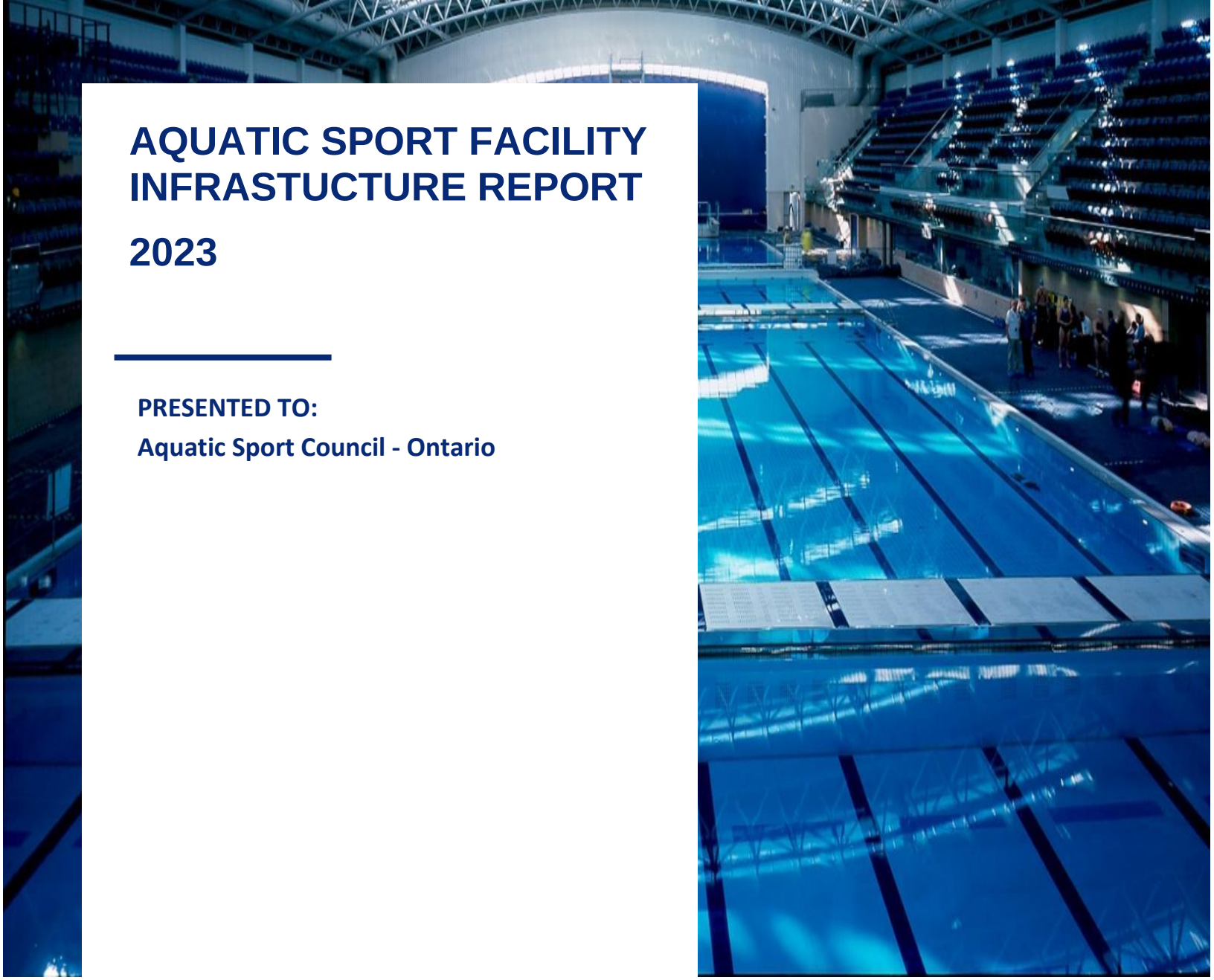


AQUATIC SPORT FACILITY INFRASTUCTURE REPORT

2023

PRESENTED TO:

Aquatic Sport Council - Ontario

APRIL 18

PRESENTED BY:

Aquatic Associates Consulting

Table of Contents

Report Overview

About Aquatic Associates Consulting

We provide consulting services to provinces, privates groups, municipalities, not-for-profit organizations and more in recreation, active living, commercial aquatic facility operating, advocacy and programming. Our strength is our ability to provide individualized consulting services tailored to fit the needs of each customer and where necessary reach out to our large network of associate consultants in order to accomplish this.

Needs assessments, feasibility studies and business plans are conducted in partnership with experienced architects and recreation / sport consulting firms with regard to facilities and outdoor recreation areas. Our team works closely with the client and engages the community and all necessary stakeholders to understand their needs and gaps in service, then produce recommendations based on sound research and best practices.

Aquatic Associates has the proven ability to work with customers through every step of the process from initiation of a project to completion. It is important to our company and essential to the success of any project that customers are well informed throughout all stages of the collaboration. Aquatic Associates guarantee client / consultant communication throughout, seeking customer input ensuring all stakeholders involved are engaged and satisfied with the results.

How Aquatic Associates Consulting was retained by Aquatic Sport Council - Ontario

Aquatic Associates Consulting was initially contacted by Dan Thompson from Myrtha Pools about the potential of doing some background work for the Ontario Sports Council supported by Myrtha Pools on the existing 50m facilities in Ontario. From this initial discussion of interest, AAc received a formal RFP from the Ontario Sport Council through Dean Boles. A proposal was submitted including the steps on how we would move the project forward. AAc was awarded the contract. Shortly after that there were some preliminary meetings with Brian Miess and Anne Bell to kick off the project where a schedule to completion was agreed upon for the project timeframe.

Methodology for Collection of Data

Areas/Methods of Research

1. Data Collection and Reporting through research from various sources.
2. Census Reports and Future Population Projections
3. Current inventories of Canadian aquatic facilities
4. Facilitated one-day workshop with members of ASC including pre-workshop discussions.
5. Current definition of and physical space requirements of all levels of competition

Data Collection and Reporting

Smartsheet™ software was used extensively in reporting and analyzing data related to the project. Smartsheet™ allows for robust data housing, solid analyses of information, ease of reporting and the creation of dashboards. Visual representation of data throughout the study report enhances the presentation of results and proposals to a variety of stakeholders and allows a stronger understanding of what the data is representing.

GIS (Geographical Information Systems) was used in developing and housing a layered mapping system of many data points including population, pool location, club location and more.

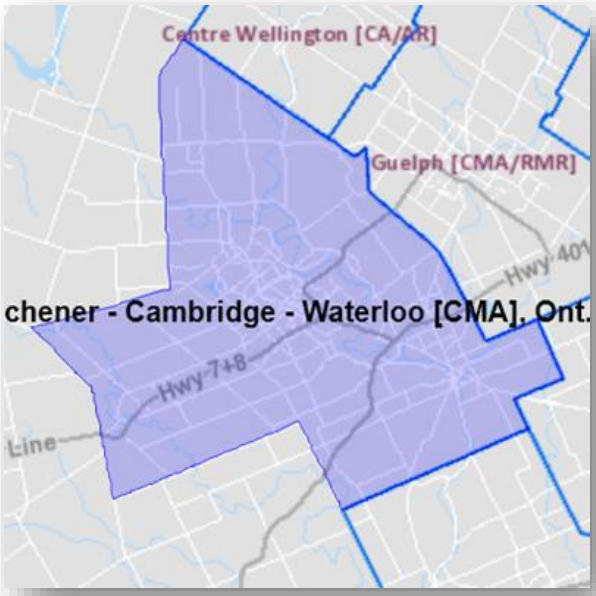
Smartsheet Sample – Aquatic Sport Council – Ontario 50M Pool Project 2023

File Automation Forms

Grid View Filter Arial 10

	Focus Area	Population	Indoor 50M pools	Outdoor 50M pools	People per 50m pool (Indoor Pool Only)	Map
1	Burlington-Oakville-Mississauga	1,118,668	0	2	1118668	
2	Toronto	2,794,356	4	5	698589	
3	Kitchener-Cambridge-Waterloo	575,847	1	1	575,847	

GIS Sample – Kitchener – Cambridge – Waterloo Corridor



.

Facts About 50M Pools in Canada

Demographic Overview

Population Ratio per 50M Pool

Primary	2021 Population	#of 50m Indoor Pools	Population Ratio per 50M Pool
Ontario	14,223,942.00	19	748, 629
Quebec	8,501,833.00	18	472, 324
British Columbia	5,000,879.00	15	333, 392
Alberta	4,262,635.00	11	387, 512
Saskatchewan	1,132,505.00	4	283, 126
Manitoba	1,342,153.00	3	447, 384
Nova Scotia	969,383.00	2	484, 692
Newfoundland	510,550.00	1	510, 550
New Brunswick	775,610.00	1	775, 619
PEI	154,331.00	0	N/A
Yukon	40,232.00	0	N/A
Northwest Territories	41,070.00	0	N/A
Nunavut	36,858.00	0	N/A

When comparing the provinces with the highest number of indoor pools these general observations can be made:

- Ontario has the largest population and has the most indoor 50M pools, by only one.
    - **Quebec** has 59% of the population of Ontario.
        - It has 94.74% of indoor 50M pools as Ontario.
    - **British Columbia** has 35.13% of the population of Ontario.
        - It has 78% of the indoor 50M pools as Ontario.
    - **Alberta** has 30% of the population of Ontario.
        - It has 58% of the indoor 50M pools as Ontario.

Per Capita - 4 Main Provinces

Primary	2021 Population	#Indoor 50M Pools	People per 50m pool (indoor only)
Ontario	14, 223, 942	19	748, 629
Quebec	8, 501, 833	18	472, 324
Alberta	4, 262, 635	11	387, 512
British Columbia	5, 000, 879	15	333, 392

Aquatic Sport Participant Demographics

Youth / Young Adult Demographics

When examining the current and future state of aquatic sport in Ontario it is also important to know how the youth demographics compare to the other provinces with the most 50M indoor facilities.
Note that the census lumped ages below 8 so accuracy of numbers did not allow for 6–9-year-olds. 25–29-year-olds were included to consider international competitors.

Youth Census	Province	Age Group	Total	Men	Women
2021 Canadian Census Report	Ontario	10-14yrs	803,850.00	413,215.00	390,635.00
		15-19yrs	801,455.00	413,485.00	387,970.00
		20-24yrs	895,600.00	465,525.00	430,075.00
		25-29yrs	975,400.00	497,465.00	478,215.00
Total Sum Ontario			**3,476,305.00**		
	Quebec	10-14yrs	489,425.00	250,855.00	238,570.00
		15-19yrs	429,400.00	219,400.00	209,995.00
		20-24yrs	410,660.00	235,250.00	225,405.00
		25-29yrs	527,150.00	266,455.00	260,700.00
Total Sum Quebec			**1,856,635.00**		
	British Columbia	10-14yrs	255,790.00	132,425.00	123,365.00
		15-19yrs	253,690.00	131,245.00	122,445.00
		20-24yrs	294,650.00	151,505.00	143,145.00
		25-29yrs	337,090.00	170,500.00	166,585.00
Total Sum British Columbia			**885,430.00**		
	Alberta	10-14yrs	280,588.00	144,460.00	136,120.00
		15-19yrs	249,765.00	128,745.00	121,015.00
		20-24yrs	248,740.00	128,515.00	120,150.00
		25-29yrs	275,465.00	138,510.00	136,955.00
Total Alberta			**1,054,558.00**		

Ontario has almost twice the number of potential participants for aquatic sports yet only one more available facility for training than the next province:

- **Quebec** has 53.41% of potential athletes between 10-29yrs that Ontario has
- **British Columbia** has 25.5% of potential athletes between 10-29 yrs that Ontario has
- **Alberta** has 30.34% of potential athletes between 10-29 yrs compared that Ontario has

Demographics can be important data when dealing with government officials at any level. Anything that may impact a constituent has the chance of greater impact. Although this number can be used for any sport group, when used with infrastructure (or lack of) data in ON it can add weight to any proposal. Adding this angle can also assist tie-in with any sport initiative a level of government may be looking at and/or any youth health/fitness initiative.

Top 31 Populated Cities in Canada with or without a 50M Pool

In an analysis such as this it is important to look at which cities in Canada building 50m pools. Using the Top 31 most populated cities in Canada:

Note: There is only 1 other city of the top 31 cities outside of Ontario that does not have a 50m pool and that is Burnaby – BC. Ontario

Top 31 Canadian Cities - Population and 50M Pools

Rank	Province	Municipality	Municipal status	2021 Population	# of 50m pools	Per Capita per facility
1	Ontario	Toronto	City	2,794,356.00	4	698,589.00
2	Quebec	Montreal	Ville	1,762,949.00	5	352,589.80
3	Alberta	Calgary	City	1,306,784.00	3	435,594.67
4	Ontario	Ottawa	City	1,017,449.00	3	339,149.67
5	Alberta	Edmonton	City	1,010,899.00	4	252.724.75
6	Manitoba	Winnipeg	City	749,607.00	2	374,803.50
7	Ontario	Mississauga	City	717,961.00	0	N/A
8	British Columbia	Vancouver	City	662,248.00	3	220,749.33
9	Ontario	Brampton	City	656,480.00	0	N/A
10	Ontario	Hamilton	City	569,353.00	1	569,353.00
11	British Columbia	Surrey	City	568,322.00	2	284,176.50
12	Quebec	Quebec City	Ville	549,459.00	2	274,729.50
13	Nova Scotia	Halifax	Regional Municipality	439,819.00	2	219,909.50
14	Quebec	Laval	Ville	438,366.00	1	438,366.00
15	Ontario	London	City	422,324.00	2	211,162.00
16	Ontario	Markham	City	338,503.00	1	211,162.00
17	Ontario	Vaughan	City	323,103.00	0	N/A
18	Quebec	Gatineau	Ville	291,041.00	1	291,041.00
19	Saskatchewan	Saskatoon	City	266,141.00	2	133,071.00
20	Ontario	Kitchener	City	256,885.00	1	256,885.00
21	Quebec	Longueuil	Ville	254,483.00	1	254,483.00
22	British Columbia	Burnaby	City	249,125.00	0	N/A
23	Ontario	Windsor	City	229,660.00	1	229,660.00
24	Saskatchewan	Regina	City	226,404.00	1	226,404.00
25	Ontario	Oakville	Town	213,759.00	0	N/A
26	British Columbia	Richmond	City	209,937.00	1	209,937.00
27	Ontario	Richmond Hill	City	202,022.00	0	N/A
28	Ontario	Burlington	City	186,948.00	0	N/A
29	Ontario	Oshawa	City	175,383.00	0	N/A
30	Quebec	Sherbrooke	Ville	172,950.00	1	172,950.00
31	Ontario	Greater Sudbury	City	166,004.00	1	166,004.00

The Facts

- Ontario has the highest provincial population at 14,223,942; approximately 38.45% of the national total.
- There are 45 x 50M pools of various design, in the top 31 most populated cities in Canada.
- 15 of the 31 (48.39%) highest populated cities in Canada are located in Ontario.
  - These 15 Ontario cities have a total population of 8,270,190 which is 22.36% of the Canadian population.
- Yet, 6 out of the 7 largest cities in Canada without 50M indoor pools are in Ontario.

Largest Cities in Ontario with 50M pools

- Of the 15 – 50M pools which result in per capita space of 590,727.90 (without regard for distance to travel):
  - 7 of the 15 cities in Ontario have **0 x 50M pools.**
  - 8 of these 15 cities in Ontario have at least **1 x 50M pool**

  - 5 cities have 1 x 50M pools.
  - 1 city has 2 x 50M pools.
  - 1 city has 3 x 50M pools.
  - 1 city has 4 x 50M pools.
    - Of the above 14 pools 8 are university pools.
    - This leaves 6 x 50M facilities purely open for general club/community use, program development, open competition scheduling, etc. If collegiate facilities are taken out of the mix – for argument's sake – the per capita 50M pool space in the largest cities jumps to 1,033,773.75. While this is not a true representation it gives food for thought.

Government has been more involved in the development of 50M pools in the other top 3 provinces. Ontario is the only one of the main provinces that institutions and games outnumber the ones built by municipalities or other levels of government.

Builder of 50M Pools

Province	Builder	Number Built
Ontario	Municipality	5
	University	9
	Games	5
Quebec	Municipality	12
	University	4
	Games	2
British Columbia	Municipality	12
	University	1
	Games	2
Alberta	Municipality	8
	University	2
	Games	0
	YMCA	1

Ontario 50M Indoor Pools Inventory

Inventory of existing indoor 50M pools in the province of Ontario as of April 2023.

Ontario 50M Pools

Primary	Location	Operated By	Bulit By	# of Lanes	Date Built	Notes
Etobicoke Olympium	Toronto	City of Toronto	Municipality	8	1975	
Douglas Snow Aquatic Centre	Toronto	City of Toronto	Municipality	6	1988	Unsure - approximation
TPASC	Toronto	City of Toronto / UofT Scarborough	Games	10	2014	
UofT	Toronto	University of Toronto	University	8	1980	
Markham Pan Am Centre	Markham	City of Markham	Games	10	2014	
Nepean Sportsplex	Ottawa	City of Ottawa	Municipality	8	1973	
Carleton University	Ottawa	Carleton University	University	6	1973	Unsure - approximation
uOttawa	Ottawa	University of Ottawa	University	8	1972	
LU Olympic Gold Pool	Sudbury	Laurentian University	University	8	1972	
Canada Games Complex	Thunder Bay	City of Thunder Bay	Games	8	1981	
Lakehead University Pool	Thunder Bay	Lakehead University	University	8	1968	Unsure. renovated in 2009
Wayne Gretzky Sports Centre	Brantford	City of Brantford	Municipality	8	1974	Building in 1972, pool added 1974
Victor Davis Memorial Pool	Guelph	City of Guelph	Municipality	6	1974	
McMaster University Pool	Hamilton	McMaster University	University	6	1967	
Canada Games Aquatic Centre	London	City of London	Games	8	1991	
Western Student Rec Centre	London	Western University	University	8	2009	
Brock University Pool	St. Catharines	Brock University	University	8	1981	
Wilfrid Laurier University Pool	Waterloo	Wilfrid Laurier University	University	6	1973	
WIATC	Windsor	City of Windsor	Games	10	2013	

The majority of indoor 50M pools in Ontario were built in three decades, 1970s, 1980s and 2010s. Only 4 have been built after 2000. More investment is needed in the 2020s and with a strategic long-term plan for sport growth and development.

The ASC – Ontario could provide active guidance with regard to this planning as a subject matter expert (SME). Whether directly at the provincial level and / or team with / supporting clubs in rallying support at municipal levels. Baby boomers are the largest sector of our population, were past competitors or just use pools to keep fit. They can be extremely supportive and vocal around causes they believe in. Taxpayers have power.

19 Existing 50M Pools in Ontario – Possibility of Expansion

Below is a list of the existing 19 indoor 50M pools in Ontario. It describes, to the best of AAc's knowledge, whether the existing sites have the ability to host another 50M pool. We have taken the initiative to include what we know of the facility in regard to any activity toward the possibility of expansion of the pool / facility in the future. The first 5 are ranked in order and after that they are listed from west to east across Ontario.

19 Indoor 50M Pools - Expansion Possibilities

Ranking	Facilities	Possibility of Expansion
1	Carleton University	
		Close to construction-ready drawing package designed by Perkins & Will for a new 50M pool. Challenges of existing site to fit everything needed for a 2 X 50M facility. University currently in discussion with City of Ottawa on their RFI on a 50M Pool Partnership
2	Ottawa University	
		Has had discussions internally and externally regarding the potential of a new 50M pool complex. The University has land for a ptoential 2 x 50M pool complex. UOttawa is also in discussion with city of Ottawa on their RFI on a 50M Pool Partnership
3	Etobicoke Olympium	
		Etobicoke Swimming had generated conceptual drawings of a potential expansion of the current facility to include another 50M pool. This concept was presented to City of Toronto in 2013 and initially well received. At this time Toronto was awarded the Pan Am Games and the proposal was sidelined as the Games facility became the City's priority. This facility has plenty of land around it to expand for a new pool
4	McMaster University	
		The University generated a proposal for the construction of a new aquatic centre as part of the bid for the 2026 Commonwealth Games.It would have included 2 x 50m Pool. Conceptual drawings were completed of the new facility. Unfortunately, the province did not effectively support the bid and the games are going to Calgary and Edmonton. On the campus was lane for the new facility.
5	Victoria Road Recreation Centre	
		This facility is in an important area of the province. At this time there are no known discussions for expansion the pool. Other than location it does have a few key advantages. The complex as recently been renovated so is a good foundation facility. They have the land on the site for the pool.
6	Windsor International Competition and Training Centre	
		There is no footprint for expansion on the site as a road had to be closed in order to build the centre. This facility services the community well. There has been no known discussion ongoing with regard to potential of expanding.
7	Canada Games Aquatic Centre - London	
		There is no footprint space that we could see which would allow the expansion of a new pool. In our discussion with the City of London and the Club there has been no indication of potential expansion of this complex.
8	Western University	
		Having only had the opportunity to be at this complex a few times, AAc is not very familiar with the footprint around this facility. There could potentially be the footprint but what we have gleaned is it only host events through significant support of the swim club. The facility does not have the basics to run a swim meet like a timing system, display board, etc.
9	Brock University	
		There is no obvious footprint that would allow the expansion of a new pool. In AAc's discussions with the University, the subject of expanding the facility has never come up.

19 Indoor 50M Pools - Expansion Possibilities

Ranking	Facilities	Possibility of Expansion
10	Wayne Gretzky Recreation Centre	
		This facility added a new 25m pool to the existing 71m pool approximately 10 years ago. That would have been the opportunity to lobby / get a 2nd 50M tank. There is no footprint that would allow for the expansion of a new pool.
11	Wilfred Laurier University	
		The facility was renovated about 14 years ago with no expansion of the facility. There is not the footprint that we could see that would allow the expansion of a new pool unless the newly renovated and upgraded soccer pitch is demolished.
12	Douglas Snow Aquatic Centre	
		This pool is 50m it has limited swim meets as the shallow end is too shallow for proper turning at the higher competition levels. There is not footprint that would allow expansion for a new pool.
13	University of Toronto - Downtown	
		There is no footprint that would allow the expansion of a new pool.
14	Toronto Pan Am Sports Centre	
		They have a major 3 pool complex there servicing the areas very well. There is no need for expansion at this time.
15	Pan Am Markham	
		There has been informal discussion with the club about the potential of a pool over the years; there has been very little with the City. With the construction of the new York University campus there is not the footprint that would allow for expansion of a new pool.
16	Thunder Bay Canada Games	
		It has been years since AAc staff have been at this facility but have had recent discussions about upgrades to the pool to attract athletes and spectators to the facility. Priority needs to be on major upgrades to this facility to keep it operational now and 20 years into the future.
17	Lakehead University	
		AAc knows very little about this facility so cannot comment at this time.
18	Laurentian University	
		There is no footprint that would allow for the expansion of a new pool. Expansion is not the priority for Laurentian at this time. The facility is currently closed. AAc is part of the inspection to determine what is needed to get it back up and operating. Priority needs to be on major upgrades to this facility to keep it operational now and 20 years into the future.
19	Nepean Sportsplex	
		With the City of Ottawa's RFI to the industry regarding a partnership on a new aquatic centre it seems evident the city is not interested in operating 50m pools at this time. Nepean saw a 25M warm water pool and wading play area expansion instead of another 50M pool at the time they invested in the Sportsplex.

Generation of the Regions

Along with parameters put in place to determine how the new regions were to be broken down, meetings were held with the ASC – Ontario for input resulting in additional consideration of the:

i. Population of the regions is being generated to ensure it is as equal as possible.
ii. Driving distances of all users within the region to get to the 50M pools.
iii. Existing regions that have been set up by the aquatic sports bodies.

Once the main portion of the data was collected regarding existing facilities, existing usage, expectation of the aquatic sports bodies and the Aquatic Sports Council the result was 5 Aquatic Regions:

Greater Toronto
Western Region
Eastern Region
Near North Region
Far North Region

Population Ratio Per New ON Region

Primary	Population	# of 50m pools	Population Ratio per 50M Pool
GTA	4,765,434.00	4	1191359
West	3,839,433.00	8	479929
East	2,926,188.00	3	975396
Near North	2,221,941.00	1	2221941
Far North	657,894.00	3	219298

Provincial Gaps in Access to 50M Pool Space

A requested outcome of this report was to provide details identifying which areas in Ontario were found to be lacking in 50M pool space. This could only be done through quantitative data that could compare regions allowing AAc to meet the 3 evaluation objectives for this report. In this it was determined that population would be the primary determinator on upgrading existing or building new aquatic facilities.

The Far North

It is understood and acknowledged that the Far North Region has unique distance challenges in accessing 50M pools. When we did our primary investigation of the Far North's two existing aquatic centres it became clear with the closure of Laurentian University's 50M pool in Sudbury and the required investments in the Thunder Bay Canada Games Pool that the priority is to get the Sudbury pool up and running and then plan for investment in both centres so they can once again provide the necessary services of the region and the province. This needs to be the priority over another 50m pool in the region.

Once this is addressed then consideration can be given to the option of the new centre. ASC – Ontario should be receptive to the opportunities of a 25m Regional Aquatic Centre to assist with the travelling distances of the region.

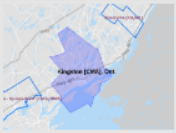
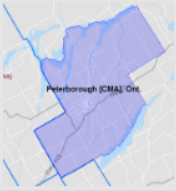
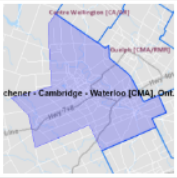
The Rest of Ontario

With the assumption that population is the demand and existing facilities are the supply urgency in specific areas is the best way to represent where there are gaps in service. Per capita representation is the primary focus for this analysis and is represented in Ontario through two divisions. The ranking cannot be shown in order in chart form following straight mathematical calculations as population cannot be divided by zero. If a zero was the sole criteria for ranking, there would be an unrealistic placement of Indoor 50M facilities. Other considerations impacting ranking:

- Isolation in province for other teams to travel to
- If there are no 50M indoor pools what is the number of people unserved in the area compared to those unserved in areas with 50M indoor pools.

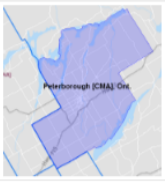
"Division 1": Top Areas Lacking 50M Pool Space with the priority on areas without a 50m pool then the remainder are Per Capita.

Focus Areas Adjusted

Ranking	Primary	Population	Indoor 50M pools	Outdoor 50M pools	People per 50m pool (Indoor Pool Only)	Map
Overall Ranking	**No Indoor 50M Pools Available**				N/A indicates NO access	
1	Burlington-Oakville-Mississauga "corrido	1,118,668.00	0	2	N/A	
7	Kingston	172,546.00	0	0	N/A	
8	Peterborough	128,624.00	0	0	N/A	
	50M Indoor Pools Available					
2	Pickering-Ajax-Whitby-Oshawa "corridor	539,736.00	0	0	539736	
3	Huronia	533,169.00	0	0	533169	
4	Toronto	2,794,356.00	4	5	698589	
5	Kitchener-Cambridge-Waterloo	575,847.00	1	1	533,169.00	
6	Ottawa	1,017,449.00	3	0	339,150.00	

Division 2: Top Areas Lacking Indoor 50M Pools Space Per Capita as primary evaluation tool.

Focus Areas 2 Adjusted

RANKING	Primary	Population	Indoor 50M pools	Outdoor 50M pools	People per 50m pool (Indoor Pool Only)	Map
Overall Ranking	**No 50M Indoor Pools Available**					
1	Burlington-Oakville-Mississauga "corridor"	1,118,668.00	0	2	N/A	
4	Pickering-Ajax-Whitby-Oshawa "corridor"	539,736.00	0	0	N/A	
8	Peterborough	128,624.00	0	0	N/A	
7	Kingston	172,546.00	0	0	N/A	
	50M Pools Available					
2	Toronto	2,794,356.00	4	5	698589	
3	Kitchener-Cambridge-Waterloo	575,847.00	1	1	575,847.00	
5	Huronia	533,169.00	0	0	533169	
6	Ottawa	1,017,449.00	3	0	339,150.00	

Aquatic Training and Competitions – Facility Levels

The following are the proposed 5 competition facility levels to be adopted the ASC to the Field of Play (FOP) requirements of the pools. Standardization is critical to ensure the types of facilities being built or upgraded fit into these levels. This area around Competition and Training Level requirements is an opportunity for the ASC to become the go-to source (the recognized subject matter expert) regarding this topic. It is imperative to increase the ASC's profile in front of the people needing this information.

- Architects are not experts in aquatic sport training and competition requirements, and neither are local politicians, general consultants, nor health inspectors. It is imperative that the ASC develop and agree upon a guideline and provide it to all aquatic developers, provinces, architectural / engineering firms and municipalities prior to the decision-making process.
- Once this guideline is created the goal should be to have it become a provincial guideline. It even has the potential of being a national guideline.
- It should be stated somewhere in the guidelines that a proper feasibility study needs to completed prior to any facility design being completed based on these guidelines.
- There will also need to be a regular review cycle established of the guidelines. It must include all aquatic sports bodies and include a communication sent back out to all stakeholders.
- Create a strategic plan to the end goal of these becoming a National Standard.

High Level Overview

AQUATIC TRAINING AND COMPETITION – FACILITY LEVELS	
Level 1 – 25M Pool	Levels 1 through 5 have the ability to train for all 5 aquatic sports. All options should have learn-to-swim, leisure and warm water options for community use and revenue generation during non-sport use.
Level 2 – 25M Pool	
Level 3 – 50M Pool	
Level 4 – 50M / 25M Pools	
Level 5 – 50M / 50M Pools (Optional Diving Pool)	

** See charts following for each sport level of competition for facility levels

It is important to include a legal clause with these levels making it clear that these are based on research and are to be used as guidelines only, a proper feasibility study must be completed to confirm the details.

Note to Reader – These charts are for design details only and are not stated for construction purposes.

.

The Details of Each Level

The goal would be that in all new builds the preferred options are selected to maximize the aquatic sport opportunities in both training and competition.

The below details consider requirements for the natatorium including the pools. There will be dry land training and dry space requirements for training and Level 3 and above to host that level of competition.

See Diving requirements at: https://diving.ca/wp-content/uploads/2019/02/Rule-Book-Chap-R-1-General-Diving-Canada-Rules.pdf

LEVEL 1 – 25M Pool

Able to train for all 5 aquatic sports.

COMPETITION POOL	
Length	**25.025m**
Lanes	**6 or 8**
Width of Lanes - minimum	**2.000m**
Width with 6 Lanes	**12.300m**
Width with 8 Lanes	**16.300m**
Width of Lanes – preferred	**2.500m**
Width with 6 Lanes	**15.300m**
Width with 8 Lanes	**20.300m**
Shallow End Depth minimum	**1.100m**
Shallow End Depth preferred	**1.200m**
Deep End Minimum	**3.000m**
Deck Width – Down Length at minimum 1 side	**3.000m**
Deck Width – Off deep end wall	**3.000m**
Starting Blocks	**No**
Springboards	**1 x 1.000m**
Competitor Seating	**Up to 150**
Spectator Seating	**100**
No Warm Up Facilities	

COMPETITION LEVELS for Level 1 – 25M Pool	
Lifesaving	Club Invitational, Regional, Provincial
Competitive Swimming	Club Invitational, Regional
Artistic Swimming	*Training Only, Recreational Competition*
Water Polo	*Training Only, Recreational Competition*
Diving	*Training only, Recreational Competition*

LEVEL 2 - 25M Pool

To be able to train for all 5 Sports.

COMPETION POOL	
Length	**25.025m**
Lanes	**6 or 10**
Width of Lanes - minimum	**2.000m**
Width with 6 Lanes	**12.300m**
Width with 8 Lanes	**16.300m**
Width with 10 Lanes	**20.300m**
Width of Lanes – preferred	**2.500m**
Width with 6 Lanes	**15.300m**
Width with 8 Lanes	**20.300m**
Width with 10 Lanes	**25.150m**
Shallow End Depth minimum	**1.100m**
Shallow End Depth preferred	**1.200m**
Deep End minimum	**3.750m**
Deck Width – Down Length at minimum 1 side	**4.000m**
Deck Width – Off deep end wall	**3.500m**
Starting Blocks	**FINA FR 2.7**
Springboards	**1 x 1.000m**
Springboards	**1 x 3.000m**
Competitor Seating	**Up to 300**
Spectator Seating	**300**
No Warm Pool required - some lanes in leisure pool	

COMPETITION LEVELS for Level 2 – 25M Pool	
Lifesaving	Club Invitational, Regional, Provincial
Competitive Swimming	Club Invitational, Regional
Artistic Swimming	*Training Only, Recreational Competition*
Water Polo	*Training Only, Recreational Competition*
Diving	*Training only, Recreational Competition*

LEVEL 3 – 50M Pool

To be able to train for all 5 Sports.

COMPETITION POOL	
Length	**50.050m**
Lanes	**8 or 10**
Width of Lanes	**2.500m**
Width with 8 Lanes	**15.300m**
Width with 10 Lanes	**25.150m**
Headwall Minimum	**1.000m**
Headwall Preferred	**1.500m**
Bulkhead Minimum	**1.000m**
Bulkhead Preferred	**1.500m**
Shallow End Depth minimum	**1.800m**
Deep End Depth preferred	**5.000m**
Deck Width – Down Length	**5.000m**
Deck Width – Off Ends	**4.000m**
Starting Blocks	**FINA FR 2.7**
Display/Timing/Scoring	**Display/Timing/Scoring**
Springboards	**2 x 1.000m**
Springboards	**3 x 3.000m**
Platform	**3m, 5m, 7.5m, 10m**
Platform Width	**5m and 10m – 3.100m**
Ceiling Height – minimum	**15.000m**
Competitor Seating	**800**
Spectator Seating	**800**
Dedicated Warm Up Pool not required but some 25m lanes would be preferred	

COMPETITION LEVELS for Level 3 – 50M Pool	
Lifesaving	Provincial, National
Competitive Swimming	Provincial, Regional National (Potential)
Artistic Swimming	Provincial
Water Polo	Provincial, National
Diving	Provincial

LEVEL 4 - 50M / 25M Pools

To be able to train for all 5 Sports.

COMPETITION POOL	
Length	**50.050m**
Lanes	**8 or 10**
Width of Lanes	**2.500m**
Width with 8 Lanes	**15.300m**
Width with 10 Lanes	**25.150m**
Headwall Minimum	**1.000m**
Headwall Preferred	**1.500m**
Bulkhead Minimum	**1.000m**
Bulkhead Preferred	**1.500m**
Shallow End Depth Min.	**2.000m**
Deep End Depth Min.	**5.000m**
Deck Width – Down Length	**5.000m**
Deck Width – Off Ends	**4.000m**
Starting Blocks	**FINA FR 2.7**
Display/Timing/Scoring	**Display/Timing/Scoring**
Springboards	**2 x 1.000m**
Springboards	**3 x 3.000m**
Platform	**3m, 5m, 7.5m, 10m**
Platform Width	**5m and 10m – 3.100m**
Ceiling Height – min	**15.000m**
Competitor Seating	**800**
Spectator Seating	**1,000**
WARM UP POOL	
Length 25m	**25.025m**
Length 50m	**50.050m**
Lanes	**8 or 10**
Width of Lanes	**2.500m**
Width with 8 Lanes	**15.300m**
Width with 10 Lanes	**25.150m**
Headwall Minimum	**1.000m**
Headwall Preferred	**1.500m**
Bulkhead Minimum	**1.000m**
Bulkhead Preferred	**1.500m**
Shallow End Depth Min.	**1.800m**
Deep End Depth Min.	**3.000m**
Deck Width – Down Length	**4.000m**
Deck Width – Off Ends	**3.000m**
Competitor Seating	**200**
Spectator Seating	**200**

COMPETITION LEVELS for Level 4 – 50M / 25M Pools	
Lifesaving	Provincial, National, International
Competitive Swimming	Provincial, Regional National – Eastern / Western
Artistic Swimming	Provincial, National
Water Polo	Provincial, National
Diving	Provincial, National, International – 10m Synchro Dive Required - No High Dive

LEVEL 5 - 50M / 50M Pools (Optional Diving Pool)

To be able to train for all 5 Sports.

COMPETITION POOL	
Length	**50.050m**
Lanes	**10**
Width of Lanes	**2.500m**
Width with 10 Lanes	**25.150m**
Headwall Minimum	**1.000m**
Headwall Preferred	**1.500m**
Bulkhead Minimum	**1.000m**
Bulkhead Preferred	**1.500m**
Shallow End Depth Min.	**3.000m**
Deep End Depth Min.	**5.000m**
Deck Width – Down Length	**7.000m**
Deck Width – Off Ends	**5.000m**
Starting Blocks	**FINA FR 2.7**
Display/Timing/Scoring	**Display/Timing/Scoring**
Springboards	**2 x 1.000m**
Springboards	**3 x 3.000m**
Platform	**3m, 5m, 7.5m, 10m**
Platform Width	**5m and 10m – 3.100m**
Ceiling Height – min	**15.000m**
Competitor Seating	**800**
Spectator Seating	**2,500**
Temporary Seating	**15,000**

DIVING POOL	
Length	**25.000m**
Lanes	**8**
Width of Lanes	**2.500m**
Width with 10 Lanes	**25.000m**
Deep End Depth Min.	**5.000m**
Deck Width – Down Length	**5.000m**
Deck Width – Off Ends	**5.000m**
Springboards	**2 x 1.000m**
Springboards	**3 x 3.000m**
Platform	**3m, 5m, 7.5m, 10m**
Platform Width	**5m and 10m – 3.100m**
Competitor Seating	**800**
Spectator Seating	**2,500**

WARM UP POOL	
Length 50m	**50.050m**
Lanes	**8 or 10**
Width of Lanes	**2.500m**
Width with 8 Lanes	**15.300m**
Width with 10 Lanes	**25.150m**
Headwall Minimum	**1.000m**
Headwall Preferred	**1.500m**
Bulkhead Minimum	**1.000m**
Bulkhead Preferred	**1.500m**
Shallow End Depth Min.	**1.800m**
Deep End Depth Min.	**3.000m**
Deck Width – Down Length	**4.000m**
Deck Width – Off Ends	**3.000m**
Competitor Seating	**200**
Spectator Seating	**200**

COMPETITION LEVELS for Level 5 – 50M / 50M Pools (Optional Diving Pool)	
Lifesaving	International
Competitive Swimming	International
Artistic Swimming	International
Water Polo	International
Diving	International - 10m Synchro Dive Required – No High Dive

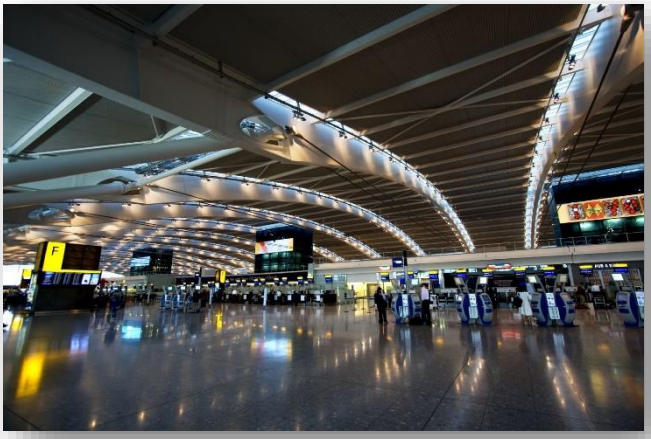
Key Natatorium Features

KEY NATATORIUM FEATURES	
Ceiling	Although the primary reason for the ceiling is to protect people from the outside elements, it is imperative that in the design of the ceiling the following items be considered:
Natural Lighting	Utilizing natural light is an important design criterion to reduce emissions and the carbon footprint. With proper design, natural lighting could come from skylights properly placed in the ceiling.
Skylights	Should be designed with special glass refractive panels that allow refracted light that minimize the light changes created by outside factors such as fast-moving clouds. This type of glass will keep a steady light source throughout the day.
Artificial Lighting	Pool lighting should be LED to minimize energy consumption and should be reflective in design. The fixture faces into a nicely designed ceiling to reflect the light evenly back down onto all areas of the pool. There should be the ability to turn the light off and on from a control area for entertainment purposes.
Walls	Unlike community pools their deck walls can have large areas of glazing to add in natural light. This is not the case for 50M pools as most of the deck level walls will be utilized in programming space like athlete seating, off deck training rooms, staff offices, etc. There is the opportunity to unitize the upper portion of the walls with natural lighting using items such as high-level windows.
Athletic Seating	In a 50M pool competition facility there are needs to be a section of the deck area where aquatic athletes and coaches will sit during competitions. It is a larger portion around the 50M competition pool or 25M competition diving pool. Ideally this seating is of non-corrosive material and retractable, allowing the deck space to be utilized during training periods. Ensure a Programming Study is completed to determine what the correct number of seats is for the potential New Brunswick Centre.
Spectator Seating	This one is more difficult to predict in design. Unfortunately, they add dramatically to the construction cost of a Natatorium due to the ceiling span they create. These are typically permanent. However, a strong design will allow sections of the seating to be retracted to allow for more daily training / program space.
Change / Team Rooms	For training purposes more often, facilities are providing universal changing facilities with direct access from the lobby to the pool deck. This space needs to be flexible for competitions and be able to be divided up into Team spaces. Utilize natural lighting in the changerooms where possible.
Dryland Training Space	All aquatic sports have their required specialty dryland training space. Ensure that there is space for each sport utilizing the pool at any given time.
Equipment Storage Space	Competitions and training pools have big requirements for off deck storage space. Utilize every possible area such as under spectator seating areas, just off the pool deck.
Aquatic Staff Space	Ensure adequate staffing space for changing and administrative duties. This space should have easy access from the lobby and strong sightlines to the pools. It should be aligned with the entrances of the changerooms onto the pool deck.
IT - Video Display / Timing and Scoring Room	Ensure the appropriate off deck space is provided to support the requirements of the IT Infrastructure for the video display, timing and system systems.

KEY NATATORIUM FEATURES	
Lifeguard / Officials Training Support Spaces	Ensure air-conditioned space right off the pool deck is designed for leadership / officials training along with other programming options.
Multi – Purpose Space	Could be part of the pool deck or just off the pool deck.

Requirements / Considerations to building a 50m International Competitive Aquatic Facility

Air Transportation



One of the fundamental requirements for an international aquatic centre is to have an established international airport with direct overseas flights to the most popular hubs around the world. The more direct and affordable that flights available there are available for teams not just individuals, the more likely the event will be desirable to attend.
What are the existing airport amenities? How many flights international, national, and regional? How many of each are offered and how many are direct for potential teams being invited?
As part of an audit of the air transportation investigate the existing flight schedules and history and the possibility to increase the schedule for world class events.

Land Transportation

How long it takes to travel between locations upon arrival for the event has a huge impact on the athlete/official/spectator's experience. In fact, it can make or break the decision whether or not to attend this event again or for the facility to be awarded future high-profile events.

Do the hotels have public transportation to and from the aquatic venue or proposed access to it? Are there alternative modes of public transportation available such as taxi or uber services?
Consider the distance and ease of navigation between:

- airport and facility
- airport and hotels
- hotels and restaurants
- hotels and the facility

Typically, for local land travel a perimeter circle around the facility out to 200km for day travel and 600km for overnight travel is acceptable. Ensure there are adequate highways to get in and out of the city, to the hotels, to the facilities and other key points in the city? What are the conditions of these roads.
Are there different road and/or travel considerations travelers need to take into consideration when coming from other points in the Maritimes or coming from Quebec. These are important to map out as they are the closest large club locations. Are there unique highway considerations such as speed limits, construction, peak traffic times to avoid or toll highways? Will they be required to travel on any rural roads for part of the journey and what conditions are they?

To ensure strong attendance for regional competitions land transportation between key cities must be as streamlined and easy to accessible as possible.

Accommodations / Restaurants / Entertainment
Based on the size of the facility / event, ensure the overnight rooms can easily meet the demands of regular city activities, any other city special events and this aquatic event. Ideally, they are close to the facility; in walking distance would be the ultimate goal.

There must be a variety of restaurants available for all volunteers, swimmers, parents and other individuals associated with the event. Again, walking distance from the hotel and / or facility is best. If not possible, they should be on transit lines or short taxi rides away.

Families who attend together will be drawn to the event due to other entertainment / attractions that are in close proximity to the facility and hotel. Once the swimming event is over, they will look for a place to relax and have family time and perhaps extend their stay.

Community and Municipal Staff Buy-In

Any aquatic facility, no matter what competition level it is, requires the support of the community. No level of government will support a competitive pool if their taxpayers are not behind it. Each build must always consider and include learn-to-swim programs, wellness programming and wellness amenities.

For aquatic sports this is where relationship building is essential. The need to be seen as more than a "user group" for the "Introduction to…" programs or feeder programs and more of a partner in community engagement and health is imperative.

Funding

Aquatic Sport Groups require pool space for developing their athletes. They rent pool space in order to do this. A competitive complex may have a variety of user groups such as competitive swimming, artistic swimming, water polo and diving. Other groups such as Master swim Clubs and SCUBA also rent pool space.

As with all sport venues there is a need to go beyond basic user participation to help fund the building and then day-to-day operation of a facility. While there is funding available research always needs to be done as to what sources are available at any given time. New sources become available, and others disappear over time.

While funding can be applied for through municipal, and federal grants and loans as well as through some public institutional applications the primary source of funding for these types of facilities is through partnerships and sponsorships.

50M Pool Partnerships

A 50m Aquatic complex is a large capital undertaking and securing key partnerships and sponsors is elemental. Municipalities no longer fund, own and operate 50m complexes on their own. Often large corporate sponsorships are secured to design and build the facility and partnership in the operation of the facility.
These relationships are a win-win on both sides. Profile, visible support of the community and advertising for the funders and the full burden of the facility operation does not fall on the backs of the residents' taxes.

These partnerships and sponsors must be established and brought to the forefront as early in the process as possible.

Learn to Swim and Wellness Amenities

Competition facilities must have multi-purpose functionality. These community amenities are considered the minimum for overall successful operation. During off competition season, non-competition weekends as well as any time pools are sitting empty, they can and need to generate revenue. These facilities should generate a sense of pride for ownership of the community. Clubs pull from the community for their members. They need children to learn to swim, to see their clubs in action and get excited to join them. Below are just samples of what could / should be considered.

Programming Options Based on Facility Type

Legend

- school aged children, non-swimmers and swimmers with limited swimming skills
- all ages
- program could be delivered but not in an ideal setting based on depths, water temperature, accessibility, etc.

	25 Metre Lane	50 Metre Lane	Diving Pool	Leisure Pool	Teaching Pool	Warm Pool	Therapy Pool	Hot Tub	Sauna
Accessible Lift	●	●	●	●	●	●	●	●	
Bulkhead*		●							
Diving Springboard*	●	●	●						
Diving Tower*		●	●						
Headwalls*	●	●							
Hot Water								●	
Hydro Jets						●	●	●	
Inflatables*	●	●	●	◐	◐				
Moveable Floor*		●							
Ninja Cross*	●	●	●	◐	◐				
Ramp	●	●		●	●	●	●	●	
Spectator Viewing	●	●	●	●	●	●	●	●	
Tarzan Rope*	●	●	●						
Underwater Camera	●	●	●	●	●		●		
Warm Water						●	●		
Waterslide	●	●	●	●	●				

Programming Options Based on Facility Type, continued

	25 Metre Lane	50 Metre Lane	Diving Pool	Leisure Pool	Teaching Pool	Warm Pool	Therapy Pool	Hot Tub	Sauna
Aquafit									
Aqua Cycle									
Aqua Jogging									
Aqua Circuit Training									
Artistic Swimming									
Canoeing									
Competitive Swimming									
Diving - Springboard									
Diving - Tower									
Learn to Swim									
Lifeguard / Instructor / Leadership									
Lifesaving Sport									
Rowing / Paddling									
SCUBA Diving									
Snorkelling									
Therapy									
Underwater Rescue e.g., Pilot / Oil Rig / Coast Guard / Military									
Underwater Sports e.g., Hockey									
Water polo									

Strategy Suggestions

- **Partnerships** are critical to the success of a 50M pool both in capital to build and funds to operate / maintain.
- **Renovations** are much less expensive than new builds.
- **Covering existing outdoor facilities** Look into renovating existing outdoor pools to meet summer demands for existing city programs. A cover will expand use of the facility to year-round for aquatic sport groups.
- 50M pools either temporarily or permanently around the province to meet demand.
- **Evaluate existing 25M facilities for possibility of upgrades.** This could be the addition of a 50M tank or upgrades to the existing facilities to make them more training and competition friendly.
- **Capacity Assessment:** Consider completing an event capacity assessment to be included with any proposal. Take the number of existing swimmers in the region and divide by the number of events. How many more events can realistically be held / supported each year?
- **Regional Planning** from the ASC perspective to create a strategic approach to provincial, municipal and regional governments for their aquatic sport and recreational infrastructure. As a united sporting group seen as subject matter experts willing to guide the future of community sport, health and wellness puts you "at the table."
- **Development of Aquatic Levels for Sport Facilities** led by ASC and becoming adopted by the country will provide standardization for aquatic sport across Canada. Increases opportunities for more Canadians to access higher levels of competition and training.
- **Technical Expertise** from the ASC needs to be dynamic and pushed to decision makers and not static on a website. An example, to cut costs municipalities often cut a pool plan from 8 to 6 lanes when in reality programming demands and scheduling and operating of an 8-lane pool is cheaper.
- **Data analysis and provincial comparisons.** It is important that governments in Ontario understand how undervalued, under-represented and under-funded aquatic sport (and aquatic recreation for that fact) is in comparison to the rest of the country. This report touched on this at a very high level. Drilling down further may provide powerful tools and information for ASC and is beyond the scope of this study.
- **The Aquatic Sport Training Timetable** needs to be expanded to include the number of competitions and events. AAc has included the information it was able to gather as requested for this report. Unfortunately, response rates in some sports groups resulted in this data being incomplete upon submission. ASC will need to flesh this out at a later time.

Mapping and Driving Distances

Disclaimer

Many formulas were attempted in order to incorporate drive time to 50M pools in the analysis of this report. At this time, with the existing indoor 50M pool distribution it does not logically or easily apply in ON and would in fact take away from the impact of this report.

- Ontario has unique population "bubbles"
  - Relatively large bubbles in isolation in parts of the province
  - Easy access to 50M indoor pools outside of a region due to several large population bubble close together – e.g. Golden Horseshoe

Introduction to the Mapping System

As one of the outcomes AAc was asked to develop a layering mapping system that would provide visual details on categories such as:

- The new aquatic regions
- Populations of the regions
- Existing facility locations
- Existing aquatic clubs, etc.

While researching available options AAc looked for something that was easy to input and pull information from, that could potentially integrate with government mapping systems and not have a huge fee attached nor does it have a large cost to develop and maintain. The top software came up as the GIS (Geographical Information System). GIS is something many governments already use as their primary software for collecting and displaying data.

AAc is confident that GIS provides the best solution for ASC in meeting all objectives identified as QGIS is described below:

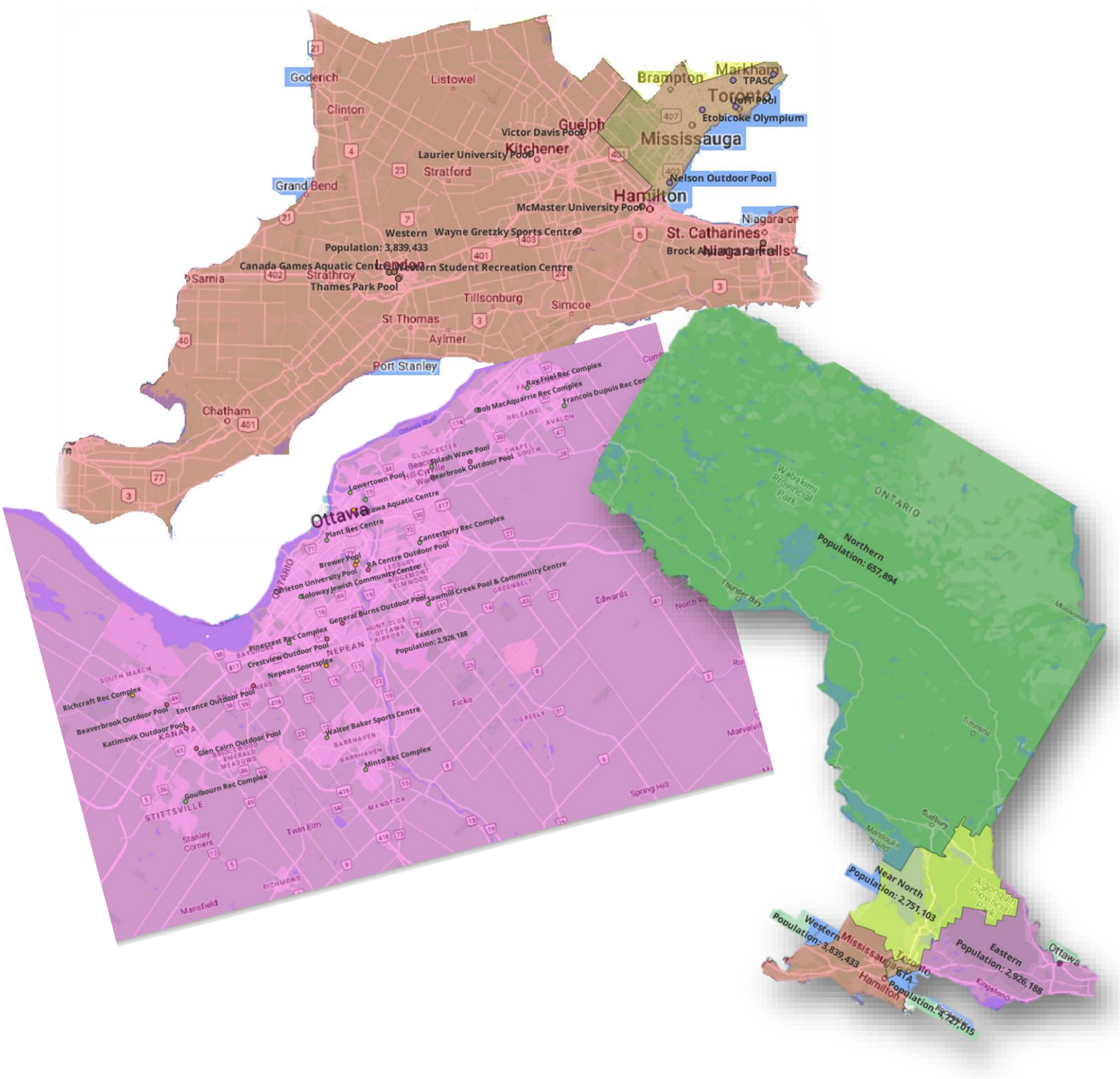
> *QGIS is the leading open-sourced desktop GIS application on the market. It is a free application and can be downloaded and used for many levels of requirements. QGIS is a user friendly Open-Source Geographic Information System (GIS) licensed under the GNU General Public License. QGIS is an official project of the Open-Source Geospatial Foundation (OSGeo). It runs on Linux, Unix, Mac OSX, windows and Android and supports numerous vector, raster and database formats and functionalities. (www.qgis.org)*

In giving the ASC-Ontario a foundation GIS data base to build upon AAc has provided the following layers of the 5 New Regions (as of current research and latest census reports):

- The Regions
- Populations in Regions
- Existing Indoor 50M pools in the regions
- Existing outdoor 50M pools in the regions
- Existing indoor sanctioned 25M pools in the regions
- Existing indoor training 25M pools in the regions
- Existing aquatic clubs in the regions – of the 5 aquatic sports
- Pool Level 1 through 5: identification of existing facilities in the regions

Note: Further discussion is required on how we transition from AAc study development to ASC operations of the database. We will need to set up a meeting with the ASC to discuss the options available to complete this transition.

Samples of GIS mapping (clockwise from top): Western Region 50M Pools, The New Regions, City of Ottawa Indoor and Outdoor Pools.



Facilitated Workshop & Summary Report

Thursday, January 19, 2023
Lifesaving Society Offices

Workshop Methodology

A one-day, interactive workshop involving selected representation from the Ontario Aquatic Council was held at the Lifesaving Offices on January 19. The agreed goal of the workshop was "To produce an outcome that supports a unified provincial strategy for Ontario aquatic sport." At the Preview meeting it was explained that this goal would be driven by using the focus question "How will the Aquatic Sport Council – Ontario support the growth of aquatic sport in Ontario?".

The Facilitators, Lesley Elaschuk and Lesley Anderson were able to hold individual meetings with most sport groups to gather information in advance of the workshop allowing further clarification on the unique needs of each sport group.

The workshop utilized a facilitated approach to Strategic Planning which included the following tools:

- Historical Scans to create a visual presentation of the evolution of Aquatic Sports in Ontario.
- Focused Conversations – utilizing the ORID approach to facilitation discussion around key findings.
- Visual Mind Mapping Tool – Mind Manager to assist with analyzing findings.
- Gestalting Cluster Method of Brainstorming to assist with creating consensus.

The format of the facilitated workshop allowed much discussion amongst the different aquatic sports groups, information and idea sharing, engagement. The group showed strong Practical thinking, Strategic thinking, Contradictory thinking and Visionary thinking in producing a united support for a unified Provincial Strategy for Ontario Aquatic Sport; agreeing a white paper regarding the need of more aquatic facilities in the province as well as ASC having a seat at various levels of government when it comes to aquatic planning / decision making.

Results of the Day

Activity: What the ASC does well / What the ASC needs to develop

This exercise ensured that all participants were starting with the same background understanding and launching pad for the day. After group work this list provided a general consensus of "Where We Have Landed in 2023."

5 THINGS ASC DOES WELL	5 THINGS ASC NEEDS TO DEVELOP
Brought all aquatic groups together	Aquatic Council
Increased education outreach	Engage universities
Added Parks and Recreation Ontario collaboration	Create structure
Conference / Tradeshow	Unified lobby voice for aquatics
Lobby to keep pools open during pandemic	Hybrid programming – foundation for aquatic sport
Engaging athletes	Introduction to sport for facility staff
Architect / builder interaction	Event management
Sports standards	Facility design for sport

At this point Tim Hamel provided the group with a presentation regarding the data which had been gathered up to this point, the layered mapping software, the division of the "new" regions and information on the locations of existing 50M pools, competition 25M pools and population projections. This information has been provided in detailed elsewhere in this report and will not be duplicated as part of the report on the facilitated workshop.

Activity: Focused Conversation

This activity took the rest of the afternoon. It involved a combination of using a focus question, brainstorming, and cluster method. Once the cluster method was complete the room named the clusters and then prioritized the clusters for resolution purposes.

Priorities Determined

1. Education
2. Alignment – ASC, all sport revitalizes, subgroup create for priorities.
3. Revitalize – quarterly meetings

The below are the cluster groups, their names and the content contained under each.

EDUCATION (11 priority points)	
Abstract for municipal and architects – various topics	Establish a municipal plan
Communicate	Develop lobby representing all aquatic sports to all levels of government
Use M2 to determine gaps	Promote lane safety/establish communication channels
Political engagement alignment strategy/educate local government officials	Advocacy assistance and education
Selling a learn to swim partnership model with swim schools	Promote the new/provide resource to municipalities
Need lobby expertise	Use white paper for 50M
Knowledge sources	Roadmap to developing regional ICIP funding strategy (infrastructure funding)
Roadmap to educated macro-economic consultants and architects	Roadmap to educate architects
Unity of plan for all	Provide the game plan! (Not suggesting action)
How to build political will in regional government – MP, MPP, councilors	Consider refurbishment, needs at some time

ALIGNMENT (8 priority points)	
System alignment	Collaborate on government policies (e.g., Rowan's Law)
Advocate for NSO facility standard changes	How to sell 1.2M deep water in shallow end
Share common goals and solutions	Forum for clubs to meet
Align with S&R entities	Support alternate funding streams for clubs
Aquatic groups working together	Get local aquatic groups talking
Support greater collaboration between sports	Standardize language
Develop 5 regional sport councils	Document "like" characteristics between aquatic sports
Break down barriers between sports	

REVITALIZE (8 priority points)	
Formalize the group	Establish, mission, vision, values
Establish mission, vision, values	Create funding strategy for ASCO
Revitalize ASCO	Formalize the group
Speaking up in a unified voice	Establish yearly objectives
Celebrate success (& share them)	Determine FAQs and answer them

Wrap up discussion was held. Brian Miess was primary lead on discussion next steps group will take on priorities for group and white paper. Smaller subset of this group planning on meeting in April/May.

Other Observations

During our research, through pre-workshop discussions, from experience with regional clubs and municipal aquatic employee and decision makers we came across points that went beyond the scope of this report. We felt they were important and should be captured so they can be explored at a later date should you desire.

The fact that Ontario is underrepresented as far as aquatic sport facilities are concerned is obvious. It also became clear that building facilities will not *automatically* create a dramatic increase in sport participants, aquatic sport teams becoming a priority for training space and time, nor an increase in the calibre of athletes in Ontario. There must be a systemic change in the province and that will require a more holistic approach. At the facilitated workshop this very topic was discussed. Some successes have already happened, and some great excitement generated. These have been isolated events that show what can be done. There seemed to be agreement that a concentrated and united aquatic sport approach must be created.

Multilayered, Multidirectional Approach
Building & Rebuilding Relationships

In Closing

Aquatic Associates Consulting strives to provide factually based data for our clients. We feel we have achieved this objective in the report to the Aquatic Sport Council- Ontario. We are confident that the Council will be able to utilize the information collected in their preparation of the White Paper being presented to the Province of Ontario. We would be proud to know that our report played a role in providing the facilities required in the proper locations across the provinces for years to come for all aquatic sports.

Aquatic Associates Consulting has thoroughly enjoyed working with the Aquatic Sport Council – Ontario and the sport bodies in this important work. It is very much needed in Ontario, and it is obvious there are many opportunities and much work to be done.

As Aquatic Sport Council starts putting together content for the White Paper AAc would be happy to assist in any manner.

In Partnership,

Tim Hamel,
Principal,
Aquatic Associates Consulting