentals
- Conference & Meeting Facilities
- Parking and Storage
- Telecommunications
- Medallion Press and Quick Copy Services
- Mail and Courier Services
- Internet access and technology support
- Group benefits plan and administration
- Client Accounting

With the move behind us and the tenants having settled into their new suites, we were able to regain our main focus on providing #1 Customer Service to the Sport and Recreation Community.

## Tenant Occupancy

Our tenant occupancy remained at 100% occupied.

### Tenant Occupancy as of March 31, 2010

- 43 Provincial Sport & Recreation Organization's - 56,169 SQ FT
- 4 National Sport Organization's - 2,244 SQ FT
- 1 International Sport Organization - 476 SQ FT
- 1 Private - 705 SQ FT



## Conference Services

There were a total of 86 organizations who booked our rooms throughout the year. The SAO has a total of 6 boardrooms available for rent. The rooms are free during the day to our tenants/members with a flat rate in the evening/weekends. Rooms are available on a first-come first-served basis.

### Boardroom Usage 2009-10



## Telecommunications

**Number of Customers:** 49 Resident Organizations use our phone service (268 Bronze, 18 Silver users and 4 gold users) – slightly better than last year.

**Services Offered:** Bundle packages (bronze, silver and gold), volume discount long distance rates, calling cards, TELUS conference on-demand at volume discount rate, voicemail, name and number display on phone.

**Customer Satisfaction:** Year-end score - rated a "3" – slight improvement from last year (2).



# Facility Services

## Tenant Parking

Number of Customers: 230-240 tenant parking spots used throughout the year.

Financial Outcome: 100% cost recovery

Customer Satisfaction: Compared to last year, the overall score was "3".

## Internet/Email Service

Number of Customers: 226 users using our high speed internet service provided by Bell with 12 organizations using our email service

Services Offered: High Speed Internet and email services

Financial Outcome: IT closed with an overall cost recovery of 87.3% - a great improvement from last year (50% cost recovery)

Customer Satisfaction: Overall score "3". Improved rating from last year (score of 2).

## Mail Services

Number of Customers: 49 Resident Organizations and 17 External Organizations

Services Offered: Purolator, Xpress Post, 1st Class Mail, Bulk Services + one free mailbox per Tenant for incoming mail.

Financial Outcome: Mail Services closed with an overall cost recovery of 89%. Slightly down from last year.

Customer Satisfaction: As a result of the customer satisfaction survey results, Marilyn was able to retain her excellent rating of a level "5" yet another year - well done Marilyn!

## Highlighting just a few of our key accomplishments for the year:

- Office Space - Retain 100% full occupancy
- Committees - Two committees established:
  - Lease Development Committee - an ad-hoc committee to develop and release a new tenant lease agreement
  - Building Services Committee - revived early this year with new terms of reference and some new committee members made up of resident organizations
- Relationships - Established new relationships with new customers and continued to build stronger relationships with resident and non-resident organizations
- Customer Satisfaction Survey Results - Improved customer level of satisfaction in Facility Services and IT
- Service - Continue providing quality services at competitive rates
- IT - SAO was able to negotiate a better rate for SAO staff and Members by offering two contract options. SAO receives a rebate for the monthly service which in turn splits the savings with the Members.



# Medallion Press

**M**edallion Press once again met its financial objectives. Although volumes were not at budgeted levels, previously initiated improvements in efficiency allowed the department to contribute the budgeted amount to the overall SAO revenue.

To improve our services Medallion Press purchased a new invoicing system in September of 2009. This new system allows invoicing to

happen on a daily basis and helps improve internal recording keeping. As of March 31 the system was still being configured for our operations. The goal was to switch over to the new system in July of 2010 to coincide with the implementation of the HST.

Medallion Press would like to thank the sport community for its support. We look forward to continuing to offer you the best service possible.



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## Auditors' Report

### To the Members of Sport Alliance of Ontario

We have audited the statement of financial position of Sport Alliance of Ontario as at March 31, 2010 and the statements of operations and fund balances, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2010 and the results of its operations and the changes in its cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

PKF Hill LLP

Chartered Accountants, Licensed Public Accountants  
June 30, 2010

# SPORT ALLIANCE OF ONTARIO

## Statement of Financial Position

As at March 31

	Building Services Fund		Special Program Funds		Externally Restricted Funds		Total	
	2010	2009	2010	2009	2010	2009	2010	2009
<b>ASSETS</b>								
Current assets								
Cash	\$ 174,419	\$ 830,393	\$ 953	\$ 165,596	\$ 123,329	\$ 42,282	\$ 298,701	\$ 1,038,271
Accounts receivable	740,820	818,684	2,410	1,118	-	-	743,230	819,802
Inventory	13,049	14,623	19,574	22,021	-	-	32,623	36,644
Prepaid expenses	28,074	44,562	8,574	-	-	2,630	36,648	47,192
Interfund receivable (payable)	(818,861)	(502,074)	884,153	422,253	(65,292)	79,821	-	-
Tenant inducement costs	137,501	1,206,188	915,664	610,988	58,037	124,733	1,111,202	1,941,909
Property and equipment (note 3)	108,319	113,880	-	-	-	-	108,319	113,880
	4,384,923	4,629,760	5,426	4,805	-	-	4,390,349	4,634,565
	\$ 4,630,743	\$ 5,949,828	\$ 921,090	\$ 615,793	\$ 58,037	\$ 124,733	\$ 5,609,870	\$ 6,690,354
<b>LIABILITIES AND NET ASSETS</b>								
Current liabilities								
Accounts payable and accrued liabilities	\$ 570,678	\$ 1,087,202	\$ 152,582	\$ 225,362	\$ 11,450	\$ 11,452	\$ 734,710	\$ 1,324,016
Deferred revenue (note 4)	82,371	45,080	10,602	-	-	-	92,973	45,080
Deferred transfer payments (note 5)	-	424,000	796,706	373,949	-	58,063	796,706	856,012
Current portion of obligations under capital lease (note 6)	101,484	79,836	-	-	-	-	101,484	79,836
Obligations under capital lease (note 6)	754,533	1,636,118	959,890	599,311	11,450	69,515	1,725,873	2,304,944
Lease inducements (note 7)	532,296	512,593	-	-	-	-	532,296	512,593
	2,909,617	3,058,992	-	-	-	-	2,909,617	3,058,992
	4,196,446	5,207,703	959,890	599,311	11,450	69,515	5,167,786	5,876,529
<b>Net assets</b>								
Internally restricted (note 2)	-	100,000	-	-	-	-	-	100,000
Externally restricted (notes 9 and 10)	-	-	21,900	80	46,587	55,218	68,487	55,298
Unrestricted	434,297	642,125	(60,700)	16,402	-	-	373,597	658,527
	434,297	742,125	(38,800)	16,482	46,587	55,218	442,084	813,825
	\$ 4,630,743	\$ 5,949,828	\$ 921,090	\$ 615,793	\$ 58,037	\$ 124,733	\$ 5,609,870	\$ 6,690,354

See accompanying notes

On behalf of the Board:

*Holly Abraham*  
Holly Abraham  
Chair

*Janet Gates*  
Janet Gates  
Treasurer

**SPORT ALLIANCE OF ONTARIO**  
**Statement of Operations and Fund Balances**  
**Year ended March 31**

	<b>Building Services Fund</b>		<b>Special Program Funds</b>		<b>Externally Restricted Funds</b>		<b>Total</b>	
	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>
<b>Revenues (note 8)</b>								
Grants	\$ 1,430,000	\$ 1,427,209	\$ 2,009,629	\$ 1,842,147	\$ 128,063	\$ 148,079	\$ 3,567,692	\$ 3,417,435
Fees for services	1,713,222	1,687,863	32,760	38,028	-	-	1,745,982	1,725,891
Rental income	1,207,055	1,157,437	-	-	-	-	1,207,055	1,157,437
Donations	-	-	2,143	-	21,349	92,123	23,492	92,123
Sponsorships	-	-	173,323	151,685	-	500	173,323	152,185
Lottery revenues	-	-	-	-	139,183	119,681	139,183	119,681
Investment income	446	13,530	67,835	-	-	-	68,281	13,530
	<b>4,350,723</b>	<b>4,286,039</b>	<b>2,285,690</b>	<b>2,031,860</b>	<b>288,595</b>	<b>360,383</b>	<b>6,925,008</b>	<b>6,678,282</b>
<b>Expenses (note 8)</b>								
Rent	2,267,122	1,916,123	32,900	26,963	-	-	2,300,022	1,943,086
Operating	1,212,313	1,244,777	594,009	534,510	248,468	257,620	2,054,790	2,036,907
Disbursement of donations and grants	-	-	1,123,233	1,054,351	-	-	1,123,233	1,054,351
Salaries and benefits	952,112	1,040,359	590,130	494,194	48,331	71,609	1,590,573	1,606,162
Sponsorship and marketing development	-	-	36	32,434	-	-	36	32,434
Amortization	205,272	88,049	664	2,767	-	-	205,936	90,816
Interest and bank charges	21,732	27,137	-	-	427	297	22,159	27,434
	<b>4,658,551</b>	<b>4,316,445</b>	<b>2,340,972</b>	<b>2,145,219</b>	<b>297,226</b>	<b>329,526</b>	<b>7,296,749</b>	<b>6,791,190</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>(307,828)</b>	<b>(30,406)</b>	<b>(55,282)</b>	<b>(113,359)</b>	<b>(8,631)</b>	<b>30,857</b>	<b>(371,741)</b>	<b>(112,908)</b>
<b>Fund balances, beginning of year</b>	<b>742,125</b>	<b>768,349</b>	<b>16,482</b>	<b>134,023</b>	<b>55,218</b>	<b>24,361</b>	<b>813,825</b>	<b>926,733</b>
<b>Transfers between funds</b>	<b>-</b>	<b>4,182</b>	<b>-</b>	<b>(4,182)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balances, end of year</b>	<b>\$ 434,297</b>	<b>\$ 742,125</b>	<b>\$ (38,800)</b>	<b>\$ 16,482</b>	<b>\$ 46,587</b>	<b>\$ 55,218</b>	<b>\$ 442,084</b>	<b>\$ 813,825</b>

**See accompanying notes**

**SPORT ALLIANCE OF ONTARIO**  
Statement of Changes in Net Assets  
Year ended March 31

	Building Services Fund		Special Program Funds		Externally Restricted Funds		Total	
	2010	2009	2010	2009	2010	2009	2010	2009
Fund balances, beginning of year	\$ 742,125	\$ 768,349	\$ 16,482	\$ 134,023	\$ 55,218	\$ 24,361	\$ 813,825	\$ 926,733
Excess (deficiency) of revenue over expenses	(307,828)	(30,406)	(55,282)	(113,359)	(8,631)	30,857	(371,741)	(112,908)
Decrease in internally restricted net assets (note 2)	(100,000)	-	-	-	-	-	(100,000)	-
Decrease in externally restricted net assets	-	-	-	(19,354)	-	-	-	(19,354)
Increase in unrestricted net assets	100,000	-	-	19,354	-	-	100,000	19,354
Transfers	-	4,182	-	(4,182)	-	-	-	-
Fund balances, end of year	\$ 434,297	\$ 742,125	\$ (38,800)	\$ 16,482	\$ 46,587	\$ 55,218	\$ 442,084	\$ 813,825

See accompanying notes

**SPORT ALLIANCE OF ONTARIO**  
**Statement of Cash Flows**  
**Year ended March 31**

	<b>2010</b>	<b>2009</b>
Operating activities		
Deficiency of revenues over expenses	\$ (371,741)	\$ (112,908)
Items not involving cash		
Amortization of tenant inducement costs	5,561	2,436
Amortization of property and equipment	355,311	153,458
Amortization of lease inducements	(149,375)	(155,407)
Write-down of unamortized lease inducement revenues	-	(123,713)
	(160,244)	(236,134)
Net change in non-cash working capital items		
Accounts receivable	76,572	(36,448)
Inventory	4,021	(7,309)
Prepaid expenses	10,544	43,762
Accounts payable and accrued liabilities	(589,306)	262,034
Deferred revenue	47,893	(9,231)
Deferred transfer payments	(59,306)	602,985
	(509,582)	855,793
Cash flows from operating activities	(669,826)	619,659
Investing activities		
Purchase of property and equipment	(368,881)	(4,304,297)
Grant received to purchase property and equipment	365,000	133,250
Cost of deferred lease inducements provided to tenants	-	(116,316)
Cash flows from investing activities	(3,881)	(4,287,363)
Financing activities		
Receipt of lease inducements	-	3,052,312
Payments of obligations under capital lease	(65,863)	-
Cash flows from financing activities	(65,863)	3,052,312
Net change in cash during the year	(739,570)	(615,392)
Cash, beginning of year	1,038,271	1,653,663
Cash, end of year	\$ 298,701	\$ 1,038,271
Additional cash flow information		
Property and equipment purchased under capital lease	\$ 107,214	\$ 592,429

**See accompanying notes**



# SPORT ALLIANCE OF ONTARIO

## Notes to Financial Statements

Year ended March 31, 2010

### 1. Nature of operations

The Organization known as Sport Alliance of Ontario (the "Organization") was established in 1971. It provides leadership and administrative support services to amateur sports and recreation organizations and acts as their collective voice in the province of Ontario. Its activities are funded by the Ontario Ministry of Health Promotion (the "Ministry"), the Trillium Foundation, and fundraising activities. The Ministry funding agreement, which expired March 31, 2010, has been extended while a new agreement is being finalized. It is anticipated that the new agreement will be in place during fiscal 2011.

The Organization is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

The Organization is licenced to operate as the Ontario Chapter of the Canadian Council of Provincial and Territorial Sport Federations (the "CCPTSF"), a Registered Canadian Amateur Athletic Association. As such, it is authorized by the CCPTSF to issue tax receipts for donations, through the Sport IS Development Fund.

### 2. Summary of significant accounting policies

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles, the more significant of which are outlined below.

#### Fund accounting

The Organization uses restricted fund accounting in preparing its financial reports. Separate self-balancing funds are maintained to account for and to report on the separate activities or objectives as determined by contributors or by resolution of the Board of Directors. For financial reporting purposes, the accounts have been grouped into the three funds described below. Under the restricted fund method, the Organization segregates certain funds as externally restricted based on restrictions imposed by third parties. The Organization maintains other funds as general funds where there is a mix of restricted and unrestricted contributions.

#### Building Services Fund

The Building Services Fund is a general fund that provides facility leasing and business services to the provincial sports community, with the goal of providing the benefits of economies of scale and effective use of resources. The Organization receives an annual grant from the Ministry to support its activities in the Building Services Fund.

The revenue of the Building Services Fund also includes fees levied for services provided to members and others, including services provided to certain of the other general and restricted funds of the Organization. Corresponding expenses are included in the results of the funds so charged. These fees are charged to the fund when initially recognized by the Building Services Fund and do not qualify as transfers between funds.

#### Special Program Funds

The Organization receives funds to administer certain special programs funded principally by the Ministry for the advancement of sport in Ontario. The activities related to these programs are included in the Special Programs Fund.

## SPORT ALLIANCE OF ONTARIO

### Notes to Financial Statements

Year ended March 31, 2010

## 2. Summary of significant accounting policies - continued

### Special Program Funds - continued

#### *KidSport*

The Organization was licensed by KidSport Canada to deliver the KidSport program and related KidSport activities in Ontario including the recruitment and sponsoring of local KidSport chapters in various communities in Ontario. The financial results of the KidSport chapters in Ontario are not included in the Organization's financial statements.

### Externally Restricted Funds

The Organization recognizes a limited number of externally restricted funds, all of the contributions of which are externally restricted.

### Revenue recognition

Fee for services and rental revenues are recorded in the accounts when received or when the service is provided and the amount can be reasonably determined and collection is reasonably assured. Amounts received in advance of services provided are deferred and recognized in the period to which they relate.

Grant revenues are recognized in accordance with the terms of the related funding agreements. Where services to be provided are not complete, the related revenue is recorded as deferred transfer payments, and is recognized in the period in which the service is completed. Grants and other restricted contributions for the specific purpose of acquiring property and equipment are deferred and amortized into revenue on the same basis as the related property and equipment amortization.

All other restricted revenues are recorded when received or receivable. Unspent balances are disclosed by individual fund and carried forward until fully disbursed.

### Lease inducements

Lease inducements received are deferred and recognized into operations as a reduction in amortization expense over the period of occupancy to the end of the lease term plus one renewal period.

### Contributed goods and services

Contributed goods and capital donations are recorded in the accounts at fair market value on the date of contribution. Contributed services are not recognized in these financial statements due to the difficulty in determining their fair value.

### Inventories

Inventories are recorded at the lower of cost and net realizable value, with cost being determined on a first-in, first-out basis.

## SPORT ALLIANCE OF ONTARIO

### Notes to Financial Statements

Year ended March 31, 2010

## 2. Summary of significant accounting policies - continued

### Tenant inducement costs

Tenant inducement costs represent funds outlaid by the Organization on behalf of tenants in order to facilitate their relocation to the new location at 3 Concord Gate. These costs have been recognized as deferred lease inducement assets, and will be amortized as a reduction to rental income over the period of the tenants' occupancy.

### Property and equipment

Purchased property and equipment are recorded at cost. The Organization amortizes the cost of property and equipment over their estimated useful lives as follows:

Office furniture and equipment	10 years on a straight-line basis
Computer equipment	3 years on a straight-line basis
Leasehold improvements	Straight-line over the lease term plus one renewal period

### Financial instruments

The Organization's financial instruments consist of cash, accounts receivable and accounts payable. The carrying value of these financial instruments approximates fair value due to their short-term maturities.

### Objectives, policies and processes for managing capital

The Organization's capital is comprised of the net assets internally restricted, externally restricted and unrestricted funds (including net assets invested in property and equipment).

The Organization invests in property and equipment in order, primarily, to provide facilities for the member associations at 1, 3 and 12 Concorde Gate in Toronto, Ontario ("3 Concorde Gate") for itself and its members. The Organization's Board of Directors and its management are responsible for the investment, and define the policies to be followed to ensure the smooth functioning of the facilities and their maintenance.

An internally restricted reserve of \$100,000 for the replacement of capital equipment was established by the Board of Directors. During the year, the Board of Directors approved the release of all of these funds to cover equipment costs related to the relocation to 3 Concorde Gate. Minor capital purchases and replacements are expensed as part of unrestricted net assets.

The policy of the Organization is to maintain unrestricted net assets sufficient to meet ongoing working capital requirements and to provide a pool of liquid resources to meet unforeseen financial needs or opportunities. Management prepares and the Board of Directors approves the annual budget to meet the needs of the Organization and preserve its net assets. Regular internal financial reporting prepared by management is used by the Finance Committee and the Board of Directors to monitor the Organization's performance compared to the budget.

Externally restricted funds are maintained on a segregated basis in accordance with the restrictions on the funds.

## SPORT ALLIANCE OF ONTARIO

### Notes to Financial Statements

Year ended March 31, 2010

#### 3. Property and equipment

	2010		
	Cost	Accumulated Amortization	Net
Leasehold improvements	\$ 3,710,485	\$ 259,410	\$ 3,451,075
Office furniture and equipment	1,097,028	182,597	914,431
Computer equipment	250,688	225,845	24,843
	<u>\$ 5,058,201</u>	<u>\$ 667,852</u>	<u>\$ 4,390,349</u>
	2009		
	Cost	Accumulated Amortization	Net
Leasehold improvements	\$ 3,837,560	\$ 80,366	\$ 3,757,194
Office furniture and equipment	905,191	89,892	815,299
Computer equipment	204,354	142,282	62,072
	<u>\$ 4,947,105</u>	<u>\$ 312,540</u>	<u>\$ 4,634,565</u>

Leasehold improvements have been offset by two government grants totalling \$498,250 contributed by the Ministry of Health Promotion specifically for the cost of relocation to 3 Concord Gate.

#### 4. Deferred revenue

	2010	2009
Rental charges	\$ 46,613	\$ 15,583
Underground parking	20,758	20,758
Medallion Press	15,000	-
Ontario Sport Awards	8,102	-
KidSport	2,500	-
Telephone system maintenance	-	8,739
	<u>\$ 92,973</u>	<u>\$ 45,080</u>

# SPORT ALLIANCE OF ONTARIO

## Notes to Financial Statements

Year ended March 31, 2010

### 5. Deferred transfer payments

	2010	2009
Quest for Gold grants	\$ 333,235	\$ 44,320
Ontario Games grant	275,000	100,000
Team Ontario grant	169,414	229,629
Sports Conference grant	15,000	-
OSAP grant	4,057	-
Building Services grant	-	424,000
Trillium grants	-	58,063
	<u>\$ 796,706</u>	<u>\$ 856,012</u>

### 6. Obligations under capital lease

Future minimum lease payments for equipment under capital lease are as follows:

2011	\$ 152,661
2012	152,661
2013	152,661
2014	152,661
2015	177,997
Total future minimum lease payments	788,641
Less: amount representing interest at an average rate of 8.4%	154,861
Obligations under capital lease	633,780
Less: current portion	101,484
	<u>\$ 532,296</u>

### 7. Lease inducements

	2010	2009
Lease inducements	\$ 3,124,425	\$ 3,124,425
Less: accumulated amortization	(214,808)	(65,433)
	<u>\$ 2,909,617</u>	<u>\$ 3,058,992</u>

Deferred lease inducements represent payments received by the Organization as a condition of its entering into the lease at 3 Concord Gate in 2009, principally from the landlord of the facility. The main element of the deferred lease inducement revenues was a tenant improvement allowance in the amount of \$35 per square foot of leased space. The Organization used the tenant improvement allowance for the purposes of construction of office space for itself and its tenants.

# SPORT ALLIANCE OF ONTARIO

## Notes to Financial Statements

Year ended March 31, 2010

### 8. Interfund transactions

Rental and operating fees of \$73,713 (2009 - \$61,449) that were charged to Special Program Funds by the Building Fund were not eliminated within the financial statements as they are recognized as appropriate uses of restricted contributions.

### 9. Special Program Funds

The following special programs are funded principally by the Ministry. The results of operations and fund balances when classified by program category are as follows:

	2010 Opening Balance	Revenues	Expenses	Surplus/ (Deficit)	2010 Ending Balance
Games and Awards					
Ontario Sports Awards	\$ (56,139)	\$ 56,139	\$ -	\$ 56,139	\$ -
Project Management	41,919	463,695	496,559	(32,864)	9,055
Ontario Games	-	790,000	790,000	-	-
Quest for Gold	-	425,066	425,066	-	-
Team Ontario	-	210,215	210,215	-	-
	(14,220)	1,945,115	1,921,840	23,275	9,055
KidSport	16,402	175,912	253,014	(77,102)	(60,700)
Other	14,300	164,663	166,118	(1,455)	12,845
	\$ 16,482	\$ 2,285,690	\$ 2,340,972	\$ (55,282)	\$ (38,800)

### 10. Externally Restricted Funds

	2010 Opening Balance	Revenues	Expenses	Surplus/ (Deficit)	2010 Ending Balance
Trillium Programs	\$ 812	128,063	\$ 100,297	\$ 27,766	\$ 28,578
KidSport Programs	49,406	160,532	196,929	(36,397)	13,009
James Worrall Athlete Fund	5,000	-	-	-	5,000
	\$ 55,218	\$ 288,595	\$ 297,226	\$ (8,631)	\$ 46,587



## SPORT ALLIANCE OF ONTARIO

### Notes to Financial Statements

Year ended March 31, 2010

#### 11. Commitments

The Organization has entered into various operating lease agreements for premises and equipment, up to 2024. These leases require the following future minimum annual payments over the next five years:

	Premises	Equipment
2011	\$ 977,163	\$ 69,069
2012	1,042,056	58,278
2013	1,062,372	16,380
2014	1,065,610	16,380
2015	1,082,687	16,380
	<hr/>	<hr/>
	\$ 5,229,888	\$ 176,487

#### 12. Pension plan

The Organization has a defined contribution pension plan available to all eligible full-time employees. Contributions to the pension plan are expensed in the year in which the amounts are disbursed. During the year, payments of \$32,924 (2009 - \$33,985) were paid to the plan.

#### 13. Financial instruments

Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant interest, currency, market or credit risks arising from its financial instruments.

#### 14. Comparative amounts

Certain comparative amounts have been reclassified from those previously presented to conform to the presentation of the 2010 financial statements.

# OUR PARTNERS



National Sport Trust Fund

