

Ontario Aquatic Facilities Needs Analysis and Strategy



Final Report
The Sutcliffe Group Incorporated & Professional
Environmental Recreation Consultants (PERC)
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**Aquatic
Federation
of
Canada**



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1 Executive Summary

In 2006, The Aquatic Federation of Canada partnered with the Canadian Parks & Recreation Association to undertake a needs analysis of aquatic facilities in Ontario.

Based on the findings of the needs analysis, a strategy was developed to improve the extent to which aquatic facilities in Ontario meet the needs of the full range of current and potential aquatic users and to identify implementation costs and timelines to accomplish this change.

The needs analysis comprised a review of documentation, two focus group consultations with community sport and recreation stakeholders, one focus group with the four provincial aquatic sport organizations and their national counterparts and one focus group consultation with recreation leaders.

Additionally, 20 telephone interviews were conducted with a selection of architects, planners, recreation leaders, facility operators and sport leaders in four provinces (British Columbia, Alberta, Ontario, and Québec) and three other countries (Australia, Britain, and the United States).

On the basis of this information it was concluded that:

- There were seven major categories of aquatic uses: recreational swimming, skill development (Learn-to-Swim), leadership training, sport training,

rehabilitation and therapeutic¹ uses, hosting events and fitness.

- Ontario provides an adequate level of service in: recreational swimming, skills development, fitness and leadership training.
- Ontario's level of service is inadequate in: sport training, events, therapeutic uses and rehabilitation, although therapeutic and rehabilitation services have been improving as an increased number of leisure pools have been constructed.
- There is a dearth of long-course (50m) and competition level pools (where competitive meets can be held) in Ontario
- Anticipated population growth and aging facilities suggest the need for pools of all sizes will not decline and therapeutic and rehab use requirements will increase
- Other jurisdictions such as Great Britain are recognizing this shortage, the impact on population health, aquatic sport performance and the entire aquatic community and have moved to address it through an advocacy strategy
- Ontario communities currently planning new facilities that might be targeted for advocacy / pool design

¹ Therapeutic uses throughout this report refer to certain pool features that include warm shallow water, jets, zero / beach entry and easy access for people with disabilities.



include: Richmond Hill, Kitchener, Kingston, London, St. Catharine's, Oshawa (50m) and Windsor

It was also determined that the following represented gaps in the knowledge base about aquatics in Ontario:

- The quality of existing pools or whether they have been upgraded or properly maintained is not known.
- The rate at which municipalities are replacing old pools, or new pools are being contemplated / planned.
- Use patterns and growth related to aquatic facilities.
- The number and recent growth of participants in the four major competitive aquatic sports.
- The standards for facility design below the national level in the four aquatic disciplines.

During the needs analysis it was concluded that Ontario aquatic facilities generally meet the needs of recreational swimming, skills development, fitness and leadership training. Ontario's current weakness is in providing opportunities for sport training, hosting events, therapeutic uses and rehabilitation.

To address the areas of weakness, it was determined that providing opportunities for sport training and hosting sport events requires, generally, facilities with deep water and pools over 50 meters in length in addition to other sizes and shapes of tanks to suit the full range of user needs.

Using the same rule of thumb as Britain, one 50m pool for every 1.25 million population, it was found that Ontario is underserved by a minimum of four 50m pools.

Taking into account current plans and discussions, the following are likely locations for aquatic facilities that among other sized pools and features can accommodate a 50m pool: Hamilton, Toronto (two), Markham and Durham Region.

Best in Class

The review examined "best in class" facilities with regard to design, funding, partnerships and programming. Successful aquatic facilities serving a broad range of user needs that included 50m pools:

- Are clear on their vision / mission.
- Operate within the context of multi-level partnerships involving users, owners/ municipalities and sport organizations.
- Reduce operating deficits by providing a mixture of services (dry-land, other sports, libraries, high schools, and multi-purpose community centres).
- Provide easy-access washrooms (off-deck), adequate deck space for marshalling during events, respecting the regulations regarding the number of lifeguards, number of people on decks, elevated areas for lounging / eating / meeting, glassed in area for spectators and adequate spectator space for competitions.
- Enhance their flexibility to be able to serve a broad range of user needs with moveable bulkheads and hydraulic floors (although there are mixed reviews on both from operators).



Ontario Aquatic Strategy

A 10 year strategy is proposed with a vision, outcomes and three goals: build knowledge, develop and sustain collaboration, and build capacity within the aquatic community in Ontario.

To build knowledge, it is proposed that a categorization of modules of a full range of aquatic facilities be determined and published detailing the size of communities in which they should be located, and what standards different categories of facilities should address to allow for as many uses as possible as well as hosting events at the local, regional and provincial levels in all four aquatic disciplines.

Additionally, a document that sets out the benefits of participation in aquatic activities, addressing all seven uses, should be developed, along with a business case framework that shows the economic, social, environmental and financial impact of the design, construction and operation of an aquatic facility and a variety of appropriate funding models related to the construction and operation of aquatic facilities to meet the seven aquatic uses.

Once the knowledge is built through these methods, it is proposed that collaboration among like-minded organizations be strengthened through the development of an Ontario Aquatic Council that with the assistance of a resident expertise would develop a positive and effective working relationship with the provincial government and key municipal governments to address infrastructure needs.

Finally, at the community level, the advocacy tools and resources that have been developed by the Ontario Aquatic Council will be disseminated widely and a strengthened local aquatic community will form into Community Aquatic Councils involving local sport clubs, the Red Cross and the

Lifesaving Society to identify common issues and communicate regularly with municipal councils.

Each goal of the strategy is comprised of a number of objectives for which actions are detailed and resources are estimated. A total of \$315,000 over three years is estimated to make significant progress on the goals of the strategy as described here.

With these different aspects of the strategy implemented, it is predicted that the following outcomes will accrue:

- A network of aquatic facilities that serve the needs of all residents of Ontario will be developed.
- Every child over 11 years of age will be able to swim 25 meters without assistance.
- Drowning mortality rates will be among the lowest in the world.
- Ontarians will embrace aquatics as a primary motivator for fitness and a healthy lifestyle.
- One of the finest international caliber aquatic facilities in the world will be built.
- Canada's national teams in aquatic sports will be dominated by Ontarians and aquatics will become the Summer Olympic sport at which Ontario athletes perform the best.

Significantly, strong partnerships will have been built among aquatic service providers: clubs, advocacy organizations and users, to the benefit of all Ontarians.



2 Purpose of Report

The purpose of the study was to complete a needs analysis related to the delivery of aquatic services in the Province of Ontario. Based on the study findings, a strategy, implementation plan and timelines were to be developed that would provide the necessary knowledge to influence the construction and programming of aquatic facilities over the next several years.

2.1 Study Objectives

The objectives of the needs analysis were:

- To gather and evaluate existing documentation - feasibility studies, facility inventories, and municipal master plans
- To review best in class practices – facility design, program, partnerships and funding
- To identify communities currently planning / building aquatic facilities
- To conduct stakeholder interviews and focus groups to understand issues and partnership potential
- To analyse current and projected aquatic facility infrastructure in Ontario, and determine use patterns and growth projections

The key deliverables of the project were:

- Needs analysis report
- Strategy with implementation plan, budget and timelines

2.2 Study Process

1

Situation Analysis

- Initial meeting and project clarification
- Consultation
- Literature review
- Environmental scan

2

Concept Development

- Telephone interviews (n=20)
 - Britain Australia USA
 - B.C. Alberta Quebec
- Focus groups (n=30)
 - PSOs/NSOs Recreation leaders
 - Community advocates (2 groups)
- Online survey (n=8)



3

Report Consolidation

- Data analysis
- Needs analysis report writing
- Strategy development & consultation
- Implementation plan, budget, timelines

3

Situation Analysis

"Glide silently along magnificent wide-open lakes nestled deep within lush forests and flanked by awesomely imposing cliffs. Thrill to the exhilarating rush of swirling, gurgling rapids and chutes on legendary white waters. Explore the endless wonders of the Great Lakes shorelines by kayak. Take the plunge and uncover fascinating secrets held by hundreds of sunken ships. Discover the endless possibilities for adventure, exploration or serenity. With more than 250,000 sparkling lakes, 100,000 kilometres (62,000 miles) of rushing rivers and the longest network of interconnecting canoe routes in the world, Ontario beckons the canoeist, kayaker, rafter and scuba diver [and swimmer] to experience unparalleled water adventures."²

Ontario markets itself to the world as an outdoor destination with water featured prominently. As a province, we take pride in our lakes and waterways. But do we take care to

² Ontario Travel Website, Accessed January 24, 2007
<http://www.ontariotravel.net/TcisCtrl?site=consumers&key1=experiences&key2=WaterAdventures&language=EN&linkType=I>

ensure that every child in the province knows how to swim? According to the Lifesaving Society, 141 people in Ontario died in preventable water-related incidents in 1998³. Extrapolating from national data at least 17 of these Ontario deaths were children less than 12 years of age.

In Ontario the trend to learning to swim over the past 35 years has moved from the lakes and rivers to indoor pools⁴. Ontario provides opportunities for people of all ages to learn to swim through programming largely in municipally operated aquatic facilities. These facilities also provide opportunities for children and youth to learn other aquatic sports besides swimming: diving, synchronized swimming, water polo, underwater hockey and more.

But the places where children and youth learn to swim and where their families make recreational use of water in pools are declining in proportion to our population.

In this review, for example, it was learned that over 50% of Ontario's 234 municipal pools have reached the end of their usable lifespan and should either be replaced or substantially refurbished.

These and other findings are reported in this section on the environmental scan. It should be noted that as most interviewees concluded that Ontario provides an adequate level of service in: recreational swimming, skills development, fitness and leadership training and service is inadequate in: sport training, events, therapeutic uses and

³ Lifesaving Society (2000) The National Drowning Report

⁴ Davies, L. Canadian Red Cross, Ontario Zone, Personal Communication, Nov. 21, 2006



rehabilitation, the focus of this section of the needs analysis report is in the shortage of pools to address the areas of weakness / inadequacy.

3.1 Environmental Scan

From the interviews and documents reviewed the following information was learned. It is grouped by level:

International:

- ↻ Britain's National Facilities Strategy for Swimming – where we are, where we want to be, how do we get there. Target: to increase by 14 from 21, 50m pools (one for every 2.86 million) to 35, 50m pools (one for every 1.25 million). Significant use of elite competition success in their arguments. (2002 – “From Armbands to Gold Medals”)
- ↻ Australia's approach: strategic provision of four types of facilities – three models of management, public private financing agreements (1997 – “Provision of Aquatic Facilities: Strategic directions” – Department of Sport and recreation, South Australia)

Other Canadian jurisdictions:

- ↻ Leisure Facilities Provision Standards Study: average number of swims per person per year is 4 - 8 swims per capita; Toronto's level is 1.1 per year (2001 – Grande Prairie, Alberta)

- ↻ British Columbia has 10-50m pools and a population of approximately 4.3 million

Ontario:

- ↻ 50% of Ontario's 234 municipal pools are 25 – 49 years old life. Depending on the level of ongoing maintenance through their life cycle, facilities of this age may require major upgrades, overhauls, renovations or potential replacement. (2005 PRO Sport & Recreation Facility Inventory)
- ↻ YM/YWCAs have 50 pools of varying sizes; mostly leisure
- ↻ 1976 Facility Standards – one 25m pool w/ 3m board for every 50,000; one 65m pool w/ 10m tower for every region (6) (1976 Ontario Ministry of Tourism and Recreation)
- ↻ Current inventory: 6 community 50m pools; 6 university 50m pools; current population 12.5 million (2004 – Swim Ontario Club List)
- ↻ Expected Ontario population growth of ~ 31% by 2031 to 16.4 million; not all regions growing at same rate (2005 – 2031 – Ontario Population Projections – Ontario Ministry of Finance)
- ↻ Ontario ranks last (13th) among all provincial/territorial governments in spending on summer sport. Ontario per capita spending is \$1.88 compared with Quebec's (8th) at \$7.83. (2006 – Canadian Olympic Committee: *Road to Excellence*)



Local / Municipal:

- Hamilton – recommendations of Master Plan suggest building one large competition facility to serve a range of needs, close a number of smaller pools (2002 Recreation Master Plan)
- Markham – recommendation in Master Plan was for 2 25m pools by 2014; a feasibility study is underway for the Canadian Sport Institute Ontario proposing 2 50m pools
- Toronto Study Recommendations: Build two competition level 50m pools; respond to broad range of user needs by reducing total inventory from 71 to 43-45 pools, increase capacity; reduce operating costs (2004 – City of Toronto – Indoor Pool Provision Strategy)
- 2005 – City of Toronto Council Minutes – investigate how not to close pools—resolve Toronto District School Board issue
- Windsor: Undergoing revision to 1996 Community Strategic Plan, currently (to December 2006) doing community consultation on vision, mission, strategic directions
- Queen’s University decided to build a 37.5m pool in response to its own and not community needs (2005 – Queen’s Journal)

3.1.1 Review of Recreation Master Plans

Contact was made with a number of municipalities and the following information was gleaned concerning existing recreation master plans:

- Aurora: Opened 25m 8 lane pool October 2006
- Richmond Hill: Master Plan underway fall 2006
- Barrie: still working under 20 year plan (1991-2011); may be re-thinking next steps
- Kitchener: Master Plan in 2005 recommended construction of one new pool by 2013, and completion of a Business Plan for pool construction and operation by 2010
- London: 15 year Master Plan in 2002 called for 3 additional pools within the next 10 years, using a standard of 1 pool for every 60,000
- St. Catharine’s: Master Plan underway in fall 2006 – report in early 2007
- Oshawa: Plan approved 2005. Recommendation to construct a shared development / use agreement with Durham College / UOIT to establish an aquatic facility adjacent to the twin rink complex; to undertake an aquatic facilities services / provision review and strategy



3.2 Scan: Conclusions

On the basis of this information it was concluded that:

- Anticipated population growth and aging facilities suggest the need for pools will not decline and therapeutic and rehab use requirements will increase
- There is a dearth of long-course (50m) and competition level pools (where meets can be held) in Ontario located in facilities that can serve a number of different uses
- Other jurisdictions such as Great Britain are recognizing this shortage, the impact on population health, aquatic sport performance and the entire aquatic community and have moved to address it through an advocacy strategy
- Ontario communities in the midst of planning new facilities might be targeted for advocacy / pool design: Richmond Hill, Kitchener, Kingston, London, St. Catharine's, Oshawa (50m), Windsor

3.3 Gaps

In the review of the literature and in interviews, it was learned that there is no organized, reliable information on the following:

- The quality of existing pools, or whether they have been upgraded or properly maintained. PRO Phase III will look at this.

- The rate at which municipalities are replacing old pools, or building new pools. The review of cities with planning processes underway provided some suggestions in this regard.
- Generally, where new pools are being contemplated / planned; nor does the Ministry of Health Promotion, Sport and Recreation Branch. Regional consultants may be aware of initiatives, but this information is not collected centrally.
- Use patterns and growth related to aquatic facilities. The only way to find this out would be to contact individual aquatic facilities to request usage rates.
- The number and recent growth of participants in the four major competitive aquatic sports.
- Below the national level in the four aquatic disciplines, there are no standards for pool dimensions. This makes it difficult for communities who are planning to build a pool and may wish to host local or even provincial competitions to know to what standard the pool should be built.
- There is no strategy to gather this information in a common useable format.



4

Concept Development

4.1 Consultation

During the needs analysis, consultations were held with 20 individuals through telephone interviews in Canada (Ontario, Alberta, British Columbia and Québec), focus groups (n=30) were held in the Greater Toronto Area (GTA) and an online survey (n=8) was conducted.

Consultation Process

1

Interviews

2

Focus Groups:

- **Oakville**
- **Oshawa**
- **Mississauga**
- **PSOs / NSOs**

3

Online Survey

All participants were asked the same general questions about the current state of aquatic facilities, models of

excellent facilities, the current situation regarding hosting, where facilities with 50m pools should be located and the factors affecting those decisions, growth rates and best in class examples along a variety of dimensions.

4.2 Facilities in Ontario

The following summarizes the results of the consultations:

- All agreed that there were seven major categories of aquatic uses: recreational swimming, skill development (Learn-to-Swim/ LTS), leadership training, sport training, rehabilitation and therapeutic⁵ uses, hosting events and fitness.
- Ontario provides an adequate level of service in: recreational swimming, skills development, fitness and leadership training.
- Ontario's level of service is inadequate in: sport training, events, therapeutic uses and rehabilitation, although therapeutic and rehabilitation services have been improving as an increased number of leisure pools have been constructed.
- Generally, a lack of deep water suitable for diving, synchro and water polo and a lack of facilities able to accommodate needs of competitive organizations.

⁵ Therapeutic uses throughout this report refer to certain pool features that include warm shallow water, jets, zero / beach entry and easy access for people with disabilities.



4.3 Models of Excellent Facilities

Some examples of excellent facilities that were able to accommodate the widest range of services and hosting in Canada cited by respondents included:

- Etobicoke Olympium (but aging)
- Saanich – Victoria; Coquitlam; Langley BC
- Talisman Centre – Calgary AB
- Pointe Claire & Centre Claude Robillard – Montréal Québec

- ➔ Interesting perspectives on what made them “excellent”:
 - Mixture of pool sizes and activities
 - Other sports also offered – indoor and outdoor
 - Meeting all seven needs in one facility is difficult to achieve effectively
- ➔ It was acknowledged that public aquatic facilities operate at an annual deficit.

4.4 Current Hosting Situation

Ontario’s ability to respond to event hosting is limited: there are six 50m municipal pools (although one of these cannot host sport events because of its configuration) in addition to six 50m pools located in universities. They vary in age from 10 to over 30 years.

- ➔ The ability to host events at different levels of competition within the province was noted:

- International Level: cannot host swimming events, could host diving, synchro and water polo but not FINA Championships (involves all four disciplines)
- National Level: not swimming, very limited for diving, water polo and synchro
- Provincial Level: only short course swimming, not long course—numbers too great, limited for diving, water polo and synchro
- Regional Level: some capacity
- Local Level: some capacity – again, limited by numbers

When it comes to hosting, and building/operating facilities capable of hosting events, the issue of mandate arose.

While municipalities are seen as responsible for providing sport training opportunities, consistent with the Long Term Athlete Development Model (LTAD) and also the Community Recreation Policy, they do not necessarily see it as their role to build/fund the operation of facilities capable of hosting competitions beyond the local level.

The YM/YWCAs and universities do not see it as their responsibility either.

- ➔ Municipalities respond to the needs of their citizens only. No one currently has the role to provide facilities to host events beyond the local level.
- ➔ Elected officials are generally unlikely to be willing to participate in sharing in the construction (and operation of facilities) across municipal boundaries.



Major questions: How would we determine where a facility should be located, who would own/operate it?

- Universities respond to the needs of their student population which may or may not include high performance sport objectives involving hosting events.
- Currently at the local, regional and provincial levels there is no mechanism for partnerships among organizations with common interests such as aquatic sport organizations and Red Cross, Lifesaving Society, etc.

4.5 Facilities Needed

Several considerations related to facility needs were identified.

- Perspective varies among municipalities, YM/YWCA's and the Province as to the number of facilities of all sizes needed in Ontario.
- There are no recognized standards below the national level currently in use in Canada, nor below the international and national level in Australia or Britain.
- Britain Amateur Swimming Association is using the rule of thumb of one 50m pool for every 1.25 million population⁶; their decision on where a new 50 m pool

⁶ France's rule of thumb: one 50m pool for every 1.5 million population; Germany: 1:1.15M; Holland, 1: 1.13M

should be located is based on current pools' level of deterioration and major population centres.

- There seems to be agreement, among competitive organizations, regarding the need for at least one international competition calibre facility in Ontario to allow for training and hosting events.

4.6 Factors Affecting 50m Location

The following factors should be considered when making a decision about the location of 50m pools as part of a larger facility serving a variety of uses.

- Population – larger population centres such as Toronto, GTA (outside Toronto), London, Windsor, Ottawa, Kingston; anticipated population growth rate – highest in GTA (outside Toronto).
- Transportation: ease of access through public transportation / major highways; adequate parking including for buses.
- Travel time for sport training / practice: 45 minutes to one hour one way; for competition: four hours one way.
- Municipalities' willingness to subsidize operating losses.



4.7 Sport Growth Rates

Provincial and national sport organizations identified the following concerning growth in their sports:

- Within Ontario, all aquatic disciplines report stable or slight growth (1 – 2% per year), although nationally swimming is growing at 5% per year which suggests that Ontario's growth is limited by available facilities.
- Clubs are limiting intake because of access to facilities, thus affecting statistics on growth.
- Projected population growth of 31% over the next 25 years ~ 1.24% per year.
- 24% of active Canadian children participate in swimming compared with 31% for soccer and 24% for hockey. Estimated number of active children is 2.2 million.⁷
- Aging Boomers likely to increase Masters Swim demands, and need for more therapeutic⁵ and rehabilitation uses

4.8 New Aquatic Facilities Needed

On the basis of the interviews, focus groups and online surveys, and discussions with the client, the following was concluded.

⁷ Canadian Fitness and Lifestyle Research Institute

- A variety of new aquatic facilities are needed including 50m pools to address needs of all users
- Total number of 50m pools needed in Ontario (based on 1:1.25 million population): 10. Currently there are six publicly owned / operated 50m pools.
- Need to build minimum of four 50m pools and an undetermined number of small pools.
- Flexibility and multi-programming is recommended for 50m pools to ensure maximum use.
- Operating losses can be reduced by bundling pools with other facility offerings: gyms, weight-room / fitness facility, meeting rooms, child care, sports fields (soccer, lacrosse, baseball), library, high school, stores, concessions, etc.

4.9 Location for 50m Pools

Aquatic facilities that among other uses include a 50m pool could most likely be located in high population centres. Considerations should include existing planning initiatives:

- Toronto Pool Provision Study (2004) recommended that two 50m pools be built
- Hamilton Master Plan (2002): one competition level facility (50m) recommended
- Markham (2006): Canadian Institute of Sport Ontario (CSIO): examining feasibility of two 50m pools



- Likely location needed: GTA East (Durham Region)—consider Oshawa’s discussions with DC/UOIT

4.10 Current Plans for Pools

Pools are being contemplated in:

- Markham (Canadian Sport Institute) – two 50m – staff already working on feasibility study for 770,000 m² multi-sport facility, \$236M capital cost.
- Halton / western GTA – work of Halton Institute for Sport (lobbying effort at present).
- Kingston: needs analysis underway, could be good setting for a 50m facility given its regional location that would permit regional and perhaps provincial level events.
- Newmarket, Aurora: building 25m pools.
- Kitchener (Master Plan recommended two pools—likely 25m).
- London (plan recommended 3 additional pools within 10 years).
- Oshawa (DC/UOIT discussions).

4.11 Competition Requirements

Competition requirements for the size and ancillary services to be provided in a facility are not entirely clear across the primary aquatic disciplines.

- Requirements vary depending on the specific aquatic sport; FINA is clear on pool dimensions for Olympic and world championships, and inside deck / judging requirements for all four disciplines.
- Below international levels competition requirements vary:
 - Swimming, Synchro, Diving and Water Polo: national events use FINA
 - Swimming, Synchro, Diving and Water Polo: below national not specified
 - Diving: national uses FINA, below national not specified
 - Water polo: national uses FINA, below national not specified



5

Best in Class

Best in class was researched with regard to design, funding, partnerships / relationships and programming. As the focus was on facilities where service was inadequate, the discussions focused primarily around facilities that included 50m pools.

5.1 Design

A number of suggestions were received from Aquatic Managers, architects and builders regarding the design of aquatic facilities.

- 50 meter pools researched: Saanich, Coquitlam, Langley, Calgary (Talisman), Pointe Claire, Claude Robillard, Federal Way (Washington State), Indianapolis and Melbourne.
- When considering a competition quality facility the consultants were told: Limit what you want to achieve in terms of all seven aquatic purposes; don't compromise on design for the competition level facility.
- Successful pools:
 - Are clear on their vision / mission.
 - Operate within the context of multi-level partnerships involving users, owners/ municipalities and sport organizations

- Reduce operating deficits by providing a mixture of services (dry-land, other sports, libraries, high schools, and multi-purpose community centres).
- Provide easy-access washrooms (off-deck), adequate deck space for marshalling, respecting the regulations about numbers of lifeguards, numbers of people on decks, elevated areas for lounging / eating / meeting, glassed in area for spectators and adequate spectator space for competitions.
- Enhance flexibility with moveable bulkheads, hydraulic floors (although mixed reviews on both from operators).

5.2 Funding

Funding, both in terms of capital and operating costs, is a critical consideration.

- Biggest issue: operating costs. Acknowledge up front as an issue and make the health promotion / investment case.
- Capital costs tend to be shared among 3 levels of government; the federal and provincial governments' perception of their role in infrastructure funding is not clear at present.
- YM/YWCAs have shared funding with municipalities / fund-raising.
- Operating: combination of methods to reduce deficit:
 - Membership (e.g.: Talisman--\$549 / year)



- Sponsorship (e.g.: Talisman--\$500,000 / year over 10 years for naming rights)
 - Non-profit society with small municipal grant (Talisman)
 - Add sport/recreation-related services: arenas, fields, gyms, fitness facilities, meeting rooms, that can generate revenue
 - Add other non-sport related services e.g.: cinemas, restaurants, retail outlets
- ⇒ Exchange agreements: with schools: pool time for classroom and gym time after hours.
 - ⇒ Lottery funding for capital (Australia).
 - ⇒ YMCA and private sector operates recreation facilities (including pools) on behalf of municipalities; cities have loaned Ys capital funding interest free, and Ys have re-paid based on use / fund-raising.
 - ⇒ Sinking funds – some British cities use this method to accumulate funds to re-build pool after its useful life; some Ys and municipalities have funded depreciation thus building up adequate capital over the life of the facility to replace the facility.
 - ⇒ Life-cycle planning—using 2% of the operating budget each year to replace / refurbish physical plant (e.g.: Talisman).
 - ⇒ Public-private partnership: In Britain, developer builds pool, municipality leases it back, developer names operator—but costs for swimming clubs tend to be higher than public sector owner / operators→ complaints.

⇒ Accessibility (affordable user fees) an issue.



5.3 Multiplex Facilities

Most Aquatic Managers suggest that, where possible, multi-purpose facilities are less expensive to operate, in that they offer something for all levels of interest and ability through the day.

- Multiplex facilities (under one roof) show a 15 – 20% decrease in capital costs, 20% decrease in annual operating costs; 25% increase in annual revenue⁸.
- Can create readily accessible private sector retail, food services, and professional leasehold markets such as retail sports, soccer shops, Family Lounge Operations, Booster Juice, Amusement Games operations, physiotherapy clinics, tuck shop operations.
- Revenue generators: indoor soccer, public fitness / wellness facilities with jogging track (130 – 150% recovery), leisure aquatics (not program tanks) recovers 60-70%, twin ice arena can break even.
- Revenue winners: soccer, fitness jogging track, sponsorship, advertising, leasehold sales, memberships, multi-use spaces.
- Costs: aquatics, gym sports, multi-use rental rooms, common building operations.



The Walnut Grove Aquatic Centre was designed by Hughes Condon Marler: Architects of Vancouver, and is located in the Township of Langley. The facility includes an 8 lane, 65 meter tank, as well as a large leisure pool with a lazy river and water slide, and a large teaching pool and hot tub. The facility was added on to an existing community centre, with gymnasium space, meeting rooms, a large fitness area, a library, and several commercial outlets.

⁸ From a report to Markham Council Sept. 2006:
<http://www.markham.ca/markham/ccbs/indexfile/Agendas/2006/General%20-%20Community%20Services%20and%20Environment/September%2018/CSIO%20Attachment.pdf>, accessed November 2006



5.4 Partnerships / Relationships

The information gathered during the data collection phase of the study suggested that partnerships among various levels of government, and with organizations with mutual interests can prove to be very beneficial.

- Municipalities and Red Cross / National Lifesaving Society for LTS and leadership: LTS now “competitive market”— RC willing to partner with aquatic sport federations to develop learn-to swim programs.
- Municipalities and schools (exchange agreements with TCDSB, co-location Vaughan—Vellore Village).
- Municipalities and Ys: Ys operate recreation centres in cooperation with municipalities (Goderich, Niagara Falls, Kelowna and Surrey - about 12 altogether in Ontario).
- Partner agreements: within facilities between operator and clubs: e.g.: Talisman, London, Ont.— annual agreement requires advance planning on proposed uses.
- Municipalities are common denominator because of their policy role to coordinate delivery of community recreation services.
- Examples of effective working relationships:
 - YMCA & municipality in Niagara Falls: McBain Community Centre
 - Talisman & Calgary Sport Council, CODA, Calgary University

- Saanich Commonwealth Place and District of Saanich, along with provincial and federal governments.
- Municipalities and Red Cross/ Sears I Can Swim: Wayne Gretsky Sports Centre, Brantford
- Australia – Gold Coast (Brisbane) – Miami Swimming Club – good relations with lessee (operator), several schools, flow through from LTS to elite.

5.5 Programming

- Australia – Brisbane – Sleeman Centre: an aquatic centre, velodrome, sports arena, gymnastics training hall, gymnasium and auditorium services include: swimming, diving, health and fitness classes, a gymnasium, childcare facilities, children’s pool and water slide, movie nights.
- Pointe Claire, Quebec – swim, dive, fitness, rehab & therapeutic; active swimming association across outdoor pools in Montreal—feeder system to indoor pools; swimming & dive club coaches are city employees→ stability, longevity



6 Context for the Strategy

6.1 Preamble

The Ontario Aquatic Strategy has been developed with the contribution of many interested parties, which until now were not previously united in a common purpose. This initiative brings together representatives of the Canadian Parks and Recreation Association and the four traditional aquatic sport disciplines of Swimming, Water Polo, Synchronized Swimming and Diving at both the provincial and national levels.

The consultation revealed significant needs which provided direction for the Ontario Aquatic Strategy.

An unequivocal message was heard from the aquatics community in Ontario. A clear vision is needed, around which those who valued the contribution that aquatics makes to our health and well-being could rally.

To implement a vision such as this requires the establishment of a recreation infrastructure capital program with investment from both federal and provincial governments. Governments at the provincial / territorial level have been arguing for this for the past year, and with a Provincial election anticipated in Ontario in 2007, and a Federal election likely in the near future, it is possible that this might come to pass.

The development of a capital program will not be successful without a greater sense of understanding and communications between local government and competitive aquatic sport organizations. Sport organizations rely on the local governments to provide facilities in which they can train, and compete at least at the local level and a need was identified for there to be clearer communication between the two parties.

Looking across the province, it was agreed in the consultations that Ontario needs at least one competition level facility to host international level events, in addition to a minimum of four full range aquatic facilities each housing 50 metre pools to complement the existing six 50 m pools in the province.

To support an argument for the establishment of this number of additional aquatic facilities, a business case is needed. However, it was noted in the consultations that given the track record of aquatic facilities operating at a deficit, it is likely that the most effective argument would be one grounded primarily in health promotion.

Nevertheless, a part of the argument could be based on economic benefits that can accrue from hosting sport events. It was noted that a calculation of the number of meets held at each level annually, needs to be undertaken, in order that the aquatic community collectively can be aware of the potential hosting market.

Noting the diverse use of aquatic facilities among different cultural groups, it was observed in the consultation that support for additional aquatic facilities also needs to be built within ethnic communities where "swim to survive" programming is not commonly known or valued.



There was no question that advocacy needed to be part of the strategy for aquatics in Ontario. But advocacy alone will not succeed. Lobbying partnerships will need to be developed with Parks and Recreation Ontario, the Canadian Parks and Recreation Association, the Red Cross and the Lifesaving Society, to develop a comprehensive strategy to identify renewal needs across the whole system as well as to identify a likely site for at least one competition / hosting facility.

Bearing these needs in mind, a strategy with a vision, goals and objectives, actions and required resources has been drafted.

6.2 Vision

VISION OF THE ONTARIO AQUATIC STRATEGY:

Ontario will be a global leader in swimming and its related activities, strengthening communities and improving the quality of life for all by providing opportunities for safe enjoyment of the water through fitness, health and personal excellence up to and including international sport.

By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.

- ⇒ The vision for the Ontario Aquatic Strategy reflects themes that were heard through the needs analysis study.
- ⇒ The vision is intended to reflect:
 - growth in participation; specifically, to address the need for increased physical activity through all age groups and in all seven categories of aquatic use (Recreational swimming, Sport training, Skill development, Fitness, Rehabilitation and Therapy, Leadership Training, and Hosting Events);
 - to reflect the need for more high quality aquatic facilities in which more people can participate in a range of aquatic activities up to and including excellence
 - to reflect the importance of healthy lifestyles, safety and drowning prevention
 - to reflect the need to enhance interaction among disparate groups in aquatic delivery and in strengthening communities

Ten years from now, when the vision of the strategy has been achieved,

- ⇒ There will be more aquatic facilities in Ontario
- ⇒ There will be more people participating in skill development for safety and drowning prevention and in sport training aspect of participation to achieve at the highest levels
- ⇒ There will be more events hosted as people learning skills try out their skills in competition.



In conducting the needs analysis, seven major categories of aquatic services were identified. These were:

- **Recreational swimming** – usually takes place in a leisure pool or in a standard 25m pool, where the primary motive is play or fun.
- **Sport training** – includes some skill development but is primarily a formalized training session or format usually undertaken by someone from a club in one of the four major aquatic disciplines: swimming, water polo, synchronized swimming and diving or other newer sports such as underwater hockey or triathlon. Involves training for and participation in competition.
- **Skill development** – the teaching of swimming or other in (diving, water polo, synchro, underwater hockey), or beside-water skills by municipalities and such organizations as the Red Cross, the Lifesaving Society and Sears I Can Swim to prevent drownings and to promote health and safety.
- **Rehabilitation/Therapy** - including service to special populations including seniors and some uses by people with disabilities or injuries, where the primary motive is rehabilitation or therapy.
- **Fitness** - either lane swimming or water based aerobic classes or training. May include Masters / seniors training through the life cycle.
- **Special Events** - mainly hosting sport competitions.
- **Leadership Training** - where people are trained to be volunteers or employees in aquatic services providing leadership development opportunities for youth as well as enhancing employment prospects.

In the focus groups and interviews in Ontario it was found that aquatic facilities in the province mostly meet the needs of people engaged in recreational swimming, skill development, leadership training and to some degree fitness.

Aquatic facilities in Ontario do not do a good job of responding to the needs of people who want to engage in sport training, rehabilitation and therapy and hosting sport events. The mandate of local government in particular has limited the ability to meet the need of hosting sport events.





7 Ontario Aquatic Strategy

7.1 Long-term Outcomes

When this vision has been achieved, the following long-term outcomes will result:

- One of the finest international caliber aquatic facilities in the world will have been built
- A network of aquatic facilities that serve the needs of all residents of Ontario will have been developed.
- Every child over 11 years of age will be able to swim 25 meters without assistance
- Drowning mortality rates will be among the lowest in the world
- Ontarians will embrace aquatics as a primary motivator for fitness and a healthy lifestyle
- Canada’s national teams in aquatic sports will be dominated by Ontarians and aquatics will become the Summer Olympic sport at which Ontario athletes perform the best

In working toward these long-term outcomes, the following three Goals of the Ontario Aquatic Strategy have been developed:

- ➔ Build Knowledge
- ➔ Develop and Sustain Collaboration
- ➔ Build Capacity

7.2 GOAL I: Build Knowledge

It is a Goal of the Ontario Aquatic Strategy that by 2016...

The aquatic community in Ontario will know the ideal number and location of pools required in the province, will have a clear understanding of what is required to host a sport event at all levels, will have developed different funding approaches for each category of pools, and will understand the benefits of aquatic participation.

In pursuit of this Goal, the aquatic community in Ontario will:

- A. Determine and publish a categorization of modules of aquatic facilities, the size of communities in which they should be located, and what standards different categories of facilities should address to allow for hosting events at the local, regional and provincial levels in all four aquatic disciplines.
- B. Develop a document that sets out the benefits of participation in aquatic activities, addressing all seven uses.
- C. Develop a business case framework that shows the economic, social, environmental and financial impact of the design, construction and operation of an aquatic facility. All the impacts associated with the project/proposal would be identified and, where



possible, costs and benefits would be valued in monetary terms.

- D. Design and cost a variety of appropriate funding models related to the construction and operation of aquatic facilities to meet the seven aquatic uses set out above.

Each of these objectives is explained in greater detail below.

A. Categorization of Aquatic Facilities

- The needs analysis sought to ascertain how many pools that Ontario needs to accommodate specific levels of event hosting as well as the potential number of uses.
- A clear message that came back was that one pool should not be expected to meet all seven aquatic uses, although one facility might, through different features meet a number of needs.
- If a facility is to meet competition requirements, it must be built to meet appropriate standards, with no short-cuts, so that high-quality events can be hosted, but it important to ensure that such a facility is combined with other uses so that it is not empty a good portion of the time.
- Likewise, if a facility is to address recreational needs, it should also be built to accommodate sport training, but not necessarily to host the national championships.
- **There is a need for a categorization of aquatic facilities in the province that includes amenities**

that can effectively accommodate all seven major categories of aquatic services across a variety of facilities.

- **There is a need to recognize the importance and popularity of all types of aquatic facilities, and the unique requirements necessary to accommodate activities ranging from recreational swimming, to health and fitness, to competitive training and events.**
- As mentioned earlier, it was agreed in the focus groups and interviews that needs related to recreational swimming, skill development and leadership training are being met adequately at present. Meeting these needs continues to be seen as the mandate of local government.
- Others, such as fitness, rehabilitation and therapy have emerged in recent years, and are seen as being increasingly important in our aging and somewhat sedentary society.
- Sport training and events, however, are somewhat lower in terms of priority in the current arrangement.
- According to local and provincial sport organizations this results in inadequate pool rental times for swimming, diving, water polo and synchro; and facilities that frequently fail to meet the physical standards required for training and competition.
- In some areas of the province, there are no clubs in these disciplines, in part because of lack of adequate pool time.
- Ontario requires a categorization of aquatic facilities, based on a number of criteria that identifies basic



pool shapes and sizes, and addresses the needs of individuals in all of the categories of aquatic services. A proposed categorization is shown in Table 1 below.

Table 1: Category of Aquatic Facilities / Services

Features	Competition Centres	Aquatic Complexes	Community Pools
50m Training / Competition Tank (10 lanes)	✓		
50m Warm-up Tank(6 – 8 lanes)	✓		
Diving Tank	✓		
50m Training / Competition Tank (8 lanes)		✓	
Aquatic Sport Club Office Space	✓	✓	
25m Training / Competition Tank (4 –8 lanes)			✓
Leisure Pool (ranging in size from 200 m ² to 800 m ²)	✓	✓	✓
Permanent Seating	✓		
Temporary Seating		✓	✓
Whirl Pool / Hot Tub	✓	✓	✓
Sauna / Steam Room	✓	✓	✓
Fitness Area	✓	✓	✓
Multi-Purpose Meeting Space	✓	✓	✓
Change Rooms	✓	✓	✓
Storage	✓	✓	✓
Food and Beverage Service	✓	✓	✓
Concessions / stores	✓	✓	✓

The following notes elaborate on the contents of Table 1:

- **Competition centres** would include **one facility** that would meet national and international standards for aquatic competitions. As recommended later in the report, standards for this level of competition are generally established by FINA. This centre would accommodate the **Training to Train** and **Training to Win** elements of the **Long Term Athlete Development** (LTAD) Model.
- Within the next decade, there should be at least **three aquatic complexes** built in the Province. These complexes would accommodate the **Learning to Train** and **Active for Life** stages of the LTAD. Recent studies have recommended this type of facility in Toronto (2) and Hamilton (1), and there are other 50m pools that are currently being discussed.
- It is difficult to quantify the number of **community pools** that are needed in the Province. In some cases, these will be new or replacement facilities, and in other cases, they will involve major renovations and additions to existing pools. The work of the Parks and Recreation Ontario will help determine many of these requirements. These pools would accommodate the **Active Start** and **FUNDamentals** stages of the LTAD.
- Ideally, competition centres and aquatic complexes should include dedicated space for aquatic clubs (i.e. swimming, diving, water polo and synchronized swimming).
- Regardless of the type of pool, a leisure pool should also be included in the design. The size of the leisure pool and its features will depend largely on the



population served and the availability of capital funds. The size of the training / competition pool (ranging from 4 lanes to 8 lanes) will also be determined by these considerations.

- The pool types described above are similar to those included in the City of Toronto's Pool Provision Strategy. The primary exception is a category of pool referred to as an "extra service pool" represented by a large number of Board of Education pools. This pool type has not been addressed in the current study, largely because it is considered to be unique to Toronto.
- An additional aspect to this framework should be guidelines as to what elements should be included in a user-group agreement for what level of facility. This would be an agreement as to the type of expectations of both parties (municipality / operator and sport / recreation club user) for use of an aquatic facility. Guidelines would highlight common objectives and set out the types of clauses to be included in an agreement at each level.

Action Required

- Develop a categorization of aquatic facilities for the Province of Ontario similar to that described above.
- Develop a standard per capita for each type of facility so as to be in a position over a 10 year period to state that Ontario should have X 50m competition facilities in Y centres (specified number / cities are named). This should then be revisited in the context of re-

development or building new over the following 10 years (2016 – 2026)

- Include the following pool types with the categorization:
 - A single pool that is capable of hosting national and international competitions and training including:
 - two 50 meter tanks, one of which will have 10 lanes, and
 - appropriate depths for each of the major aquatic disciplines,
 - spectator and deck space that meets requirements for this level of event
 - Three or four 50m pools, with 8 lanes, built to current standards, located throughout the province, but with an emphasis on southern Ontario
 - A smaller number of 25 meter pools, with 8 lanes - at least one in every municipality with more than 50,000 population.
 - All other new pools in the province should include 25 meters, but depending on the size of the community, could range between 4 and 6 lanes
- Like the Commonwealth Games Pool in Saanich, British Columbia, and the Commonwealth Games Pool in Melbourne, Australia, each of the above aquatic facilities should include free-form leisure features with warmer water, play apparatus, lazy rivers, water



slides and the like. The size of these amenities will vary with the size of the competition / training tank.

- The size of these features will also be determined by the population of the community and the funds available for construction and ongoing operation.
- To form user group agreement guidelines, a representative group of municipal operators and sport and recreation club users could meet to identify the key elements to be included in an agreement for each category of facility.

Resources Required

- The development of the categorization should be completed by a Task Force representing the four aquatic PSOs (swimming, synchro, water polo and diving), Red Cross, Lifesaving Society, and possibly the AFC, as well as the Canadian Parks and Recreation Association and Parks and Recreation Ontario.
- Terms of reference for the Task Force should be developed by the same organizations, and there should be a specific timeframe for the completion of the work (6 months should be a reasonable period of time).
- The committee should retain the services of design professionals who would work in cooperation with the committee to develop an ideal prototype of each of the pools described above.

- The prototype could include a "model", but at the very least should include sketches – with descriptions – of the primary amenities.
- The process could involve the selection of three or four architects - one to do each pool type - and a facilitated workshop involving the architects and representatives of the various parties.
- The architects would then be asked to prepare the "designs" or standard templates, and a follow-up session would be held with the same parties to seek confirmation of the results.
- Once completed, this work should be published, and also presented to the organizations that have participated in the process.
- The design professional(s) retained to participate in this process should receive some type of honorarium for their work, and funds should be allocated for a facilitator and committee expenses.
- A sub-set of this group could work on user group agreement guidelines.
- Resources required: \$30,000 for the design professionals.

B. Facility Standards

- To maximize the numbers of people participating in sport training in all four aquatic disciplines, there needs to be a better understanding of the facility standards required to host an event at the local, regional and provincial levels.



- The needs analysis showed that all four sports—diving, swimming, synchro and water polo—make use of FINA standards for national events and for international events that are hosted in Canada.
- **There is a need for greater clarity and subsequent awareness regarding “standards” (i.e. dimensions – in terms of depth, width and length) of aquatic facilities for competitive aquatic events (i.e. local, regional and provincial) and for spectator requirements for various types of events.**
- **Additionally, there is a need for greater awareness of the national and International standards established by FINA.**
- A surprising number of recreation practitioners and aquatic organizations are unclear about these standards, and who one should contact in order to obtain this information.
- There is uncertainty as to when standards may change, and what the impact will be on local aquatic facilities.
- Provincial sport governing bodies in the four aquatic disciplines need to formalize the standards for hosting at the local, regional and provincial levels, including facility dimensions and requirements.
- Research should be conducted into this topic, and information published for interested/affected parties.

Action Required

- Determine, in consultation with aquatic organizations which standards are used, and if they are consistently applied. Gather appropriate information.
- If necessary, establish consistent standards for provincial, regional and local competitions and obtain commitment from PSOs
- Publish and distribute information to interested parties
- Establish a mechanism to ensure ongoing updating and communication of revised information to interested parties.

Resource Required

- This could be a project that is undertaken by a volunteer or volunteers, or as a student project working under the direction of the Boards of each of the PSOs.
- It is also a project that could potentially be completed in a very short period of time.
- Budget estimate: Minimal cost – perhaps an honorarium, and out-of pocket expenses; perhaps printing and mailing information to appropriate parties.
- Funding may be needed for website hosting of the finalized standards.



C. **Benefits of Aquatics**

- Participation in aquatics for any of the seven purposes has benefits that have not been documented in a useable fashion.
- If such information existed, the opportunity to convey to decision-makers the importance of participation would be made easier as would the intended outcome.
- **There is a need for information at the provincial and local levels that will assist in explaining the benefits of aquatics services and the need for quality experiences.**
- Over the years, the Canadian Parks and Recreation Association has developed and marketed a number of benefits related to parks and recreation.
- This information has been widely accepted across the country, and is used by all provincial parks and recreation associations and many municipal parks and recreation agencies in promoting recreation and park services.
- A broad statement of these benefits is presented below.
 - Recreation and active living are **essential to personal health** – a key determinate of health status.
 - Recreation is a key to balanced **development** and to helping local residents reach their potential.
- Parks and recreation are essential to the overall **quality of life**.
- Recreation reduces **self-destructive and anti-social behaviour**.
- Parks and recreation help **build strong families and healthy communities**.
- **Pay now or pay later**. Recreation reduces healthcare, social service and police / justice costs.
- Parks and recreation are significant **economic generators** to the community.
- Parks, open space and rural areas are essential to **ecological survival**.
- Simple statements such as these have been used with great effect in local municipalities, particularly when they are supported by testimonial statements from local residents affirming how important recreation services and activities are to individual homeowners and families.
- Similar – and more specific – statements could be developed to reflect the benefits of aquatics, with contributions from local residents, internationally known athletes, the Red Cross, the Lifesaving Society and others.
- The information could be placed in prominent locations within aquatic facilities, as well as in parks and recreation brochures, radio and television spots and in other publications.



- There is even the possibility of national companies, either involved in aquatics or in health promotion attaching their names to this type of information.

Action Required

- Undertake the necessary research and develop a statement referring to the Benefits of Aquatics, including a number of testimonials from prominent Canadians, as well as citizens who have benefited from aquatic experiences.
- While the initial emphasis may well be on Ontario, it would seem appropriate to ensure that the results of this effort are national in scope.
- Seek corporate support to ensure financial viability.

Resources Required

The development of the "Benefits Statements" should initially involve the appointment of an ad hoc committee representing the interests of each of the organizations involved in the delivery of aquatic services.

- This would include the four PSOs, Red Cross, Lifesaving Society, and possibly the AFC, as well as the Canadian Parks and Recreation Association and Parks and Recreation Ontario
- It would also be advisable to develop strategic partnerships with some of the health-related or chronic disease prevention charities such as the Heart and Stroke Foundation, Cancer Society, and others for which physical inactivity is a risk factor.

- Terms of reference for the committee should be developed by the same organizations, and there should be a specific timeline for the completion of the work (6 months should be a reasonable period of time).
- The committee should present the results of their work to the AFC (or to the participating organizations), along with recommendations for the future use of the statements.
- Assuming there is support for their work, potential financial supporters (advertisers or sponsors) should be contacted to determine their interest in being part of an aquatic services promotion that would be at least province-wide, and potentially nation-wide.
- Estimating the cost of using the statements on a province or nation-wide basis is difficult, however, a budget would certainly be necessary for the initial work, including the retention of someone to research and write the document.
- Additional work may be needed to market the document to potential corporate partners, a task that might be assigned to the "resident expertise" described under Goal II: Develop Partnerships.
- Resources required: \$35,000 (development) for a consultant



D. Business Case for an Aquatic Facility

- The purpose of a business case in the context of an aquatic facility is to allow an analysis of the costs and benefits associated with the project to be linked with the objectives of the municipality and to permit a decision around a certain action, such as the construction of a facility.
- Devising a template / framework where certain details pertaining to a municipality could be inserted, allowing any community group with a good argument for the establishment of a pool to make a compelling, grounded argument to the municipality.
- Background information that could be collected and used in a business case should include an assessment of the number of aquatic competitions held at local, regional, provincial and national levels annually, so as to know the potential of the event hosting market.
- A structured business case would:
 - clearly define project objectives, and consider a wide range of options to meet these objectives;
 - link the project/proposal to the strategic objectives of the municipality as expressed in the Recreation Master Plan or the municipality's Strategic Plan by considering issues such as:
 - growth / changes in population demographics;
 - the expressed needs of the community
 - the development of new aquatic sports

- identify the net benefit of the project/proposal to the municipality, and the impact on municipal budget including:
 - evidence-based information about the impact on health and fitness that investment in an aquatic facility could have and
 - return on investment from hosting sport events to tap into some of the \$2 billion annual Canadian sport tourism market
 - formally document strategies and accountabilities for ensuring the identified benefits are realized
- Armed with a solid business case to justify the development of a new aquatic facility, a community group would be much further ahead in their presentations to the municipality.

Action Required

- Develop an elementary business case template that can be used by community groups who may not have a business background.
- It should make all the arguments and merely require basic data about the size of the community, distance from (other) major centres, number of aquatic sport clubs, current aquatic facilities and their use rates, and other data that should be readily available to be inserted in the appropriate locations in the document



Resources Required

- The development of a business case template should include the appointment of an ad hoc committee representing the interests of each of the organizations referred to in Objective A above.
- Terms of reference for the committee should be developed by the same organizations, and there should be a specific timeframe for the completion of the work (6 months should be a reasonable period of time).
- The committee should retain the services of a business consultant familiar with the not-for-profit sector who would work in cooperation with the committee to develop a business case for a variety of aquatic facility scenarios.
- Resources required: \$25,000 for consultant

E. Funding Models

- The needs analysis found that a number of funding models exist but these are not documented in a way that can easily be accessed by municipal planning departments considering constructing an aquatic facility.
- **There is a need for appropriate funding models related to the construction and operation of aquatic facilities.**
- **In the public sector, aquatic facilities are among the most expensive recreational facilities to operate as the amount that can be charged for**

their use does not make up for the full cost of operation.

- **Every effort should be made to minimize these costs, but not at the expense of quality construction and safety.**
- It is never easy to develop a funding model for recreation facilities, because their costs are unique to their location, and the revenue they generate is determined largely by policies established at the local level.
- It would be useful nevertheless to develop a model for each of the major types of facilities shown in Table 1, and/or to develop comparisons between similar types of pools already in place in the province.
- Another consideration would be to conduct a survey related to operating costs every year or two.
- The Ontario aquatic community should develop a capital and an operating budget for each of the facilities referred to in the discussion of the Categorization, either using existing information from other similar pools, or by developing a budget based on the experience of a number of aquatic managers and/or a consultant.
- The information arising from this type of exercise would be useful to communities/agencies that are contemplating a new facility and could be used in the Business Case described in Objective D.
- Estimates of capital costs, regularly updated, could also be determined and made available to agencies that are contemplating a new facility.



Action Required

- Prepare and distribute a Request for Proposals for the development of capital and operating cost estimates for each of the types of aquatic facilities outlined in the Categorization above:
 - a 10 lane facility with 2-50 meter tanks, and appropriate amenities for diving, water polo and synchronized swimming;
 - an 8 lane 25 meter facility, similar to those in Coquitlam, British Columbia and Calgary, Alberta; and
 - 4 and 6 lane 25 meter facilities
 - Each of these facilities should also include a leisure pool and appropriate support/ ancillary facilities such as a fitness facility / weight room, change rooms and accessible washrooms, concessions, and other amenities as necessary.
- This work could potentially include a review of likely operating costs if the facility(ies) were to be operated by the public, not for profit or private sectors.
- While most aquatic facilities in Canada are operated by local municipalities, there may be an interest in comparing costs involving each sector, or at least in gathering information from a select number of communities across the country.

Resources Required

- The development of the financial models should include the appointment of an ad hoc committee representing the interests of each of the organizations involved in the discussion of Objective B.
- There should be a specific timeframe established for the work (6 – 8 months should be a reasonable period of time)
- Once completed, this work should be published, and also presented to the organizations which have participated in the process.
- It should also be presented at provincial conferences if appropriate, and made available to municipalities across the province.
- Resources required: \$35,000 for a consultant



7.3 GOAL II: Develop & Sustain Collaboration

It is a goal of the Ontario Aquatic Strategy that by 2016...

Ontario will have a cooperative council of aquatic stakeholders that promotes multi tiered partnerships and encourages alliances through incentives to municipalities and stakeholder groups. This approach will enable the Province to re-engineer its aquatic infrastructure creating a financially sustainable funding model that guarantees renewal of facilities for generations to come.

- A. Form a cohesive, united, cooperative council with resident expertise.
- B. Develop a positive and effective working relationship with the provincial government and key municipal governments to address infrastructure needs.

A. Ontario Aquatic Council

- ⇒ There is an opportunity for the aquatic community in Ontario to realize its considerable strength by uniting into a cohesive, cooperative unit that shares common values and approaches to addressing problems.

- ⇒ The Aquatic Federation of Canada could serve as a model for such a body at the provincial level, either through an "office" at the provincial level, or an "arm" of the AFC.
- ⇒ Either way, bringing the aquatic sports and recreational organizations (Red Cross, Lifesaving Society, PRO's Aquatics Special Interest Area) together to form a cooperative Ontario Aquatic Council will greatly enhance the community's ability to present an argument to the provincial government and to various local governments.
- ⇒ **There is a need for greater cooperation and coordination between local government, provincial sport governing bodies, the Provincial government the Aquatics Federation of Canada and an Ontario Aquatic Council in the planning of aquatic facilities.**
- ⇒ At the present, the provincial government appears to have little interest in facility renewal and development, municipalities have a mandate to address the broad interests and needs of the general public and have placed limited emphasis on competitive aquatics.
- ⇒ Sport governing bodies are frustrated with the lack of facilities available to address their needs in terms of competitive swimmers.
- ⇒ There is no current mechanism for cooperation, and responsibility for funding the construction of recreation facilities is primarily a municipal responsibility.



- The planning of aquatic facilities tends to be driven by municipal government, which by definition, is local as opposed to regional or provincial.
- Using the results of this report, the AFC should work with the Canadian Parks and Recreation Association (CPRA), and Parks and Recreation Ontario (PRO) to initiate meetings that will bring key aquatic organizations together with municipalities and the Province, to clearly identify the importance of working together to enhance the delivery of aquatic services in Ontario.
- Since a number of universities have aquatic facilities, or are interested in including them as on-campus amenities, it could be argued that they, too, should be included in this process.

Action Required

- Hire a staff person for a period of two to three years to develop the resident expertise, to shape that expertise into a useable format, shepherd this project through to completion and to train others who are volunteers, to carry on after the term of employment has ended
- Invite representatives of the CPRA, PRO, the Ontario Government, and Ontario Aquatic organizations to meet with the Aquatic Federation of Canada to explore means of establishing improved communication and cooperation in order to improve the overall delivery of aquatic services in the province.

- Prepare an agenda that includes a review of the Needs Analysis and Strategy, as well as a review and discussion of the existing aquatic infrastructure in the province, and a discussion of municipal mandates, and the goals and aspirations of the sport governing bodies.
- Gather and distribute information from each of the participating organizations regarding their specific interest in improving aquatic infrastructure in the province, as well as their current goals and objectives.
- Attempt to gain consensus that the topic is a valid concern, not only of the AFC, but of other organizations represented at the meeting.
- Based on that consensus, work together toward developing an overall plan for the provision of a categorization of aquatic facilities in the province that will meet the needs and interests of each of the organizations.

Resources Required

- This is seen not as a single meeting, but as a process that could initially take up to a year to develop, and then should be seen as an ongoing function, under the coordination of one of the parties involved in the initial meeting.
- It is also seen as a facilitated process, using the services of the "resident expertise" providing that s/he had some facilitation skills and knowledge in the area of aquatics.
- Budget estimate: \$150,000 over three years for a staff person.



B. Ontario Recreation Infrastructure Review

- The 2005 Parks and Recreation Ontario study examined all recreation facilities and found that of the 234 municipal indoor pools in the province half were over 50 years old.
- Numerous needs analysis and feasibility studies have shown that the public's interest in participating in aquatics declines as the facility ages, because its attractiveness declines.
- Little more is known of the indoor pools owned by municipalities in terms of their condition and the rate at which they need to be refurbished or replaced. Exploring this aspect is proposed to be undertaken in Phase III of the PRO study.
- **There is a need to take action on the Ontario Recreation Facility Infrastructure Review which revealed that many of Ontario's recreation facilities (including aquatic centres) are nearing the end of the effective life spans.**
- Action related to this issue lies more with the provincial government, the Federation of Canadian Municipalities, Parks and Recreation Ontario and local government.
- However, the AFC and other organizations referred to in this document should certainly encourage the province to initiate appropriate action regarding these amenities, and to consider the establishment of a

funding program to assist communities in facility replacement and renewal.

- This issue involves advocacy and lobbying more than any other activity.

Action Required

- Work together with related organizations to encourage the Province of Ontario to establish a grant program in support of new and improved recreation facilities.
- This should involve direct contact with local MLAs as well as the appropriate Ministries within the provincial government.

Resources Required

- A committee could be established to coordinate advocacy efforts.
- Budget estimate: Volunteer time



7.4 GOAL III: Build Capacity

It is a Goal of the Ontario Aquatic Strategy that by 2016...

The components, tools and structures for an effective, mobilized aquatic community in Ontario have been developed and disseminated to individuals, communities and clubs, and are being used to good effect and being updated as required.

In pursuit of this Goal, the aquatic community in Ontario will:

- A. Develop advocacy tools and resources and disseminate them widely.
- B. Establish Community Aquatic Councils among local sport clubs, Red Cross and the Lifesaving Society to identify common issues and communicate regularly with municipal councils.

A. Advocacy Tools & Resources

- ⇒ Much of the work in this strategy is inter-linked.
- ⇒ With the building of knowledge, the foundation of the appropriate tools and resources to support an advocacy initiative are being created.

- ⇒ By developing partnerships, the opportunity to use these tools and resources to good effect is being built. The tools and resources include:
 - **Aquatic facility standards** for hosting competitions at all levels from local to international
 - **Categorization of facilities** so that different sized communities can understand what different types of facilities will be able to accommodate and provide to their citizens
 - **Business case scenarios** for the development of an aquatic facility in a community
 - **Funding models** for building and operating a variety of levels of aquatic facilities according to a categorization
 - **Benefit statements** on the benefits of participating in aquatics, including linkages to economic, health and social benefits. Included in the economic benefits statements should not only be the off-set costs to health care system of reduced demand through improved health (not a cost experienced at the municipal level), but also, the tourism benefits from hosting events appropriate to the size of the facility
- ⇒ A communications package of tools and resources will need to be constructed, much like the "Pool in a Box" concept used by the Water Polo Association in New Zealand. An advocacy package could comprise the following:
 - **Fact Sheets:** single paged backgrounders on:



- benefits [economic (tourism), health, social benefits]
- desired categorization of aquatic facilities and the advantages of developing each
- funding models / business cases with essential content elements summarized in readily digestible format
- **DVD / CD:** that could be used to present this information to elected officials or to community groups to rally support for the development of a new aquatic facility
- **Advocacy Templates:** templates for letters that can be written to municipal councillors, the mayor, MPP, MP, Ministers in the provincial government responsible for infrastructure, finance, sport and recreation, health promotion
- **Budget Cycle Description:** a straightforward explanation of the series of events and opportunities that help to shape how a government tables its budget and communicates about its fiscal priorities. The timing of the provincial and federal government budgets, the times when the Minister of Finance (Provincial) and Standing Committee on Finance (Federal) undertake budget consultations, what other issues in play in the government at the time and how they can affect the decisions around budgets, how to prepare a brief to the Provincial Finance Minister and the Federal Finance Committee.

Action Required

- The development of an Advocacy Package should be guided by an Ontario Aquatic Council as described earlier
- Advocacy efforts especially concerning recreation infrastructure should be coordinated with the efforts of the Canadian Park and Recreation Association (at the national level) and Parks and Recreation Ontario (at the provincial level).
- The committee should retain the services of a consultant who would work in cooperation with the committee to develop a package of materials such as those described above

Resources Required

- A committee could be established to coordinate advocacy efforts.
- Budget estimate: \$30,000 for the consultant

B. Establish Community Aquatic Councils

- As another means to strengthen the voice of aquatics at the community level and to build capacity, Community Aquatic Councils (CACs) could be developed.
- CACs could operate as a sub-set of Community Sport Councils where they exist, or could be stand alone.
- They could comprise representatives of all the groups currently involved in aquatics at the community level:



- sport clubs in all aquatic disciplines
 - new sports
 - Red Cross
 - Lifesaving Society
 - Masters Swim Clubs
 - any others with an interest in and commitment to aquatics
- ⇒ Community Aquatic Councils, which could meet quarterly, could:
- identify common issues
 - negotiate pool times
 - establish a common registration system for children in their community
 - identify tactics to reach out to diverse cultural communities using the advocacy tools and resources to build knowledge of and a value of "swim to survive" programming. This might include holding consultations with representatives of those communities and ultimately developing new programming that met specific cultural needs
 - stream children from Learn-to-Swim classes into sport training and back into Lifesaving / Red Cross for leadership training, and
 - present a common front with whom the municipal Parks and Recreation Department could deal on aquatic matters.

Action Required

- ⇒ A Committee of representatives at the provincial level could develop a template for formation of a Community Aquatic Council and could make this available to the community club members of the PSOs and Red Cross / LSS Branches.
- ⇒ Assistance could be sought from the existing Community Sport Councils and the Sportalliance of Ontario where the CSC idea originated
- ⇒ The benefits of forming a CAC would need to be made clear in the template materials, so that community aquatic groups could see the advantages and not perceive it as "an extra thing they had to do".

Resources Required

- ⇒ A committee could be established to coordinate the development of a CAC template with the assistance of a consultant to work out the "business case" for establishing such councils
- ⇒ Budget estimate: \$10,000 for the consultant



7.5 Summary of Goals & Objectives

- Looking over the first three years of the 10 year strategy there are a number of initiatives as described above that can be undertaken to position the Ontario aquatic community to achieve the Goals and objectives as outlined.
- Table 2 below summarizes the costs as described in sections 7.2 to 7.4 above as well as assigning the actions to each of three years.

Table 2: Estimated costs over three years				
Objectives / Actions	Estimated Costs			Total
	Year 1	Year 2	Year 3	
Categorization of aquatic facilities	\$30,000	\$0	\$0	\$30,000
Facility standards	\$0	\$0	\$0	\$0
Benefits of aquatics (development)	\$35,000	\$0	\$0	\$35,000
Business case for facility	\$0	\$25,000	\$0	\$25,000
Funding models	\$0	\$35,000	\$0	\$35,000
Ontario Aquatic Council staff support	\$50,000	\$50,000	\$50,000	\$150,000
Ontario Recreation Infrastructure Rev.	\$0	\$0	\$0	\$0
Advocacy tools and resources	\$0	\$0	\$30,000	\$30,000
Community aquatic councils	\$0	\$0	\$10,000	\$10,000
Totals:	\$115,000	\$110,000	\$90,000	\$315,000

- Retaining the services of a staff person within the first year will be critical to ensuring the accomplishment of the other objectives in the subsequent years.
- In the first year it will be important to develop the proposed statements related to the benefits of aquatics, to develop the categorization of facilities outlined in the report, linked to the LTAD, and to ensure the development of a clear “package” of aquatic facility standards.
- Developing a template for a business case should be undertaken in the second year, along with the preparation of a number of funding models.
- In the third year advocacy tools and resources should be developed, as well as taking the initial steps toward the establishment of Community Aquatic Councils that can begin building and advocating for the long term vision of the entire strategy.
- It should be noted that as funds permit, Parks and Recreation Ontario will continue to work on future phases of the Recreation Facility Infrastructure Program.
- A summary of each of the goals, objectives and actions is included in Table 3 below.



Table 3: Summary of Objectives, Actions, Costs and Outcomes

VISION OF THE ONTARIO AQUATIC STRATEGY:			
<p>Ontario will be a global leader in swimming and its related activities, strengthening communities and improving the quality of life for all by providing opportunities for safe enjoyment of the water through fitness, health and personal excellence up to and including international sport.</p> <p>By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.</p>			
Objective	Action	Cost	Outcomes
GOAL I: Build Knowledge			
Categorization of Aquatic Facilities	<ul style="list-style-type: none"> ➤ Develop a categorization of aquatic facilities for the province of Ontario. 		<ul style="list-style-type: none"> ➤ One of the finest international caliber aquatic facilities in the world will have been built
	<ul style="list-style-type: none"> ➤ Retain design professional 	\$30,000	<ul style="list-style-type: none"> ➤ A network of aquatic facilities that serve the needs of all residents of Ontario will have been developed.
Facility Standards	<ul style="list-style-type: none"> ➤ Determine / establish facility standards for provincial, regional and local competitions 		<ul style="list-style-type: none"> ➤ Every child over 11 years of age will be able to swim 25 meters without assistance
	<ul style="list-style-type: none"> ➤ Publish standards 		<ul style="list-style-type: none"> ➤ Drowning mortality rates will be among the lowest in the world
Benefits of Aquatics	<ul style="list-style-type: none"> ➤ Form ad hoc committee with reps from four PSOs, Red Cross, Lifesaving Society, and possibly the AFC, as well as the Canadian Parks and Recreation Association and Parks and Recreation 		<ul style="list-style-type: none"> ➤ Ontarians will embrace aquatics as a primary motivator for fitness



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By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.

Objective	Action	Cost	Outcomes
	Ontario		and a healthy lifestyle
	⇒ Research and publish "Benefits of Aquatics"	\$35,000	⇒ Canada's national teams in aquatic sports will be dominated by Ontarians and aquatics will become the Summer Olympic sport at which Ontario athletes perform the best
Business Case for an Aquatic Facility	⇒ Appoint ad hoc committee of representatives from provincial associations with interest in aquatics (see above)		
	⇒ Develop business case template that can be used by community groups without business backgrounds	\$25,000	
Funding Models	⇒ Appoint ad hoc committee of representatives from provincial associations with interest in aquatics (see above)		⇒ One of the finest international caliber aquatic facilities in the world will have been built
	⇒ Prepare & distribute a	\$35,000	⇒ A network of aquatic facilities that serve the needs of all residents



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By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.

Objective	Action	Cost	Outcomes
	RFP to develop models of capital and operating costs of a number of different types / sizes of facilities. Select consultant.		of Ontario will have been developed. ➔ Every child over 11 years of age will be able to swim 25 meters without assistance
GOAL II: Develop and Sustain Collaboration			
Ontario Aquatic Council	➔ Bring the four aquatic sports and recreational organizations (Red Cross, Lifesaving Society, PRO's Aquatics Special Interest Area) together to form a cooperative Ontario Aquatic Council to develop the community's ability to present an argument to the provincial government and to various local governments.		➔ Drowning mortality rates will be among the lowest in the world ➔ Ontarians will embrace aquatics as a primary motivator for fitness and a healthy lifestyle ➔ Canada's national teams in aquatic sports will be dominated by Ontarians and aquatics will become the Summer Olympic sport at which Ontario athletes perform the best
	➔ Initiate discussions between Ontario Aquatic Council and municipalities		



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By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.

Objective	Action	Cost	Outcomes
	and provincial government to address aquatic infrastructure and other issues		
	➤ Hire staff as "resident expertise" to Ontario Aquatic Council	\$150,000 over three years	
Ontario Recreation Facility Infrastructure Review	➤ Work together with related organizations to encourage the Province of Ontario to establish a grant program in support of new and improved recreation facilities.		
GOAL III: Build Capacity			
Advocacy Tools and Resources	➤ Using resources developed in Goals I & II, develop: <ul style="list-style-type: none"> ➤ Fact sheets (benefits, categorization of facilities, funding models / business 	\$30,000	



VISION OF THE ONTARIO AQUATIC STRATEGY:

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By 2016 Ontario will lead Canada in embracing aquatics as a lifestyle and providing a safe environment for all and welcoming venue for high performance sport; Canada will be within the top 5 nations in the world known for the development of aquatic infrastructure based on Ontario's leadership.

Objective	Action	Cost	Outcomes
	case) ➤ DVD / CD to promote development of facility ➤ Advocacy templates (letters, addresses, key individuals) ➤ Budget cycle descriptions		
Establish Community Aquatic Councils (CACs)	➤ Establish template for formation of CACs; develop business case to support establishing councils	\$10,000	
	➤ Unite community aquatic sport clubs, other aquatic sports, Red Cross, Lifesaving, Masters at the community level to address common issues		



Appendix A: Selected Facilities

Saanich Commonwealth Place – Saanich, British Columbia

Date of Construction	1993 – 1994
Owner / Manager	District of Saanich (Contractual agreement with Province of British Columbia and the Government of Canada)

Aquatic Features

Competition Pool	50 meters – 8 lanes, 1.8 to 3 meters deep
Dive Tank	25 meters – 8 lanes, 4.5 meters deep, with 1 and 3 m boards and 5m, 7.5m and 10m platforms (50 meters in total)
Permanent Seating	850 (temporary bleachers for 2000 during Commonwealth Games)
Dressing Rooms	Team, family, men's, women's
General	Commonwealth Centre for Sport Development

Other Features

Main and auxiliary timing ./ score board

Leisure pool with waves, tots pool, water play, whirlpool, sauna, steam room, water slide

Large flexi-hall (capacity for 800 people)

Multi-purpose meeting / activity rooms (6 rooms of varying Sizes)

Aerobic and dance studio

Strength training centre / new 7,500 sq.ft. fitness centre

Café

Reception, lobby, administration, pro-shop, viewing area



Indiana University Natatorium – Indianapolis

Date of Construction 1982

Owner / Manager Indiana University

Aquatic Features

General	General – 3 pools: competition pool, instructional pool, diving well
Competition Pool	50 meters – 8 lanes, 9 feet - 10 feet Moveable bulkheads for long and short course events, and for hosting water polo and synchronized swimming Seating capacity (4,700 with room for another 1500 on deck Six underwater windows for television and coaching
Diving Pool	Springboards: 4 - 1-meter, 4 - 3-metre boards; platforms: 1, 3, 5, 7.5, 10 meters Two underwater windows for

	television and coaching
Instructional Pool	50 meters – 6 lanes Moveable floor section (allows for water depth to vary from zero depth to 4.5 ft. Depth: 4.5 ft. to 9.5 ft. (see note above re: moveable floor) One underwater window for coaching analysis
Fitness Centre	Includes strength equipment, free weights and cardio equipment (recumbent and upright bikes, step machines and treadmills)

Other Features

Sponsorship Opportunities	Complex offers a variety of sponsorship and advertising opportunities for organizations to reach the 400,000 sports minded, health-conscious visitors that come through the complex each year
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Melbourne Sport and Aquatic Centre – Melbourne

Date of Construction	1996/1997; 2005/2006
Owner / Manager	State Sports Centres Trust (SSCT), which oversees the operation of 3 businesses: Melbourne Sport and Aquatic Centre, State Netball Hockey Centre, and the Melbourne School of Sports and Recreation Management
Vision / Mission	<p>Vision: The Melbourne Sports and Aquatic Centre will be a world leader in the staging of sports events, and in the provision of activities that enhance community health and well being</p> <p>Mission: Be the leading destination in Victoria for sport and recreation; Ensure optimal access to, and utilization of, the facility for the Commonwealth Games; provide first class facilities for major sporting events; continually strive to improve the delivery of customer-focused programs, events and services; achieve best practices in all aspects of operation; conduct all activities in a safe and hygienic manner; maintain financial viability</p>

Aquatic Features

General	General – 3 pools: competition, lap pool, multi-purpose pool; wave pool and other features
Competition Pool (opened in 2006)	50 meters – 10 lanes, plus a 14 board diving facility
Lap Pool	25 meters – used for lap swimming, lessons, aquafit programs, and fun
Multi-Purpose Pool	Used for swim lessons and hydrotherapy
Other	Wave pool, youngsters pool, water slide, wellness zone and hydrotherapy pool

Interesting Notes

The MSAC attracts an average of 3,400 visitors per day

The centre accommodates a number of organizations including the Albert Park Sports Medicine Centre, the Sports Spot (clothing, etc.), the Delaware North Companies Café, Body Reform International Fitness Centre, and the Melbourne Vicentre Swimming Club



Centre Claude Robillard, Montreal Quebec

Date of construction	1976
Owner / Manager	City of Montreal

Aquatic Features

Competition Pool	50 metres, 8 lanes
Dive tank	18 feet deep, 20 x 20 metres
Warm-up pool	25 metres, 8 lanes

Other Features

- Moveable bulkhead to permit water polo
- 200 metre Indoor track, multi-sport room, gymnasium, basement (archery, fencing, gymnastics,)
- External 400 metre track, two soccer fields, four tennis courts
- 17 offices for 30 sport clubs, no rent paid, clubs pay for own operating equipment (phone, fax, copier), furnishings

Financing

Budget of \$10 million annually, fully funded by City of Montreal

Each participant over 18 years of age purchases a membership @ \$15 for three sessions (fall, winter, spring, summer). 1,000,000 visitors per year

Clubs & City staff meet annually, determine equipment allocation, pool times, schedules—conflict minimized



Pointe Claire, Montréal Québec

Date of construction	1974
Owner / Manager	City of Pointe Claire

Aquatic Features

Competition Pool	50 metres, 6 lanes
Dive tank	18 feet deep, 20 x 20 metres
Warm-up pool	25 yard, 6 lanes, small, warm, teaching pool
Therapeutic Pool	For toddlers, rehabilitation and warm-water therapy

Other Features

Weight room for 40 – 50 users, lockers

Financing

User pay system through memberships with subsidy from the City of Pointe Claire. City subsidizes pool \$750,000 per year. Budget is \$1.8 million, income

generated just under \$1 million.

Each participant purchases a membership. 475,000 visitors per year

Programming

Swim lessons – about 4000 participants annually. Instruction provided for 6 months to 90 years old.

Programs provided for Fitness (50+), arthritics, therapeutic & rehab, well used by nearby hospital.

Swim club – 290 members; Dive club – 70 members; sport club programs are operated by the City; coaches are City employees. Perceived advantage over parent-run clubs, offers stability in employment and consistent sport development approach.

On the Island of Montreal, 30-40 community outdoor pools of which Pointe Claire has six, operate from June to late August. Of Pte. Claire’s six outdoor pools, three break even or make a profit. Athletes from these pools compete, against one another through ALPS association that provides a feeder system for Montreal area swim clubs.

ALPS is an association of 22 outdoor



community pools located primarily in the West Island of Montreal. Soon to celebrate its 50th year in 2007, this organization coordinates communication and friendly competition among the member clubs in the disciplines of competitive swimming, water-polo, synchronized swimming and diving.

Pte. Claire's 50 m pool operates at full capacity in the fall winter, spring and is a little slack in the summer.

Sleeman Centre, Brisbane, Australia

Date of construction 1982 – for Commonwealth Games

Owner / Manager State of Queensland

Aquatic Features

Competition Pool 50 meter, 10 lane Olympic pool

Dive tank Diving pool with 10 meter, 7 meter, 5 meter, 3 meter, 1 meter and 0.5 meter diving boards and platforms

Warm-up pool 25 meters

Other Features

moveable bulkhead for short course events and a water fun park

Omega electronics with Ares 21 timing gear system

Video Display Board

Grandstand seating for 4350 people plus corporate boxes

Meeting or seminar rooms



Meeting or seminar rooms ;
Gymnasium/aerobics ; Childcare; Café with
indoor and outdoor seating; Giant water
slide; Learn to swim school; swim shop

Sports Medicine Services

Queensland Swimming; Australian Institute
of Sport; Diving Australia; Queensland
Diving

Programming

Swimming and swimming lessons, aqua
Pilates, diving and water aerobics, H₂O
Fitness Club Fully kitted gymnastics training
hall

1,500 seat Theatre

Child Care facility

3,000 seat Cycling Velodrome

2,630 seat Indoor sports arena suitable for
basketball, volleyball, badminton, netball.

Various function rooms and special facilities
are available for rental for concerts, special
functions, conferences and trade shows

