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ANNUAL REPORT 2024

NATIONAL SPORTS INSTITUTE

Presented to

MINISTER OF EDUCATION, CULTURE YOUTH & SPORT

SINT MAARTEN



NSI
National Sports Institute
St. Maarten

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2024 - YEAR IN REVIEW

Financial and operational overview
The year 2024 began with significant financial and operational challenges for the National Sports Institute (NSI). As indicated in the 2023 Social Report, the foundation entered the new fiscal year with a negative cash flow of (XCG 24,554.92). In addition, the foundation operated without a Director for the first six months, which added further strain on leadership and planning capacities during a critical recovery phase. In response to the financial difficulties, the foundation significantly reduced its operational expenditure in the first 6 months in an effort to rebuild a financial buffer. While this cost-cutting approach was necessary in the short term, it directly impacted the foundation's ability to invest in the repairs and upkeep of it's facilties and deliver support for grassroots and school programs.

Structural operational budget deficit: A recurring concern
An ongoing challenge that continues to impact NSI's sustainability is the structural deficit in the operational budget. The government subsidy allocated for facility management and maintenance has been insufficient in order to provide safe and adequate faciltiies as well as having a facility coordinator on duty at all operating hours (225 hours). As a result, funds earmarked for sports programming have been redirected to cover core operational needs. It is important to note that NSI's primary mandate is to ensure safe, accessible, and well-maintained sports facilities, without adequate investment in maintenance and staffing, program delivery becomes compromised. Many of the facilities under NSI's management are aging and have been subject to years of underfunding, resulting in a backlog of deferred maintenance and rising repair costs. Furthermore the global cost of supplies has drastically increased over the last few years.

From it's inception, the foundation has been structurally unable to access the remaining 10% of the annual subsidy, which is contingent upon the submission of an approved audited financial report. To date, NSI has only been able to produce an audited report for the year 2019. The absence of audited reports for subsequent years has prevented the disbursement of the final portion of the subsidy, placing continued strain on the organization's operations.

Bounce back
Despite the challenging start to 2024, the team has bounced back and made significant strides throughout the year. The organization successfully delivered several major projects under its management, including the installation of a internationally certified football field and athletics track and clean-up efforts across all facilities. In collaboration with various funding partners, NSI also exectued the development of a new training facility for football. In addition, the maintenance team focused on long-term planning by creating a detailed maintenance activity plan and budget, clearly outlining required activities and associated costs for each facility. To further enhance operational capacity, the foundation invested in new maintenance equipment, significantly improving its efficiency and ability to meet the growing demands of facility management.

In addition to continued infrastructure efforts, the foundation has restructured the school program and has seeked additional sources of funding, submitting several proposals to international funding agencies in order to expand its grassroots program reach and impact. These efforts reflect an important step toward realizing its vision of making sport accessible to all.

1. INTRODUCTION

In accordance with Article 16 of the Subsidy Ordinance (AB 2013, GT no. 38), the National Sports Institute (NSI) is required to submit a report detailing its executed maintenance and programming activities achieved in 2024. The foundation is responsible for maintaining 5 multisport facilities, 4 additional district courts, and 1 public multisport space, covering a total area of 69,885 square meters, all maintained on a regular basis. This report provides an overview of the accomplishments and the allocation of subsidy funds for maintenance and programming from January 1st, 2024, to December 30th, 2024.

This report includes the key highlights of the foundation's financial performance. Additionally, it offers a account of the repairs and maintenance conducted at each sport facility, the programs implemented, and the sport organizations funded during the reporting period. The report will also provide suggestions for future upgrades and projects at each facility.

It is important to recognize that the foundation's ability to expand its support for grassroots and school sports efforts is directly linked to the availability of sufficient operational budget. Ensuring a baseline level of subsidy to cover essential maintenance and management costs of the sports facilities is critical to maintaining safe and functional facilities, which serve as the foundation for all sports activities. Only with this foundation securely in place can additional investments in programming be effectively realized.



2. REALISED FINANCIAL FIGURES

The Foundation has recorded the following financial performance, for the reporting period (January 1ST ,2024 to December 31ST ,2024.

2024 ACCOUNT STATEMENT	REVENUES
Opening Balance January 1, 2024	XCG. 141,441.27 XCG. 62,074 * *after returned subsidy
Government Subsidy (13 months)	XCG 1,085,625.46
Lump sum vehicle 2023, lump sum projects 2024 & SSS-games	XCG. 191,955.54
Office Rental	XCG. 32,958.23
Facilities Rental Fees	XCG. 155,128.18
Other	XCG. 15,433.32
TOTAL REVENEUS	**XCG. 1,622,541.97**

2024 ACCOUNT STATEMENT	EXPENSES
Salaries NSI Staff	XCG. 420,909.24
Support Sport Organizations	XCG. 58,514.64
Representation	
Operational Cost	XCG. 353,751.72
Supervisory board stipend	XCG. 24,000.00
Bank Charges	XCG. 1,073.49
Professional Fees	XCG. 18,530.00
Taxes Paid	XCG. 189,877.13
Other Charges	XCG. 96,493.14
Advertising	XCG. 8,001.30
Training	XCG. 145.60
TOTAL EXPENSES	**XCG. 1,171,296.26**

BALANCE ON ACCOUNT	
Balance on account per Dec 31st, before payable	XCG. 451,245.71
Reserved for vehicle and projects	XCG. (167,250.00)
Account payable	XCG. (66,271.07)
ACTUAL BALANCE	**XCG. 225,356.27**

1. OPENING AND CLOSING BALANCE

NSI began 2024 with an opening balance of XCG. 141,441.27. However, due to a double subsidy payment received in December 2023, an amount of XCG. 79,367 had to be returned in January, resulting in an actual liquidity of **XCG**. **922.65** at the end of M1 (after accounting for outstanding payables and reserved funds). By year-end, the foundation recorded a closing balance of XCG. 451,245.71. After accounting for outstanding payables and reserved funds for ongoing projects, the actual liquidity stood at **XCG. 225,356.27** - reflecting a significantly improved cash position compared to the previous year (XCG. 225,356.27 vs XCG. 54,812.18).

2. INCOME

- Government Subsidy: The primary funding came from the government subsidy, totaling XCG. 1,277,580.97. XCG. 1,085,625.43 in structural subsidy (13 payments), a late one lump sum payment of XCG. 68,250 for a vehicle that was issued in the MB of 2023, XCG. 99,000 for various projects released in November and XCG. 24,705.54 for the SSS-Games.
- Other funds received were XCG. 4,253.09 for the purchase of a homerun fence.
- Rental Income: Income from facility rentals XCG. 155,128, office rentals XCG. 32,958 and other sources XCG. 15,433.
- Donation: Non monetary donations were received in goods; these are further elaborated below.

3. EXPENSES

Total expenses for 2024 were XCG. 1,171,296.26

- A total of XCG. 420,909.24 was allocated to **salaries** in 2024. During the first six months, the foundation operated without a director, resulting in a lower average monthly salary expense of approximately XCG. 31,400, compared to XCG. 38,800 in the second half of the year. The organization operated with 17 staff members including the director in 2024.
- XCG. 189,877.13 in **taxes** were paid, this included AVBZ, wage tax, SZV/AOV/AWW, SZV/SZ/OV and Turn over Tax on the rental income. Similar to salaries, the foundation also saw savings on taxes due to the absence of director-related expenses during the first six months of the year.
- A total of XCG. 24,000 was issued to the members of the **Supervisory board** in 2024.

- XCG. 18,530 was issued to **professional fees**, including a monhtly payment of XCG 810 to Westend Management for the accounding fee's. Additionally XCG. 8,810 was paid to SOAB (50% payment) for the 2020 audit.
- Within the XCG. 96,493.14 for **other charges,** the double payment of subsidy of Government in Dec 2023 was returned to the amount of XCG. 79,367
- A total of XCG. 8,001.30 was spent on **advertising**, which included placements in the Daily Herald and Focus Foward. An amount of XCG 4,320 was allocated specifically to the Heroes of the Fields campaign.
- **Operational costs** were deliberately kept low during the first six months of the year, totaling XCG. 99,677 due to the foundation's financial constraints. In the latter half of the year, spending increased to XCG. 254,075 as the financial situation stabilized.
- There were no **representation cost**, and **bank charges** were XCG. 1,073.49

4. FINAL LIQUIDITY AND RESERVED FUNDS

The balance of XCG 451,245.71 at year-end needs to account for:

- XCG. 99,000 received in month 11 and reserved for repairs to parking lights, installation of water taps and repairs to flooring at LBSA.
- XCG. 68,250 reserved for the purchase of the purchase of a Toyota Hillux pickup, received in March but issued in 2023.
- Account payables: XCG. 58,639.44 in outstanding payment obligations, resulting in a actual liquidity to **XCG. 225,356.27**

2.1 STRUCTURAL OPERATIONAL BUDGET DEFICIT

The government subsidy allocated for the management and maintenance of the sports facilities has proven insufficient to cover the actual cost of labor, maintenance supplies, and operational demands. As a result, NSI has diverted to funds intended for programming to sustain its core operations - a practice that, while necessary, ultimately limits the organization's ability to fully deliver on its objectives.

It is important to note that a precise comparison of financial figures against the framework outlined in the Ministerial Decree remains challenging, as the financial reporting structure of NSI does not perfectly mirror the categorical breakdown used in the decree. Nonetheless, some critical disparities are clear. For example, the Ministerial Decree allocates funding based on the assumption of 8 full-time equivalents (FTEs). In reality, NSI operated with 11 FTEs in 2024 - already considered the bare minimum required to keep all facilities functional and safe.

2.2 NSI INVESTMENTS

From the available liquidity at the end of 2024, the foundation is making a conscious effort to set aside funds for critical improvements at the John Cooper Jose Lake Ballpark. Priorities include the replacement of outdated light fixtures with LED lighting, which will enhance visibility while reducing long-term utility costs. Additionally, the foundation aims to upgrade the infield by improving drainage and applying new infield dirt, enhancing the overall playing experience and safety for athletes. Although NSI does not have a investment budget, it continues to take a strategic and disciplined approach to reserve limited funds for essential upgrades.

2.3 IN-KIND DONATIONS OVERVIEW

The foundation has actively pursued partnerships with funding agencies and the private sector to support its facility improvement efforts. Notably, it was successful in securing a significant grant from R4CR for the installation of stadium lights at the John Cooper Jose Lake Ballpark (JCJL). In total, the foundation has raised ANG 187,448.04 in donations across various facility-related projects, demonstrating strong community and stakeholder support for its initiatives. Furthermore a beautifull mural was placed in relation to the Heroes of the Field strategy in wich the foundaiton partneded with Kooyman BV, the cost of the mural is difficult to determine.

DONATIONS	VALUE
R4CR - JCJL STADIUM LIGHTS	XCG. 159,899.04
TRAINING PITCH RISC - KOOYMAN, SXM CONCRETE, AIRPORT, GEBE, DAVID BARDFIELD & STICHTING EGO	XCG. 16,457.00
CGC - GEOTEXTILE & SAND	XCG. 4,252.00
FOOTBALL FEDERATION - HEORES OF THE FIELS CAMPAIGN	XCG. 3,240.00
SXM DOET	XCG. 1,080.00
GEBE light poles - Boardwalk sport park Beach volleyball	XCG. 2,520.00
Microsoft 365 Business Premium (grant)	
TOTAL	**XCG. 187,448.04**



3. FACILITY MAINTENANCE

The foundation oversees the maintenance of government-owned sports facilities. The maintenance team consists of a maintenance manager and three full-time maintenance workers. Together, the team of four is responsible for maintaining five multisport facilities, four additional district courts, and one public multisport space, covering a total area of 69,885 square meters, all maintained on a periodic basis according to the maintenance activity plan.

3.1 DISTRICT COURTS

During 2024, periodic maintenance and repairs were carried out at four district courts in the following communities: Dutch Quater; Simpson Bay; St. Peters; and Cay Bay. These efforts were aimed at ensuring that the facilities remain clean, safe, functional, and accessible to the community. The scope of the maintenance work included the following key activities:

- Premise Cleaning: Removal of garbage and litter from the courts and surrounding areas to maintain a clean and welcoming environment.
- Debris Blowing: The court surfaces were cleared of leaves and debris using leaf blowers, ensuring that the playing areas remained unobstructed and safe for use.
- Grass Cutting: The grass surrounding the courts was cut to prevent overgrowth and maintain the aesthetics and usability of the facilities.
- Drainage Cleaning: Drains around the courts were cleaned to prevent blockages and ensure proper water flow, reducing the risk of water damage or flooding during heavy rains.

Additional areas outside of the scope of works have also been cleaned, for example the playground area at the St. Peters basketball. These ongoing maintenance activities were essential in keeping the multipurpose courts in good condition, supporting the various sports programs and activities conducted at these locations. The efforts contributed to creating a safe and well-maintained environment, encouraging increased usage of the facilities for physical activities and sports within our communities. We also adjusted the basket height and replaced the rims at the Cay Bay court, as well as replaced the rims at the Dutch Quarter court. Furthermore security doors have been installed on the electrical panel boxes at the courts to protect the electrical infrastructure and prevent vandalism.







3.2 RAOUL ILLIDGE SPORTS COMPLEX

Football field & Athletics track

The severely deteriorated football field and athletics track at the Raoul Illidge Sports Complex have been fully replaced with a FIFA Pro-certified football pitch and a World Athletics-certified track, marking a significant upgrade to the facility. These major projects, along with the development of a new training facility and the repair of the parking lot lighting system, are detailed further in Chapter 4. To safeguard these critical investments, NSI has entered into a maintenance agreement with Akashco Maintenance & Construction, the local company that also supported the installation works. Under this agreement, Akashco is responsible for maintaining the football field in accordance with all manufacturer-prescribed maintenance protocols, ensuring the long-term quality and functionality of the surface.

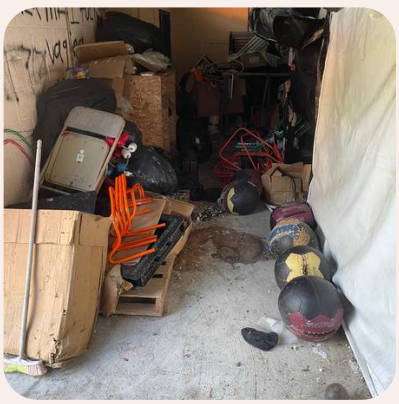
Routine maintenance activities were carried out at RISC, with a combination of in-house work and contracted 3rd party services to ensure all areas remained safe, clean, and fully operational. On the main football field and mini football field, maintenance includes brushing and combing of the turf, sand and rubber replenishment, turf repairs, inspection and repair of goals and nets, weed and debris removal, drainage cleaning, and ball catcher maintenance. The trench system was serviced to ensure proper drainage around the facility.

Furthermore, the mount was fully cleared of weeds, while parking areas and common grounds saw ongoing grass cutting, weed spraying, garbage removal, and updated line markings. Maintenance of east and west buildings included facility cleaning, structural upkeep, and sports equipment checks. The playground area received grass cutting, waste removal, and equipment servicing to ensure safety for young users. The damaged tennis courts were maintained through regular sweeping, and debree removal.

Clean up

A major cleanup was carried out across the entire premises, with all debris and obstacles removed to ensure a safer and more organized facility, as well preparing the facility for a hurricane. Several areas were power washed, significantly enhancing the overall appearance, and selected sections were also repainted to further improve the look and feel of the space.







Public pool

A continued service agreement with SXM Pools to ensure the consistent upkeep of the public pool. Under this agreement, SXM Pools conducts maintenance three times a week, which includes the following tasks:

- Water Testing: Regular testing of water quality to ensure proper chemical balance, maintaining a safe and healthy swimming environment.
- Chemical Treatment: Adding necessary chemicals to regulate pH levels, prevent algae growth, and ensure the water is sanitized for public use.
- Vacuuming: Removing dirt, debris, and particles from the pool floor, ensuring the pool remains clean and pleasant for swimmers.
- Skimming and Brushing: Skimming the water's surface to remove leaves and floating debris, while brushing the pool walls and floor to prevent algae buildup.
- Pump & Skimmer Basket Maintenance: Emptying the pump and skimmer baskets as needed to ensure the filtration system operates efficiently.
- Backwashing Filters: Cleaning the filters to remove trapped debris, ensuring optimal water circulation and filtration.
- One of the pumps was also replaced, as it had reached the end of its operational life cycle.

XCG. 23,593.87 has been spent on pool maintenance and XCG. 10,528.70 to supplies. The chemicals are purchased by Worldwide Products Services as they provide a competitive rate.
The consistent maintenance of the public pool has a positive impact on the users by ensuring that the facility remains safe, clean, and inviting for usage. The pool offers a secure and hygienic environment for over 500 school students from the school program, as well as various swim lessons, and community programs.

Electrical works

Annual maintenance of all lighting fixtures within the building and on the stadium light poles was carried out by Hemco at a total cost of ANG 18,707.73. In addition, the parking lot lights, which had been out of service since the hurricane, were successfully repaired and fully restored, greatly improving safety, visibility, and accessibility during evening hours. Furthermore, the air conditioning units in the east building received their scheduled servicing to ensure continued efficient operation.

Security

To reduce security costs at the Raoul Illidge Sports Complex, NSI transitioned from contracted security services to hiring personnel directly. Due to budget constraints that prevent full-time security coverage, a rotating security schedule was introduced to ensure an unpredictable and more effective presence on site. The individual also continues to support facility coordination during their remaining hours. Notably, no break-ins were reported at the complex in 2024, suggesting that this adjusted approach to security has been effective.

3.3 JOHN COOOPER JOSE LAKE BALLPARK

Repairs & Maintenance

The stadium lights have been fully repaired, significantly increasing the available playing hours and enabling the organization of a proper season and tournaments. In addition, lighting in the dugouts, restrooms, and select areas of the bleachers has been replaced, improving overall visibility and user comfort. With the support of SXM DOET, extensive painting work was carried out, enhancing the appearance of the facility. Furthermore, damaged containers were cleaned out and removed, with plans underway to install new containers as the next phase of improvement.







Outfield maintenance (grass):

- Regular mowing to maintain a uniform height
- Watering to keep the grass healthy and lush in the dry season
- Weed control to prevent overgrowth and maintain a clean playing surface
- Reseeding or patching any worn or damaged areas to ensure an even field (this happens when large vehicles enter the premise or when the ground is wet)

Skinned infield maintenance (dirt):

- Dragging and leveling the dirt to eliminate uneven surfaces and holes
- Watering the dirt to maintain proper moisture levels, reduce dust, and improve playability
- Grooming and lining of base paths, pitching mounds, and batter's boxes to keep them well-defined and safe for play

The trench responsible for channeling water from the main road into the main trench adjacent to the field has become an issue due to the lack of regular maintenance by Public Works. This neglect leads to frequent water buildup on the baseball field, disrupting activities and causing potential damage. To address the problem, we've had to take on the cleaning of the trench ourselves to ensure proper water flow and prevent flooding. This ongoing challenge affects the field's usability and underscores the need for consistent maintenance from relevant authorities to protect the facility from further water-related issues.

Social impact

These maintenance practices and repairs help ensure player safety, improve gameplay conditions, and preserve the longevity of the field.

3.4 MELFORD HAZEL SPORTS COMPLEX

Throughout 2024, regular maintenance and cleaning was performed at the Melford Hazel Sports Complex to ensure the facility remained functional and safe despite the challenges it has faced. The complex, which consists of a public basketball court, tennis court, gazebo, playground area, and an indoor multipurpose gym, underwent various upkeep efforts to preserve its infrastructure and promote community use.

The Basketball court, tennis court, gazebo, and playground area have been regularly maintained like all district courts where garbage has been collected, grass has been cut and the court has been cleared from any debris. Notable to mention is that the playground area should be maintained by the community council, this has been limited. The multipurpose gym has been cleaned weekly as it is also used by the school in the morning hours.

Despite these maintenance efforts, the ongoing vandalism and safety concerns, which culminated in the facility's closure, have limited the full impact of the work performed. However, the upkeep measures ensured that, structurally, the complex remained in good condition, positioning it for future use once a solution to the security issues is in place.

GEBE

Throughout most of 2024, NSI continued to make monthly utility payments, despite these costs being the responsibility of the Government for all public sports facilities. Fortunately, this matter was resolved in late 2024, with confirmation that the Government would resume covering utility expenses, making December the final month NSI was required to make such payments. Additionally, a significant increase in water bills led to the discovery of a water leakage on the premises. After several unsuccessful attempts to locate the source, the issue was eventually identified and repaired. In total, the foundation made utility payments to GEBE amounting to XCG. 18,000 in 2024.

Vandalism

The Melford Hazel Sport Complex has experienced significant challenges throughout 2024, with repeated acts of vandalism and disruptive behavior from youths. The facility has been severely impacted by these ongoing incidents, which have escalated tensions and safety concerns for both staff and users. Over the course of the year, groups of youths from the neighborhood have frequently engaged in destructive behavior, leading to multiple incidents. Unfortunately, this has included attacks on the sport facility coordinator, who has been assaulted on several occasions, as well as harassment of facility users.

One of the most serious incidents involved youths throwing rocks at students from the Learning Unlimited school, putting the safety of the children and other facility users at severe risk. This particular event, along with continued threats and disturbances, led to the decision to close the facility indefinitely in 2023.

The closure will remain in effect until a comprehensive solution is found. This will require collaboration between key stakeholders, including the police, community council, and local authorities, to ensure that the facility can be reopened under safe and secure conditions. The involvement of these groups is essential to restoring order, protecting staff and users, and rebuilding the complex as a safe space for sports and community activities.

To further address the situation, NSI submitted a request to GEBE to repair all non-functioning perimeter lighting and began clearing overgrown vegetation—including roadside grape trees that were reportedly used as cover for illicit activity—to improve visibility. Additionally, NSI has raised the issue of the unsecured back perimeter, which remains open and is frequently misused for unauthorized access. As this area was not included in the Trust Fund repairs, NSI recommends constructing a low wall with fencing to serve as a barrier. Exploring potential support through the Crime Fund has also been suggested. Given the complexity of the situation, NSI is advocating for a multi-stakeholder meeting involving the Ministry, the Justice Department, and other relevant parties to identify long-term, collaborative solutions for ensuring the safety and revitalization of this critical community facility.

3.5 BELVEDERE SPORTS PARK / CRUYFF COURT

In 2024, the Belvedere Sport Park which includes a basketball court, a small football field, and a public fitness area with a gazebo has had the basic maintenance in an effort to create a safe, usable, and good appearance of public sports facilities. A site-wide cleanup was executed to remove accumulated debris and physical obstacles, ensuring a safer environment for park users. The Cruyff court is in need of some critical repairs:

- Resurfacing of the substructure
- Repairs to the fencing
- Overall appearance can be uplifted

These repairs are essential, as NSI has an obligation to the Cruyff Foundation to properly maintain the existing facility. At the same time, we are interested in exploring the possibility of establishing a second Cruyff Court; however, this will require demonstrating our ability to adequately maintain the current one.

3.6 L.B SCOTT SPORTS AUDITORIUM

Cleaning & maintenance

The L.B. Scott Sports Auditorium is cleaned from Monday to Friday through a service agreement with CleanSXM. The agreement ensures that the facility is consistently kept clean and functional, supporting its role as a key sports venue for the schools (in the morning hours) and the sport community (in the evening and weekends). XCG. 20,318.67 has been issued to CleanSXM in 2024 for their cleaning services.

Several key maintenance activities were carried out at the indoor multipurpose facility to ensure the facility remained safe, functional, and welcoming for users. In addition to regular cleaning, minor structural repairs were carried out on the building, along with the replacement of worn sports equipment. The air conditioning system also underwent scheduled servicing.

Sewerage
There is an ongoing issue with the sewage system at the facility, which requires frequent emptying due to continuous overrunning. Addressing this problem promptly is crucial to ensuring a safe, hygienic environment for our users and visitors, and to prevent long-term damage to the facility's infrastructure. XCG. 2,925.00 has been issued to Punto for the frequent emptying of the sceptic.

Clean up
A major facility clean-up was carried out, during which numerous items stored by third parties—as well as non-functioning equipment—were removed to improve space, safety, and overall organization.



Electrical maintenance
Maintenance to all electrival work was done by Hemco to the amount of XCG. 3,302.73.

3.7 BOARDWALK SPORTS PARK

The Boardwalk Sports Park was installed in May 2023, the following maintenance has been performed since its inception:

- Regular Inspections: Routine checks for wear and tear, rust, or damage to ensure that the fitness equipment remains safe and functional (1x per 2 months)
- Cleaning of equipment: 3rd party service of Annico Mobile Cleaning & Detailing is used to power wash the equipment weekly, as well 1x per month extra detailed cleaning to keep the equipment in a good state and making the space hygienic for users
- Replacement of sand for the beach volleyball courts
- The solar lights & poles have been replaced by GEBE for wired lights





Social impact: A clean and well-kept Boardwalk Sports Park encourages more people to use the park regularly, promoting greater participation in outdoor fitness activities. The park has been very successful in its usage, the volleyball courts have been utilized by the Beach Volleyball Association, they have also created a seating area including storage.

3.8 FACILITY REPAIRS & UPGRADES

The following facility repairs are recommended, these repairs do not fall within the scope of works from NRPB/WORLDBANK.

L.B. SCOTT SPORTS AUDITORIUM	• Refurbish locker rooms, restrooms, bar and common area • Paint complete indoor hall • Replace court lighting for LED, extend to non sport related shows • Install seating on bleachers • Ventilation and HVLS fans
JOHN COOPER JOSE LAKE BALLPARK	• Renovations to infield - Install drainage network and infield dirt & conditioner or artificicial turf (research) • Change holygen stadium lights to LED - 500lx Infield & 300 lx outfield • Develop changing rooms and other amenities • Hard cast perimeter drainage • Install seating on bleachers • Line marking on parking lot
MELFORD HAZEL SPORTS COMPLEX	• Develop open space for new sports • Construct perimeter wall to reduce vandalism & crime
RAOUL ILLIDGE SPORTS COMPLEX	• Hardcast facility perimeter drainage • Develop entrance on West-Side • Develop skate park and other public usage areas • Develop canteen outside of main building • Refurbish locker rooms, restooms, and common areas according the Concocaf Stadium Guidelines • Develop a physical strength training gym • Develop a space to activate boxing • Repair tennis courts (hold SZV accountable) • Re collect land behind West-Bleacher
BELVEDERE SPORTS PARK & CRUYFF COURT	• Repair substructure of Cruyff court • Repair fencing of Cruyff court
BOARDWALK SPORTS PARK	• Install 3RD court to increase the sport's possibility of hosting official ECVA tournaments for the region. • The sand is still not perfect, it would be advised to remove all sand and replace and create a barricade to prevent loss of sand. • Improve lights to 250 LUX • Some small rust spots need to be treated to the fitness machinery
NEW DEVELOPMENTS	• Secure land for development • Develop indoor multipurpose facility • Research sport sector needs

4. COMPLETED PROJECTS 2024

FOOTBALL PITCH RISC (FEB - MAR)

This much-needed repair was initiated through the Department of Sport - Capital Expenditure proposal and included the full removal of the worn turf, preparation of the subbase, and installation of a new, high-quality artificial surface with new lines and goals. The project culminated in the successful completion of a FIFA-accredited field test, securing FIFA certification to ensure the highest standards of play. In addition, NSI's maintenance team received specialized training to ensure the field is properly maintained moving forward. A third-party maintenance contract has been awarded to Akashco Maintenance & Construction, the local company that assisted with the installation of the field. Their direct involvement in the project ensures they have the necessary expertise and experience to carry out proper and consistent maintenance of the new turf.







STADIUM LIGHTS JCJL (AUG - OCT)

Funded by R4CR (XCG 159,899.04), NSI (XCG 45,000) and the Department of Sport (117,399.24), repairs were carried out to the lighting system at Jose Lake Ballpark. This included the purchase of three downed light poles and the installation of three additional poles to enhance overall coverage. The project also involved the installation of a main breaker box and individual light pole boxes, along with the running of new electrical wiring to support the system. These enhancements greatly improve the safety and usability of the facility, particularly during evening hours. Further upgrades will need to be undertaken to improve the LUX output with LED lighting fixtures.





TRAINING FOOTBALL PITCH RISC (AUG - OCT)

Funded by Department of Sports (XCG 118,856), NSI (XCG 22,121) and several private sector partners (XCG 16,457), the installation of a new training facility for football (32X20M) has been installed using recycled turf from the main field. This project stands as a strong example of sustainable development and effective public-private partnership in the sports sector. As part of the renovation of the main football field, NSI salvaged the best-quality turf for reuse. This eco-conscious approach not only reduced waste but also created a much-needed training space to meet the growing demand for field usage for football. The NSI team also refurbished a old bleacher in order to create proper seating. The project was made possible through the generous contributions of the following partners:

- Kooyman St. Maarten donated essential materials for the installation of fencing and contributed to refurbishing an old bleacher
- NV GEBE provided four light poles, ensuring the field is well-lit for evening activities.
- Sint Maarten Concrete supported the construction of a concrete gutter for improved drainage and a walkway for added convenience.
- Princess Juliana International Airport - St. Maarten supplied some of the chain-link fencing, enhancing the facility's safety and usability.
- Stichting EGO Afterschool Programs Expertise and Community Projects/Gemeente Amsterdam contributed by allowing the re-use of fencing poles, further emphasizing the project's commitment to sustainability.
- David Bardfield, provided two goals for usage.









BEFORE



AFTER



TRENCH CLEARING RISC (SEP)

Ongoing flooding issues behind the West Bleacher have been resolved by creating a trench and clearing the land adjacent to the Raoul Illidge Sports Complex. Additionally, the team has power washed the walkway to ensure a safe and clean entrance to the various rooms.

MOUNT REMOVAL RISC (SEP)

In preperation to the replacement of the athletics track, preparatory work was carried out on behalf of the Department of Sports. NSI overseed the removal of the existing embankment (mount) to facilitate several critical improvements: the creation of a new 100-meter sprint start area, the establishment of a dedicated vehicle access route to the western bleachers—ensuring that vehicles will no longer cross the new track—and improved access to the drainage system for more effective maintenance. NSI also collaborated with CGC NV, who not only assisted with the removal of the embankment but also provided a 50% discount to implement geotextile and sand to ensure a clean and professional finish. NSI contributed XCG 4,252 to complete the project.









HEROES OF THE FIELDS CAMPAIGN (SEP & DEC)

As part of NSI's broader mission to promote national pride through sport, NSI launched the "Heroes of the Fields" campaign, an initiative designed to recognize, celebrate, and showcase the achievements of Sint Maarten's most outstanding athletes active on the fields. The campaign seeks to inspire the next generation by honoring local sporting heroes who have made significant contributions across various sports. Two initiatives were executed under this campaign:

- Facility Mural at Raoul Illidge Sports Complex: In August, the first initiative was unveiled, a vibrant mural created in partnership with Kooyman St. Maarten as part of the Colours of the Caribbean campaign. The artwork features top national athletes from football, basketball, netball, and swimming, serving as a permanent tribute and a source of inspiration for all who visit the facility.

- Light pole banner installation at sports venues: The second initiative involved the installation of over 40 light pole banners at key sports locations, including the Raoul Illidge Sports Complex, the John Cooper Jose Lake Ballpark, and the St. Peter's Community Court. These banners feature athletes from football, baseball/softball, athletics, swimming, and netball, including two Special Olympics athletes, and are marked with the slogan "Team Sint Maarten" alongside the national flag. This visual tribute symbolizes unity, pride, and community recognition.

The banner project was co-sponsored by the St. Maarten Football Federation. Collectively, these efforts reflect a shared commitment to celebrating local talent and fostering a strong sense of community through sports.

RISC



ST PETERS



JCJL



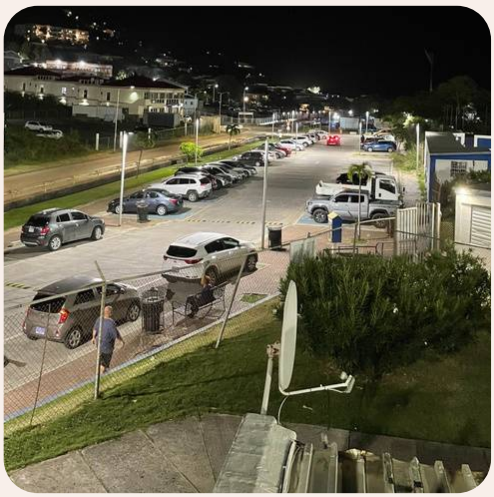
INVESTMENT IN HEAVY-DUTY MACHINERY



To improve the efficiency and quality of grounds maintenance across its facilities, the foundation invested in new landscaping machinery in 2024. With nearly 70,000 m² of surface area to maintain, much of it covered with grass - reliable and effective equipment is essential. The existing machinery had become outdated and inefficient, leading to increased downtime and higher maintenance costs. To address this, the foundation purchased three Stihl heavy-duty weedwackers, one professional-grade lawn mower, and one weed sprayer. This investment not only enhances the speed and consistency of maintenance activities but also reduces labor strain and operational disruptions. As a result, the overall appearance and playability of the sports grounds have improved, supporting a safer and more enjoyable experience for all users.



In 2022, the foundation received funds for the purchase of a mini excavator to support its facility maintenance operations. While the acquisition was delayed, a Hitachi mini excavator was successfully sourced in the Netherlands in 2024. An agreement was made with GCC Sport Surfaces, the company responsible for installing the new athletics track - to procure the machine on NSI's behalf and coordinate its shipment to Sint Maarten. This strategic investment will significantly reduce NSI's dependency on renting excavators with operators, leading to long-term cost savings. Additionally, owning this equipment will enhance the foundation's ability to maintain drainage trenches and carry out infrastructure works more efficiently and independently.



REPAIRS LIGHTING PARKING LOT RISC (OCT)

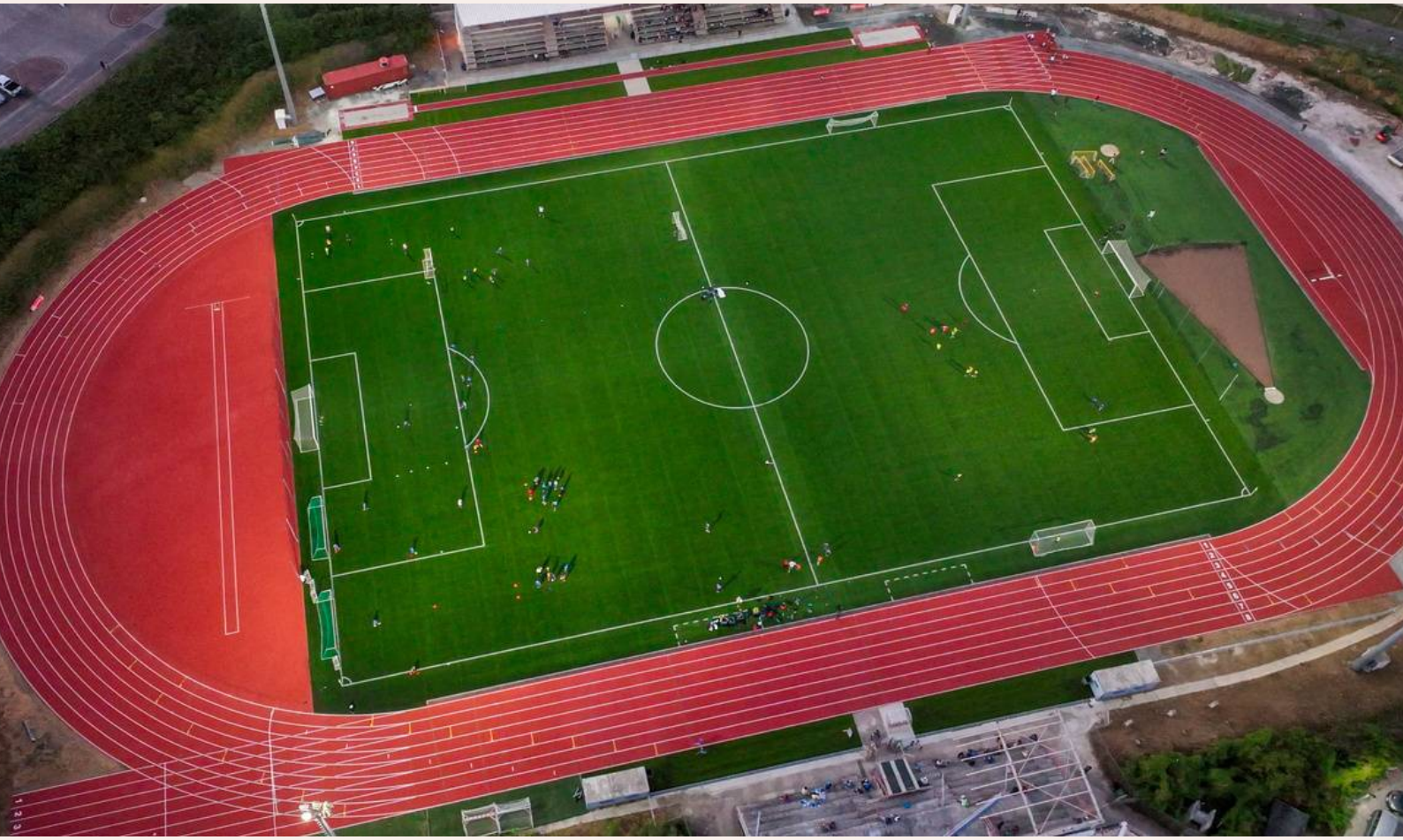
Repairs to the lighting infrastructure have been completed at the Raoul Illidge Sports Complex parking lot. The newly installed lighting ensures a well-illuminated area, creating a more safe and secure environment for our facility users and individuals who regularly walk or exercise around the stadium

ATHLETICS TRACK RISC (NOV - DEC)

As part of the approved Capital Expenditure program through the Department of Sports, the foundation successfully oversaw the extensive repairs and upgrades to the athletics track at the Raoul Illidge Sports Complex, executed by GCC Sport Surfaces in collaboration with local contractor Akashco Maintenance & Construction.

The works included the full installation of a new sandwich model track surface, marked according to the regulations of World Athletics and Athletic Champs, along with upgrades to the long jump and triple jump areas, the construction of a new steeplechase structure, and the finishing of a new shotput area. Additional enhancements involved the installation of 350 meters of perimeter railings, turf in run-up areas, backstop netting behind the football goals, and the erection of six flagpoles on the mount.

The project was executed seven days a week, with NSI working extended hours to supervise progress, coordinate logistics, and make real-time decisions on technical aspects of the installation. This period proved particularly intense due to frequent heavy rainfall, which repeatedly delayed the laying of track layers requiring dry conditions to proceed safely and effectively. Despite these challenges, the NSI team remained engaged throughout the process to ensure high-quality execution, timely adjustments, and alignment with international standards. The completion of these works represents a major achievement in improving the infrastructure for local and regional athletics.



5. FACILITY SCHEDULING & NEEDS

With the successful installation of a new football pitch, a track, and a mini football field, NSI already has an increase in facility bookings. While this marks a major step forward in delivering high-quality sports infrastructure to the community, it also presents a challenge in terms of scheduling, oversight, and staffing capacity.

Currently, our facilities operate a combined total of 225 hours per week (excluding the schools usage hours), serving various user groups from grassroots programs, uniformed services to performance athletes. At peak hours, particularly at the Raoul Illidge Sports Complex, we regularly see over 200 athletes using the facility simultaneously, excluding spectators in the stands. Managing such high-volume usage demands constant presence and oversight to ensure safety, enforce facility rules and regulations, provide logistical support, and respond to emergencies. This level of activity cannot be effectively sustained without an adequate number of facility coordinators on site.

With our strategic vision of making sports accessible for all, NSI wishes to expand facility opening hours, particularly by making the athletics track available during early morning hours to accommodate increasing community demand. However, any extension of operating hours must be matched by sufficient staffing, as coordinators must be present at all times to uphold safety and facility standards.

Furthermore, we are seeing an increase in requests from schools to host sports days, uniformed services holding training sessions and other educational activities at our venues outside of the mentioned 225 opening hours. While these events are essential for promoting participation in sports, they often require NSI's maintenance staff to serve as ad-hoc coordinators, further reducing their availability for regular upkeep and repairs.

In terms of staffing, our analysis shows that a minimum of 5.6 Full-Time Equivalents (FTEs) are required to cover 225 hours of operation weekly, assuming at least one coordinator present at all times. Currently, NSI is operating with just 3 FTEs, comprised of 2 in-house staff members and 1 temporary staff member "on loan." We have attempted to fill the gap by utilizing security staff for coordination duties where feasible. Additionally, due to the temporary closure of the Melford Hazel Sports Complex, we are currently operating with one fewer FTE, a situation that, while manageable for now, is not sustainable as facility usage continues to grow.

To meet current demands and plan responsibly for increased utilization, NSI urgently highlights the need for additional facility coordinators. Investing in staffing is not simply a matter of logistics; it is an essential requirement to ensure the safety, accessibility, and long-term functionality of the facilities entrusted to our care. Without adequate coordination personnel, the risk of operational issues, safety concerns, and damage to the newly installed infrastructure increases. As such, NSI recommends that future operational planning and budget allocations include provisions for increased staffing, to ensure that our facilities remain safe, well-managed, and accessible to all who wish to benefit from sport.

6. SPORT PROGRAMS

OVERVIEW

In 2024, NSI continued to support a variety of grassroots-based sports programs aimed at promoting physical activity participation, social development, inclusion, and youth engagement. These included after-school programs in football and netball, school tournaments, a senior aqua active program and the pilot launch of the SSS School Games. However, all expenditure on sports programs was reduced or temporarily halted during the first six months of the year due to the financial constraints NSI faced. From month seven onward, financial support to various programs resumed, allowing for the gradual reactivation of key initiatives.

While the impact of these programs has been meaningful and the level of overall investment has increased compared to 2023 (XCG. 58,369.34 VS XCG. 35,301.45) the total investment has remained limited due to the structural deficit in operational budget. Despite these constraints, participation levels indicate strong community interest and underscore the importance of increasing support for grassroots sports programs. Noteable to mention, **the foundation has made a succesfull request** in collaboration with Sint Maarten Sport Federation to Oranje Fonds and Stichting Kinderpostzegels to financially support its program - "Sport Unites!" in which a far larger social impact will be acheived in 2025.

6.1 GRASSROOT SPORT PROGRAMS

- The **Football World Coach grassroots program** was delivered during the academic year in two cycles: September to December and March to June. The program engaged students aged 5 to 18, with training sessions held four times a week. Participation data revealed a modest decline overall, with an increase in boys (from 124 to 148) offset by a significant decrease in girls (from 69 to 29), resulting in a net drop from 195 to 177 participants. A total of XCG. 7,003.80 was allocated to support this initiative.



- **Netball After-School Program** faced a temporary suspension early in 2024 due to the absence of the lead coach. By the end of the 2023-2024 school year, however, it resumed and reached 197 students across four schools (Leonard Conner, two MAC campuses, and St. Joseph), targeting the 7–12 age group. Sessions were held weekdays from 12:00–4:00 PM. The stipend issued for this program amounted to XCG. 10,920.



- **Belvedere Cruyff court Program** continued its year-round program for youth aged U7 to U19, using the Cruyff Court and the adjacent field for training. Practices occurred four times weekly, except in July. In total, 150 children participated, and XCG. 10,800 was allocated to support the club. Notably, the club also expressed plans to expand inclusivity by training coaches to work with youth with disabilities.



- The **Senior Aqua-Active Swim Program** continued to serve the senior community in 2024 with weekly sessions held every Friday from 4:00 PM to 5:00 PM. Although participation declined compared to previous years—based on feedback from program coordinator Mr. Benjamin—the program remains a valuable outlet for physical activity and social engagement. Attendance was predominantly female, and efforts are underway to encourage greater male participation in 2025. Due to budgetary constraints, the program was temporarily put on hold in the first half of the year, resuming with sessions in July and August, and again from October through December. A total of XCG. 1,662.50 was allocated to support the program in 2024.

6.2 SCHOOL SPORT PROGRAMS

At the start of the 2024–2025 school year, NSI developed an annual school sports calendar to bring greater structure and coordination to the organization of school tournaments. By establishing a clear schedule for both primary and secondary schools, PE teachers, school administrators, and sports organizers are now better able to plan, prepare, and communicate activities in advance. This approach will improve participation, reduce scheduling conflicts, and contribute to a more efficient and impactful delivery of school sports programs.





NSI facilitated the use of its facilities for several school competitions in 2024:

- 3x3 Basketball (Primary Schools): Held from January to March, the tournament included 41 students from 7 schools. NSI provided XCG. 2,964.82 in financial support.
- Volleyball (High Schools): Held from February to April, the competition included both male and female teams. NSI provided facilities at no cost.
- Football (Primary & High Schools): Held from May to June with 11 schools and 195 students participating across U11, U13, U15, U17, U19, and U19 girls' divisions. The Football Federation received XCG 1,113.73 in support.

Financial support for school sports tournaments has been limited in recent years, making it challenging for organizers to consistently plan and execute events. In response, the foundation has established a new structured approach to ensure that these tournaments receive financial support and support in the logistics with the schools through the Sports Program Coordinator. Sports organizations involved in school competitions have been asked to submit budgets outlining expected costs. This new framework will allow NSI to allocate funding more effectively, with the structured support set to be implemented in 2025, marking a step forward in the sustainable development of school sports.

6.3 SSS School Games

Launched in 2024 as a pilot inter-island initiative, the SSS School Games brought together student-athletes from St. Maarten, Saba, and Statia for friendly competition in three disciplines: volleyball, netball, and 3x3 basketball. The winner of the national school tournmanet autimatically participated in the SSS-games representing its island.

- Statia hosted volleyball (U19 female): St. Maarten placed second.
- Saba hosted netball (U12 female): St. Maarten placed third.
- St. Maarten hosted 3x3 basketball (U12 male): St. Maarten placed first.

Each hosting island won in its respective sport, and the games included both competitive and social components, including cultural and recreational activities. The total expenditure for the 2024 SSS School Games was XCG. 17,978.98, with positive feedback from all participating islands. This program fostered inter-island collaboration, cultural exchange, and school pride. The program is expected to further develop in 2025 to include the ABC countries for one sport.







