

# RESEARCH

## Understanding the Capacity of Ontario Sports and Recreation Organizations

A synthesis of findings from the National Survey of Nonprofit and Voluntary Organizations and the Canada Survey of Giving, Volunteering, and Participating

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# Acknowledgements

The authors would like to thank a number of individuals who helped with this report in a variety of ways. Firstly, we would like to thank Michael Hall for his extremely helpful comments on multiple drafts. We thank Norah McClintock for her sterling editorial work. We would also like to thank Cathy Tryon and Chris Johnston at Statistics Canada for their assistance with analysis and ensuring that the published results are statistically reliable.

This Project is supported by the Government of Ontario. The views expressed in this publication do not necessarily reflect those of the Ministry of Health Promotion and the Government of Ontario.

## Statement on data quality

The results presented in this report are derived from a survey. As such they are estimates, not definite measures. Because of variation in the sample size involved with various questions, and variability in the answers given, some estimates are more precise than others.

## Data from the Canada Survey of Giving, Volunteering, and Participating

Estimates with a coefficient of variation less than 16.6% are unqualified. Estimates with a coefficient of variation between 16.6% and 33.3% are noted with an <sup>E</sup> and should be used with caution. Estimates with a coefficient of variation greater than 33.3%, or based on fewer than 30 respondents are not presented and are represented in tables and figures with the symbol "...". For more detailed information concerning data quality, readers are referred to Appendix B of *Caring Canadians, Involved Canadians: Highlights of the Canada Survey of Giving, Volunteering and Participating* (Hall, Lasby, Gumulka & Tryon, 2006).

## Data from the National Survey of Nonprofit and Voluntary Organizations

Estimates with a coefficient of variation greater than 33.3% are noted with an <sup>E</sup> and should be used with caution. Estimates based on fewer than seven respondents are not presented and are represented in tables and figures with the symbol "...". For more detailed information concerning data quality, readers are referred to Appendix B of *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations* (Hall, et al., 2004).

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# Executive Summary

This report synthesizes information from the 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO) and the 2004 Canada Survey of Giving, Volunteering and Participating (CSGVP) to produce a detailed look at Sports and Recreation organizations in Ontario. Although previous research has focused on the national level, this report highlights Ontario Sports and Recreation organizations, comparing them to other Ontario organizations and to Sports and Recreation organizations elsewhere in Canada. This report describes the size and scope of Ontario's Sports and Recreation sub-sector, the financial and human resources organizations are able to draw on, the supports that organizations receive from Ontarians in the form of financial donations and volunteer time, and the capacity challenges that organizations face as they strive to carry out their missions. The principal findings of the report are presented below.

## **Sports and Recreation organizations are the second largest component of Ontario's nonprofit and voluntary sector.**

According to the NSNVO there are 7,500 Sports and Recreation organizations in Ontario. They account for 16% of nonprofit and voluntary organizations in Ontario, ranking second largest in terms of number of organizations. Collectively these organizations report annual revenues of \$2.5 billion.

## **However, Sports and Recreation organizations are a smaller part of the nonprofit and voluntary sector in Ontario than in other regions.**

Sports and Recreation organizations account for 23% of nonprofit and voluntary organizations in the rest of Canada, compared to just 16% in Ontario. When expressed in terms of population size, there are less than half as many organizations in Ontario as there are elsewhere in Canada (61 per 100,000 population vs. 135 per 100,000 population).

## **Organizations are membership driven, but focus on delivering public benefits and service to children and youth.**

Almost all organizations (91%) report having members and collectively they report a total membership of approximately 17 million individuals. Although Sports and Recreation organizations are twice as likely as other organizations to say that their members are the primary beneficiaries of the organization's activities, they are no more likely than other organizations to place restrictions on who may become a member and most serve broadly defined populations. Those that provide services or products directly to individuals<sup>1</sup> are most likely to serve children or youth (46%) or the general public (27%) and are much less likely to serve restricted audiences such as members (7%) and athletes or participants (3%). Ontario Sports and Recreation organizations are almost three times as likely as other types of Ontario organizations to serve children and youth and noticeably more likely than Sports and Recreation organizations in other regions to do so.

## **Sports and Recreation organizations have fewer financial resources than other organizations and they may be financially vulnerable.**

Approximately three quarters of Sports and Recreation organizations have annual revenues less than \$100,000 compared to roughly half of other Ontario nonprofit organizations. Almost all funding for Sports and Recreation organizations comes from individuals and business, with very little from government. Almost 80% of total revenues for Sports and Recreation organizations come from just three key sources of revenue:

- corporate sponsorships, donations and grants (30%),
- membership fees (28%), and

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<sup>1</sup> 72% of Sports and Recreation organizations provide products or services directly to individuals.

- goods and services, excluding those sold to government (21%).

Because they are so heavily dependent on such a narrow range of financial resources, Sports and Recreation organizations may be vulnerable if anything should happen to those key sources of funding. Worryingly, Sports and Recreation organizations are noticeably more likely than other Ontario organizations to report funding related challenges such as:

- difficulty earning income (56% of Sports and Recreation organizations vs. 34% of other organizations),
- difficulty obtaining funding from other organizations or government (51% vs. 40%), and
- difficulty obtaining funding from individuals (53% vs. 46%).

### **Because they have fewer financial resources, volunteers are key — but organizations are facing challenges getting the volunteers they need.**

Three quarters of Sports and Recreation organizations have no paid staff and depend entirely on volunteers, compared to about half of other Ontario nonprofit organizations. Sports and Recreation organizations benefit from the volunteer efforts of approximately one million Ontarians, the equivalent of 11% of those aged 15 and over. Altogether they contribute nearly 122 million hours annually, the equivalent of approximately 63,000 full-time jobs. In spite of these significant contributions, around two thirds of Sports and Recreation organizations report volunteer-related challenges that affect their capacity to fulfill their mission and achieve their objectives. They are more likely to experience these challenges than are other Ontario nonprofit organizations:

- difficulty recruiting the type of volunteers they need (66% vs. 55% of other organizations),
- difficulty retaining volunteers (60% vs. 46%), and
- difficulty obtaining board members (60% vs. 47%).

Sports and Recreation organizations also face challenges in increasing the support that they receive from volunteers because their volunteers are noticeably more likely than volunteers for other organizations to say they already volunteer enough hours and slightly more likely to say they have not interest in volunteering further.

### **Financial support from donors is shallow.**

Donations account for just 6% of total revenues for Sports and Recreation organizations and the level of support offered by Sports and Recreation donors (an average of \$41 annually) is lower than that provided to any other type of Ontario nonprofit organization. In comparison, donations account for 15% of total revenues for other organizations (excluding Hospitals, Universities and Colleges). This may well be related to the fact that Sports and Recreation organizations are about a quarter as likely as other organizations (19% vs. 68% of other organizations) to be able to issue charitable tax receipts.

### **Implications for Organizations and Ontarians.**

Our research suggests that organizations would benefit from greater diversity in terms of the types of revenues they rely on. Possible avenues of diversification include increased government funding, which is currently lower in Ontario than in other provinces, and increased donations. Current public policy limitations, which make it difficult for many Sports and Recreation organizations to receive charitable status should be closely studied by organizations and policymakers. Organizations may also benefit from efforts to increase their volunteer base by recruiting new volunteers, rather than trying to obtain more hours from existing volunteers, many of whom are reluctant to contribute more. Finally, organizations and policymakers need to popularize the idea that Sports and Recreation organizations are primarily public benefit organizations rather than organizations that offer benefits only to their members.



# Introduction

Sports and Recreation organizations are a central element of Ontario's nonprofit and voluntary sector. According to the National Survey of Nonprofit and Voluntary Organizations there are 7,500 Sports and Recreation organizations incorporated or otherwise registered with the provincial or federal government.<sup>2</sup> Although the Sports and Recreation sub-sector reports significant resources (annual revenues of \$2.5 billion, a paid staff complement of 44,000 and a volunteer corps of one million Ontarians) most of these resources are concentrated in the hands of a comparatively small number of very large organizations. The dominant characteristic of the Sports and Recreation sub-sector is that most organizations are small, with annual revenues less than \$100,000 and most have no paid staff and depend entirely on volunteers. Sports and Recreation organizations are also more likely than other Ontario organizations to report many capacity challenges, particularly with regards to volunteers and generating some of their key sources of revenue.

This report summarizes much of what is known about Sports and Recreation organizations in Ontario and compares them to other Ontario organizations and to Sports and Recreation organizations elsewhere in Canada. It looks many topics, including the size and scope of the Sports and Recreation sub-sector in Ontario, the populations and geographic areas that organizations serve, the central role played by membership, how organizations fund themselves and the associated challenges that they experience, how organizations meet their human resources needs through volunteers and paid staff, as well as the challenges they experience in this area. Particular emphasis is placed on the important contributions that ordinary Ontarians make through their contributions of volunteer time and money.

This report classifies Sports and Recreation organizations according to the International Classification of Non-Profit Organizations (Salamon & Anheier, 1997). Under this definition, Sports and Recreation organizations include:

- *Sports organizations* – organizations that promote amateur sports, training, fitness, wellness, and sporting competitions and events;
- *Recreation and social clubs* – organizations that provide recreational facilities and services, including playground associations, country clubs, and leisure clubs; and
- *Service clubs* – organizations such as the Lions, Rotary Club, and Kiwanis, which provide services to members and local communities.

The data presented in this report are drawn from two surveys: the 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO) and the 2004 Canada Survey of Giving, Volunteering, and Participating (CSGVP). The NSNVO asked a representative random sample of 13,000 nonprofit and voluntary organizations from across Canada (approximately 2,300 of which were from Ontario) about their characteristics, financial and human resources, and capacity challenges (Hall, et al., 2004). The CSGVP surveyed approximately 22,000 individual Canadians from across the country about the time and money they contribute to nonprofit and voluntary organizations (Hall, Lasby, Gumulka & Tryon, 2006). Both surveys used the International Classification of Non-Profit Organizations (ICNPO) and, therefore, classify Sports and Recreation organizations in the same way. This makes it possible to combine the two surveys to present a complete picture of Sports and Recreation organizations in Ontario.

Although information has been published on Sports and Recreation organizations nationally (Gumulka, Barr, Lasby, & Brownlee, 2005), this is the first report to focus specifically on Ontario Sports and Recreation organizations. This report provides a better understanding of these organizations as they compare to other Ontario nonprofit and voluntary organizations and to Sports and Recreation organizations in the rest of Canada. It will be useful to anyone with a particular interest in Ontario Sports and Recreation organizations,

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<sup>2</sup> In addition to these organizations there exist many thousands of grassroots Sports and Recreation organizations that are not covered in this report.

including board members and other volunteers, paid staff, private, public, and nonprofit sector funders, members and supporters of Sports and Recreation organizations, policymakers, and the general public.

The report is divided into three parts:

1. *Key characteristics.* This section uses information from the NSNVO to briefly describe the main characteristics of Ontario Sports and Recreation organizations such as how many there are, where they are active, whom they serve, their legal status, and how long they have been in operation.
2. *Financial resources and challenges.* This section uses information from the NSNVO to describe how Sports and Recreation organizations fund themselves and the finance-related challenges they face. It uses the CSGVP to describe individual donors and donations to Ontario Sports and Recreation organizations.
3. *Human resources and challenges.* This section uses the CSGVP to characterize the contribution that Ontario volunteers make to Sports and Recreation organizations. It uses the NSNVO for information on the paid staff who work in Ontario Sports and Recreation organizations and the human resources challenges that these organizations face.

### **Note to readers regarding supplementary data**

The tables and figures in the body of the text primarily present data concerning Sports and Recreation organizations and other types of organizations within Ontario. Data dealing with organizations at the national level can frequently be found in supplementary tables located in Appendix A at the end of this report. The data presented is not exhaustive and is presented for the reader's reference. Where data from these tables is cited in the main body of text, pointers to the appropriate table are provided.

## Key Characteristics

Sports and Recreation organizations are the second most common type of nonprofit and charitable organization in Ontario. Most organizations are comparatively small, with modest financial resources and most focus on providing goods and services to individuals or groups of individuals living in their immediate community. Collectively, they are able to draw on significant financial resources and have considerable reach into communities via their memberships. However, they are somewhat more thinly spread in Ontario than they are in the rest of Canada and they may have less ability than other organizations to draw on financial donations from individual Ontarians. The dominant picture of Sports and Recreation organizations that emerges is of predominantly small organizations with modest resources that strive to provide public benefits directly to Ontarians.

In this section of the report we use information from the NSNVO to characterize Ontario's Sports and Recreation organizations and compare them both to other types of Ontario organizations and to Sports and Recreation organizations elsewhere in Canada. Specifically we look at the size and scope of the Sports and Recreation sub-sector compared to other sub-sectors within the Ontario nonprofit and voluntary sector and the forms of legal organization that organizations have. We also look at the geographic area and sub-population(s) that organizations serve, as well as the important role played by membership.

### Highlights

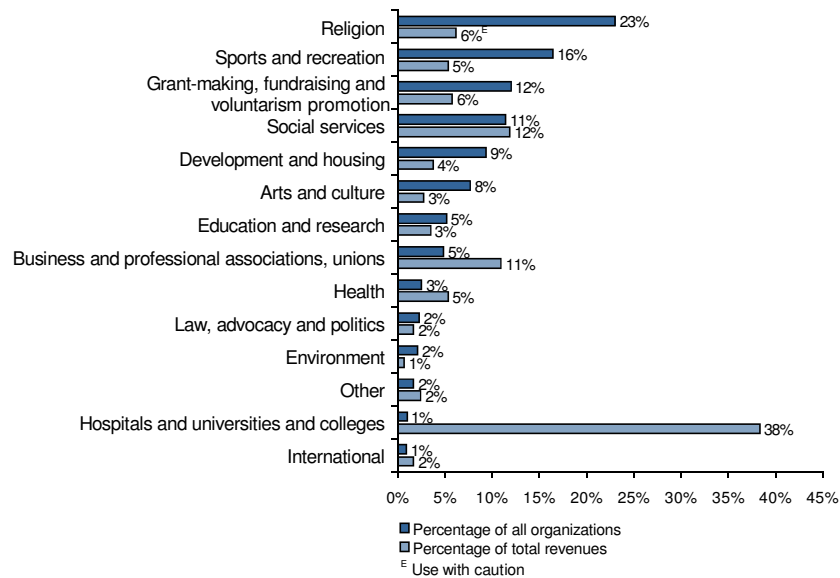
- Ontario's 7,500 Sports and Recreation organizations constitute the second most common type of nonprofit and voluntary organization in the province.
- Ontario Sports and Recreation organizations have annual revenues of \$2.5 billion (5% of the total revenues of all nonprofit and voluntary organizations in the province).
- Sports and Recreation organizations are less heavily concentrated in Ontario than they are in the rest of Canada (61 per 100,000 population in Ontario compared to 135 per 100,000 population in the rest of Canada).
- 45% of Ontario Sports and Recreation organizations have annual revenues of less than \$30,000.
- Only 19% of Ontario Sports and Recreation organizations are registered charities.
- 70% of Ontario Sports and Recreation organizations serve primarily the neighbourhood, city, town, or rural municipality in which they are located.
- 46% of Ontario Sports and Recreation organizations that deliver products or services directly to people serve primarily children or young people; 27% serve primarily the general public.
- Ontario Sports and Recreation organizations have a total membership of almost 17 million people and 40,500 organizations.<sup>3</sup>
- 71% of Ontario Sports and Recreation organizations have been in operation for 20 years or more.

<sup>3</sup> Note that organizational membership includes both incorporated and unincorporated "grassroots" organizations and may include organizations from outside Ontario. It is not possible to infer from this number how many unincorporated Sports and Recreation organizations there may be in Ontario in addition to the 7,500 incorporated or otherwise registered organizations reported by the NSNVO.

## Number of organizations

According to the NSNVO, there are approximately 7,500 Sports and Recreation organizations in Ontario. Collectively these organizations report total annual revenues of just over \$2.5 billion dollars. As seen in Figure 1, although Sports and Recreation organizations account for just 5% of total nonprofit and voluntary sector revenues in Ontario, they are the second most common type of organization (16% of organizations) after Religious organizations (23%).

**Figure 1: Percentage of organizations and percentage of total revenues by primary activity area, Ontario, NSNVO 2003.**



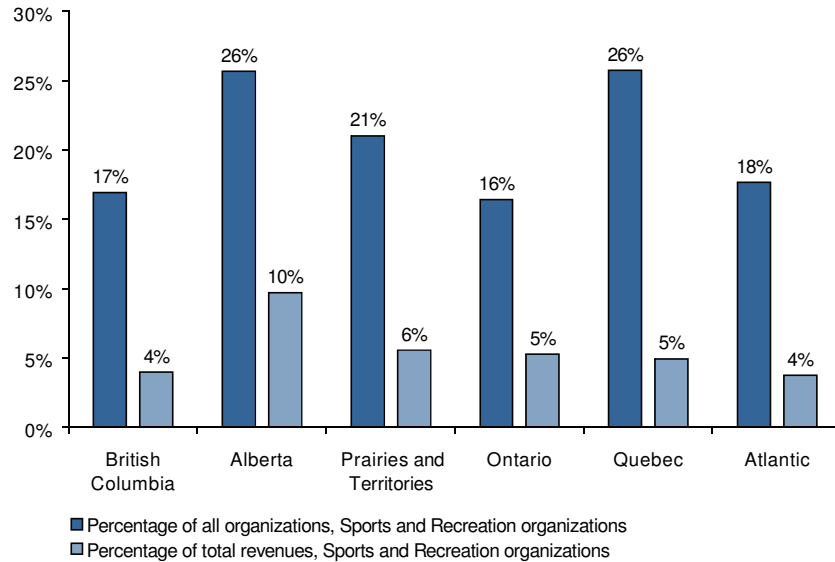
## Regional variations

Sports and Recreation organizations are less common in Ontario than they are in the rest of Canada. These organizations account for 16% of Ontario organizations, but 23% of organizations in the rest of Canada (see Figure 2). They are the most common type of organization in Alberta and Quebec (26% in each province). Although Sports and Recreation organizations account for a substantial portion of the number of nonprofit and voluntary organizations in most regions, they account for a relatively small percentage of total revenues (between 4% and 6% in each region). The only exception is Alberta, where Sports and Recreation organizations account for 10% of total revenues.

Ontario has more Sports and Recreation organizations in absolute terms than any other region except Quebec. However, on a per capita basis, as seen in Figure 3, Ontario has less than half as many Sports and Recreation organizations (61 per 100,000 population) as the rest of Canada (135 per 100,000 population). Although Ontario has fewer nonprofit and voluntary organizations of all types per capita than elsewhere in Canada, Sports and Recreation organizations are particularly under-represented. By way of comparison, Ontario has 308 non-Sports and Recreation organizations per 100,000 population, compared to 461 per 100,000 in the rest of Canada. Expressed as percentages, Ontario has 45% as many Sports and Recreation organizations per 100,000 population as the rest of Canada, but 67% as many non-Sports and Recreation organizations.



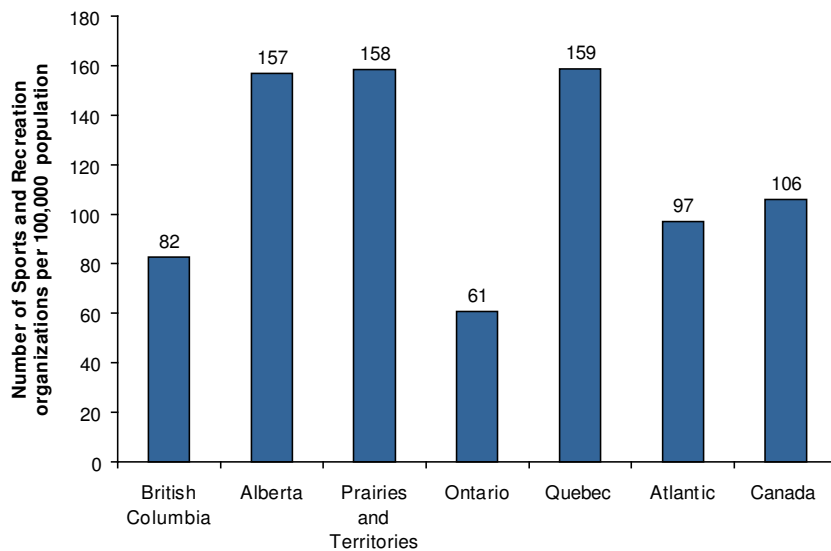
**Figure 2: Percentage of organizations and percentage of total revenues by region, Sports and Recreation organizations, NSNVO 2003.**



### Size of revenues

Sports and Recreation organizations in Ontario tend to have smaller annual revenues than other types of nonprofit and voluntary organizations. Almost half (45%) of Ontario Sports and Recreation organizations have annual revenues of less than \$30,000, compared to just under one third (32%) of other Ontario organizations (see Figure 4). An additional 27% of Ontario Sports and Recreation organizations have annual revenues of between \$30,000 and \$99,999, compared to 20% of other organizations.

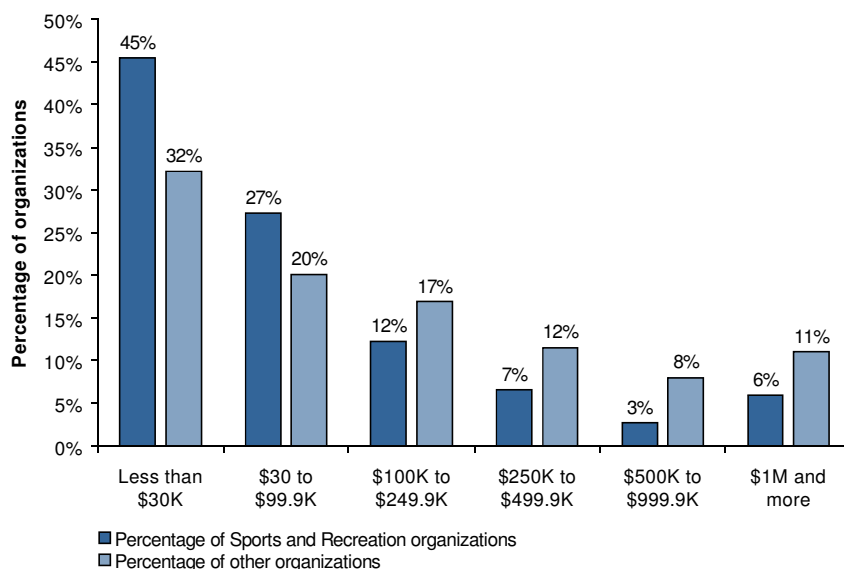
**Figure 3: Number of Sports and Recreation organizations per 100,000 population by region, NSNVO 2003.**



There are more of the largest Sports and Recreation organizations in Ontario than there are in the rest of Canada. Approximately 6% of Ontario Sports and Recreation organizations have annual revenues of \$1

million or more compared to 2% of Sports and Recreation organizations elsewhere in Canada (see Appendix A, Table A 3).

**Figure 4: Percentage of organizations by annual revenues, Ontario, NSNVO 2003.**



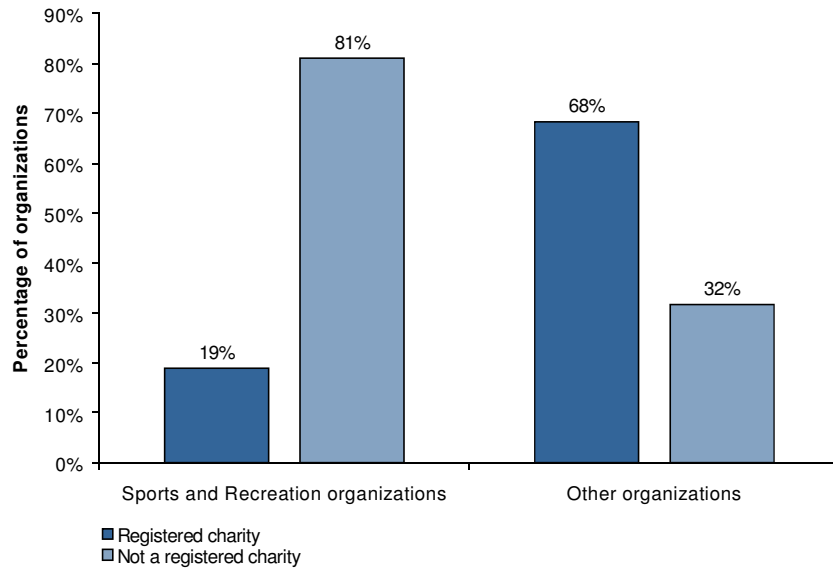
## Legal status

In order to be permitted to issue tax receipts to donors in return for donations, nonprofit organizations must have charitable status with the Canada Revenue Agency (i.e., they must be registered charities). To qualify for charitable status, an organization’s main purpose must fall into one of four categories: relief of poverty, advancement of education, advancement of religion, or other charitable purposes beneficial to the community.

Given this definition of charitable purpose, it may come as no surprise that less than one fifth (19%) of Ontario Sports and Recreation organizations have charitable status, compared to more than two thirds (68%) of other organizations (see Figure 5). By extension, this means that the vast majority of Ontario Sports and Recreation organizations are not allowed to issue charitable tax receipts to donors and are less likely to be able to attract donations from Ontarians.

There may be factors specific to Ontario Sports and Recreation organizations that make them less likely to have charitable status. Compared to Sports and Recreation organizations in the rest of the country, Ontario organizations are less likely (19% vs. 29%) to have charitable status (see Appendix A, Table A 4).

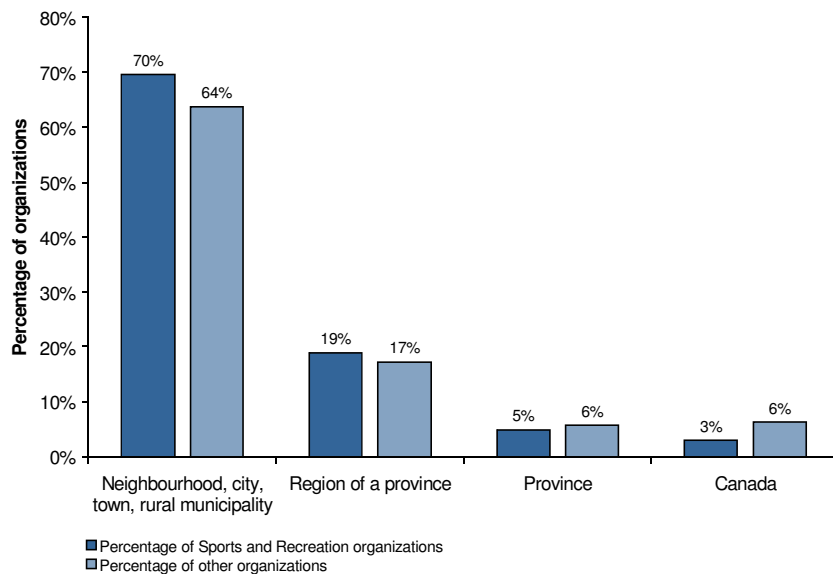
**Figure 5: Charitable status of organizations, Ontario, NSNVO 2003.**



### Geographic focus

Ontario Sports and Recreation organizations are more locally focused than other nonprofit and voluntary organizations. Over two thirds (70%) of Sports and Recreation organizations serve a single neighbourhood, city, town, or rural municipality (see Figure 6), compared to 64% of other organizations. Conversely, Ontario Sports and Recreation organizations are half as likely to have a national scope (3% of Sports and Recreation organizations, vs. 6% of other organizations).

**Figure 6: Main geographic areas served, Ontario organizations, NSNVO 2003.**

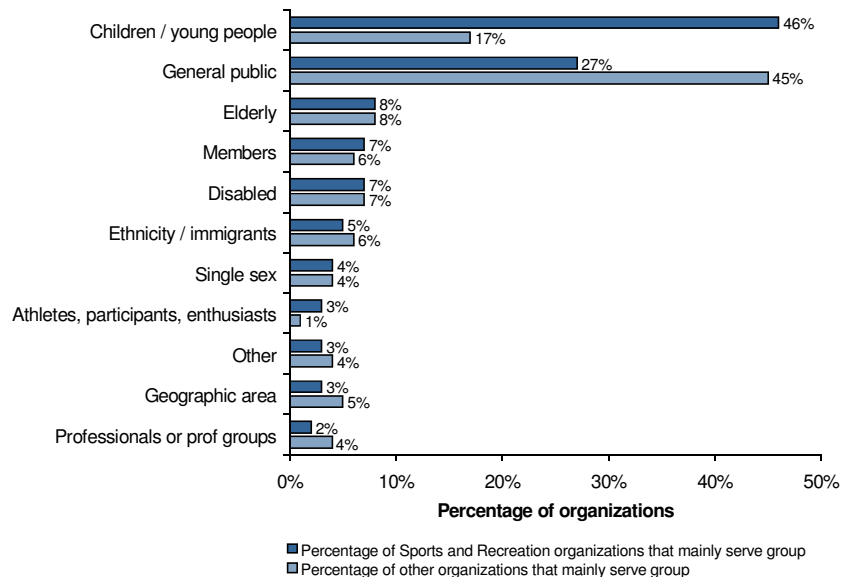


## Population served

Sports and Recreation organizations are slightly less likely than non-Sports and Recreation organizations to provide products or services directly to people (as opposed to other organizations). Just under three quarters (72%) of Sports and Recreation organizations did so, compared to 76% of other organizations.

Of the Ontario Sports and Recreation organizations that serve people directly, 46% serve primarily children or young people, and 27% serve the general public (see Figure 7). Only a minority serve primarily members of the organization (7%) or athletes or participants (3%).

**Figure 7: Population served, Ontario organizations, NSNVO 2003.**



In comparison to other Ontario organizations, Ontario Sports and Recreation organizations are much more likely to serve primarily children or young people (46% of Sports and Recreation organizations vs. 17% of other organizations), but much less likely to primarily serve the general public (27% vs. 45%).

Ontario Sports and Recreation organizations are much more likely to focus on serving children and young people than are Sports and Recreation organizations in the rest of Canada (46% vs. 32%) and noticeably less likely (27% vs. 45%) to primarily serve the general public (see Appendix A, Table A 6).

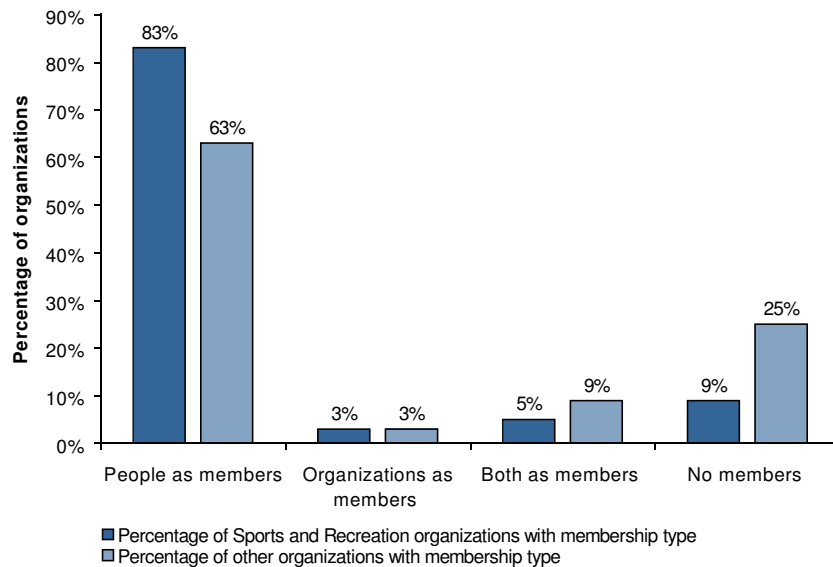
## Membership

Ontario Sports and Recreation organizations have considerable reach, as shown by the size of their memberships. These organizations report a total membership of almost 17 million people and just over 40,500 organizations.<sup>4</sup> Sports and Recreation organizations are heavily invested in the notion of membership. Just 9% of Sports and Recreation organizations report having no members, compared to 25% of other organizations (see Figure 8). Membership tends to be predominantly oriented towards individuals, with

<sup>4</sup> It is important to note that the NSNVO did not specifically define membership – organizations used their own definitions of what a member was. By implication, the definition of membership may vary significantly from organization to organization. Note also that these figures can include members from outside Ontario and that individuals and organizations may hold memberships in more than one Sports and Recreation organization (i.e., they may be counted more than once in these figures). Organizational membership includes both incorporated and unincorporated “grassroots” organizations. It is not possible to infer from this number how many unincorporated Sports and Recreation organizations there may be in Ontario in addition to the 7,500 incorporated or otherwise registered organizations reported by the NSNVO.

Sports and Recreation organizations being noticeably more likely (83% vs. 63%) than other organizations to report having people (as opposed to organizations) as members.

**Figure 8: Membership composition, Ontario organizations, NSNVO 2003.**

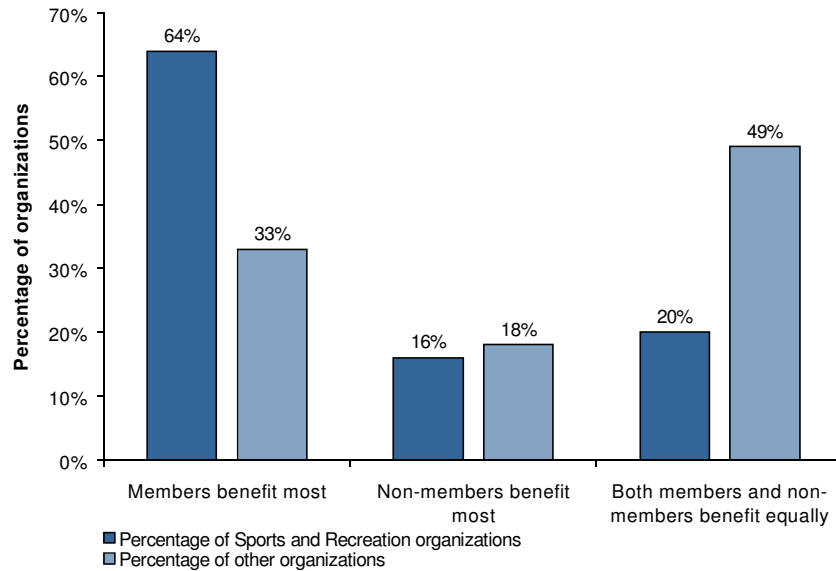


Ontario organizations are somewhat more likely than Sports and Recreation organizations in the rest of the country to have people as members (83% vs. 77%), although this difference largely disappears when the comparison is extended to include organizations that have both people and organizations as members (see Appendix A, Table A 7).

For any nonprofit organization focusing on provision of public benefit, the degree to which the organization benefits members versus non-members and the degree to which membership is restricted are important issues. Sports and Recreation organizations with people as members are almost twice as likely (64% vs. 33%) as other Ontario organizations with individuals as members to say that their members are the primary beneficiaries of their services or products (see Figure 9). Conversely, other Ontario organizations are more likely to say that both members and non-members benefit equally (49% vs. 20% of Sports and Recreation organizations). In terms of restrictions to membership, Ontario Sports and Recreation organizations that have people as members are no more likely than other Ontario organizations to place restrictions on who can become members; 60% of Ontario Sports and Recreation organizations and 58% of other organizations say that anyone can become a member of their organization.

Sports and Recreation organizations with people as members in the rest of Canada are somewhat less likely to identify members as the primary beneficiaries of their activities (52% vs. 64% of Ontario organizations). Conversely, they are almost twice as likely (38% vs. 20%) as Ontario organizations to say that both members and non-members benefit equally (see Appendix A, Table A 8).

**Figure 9: Primary beneficiaries of services or products, Ontario organizations, NSNVO 2003.**

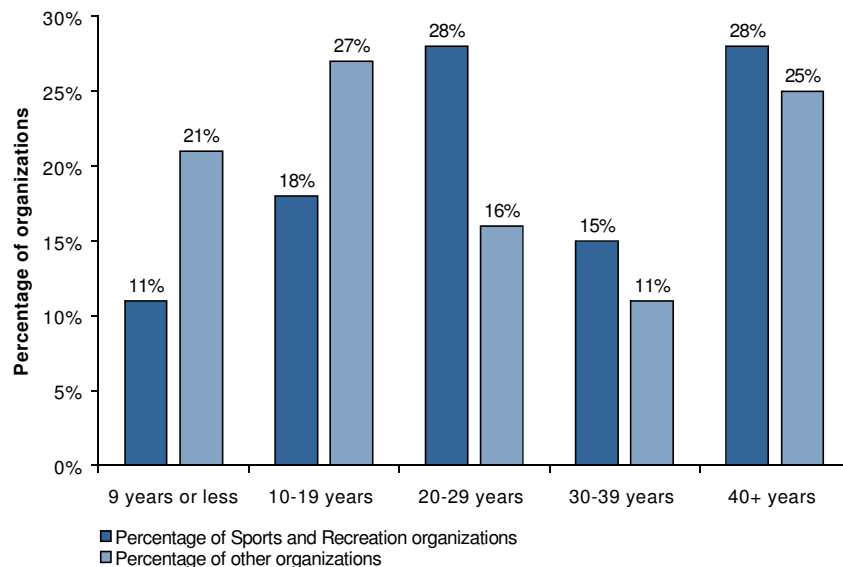


### Years in operation

Ontario Sports and Recreation organizations tend to be relatively well established. Well over two thirds (71%) have been in operation for 20 years or more, compared to 52% of other Ontario organizations (see Figure 10). The largest proportions have been in operation for between 20 and 29 years and for 40 years or more (28% for each).

Sports and Recreation organizations in the rest of Canada tend to be younger than in Ontario. For example, almost twice as many organizations (19% vs. 11%) in the rest of Canada are less than 10 years old than in Ontario (see Appendix A, Table A 9). Conversely, more Ontario Sports and Recreation organizations (28% vs. 22%) are 40 years old or more.

**Figure 10: Years of operation, Ontario organizations, NSNVO 2003.**



## Summary

Although Ontario's 7,500 Sports and Recreation organizations are the second most common type of nonprofit and charitable organization in Ontario, these organizations are thinly spread and most have quite modest financial resources. There are less than half as many organizations per capita in Ontario than in the rest of Canada and Ontario has the fewest organizations per capita of any region. Sports and Recreation organizations are also more likely than other Ontario organizations to have modest financial resources—about three quarters of them have annual revenues less than \$100,000, compared to about half of other organizations.

Membership is a central element for many Sports and Recreation organizations. Over ninety percent of Sports and Recreation organizations report that they have members, compared to about three quarters of other organizations. Sports and Recreation organizations are more likely than other organizations to have people (rather than organizations) as members and they are almost twice as likely to report that their members are the primary beneficiaries of the organization's activities. Although many organizations focus on providing benefits to members, Sports and Recreation organizations are no more likely than other types of organizations to restrict who may become a member.

The focus on delivering public benefits can also be seen in the populations that Sports and Recreation organizations serve. Organizations that provide products and services directly to individuals are most likely to say that they provide services to children or youth and the general public. They are much less likely to say that they provide products and services to restricted groups such as athletes/participants or members of the organization.

In terms of their geographic focus, Sports and Recreation organizations are overwhelmingly focused on their local area. Although this is a trend across the nonprofit and voluntary sector as a whole, it is even more pronounced among Sports and Recreation organizations. Sports and Recreation organizations also tend to be better established than other organizations. Over two thirds of organizations have been in existence for 20 years or more, compared to about half of other types of organizations.

Finally, in terms of their legal status, Sports and Recreation organizations are about a quarter as likely as other organizations to be registered charities. This means that they are unable to issue charitable receipts for donations and are less able to access this potentially important revenue source. This issue is particularly acute for Ontario Sports and Recreation organizations, which are even less likely than Sports and Recreation organizations in the rest of Canada to have charitable status.

# Financial Resources and Challenges

Collectively Sports and Recreation organizations report annual revenues of approximately \$2.5 billion, but most organizations have quite small financial resources and most revenues are concentrated in the hands of a small number of very large organizations. Organizations say that they receive revenues from a wide range of sources, but four-fifths of the total value comes from a literal handful of sources. Worryingly, Sports and Recreation organizations report that they are experiencing difficulties with some of the revenue sources that they most depend on.

In this section of the report we focus on the financial resources challenges of Sports and Recreation organizations and the finance-related challenges they face. Using the NSNVO we take a detailed look at the sources of revenue that Sports and Recreation organizations depend on and draw comparisons with the rest of the nonprofit and voluntary sector. As well, we look at which revenue sources Sports and Recreation organizations are most dependent on. Information from the CSGVP is used to characterize the support that Ontarians contribute to Sports and Recreation organizations in the form of financial donations. We review the level of support they offer to Sports and Recreation organizations as compared to their support for other organization types, the personal and economic characteristics of Sports and Recreation donors, their motivations for donating, the barriers to giving more they may face, and the methods they use to donate to Sports and Recreation organizations. Finally, we return to the NSNVO to evaluate the range of financial challenges that Sports and Recreation organizations face in their day-to-day activities.

## Highlights

### Revenues

- A small number of Ontario Sports and Recreation organizations (the 6% with annual revenues of \$1 million or more) account for 75% of total Sports and Recreation revenues in the province.
- More than three quarters (79%) of total revenues for Ontario Sports and Recreation organizations comes from three sources:
  - Corporate sponsorships, gifts, donations and grants (30%);
  - Membership fees (28%); and
  - Fees for goods and services, excluding fees charged to government (21%).
- Sports and Recreation organizations are twice as likely as other organizations in Ontario to depend on earned income – 82% of Ontario Sports and Recreation organizations derive 50% or more of their revenues from earned income, compared to 39% of other organizations.
- Ontario Sports and Recreation organizations are more likely than Sports and Recreation organizations in almost all other regions to depend on earned income.

### Donations and donors

- More than 2 million Ontarians – 20% of the population aged 15 and older – donate to Sports and Recreation organizations.
- The average annual donation to Sports and Recreation organization is \$41.
- Sports and Recreation organizations account for 2% of all the money donated in Ontario.
- 84% of the money donated to Ontario Sports and Recreation organizations comes from the top 25% of donors.
- Donors tend to be between the ages of 45 and 54, married or in common-law relationships, employed, and to have a postsecondary education and household incomes of over \$100,000.



- The motivations of Sports and Recreation donors are very similar to the motivations of donors for other organizations. They are most likely to donate for altruistic reasons: out of compassion for those in need, to help a cause in which they personally believe, and to make a contribution to their community. They are somewhat more likely to donate because they are personally affected by the cause the organization supports (67% vs. 61% of other donors).

### Capacity challenges

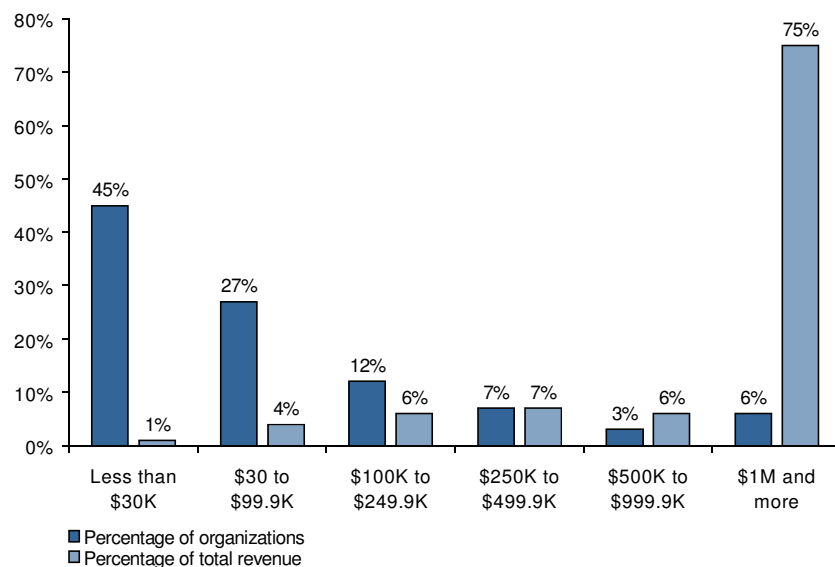
- More than half of Ontario Sports and Recreation organizations say that they have problems earning income (56%) and obtaining funding from individuals (53%).
- Sports and Recreation organizations are more likely than other Ontario organizations to say they have difficulties with financial capacity issues such as obtaining funding from individuals, and other organizations, including government.
- Ontario organizations are more likely than Sports and Recreation organizations in the rest of Canada to report most financial capacity challenges and rate them as more serious.
- Medium-sized Ontario Sports and Recreation organizations (i.e., those with revenues of between \$250,000 and \$999,999) are the most likely to report financial capacity challenges.

### Distribution of revenues

The revenues of Ontario Sports and Recreation organizations are highly concentrated in a small number of very large organizations. Although just 6% of organizations have annual revenues of \$1 million or more, they collectively account for three quarters (75%) of total Sports and Recreation revenues (see Figure 11). On the other end of the spectrum, the nearly half (45%) of Ontario Sports and Recreation organizations with annual revenues of less than \$30,000 account for just 1% of total Sports and Recreation revenues.

The concentration of Sports and Recreation revenues is much higher in Ontario than it is in the rest of Canada. The largest Sports and Recreation organizations (those with revenues of \$1 million or more) account for just 49% of total Sports and Recreation revenues in the rest of Canada, while the smallest organizations (those with annual revenues less than \$30,000) account 4% of the total (see Appendix A, Table A 11).

**Figure 11: Percentage of organizations and percentage of total revenues by annual revenue size, Ontario Sports and Recreation organizations, NSNVO 2003.**

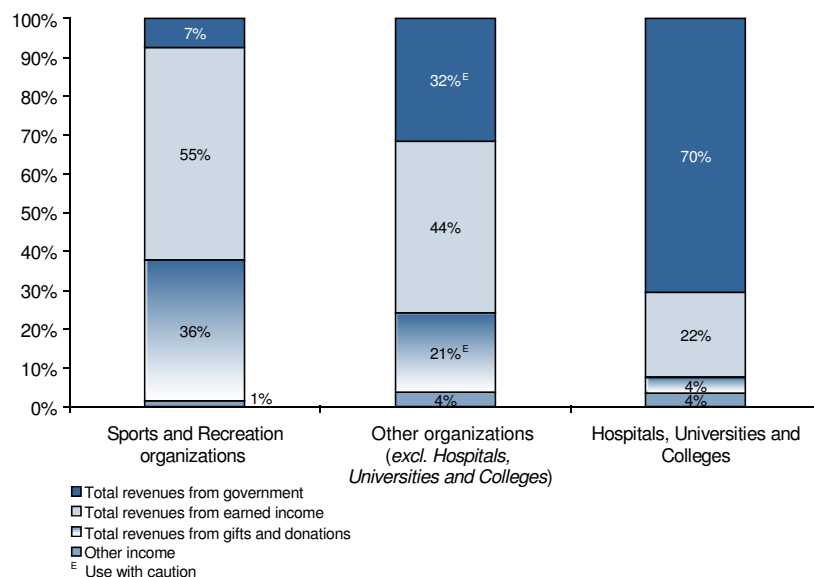


## Sources of revenue

Ontario Sports and Recreation organizations receive more than half (55%) of their revenues from earned income<sup>5</sup> and more than one third (36%) from gifts and donations<sup>6</sup> (see Figure 12). They receive comparatively small amounts from government (7%) and other sources (1%).

Compared to other Ontario nonprofit and voluntary organizations, Sports and Recreation organizations receive far less of their funding from government and more from earned income and gifts and donations. Even when Hospitals, Universities, and Colleges (which receive large amounts of government funding) are excluded, other Ontario organizations get more than four times as much of their funding from government than do Sports and Recreation organizations (32%<sup>E</sup> vs. 7%).

**Figure 12: Sources of revenue, Ontario organizations, NSNVO 2003.**



## Detailed sources of revenue

Ontario Sports and Recreation organizations depend on just three sources for nearly four fifths (79%) of their revenue:

- corporate sponsorships, gifts, donations and grants (30%);
- membership fees (28%); and
- fees for goods and services, excluding fees charged to government (21%, see Table 1).

Other types of Ontario nonprofit and voluntary organizations (excluding Hospitals, Universities, and Colleges, which are heavily dependant on government funding) receive just over half (54%) of their revenue from:

- membership fees (21%);
- fees for goods and services, excluding fees charged to government (19%<sup>E</sup>); and
- individual donations (15%<sup>E</sup>).

<sup>5</sup> Earned income excludes government revenue sources, but includes items such as charitable gaming, membership fees or dues, fees for goods and services to non-governmental entities, and earnings from any endowments or investments.

<sup>6</sup> Gifts and donations include donations from individuals, grants from fundraising organizations and community foundations, disbursements from other nonprofit organizations, and corporate sponsorships, donations, or grants.

Overall, Ontario Sports and Recreation organizations receive over half (53%) of the total value of corporate sponsorships, donations, and grants made to Ontario organizations (excluding Hospitals, Universities and Colleges) and one third (32%) of total charitable gaming dollars. They also account for 11% of membership fees and 10%<sup>E</sup> of monies from the sale of goods and services to non-governmental entities.

**Table 1: Detailed sources of revenue, Ontario organizations, NSNVO 2003.**

	Sports & Recreation organizations	Other organizations (excluding Hospitals, Universities & Colleges)	Hospitals, Universities & Colleges	Sports & Recreation organizations as a % of total sector revenues, excluding Hospitals, Universities & Colleges
<b>Revenues from government</b>				
Government payments for goods and services				
Payments from the Federal Government	0.3%	3%	0%	1%
Payments from Provincial Government	3%	12%	28%	2%
Payments from Municipal Government	0.4% <sup>E</sup>	3%	0.1%	1% <sup>E</sup>
Government Payments from Other	0%	0.2% <sup>E</sup>	0%	0% <sup>E</sup>
<b>Total government payments for goods and services</b>	<b>3%</b>	<b>18%</b>	<b>28%</b>	<b>2%</b>
Government grants and contributions				
Grants from the Federal Government	2%	3%	1%	7%
Grants from Provincial Government	1%	9% <sup>E</sup>	41%	1% <sup>E</sup>
Grants from Municipal Government	0.5% <sup>E</sup>	2% <sup>E</sup>	0%	2% <sup>E</sup>
Government Grants from Other	0%	0.2%	0%	0%
<b>Total government grants and contributions</b>	<b>4%</b>	<b>14%<sup>E</sup></b>	<b>42%</b>	<b>3%<sup>E</sup></b>
<b>Total revenues from government</b>	<b>7%</b>	<b>32%<sup>E</sup></b>	<b>70%</b>	<b>2%</b>
<b>Earned income from non-governmental sources</b>				
Charitable gaming	5%	1%	0%	32%
Membership fees	28%	21%	1%	11%
Fees for goods or services (non-government)	21%	19% <sup>E</sup>	18%	10% <sup>E</sup>
Investment income (including interest)	1%	4% <sup>E</sup>	2%	1% <sup>E</sup>
<b>Total revenues from earned income</b>	<b>55%</b>	<b>44%</b>	<b>22%</b>	<b>10%</b>
<b>Gifts and donations</b>				
Individual donations	6%	15% <sup>E</sup>	1%	4% <sup>E</sup>
Fundraising organizations / family community foundations	0.3%	2%	1%	2%
Disbursements from nonprofits	1%	2%	2%	3%
Corporate sponsorships, donations or grants	30%	3%	1%	53%
<b>Total revenues from gifts and donations</b>	<b>36%</b>	<b>21%<sup>E</sup></b>	<b>4%</b>	<b>14%</b>
<b>Other income</b>	<b>1%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>

### Sources of revenue by organization size

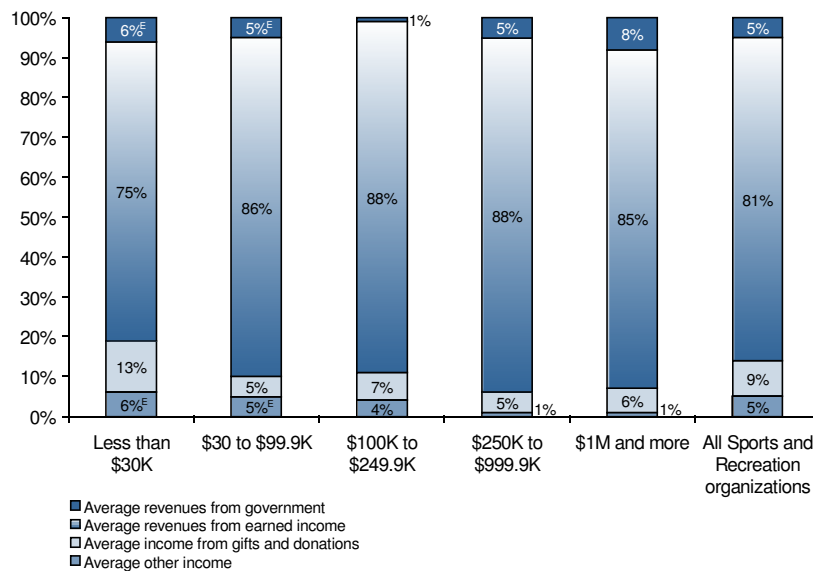
Generally speaking, Ontario Sports and Recreation organizations, regardless of size, tend to get roughly the same percentages of total revenue from government, earned income, gifts and donations, and other sources. The only exceptions are organizations with annual revenues less than \$30,000, which receive less of their

total revenue from earned income (75%) and more from gifts and donations (13%) than do larger organizations (see Figure 13), and organizations with annual revenues of between \$100,000 and \$999,999, which receive more (88%) of their total revenue from earned income than both larger and smaller organizations.

In comparison, the importance of government funding to other Ontario organizations tends to increase with revenue size. For example, non-Sports and Recreation organizations with annual revenues of \$1 million or more received an average of 36% of their revenues from government, compared to 8% for Sports and Recreation organizations (see Appendix A, Table A 14).

Sports and Recreation organizations in the rest of Canada exhibited a broadly similar pattern, with comparatively little variation in funding by revenue size. However, Sports and Recreation organizations outside Ontario typically received a somewhat smaller proportion of their total revenues from earned income and correspondingly larger proportions from other sources (see Appendix A, Table A 15).

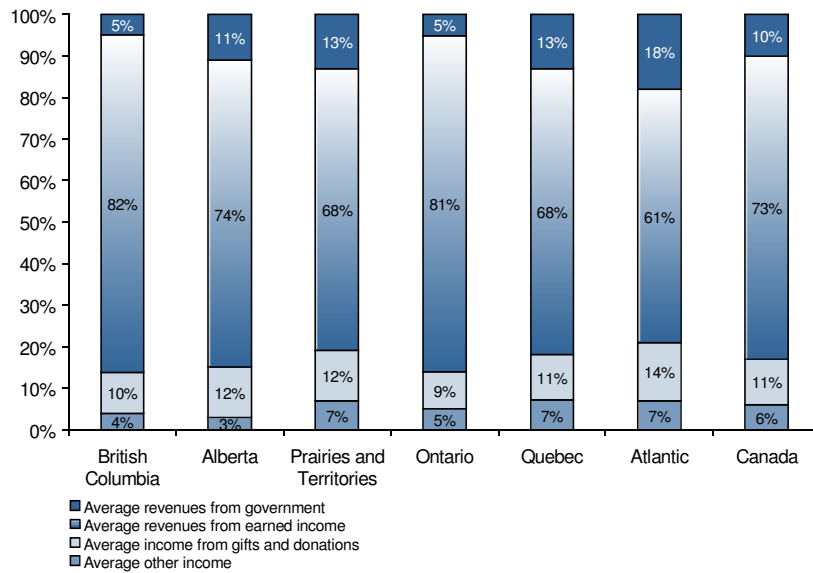
**Figure 13: Average revenue from each major source, by annual revenue size, Ontario Sports and Recreation organizations, NSNVO 2003.**



### Sources of revenue by region

Ontario Sports and Recreation organizations tend to receive more of their revenue from earned income and less from government than do organizations in most other regions. As shown in Figure 14, earned income accounts for an average of four fifths (81%) of total revenues for Ontario Sports and Recreation organizations while gifts and donations account for 9% of total revenue, and government and other sources account for 5% each. In most other regions, earned income accounts for between 61% and 74% of total revenue, government for between 10% and 18% and donations between 12% and 14%. British Columbia is an exception to this pattern, with organizations reporting very similar figures to Ontario organizations.

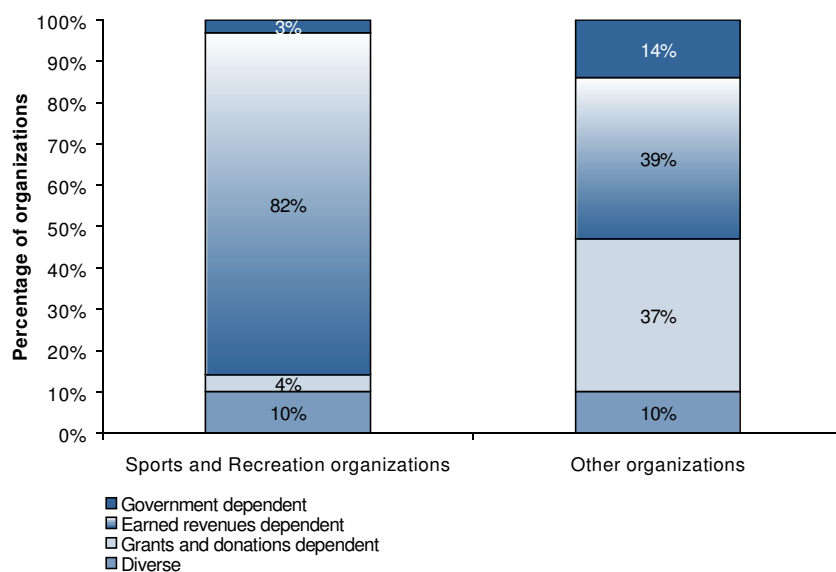
**Figure 14: Average revenue from each major source, by region, Sports and Recreation organizations, NSNVO 2003.**



### Revenue dependency

If more than 50% of an organization’s revenue comes from one source (government, earned income, or gifts and donations) that organization can be considered dependant on that revenue source. Using this measure (see Figure 15), just over eight in ten (82%) Ontario Sports and Recreation organizations are dependent on earned income, while much fewer are dependent on grants and donations (4%) or government (3%). Only 10% of Ontario Sports and Recreation organizations do not rely on a particular source for more than 50% of their revenues.

**Figure 15: Revenue dependency, Ontario organizations, NSNVO 2003.**



Other types of Ontario organizations are much less likely to be dependent on earned income (39% depend on this source) and much more likely to be dependent on gifts and donations (37%).

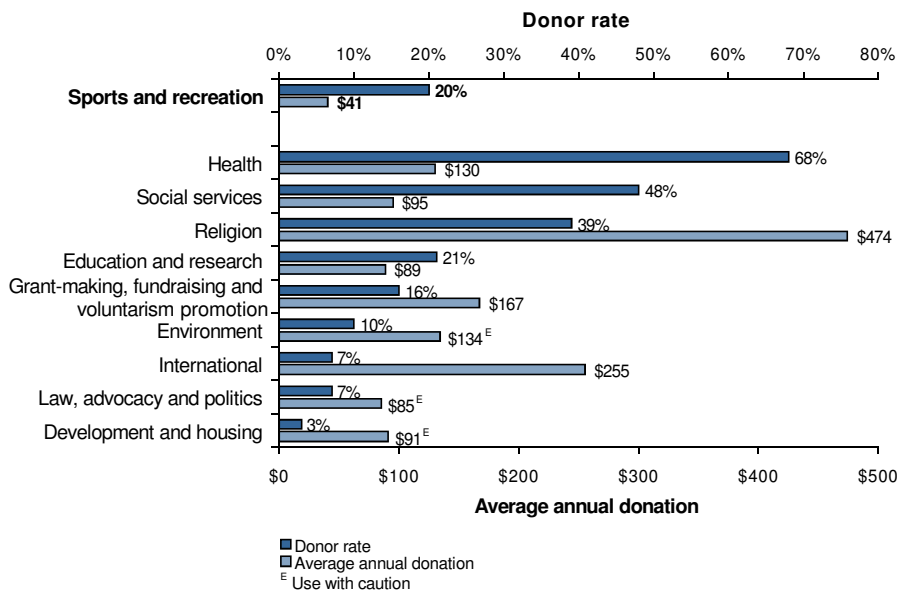
Compared to Sports and Recreation organizations in the rest of Canada, Ontario Sports and Recreation organizations are more likely to be dependent on earned income (82% vs. 72% in the rest of Canada), about half as likely to be dependent on gifts and donations (4% vs. 7%), and a third as likely (3% vs. 9%) to depend on government (see Appendix A, Table A 16). At least some of the difference with regards to gifts and donations may have to do with the fact that Ontario organizations are less likely than Sports and Recreation organizations in the rest of Canada to be registered charities (i.e., they cannot issue charitable receipts for tax purposes).

## Donations and donors

More than 2 million Ontarians – 20% of the population aged 15 and older – donate to Sports and Recreation organizations, making them the fifth most common type of organization to donate to behind Health, Social Services, Religious and Education and Research organizations (see Figure 16).

On average, these individuals donate \$41 annually, for a total of more than \$84 million. Compared to donors to other types of organizations, Ontario Sports and Recreation donors make the smallest annual donations on average. Donors to organizations devoted to Law, Advocacy, and Politics (\$85<sup>E</sup>), Education and Research (\$89), and Development and Housing (\$91<sup>E</sup>) also make relatively modest donations but give over twice as much as Sports and Recreation donors. Donors to Religious (\$474) and International organizations (\$255) give the most annually.

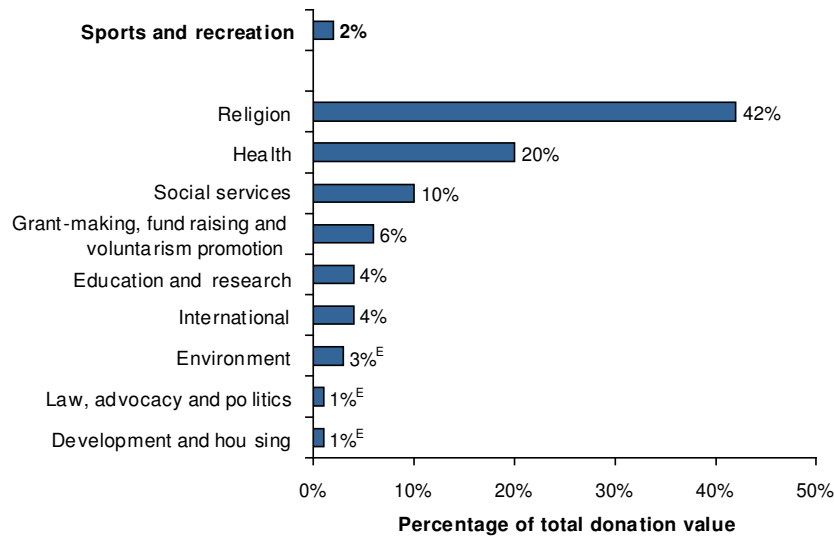
**Figure 16. Donor rate and average annual donation by primary activity area, CSGVP 2004.**



## Distribution of donations

Although Sports and Recreation organizations have a fairly broad base of donor support (20% of Ontarians donate), they receive only 2% of all the money donated (see Figure 17). A number of types of organizations with significantly narrower bases of support receive larger proportions of total donations (e.g., Environment and International organizations) by virtue of the larger contributions these donors tend to make.

**Figure 17. Percentage of total donation value by primary activity area, CSGVP 2004.**

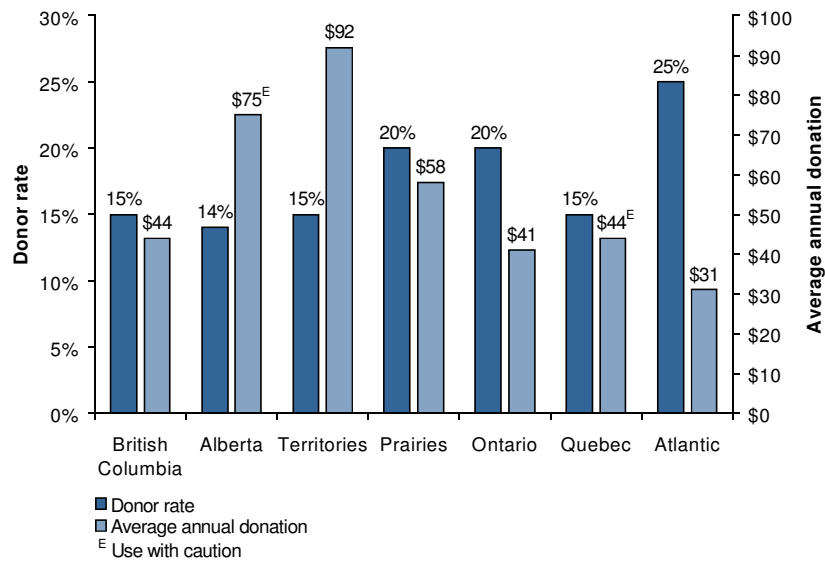


<sup>E</sup> Use with caution

### Donation rates and amounts vary by region

More Atlantic Canadians (25%) donate to Sports and Recreation organizations than do Canadians in any other region of the country (see Figure 18). Ontarians are the second most likely (20%) to give to Sports and Recreation organizations; however, Sports and Recreation donors in the rest of Canada give more on average than do those in Ontario. The largest Sports and Recreation donations are made in the Territories (\$92), followed by Alberta (\$75<sup>E</sup>) and the Prairie provinces (\$58).

**Figure 18. Donor rate and average annual donation by region, Sports and Recreation organizations, CSGVP 2004.**

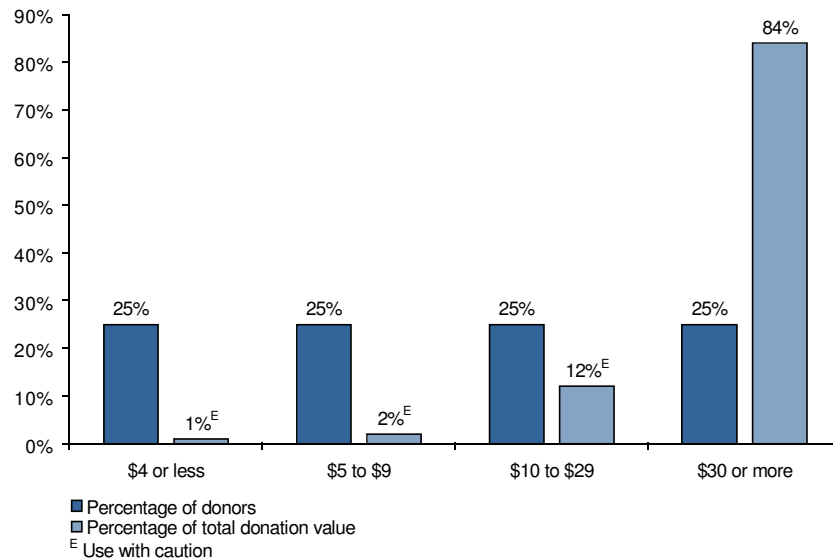


<sup>E</sup> Use with caution

## Much comes from the few

Although many Ontarians donate to Sports and Recreation organizations, the 25% of Sports and Recreation donors who make the largest contributions (\$30 or more annually) account for 84% of the total value of all Sports and Recreation donations (see Figure 19). This means that, overall, 5% of Ontarians aged 15 and over (one quarter of the 20% who donate to Sports and Recreation organizations) account for 84% of all the money donated to Sports and Recreation organizations. In contrast, just 1%<sup>E</sup> of all the money donated to these organizations comes from the 25% of donors who make the smallest contributions (\$4 or less).

**Figure 19. Percentage of donors and percentage of total donation value by size of annual donation, Sports and Recreation organizations, CSGVP 2004.**



## Personal and economic characteristics of donors

Ontario Sports and Recreation donors are diverse in terms of their age, sex, employment status, education, income, and religious involvement. They do, however, tend to share certain personal and economic characteristics. Ontarians who support Sports and Recreation organizations are more likely to be between the ages of 45 and 54, married or in a common-law relationship, and employed. They are also more likely to have household incomes of \$100,000 or more, a postsecondary education, and to have school-aged children living in their household. Most Sports and Recreation donors do not attend weekly religious services (see Table 2).

### Age

Ontarians between the ages of 45 and 54 are the most likely to donate to Sports and Recreation organizations – roughly one quarter (26%) did so in 2004 – and make the largest average donations (\$53 annually). These donors account for nearly one quarter (23%) of all Ontario Sports and Recreation donors and nearly one third (29%<sup>E</sup>) of the value of all Sports and Recreation donations.

### Household income

Ontario Sports and Recreation organizations depend on higher-income donors, particularly those with annual household incomes of \$100,000 or more. These individuals make up 25% of the Ontario population but account for 28% of Sports and Recreation donors and half (50%) of the value of all Sports and Recreation donations.



In general, the likelihood of donating to a Sports and Recreation organization in Ontario increases with household income but reaches a plateau at around \$60,000; roughly one quarter (22% to 24%) of Ontarians with incomes of \$60,000 or more donate to Sports and Recreation organizations. The average annual amount donated also tends to increase with income, ranging from a low of \$16 among those with household incomes of \$20,000 to \$39,000 to a high of \$73<sup>E</sup> among those with incomes of \$100,000 or more.

**Table 2. Personal and economic characteristics of all donors and Sports and Recreation donors, CSGVP 2004.**

	Sports & Recreation donors					All Ontario donors			
	Donor rate	Avg annual donations	% of donors	% of population	% of total donation value	Donor rate	Avg annual donations	% of donors	% of total donation value
<b>Age</b>									
15 to 24	12%	\$13 <sup>E</sup>	10%	16%	3% <sup>E</sup>	79%	\$136	14%	4%
25 to 34	18%	...	15%	17%	...	91%	\$385	18%	14%
35 to 44	21%	\$41 <sup>E</sup>	22%	21%	22% <sup>E</sup>	92%	\$452	21%	20%
45 to 54	26%	\$53	23%	18%	29% <sup>F</sup>	94%	\$630	19%	24%
55 to 64	23%	\$39 <sup>E</sup>	14%	13%	13% <sup>F</sup>	91%	\$607	13%	16%
65 and older	22%	\$33 <sup>E</sup>	16%	15%	13% <sup>E</sup>	92%	\$716	15%	22%
<b>Sex</b>									
Male	21%	\$51 <sup>E</sup>	50%	49%	62%	89%	\$527	48%	52%
Female	20%	\$31	50%	51%	38%	91%	\$452	52%	48%
<b>Marital status</b>									
Married or common-law	22%	\$47 <sup>E</sup>	68%	61%	77%	93%	\$535	63%	70%
Single, never married	15%	\$18	20%	27%	9% <sup>E</sup>	83%	\$318	25%	16%
Separated or divorced	22%	\$54 <sup>E</sup>	7%	7%	9% <sup>E</sup>	90%	\$496 <sup>E</sup>	7%	7% <sup>E</sup>
Widowed	20% <sup>E</sup>	\$39 <sup>E</sup>	5%	5%	5% <sup>E</sup>	88%	\$681	5%	7%
<b>Education</b>									
Less than high school	16%	\$19 <sup>E</sup>	13%	16%	6% <sup>E</sup>	80%	\$209	15%	6%
Graduated from high school	22%	\$44 <sup>E</sup>	19%	19%	20% <sup>F</sup>	90%	\$386	18%	14%
Some postsecondary	19% <sup>E</sup>	\$26 <sup>E</sup>	6% <sup>E</sup>	6%	4% <sup>E</sup>	86%	\$365 <sup>E</sup>	6%	4% <sup>E</sup>
Postsecondary diploma	23%	\$25	37%	34%	22% <sup>E</sup>	94%	\$458	35%	33%
University degree	22%	\$79 <sup>E</sup>	26%	25%	49% <sup>E</sup>	95%	\$823	26%	43%
<b>Labour force status</b>									
Employed	22%	\$47 <sup>E</sup>	71%	69%	80%	93%	\$497	71%	73%
Unemployed	...	...	...	1%	...	90%	\$213 <sup>E</sup>	1%	1% <sup>F</sup>
Not in the labour force	19%	\$29	27%	29%	18% <sup>F</sup>	85%	\$456	28%	26%
<b>Household income</b>									
Less than \$20,000	10% <sup>E</sup>	\$42 <sup>E</sup>	5%	10%	5% <sup>E</sup>	74%	\$259 <sup>E</sup>	9%	5% <sup>E</sup>
\$20,000 to \$39,999	16%	\$16	14%	18%	6% <sup>E</sup>	87%	\$408	17%	15%
\$40,000 to \$59,999	21%	\$21	19%	18%	10% <sup>E</sup>	94%	\$415	19%	16%
\$60,000 to \$79,999	24%	\$33	21%	17%	17% <sup>E</sup>	92%	\$375	18%	14%
\$80,000 to \$99,999	22%	...	12%	11%	...	93%	\$451	12%	11%
\$100,000 or more	23%	\$73 <sup>E</sup>	28%	25%	50%	93%	\$766	26%	41%
<b>Presence of children in the household</b>									
No children in household	21%	\$37	63%	62%	56%	90%	\$550	71%	70%
Pre-school-aged children only	22%	...	9%	8%	...	90%	\$315	7%	5%
Both pre-school and school-aged children	14% <sup>E</sup>	\$25 <sup>E</sup>	4% <sup>E</sup>	6%	2% <sup>E</sup>	89%	\$513 <sup>E</sup>	5%	6% <sup>F</sup>
School-aged children only	20%	\$41 <sup>E</sup>	24%	25%	24% <sup>E</sup>	89%	\$385	17%	19%
<b>Religious attendance</b>									
Attends religious services weekly	21%	\$32 <sup>E</sup>	21%	22%	16% <sup>E</sup>	96%	\$939	23%	43%
Does not attend religious services weekly	21%	\$45 <sup>E</sup>	79%	78%	84%	89%	\$367	77%	57%

## Education

Ontario Sports and Recreation donors tend to be relatively well educated – nearly two thirds (63%) have either a postsecondary diploma (37%) or a university degree (26%) – and these individuals account for 71% of the value of all Sports and Recreation donations. University graduates alone contributed nearly half (49%<sup>E</sup>) of the money donated to Sports and Recreation organizations in 2004.

In the nonprofit sector in general, both the likelihood of donating and the average amount donated tend to increase with the donor's level of education. However, this is not the case for Ontario Sports and Recreation donors. Ontarians who have just a high school diploma are about as likely to give to Sports and Recreation organizations (22% do so) as are those with a postsecondary diploma (23%) or a university degree (22%). The largest annual Sports and Recreation donations came from university graduates (\$79<sup>E</sup>) and high school graduates (\$44<sup>E</sup>).

## Children in the household

The majority of Ontario Sports and Recreation donors (63%) do not have children living in their household. These donors, however, make relatively modest contributions – an average of \$37 annually. Ontarians who have pre-school-aged children only are the most likely to donate to Sports and Recreation organizations – almost one quarter (22%) of these individuals did so in 2004.

## Sex

Men and women are almost equally likely to donate to Sports and Recreation organizations (21% and 20% respectively). Indeed, half (50%) of Ontario Sports and Recreation donors are men, and half (50%) are women. Men, however, tend to give more than women (\$51<sup>E</sup> vs. \$31) and account for 62% of the total value of all Sports and Recreation donations.

## Employment status

Ontarians who are employed are slightly more likely than those who are not in the labour force to donate to Sports and Recreation organizations (22% vs. 19%). Employed Ontarians account for 71% of Sports and Recreation donors, make larger donations than those who are not in the labour force (\$47<sup>E</sup> vs. \$29), and account for 80% of the value of all Sports and Recreation donations.

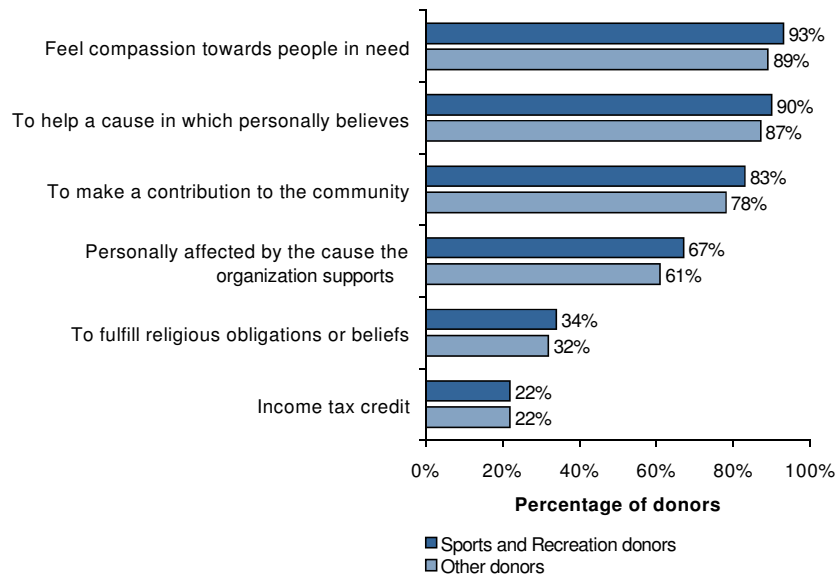
## Religious attendance

In general, Canadians who attend weekly religious services are more likely to donate and to give more than those who do not attend weekly services. This, however, is not the case with Ontario Sports and Recreation donors. In Ontario, both weekly attendees and non-weekly attendees are equally likely to donate to Sports and Recreation organizations (21% of each group); however, those who do not attend weekly religious services make larger donations (\$45<sup>E</sup> vs. \$32<sup>E</sup>).

## Motivations for donating

There are a number of different motivations that can influence an individual's decision to make a financial donation. In general, Ontario Sports and Recreation donors report the same motivations as other donors (see Figure 20): compassion toward those in need (93%), wanting to help a cause in which they personally believe (90%), and a desire to make a contribution to their community (83%). They were least likely to give in order to fulfill religious obligations or beliefs (34%) or to receive an income tax credit (22%).

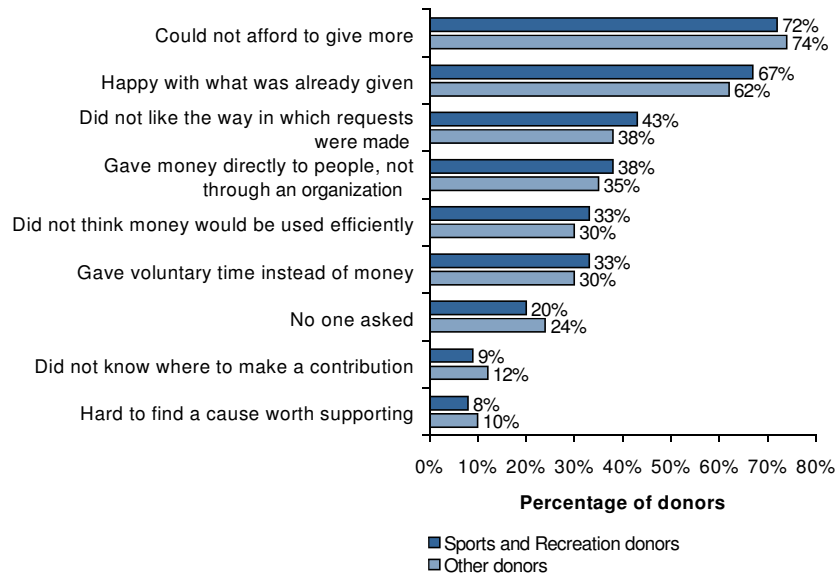
**Figure 20. Motivations for donating, CSGVP 2004.**



**Barriers to donating more**

When asked why they do not donate more, Ontario Sports and Recreation donors cite the same main reasons as other donors (see Figure 21). They are most likely to say cannot afford to give more (72%) or they are happy with what they have already given (67%). Very few Sports and Recreation donors report that they do not give more because they do not know where to make a contribution (9%) or they have difficulty finding a cause worth supporting (8%).

**Figure 21. Barriers to donating more, CSGVP 2004.**

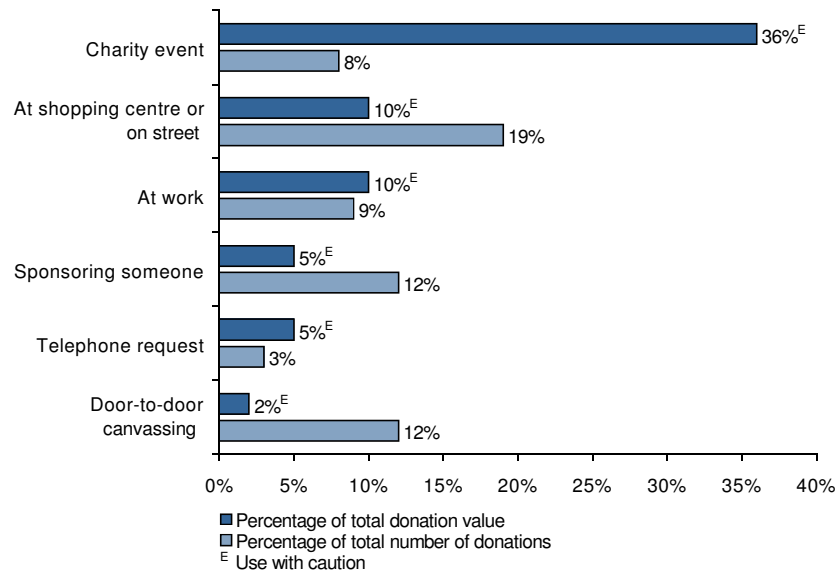


Ontario Sports and Recreation donors are somewhat more likely than other Ontario donors to report that they do not give more because they are happy with what they have already given (67% vs. 62%) or they dislike the way donation requests are made (43% vs. 38%). They are less likely to report that they have not been asked (20% vs. 24%) and do not know where to make a donation (9% vs. 12%).

## Donation methods

More than one third (36%<sup>E</sup>) of the money donated to Ontario Sports and Recreation organizations is donated through attendance at a charity event even though this method accounts for just 8% of the total number of Sports and Recreation donations (see Figure 22). Other methods are more commonly used but account for smaller proportions of the total value of Sports and Recreation donations. For example, 19% of all donations are made as a result of being approached in a public place, such as a shopping centre or on the street, but this method accounts for just 10%<sup>E</sup> of the total value of all Sports and Recreation donations in Ontario. Door-to-door canvassing and sponsoring someone are similarly common, but comparatively less lucrative donation methods.

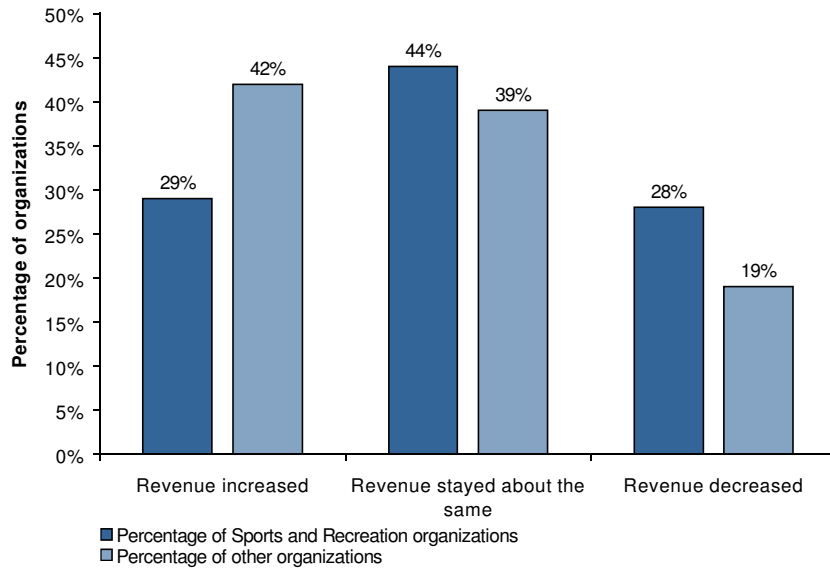
**Figure 22. Percentage of donations and percentage of donation value by method of donation, Sports and Recreation donors, CSGVP 2004.**



## Changes in revenues

Sports and Recreation organizations are more likely than other organizations to report that revenues decreased over the previous three years. Over a quarter (28%) of Sports and Recreation organizations reported decreases, compared to about a fifth (19%) of other organizations (see Figure 23). Just 29% of Sports and Recreation organizations reported increased revenues, compared to 42% of non-Sports and Recreation organizations.

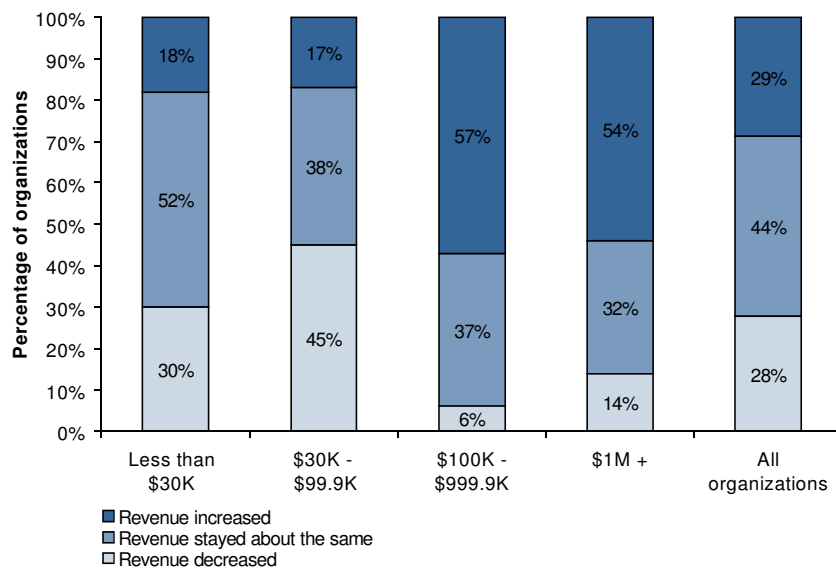
**Figure 23: Reported change in revenues over the previous three years, Ontario Sports and Recreation organizations, NSNVO 2003.**



### Changes in revenues by organization size

As shown in Figure 24, Sports and Recreation organizations with revenues less than \$100,000 are most likely to report decreased revenues over the previous three years (reported by 45% of organizations with annual revenues between \$30,000 and \$99,999 and 30% of organizations with revenues less than \$30,000). While larger organizations were quite likely to report increased revenues over the same period, it should be remembered that organizations with annual revenues less than \$100,000 account for almost three quarters of Sports and Recreation organizations

**Figure 24: Reported change in revenues over previous three years by organization size, Ontario Sports and Recreation organizations, NSNVO 2003.**

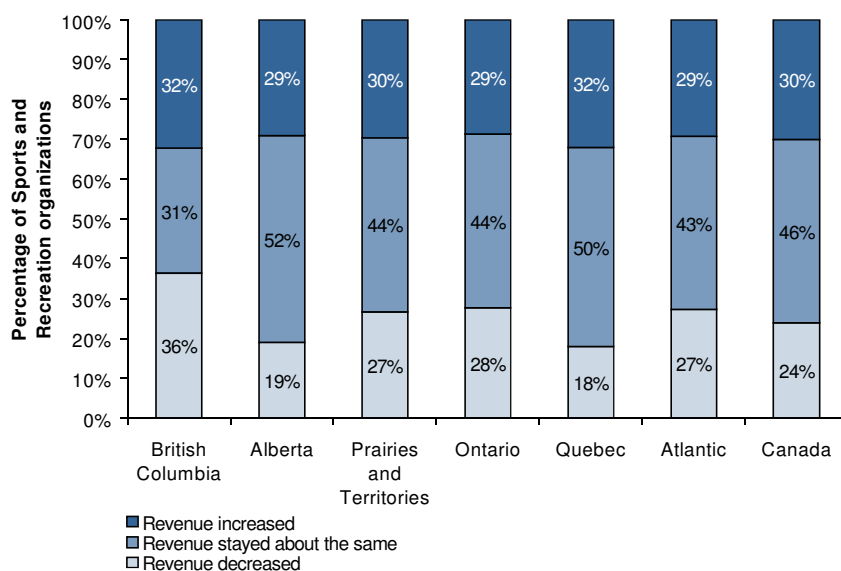


Compared to other Ontario organizations, small Sports and Recreation organizations are more likely to report decreased revenues. For example, just 21% of other Ontario organizations with revenues of between \$30,000 and \$99,999 report decreased revenues compared to 45% of Sports and Recreation organizations. (see Appendix A, Table A 18). Compared to Sports and Recreation organizations in the rest of Canada, small Ontario Sports and Recreation organizations were more likely to report decreased revenues, while larger organizations were more likely to report increased revenues. For example, 21% of Sports and Recreation organizations in the rest of Canada with revenues of between \$30,000 and \$99,999 say that their revenue decreased between 2000 and 2003, compared to 45% of Ontario organizations of the same size (see Appendix A, Table A 19). Conversely, 57% of Ontario organizations with revenues between \$250,000 and \$999,999 reported increased revenues, compared to 40% of similarly sized organizations in the rest of Canada.

### Change in revenues by region

The proportion of organizations reporting increased revenues is quite consistent across Canada. Just under one third (29% to 32%) of Sports and Recreation organizations in each region of Canada report increased revenues between 2000 and 2003 (see Figure 25). However, there are noticeable variations with regards to declining revenues. Sports and Recreation organizations in Quebec and Alberta are less likely than Sports and Recreation organizations in Ontario to report declining revenues (18% and 19%, respectively) and more likely to report stable revenues (50% and 52%, respectively). British Columbia Sports and Recreation organizations are more likely to report change in terms of both increasing and decreasing revenues than are Sports and Recreation organizations anywhere else in the country.

**Figure 25: Reported change in revenues over previous three years by region, Sports and Recreation organizations, NSNVO 2003.**



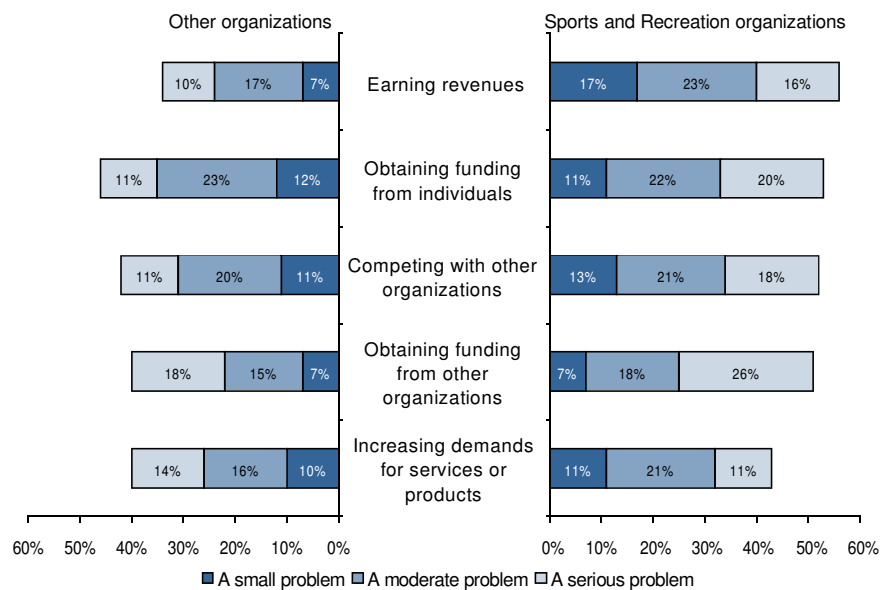
### Financial capacity issues

The NSNVO asked organizations if any of a range of financial and funding issues pose a small, moderate or significant problem to them as they attempt to carry out their missions. These responses are an extremely important indicator as to the financial challenges that organizations face. Ontario Sports and Recreation organizations are more likely than other Ontario organizations to report almost all financial capacity challenges and to report almost all as moderate or serious problems. As shown in Figure 26, Ontario Sports and Recreation organizations are noticeably more likely than other organizations to cite difficulties earning revenues (56% vs. 34%) and over half again as likely to identify this as a serious problem (16% vs. 10%).

Similarly, they are more likely to report difficult obtaining funding from individuals and almost twice as likely to report the difficulty as serious (20% vs. 11% of other organizations). The only partial exception to this pattern is difficulty arising from increased demand for services or products, which is much more consistent between Sports and Recreation and other organizations.

Compared to Sports and Recreation organizations in the rest of Canada, Ontario Sports and Recreation organizations are noticeably more likely to say that many financial capacity challenges are moderate or serious problems. For instance, 18% of Ontario Sports and Recreation organizations report serious difficulty competing with other organizations, compared to 12% of Sports and Recreation organizations elsewhere in Canada (see Appendix A, Table A 21). A similar pattern is seen with other financial capacity challenges.

**Figure 26: Financial capacity issues, Ontario Sports and Recreation organizations and other Ontario nonprofit and voluntary organizations, NSNVO 2003.**



### Financial issues by organization size

Medium sized Sports and Recreation organizations with annual revenues between \$250,000 and \$999,999 are most likely to report most financial challenges. Almost nine in ten organizations (86%) with revenues between \$250,000 and \$999,999 report difficulty obtaining funding from other organizations, and just over three quarters report difficulties obtaining funding from individuals (77%) and competing with other organizations (76%). Broadly speaking, smaller Ontario Sports and Recreation organizations are less likely than their larger counterparts to report most financial capacity challenges (see Table 3). Without exception, the smallest Sports and Recreation organizations (those with annual revenues less than \$30,000) are least likely to report all financial capacity challenges. The only major exception to this general trend is the difficulty that organizations with revenues of between \$30,000 and \$99,999 experience earning income (71% report difficulty).

Compared to other organizations, Ontario Sports and Recreation organizations of all sizes are more likely to report virtually all financial capacity challenges. This is particularly true of organizations with annual revenues between \$100,000 and \$249,999. For instance, Sports and Recreation organizations of this size are twice as likely other similar-sized organizations to report difficulties earning income (58% vs. 28%). Broadly speaking, the responses of the largest (annual revenues of \$1 million or more) and smallest (less than \$30,000) Sports and Recreation organizations tend to be more similar to those of other Ontario organizations (see Appendix A, Table A 22).

**Table 3: Financial capacity issues by revenue size, Ontario Sports and Recreation organizations, NSNVO 2003.**

Capacity issues	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All Sports & Recreation organizations
Earning revenues	46%	71%	58%	59%	55%	56%
Obtaining funding from individuals	42%	57%	68%	77%	65%	53%
Competing with other organizations	40%	49%	77%	76%	64%	52%
Obtaining funding from other organizations	39%	51%	61%	86%	61%	51%
Increasing demands for services or products	34%	42%	53%	68%	63%	43%

Compared to Sports and Recreation organizations of a comparable size elsewhere in Canada, Ontario Sports and Recreation organizations tend to report most financial capacity issues to the same extent (e.g., medium-sized Sports and Recreation organizations in Ontario and in the rest of Canada are most likely to report almost all capacity challenges). However, Ontario Sports and Recreation organizations of all sizes are more likely than their counterparts in the rest of Canada to report difficulties obtaining funding from individuals (see Appendix A, Table A 23). Again, this may well be at least partially due to the fact that fewer Ontario Sports and Recreation organizations have charitable status, which would allow them to issue charitable tax receipts.

### Financial issues by revenue change

Change in organizational revenues, whether positive or negative can pose particular challenges for organizations as they seek to cope with decreasing resource or with organizational growth. This can clearly be seen in the fact that Ontario Sports and Recreation organizations with stable incomes are least likely to report all financial capacity challenges. Those whose revenues that declined between 2000 and 2003 are the most likely (76%) to report difficulty earning income, and those whose revenues increased are noticeably more likely to report difficulties obtaining funding from other organizations (62%) and competing with other organizations (63%).

**Table 4: Financial capacity issues by reported revenue change, Ontario Sports and Recreation organizations, NSNVO 2003.**

Capacity issues	Percentage of organizations reporting each challenge		
	Revenue increased	Revenue stayed about the same	Revenue decreased
Earning revenues	51%	47%	76%
Obtaining funding from individuals	62%	43%	64%
Competition with other organizations	63%	43%	56%
Obtaining funding from other organizations	62%	46%	50%
Increasing demands for services or products	50%	35%	52%

### External funding-related capacity issues

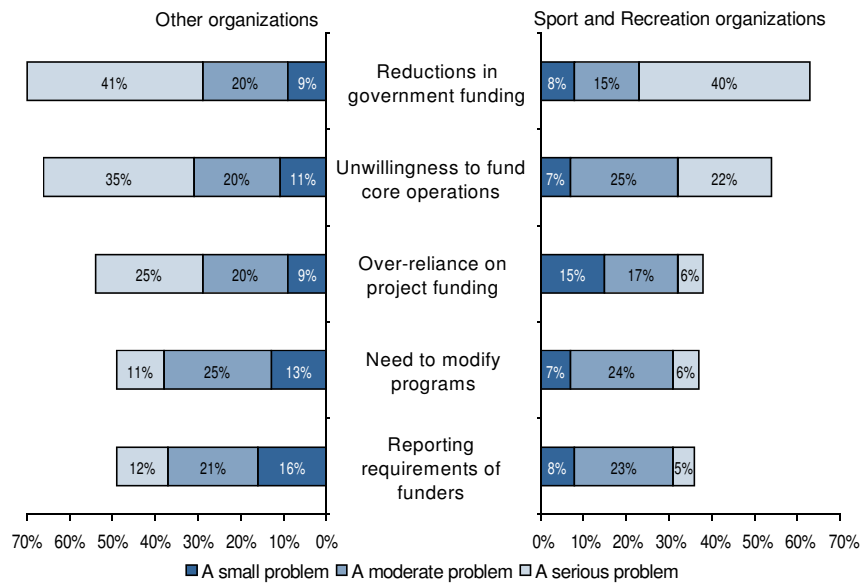
The NSNVO also asked organizations that had received funding from another organization over the previous three years if any of a range of issues related to external funding pose a serious, moderate, or small problem or no problem at all. Specifically, organizations were asked if they had problems due to reductions in government funding, unwillingness of funders to fund core operations, an over-reliance on project based funding, the reporting requirements of funders, or the need to modify programs in order to receive funding.



As shown in Figure 27, the 30% of Sports and Recreation organizations that had received external funding at some point during the previous three years were most likely to identify reductions in government funding as a challenge (63%) and the overwhelming majority of those identifying it as a challenge identified it as a serious challenge (40%). Over half of organizations said that unwillingness of funders to fund core operations posed a challenge and 22% identified it as a serious challenge. Organizations were somewhat less likely to cite other external factors as challenges.

Broadly speaking, Ontario Sports and Recreation organizations were less likely than other organizations to report external funding related capacity issues and they were markedly less likely to identify most issues as serious. Reductions in government funding marked the only departure from this pattern, with Sports and Recreation organizations and other organizations being roughly as likely to cite this as a serious problem (40% vs. 41% of other organizations).

**Figure 27: External funding issues, Ontario organizations, NSNVO 2003.**



**Summary**

Just three sources of revenue account for nearly four fifths of total revenues for Ontario’s Sports and Recreation sub-sector. In comparison, the top three revenue sources for other organizations (excluding Hospitals, Universities and Colleges), account for just over half of total revenues. Given this, it is perhaps unsurprising that four fifths of individual Sports and Recreation organizations depend on earned income for 50% or more of their revenues and that they are twice as likely as other Ontario organizations to do so.

This dependence on a few key revenue sources may leave Sports and Recreation organizations vulnerable, should anything happen to these sources. Indeed, there are signs that Sports and Recreation organizations are under particular financial pressure. Sports and Recreation organizations are noticeably more likely than other organizations to report decreased revenues over the previous three years and they are more likely to report almost all internal financial challenges. The fact that they are particularly likely to report difficulties earning income should be of significant concern, given the central role of earned income to Sports and Recreation organizations.

Donations play a small role in the funding of Sports and Recreation organizations and account for just 6% of total revenues. Although many Ontarians donate to these organizations, their support is generally shallow, with Sports and Recreation organizations receiving the smallest average annual donation of any organization type. Additionally, most of this support comes from a minority of donors—over four fifths of donation value comes from the quarter of Sports and Recreation donors who contributed \$30 or more.

# Human Resources and Challenges

Three quarters of Sports and Recreation organizations have no paid staff and are entirely dependent on volunteers. Collectively, Sports and Recreation volunteers contribute nearly 122 million hours, the equivalent of approximately 63,000 full-time jobs. Sports and Recreation organizations also employ 44,000 paid staff, many on a full-time basis. In order to clearly understand how Sports and Recreation organizations meet their labour needs and the challenges they face in doing this, it is vital to look at both volunteer and paid labour.

In this section of the report we look at the very significant volunteer contributions that Ontarians make to Sports and Recreation organizations, as well as the paid labour resources that organizations are able to draw on. Using the CSGVP we look at the levels of volunteer support that Ontarians contribute, their motivations for volunteering, and the barriers that they face that may keep them from volunteering as much time as they might otherwise. Additionally, we review how the likelihood of volunteering varies according to the personal and economic characteristics of individuals and the ways that they become involved with Sports and Recreation organizations. Complementing this with information from the NSNVO, we look at the role that paid staff play in Ontario Sports and Recreation organizations, compared to other organizations and to Sports and Recreation organizations elsewhere in Canada. In conclusion, we look at the paid staff- and volunteer-related capacity challenges that Sports and Recreation organizations face as they try to carry out their activities.

## Highlights

### Volunteers and volunteering

- 1.1 million Ontarians (11% of the population aged 15 and older) volunteer for Sports and Recreation organizations.
- Sports and Recreation organizations receive 15% of all the hours volunteered in Ontario.
- Volunteers contribute an average of 108 hours each to Ontario Sports and Recreation organizations, for a total of nearly 122 million hours.
- 78% of the hours volunteered for Ontario Sports and Recreation organizations are contributed by 25% of volunteers.
- Ontario Sports and Recreation volunteers tend to be male, 35 to 44, married or in common-law relationships, and employed, and to have a postsecondary education and annual household incomes of \$100,000 or more.
- Ontario Sports and Recreation volunteers are most likely to be motivated by the desire to make a contribution to the community and to use their skills and experiences.

### Paid staff

- Ontario Sports and Recreation organizations employ 44,000 people.
- Three quarters (75%) of Ontario Sports and Recreation organizations operate with no paid staff.
- Most paid staff (59%) are employed part-time.
- Most organizations with paid staff (66%) report that staffing levels remained stable between 2000 and 2003.

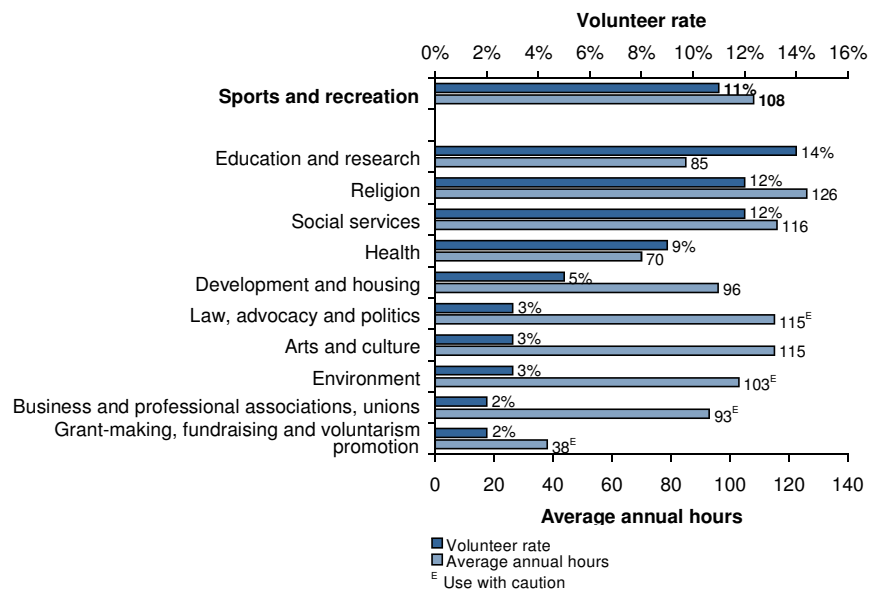
### Capacity challenges

- Ontario Sports and Recreation organizations are more likely than other Ontario nonprofit and voluntary organizations to report difficulties recruiting and retaining suitable volunteers and board members.
- Ontario Sports and Recreation organizations are less likely than other organizations to report difficulties recruiting and training suitable paid staff but more likely to report difficulties retaining staff.
- Sports and Recreation organizations were more likely to report capacity challenges related to volunteers than those related to paid staff; 67% said they had difficulty recruiting the type of volunteers they need.
- Ontario Sports and Recreation organizations are more likely than other Ontario organizations to report most volunteer-related capacity challenges, and less likely to report paid staff challenges.
- Sports and Recreation organizations with annual revenues less than \$30,000 were least likely to report most human resources capacity challenges.
- Medium sized organizations tended to be most likely to report most volunteer-related challenges, while the largest organizations were most likely to report problems recruiting and training paid staff.

### Volunteers

More than 1 million Ontarians (11% of the population aged 15 and older) volunteered an average of 108 hours each for Sports and Recreation organizations in 2004, making Sports and Recreation organizations the fourth most popular type of organization to volunteer for behind Education and Research, Religious, and Social Services organizations (see Figure 28). In total, these volunteers contributed nearly 122 million hours, or the equivalent of roughly 63,000 full-time jobs.<sup>7</sup>

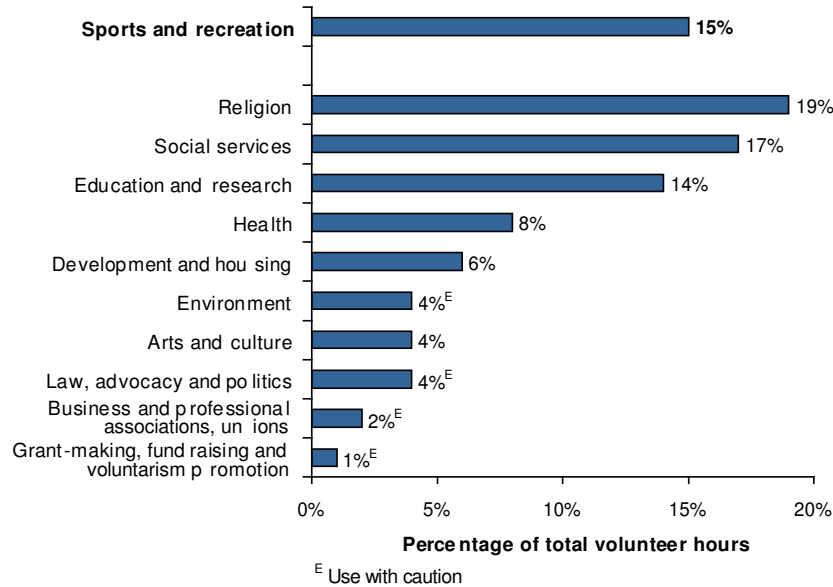
**Figure 28. Volunteer rate and average annual hours by primary activity area, CSGVP 2004.**



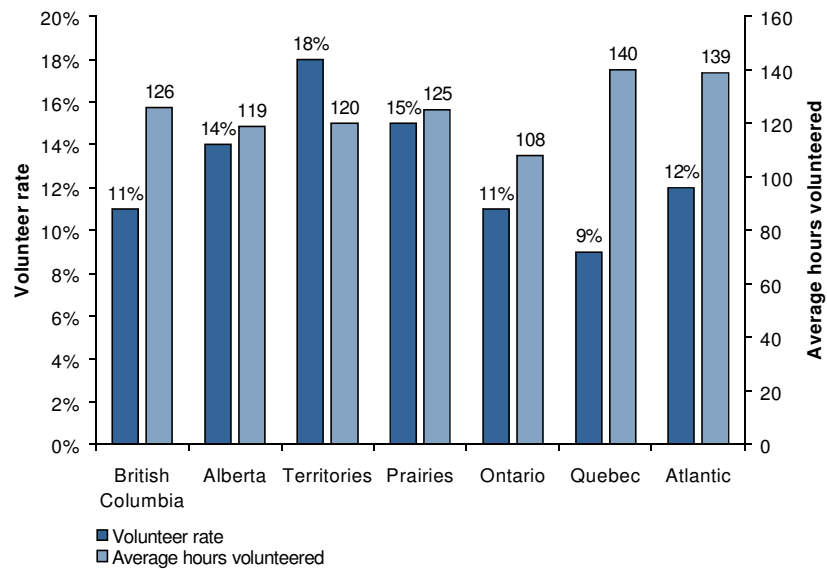
<sup>7</sup> Assuming 40 hours of work per week for 48 weeks.

As shown in Figure 29, Sports and Recreation organizations account for the third largest percentage of volunteer hours in Ontario (15% of the total). Both Religious (19%) and Social Services (17%) organizations receive larger proportions of total volunteer hours contributed by Ontario volunteers.

**Figure 29. Percentage of total volunteer hours by primary activity area, CSGVP 2004.**



**Figure 30. Volunteer rate and average hours volunteered, by region, Sports and Recreation organizations, CSGVP 2004.**



### Volunteer rates and hours vary by region

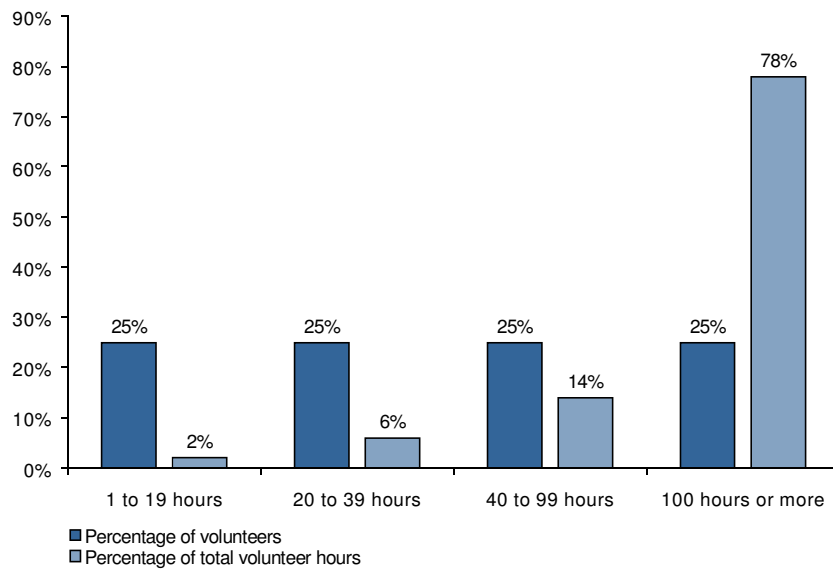
Compared to other regions in Canada, Ontarians are among the least likely to volunteer for Sports and Recreation organizations (11% volunteered) and give the fewest hours on average (108), as shown in Figure 30. Only residents of Quebec are less likely to volunteer for Sports and Recreation organizations (9% volunteered). Canadians residing in the Territories are the most likely to volunteer for Sports and Recreation

organizations (18%). Sports and Recreation volunteers in Quebec and the Atlantic provinces contribute the greatest number of hours (140 and 139, respectively).

### Much comes from the few

In 2004, more than three quarters (78%) of all the hours volunteered for Ontario Sports and Recreation organizations came from the 25% of volunteers who contributed 100 hours or more (see Figure 31). In contrast, the 25% of volunteers who contributed the fewest hours (1 to 19) accounted for just 2% of the hours volunteered for Sports and Recreation organizations.

**Figure 31. Percentage of volunteers and percentage of total volunteer hours by annual hours volunteered, Sports and Recreation organizations, CSGVP 2004.**



### Personal and economic characteristics of volunteers

Ontario Sports and Recreation volunteers tend to share many of the characteristics of Ontario Sports and Recreation donors. They tend to be male, between the ages of 35 and 44, married or in common-law relationships, employed, and to have a postsecondary education and household incomes of \$100,000 or more. They also tend to have school-aged children in their household and do not attend weekly religious services (see Table 5).

#### Sex

Men are more likely than women to volunteer for Ontario Sports and Recreation organizations (14% vs. 8%) and account for 62% of all Ontario Sports and Recreation volunteers and 61% of all volunteer hours. Women, however, contribute slightly more hours annually (110<sup>E</sup> vs. 107).

#### Age

Ontarians between the ages of 35 and 44 are the most likely to volunteer for Sports and Recreation organizations (15%), followed closely by those between the ages of 45 and 54 (14%). Together, these two groups account for 55% of all the hours volunteered for Sports and Recreation organizations. Seniors (those aged 65 and older) volunteer the greatest number of hours (151<sup>E</sup>).

## Household income

As is the case in the nonprofit and voluntary sector in general, the likelihood of volunteering for a Sports and Recreation increases with household income, running from a low of 5%<sup>E</sup> among those with household incomes of less than \$20,000 to a high of 16% among those with incomes of \$100,000 or more.

More than one third (35%) of all Ontario Sports and Recreation volunteers have household incomes in excess of \$100,000, but these volunteers contribute relatively few hours annually (85). Only volunteers with incomes between \$20,000 and \$39,999 contributed fewer hours (80<sup>E</sup>). Volunteers with household incomes of \$60,000 to \$79,999 contributed the most hours (160<sup>E</sup>).

**Table 5. Personal and economic characteristics of all volunteers and Sports and Recreation volunteers, CSGVP 2004.**

	Sports & Recreation volunteers					All Ontario volunteers			
	Volunteer rate	Avg annual hours	% of volunteers	% of population	% of total volunteer hours	Volunteer rate	Avg annual hours	% of volunteers	% of total volunteer hours
<b>Age</b>									
15 to 24	10%	60 <sup>E</sup>	15%	16%	8% <sup>E</sup>	63%	138	21%	18%
25 to 34	7%	59 <sup>E</sup>	11%	17%	6% <sup>E</sup>	46%	134	16%	13%
35 to 44	15%	137 <sup>E</sup>	27%	21%	34% <sup>E</sup>	54%	155	22%	21%
45 to 54	14%	99	23%	18%	21%	51%	151	18%	17%
55 to 64	9% <sup>E</sup>	120 <sup>E</sup>	10%	13%	11% <sup>E</sup>	48%	196	12%	15%
65 and older	10%	151 <sup>E</sup>	14%	15%	19% <sup>E</sup>	39%	237	11%	17%
<b>Sex</b>									
Male	14%	107	62%	49%	61%	49%	161	48%	48%
Female	8%	110 <sup>E</sup>	38%	51%	39%	52%	162	52%	52%
<b>Marital status</b>									
Married or common-law	13%	121	72%	61%	80%	50%	168	61%	64%
Single, never married	8%	64 <sup>E</sup>	20%	27%	12% <sup>E</sup>	55%	142	29%	26%
Separated or divorced	8% <sup>E</sup>	90 <sup>E</sup>	5%	7%	4% <sup>E</sup>	47%	193	6%	8%
Widowed	...	...	...	5%	...	29%	150	3%	3%
<b>Education</b>									
Less than high school	9%	...	13%	16%	...	43%	127	14%	11%
Graduated from high school	12%	129 <sup>E</sup>	19%	19%	23% <sup>E</sup>	49%	152	17%	16%
Some postsecondary	...	...	...	6%	...	53%	190	7%	8% <sup>E</sup>
Postsecondary diploma	12%	95	37%	34%	32%	50%	163	33%	33%
University degree	12%	110 <sup>E</sup>	27%	25%	27% <sup>E</sup>	61%	178	29%	32%
<b>Labour force status</b>									
Employed	12%	112	73%	69%	77%	53%	147	70%	63%
Unemployed	...	...	...	1%	...	62%	177 <sup>E</sup>	2% <sup>E</sup>	2% <sup>E</sup>
Not in the labour force	10%	87	25%	29%	21% <sup>E</sup>	51%	197	29%	35%
<b>Household income</b>									
Less than \$20,000	5% <sup>E</sup>	...	5% <sup>E</sup>	10%	...	35%	171	7%	8%
\$20,000 to \$39,999	6% <sup>E</sup>	80 <sup>E</sup>	10%	18%	8% <sup>E</sup>	40%	165	14%	15%
\$40,000 to \$59,999	11%	125 <sup>E</sup>	18%	18%	20% <sup>E</sup>	51%	187	18%	21%
\$60,000 to \$79,999	12%	160 <sup>E</sup>	18%	17%	27% <sup>E</sup>	49%	171	17%	18%
\$80,000 to \$99,999	14%	92	14%	11%	12% <sup>E</sup>	56%	130	12%	10%
\$100,000 or more	16%	85	35%	25%	28%	63%	150	31%	29%
<b>Presence of children in the household</b>									
No children in household	8%	110	46%	62%	47%	45%	182	55%	62%
Pre-school-aged children only	...	...	...	8%	...	45%	148 <sup>E</sup>	7%	7% <sup>E</sup>
Both pre-school and school-aged children	15% <sup>E</sup>	109 <sup>E</sup>	8%	6%	...	56%	131	6%	5%
School-aged children only	18%	91	40%	25%	34%	64%	134	31%	26%
<b>Religious attendance</b>									
Attends religious services weekly	10%	104	19%	22%	18%	66%	222	28%	38%
Does not attend religious services weekly	12%	108	81%	78%	82%	48%	140	73%	62%

## Education

Ontarians with a postsecondary education make up the largest group of Sports and Recreation volunteers. In total, nearly two thirds (64%) of Sports and Recreation volunteers have a postsecondary education, and this group accounts for 59% of all the volunteer hours.

In the voluntary sector in general, the likelihood of volunteering tends to increase with education; however, this is not the case with Sports and Recreation volunteers, where there is no discernible pattern. Twelve percent of those with a high school diploma volunteer for a Sports and Recreation organization, as do 12% of those with a postsecondary diploma or a university degree. Ontarians with less than a high school education were the least likely to volunteer for Sports and Recreation organizations (9%).

## Marital status

Ontarians who are married or in common-law relationships are the most likely to volunteer for Sports and Recreation organizations (13%) and contribute the most hours annually (121). Nearly three quarters (72%) of Ontario Sports and Recreation volunteers fall into this category, and they account for 80% of all the hours volunteered for Sports and Recreation organizations. In contrast, single Ontarians and those who are separated or divorced are the least likely to be Sports and Recreation volunteers (8% and 8%<sup>E</sup>, respectively). Single Sports and Recreation volunteers contribute the fewest hours annually (64<sup>E</sup>).

## Children in the household

Ontarians with school-aged children in their household are the most likely to volunteer for Sports and Recreation organizations (18%), and those with no children in their household are the least likely (8%). However, Ontarians with no children in their households account for almost half (46%) of all Sports and Recreation volunteers, whereas those with school-aged children account for 40% of the total. Sports and Recreation volunteers without children in their household and those with both pre-school and school-aged children contribute the greatest number of hours annually (110 and 109<sup>E</sup> respectively).

## Employment status

Employed Ontarians are more likely to volunteer for Sports and Recreation organizations than those who are not in the labour force (12% vs. 10%) and contribute the most hours, on average (112 vs. 87). Most Ontario Sports and Recreation volunteers (73%) are employed and they account for 77% of all the hours volunteered.

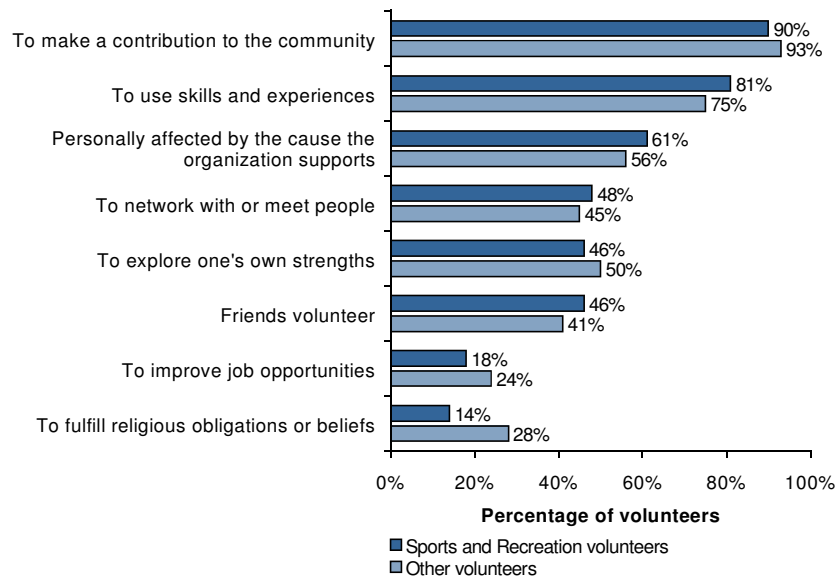
## Religious attendance

In general, those who are religiously active tend to volunteer at a higher rate and to contribute more hours. However, this is not the case with Ontario Sports and Recreation volunteers. Ontarians who do not attend weekly religious services are actually slightly more likely than those who attend weekly services to volunteer for Sports and Recreation organizations (12% vs. 10%) and contribute more hours (108 vs. 104). Those who do not attend weekly religious services account for 82% of all hours contributed to Sports and Recreation organizations in Ontario.

## Motivations for volunteering

As shown in Figure 32, Ontario Sports and Recreation volunteers contribute their time for the same reasons as other volunteers: because they want to make a contribution to the community (90%), they want to use their skills and experiences (81%), or because they have been personally affected by the cause the organization supports (61%). They are least likely to volunteer in order to improve their job opportunities (18%) or to fulfill obligations or beliefs (14%).

**Figure 32. Motivations for volunteering, CSGVP 2004.**



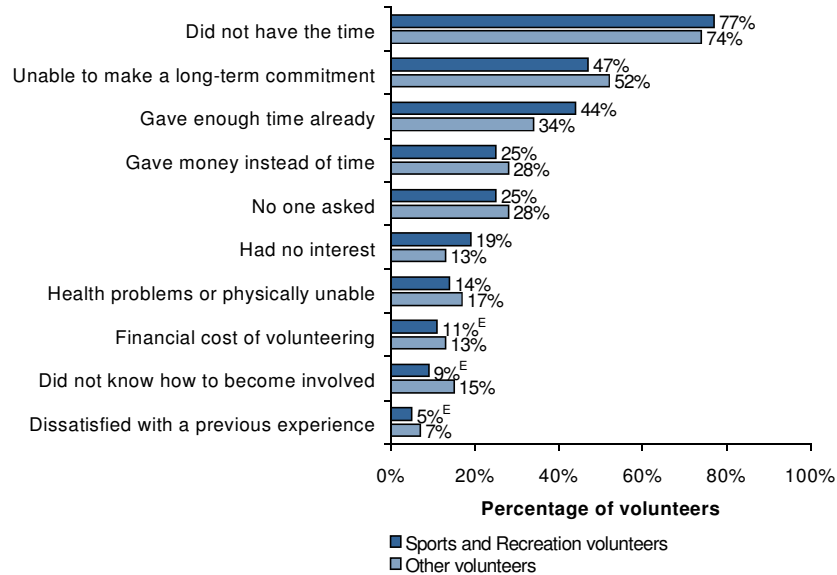
Compared to other volunteers, Ontario Sports and Recreation volunteers are more likely to be motivated by the desire to use their skills and experiences (81% of Sports and Recreation volunteers vs. 75% of other volunteers), because they have been personally affected by the cause the organization supports (61% vs. 56%), and because their friends volunteer (46% vs. 41%). Other volunteers, however, are more likely to contribute their time in order to fulfill religious obligations or beliefs (28% vs. 14% of Ontario Sports and Recreation volunteers) and to improve job opportunities (24% vs. 18%).

### Barriers to volunteering more

Ontario volunteers were asked whether any of a range of potential barriers kept them from volunteering more time. The picture that emerges from these barriers is one of Sports and Recreation volunteers who believe they are already making a sufficient contribution and are perhaps even resistant to volunteering further. Sports and Recreation volunteers are more likely than volunteers for other organizations to say that they did not volunteer more because they believe they have already contributed enough time (44% vs. 34% of other volunteers) and somewhat more likely to say that they lacked the time to volunteer more (77% vs. 74%). Conversely, they are somewhat less likely than other volunteers to cite almost all other barriers, for example, not knowing how to become involved (9%<sup>E</sup> vs. 15%) or being unable to make a long-term commitment (48% vs. 52%). This pattern, combined with the slightly elevated tendency to cite a lack of interest in volunteering more (19% vs. 13%) suggests that many Sports and Recreation volunteers are simply choosing not to contribute more hours.



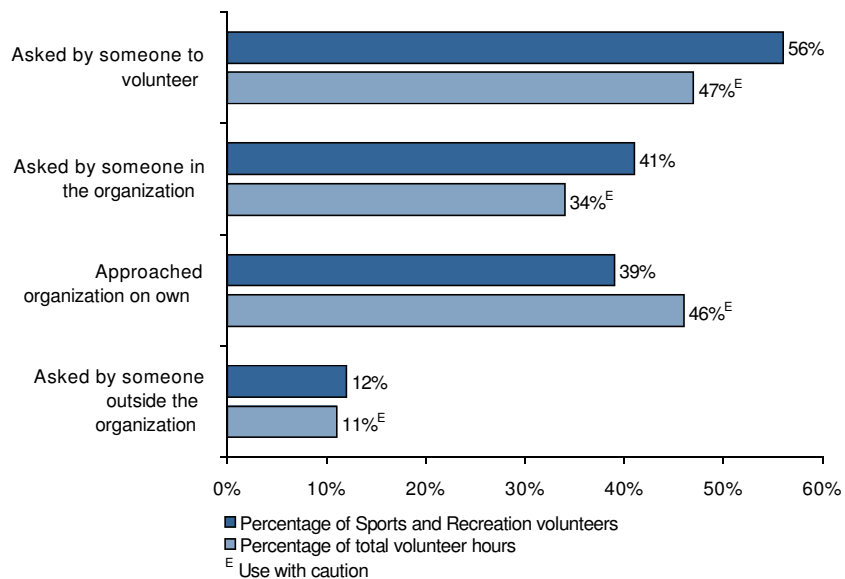
**Figure 33. Barriers to volunteering more, CSGVP 2004.**



**How volunteers become involved**

The most common way for Sports and Recreation volunteers to become involved in volunteering is to be asked; more than half (56%) of all Ontario Sports and Recreation volunteers become involved in this way (see Figure 34). These volunteers account for nearly half (47%<sup>E</sup>) of the hours contributed to Sports and Recreation organizations. They are more likely to have been approached by someone in the organization (41% of Sports and Recreation volunteers) rather than by someone outside the organization, such as a friend or family member (12%).

**Figure 34. Percentage of volunteer events and percentage of volunteer hours by method of initial involvement, Sports and Recreation volunteers, CSGVP 2004.**



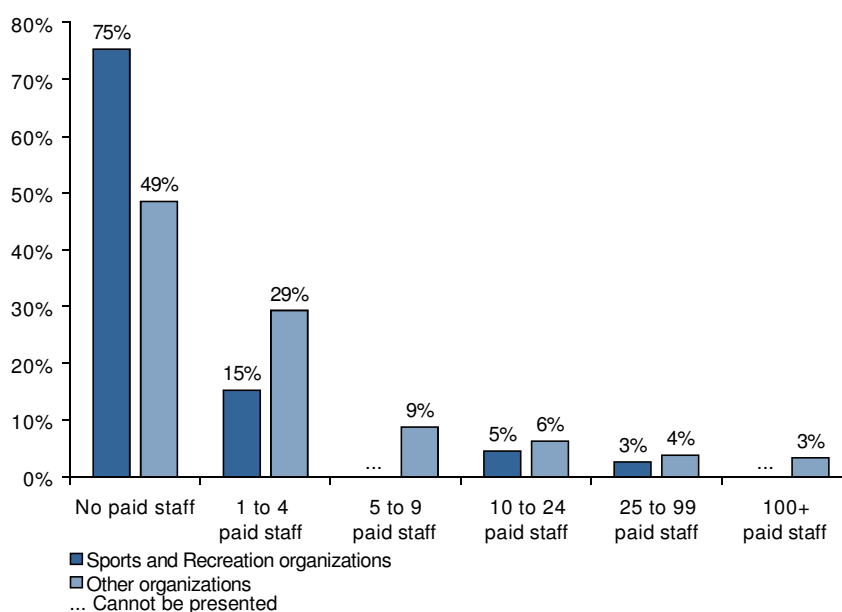
A significant number of Ontario Sports and Recreation volunteers get involved by approaching the organization on their own; 39% of all Sports and Recreation volunteers become involved in this way. These volunteers account for 46%<sup>E</sup> of the hours volunteered for Sports and Recreation organizations.

## Paid staff

Collectively, Ontario Sports and Recreation organizations provide employment to almost 44,000 people. Just over two fifths (41%) are employed full-time, and the rest (59%) are employed part-time.

Staffing levels are much lower in Ontario Sports and Recreation organizations than they are in other Ontario organizations. Three quarters (75%) of Ontario Sports and Recreation organizations operate with no paid staff, compared to only 49% of other organizations (see Figure 35). Similarly, 15% of Sports and Recreation organizations reported having between one and four paid staff, compared to 29% of other organizations.

**Figure 35: Percentage of organizations by number of paid staff, Ontario organizations, NSNVO 2003.**



## Paid staff by region

The level of paid staff in Sports and Recreation organizations varies from region to region. Ontario is quite close to the national norm, but there are noticeable differences in other regions. British Columbia Sports and Recreation organizations are most likely (see Table 6) to report having no paid staff (83% of organizations), and Atlantic organizations are least likely to be completely volunteer-run (60%). Staffing levels are somewhat higher in Atlantic Canada and the Prairies (24% and 21%, respectively, have between one and four paid staff; 10% of Atlantic organizations have between 5 and 9 paid staff). Sports and Recreation organizations in Ontario, Alberta, and Quebec all have quite similar staffing profiles.

## Change in paid staff levels

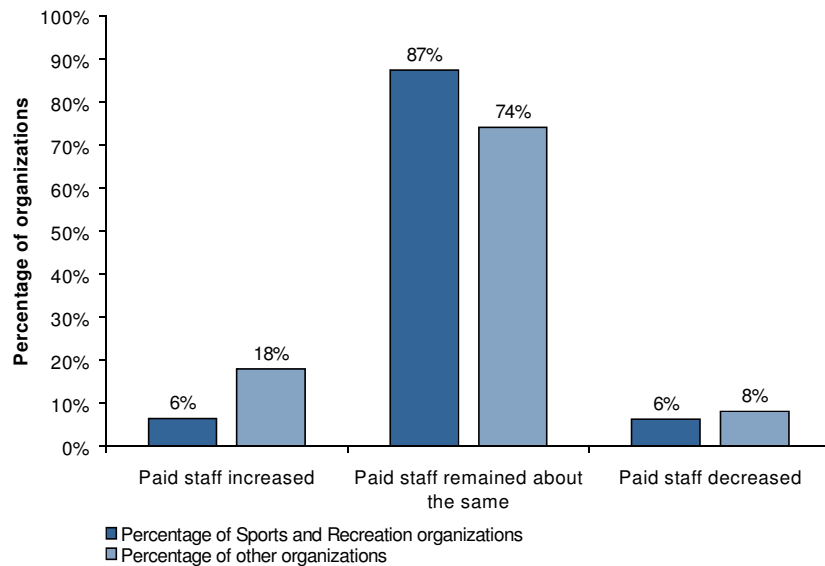
Ontario Sports and Recreation organizations report very stable staffing levels. The majority of Ontario Sports and Recreation organizations (87%) report that staff levels remained about the same between 2000 and 2003 (see Figure 36). By comparison, 74% of other Ontario organizations report this level of staffing stability. The rest of Ontario Sports and Recreation organizations report no increase or decrease in staffing levels over the same period (6% increased and 6% decreased). However, even among organizations with at least one paid staff member, Sports and Recreation organizations were more likely to report that their paid staff levels had

not changed (66% vs. 60% of other organizations with paid staff). Almost one third (31%) of non-Sports and Recreation organizations with paid staff reported increased staff levels, compared to 21% of Sports and Recreation organizations.

**Table 6: Paid staff levels by region, Sports and Recreation organizations, NSNVO 2003.**

Number of Paid Staff	British Columbia	Alberta	Prairies & Territories	Ontario	Quebec	Atlantic	All Sports & Recreation organizations
No paid staff	83%	74%	66%	75%	74%	60%	73%
1 to 4 paid staff	11%	12%	21%	15%	14%	24%	15%
5 to 9 paid staff	2%	...	5%	...	5%	10%	4%
10 to 24 paid staff	1%	5%	4%	5%	5%	4%	4%
25 to 99 paid staff	3%	3%	3%	3%	2%	3%	2%
100+ paid staff	0%	...	1%	...	0%	0%	1%

**Figure 36: Reported changes in levels of paid staff over the previous three years, Ontario organizations, NSNVO 2003.**



### Human resources capacity issues

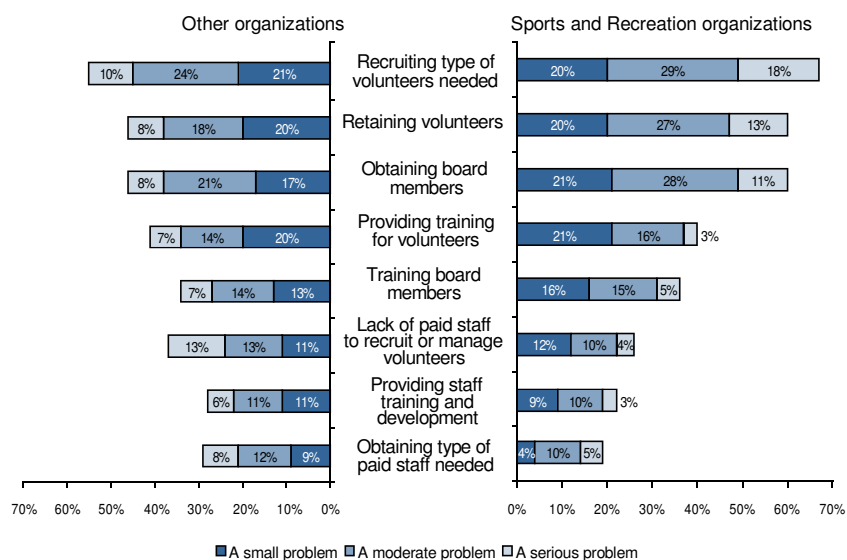
The NSNVO asks organizations to indicate whether any of a number of human resources capacity issues were a small, moderate, or serious problem, or no problem at all for their organization as they carry out their missions. In general, Ontario Sports and Recreation organizations report having the same human resources issues as other Ontario organizations, but some of these issues, particularly those pertaining to volunteers, appear to pose more serious problems for Sports and Recreation organizations.

Ontario Sports and Recreation organizations are most likely to report that volunteer-related issues pose problems for them. Nearly two thirds of Ontario Sports and Recreation organizations (67%) say that they have difficulty recruiting the type of volunteers that they require, and approximately one fifth (18%) report that this is a serious problem. Slightly fewer organizations report that they have problems retaining volunteers and obtaining board members (60% of Ontario Sports and Recreation organizations report each problem).

Paid staff issues pose less of a challenge. The most common problems are lack of paid staff to recruit and manage volunteers (reported by 26% of Ontario Sports and Recreation organizations) and difficulty providing

staff training and development (22%). The number of organizations reporting these problems as serious is quite small.

**Figure 37: Human resources capacity issues, Ontario organizations, NSNVO 2003.**



Compared to other Ontario organizations, Sports and Recreation organizations are more likely to report problems with most volunteer-related issues. For example, 67% of Ontario Sports and Recreation organizations say they have trouble recruiting suitable volunteers, compared to 55% of other Ontario organizations. Further, 18% of Sports and Recreation organizations rated this problem as serious, compared to 10% of other organizations. Conversely, just 19% of Sports and Recreation organizations report difficulties recruiting the type of paid staff they need, compared to 29% of other organizations.

Ontario Sports and Recreation organizations face roughly similar challenges as Sports and Recreation organizations elsewhere in Canada (see Appendix A, Table A27). The most notable differences are that Ontario Sports and Recreation organizations are somewhat more likely to report challenges training volunteers (40% of Ontario Sports and Recreation organizations vs. 31% of Sports and Recreation organizations in the rest of Canada) and much less likely to experience serious problems recruiting board members (11% vs. 20%).

### Human resources issues by organization size

In general, smaller Ontario Sports and Recreation organizations are less likely than larger organizations to report most human resources capacity issues relating to either staff or volunteers (see Table 7). The smallest organizations (those with annual revenues less than \$30,000) are markedly less likely to report issues related to paid staff, probably due to the fact that almost all of these organizations are heavily dependent on volunteers, rather than paid staff. Medium-sized Sports and Recreation organizations (those with revenues between \$100,000 and \$999,999) tend to be most likely to report almost all volunteer-related capacity challenges, while the largest organizations (\$1 million or more) are most likely to report the paid staff challenges. One striking exception to this pattern is the 55% of Ontario Sports and Recreation organizations with annual revenues of between \$250,000 and \$999,999 that report difficulties retaining paid staff.

Sports and Recreation organizations, regardless of size, are more likely than other organizations to report volunteer related capacity challenges. However, Ontario Sports and Recreation organizations with annual revenues between \$250,000 and \$999,999 are particularly likely to report many human resources capacity challenges compared to organizations in the rest of Canada, suggesting that these organizations are under particular pressure (see Appendix A, Table A29).

**Table 7: Human resources capacity issues by revenue size, Ontario Sports and Recreation organizations, NSNVO 2003.**

Capacity issues	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All Sports & Recreation organizations
Recruiting type of volunteers needed	53%	68%	86%	93%	70%	67%
Obtaining board members	55%	63%	72%	70%	45%	60%
Retaining volunteers	56%	52%	80%	70%	69%	60%
Providing training for volunteers	25%	42%	55%	54%	68%	40%
Training board members	27%	32%	56%	61%	47%	36%
Lack of paid staff to recruit or manage volunteers	13%	35%	35%	36%	41%	26%
Retaining paid staff	...	...	...	55%	19%	25%
Providing staff training and development	14%	18%	23%	41%	63%	22%
Obtaining type of paid staff needed	6%	20%	30%	38%	68%	19%

### Human resources issues by revenue change

Organizations that are growing tend to experience increased human resources challenges. Sports and Recreation organizations that report increased revenues between 2000 and 2003 were most likely to report most human resources capacity challenges. For instance, three quarters (75%) of these organizations report difficulties recruiting the types of volunteers they need, compared to two thirds (67%) of Sports and Recreation organizations generally (see Table 8). Ontario Sports and Recreation organizations that report stable revenues are the least likely to report most capacity challenges.

**Table 8: Human resources capacity issues by revenue change over the previous three years, Ontario Sports and Recreation organizations, NSNVO 2003.**

Capacity issues	Percentage of organizations reporting each challenge		
	Revenue increased	Revenue stayed about the same	Revenue decreased
Recruiting type of volunteers needed	75%	64%	68%
Obtaining board members	70%	56%	63%
Retaining volunteers	63%	62%	60%
Providing training for volunteers	52%	36%	35%
Training board members	49%	34%	31%
Lack of paid staff to recruit or manage volunteers	29%	30%	23%
Retaining paid staff	34%	...	...
Providing staff training and development	32%	15%	22%
Obtaining type of paid staff needed	25%	17%	22%

### Summary

Volunteers are central to Ontario's Sports and Recreation organizations. Three quarters of Sports and Recreation organizations have no paid staff and are entirely dependent on volunteers, compared to half of other organizations. Collectively, Sports and Recreation volunteers contribute nearly 122 million volunteer hours, the equivalent of 63,000 full-time jobs and a significant addition to the 44,000 paid staff employed by Sports and Recreation organizations, the majority of whom are employed on a part-time basis.

Although the support Sports and Recreation organizations receive from Ontario volunteers is significant, there are indications that organizations are having difficulty obtaining the support that they need. Challenges around volunteer recruitment and retention are the most frequently cited capacity challenges for Sports and Recreation organizations and they are more likely than other organizations to report these difficulties.

Alleviating these problems is a particular challenge for Sports and Recreation organizations, in that their volunteers are more likely than volunteers for other organizations to say they have already volunteered enough and that they have no interest in volunteering further. This suggests that Sports and Recreation organizations seeking to increase their volunteer hours should focus primarily on recruiting new volunteers, rather than trying to increase the contributions of existing ones.

## Conclusions

As detailed in this report, Sports and Recreation organizations are a significant element of the Ontario nonprofit and voluntary sector. However, it is clear that they are under considerable pressure with regards to both their financial and human resources. Fortunately there are a number of possible measures that could help reduce the pressures these organizations are under.

### Financial resources

Sports and Recreation organizations are heavily dependent on a few sources of revenues, with approximately four fifths of total revenues coming from just three key revenue sources. This leaves these organizations particularly vulnerable to any variation in these sources and may help explain why Sports and Recreation organizations are significantly less likely than other Ontario organizations to report increased revenues over the previous three years. In order to increase the financial security of organizations and increase their potential for growth, organizations may benefit from efforts to diversify beyond this narrow revenue base and policymakers should encourage such diversification.

One possible area of diversification is increased government funding. Sports and Recreation organizations outside Ontario receive about twice as much of their funding from government as do Ontario organizations, with much of the difference due to discrepancies in provincial government grants.

Another possible area of increased funding is through donations from individual Ontarians. Although about a fifth of Ontarians donate to Sports and Recreation organizations, the average amount they donate to these organizations is noticeably smaller than the average amounts they give to any other organization type. Sports and Recreation organizations may be hindered in their efforts to obtain larger donations because very few of them are registered charities, meaning that most organizations are not able to issue charitable tax receipts. It can be challenging for Sports and Recreation organizations to acquire charitable status because promotion of sport is not currently considered a charitable activity by Canada Revenue Agency. Sports and Recreation organizations that are active at the national level can become registered amateur athletic associations, which enables them to issue charitable tax receipts, but the requirement that organizations be national in scope excludes the vast majority of Ontario's Sports and Recreation organizations, which overwhelmingly have a local focus. The effects of these tax policies on the ability of Sports and Recreation organizations to effectively solicit donations should be examined by both Sports and Recreation organizations and policymakers.

### Human resources

Sports and Recreation organizations are also heavily dependent on volunteers. Three quarters of Sports and Recreation organizations have no paid staff and are entirely dependent on volunteers, compared to about half of other Ontario nonprofit organizations. The paid labour force for the Sports and Recreation sub-sector (44,000 with the majority being engaged on a part-time basis) is significantly smaller than the volunteer labour force, which is equivalent to approximately 63,000 full-time positions. Although the volunteer contributions of Ontarians are significant, the majority of Sports and Recreation organizations report significant volunteer-related challenges to their capacity to fulfill their missions and achieve their objectives and they are more likely than other types of organizations to report these challenges.

However, organizations face a significant problem as they seek to address these volunteer related challenges because Sports and Recreation volunteers are resistant to the idea of volunteering more time. They are more likely than volunteers to other types of Ontario nonprofit organizations to say that they do not volunteer more time because they have already volunteered enough and have no interest in volunteering further. This suggests that the most effective strategy for Sports and Recreation organizations is to focus on recruiting new volunteers rather than trying to increase the level of support they receive from existing volunteers. One

promising strategy may be to focus on recruiting volunteers from the existing donor pool, particularly from demographic groups that are most predisposed to volunteer.

### **Membership and population served**

Membership is central to Sports and Recreation organizations. Almost all organizations report having members and membership fees are a key source of revenue for Sports and Recreation organizations. Sports and Recreation organizations are also twice as likely as other organizations to say that their members are the primary beneficiaries of organizational activities. These factors together have led to a common perception that Sports and Recreation organizations are primarily focused on delivering member benefits rather than public benefits. This perception may have important policy ramifications, such as when organizations attempt to obtain charitable status. Although membership is an important focus for Sports and Recreation organizations, they are no more likely than other Ontario nonprofit organizations to place restrictions on who can become members, and the populations most commonly served by organizations delivering services directly to individuals are broadly defined, such as children and youth and the general public.

It is also worth noting that Ontario Sports and Recreation organizations are much more likely than their counterparts in other regions to focus on providing services to children and youth. This may have implications for efforts to promote active living among an increasingly aging Ontario population.

In conclusion, Ontario Sports and Recreation organizations are an important asset for the citizens of the province. They are the second most common type of nonprofit organization and important vehicles for Ontarians to engage in sports and recreation. Although they involve significant numbers of Ontarians as members and volunteers, our findings suggest that there are opportunities to further improve the contributions these organizations can make to Ontarians.



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## Appendix A – Supplementary tables

**Table A 1: Percentage of organizations and percentage of total revenues by primary activity area, Canada excluding Ontario, NSNVO 2003. (Complements Figure 1)**

	Percentage of organizations	Percentage of total revenues
Sports and Recreation	23%	6%
Religion	17%	6%
Social Services	12%	9%
Grant-making, Fundraising and Voluntarism Promotion	9%	9%
Arts and Culture	9%	3%
Development and Housing	7%	8%
Business or Professional Assoc or Unions	5%	9%
Education and Research	5%	8%
Health	4%	10%
Environment	3%	1%
Law, Advocacy and Politics	2%	1%
Hospitals and Universities and Colleges	1%	29%
International	1%	1%
Other	2%	1%

**Table A 2: Number of non-Sports and Recreation organizations per 100,000 population by region, NSNVO 2003. (Complements Figure 3)**

	# Non-Sports & Recreation organizations per 100,000 population
British Columbia	404
Alberta	453
Prairies and Territories	594
Ontario	308
Quebec	458
Atlantic	452
Canada	402

**Table A 3: Percentage of organizations by annual revenues, Canada excluding Ontario, NSNVO 2003. (Complements Figure 4)**

	Sports & Recreation organizations	Other organizations
Less than \$30K	58%	40%
\$30 to \$99.9K	21%	21%
\$100K to \$249.9K	12%	18%
\$250K to \$499.9K	5%	8%
\$500K to \$999.9K	2%	5%
\$1M and more	2%	7%

**Table A 4: Charitable status of organizations, Canada excluding Ontario, NSNVO 2003. (Complements Figure 5)**

	Registered charity	Not a registered charity
Sports and Recreation organizations	29%	71%
Other organizations	61%	39%

**Table A 5: Main geographic areas served by organizations, Canada excluding Ontario, NSNVO 2003. (Complements Figure 6)**

	Sports & Recreation organizations	Other organizations
Neighborhood, city, town, rural municipality	72%	61%
Region of a province	19%	20%
Province	6%	11%
Canada	1%	3%

**Table A 6: Population primarily served by organization, Canada excluding Ontario, NSNVO 2003. (Complements Figure 7)**

	Sports & Recreation organizations	Other organizations
General public	45%	49%
Children / young people	32%	21%
Elderly	11%	12%
Geographic area	7%	11%
Disabled	5%	9%
Athletes, participants, enthusiasts	5%	1%
Professionals or professional groups	4%	5%
Members	3%	3%
Ethnicity / immigrants	2%	5%
Single sex	1%	3%
Other	3%	4%

**Table A 7: Membership composition, Canada excluding Ontario, NSNVO 2003. (Complements Figure 8)**

	Sports & Recreation organizations	Other organizations
People as members	77%	63%
Organizations as members	1%	4%
Both as members	8%	12%
No members	13%	22%

**Table A 8: Primary beneficiaries of services or products, Canada excluding Ontario, NSNVO 2003. (Complements Figure 9)**

	Sports & Recreation organizations	Other organizations
Members	52%	34%
Non-members	10%	15%
Both members and non-members	38%	51%

**Table A 9: Years of operation, Canada excluding Ontario, NSNVO 2003. (Complements Figure 10)**

	Sports & Recreation organizations	Other organizations
0 to 9 years	19%	25%
10 to 19 years	20%	28%
20 to 29 years	24%	18%
30 to 39 years	15%	9%
40 years or more	22%	20%

**Table A 10: Percentage of organizations and percentage of total revenues by annual revenue size, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Figure 11)**

	Percentage of organizations	Percentage of total revenue
Less than \$30K	32%	0%
\$30 to \$99.9K	20%	1%
\$100K to \$249.9K	17%	2%
\$250K to \$499.9K	12%	3%
\$500K to \$999.9K	8%	5%
\$1M and more	11%	89%

**Table A 11: Percentage of organizations and percentage of total revenues by annual revenue size, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Figure 11)**

	Percentage of organizations	Percentage of total revenue
Less than \$30K	58%	4%
\$30 to \$99.9K	21%	9%
\$100K to \$249.9K	12%	14%
\$250K to \$499.9K	5%	12%
\$500K to \$999.9K	2%	13%
\$1M and more	2%	50%

**Table A 12: Detailed sources of revenue, Canada excluding Ontario, NSNVO 2003. (Complements Table 1)**

	Sports & Recreation organizations	Other organizations (excluding Hospitals, Universities and Colleges)	Hospitals, Universities & Colleges	Sports & Recreation organizations as % of total sector, excluding Hospitals, Universities & Colleges
<b>Revenues from government</b>				
Government payments for goods and services				
Payments from the Federal Government	1%	2%	1%	4%
Payments from Provincial Government	1%	13%	19%	1%
Payments from Municipal Government	1%	1%	0%	11%
Government Payments from Other	0%	0.1%	0%	2%
<b>Total government payments for goods and services</b>	<b>3%</b>	<b>15%</b>	<b>20%</b>	<b>2%</b>
Government grants and contributions				
Grants from the Federal Government	2%	10%	4%	1%
Grants from Provincial Government	7%	17%	52%	4%
Grants from Municipal Government	3%	1%	0.1%	23%
Government Grants from Other	0% <sup>E</sup>	0.2%	0%	2% <sup>E</sup>
Total government grants and contributions	12%	28%	56%	3%
<b>Total revenues from government</b>	<b>15%</b>	<b>43%</b>	<b>76%</b>	<b>3%</b>
<b>Earned income from non-governmental sources</b>				
Charitable gaming	8%	1%	0.1%	33%
Membership fees	24%	11%	1%	15%
Fees for goods or services (non-government)	38%	21%	14%	13%
Investment income (including interest)	3%	5%	3% <sup>E</sup>	5%
<b>Total revenues from earned income</b>	<b>73%</b>	<b>39%</b>	<b>18%</b>	<b>14%</b>
<b>Gifts and donations</b>				
Individual donations	1%	9%	1%	1%
Fundraising organizations / family community foundations	1%	1%	0.2%	4%
Disbursements from nonprofits	1%	2%	2%	7%
Corporate sponsorships, donations or grants	5%	2%	1%	16%
<b>Total revenues from gifts and donations</b>	<b>8%</b>	<b>15%</b>	<b>4%</b>	<b>5%</b>
<b>Other income</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>	<b>8%</b>

**Table A 13: Sources of revenue, Canada excluding Ontario, NSNVO 2003. (Complements Figure 12)**

	Sports & Recreation organizations	Other organizations (excluding Hospitals, Universities and Colleges)	Hospitals, Universities & Colleges
Total revenues from government	15%	43%	76%
Total revenues from earned income	73%	39%	18%
Total revenues from gifts and donations	8%	15%	4%
Other income	4%	4%	3%

**Table A 14: Average revenue from each major source, by annual revenue size, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Figure 13)**

	Less than \$30K	\$30 to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All other organizations
Percentage of total revenues from government	7%	7%	16%	24%	36%	15%
Percentage of total revenues from earned income	47%	39%	34%	44%	38%	41%
Percentage of total revenues from donations and grants	42%	47%	48%	29%	21%	39%
Any other income	4%	8%	3%	4%	5%	5%

**Table A 15: Average revenue from each major source, by annual revenue size, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Figure 13)**

	Less than \$30K	\$30 to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All Sports & Recreation organizations
Percentage of total revenues from government	9%	16%	12%	17%	18%	12%
Percentage of total revenues from earned income	71%	68%	74%	70%	66%	70%
Percentage of total revenues from donations and grants	14%	10%	9%	7%	13%	12%
Any other income	6%	6%	5%	6%	2%	6%

**Table A 16: Revenue dependency, Canada excluding Ontario, NSNVO 2003. (Complements Figure 15)**

	Sports & Recreation organizations	Other organizations
Government dependent	9%	22%
Earned revenues dependent	72%	39%
Grants and donations dependent	7%	29%
Diverse	12%	11%

**Table A 17: Reported change in revenues over the previous three years, Canada excluding Ontario, NSNVO 2003. (Complements Figure 23)**

	Sports & Recreation organizations	Other organizations
Revenue increased	31%	36%
Revenue stayed about the same	47%	42%
Revenue decreased	22%	22%

**Table A 18: Reported change in revenues over previous three years by organization size, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Figure 24)**

	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All other organizations
Revenue increased	22%	35%	54%	51%	65%	42%
Revenue stayed about the same	51%	44%	31%	33%	22%	39%
Revenue decreased	27%	21%	15%	15%	13%	19%

**Table A 19: Reported change in revenues over previous three years by organization size, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Figure 24)**

	Less than \$30K	\$30K to \$99.9K	\$100K to \$999.9K	\$1M and more	All Sports & Recreation organizations
Revenue increased	22%	41%	40%	56%	31%
Revenue stayed about the same	54%	38%	39%	27%	47%
Revenue decreased	24%	21%	20%	16%	22%

**Table A 20: Reported change in revenues over previous three years by region, non-Sports and Recreation organizations, NSNVO 2003. (Complements Figure 25)**

	British Columbia	Alberta	Prairies & Territories	Ontario	Quebec	Atlantic	Canada
Revenues increased	35%	41%	37%	42%	36%	34%	38%
Revenue stayed about the same	38%	37%	41%	39%	46%	44%	41%
Revenues decreased	27%	21%	23%	19%	19%	23%	21%

**Table A 21: Financial capacity issues, Canada excluding Ontario, NSNVO 2003. (Complements Figure 26)**

	Sports & Recreation organizations			Other organizations		
	A small problem	A moderate problem	A serious problem	A small problem	A moderate problem	A serious problem
Earning revenues	18%	20%	11%	12%	18%	11%
Obtaining funding from individuals	12%	19%	14%	13%	22%	14%
Competing with other organizations	15%	21%	12%	12%	17%	12%
Obtaining funding from other organizations	11%	21%	22%	9%	20%	20%
Increasing demands for services or products	15%	16%	8%	13%	21%	11%

**Table A 22: Financial capacity issues by revenue size, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Table 3)**

	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K - \$99.9K	\$100K - \$249.9K	\$250K - \$999.9K	\$1M +	All organizations
Earning revenues	33%	32%	28%	40%	37%	34%
Obtaining funding from individuals	43%	48%	52%	43%	49%	46%
Competing with other organizations	38%	36%	42%	45%	62%	42%
Obtaining funding from other organizations	33%	35%	36%	46%	67%	40%
Increasing demands for services or products	27%	34%	51%	49%	63%	41%

**Table A 23: Financial capacity issues by revenue size, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Table 3)**

	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All organizations
Earning revenues	47%	42%	64%	63%	51%	49%
Obtaining funding from individuals	39%	50%	50%	65%	50%	45%
Competing with other organizations	40%	50%	64%	74%	56%	48%
Obtaining funding from other organizations	44%	56%	72%	80%	69%	53%
Increasing demands for services or products	34%	38%	53%	61%	47%	40%



**Table A 24: External funding capacity issues, Canada excluding Ontario, NSNVO 2003. (Compliments Figure 26)**

	Sports & Recreation organizations			Other organizations		
	A small problem	A moderate problem	A serious problem	A small problem	A moderate problem	A serious problem
Over-reliance on project funding	15%	24%	19%	12%	25%	28%
Unwillingness to fund core operations	15%	24%	15%	11%	22%	29%
Need to modify programs	14%	17%	8%	15%	22%	12%
Reporting requirements of funders	19%	14%	4%	15%	20%	8%
Reductions in government funding	9%	21%	30%	9%	20%	37%

**Table A 25: Percentage of organizations by number of paid staff, Canada excluding Ontario, NSNVO 2003. (Complements Figure 35)**

	Sports & Recreation organizations	Other organizations
No paid staff	73%	49%
1 to 4 paid staff	15%	29%
5 to 9 paid staff	5%	9%
10 to 24 paid staff	4%	7%
25 to 99 paid staff	2%	4%
100+ paid staff	1%	2%

**Table A 26: Reported changes in levels of paid staff over the previous three years, Canada excluding Ontario, NSNVO 2003. (Complements Figure 36)**

	Sports & Recreation organizations	Other organizations
Paid staff increased	8%	18%
Paid staff remained about the same	83%	74%
Paid staff decreased	9%	9%

**Table A 27: Human resources capacity issues, Canada excluding Ontario, NSNVO 2003. (Complements Figure 37)**

	Sports & Recreation Organizations			Other organizations		
	A small problem	A moderate problem	A serious problem	A small problem	A moderate problem	A serious problem
Recruiting type of volunteers needed	18%	26%	20%	18%	26%	12%
Retaining volunteers	21%	24%	12%	20%	19%	7%
Obtaining board members	16%	28%	20%	18%	26%	13%
Providing training for volunteers	14%	13%	4%	16%	17%	6%
Training board members	14%	11%	6%	15%	15%	6%
Lack of paid staff to recruit or manage volunteers	6%	11%	8%	11%	14%	12%
Retaining paid staff	10%	9%	6%	5%	7%	6%
Providing staff training and development	8%	7%	3%	11%	11%	6%
Obtaining type of paid staff needed	7%	8%	5%	10%	12%	10%

**Table A 28: Human resources capacity issues by revenue size, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Table 7)**

	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All organizations
Recruiting type of volunteers needed	58%	72%	76%	72%	59%	64%
Obtaining board members	61%	73%	70%	75%	44%	65%
Retaining volunteers	53%	65%	63%	65%	50%	57%
Providing training for volunteers	25%	34%	40%	54%	49%	32%
Training board members	26%	32%	36%	47%	43%	31%
Lack of paid staff to recruit or manage volunteers	14%	36%	32%	57%	54%	25%
Retaining paid staff	22%	28%	27%	23%	24%	25%
Providing staff training and development	9%	26%	23%	51%	47%	18%
Obtaining type of paid staff needed	10%	26%	26%	52%	51%	19%

**Table A 29: Human resources capacity issues by revenue size, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Table 7)**

	Percentage of organizations reporting each challenge					
	Less than \$30K	\$30K to \$99.9K	\$100K to \$249.9K	\$250K to \$999.9K	\$1M and more	All organizations
Recruiting type of volunteers needed	47%	50%	70%	60%	55%	55%
Obtaining board members	42%	45%	55%	52%	43%	47%
Retaining volunteers	38%	42%	60%	50%	47%	46%
Providing training for volunteers	30%	33%	54%	52%	47%	41%
Training board members	24%	32%	46%	38%	42%	34%
Lack of paid staff to recruit or manage volunteers	23%	29%	43%	49%	53%	36%
Retaining paid staff	29%	12%	15%	16%	21%	17%
Providing staff training and development	14%	17%	44%	40%	52%	29%
Obtaining type of paid staff needed	14%	22%	39%	35%	58%	29%

**Table A 30: Human resources capacity issues by revenue change over the previous three years, Ontario non-Sports and Recreation organizations, NSNVO 2003. (Complements Table 8)**

	Percentage of organizations reporting each challenge		
	Revenue increased	Revenue stayed about the same	Revenue decreased
Recruiting type of volunteers needed	57%	50%	61%
Obtaining board members	50%	45%	52%
Retaining volunteers	49%	43%	48%
Providing training for volunteers	46%	36%	43%
Training board members	41%	30%	35%
Lack of paid staff to recruit or manage volunteers	40%	31%	44%
Retaining paid staff	17%	17%	22%
Providing staff training and development	41%	26%	28%
Obtaining type of paid staff needed	38%	24%	32%

**Table A 31: Human resources capacity issues by revenue change over the previous three years, Sports and Recreation organizations, Canada excluding Ontario, NSNVO 2003. (Complements Table 8)**

	Percentage of organizations reporting each challenge		
	Revenue increased	Revenue stayed about the same	Revenue decreased
Recruiting type of volunteers needed	63%	61%	72%
Obtaining board members	68%	62%	69%
Retaining volunteers	57%	56%	60%
Providing training for volunteers	35%	29%	37%
Training board members	31%	29%	35%
Lack of paid staff to recruit or manage volunteers	32%	20%	33%
Retaining paid staff	25%	25%	27%
Providing staff training and development	28%	14%	19%
Obtaining type of paid staff needed	23%	18%	17%