



# Basketball Sport Hosting Improvement Business Case for Ottawa





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# **1.0 EXECUTIVE SUMMARY**

## **Executive Summary: Ottawa's basketball community is active, resilient, and growing, but current infrastructure lags significantly behind demand. A strategic investment in accessible, well-maintained, purpose-built infrastructure is essential to support participation, enable hosting opportunities, and ensure equitable access for long-term growth.**

### **Context:**

Basketball is one of Canada's fastest-growing and most inclusive sports. It ranks among the top three sports for Canadian youth participation, driven by affordability, urban accessibility, and cultural relevance. Participation has surged particularly among newcomer and racialized communities and young girls, reflecting the sport's unique ability to unite people across backgrounds. In Ottawa, demand for quality indoor basketball space has outpaced supply, limiting access and local development opportunities.

### **Purpose:**

This business case has been developed to serve as a key resource that represents the needs of the basketball community in Ottawa to inspire local champions to take action and to inform the development of the City of Ottawa's Indoor Sports Court Strategy. This project strategically assesses available options to increase basketball infrastructure to align community needs, evaluate upgrade versus new-build options, and guide coordinated, economically viable development. Each option was evaluated for capital cost, funding eligibility, lifecycle operating considerations, and community and economic return.

### **Key Insights:**

- Community engagement confirms that the largest barrier to basketball growth is the lack of appropriate indoor facilities.
- Reliance on outdoor courts and single-court school gyms does not meet year-round needs and reduces the opportunity and impact of hosting competitive events.
- There are multiple options to expand access through a purpose-built multi-court facility at varying levels of capital investment that can be delivered through a blend of public funding, private investment, sponsorship, and donations.
- An investment in basketball infrastructure represents an opportunity for Ottawa to invest in an inclusive, sustainable, and economically productive community asset that reflects Canada's basketball momentum and presents an opportunity for Ottawa to position itself as a leader in inclusive sport, community impact, and sport tourism.
- Having local champions and a coordinated effort across the basketball and sport community is essential for success.

### **Recommendations:**

1. Recruit a champion for the basketball community to lead a coordinated effort that will strengthen the sport and its delivery.
2. The City of Ottawa should name basketball as one of the priority sports in the upcoming Indoor Sports Court Strategy.
3. Invest in purpose-built indoor basketball infrastructure and advance all viable facility options identified within this document into the next stage of feasibility.
4. Build with intention to prioritize basketball specifications, accessibility standards, and the needs of equity deserving groups.
5. Increase support and collaboration with school boards and government bodies to expand gym access and improve community availability.

Working collaboratively with related stakeholders across the sport system is vital for long-term solutioning and success. As the City seeks to build the Indoor Sports Court Strategy, the basketball and broader sport community (inclusive of potential sport hosting venues and adaptable, multi-purpose spaces) should be actively consulted. As a leader for all sport in Ottawa, the Ottawa Sport Council should play a meaningful role in this collaboration.

## **2.0 PROJECT INTRODUCTION**

# What We're Building: The Business Case Overview

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**A strategic recommendation that reflects the needs of the basketball community in Ottawa for sustainable growth of the sport and tournament hosting opportunities. The intent is to inspire local champions to take action, while also informing City-led strategies that can provide the key supports required for basketball's continued development.**

The **Ottawa Basketball Sport Hosting Improvement Business Case** has been developed to serve as a key resource that represents the needs of the basketball community in Ottawa and will help inform the following City led workstream—**the City of Ottawa's Indoor Sports Court Strategy**.

The overarching goal is to grow the game of basketball enhanced by hosting local, national, and international sporting events.

Through ongoing collaboration, the project team has heard from the community that the greatest hurdle for the sport of basketball is in the lack of infrastructure, which is the core focus of this effort.

This project includes a strategic evaluation of current infrastructure and future development that:

- Aligns the needs of community, infrastructure development, and capacity to host at all levels.
- Identifies preliminary infrastructure requirements, economic viability, sport hosting potential, and implementation strategies.
- Assesses feasibility of upgrading existing facilities vs. building new purpose-built venues.
- Ensures that planning does not happen in a vacuum and reduces potential duplication of effort.

# Project Team

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**This work is a collaborative effort between multiple stakeholders in Ottawa, championed and commissioned by the Ottawa Sport Council.**



**The Ottawa Sport Council (OSC)** serves as a leader for amateur and community sport. In partnership with the City of Ottawa, the OSC is dedicated to driving policy, programs, infrastructure, and access improvements that best serve community sport. They encourage safe participation, equity, and equality, actively removing barriers for both sport organizations and the wider community. As a project champion, they have been instrumental in uniting stakeholders and advocating for the sports community, bridging the gap between the community and the municipality of Ottawa.



**The Ottawa Basketball Network (OBN)** connects, advocates, and enables the local basketball community. The OBN works to grow the sport in partnership with local clubs, community organizations, and under-represented groups, through promotion and advocacy for barrier-free access. As a project collaborator, they have provided significant research pertaining to the history and current state of basketball in Ottawa, as well as represented the perspectives of the basketball community.



**Ottawa Tourism** is the destination marketing organization for Ottawa and its surrounding region. Through industry leadership and destination marketing, Ottawa Tourism works together with more than 450 tourism-related member businesses to profile Ottawa and Canada's Capital Region as a diverse place to visit. As a project collaborator, they have provided insight and guidance to align the project with the goals of sport hosting in Ottawa including economic hosting projections.

# Acknowledgements

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The Ottawa Sport Council, The Ottawa Basketball Network, and Ottawa Tourism would like to thank the many individuals and groups who contributed their time, effort, and insights to the development of this work.

A particular thank you to those that graciously participated in multiple consultations, to the basketball community for responding to the online survey and advocating passionately for their sport, and to the City divisions who will progress the growth and development of the game through the establishment of the City of Ottawa's Indoor Sports Court Strategy.

**The development of this Business Case would not be possible without you all.**



# Three Lines of Inquiry Within Our Analysis

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- 1. How does infrastructure meet the demand of community basketball in Ottawa (NCR)?**
- 2. How does infrastructure meet needs for hosting opportunities?**
- 3. What options exist to increase infrastructure with a focus on the merit of a new purpose-built facility?**

Given the breadth of the basketball ecosystem and the many needs facing the sport sector at large, these lines of inquiry were identified to ensure focus on the most important aspects of analysis to support the project goals.

Together, the lines of inquiry provide a centralized point of reference, helping to focus the research, frame insights, and reflect the core objectives and priorities at every stage.

As the City of Ottawa completes its own analysis, there are opportunities to explore further aspects needed in the sport ecosystem to support the growth of basketball.

# Methodology Overview: How the Business Case Was Developed

# Indicates the number of individuals consulted.

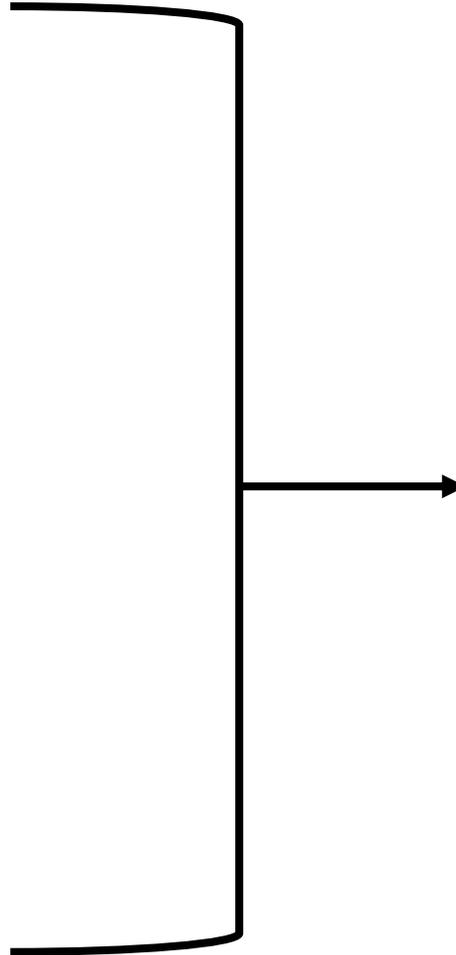
**Document Review**  
Immersion into existing materials provided by members of the project team.

**Current Landscape Research**  
Research and data analysis on state of basketball, hosting capabilities, and approaches to address needs of the basketball community across the country.

**95**  
**Survey Responses**  
Community survey conducted over a five-week period to further explore the three lines of inquiry.

**14**  
**Stakeholder Interviews**  
Engaged basketball community representatives from across the country with expertise in facility operations, tournament hosting, and municipal infrastructure planning.

**20**  
**Focus Group Participants**  
Held with prominent members of the basketball community in Ontario to gain insights and validate findings.



## Informing:



**Three Lines of Inquiry**



**Case Studies**



**Feasibility**



**Recommendations**

# Limitations of the Business Case

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**This Business Case represents the first document of its kind for the sport of basketball in Ottawa. Typically, the development of such frameworks involve multiple rounds of stakeholder engagement, data collection, and iterative refinement over a multi-year process, as demonstrated in comparable reports. For that reason, the following limitations should be considered.**

**Lack of a Centralized Court Inventory:** There is currently no comprehensive inventory of school-based courts, limiting the ability to fully assess city-wide capacity for organized basketball play.

**Limited Availability of Operating Intelligence:** Publicly accessible data on facility operations, permitting, and permit holders is limited, as most comparable facilities are privately managed. This restricts the ability to conduct robust benchmarking or comparative analysis.

**Gaps in Participation Data:** Datasets on participatory engagement, such as gender ratios, equitable allocation of permits, and current waitlists, is incomplete and anecdotal, making it difficult to accurately gauge current and future demand.

**Absence of an Established City Sport Strategy:** Other municipalities regularly align their initiatives with established sport-specific strategies. Given Ottawa has yet to establish its basketball, or indoor court strategy, *the greater* cannot rely on this to draw linkages or connections. That said, this work will inform the eventual strategy.

**Directional Capital Cost Projections:** Given the number of unknown variables, it is not yet possible to provide firm estimates for infrastructure development costs. The information provided is from an order of magnitude perspective which aligns with best practice at this stage in a process.

## **3.0 BASKETBALL LANDSCAPE IN OTTAWA**

# The benefits of basketball are far reaching.

**As one of Canada's most inclusive and accessible sports, basketball's low barriers to entry foster broad participation and deliver measurable health, social, and economic gains.**

## **Health benefits:**

- Ongoing participation boosts physical activity, reduces chronic disease risk, and eases the financial burden of inactivity on the health system.<sup>1</sup>
- Team sport participation is linked with better mental-health outcomes.<sup>2</sup>

## **Social benefits:**

- Basketball attracts highly diverse participants, including newcomers and racialized communities, supporting social connection and inclusion.<sup>3</sup>
- It is a powerful vehicle for engagement across ages and neighbourhoods when facilities and programs are available.<sup>4</sup>
- It ranks within the top five sports played by girls in Canada.<sup>5</sup>
- Members of the basketball community within Ottawa continuously spoke about the increasing interest.

## **Economic benefits:**

- Community sport delivers broad economic returns (local spending, employment, event tourism) when paired with adequate facilities.<sup>1</sup>
- Rising demand and visibility (e.g., Toronto's incoming WNBA franchise) amplify local event potential and visitor spend.

**Because of the strong participation in both stand up basketball and wheelchair basketball, these benefits extend to a wide range of Canadians with varying abilities.**

# Ottawa has a proud basketball history to build from.

**Basketball has always had a presence in Ottawa but in the past three decades, the sport has grown significantly, engaging the young, diversifying population of the City.**

- The sport of Basketball was invented in 1892 by James Naismith, a Canadian who hailed from the Ottawa region, and has grown to become one of the most popular sports in the world.
- In many Canadian communities, the launch of the Toronto Raptor's NBA franchise in 1995 was monumental, triggering the "Raptor's effect"—a boom in basketball popularity. In tandem, basketball in Ottawa was having its own upward trajectory with dynastic success of university-level basketball programs. The dominance of Carleton University basketball, inclusive of visits by top American Collegiate Division 1 teams, has been a catalyst for growth and enrollment at all levels of Ottawa minor basketball.
- At present, the City is home to:
  - The Ottawa BlackJacks (a professional franchise in the Canadian Elite Basketball League – "CEBL").
  - Leading post-secondary programs at Carleton University and the University of Ottawa.
  - Wheelchair Basketball Canada, who will also host of the 2026 IWBF Wheelchair Basketball World Championships in Ottawa.
  - A strong community base that includes recreational and competitive youth leagues, private academies, and school-based play.

**Ottawa as the Capital City of a G7 Nation has a unique opportunity to leverage basketball to build global connections including diplomacy and tourism benefits. Similar to how Edmonton has leveraged its connection to the Edmonton Grads, Ottawa could leverage its connection to James Naismith and the city's status as Canada's basketball birthplace.<sup>6</sup>**

# Ottawa, like many communities, relies primarily on outdoor courts and schools as core infrastructure for the basketball community.

The City of Ottawa's Parks and Recreation Facilities Master Plan documents Ottawa's commitment to further developing an inventory of outdoor courts to support the basketball community.<sup>7</sup>

- Outdoor courts are important for casual engagement in the sport, particularly during summer months. Across Canada, they are a commonly deployed solution due to accessibility within neighbourhoods and widespread presence throughout cities.
- Ottawa's inventory of outdoor courts is well aligned to the available supply in comparable Canadian cities, and the Master Plan includes commitments for more inventory.
- However, courts are not best suited for organized play due to a variety of factors including weather, upkeep, and suitability for competition.

The opportunity in Ottawa and across the country is to more explicitly recognize and commit to more indoor courts as these serve a unique purpose in supporting the growth of basketball.

- Increasing indoor court capacity expands consistent access to courts especially during the fall and winter when organized basketball runs its regular season and weather conditions make outdoor courts unreliable and unsuitable. This is complementary to outdoor infrastructure, as it promotes engagement with the sport in all seasons, and through multiple access points.
- Indoor courts also mitigate issues common to outdoor facilities (i.e., lack of staffing, routine supervision, damaged surfaces) and improve playability through better kept sporting environments.
- The City's Municipal Sport Strategy establishes a clear framework for accessibility, partnership, and inclusion and an explicit call for additional indoor courts would align with these objectives.

Excerpts from the City of Ottawa Parks and Recreation Facilities Master Plan:



### 5.13 Outdoor basketball courts

Current citywide provision level: 1:5,700 residents

The City will proceed with the development of the currently planned 29 new full-sized basketball courts.

#### Recommendations

- Set the Citywide target for the provision of full-size basketball courts at 1:5,400 residents.
- Consider the development of up to ten new, additional, full-size basketball courts in the 2021-2031 period.

#### Strategy statements:

- In appropriate locations, review the feasibility of adding lighting to existing and/or new courts to expand the hours of use.

Table 35: Outdoor basketball court provision levels (full court), City of Ottawa, 2021-2031

Areas	2021 supply	2021 provision level	Currently planned facilities 2021-2031	2031 supply	2031 provision level
Downtown Core	5	1: 14,700	0	5	1: 14,700
Inner Urban	34	1: 5,200	4	38	1: 5,100
Outer Urban	63	1: 4,600	1	64	1: 4,900
Suburban West	18	1: 8,400	8	26	1: 7,000
Suburban South	17	1: 8,200	8	25	1: 7,000
Suburban East	30	1: 4,500	5	35	1: 4,500
Rural	19	1: 5,100	3	22	1: 5,300
<b>City total</b>	<b>186</b>	<b>1: 5,700</b>	<b>29</b>	<b>215</b>	<b>1: 5,700</b>

Table 36: Municipal benchmarking of outdoor basketball provision rates (full court)

Cities	City basketball courts outdoor	Provision rate (residents per facility)
Edmonton	485	1 : 2,200
Halifax	162	1 : 2,800
Kingston	48	1 : 2,800
Ottawa	186	1 : 5,700
Hamilton	80	1 : 7,300
London	51	1 : 8,300
Winnipeg	76	1 : 10,400
Mississauga	62	1 : 12,400
Montréal	141	1 : 15,200
Calgary	81	1 : 17,500
Vancouver	38	1 : 18,100



# Current state of recreational basketball suggests a major growth opportunity if supply were to increase.

## Basketball across the country:

- Basketball is a top-three sport for youth with 43% of youth across Canada playing the sport more than once in the last three years (notably ahead of hockey).<sup>8</sup>
- Basketball is a top-tier youth sport in Canada and one of the fastest-rising choices as kids shift toward accessible, lower-cost, community-based sports.
- Basketball sits in top-five for most played sports by Canadian youth including youth with disabilities, and is most popular amongst Black, South Asian, Arab, and mixed-race youth.<sup>9</sup>
- Youth sport is rebounding post-pandemic but cost barriers persist, therefore Canadians are favouring low-equipment sports like basketball.<sup>10</sup>
- Canada Basketball has fortified its presence internationally with continuous success at world events. Locally, the governing sport bodies pave the way with programs like the Canada Basketball Verification Program which guides all associations across Canada towards best principles and practices for organizational development.<sup>11</sup>

## Basketball in Ottawa:

- Current enrollment in Ontario Basketball Association affiliated clubs in the city is now over 10,000 participants, which is comparable to Hockey East Ontario numbers.<sup>12</sup>
  - Demographics: 70-30 split of boys to girls, which suggests that expanding available space could lead to increased participation among women and girls.
  - The OBN estimates that 11,000 youth play basketball in school programs or unaffiliated programs (participant overlap between affiliated and unaffiliated is unknown).
- The Ottawa Referees Board, reports that well over 60% of officials' bookings are for club games, which is its biggest client group.<sup>13</sup>



United Nations

World Basketball Day  
21 December

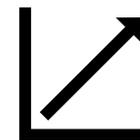


THE JR. NBA/JR. WNBA TEACHES THE FUNDAMENTALS AND CORE VALUES OF THE GAME TO YOUTH AROUND THE WORLD TO HELP GROW AND IMPROVE THE YOUTH BASKETBALL EXPERIENCE FOR PLAYERS, COACHES AND PARENTS.

MORE THAN

**20,000 GIRLS AND 1,400 COACHES**

INVOLVED DURING THE 2024-25 SEASON.



## Spotlight: Ottawa Shooting Stars

The Ottawa-based club has experienced a nearly ten-fold increase in participants from 2011–12 to 2025–26. In the last year alone, the club has added five more competitive teams, a few more house league teams, and doubled its number of junior officials in the program.

# Potential rental programs and entities who could support increased infrastructure if supply were to increase.

A wide range of basketball organizations and user groups would benefit from, support, and actively rent time in a new basketball facility in Ottawa, as outlined below.

Youth Programming	Adult Programming
<p>House League Programs</p> <ul style="list-style-type: none"> <li>High demand for large-scale youth leagues where current infrastructure cannot meet needs equitably.</li> </ul>	<p>Post-Secondary Institutions</p> <ul style="list-style-type: none"> <li>Opportunity to host more competitions, including U.S. exhibition games (similar to Laval Bell Centre model in Quebec).</li> </ul>
<p>Club “Rep” Teams</p> <ul style="list-style-type: none"> <li>Difficult to operate from scattered school gyms—teams would greatly benefit from centralized, reliable court access.</li> </ul>	<p>Adult Recreational Leagues</p> <ul style="list-style-type: none"> <li>Strong demand from Brodie League, Mamba Rec, Capital League, and new league growth opportunities.</li> </ul>
<p>JUEL (Elite Girls Basketball)</p> <ul style="list-style-type: none"> <li>Could host more elite girls’ events in Ottawa, improving gender parity in the sport.</li> </ul>	<p>Professional Teams (Ottawa BlackJacks)</p> <ul style="list-style-type: none"> <li>Lack a consistent practice space, therefore the pro teams could be key users of a high-performance facility.</li> </ul>
<p>AAU / Summer Programs</p> <ul style="list-style-type: none"> <li>Could expand summer tournaments and training hours.</li> </ul>	<p><i>the greater</i> has heard that the basketball community has shown a willingness to pay higher private facility rates, in the range of \$60–\$200 per court, or about twice the cost of school gym because court availability is scarce. However, there remains a strong desire to maintain some allotments at accessible prices to ensure equitable opportunity for participation.</p>
<p>High Performance Teams/Team Ontario</p> <ul style="list-style-type: none"> <li>Provincial programs, inclusive of training camps and tryouts.</li> </ul>	
<p>High School Athletics</p> <ul style="list-style-type: none"> <li>Ability to host larger tournaments and multi-school events.</li> </ul>	

**Note:** While not comprehensive, this list demonstrates the broad spectrum of user groups that would benefit from, and support, new infrastructure.

# Trends suggest that barriers will limit growth potential unless addressed.

There are positive tailwinds that suggest basketball will continue to be a popular sport amongst Canadians and has great growth potential. However, converting potential to impact requires action.

## Supportive Of Growth

**Elite Performance on the World Stage:** Canada Basketball's recent international success, highlighted by a 2023 FIBA World Cup bronze and a top-five finish at the Paris 2024 Olympics, has elevated national pride and basketball visibility, fueling surge in the university and collegiate system.

**Pro Footprint Expands and Makes Mark on Community:** Professional basketball in Canada continues to grow with leagues like the NBA (Canada), CEBL, and WNBA recognizing the increasing popularity and potential. Teams also play an important role as ambassadors, inspiring the next generation of hoopers, referees and basketball administrators (e.g. front office staff).

**The Ascent Of Women's Basketball:** With superstars such as Aja Wilson, Angel Reese, and Caitlyn Clark becoming household names and the upcoming 2026 launch of the WNBA's first Canadian franchise—the Toronto Tempo—momentum in Ottawa is manifesting through an increasing number of girls signing up for organized basketball.

## Barriers To Growth

**Shifting Access of Basketball Away From Delivery by Schools:** Over the past 30 years, funding cuts, competing demands, and changing social circumstances have diminished the capacity of the education-based sport delivery system. Fewer teachers get the support needed to do volunteer coaching. Those who do end-up coaching multiple teams, but the seasons are very short.

**The Pay to Play Model:** The current model to access basketball is through clubs with unpredictable access to facilities, increasing the cost due to teams undergoing more travel throughout the season. This, in turn, also negatively impacts access to programs for marginalized communities as the barrier to entry increases.

**Consistent Lack of Infrastructure:** Clubs and teams acknowledge the challenges they face to secure adequate court time and the inability to provide opportunity for everyone who wants to participate as a result.

**Inability to Secure Public Investment:** Inability of organized basketball to get sufficient public investments to make basketball more accessible.

**Despite a long-standing reputation as a sport where “all you need is a ball and a hoop”, growth in organized basketball requires safe, reliable venues, program coordination, and investment that matches community demand and the opportunity to host.**

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**When the needs of the basketball community and the goals of the City of Ottawa’s Municipal Sport Strategy (2017) are considered, it is clear that not all courts are created equal, and outdoor facilities are insufficient for year-round play and the ability to host high-level events.**

**From:**

Any increase in court space as a solution to meeting community basketball needs.



**To:**

A **strategic, coordinated vision** that allocates investment to **expand indoor infrastructure** for year-round play with **dedicated time held for various forms of basketball programming.**

# 4.0 LINES OF INQUIRY

# Reminder: Three Key Lines of Inquiry that We're Assessing

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1. How does infrastructure meet the demand of community basketball in Ottawa (NCR)?
2. How does infrastructure meet needs for hosting opportunities?
3. What options exist to increase infrastructure with a focus on the merit of a new purpose-built facility?

# How does infrastructure meet the demand of **community basketball in Ottawa?**

**Demand is growing, capacity is not. While the City supports basketball infrastructure, the approach does not meet the needs of organized sport.**

- Interest and participation in basketball is growing across Canada and in Ottawa. Trends suggest this interest will be sustained, if not increase, into the future.
- Ottawa, like many communities, prioritizes outdoor courts and school gyms as the primary source of infrastructure, both of which present challenges in terms of year-round access, accessibility, and safety—key factors that support the growth of any sport.
- With no dedicated basketball facilities and limited community infrastructure, programs and leagues depend primarily on school gyms.
- The local basketball community is seeking consistent access to indoor facilities that align to the standards and specifications of governing bodies so the sport can continue to grow.
- Ottawa has multiple successful Public-Private Partnerships (P3) that have added infrastructure for other sports such as hockey and soccer. This could serve as a model to help address the challenge observed.

Key Themes from Stakeholder Engagement	Key Data Excerpts
<p><b>1. The City's Focus on Outdoor Courts Does Not Align with Basketball's Pathway for Growth</b> While well-intentioned, the City's commitment and efforts to make available outdoor courts, as reflected in the City's Parks and Recreation Facilities Master Plan, does not solve the main issue at hand. Outdoor courts are subject to seasonal dependency and safety precautions, particularly for youth and are more suited for 'pick-up'/unorganized basketball than league play.</p>	<p>90% of survey respondents disagree there are enough facilities to meet the current basketball demand in their community.</p> <p>The survey results show that outdoor public courts account for only 13% of basketball activity, indicating that they are not the primary facilities being used, nor are they in the top three.</p>
<p><b>2. Over Reliance on School Gyms with No Quality Controls or Allocated Court Time for Basketball Leagues</b> Despite the reliance on school gyms, there are several limitations including no material controls or governance to ensure access to school gyms for organized basketball leagues, no standardized booking mechanisms, a lack of maintenance or quality assurances, and inconsistent court specifications vs standards. Furthermore, as court time is highly sought after and the process to book is competitive and outdated, it is difficult to secure bookings, especially for those without existing relationships. Stakeholders also reported that access to school gyms can involve heightened administrative requirements or usage conditions that add friction and create fatigue amongst the basketball community.</p>	<p>54% of survey respondents say that availability of court space is the biggest challenge.</p> <p>"The P3 Model has had great success over the past [two decades] with the Championshipsplex West for hockey and with support from the City and private partners, this approach would make considerable long-lasting impact on the sport of basketball in Ottawa, providing a legacy."</p>
<p><b>3. Growing Demand is Putting Pressure on an Already Strained System</b> As demand for registration increases, local organizers have indicated the system in current form is at capacity. This excess demand amplifies the already mentioned challenges and results in lost opportunity for those who would love to play the sport but can't. They must either be put on waitlists or travel outside the city to participate.</p>	<p>74% of survey respondents agree that there are more people who want to play basketball in Ottawa than there are opportunities.</p>

# Survey Findings Spotlight: Perceptions of basketball interest and infrastructure availability.

*the greater* presented five statements to respondents to gauge perceptions of basketball’s popularity and to assess whether existing infrastructure is adequately meeting the sport’s demand.

HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENTS?	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE
Basketball is growing in terms of participation and interest.	97%	3%	0
There are more opportunities to play basketball in the National Capital Region than there are people who want to play.	2%	24%	74%
There are more people that want to play basketball in the National Capital Region than there are opportunities to play.	75%	17%	8%
There are enough basketball facilities (indoor and outdoor) in my community to meet current demand.	8%	2%	90%
There are not enough facilities (indoor and outdoor) in my community to meet current demand.	79%	5%	16%

- It is evident that basketball is growing and respondents feel strongly that there are more people who want to play than there are opportunities.
- A large majority disagree with the idea that there are enough facilities to meet the demand.
- The lack of accessible basketball opportunities due to infrastructure shortages presents a potential equity concern. Communities that are attracted to the sport for its perceived accessibility become disadvantaged when the “low” barriers to entry are not a reality due to lack of facilities.

*Note: See Appendix A for full survey summary.*



# Learning from OBIG: How a single, organized community voice can propel basketball toward better facilities, access, and support

## What is OBIG?

The Ottawa Baseball Infrastructure Improvement Group (OBIG) was established to provide a unified, organized voice for the baseball community in Ottawa. Rather than individual clubs, leagues, and organizations each pushing for change independently, OBIG brings together diverse stakeholders under one banner. This collective structure allows for a clear articulation of common priorities, coordinated advocacy, and stronger dialogue with municipal decision-makers.

By speaking with a single, representative voice, OBIG makes it easier for the city to understand the community's needs and to plan accordingly. The consolidated approach helps ensure resources and policy attention are aligned with actual community demand rather than fragmented or competing requests.

Through their appeal to political candidates, OBIG has raised awareness of the impact deteriorating infrastructure has on player safety, community sport participation, and broader opportunities such as sports tourism.

## How is this relevant to basketball?

Ottawa's aging and limited school gym infrastructure is restricting the growth of basketball, making coordinated advocacy more important than ever.

**By uniting under a single, representative voice—similar to OBIG's successful model—the basketball community can more effectively lobby school boards and government for better facilities and increased access.** A collective approach will strengthen the case for meaningful investment and support a stronger future for the sport.



Brewer Park field is one of the baseball facilities that needs improvement, says the Ottawa Baseball Infrastructure Improvement Group. The group hopes those running for city office will take note. [Photo © Ethan Sherwood]



# How does infrastructure meet needs for hosting opportunities?

## Current infrastructure has high barriers to hosting that threaten long-term opportunities if left unaddressed.

- Ottawa has hosted multiple basketball tournaments such as the 2025 Ontario Cup Basketball Championships. The city is also preparing to host the 2026 Wheelchair Basketball World Championships. Our survey indicates strong interest in basketball events from the community.
- The need for an accessible, tournament-equipped indoor multi-court facility built to competitive standards near major public transit routes, is underscored by the current scattered approach for hosting youth tournaments across the region.
- Given existing limitations, event organizers are exposed to incremental cost, significant logistical challenges, and limitations that dilute the experiences of attendees in addition to organizer fatigue as a result of the compounding responsibilities. This is reasonably expected to reduce the economic impact of each event. For example, hosting an amateur event across 20 sites in the city limits the potential for large gatherings, merchandise sales, concessions, etc. Furthermore, organized basketball has no formal standing or role governance of the schools or other facilities it seeks to use. This creates a power imbalance in booking or trying to get needs met.
- Large venues such as the Canadian Tire Centre, TD Arena, and university or college campuses primarily support elite high-performance competition but are not readily accessible or integrated for youth or community-level tournaments. For example, university and college campuses are mainly unavailable throughout all semesters due to school programming, exams, and summer camps.

Key Themes from Stakeholder Engagement	Key Data Excerpts
<p><b>1. School Gyms are Not a Viable Solution for Hosting Amateur Tournaments</b>                      The majority of school facilities only have single courts, so hosting becomes dispersed across all quadrants of the city (see map on slide 45 which demonstrates this challenge). Further, accessing school scoring equipment is difficult or prohibited. The equipment when accessed, is often not to FIBA standard and if clubs have interest in improving facilities through donations, they are prohibited to avoid any perceived favouritism in the future. The lack of coordination not only affects organizers but also participants and families, who face longer travel times, higher accommodation costs to be central, and increased overall expenses. Due to this non-cohesive experience, regions like the Niagara Region and the GTA become more appealing hosting options and Ottawa-based teams find themselves travelling more.</p>	<p>40% of survey respondents are not satisfied with current basketball opportunities and the level of competition in the Ottawa region.</p> <p>“As with the U14s, the biggest challenge for the U17/U19s was operating out of 14 locations to provide 16 courts... This puts a big strain on the organizing committee and volunteers.”</p>
<p><b>2. Innovative Hosting Solutions are Necessary to Meet Demand</b>                      Ottawa will host the 2026 Wheelchair Basketball World Championships. This tournament brings teams and spectators from across the world to Ottawa for 10 days, necessitating a significant number of courts, in accessible and centrally located venues. The lack of courts has required the host committee to buy and utilize temporary courts set up in Rogers Centre, alongside access to TD Place and Carleton University's Raven's Nest.</p>	<p>50% of survey respondents say that availability of court space is the biggest challenge.</p>
<p><b>3. Building Legacy Facilities has Significant Long-term Returns</b>                      Investing in infrastructure creates legacy opportunities, as demonstrated by the Toronto Pan Am Centre and the Meridian Centre in the Niagara Region. These venues have become premier destinations for basketball events, fueling tourism, community engagement, and economic growth. Developing and promoting similar high-quality, multi-use facilities would enhance long-term hosting potential and position Ottawa as a leader in sport development.</p>	<p>84% of respondents say that hosting basketball events greatly contributes to the development and popularity of basketball in Ottawa.</p>

# The implications and cost associated for teams travelling to other regions for competitive tournament play.

Similar to the Ottawa Shooting Stars, the six other Ontario Basketball affiliated clubs in Ottawa share stories regarding program growth. As a result, many teams regularly travel outside of Ottawa and the National Capital Region to participate in tournament competition. Below is an example outlining the costs and travel schedule for a youth team competing in the Ontario Basketball League (OBL), including estimated travel to the Greater Toronto Area (GTA) throughout the season, reflecting the concentration of tournament opportunities in the GTA.



With a **tournament-capable facility, Ottawa could host overnight tournaments across each of the eight youth age groups**, reducing the need for teams to travel to the GTA multiple times per season. **This shift would retain sport tourism revenue locally, while easing travel demands on families and strengthening Ottawa’s basketball ecosystem.**

League/Tournament Registration	Commitment	Projected Costs	Number of Athletes, Coaches, and Parents Travelling	Projected Travel Costs (hotel and gas expense only)
Ontario Basketball League	<ul style="list-style-type: none"> <li>12 games during the season, spread out over 4 day-trips to the GTA and 1 full weekend stay</li> </ul> <p>*Has never been hosted in Ottawa.</p>	Registration: \$3,000 Mileage: ~\$150 for mileage/per vehicle/per trip to GTA Accommodation: ~\$250/per night	<ul style="list-style-type: none"> <li>12 athletes</li> <li>2 coaches</li> <li>Families also typically travel with the athletes</li> </ul>	<ul style="list-style-type: none"> <li>~14 rooms per night as athletes stay with parents/guardians</li> <li>~\$3,500 per weekend (2-night stay) in hotel costs</li> <li>~\$1,200 for mileage/per trip for 8 carpool vehicles</li> </ul> <p>= \$3,500 for hotel costs, \$6,000 in gas with carpooling—cost estimates exclude food and other incremental costs.</p>
Ontario Basketball Provincials	<ul style="list-style-type: none"> <li>Minimum of 4 games over the weekend tournament</li> </ul> <p>*Can be hosted in Ottawa but this is not common.</p>	Registration: \$950 Mileage: ~\$150 for mileage/per vehicle/per trip to GTA Accommodation: ~\$250/per night	<ul style="list-style-type: none"> <li>12 athletes</li> <li>2 coaches</li> <li>Families also typically travel with the athletes</li> </ul>	<ul style="list-style-type: none"> <li>~14 rooms per night as athletes stay with parents/guardians</li> <li>~\$3,500 per weekend (2-night stay) in hotel costs</li> <li>~\$1,200 for mileage/per trip for 8 carpool vehicles</li> </ul> <p>= \$14,000 for hotel costs and \$1,200 in gas with carpooling—cost estimates exclude food and other incremental costs.</p>
Example of a non-OBA tournament weekend such as <a href="#">IEM</a> , <a href="#">HoopCity</a> , or <a href="#">NorthPole Hoops</a> .	<ul style="list-style-type: none"> <li>Minimum of 4 games during 1 weekend in the GTA</li> <li>Team participates in 2 or more of these tournaments a year</li> </ul>	Registration: ~\$850 per tournament Mileage: ~\$150 for mileage/per vehicle/per trip to GTA Accommodation: ~\$250/per night	<ul style="list-style-type: none"> <li>12 athletes</li> <li>2 coaches</li> <li>Families also typically travel with the athletes</li> </ul>	<ul style="list-style-type: none"> <li>~14 rooms per night as athletes stay with parents/guardians</li> <li>~\$7,000 per weekend (2-night stay) in hotel costs</li> <li>~\$1,200 for mileage/per trip for 8 carpool vehicles</li> </ul> <p>= \$14,000 for hotel costs and \$2,400 in gas with carpooling—cost estimates exclude food and other incremental costs.</p>

**Note:** This list represents the baseline tournament schedule for a mid-level competitive representative team. More competitive teams and programs are likely to travel more frequently.

# Hosting Case Studies

Two recent hosting events demonstrate key challenges facing the City and provide learning opportunities. These events succeeded despite the circumstances based on the strength of the local basketball community.

WHAT/WHEN	WHERE/HOW	KEY CHALLENGES
 <p>September 9–19<sup>th</sup> 2026</p> <p>Hosting 28 teams from across the world</p>	<ul style="list-style-type: none"> <li>• TD Place as the main competition venue</li> <li>• Carleton University's Raven's Nest as a secondary competition venue</li> <li>• Rogers Centre with four temporary practice courts</li> </ul>	<p><b>This is a large-scale world event that has demonstrated Ottawa's lack of access to international standard basketball facilities and some general challenges with Ottawa as an accessible host:</b></p> <ul style="list-style-type: none"> <li>• A significant number of venues in Ottawa do not meet accessibility standards and getting access to dedicated court times has been a challenge.</li> <li>• The solve has been to convert accessible venues into basketball facilities using temporary courts which is a major investment, along with an investment in temporary measures to improve accessibility in current facilities.</li> <li>• Securing funding and sponsorship for the temporary courts and upgrades to existing spaces has been difficult.</li> <li>• Understanding what municipal support is available and getting buy-in at the onset of hosting future opportunities would alleviate some logistical pain points.</li> <li>• Relying on Ottawa ParaTranspo to transport that many athletes is not an option. The organizing committee acquired coach buses to meet the needs of the athletes, with the busses being sourced outside of Ottawa.</li> </ul>
 <p>U12 Girls: May 2025 U14 Boys: May 2025 U17 Boys: May &amp; June 2025 U19 Boys: May &amp; June 2025</p>	<p>The tournaments were hosted in all quadrants of Ottawa to account for the number of courts needed.</p> <ul style="list-style-type: none"> <li>• U12 Girls: 7 courts   5 locations</li> <li>• U14 Boys: 22 courts   20 locations</li> <li>• U17 Boys: 9 courts   9 locations</li> <li>• U19 Boys: 7 courts   6 locations + 1 backup location/court</li> </ul>	<p><b>Hosting provincial events is of the utmost importance for the local community that typically must leave Ottawa for competitions. While Ottawa succeeded, the lack of multi-court facilities in a centralized location is on full display which dilutes some of the intangible value (community building) and economic opportunity (e.g., centralized merch, gatherings, etc.)</b></p> <ul style="list-style-type: none"> <li>• Operating from multiple single court locations is a big challenge for the organizing committee. Reducing the number of rural locations does reduce some logistical and financial strains.</li> <li>• Many school gyms do not allow access to scoring equipment which must be secured externally which adds further cost.</li> <li>• Large event footprint exposed safety risks and vulnerabilities of being thinly staffed at single gyms operating in isolation. This is particularly impactful on the referees, who at large have indicated more mental health challenges due to the officiating environment.</li> <li>• Additional cost for organizers related to travel and accommodation—for U14, EOB and OBA combined to pay an additional \$10,000 in officiating travel and accommodations costs because of the lack of capacity of officials in the City and needing to secure officials who live outside of Ottawa.</li> <li>• Many of the facilities do not meet the FIBA requirements that are in place for the U19 division.</li> <li>• In current environment, organizers must book one extra school gym as a back up for each Ontario Cup tournament in case of emergency (e.g. broken rim, furnace issues) at an extra cost.</li> </ul>

# Hosting Requirements for Basketball

**A clear lack of consistency exists across basketball facility and hosting requirements, making it difficult to define specific and reliable standards for event planning and venue development.**

The International Basketball Federation (FIBA) establishes the primary global benchmarks for basketball facilities, competition standards, and event hosting requirements. Governing bodies such as Canada Basketball and Ontario Basketball base their own facility and competition guidelines on FIBA's framework to ensure consistency and eligibility across levels of play. Similarly, the International Wheelchair Basketball Federation (IWBF) and Wheelchair Basketball Canada (WBC) draw heavily on FIBA's court and competition standards for sanctioned play.

However, none of these governing bodies explicitly provide a publicly available benchmark for the number of courts or facilities required to support community play/hosting eligibility or provide detailed guidance on facility accessibility within their published standards, creating gaps for facilities aiming to serve both able-bodied and wheelchair basketball in a unified, inclusive environment.

Some public studies, such as the Calgary Fieldhouse Study, identify a need for eight courts to host FIBA-sanctioned competitions. However, at the National and Ontario provincial levels, there is no consistent or publicly available framework outlining hosting requirements. This makes it challenging to define a clear set of criteria for the refurbishment or development of basketball facilities.

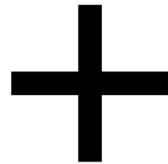
## How has Ottawa managed hosting thus far?

Hosting capabilities currently depend on privately operated venues, such as TD Arena, or on university and college campuses, where event feasibility is often shaped by availability and cooperation. This reliance exists because there are no municipally operated or public-private partnership (P3) facilities suitable for hosting FIBA or IWBF events. As a result, the dependence on private or institutional venues poses a risk to future hosting opportunities, creating uncertainty around long-term access, scheduling, and overall sustainability.

For more details regarding the FIBA Venue Guide and IWBF Requirements, see Appendix B.

# There are multiple options to increase infrastructure with varying levels of investment and impact.

Increase Access to Schools	Convert An Existing Facility	New Build Alternative Structure	New Build Brick-and-Mortar
 <p>Work with local school boards and the City to gain more consistent access to optimal school gyms.</p> <p><i>Notable examples</i></p> <ul style="list-style-type: none"> <li>• <a href="#">Stratford Basketball Association</a></li> </ul>	 <p>Work with an existing operator to convert a space to indoor courts.</p> <p><i>Notable examples</i></p> <ul style="list-style-type: none"> <li>• <a href="#">Richmond Olympic Oval</a></li> <li>• <a href="#">Edmonton Sport Centre</a></li> </ul>	  <p>Build an air supported dome, or a tension membrane structure, or a pre-fabricated structure to ensure space for multiple courts and varying configurations.</p> <p><i>Notable examples</i></p> <ul style="list-style-type: none"> <li>• Air Supported Dome: <a href="#">Loyalist Dome</a>, <a href="#">Athlete Institute</a></li> <li>• Sprung Structure: <a href="#">Martensville Sport Centre</a></li> <li>• Pre-Fabricated Frameless Structure: <a href="#">S.G. Memorial Arena and Rec Centre</a></li> </ul>	 <p>Build a brick-and-mortar structure to house multiple courts.</p> <p><i>Notable Examples</i></p> <ul style="list-style-type: none"> <li>• <a href="#">Saville Centre</a></li> <li>• <a href="#">Toronto Pan AM Centre</a></li> <li>• <a href="#">Meridian Centre</a></li> <li>• <a href="#">Calgary Fieldhouse</a> (in project stage)</li> </ul>

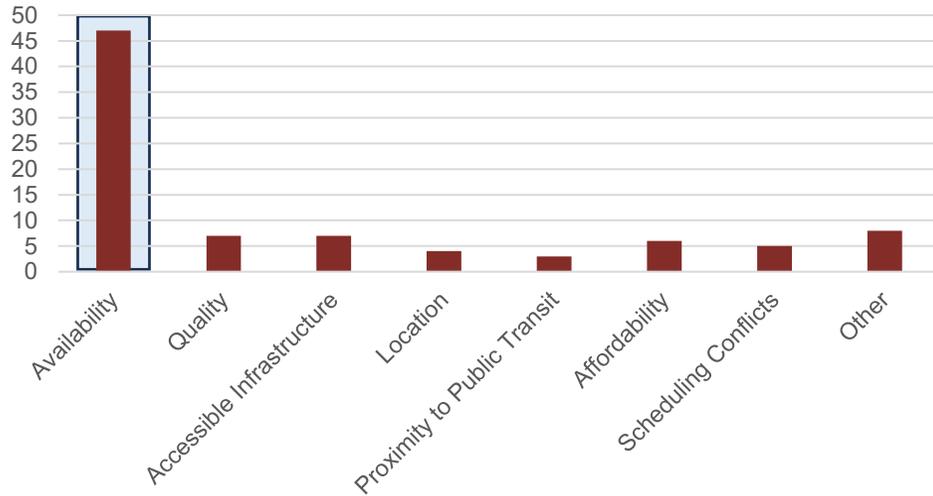


As infrastructure options are explored, increasing access to school courts must be prioritized in combination with infrastructure development. During consultations, basketball stakeholders indicated that expanding school facility access during currently restricted periods such as holidays, PD days, and summer months would meaningfully increase supply and utilization.

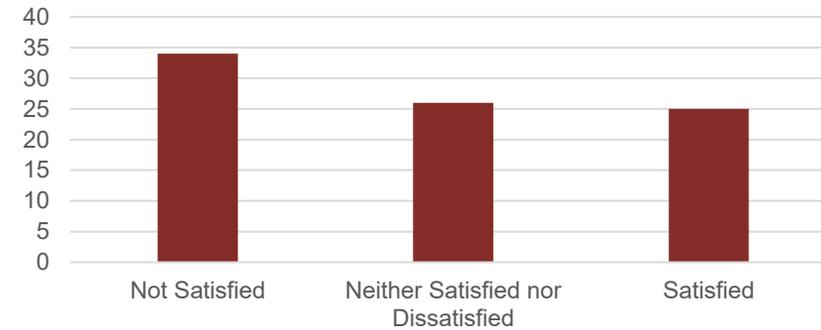
# Survey Findings Spotlight: Importance of investing in indoor infrastructure

*the greater* asked respondents several questions pertaining to indoor infrastructure, specifically the largest gap facing the community, the importance of investment of infrastructure, and satisfaction around current competition levels.

What gap do you notice most with respect to access to basketball facilities in your community? Select one.



How satisfied are you with your current indoor basketball opportunities and the level of competition in the Ottawa region?



**In your view, how important is investment in indoor basketball infrastructure for your community compared to other recreational priorities?**

**%**

Not at all important	1%
Not very important	2%
Moderately important	6%
Very important	<b>36%</b>
Extremely important	<b>55%</b>

- Availability was the #1 gap identified regarding access to basketball facilities and underscores the resounding belief from stakeholders that the community is in dire need of more facilities.
- Collectively, 91% of respondents believe that investment in indoor basketball infrastructure is very to extremely important.
- While satisfaction with existing indoor basketball opportunities and competitive levels is relatively neutral, the community's sustained participation reflects its resilience and dedication to the sport despite potential limitations. This suggests that if the community had stronger facility infrastructure, they could do even more.

Note: See Appendix A for full survey summary.

# Bringing it All Together

Line of Inquiry	Key Finding
1. How does infrastructure meet the demand of community basketball in Ottawa (NCR)?	Infrastructure in Ottawa falls short of meeting demand, as growing participation continues to strain a system that has not prioritized the development of dedicated indoor facilities, relying instead on non-collaborative solutions such as limited community access to school gyms.
2. How does infrastructure meet needs for hosting opportunities?	The current approach to hosting relies on piecemeal solutions and significant improvisation. As other regions invest in dedicated infrastructure and begin to realize the benefits of hosting, this reactive, patchwork model may become increasingly unsustainable and result in a loss of future hosting opportunities.
3. What options exist to increase infrastructure with a focus on the merit of a new purpose-built facility?	Multiple pathways exist to enhance basketball infrastructure, each offering different investment levels and community benefits. Prioritizing well-located, transit-accessible facilities that support the sport from grassroots to high-performance will ensure long-term impact and relevancy for Ottawa.

# 5.0 CASE STUDIES

# Case Studies: Who was chosen and why

Organization	Why Examine Them?
	<ul style="list-style-type: none"> <li>• Centralized voice for the basketball community in the City of Stratford.</li> <li>• Leverage schools to run basketball programming through a reciprocal facilities agreement between the City and local school boards that ensures consistent dedicated access.</li> </ul>
	<ul style="list-style-type: none"> <li>• This study is of a similar nature to the Business Case and assesses the design and cost of a new purpose-built facility.</li> <li>• Evaluates the economic impact of hosting major events.</li> <li>• Used for benchmarking requirements, ideal specifications, and CAPEX.</li> </ul>
	<ul style="list-style-type: none"> <li>• Municipally-owned Community Centre operates on a shared-use model.</li> <li>• Tension membrane structure.</li> <li>• Used as an example of footprint and investment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Renovated Community Centre with two high school regulation courts and an adjacent air supported dome that has three FIBA regulation courts.</li> <li>• Consistent yearly utilization by Ontario Basketball Association and Ontario Volleyball Association.</li> </ul>
	<ul style="list-style-type: none"> <li>• Newly retrofitted warehouse (opened in September 2025) that was developed with the basketball community in mind.</li> <li>• Contains three high school regulation courts that can be reconfigured into one FIBA regulation showcase court.</li> </ul>
	<ul style="list-style-type: none"> <li>• Premier basketball hosting venue in Canada with 12 FIBA regulation courts.</li> <li>• Unique tenancy model with three sports organizations being anchor tenants and managing bookings amongst their individual sports membership.</li> </ul>

# Case Study: Stratford Basketball Association (Stratford, ON)

**As the main voice of basketball in the City of Stratford, the Stratford Community Basketball Association is well positioned to advocate for growth and development at all levels of the sport.**

The Stratford Basketball Association serves the basketball community across the Stratford, Perth County, and Huron County areas. They offer both a recreational “Hoops for Fun” house-league and a competitive “Revolution” travel program for boys and girls. Their primary method of operating involves utilizing school gymnasiums and the 24,000 square foot Stratford Agriplex that contains four basketball courts.

Through the Reciprocal Facilities Agreement between schools and the City, minor sports associations can access school gymnasiums at no cost, except for custodial staffing. The schools then get access to City owned infrastructure such as the Agriplex. This type of agreement is unique and allows the Stratford Basketball Association to offer its “Hoops for Fun” and “Revolution” programming at a low cost, reducing barriers to the sport.



**STRATFORD  
BASKETBALL  
ASSOCIATION**

## Notable Findings:

- **Relationships and Coordination:** The Stratford Basketball Association holds strong relationships with members of the community, including school board representatives and City staff, making it easier to solve challenges when they arise. As a minor sports association, they convene monthly with all other sports associations in the municipality through the City of Stratford’s Minor Sports Council. This Council provides all associations the opportunity to discuss successes, learnings, and challenges with their peer associations and advocate for their needs with the City. They also have consistent hours at the Agriplex, making their programming more family-friendly to participants and spectators, as their programming operates on consistent days of the week.
- **Mass Participation:** Due to the low cost of participation in both the house and recreation leagues, the Association currently serves ~350 youth in the co-ed house league and ~120 youth in the travel program. This is significant for a municipality of its size, with the number of teams continuing to rise.
- **Weekend Court Allocation:** As with many leagues, the Association leverages a multi-court facility throughout the season. This facility services the sports community during the week but has a unique weekend operating model that prioritizes event hosting on weekends. There are also several signature annual conventions that operate out of the facility that bring in participants from across Ontario.

# Case Study: City of Calgary—Multisport Fieldhouse Amenity Refinement Study (Calgary, AB)

In 2023, the City of Calgary addressed the existing gap for indoor practice and play space through the development of their “Multisport Fieldhouse Amenity Refinement Study”.

The City of Calgary launched the Multisport Fieldhouse project to address the city’s long-standing lack of year-round indoor facilities for field, court, and track sports. Through various iterations, the project refines plans to balance community use, elite competition, and economic benefit. The study assessed the functionality, cost and hosting potential of a ~450,000 square foot development inclusive of a ~105,000 square foot gymnasium, a turf field, track amenities, and common space. The project forecasted economic returns through visitor spending, event activity, and construction investment and positioned the facility as a key driver of sport tourism. Operational models ensured long-term financial sustainability, while benchmarking leading North American facilities guided their approach.



## Notable Findings:

- **Square Footage Costs:** Previous facilities have ranged from \$193 (Paramount Fine Foods Sportsplex) to \$888 (Richmond Oval) per square foot.
- **On Court Design Considerations:** Gymnasia should be modular or expandable, with a feature court configuration and six single court spaces, to support tournament and game hosting at a higher level and/or for national competitions.
  - Baseline Opportunity—11 basketball courts or 20 volleyball courts
  - Tournament Model—9 basketball courts or 9 volleyball courts
- **Off Court Design Considerations:** The feature court would have a spectator capacity of approximately 3,000 retractable seats. It should accommodate a recreation walking/running track at a mezzanine level.
- **Mixed Use Amenities:** Creating a versatile gymnasium that supports sports, fitness, and community events, rather than single-purpose use benefits the community, enables event hosting, and is more financially viable.
- **Economic Impact:** Projects approx. \$10-\$25M annually in economic impact from Gymnasia including hosting of national level tournaments and internationally sanctioned basketball and volleyball championship tournaments.

# Case Study: Martensville Athletic Pavilion (Martensville, SK)

The Martensville Athletic Pavilion is a 50,000 square foot sprung structure that provides year-round, multi-sport access through a cost-effective design connected to the local high school, maximizing its use for both educational programming and community recreation.

The Martensville Athletic Pavilion in Martensville, Saskatchewan, is a 50,000 square foot tension membrane structure built to meet growing community demand for year-round sport and recreation. The facility features three full-size basketball courts with multi-purpose hardwood sport flooring, a 200-metre elevated running track, and convertible spaces for various athletic uses. The Pavilion consists of an aluminum alloy frame covered by a high-performance, weather-resistant membrane exterior, providing durable and energy-efficient environment for programming through all seasons.

As a facility, the Martensville Athletic Pavilion operates on a shared-use model, serving the local high school and the broader community to maximize accessibility, value, and venue utilization.



## Notable Findings:

- **City-Owned Infrastructure:** The Martensville Athletic Pavilion is a city-owned and operated community recreation centre, constructed in 2013. Through joint interest between the city and the Saskatchewan Board of Education, the facility is adjacent to the Martensville High School, serving the school during the day and the community in the evening and on the weekend.
- **Annual Expenditures:** The Martensville Athletic Pavilion operates with annual expenditures of approximately \$1.45M (2024 Council Review), consistent with prior years. Major cost drivers include staff wages and benefits, facility maintenance, and capital debt servicing.
- **Operating Revenues:** Main revenue is generated through admissions, rentals, and program fees, offsetting a portion of the expenditure costs, resulting in an annual municipal investment of roughly \$1.2M to sustain operations and community access (2024 Council Review).

# Case Study: Athlete Institute (Orangeville, ON)

Serving as both a training ground and community hub, the Athlete Institute's two buildings (the Community Centre and Sports Dome) offer a large footprint for sport at all youth levels.

The Athlete Institute in Orangeville, Ontario is a two building multi-use facility, serving the community and is the home to a basketball prep academy. A distinct feature of the facility is its 24,000 square foot air supported sports dome, which underwent a turf to sports court transformation in 2022 to better support a range of athletic disciplines. This purposeful redesign expanded training and competition opportunities, allowing athletes to benefit from a year-round environment tailored to their performance needs.



## Notable Findings:

- **On Court Design Considerations:** The fieldhouse gymnasium (12,000 square foot) has two high school regulation courts that can collapse into a FIBA regulation showcase court. The air supported sports dome (24,000 square foot) is split into three FIBA regulation courts that can also be turned into three FIBA regulation courts or nine pickleball courts. The industry standard is typically a three court facility however for larger events, this is not enough to ensure profitability.
- **Tenancy:** The Athlete Institute Prep Academy is the anchor tenant of the facility, ensuring daytime usage which can be a challenge for larger facilities, but necessary to maximize revenue generation and ensure long-term facility viability.
- **Economic Impact:** With the large number of courts, the facility is fully booked for a minimum of 45 weekends a year through province wide sports associations. Therefore, bringing individuals from across Ontario to Orangeville and surrounding communities.
- **Financial Feasibility:** Utilizing an air supported sports dome to expand infrastructure is one of the most cost-effective approaches for facilities of this size. Nonetheless, these structures can present challenges, particularly concerning moisture retention and exposure to severe weather conditions, which are amplified in colder climates.

# Case Study: Edmonton Sports Centre (Edmonton, AB)

The Edmonton Sports Centre is an example of a successful facility transformation, showcasing how existing industrial spaces can be converted into modern, high-performance sports venues.

The Edmonton Sports Centre is a privately developed retrofit of two central Edmonton warehouses, transforming them into a 70,000 square foot multi-sport complex designed to serve basketball, volleyball, pickleball, and other indoor sports. Construction began in 2024, with the primary 20,000 square foot hard-court facility featuring high school regulation courts that can merge into a FIBA regulation showcase court. The hard-court facility opened in fall 2025 for basketball and volleyball use. A secondary 50,000 square foot building is set to open by the end of 2025 and is a multi-sport centre. The project emphasizes flexible design, repurposing industrial space into a modern, multi-purpose athletic hub that supports both recreational play and competitive tournaments.



## Notable Findings:

- **On Court Design Considerations:** The 20,000 square foot building contains three hardwood high schools regulation courts that can be converted to volleyball courts. However, as a result of the warehouse design, ceiling mounted nets were not possible, therefore all nets are free-standing, making it more labour-intensive to switch the court configurations.
- **Tenancy:** The Western Canada Prep Academy and Good Hoops Basketball Club are anchor tenants of the Centre, ensuring daytime usage and maximizing revenue generation, which is necessary for long term facility viability. The Centre also uses CatchCorner as its main public booking software to prompt court rentals and drop ins.
- **Ease of Costing:** The management team has developed a comprehensive hosting package that streamlines the tournament planning process, assisting organizers with operational logistics such as court rentals and scheduling, while also enhancing the team experience through coordinated accommodation, and related support services.
- **Economic Impact:** With a facility of this size, the Centre can host tournaments for multiple sports, including basketball, volleyball, pickleball, and floor hockey.

# Case Study: Saville Community Sports Centre (Edmonton, AB)

**Purpose-built for performance and participation, the Saville Centre has transformed sport and hosting opportunities in Edmonton by providing a world-class facility that fosters both elite and grassroots sport participation.**

The Saville Community Sports Centre is a 250,000 square foot facility that was established through a partnership between the volleyball, basketball, and gymnastics communities. It is owned and operated by the University of Alberta, with support from the City of Edmonton and at the time of development, was created to address the city's need for quality indoor training and competition space. Since opening in 2011, it has become a leading sport hosting hub, regularly staging provincial, national, and university events while supporting both community recreation and high-performance athletics. It is home to the University of Alberta basketball teams and was formerly the home to the Canadian Women's National Team.



## Notable Findings:

- **Private-Public Partnership:** The development of the Saville Centre demonstrates effective collaboration between local community advocates, municipal government backing, and land contributions/support from a well-established institution (University of Alberta).
- **On Court Design Considerations:** The 250,000 square foot building contains twelve FIBA regulation courts that can be converted into 24 volleyball courts, or 30 badminton courts, as well as a gymnastics centre, an eight court tennis facility and a fitness centre.
- **Tenancy:** GO Sports serves as the operating body for the three partner sport organizations, managing a substantial block of rental hours that are distributed among their respective memberships. The University of Alberta's Golden Bears and Pandas varsity basketball teams also call the facility home, drawing spectator attendance with a main competition gym that seats +/- 3,000 fans. To further diversify revenue, the Centre includes office rentals, food and beverage vendors, and sponsorship and advertising opportunities, ensuring a balanced mix of sport and commercial activity.
- **Economic Impact:** As a result of size, the Centre hosts provincial, national and internationally sanctioned tournaments. By 2018–2019 season, the facility hosted over 60 large scale events resulting in 1.5M visitors.
- **Financial Feasibility:** As a \$65M development back in 2003, the current cost projections for a facility of this size upwards of \$150M (see slide page 46 for benchmark calculations).

# Best Practices for Purpose-Built Facilities

The following best practices emerged from our analysis and should be taken into consideration for any potential basketball facility.

## Operations:

- Ensuring an anchor tenant that guarantees use of facility for material time.
- Volleyball as a complementary sport that can use the same facilities for similar purposes and drive facility utilization. Badminton and pickleball are additional considerations.
- Private operators are a potential part of a solution whether included in a P3 or as an independent solution.

## Facility Design:

Court Related	Non-Court Related
Four courts are good, six courts are great, eight+ courts are optimal to ensure profitability and align with tournament requirements.	Facility should be centrally located with convenient access to multiple forms of public transit.
Hardwood courts should be prioritized as they are widely preferred across the sport community and needed to meet hosting eligibility requirements.	Space should include gathering/meeting space, amenities like bathrooms, changerooms, and food & beverage.
Retractable ceiling-mounted nets afford more floor space, allow for easier transition between sports/events and are regarded by the community as being safer when compared to free-standing nets.	Accessibility standards must be accounted for and prioritized.
Having multiple court configurations with the ability to create a feature showcase court with seating should be a high priority, especially for hosting and to meet eligibility requirements.	Addressing maintenance and staffing needs, particularly during high-use periods, is vital to the long-term sustainability of the facility.

# **6.0 PRELIMINARY FEASIBILITY**

# Approach to Feasibility: A preliminary assessment of strategic merit, projected Capital Expenditure (CAPEX), funding mechanisms, and economic benefit.

## The following alternatives were assessed:

- **School Collaboration:** Securing consistent access with targeted schools that are in optimal locations and ideally have two courts per location that are competition standard size.
- **Air Supported Dome:** Constructing a new 50,000 square foot structure that can accommodate four FIBA sized courts and amenities (e.g. change rooms, meeting space, etc.).
- **Tension Membrane Structure:** Constructing a new 50,000 square foot structure that can accommodate four FIBA sized courts and amenities (e.g. change rooms, meeting spaces, etc.).
- **Pre-Fabricated Frameless Structure:** Constructing a new 50,000 square foot structure that can accommodate four FIBA sized courts and amenities (e.g. change rooms, meeting spaces, etc.).
- **Brick and Mortar – New Build:** New brick and mortar build that is sized to (a) 50,000 square foot as above and (b) 115,000 square foot to accommodate eight+ courts.
- **Brick and Mortar – Refurbishment:** Assessed in concept only as the opportunity can vary based on specifications.

## The following lenses were considered:

### Strategic Merit:

How does the alternative help us solve the problem?

### Potential Capital Expenditure (CAPEX):

What is the projected cost to build?

### Potential Funding Mechanisms:

What grants are available to help fund the build and what revenue streams are available on an ongoing basis?

### Social and Economic Benefits:

What are the benefits of an investment in community basketball, infrastructure, and hosting?

# Summary of Findings: Preliminary assessment indicates a strong case for support can be made for a purpose-built basketball facility at multiple ranges of investment.

**Strategic Merit:** Each option enhances the ability of the Ottawa community to deliver more accessible basketball programming on a regular basis. However, to fully capitalize on hosting opportunities, Ottawa will need to explore a larger purpose-built facility (eight+ courts) or consider a combination of options (e.g., school access and tension membrane structure).

- **School Access:** offers reach throughout the City, does not require new land, and aligns to low/no cost basketball programming. This must be pursued in tandem with the development of a facility.
- **Air Supported Dome:** offers lower cost and quicker build out but will require tradeoffs like sport flooring rather than hardwood.
- **Tension Membrane Structure:** comparable construction timelines to air supported dome while requiring less tradeoffs on flooring and having a longer relative expected lifespan.
- **Pre-fabricated Frameless Structure:** comparable construction timelines to a tension membrane, with greater durability and an expected lifespan of 50 years.
- **Brick and Mortar – New Build:** longest lifespan, most opportunity for customization, and most aligned to meet full need as a single solution. Does require most material investments and longest lead times.
- **Brick and Mortar – Refurbishment:** Likely quicker lead time than new build and potentially less costly from CAPEX pending the degree of construction required. Very situation dependent on what the available space can accommodate.

**Projected Capital Expenditure (CAPEX):** Capital costs range significantly across options from ~\$7.5M to ~\$100M depending on the alternative selected.

**Funding Mechanisms:** Each alternative has available grant mechanisms, except school access; Alternatives could be eligible for P3 funding. sponsorship and donations should be part of any potential project and could be leveraged for both CAPEX and OPEX.

**Social and Economic Impact:** There are wide ranging social and economic impacts of a purpose-built basketball facility including the unique opportunity to create employment and development opportunities for young and diverse Canadians. The projected annual economic impact of hosting OBA events is ~\$8M.

**Note:** Several stakeholders with experience using air supported domes advised against this option for basketball. They noted that fluctuations in weather, temperature, and humidity inside the dome can negatively affect court quality and the overall experience.

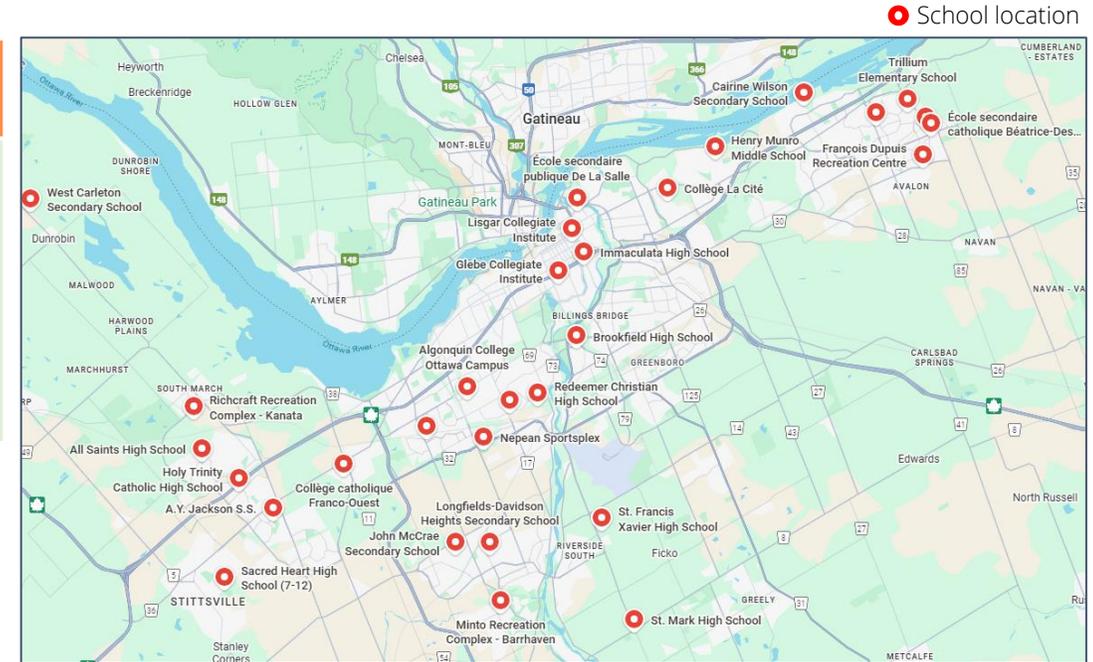
# Strategic Merit: Pursuing school access has presented challenges in the past, resulting in volunteer fatigue due to the time and attention needed for coordination. Nonetheless, school court time continues to be vital for widespread community access across Ottawa and must be pursued in tandem with infrastructure development.

Pros	Cons	Considerations	Advances Community Basketball	Advances Hosting
<ul style="list-style-type: none"> <li>• Lowest net cost</li> <li>• Accessible locations</li> <li>• Supports affordable programs</li> <li>• Existing infrastructure (parking, utilities, zoning)</li> </ul>	<ul style="list-style-type: none"> <li>• Lowest control over use</li> <li>• Inconsistent size, format, &amp; quality</li> <li>• Mostly single courts with governance complexity</li> </ul>	<ul style="list-style-type: none"> <li>• Explore low/no cost court time in exchange for CAPEX</li> <li>• Requires confirmed access as part of long-term MOU to ensure reliability and governance to allocate time</li> <li>• Potential hidden costs</li> </ul>	HIGH	LOW

Volunteers who manage organized basketball in the Ottawa must consider multiple facility locations when planning and booking with each school board separately as the four boards manage scheduling independently. This challenge is amplified by the fact that schools are spread across a wide geographic area, creating operational strain, increased fatigue amongst organizers, and heightening the risk of burnout.

However, **with improved access, this distributed network could instead become an asset, unlocking new playing opportunities across all quadrants of the city. To achieve this future state, the following should be actioned:**

1. Annually convening all school boards and the City of Ottawa to establish a coordinated approach that reduces and standardizes the administrative requirements while increasing access and program capacity.
2. Developing a multi-year written agreement that sets standardized pricing with predictable incremental increases, while accounting for essential costs such as custodial support.
3. Opening access during summer months, holidays, and PD days to increase availability and expand program offerings.



This map shows how far members of the community must travel both during league play and during tournament play. These 30 schools were all venues considered to host the 2025 U14 Boys OBA Cup with driving time from the NW side of the city the NE side taking approximately one hour by car, without material delays.

During stakeholder consultation, it was also recognized that beyond challenges related to infrastructure access, the basketball community includes a wide range of intersecting identities that together shape the experience of the sport and cannot be overlooked.

# Strategic Merit: All options provide support for community basketball. However, to enhance hosting suitability Ottawa will need a mix of solutions or a larger brick and mortar facility.

Alternatives	Pros	Cons	Considerations	Advances Community Basketball	Advances Hosting
Air Supported Dome ☆☆☆	<ul style="list-style-type: none"> <li>Lowest CAPEX of new build</li> <li>Fast build time (35 to 45 weeks)</li> <li>Lower permitting hurdles</li> <li>Proven model—key vendor cites 150 domes in Ontario and existing P3 in Ottawa</li> <li>Can be adapted to other sports if needed</li> </ul>	<ul style="list-style-type: none"> <li>Requires constant pressurization</li> <li>Risk of deflation</li> <li>Potential complexity related to financing and insurance</li> <li>Sport flooring vs hardwood</li> <li>Net will be on stand vs ceiling mounted</li> </ul>	<ul style="list-style-type: none"> <li>Cost re: snow/wind load resilience requires further investigation related to financing and insurance considerations</li> <li>Ottawa code limits might impact dimensions</li> <li>Temporary structure can drive cost swings in utilities although key vendor has indicated cost favourable vs permanent structure</li> <li>Despite long-life span, might be considered temporary which might impact grant eligibility</li> </ul>	<b>HIGH</b>	<b>MED</b>
Tension Membrane Structure ☆☆☆	<ul style="list-style-type: none"> <li>Mid-range CAPEX and fast build time</li> <li>Better climate control vs dome</li> <li>Can accommodate hardwood floors and ceiling mounted</li> <li>Proven in Ottawa (hospital use)</li> <li>Can be adapted to other sports if needed</li> </ul>	<ul style="list-style-type: none"> <li>Industrial appearance</li> <li>Acoustic environment may be less appealing for events</li> <li>Potential complexity related to financing and insurance</li> <li>Can require additional hardshell building for amenities</li> </ul>	<ul style="list-style-type: none"> <li>Cost re: Snow/wind load resilience requires further investigation related to financing and insurance considerations</li> <li>Ottawa code limits might impact dimensions</li> <li>Membrane insulation can drive cost swings in utilities although key vendor has indicated cost favourable vs permanent structure</li> <li>Can be longer lead time to source membrane</li> <li>Despite long-life span, might be considered temporary which might impact grant eligibility</li> </ul>	<b>HIGH</b>	<b>MED</b>
Pre-Fabricated Frameless Structure ☆☆☆	<ul style="list-style-type: none"> <li>Mid-range CAPEX and fast build time—projected six months build from the time concrete foundation is poured</li> <li>Operates in a similar nature to a brick and mortar and utilizes Honco panelling technology that can be used for a wide variety of soil conditions (Class A to E)</li> <li>Can accommodate hardwood floors</li> <li>Can be adapted to other sports if needed</li> </ul>	<ul style="list-style-type: none"> <li>Industrial appearance</li> <li>Acoustic environment may be less appealing for events</li> <li>Varying designs will impact cost such as HVAC, insulation, and materials to build</li> <li>Critical mass for this type of building is height due to panelling technology, thus having a large impact on design and cost</li> </ul>	<ul style="list-style-type: none"> <li>Ottawa code limits might impact dimensions</li> <li>Insulation can drive cost swings in utilities</li> <li>Site servicing and parking will be big cost drivers</li> <li>The facility does not have a predetermined layout. It must first be designed, after which the concrete foundation is poured at the onset of the construction phase. The interior then needs to be outfitted for sports use. The delivery method is critical and choosing the right type of contract will impact the delivery price</li> <li>All Honco panelling is manufactured and constructed in Canada</li> </ul>	<b>HIGH</b>	<b>MED</b>
Brick and Mortar: New Build <i>Assume 50K sq ft (A); 115K sq ft (B)</i> ☆☆☆	<ul style="list-style-type: none"> <li>Fully customizable new build</li> <li>Longest lifespan</li> <li>Pending size can extend to accommodate large-scale tournaments</li> <li>Can be optimized for sustainability and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Highest CAPEX</li> <li>Longest timeline &amp; larger financing commitment</li> <li>More complex and risk if underutilized</li> <li>Longer payback</li> </ul>	<ul style="list-style-type: none"> <li>Increases need for confirmed tenants and dependence on other sport(s)</li> <li>Site servicing and parking will be big cost drivers</li> <li>Might be cost prohibitive</li> </ul>	<b>A HIGH</b>	<b>A MED</b>
				<b>B HIGH</b>	<b>B HIGH</b>
Brick and Mortar: Refurbishment ☆☆☆	<ul style="list-style-type: none"> <li>Shorter lead time vs new build</li> <li>Potential to leverage existing infrastructure/wrap around services (staff, parking, programming, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Cost working with existing available footprints and base structure which limit customization</li> </ul>	<ul style="list-style-type: none"> <li>Very situation specific</li> </ul>	<b>Venue dependent</b>	<b>Venue dependent</b>

# Projected Capital Expenditure: Order of magnitude projections demonstrate a wide range of potential capex investment from ~\$7.5M to ~\$100M.

The below capital cost estimates are order of magnitude projections intended to illustrate the relative scale of investment across facility types. They are based on industry benchmarks and comparable projects and should not be interpreted as definitive or design level estimates. Actual outcomes will vary significantly based on site conditions, partnerships, design specifications, timelines, market conditions, and funding structures. At this stage, the intent is not precision forecasting but establishing reasonable, order of magnitude comparisons to inform strategic direction and the information should be used accordingly.

Alternatives	Proj. CAPEX*	Proj. Lifecycle	Available Benchmark
School Access	Situation specific	Situation specific	Situation specific
Air Supported Dome	\$7.5M to \$10.0M (\$150-\$200/sf)	15–25 years	Credit Union Summerside Sports Dome (PEI) ~\$5.5M   \$90/sf (2021)
Tension Membrane Structure	\$16.25M to \$21.25M (\$325-\$425/sq ft)	25–40 years for structure; 25 years for membrane	Martensville Athletic Pavilion (Saskatchewan): ~\$10M / \$200/sq ft (2014)  Vendor estimated \$300-\$325/sq ft
Pre-Fabricated Frameless Structure	\$13.3M to \$16M (\$260-320/sq ft)	50 years	S.G. Nesbitt Memorial Arena & Recreational Facility (Ontario): ~\$15M   \$212/sq ft (2020)
Brick and Mortar: New Build <i>Assume 50K sq ft (A); 115K sq ft (B)</i>	A – 4 court \$32.5M to \$40M B – 8+ court \$75M to \$92M (\$650-\$800/sq ft)	50+	Altus Group Guidance for Multi-purpose Recreational Centre in Ottawa is \$590 to \$710/sf (2025)**  <i>See other Brick and Mortar benchmarks</i>
Brick and Mortar: Refurbishment	Situation specific	Situation specific	Situation specific

In 2023, as part of the “Multisport Fieldhouse Amenity Refinement Study” prepared for the City of Calgary, a Cost Per Square Foot Assessment was developed. *The greater* shares this information as reference and have projected to 2025 dollars\*\* as an additional point of consideration: Paramount Fine Foods Sportsplex—\$218 per square foot; Savile Centre—\$614 per square foot; Tournament Capital Centre—\$712 per square foot. Note: Paramount Fine Foods Sportsplex is a good facility to examine further given its basketball focus and relatively lower price point.

## Excerpt from: Multisport Fieldhouse Amenity Refinement Study:

Figure 2.8: Detailed Gymnasia benchmark analysis

		Paramount Fine Foods Sportsplex, Mississauga ON	Savile Centre, Edmonton AB	Tournament Capital Centre, Kamloops BC
City Demographics	Population	(2021) 717,961	(2022) 1,100,000	(2021) 97,902
	Total Labour Force	371,290	554,040	50,025
	Median Household Income	\$83,018	\$87,225	\$79,770
	Median Age	40.8 yrs	36.8 yrs	41.6 yrs
Year Open		2007	2011	2007
Cost (\$CAD)		\$22M	\$65M	\$23.8M
Cost (2023 Dollars)		\$38.6M	\$128.2M	\$41M
Facility Size		200,000 SF / 18,581 SM	236,000 SF / 21,925 SM	65,000 SF / 6,039 SM
Cost per SF		\$193	\$543	\$630
Visitation		The sportsplex welcomes almost 100,000 visitors each month.	2018-2019: over 60 large-scale events resulting in over 1.5M visitors. 22,209 day passes were sold as well as 4,600 monthly passes.	2019: 134 total events, including 33,472 out of town participants and 107,309 total participant days.
Annual Earnings/Loss		Unavailable at this time. Awaiting final data.	Unavailable at this time. Awaiting final data.	User fees cover approximately 50% of operating costs.
Court Details		Full sized competition hardwood basketball court and volleyball court with a practice/warm up court.	12 FIBA basketball courts, 25 volleyball courts, gymnastics facility, competition gym with seating for 2800 spectators, 30 badminton courts, 8 championship-level indoor tennis courts.	3 NBA sized hardwood courts (2 fixed, 1 portable).
Number of Seats		250 Expandable Beecher Seating – Mechanical Seating.	2,800 Seats.	2,200 Seats.

\*\*Applied a 13% increase to 2023 rates which represents the increase in guidance from Altus Canadian Cost Guide from its 2023 edition to 2025 edition for multi-use recreation centres in the Ottawa region.

46 \*PROJ. CAPEX reflects core facility construction and fit-out. Other project costs—such as land, utilities, design, escalation, and financing are not included. Projections at this stage of exploration are highly illustrative and variable by +/- 25 to 50%



# Potential Funding Mechanisms: Grants

Canada's infrastructure funding environment strongly favours community sport and recreation capital projects — particularly those advancing public access, energy efficiency, and inclusion. Multiple active programs offer substantial cost-sharing opportunities for new or transformative multi-sport facilities. The 2025 Federal Budget renewed and expanded national infrastructure commitments under the *Canada Community-Building Fund* and related programs, emphasizing shovel-ready, high-impact community projects that deliver social, environmental, and health benefits. These grants collectively represent a unique opportunity to offset a material portion of capital costs of that alternatives under consideration.

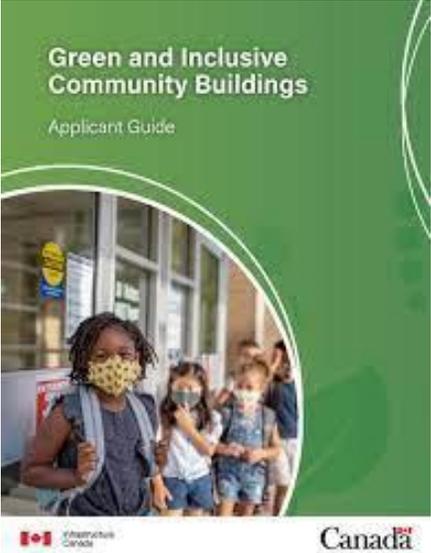
Grant	Description & Criteria	Funds Available	Eligible Applicants	Eligible Projects/Use	Location/Asset Ownership	Cost-Share Notes	School Collaboration	Air-Supported Dome	Tension Membrane	Pre-Fab'd Paneling	Brick & Mortar: New	Brick & Mortar: Refurb
Community Sport & Recreation Infrastructure Fund (CSRIF) – Stream 1	For repairing/rehabilitating existing sport & recreation facilities in Ontario.	\$150k – \$1M per project.	Municipalities; local services boards; nonprofits; Indigenous communities.	Repairs, retrofits, accessibility upgrades, extending life of facility.	Ontario; facility must be open to public use & you must own/have long-term lease.	Province pays up to ~50% of cost (up to 90% for Indigenous orgs).	✅ Eligible If public access secured.	❌ Not eligible (new builds excluded).	❌ Not eligible (new builds excluded).	❌ Not eligible (rehab stream only).	❌ Not eligible (rehab stream only).	✅ Eligible for retrofit / expansion.
Community Sport & Recreation Infrastructure Fund (CSRIF) – Stream 2	For building new or transformative sport & recreation facilities in Ontario.	Up to ~\$10M per project.	Municipalities; nonprofits; Indigenous communities; for-profit (new builds only).	New facilities, major replacements, signature assets.	Ontario; must serve public recreation.	Cost-sharing; details vary by applicant type.	⚠️ Possible if joint project w/municipal or non-profit ownership	✅ Eligible (community facility new build).	✅ Eligible (community facility new build).	✅ Eligible (community facility new build).	✅ Eligible (major new builds and transformative projects).	⚠️ Possible if expansion meets criteria.
Green & Inclusive Community Buildings Program (GICB) <sup>14</sup>	For retrofits, repairs / upgrades, & new builds of public community buildings w/ energy efficiency, GHG reduction, serving underserved communities.	Up to \$25M per project.	Municipal/regional governments; non-profit/community orgs; Indigenous governments.	Retrofits, new community buildings, must be publicly accessible.	Canada-wide; building must be publicly accessible and serve community programs.	Up to ~80% for smaller retrofits; ~60% for larger projects/new builds.	⚠️ Eligible if retrofit improves energy and accessibility	✅ Eligible if efficient and accessible dome.	✅ Strongly eligible (energy-efficient permanent structure).	✅ Strongly eligible (energy-efficient permanent structure).	✅ Strongly eligible (new accessible community building).	✅ Eligible if retrofit improves GHG or energy performance.
Ontario Trillium Foundation (OTF) Capital Grant	Ontario program for non-profit organizations to invest in capital assets including accessibility, equipment, renovations.	Up to ~\$200k (varies).	Ontario-based nonprofits (incorporated).	Capital improvements to community facilities.	Ontario	Grants, no cost-share requirement for smaller projects.	✅ Eligible for accessibility or equipment upgrades in schools.	⚠️ Eligible if operated by a non-profit or municipal partner.	✅ Eligible if permanent non-profit asset.	✅ Eligible if owned and operated by an Ontario non-profit.	✅ Eligible if owned and operated by an Ontario non-profit.	✅ Eligible for facility improvement projects.
Enabling Accessibility Fund (EAF) – Small Projects <sup>15</sup>	Federal program to help make community spaces accessible (ramps, lifts, wayfinding, etc.).	Up to ~\$125k (varies).	Registered charities; nonprofits; Indigenous orgs; municipalities.	Accessibility upgrades in public-access buildings.	Canada	Grants; typically 100% for many applicants.	✅ Eligible for accessibility retrofits in shared-use schools.	✅ Eligible for dome accessibility upgrades.	✅ Eligible for accessibility retrofits.	✅ Eligible for accessibility retrofits.	✅ Eligible for accessibility design elements.	✅ Eligible for accessibility upgrades.
City of Ottawa – Community Partnership: Major Capital Program	Supports major improvements, new builds, or expansions for recreation and park facilities that enhance community access; projects must demonstrate broad community benefit and secured operating/maintenance plans.	Up to 1/3 of total project cost (no fixed cap; historically hundreds of thousands to low millions).	Registered non-profits, community groups, sports organizations partnering with City of Ottawa.	New builds, major upgrades, expansions of recreation or sport facilities that increase community use.	Must be located in Ottawa; facility must serve public/community recreation; City typically expects long-term operating sustainability.	City funds up to 1/3; applicant must contribute at least 50% of total cost; external/other funding can make up the remainder.	✅ Eligible if tied to a community-access partnership with school board.	✅ Eligible — dome projects are explicitly allowed if they expand public recreation access.	✅ Eligible — permanent structures align well with program objectives.	✅ Eligible — permanent structures align well with program objectives.	✅ Eligible — new builds qualify if community benefit is demonstrated.	✅ Eligible — expansions/retrofits fit core program purpose.
Hydro Ottawa / IESO (Energy Efficiency Incentives)	Utility incentives for energy efficiency upgrades in commercial/community buildings (lighting, HVAC).	Varies by measure.	Buildings in Hydro Ottawa service territory.	Energy efficiency projects in existing buildings.	Ottawa Region	Rebates + cost-share; no direct capital size cap but measure-based.	✅ Eligible for lighting/HVAC retrofits.	✅ Eligible for dome lighting and HVAC upgrades.	✅ Eligible for efficient membrane and systems.	✅ Eligible for LEED or energy efficient systems.	✅ Eligible for LEED or energy efficient systems.	✅ Eligible for retrofits of older systems.

**NOTE: Grant application deadlines vary, and some occur in the first quarter of the calendar year, so prompt attention is recommended.**



# Potential Funding Mechanisms: Grant Examples

## GICB: Whitby Sports Complex



Whitby scores funding for its new, green and inclusive sports complex

From: [Housing, Infrastructure and Communities Canada](#)



The GICB program is explicitly designed to support new builds of publicly-accessible community buildings (including sport/recreation) and has invested over \$150+ across 70+ projects.<sup>16</sup>

Notably, the Whitby Sports Complex received \$25M toward the facility.

The Whitby Sports Complex is a ~\$155M facility being built on 26 acres and will feature a new 160,000 square foot indoor facility with amenities like an aquatic centre, a double gymnasium, and a twin-pad arena. An additional 13-acre outdoor park will also be part of the project, with sports fields, courts, and a skate park.

## CSRIF Stream 2: Alexander Community Centre



CSRIF Stream 2 and Ontario Trillium Foundation (OTF) Capital Grants support new or transformative community sport spaces, while CSRIF Stream 1 and the Enabling Accessibility Fund (EAF) cover smaller-scale retrofits and upgrades.<sup>17</sup>

The Alexander Community Centre in Ottawa received \$8M under CSRIF Stream 2 to design and construct a new full-size gymnasium (with basketball assemblies), new program rooms, universal washrooms, and accessibility upgrades.



# Potential Funding Mechanisms: Sponsorship and Donations

Canadian municipalities leverage sponsorships and donations to bridge funding gaps for new recreation builds and programming. Naming rights, donor programs, and partner packages can meaningfully reduce capital outlay while providing ongoing OPEX support. These models complement public grants and ensure long-term financial resilience. Furthermore, working with these kinds of partners provides unique opportunities to engage the local community which helps facilities become hubs for connection and community building. Both avenues should be explored as part of any potential project.



## City of Brampton Finalizes \$2.5M Naming Rights Deal with Save Max Real Estate

In March 2019, Brampton City Council approved a short list of City facilities for the sale of naming rights as part of adopting a city-wide sponsorship strategy and an updated Sponsorship and Naming Rights Policy. Later that year, Save Max Real Estate Inc. agreed to a 15-year exterior naming rights to the Brampton Soccer Centre for \$2,512,500. The 152,000 square foot facility is home to three indoor turf fields, a designated dance studio, and a year-round, state-of-the-art gymnasium equipped with three high school sized basketball courts that can be converted into a full-sized FIBA showcase court.

As part of the sponsorship, Save Max sponsored a free after-school drop-in basketball program to Brampton youth ages 10 to 13 at the Save Max Sports Centre.



The Osten & Victor Alberta Tennis Centre is a world class, state-of-the-art, fully accessible tennis centre utilizing the best tennis court & lighting technology. The Centre has been built to national and international specifications and regularly hosts provincial, national, and international tennis competitions. It includes a 71,000 square foot tennis & fitness centre on 4.24 acres of land, 13 indoor (permanent structure) tennis courts (five of which are courts located in the bubble), an 850 square foot fitness facility and a food service/café.

The initial 70,000 square foot facility was built with the support of 100 individuals and families contributing over \$6.5M of the \$9.7M build. In recent years, Rogers and National Bank have supported facility enhancements.



Multiple sports facilities offer year-round advertising opportunities for local sponsors and advertisers.

The Markham Sports Dome offers:

- Dome naming rights
- Hanging banners
- Field sponsorship
- Website and social media advertising
- Booth rental
- Promotional opportunities



# Potential Funding Mechanisms: Other Funding Considerations

**Public-Private Partnership (P3) Model:** The primary advantage of a P3 is that it combines public access and accountability with private-sector efficiency, capital, and risk management.

- A P3 is a long-term contract between a public authority and a private partner to design, build, finance, and sometimes operate or maintain a public facility. It shifts certain risks (construction cost, delivery, long-term maintenance) to the private partner while preserving public ownership and oversight.
- Under a P3, private financing covers upfront construction costs and is repaid over time through availability payments or shared revenues. This model enables faster delivery and reduced public capital burden, especially when paired with grants, sponsorships, and municipal land contributions.
- The model can extend to large multi-sport or recreation complexes, with private partners contributing capital, operations expertise, or commercial integration (e.g., retail, fitness, event management). Hybrid P3 models allow municipalities to blend public funding with private revenue potential. Ottawa has precedent for P3 delivery of sport/recreation infrastructure including the Superdome at Ben Franklin Park, Superdome East and three Sensplex locations (Bell Sensplex, Richcraft Sensplex, Cavanagh Sensplex)
- A P3 can be structured alongside grants, donations, and sponsorships—using grants to lower total capital exposure, while private partners assume delivery risk and earn returns from long-term lease or management arrangements. This integrated model enhances feasibility and sustainability for high-value community projects.

## Potential Vendor Financing

- In discovery, a major provider of air supported domes—The Farley Group—who have 150 domes in Ontario, referenced financing options they provide via a third party that would alleviate the need for upfront capital and be paid back over time through ongoing OPEX.
- This kind of funding might also be available from other similar providers of air supported domes or tension membrane structures and is worth exploring as the desired facility type is determined and/or alternatives are further assessed.

## P3 Application Process Overview:

The following is a summary of the process followed by the City of Ottawa for evaluating and approving sport-facility P3 projects:

### **1. Initial Concept & Expression of Interest**

A project sponsor (e.g., non-profit, club, or private operator) submits a concept proposal to the City outlining the need, expected community benefit, capital plan, and why a P3 model is appropriate.

### **2. City Review & Feasibility Screening**

City staff assess the proposal against P3 criteria: public benefit and demand; alignment with City strategies (e.g., Recreation Master Plan, facility needs); financial viability; site availability and ownership. If the concept is viable, the City may request a formal business case.

### **3. P3 Business Case & Validation**

The business case should include CAPEX estimates, lifecycle costs, funding sources (grants, sponsorship, donations, land), and a recommended P3 structure (DBF, DBFM, DBFO, etc.). The City's P3 office and relevant departments review financial, legal, and risk-transfer assumptions.

### **4. Council Approval to Proceed as a P3**

City Council must approve the project to proceed as a P3. Approval triggers procurement preparation.

### **5. Competitive Procurement (RFP/RFQ)**

The City issues a Request for Qualifications (RFQ) followed by a Request for Proposals (RFP) to select a private partner. Proponents submit design, financing, operating plans, and pricing.

### **6. Negotiation & Final Agreement**

City negotiates a long-term P3 agreement which will define: design and construction obligations; financing and repayment structure; operating responsibilities; maintenance standards; hand-back conditions at end of term.

### **7. Construction, Delivery & Operations**

The private partner delivers the facility, operates/maintains it (if included in the model), and the City oversees compliance and public-access commitments.

See <https://ottawa.ca/en/partners-and-partnerships/public-private-partnerships-p3s> for more details.

# Social & Economic Benefits: A sports facility has wide ranging benefits for communities.

Investing in inclusive, multi-sport facilities delivers local jobs, stronger economies, and healthier, more connected communities. Beyond the traditional benefits that can be expected from this kind of facility, there is additional strategic merit given the reach and relevance of basketball—for creating employment opportunities for diverse youth that are underserved in many traditional sport systems.



## MLSE LaunchPad: A Catalyst for Youth Development and Community Impact

MLSE LaunchPad (Toronto) is a strong example of how a sport facility can operate as a social and economic catalyst. Designed to serve youth facing barriers—particularly racialized, newcomer, and low-income communities—the 42,000 square foot facility combines sport, education, and workforce training under one roof. LaunchPad provides employment and leadership opportunities for young, diverse Canadians, helping participants gain coaching, operations, and management experience that supports long-term career advancement. Supported by partners including the Ontario government (a \$1M employment-program investment) and the MLSE Foundation (over \$45M invested in community sport since 2009), the facility has become a credible model of sustainable community infrastructure—one that attracts ongoing funding, builds inclusion, and creates lasting social and economic returns for the neighbourhoods it serves.

Category	Description	Metric for Estimation	Notes, Benchmarks, and Key Sources
Event Hosting	Participant, spectator, and team spending on hotels, food, retail, transit during tournaments and events.	# of visitor days × avg spend/dayAvg: CAD \$225–\$275 per visitor day	<a href="#">Sport Tourism Canada Impact Calculator</a> ; <a href="#">City of Markham Pan Am Centre event analysis</a> ; <a href="#">Ottawa Tourism data</a> . <a href="#">sporttourismcanada.com</a>
Total Economic Output (GDP Impact)	Combined direct + indirect + induced spending within local economy.	Direct spending × 1.4–1.6 multiplier	<a href="#">Multiplier from Statistics Canada Input–Output Model (NAICS 713, 722)</a> . <a href="#">statcan.gc.ca</a>
Employment (Ongoing FTE)	Jobs created by operations, maintenance, programming, and recurring events.	~0.0007 FTE per ft <sup>2</sup> of active facility space or 6–10 FTE per 3 courts	City of Ottawa recreation staffing ratios; TPASC annual reports.
Construction-Phase Jobs	Short-term employment during build/retrofit.	8–10 FTE per \$1M CAPEX	Infrastructure Canada & StatsCan construction coefficients.
Operating Surplus/Local Retention	Net cash retained locally after OPEX (EBITDA proxy).	Total revenues × 10–25% margin	TPASC 2024 financials, Saskatoon Soccer Centre Inc. audits.
Tax Revenues (Gov't Fiscal Return)	Combined municipal, provincial, and federal tax generation from operations + visitor activity.	0.15–0.20 × total GDP impact	StatsCan fiscal share ratios; Conference Board of Canada tourism multipliers.
Property & Business Value Uplift	Localized increase in assessed property value around new rec facility.	+2–8% uplift within ~500 m radius	City of Toronto Parks & Rec impact studies; Edmonton Rec Centre ROI report.
Health & Social ROI	Long-term avoided healthcare costs and productivity gains from increased activity.	Public-investment \$ × 2.4 return	Public Health Ontario & Conference Board “Move More” studies.
Youth Engagement & Inclusion Benefit	Reduction in youth risk behaviours; increased participation & social cohesion.	Participants × \$1,500–2,000 societal value/year	Canadian Parks & Recreation Association; ParticipACTION social-value analyses.
Environmental ROI (Energy & GHG)	Emissions reduction + avoided utility cost from efficient design vs. baseline.	tCO <sub>2</sub> e reduced × \$100 + energy savings \$	NRCan, FCM Green Municipal Fund, Gov. of Canada carbon pricing benchmark.
Facility Portfolio Optimization	Deferred renewal cost from replacing aging infrastructure.	Avoided renewal ft <sup>2</sup> × \$250–350/ft <sup>2</sup>	City of Ottawa lifecycle plans; Infrastructure Ontario asset data.
Strategic Funding Leverage	Ratio of external grants or partner capital leveraged per local dollar.	External funds ÷ local funds (typ. 2:1 – 3:1)	Infrastructure Canada (GICB, CSRF) grant match data; FCM fund leverage stats.



# Social & Economic Benefits: Event Hosting Spotlight

The anticipated economic impact of hosting basketball events in Ottawa is ~\$8.7M as noted below leveraging the Destinations International Event Impact Calculator.

	OBA U12 Girls	OBA U14 Boys	OBA U17 and U19 Boys and Girls
<b>Scale</b>	<ul style="list-style-type: none"> <li>7 divisions</li> <li>5 locations</li> <li>52 teams</li> </ul>	<ul style="list-style-type: none"> <li>21 divisions</li> <li>18 locations</li> <li>168 teams</li> </ul>	<ul style="list-style-type: none"> <li>16 divisions</li> <li>14 locations</li> <li>119 teams</li> </ul>
<b>Games</b>	<ul style="list-style-type: none"> <li>97 games</li> </ul>	<ul style="list-style-type: none"> <li>336 games</li> </ul>	<ul style="list-style-type: none"> <li>239 games</li> </ul>
<b>Players, coaches, and managers</b>	<ul style="list-style-type: none"> <li>624 players</li> <li>156 coaches and managers</li> </ul>	<ul style="list-style-type: none"> <li>2,016 players</li> <li>504 coaches and managers</li> </ul>	<ul style="list-style-type: none"> <li>1,428 players</li> <li>357 coaches and managers</li> </ul>
<b>Hotel nights</b>	<ul style="list-style-type: none"> <li>396 hotel room nights</li> </ul>	<ul style="list-style-type: none"> <li>616 hotel room nights</li> </ul>	<ul style="list-style-type: none"> <li>547 hotel room nights</li> </ul>
<b>Estimated economic impact</b>	\$1,817,163	\$4,793,418	\$2,132,268



While the opportunity to host world events is relatively less frequent, it should be noted that the IWBFF Wheelchair Basketball World Championships projects an economic impact of \$23M, with \$2.7M in direct provincial tax revenue and a significant bolstering of tourism, hospitality, and local jobs in Ottawa.

The “Multisport Fieldhouse Amenity Refinement Study” prepared for the City of Calgary included an economic analysis that considered multiple sports that could be accommodated by their proposed 105,000 square foot gymnasium. While the viability of these events would be dependent on the size and scope of an Ottawa project, these should be noted and factored into the eventual business case where applicable.

## Excerpt from: Multisport Fieldhouse Amenity Refinement Study:

### Economic Impact Hosting Highlights – Major Gymnasium Events

Figure 3.6: Economic impact summary of Gymnasium amenities

National & International Events	Participants	Hosting Opportunity	Estimated Economic Impact
Canada Basketball National Championships (U15/17)	400	Annual (Age Groups)	\$2,384,136
FIBA Basketball Champions League Americas	250	Once every 8-10 Years	\$2,492,338
Volleyball Canada National Championship	5,000+	Once every 5-8 Years	\$13,213,627
FIVB Nations League Cup	250	Once every 8-10 Years	\$2,110,361
Volleyball Pan Am Cup	250	Once every 8-10 Years	\$1,500,000
YONEX Badminton Canada Open Super 100	260	Once every 1-3 Years	\$1,100,000
Canadian Masters Badminton Championships	250	Once every 5-8 Years	\$765,000
Canadian Powerlifting & Bench Press Championships	100+	Once every 5-8 Years	\$500,000
Canada Cup of Wrestling	115	Once every 5-8 Years	\$200,000
Canadian Baton Twirling Championship	250+	Once every 5-8 Years	\$650,000
<b>Totals</b>	<b>6,875</b>		<b>\$24,915,462</b>

In addition to the above, if Ottawa had a basketball focused facility, there could be incremental value offered to the basketball system and key NSOs and PSOs by way of using the facility for camps and events.



# **7.0 RECOMMENDATIONS**

# Recommendations: Summary

Basketball is one of Canada's fastest-growing sports, especially among diverse youth and girls. Ottawa's basketball community shows strong and sustained demand, yet the city's current indoor infrastructure does not meet local participation or event-hosting needs.

An investment in basketball will have economic, social, and health benefits that reach multiple communities. And building an indoor basketball facility directly advances the City's Municipal Sport Strategy and sport tourism objectives—notably *Space to Play* (ensuring access to safe, high-quality facilities), *Partnerships* (enabling consistent collaboration with community and national sport organizations), and *Open to Everyone* (addressing long-standing equity gaps in access to gym space).

Without local champions and a clear commitment to invest in a purpose-built space to be the consistent home for basketball, Ottawa will miss out on significant benefits for a wide range of communities the sport attracts.

**It is strongly recommended that to grow basketball at the community level and increase hosting opportunities, the City and champions within the basketball and sport community proceed with the following five actions:**

- 1 Recruit a champion for the basketball community to lead a coordinated effort that will strengthen the sport and its delivery.**
- 2 The City of Ottawa should name basketball as one of the priority sports in the upcoming Indoor Sports Court Strategy.**
- 3 Invest in purpose-built indoor basketball infrastructure and advance all viable facility options identified within this document into the next stage of feasibility.**
- 4 Build with intention to prioritize basketball specifications, accessibility standards, and the needs of equity deserving groups.**
- 5 Increase support and collaboration with school boards and government bodies to expand gym access and improve community availability.**

# Recommendations: Diving Deeper

- 1 Recruit a champion for the basketball community to lead a coordinated effort that will strengthen the sport and its delivery.**

This champion will play a pivotal role in ensuring that there is a strong, coherent effort to strengthen the delivery and development of basketball-related initiatives in Ottawa. They would coordinate planning, shared facility needs, and inform the evaluation of purpose-built options, whilst also identifying the most effective long-term solutions to streamline facility access, including an annual meeting with the City to advocate for community needs. In addition, it should establish a process for ongoing consultation with key sport stakeholders—such as the Ottawa Sport Council, the Ottawa Basketball Network’s operational committee, the OBA, local colleges and universities, and the Ottawa Blackjacks—to ensure emerging needs and challenges are consistently understood and addressed.
- 2 The City of Ottawa should name basketball as one of the priority sports in the upcoming Indoor Sports Court Strategy.**

Ottawa has a strong inventory of outdoor courts, but these do not meet the year-round needs of organized basketball. Current school and municipal spaces are insufficient or inconsistent for sustainable growth. Naming basketball as one of the priority sports in the new Indoor Sports Court Strategy will provide clarity and direction for future investment and ensure planning aligns with demonstrated demand. This will be valuable to future community led efforts seeking to align their strategies to the direction of the City (e.g., seeking future grants or P3 investments).
- 3 Invest in purpose-built indoor basketball infrastructure and advance all viable facility options identified within this document into the next stage of feasibility.**

Without purpose-built indoor basketball infrastructure, Ottawa cannot meet community demand or host major events. As demonstrated in this feasibility assessment, several viable options exist across different investment levels and timelines. The newly developed championing entity, in coordination with the City, should advance these options into the next stage of feasibility, including scenario testing for phased implementation (e.g., refurbishing an existing space first, followed by a dome or tension-membrane structure). Opportunities related to infrastructure from the 2026 Wheelchair Basketball World Championships, and the proven and successful P3 model should be explored.

Note: The project team advises that the champion entity explore the establishment of a not-for-profit within a business, which allows the not-for-profit to have increased functionality and operate like a business— this approach has a proven track record (e.g., Saville Centre).

- 4 Build with intention to prioritize basketball specifications, accessibility standards, and the needs of equity deserving groups.**

Any new purpose-built facility should prioritize basketball in both design and scheduling, ensuring adequate court time for youth programs, clubs, leagues, and tournaments. Courts should be built to FIBA and IWBFF standards to support inclusive play and future hosting opportunities. Both recreational and competitive communities should be included in the allocation of hours with consideration given to youth leagues, adult leagues, and equity deserving groups. Equity deserving communities, including women and girls, BIPOC and newcomers, and persons with disabilities should be consulted throughout the design and development process. Partnering with organizations such as the Inclusion in Sport Network and Canadian Women & Sport are ways to engage in said consultations and help guide best practices. Lastly, it is important to consider potential partnerships with non-profit or community organizations capable of delivering community-wide programming.
- 5 Increase support and collaboration with school boards and government bodies to expand gym access and improve community availability.**

Schools provide critical indoor gym capacity, but access is inconsistent and current spaces are not always suited to event hosting or growing program demand. The City should work closely with local school boards to increase consistent community access, coordinate scheduling, and expand inventory through targeted upgrades (e.g., equipment, scoreboards, adjustability features). When the City or school boards add new gymnasiums, there should be set criteria for design and what types of equipment is installed to ensure they can be part of increased hosting potential for basketball. The above task force should be consulted to optimize the impact.

# Recommendations: Criteria to Evaluate Alternatives in Next Phase

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**When leveraging recommendations, the following criteria should be reflected in a weighted scorecard to ensure objective evaluation and prioritization of opportunities for purpose-built basketball infrastructure:**

**Location** – Assess sites that are centrally located and near the urban core, where higher population density supports strong utilization. Ideal locations should be accessible via multiple modes of transportation, including public transit, cycling, and driving to maximize community reach and participation.

**Accessibility** – Evaluate ease of access via public transportation, parking availability, and inclusivity for all participants, including athletes with disabilities and diverse community groups.

**Minimum Four Courts** – Ensure the design accommodates at least four FIBA regulation courts to support tournaments, league play, and scalable community programming, while also allowing flexibility for other indoor sports.

**Engagement with Multiple Sports Bodies** – Consider the extent to which collaboration with other sport organizations such as volleyball and gymnastics clubs/associations, community groups, and local municipalities could enhance bargaining power, funding opportunities, and long-term sustainability.

**CAPEX** – Evaluate the projected total investment, keeping in mind potential revenue, community benefit, and long-term operational efficiencies to prioritize financially viable projects.

**Time to Build** – Incorporate realistic construction timelines, including planning, approvals, and delivery phases, to align with funding windows and strategic priorities. Municipalities often have specific steps that must be followed, including engaging internal and external estimators, so adequate buffer time should be included in project schedule.

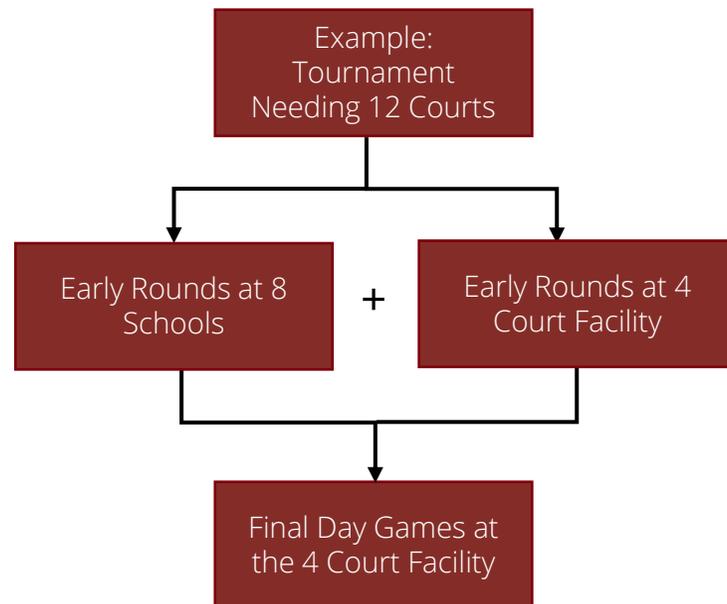
**Environmentally Friendly Options** – Consider sustainable design features, such as energy-efficient lighting, water conservation, and low-impact materials that not only reduce operating costs but also align with grant and government funding criteria.

**Applying Proven Expertise to Facility Development and Operations** – Consider engaging individuals or organizations with proven expertise in developing and operating sports facilities. Key factors to evaluate include establishing rental rates that remain competitive while allowing for tiered pricing models, such as prime-time rates, bulk tournament packages, or subsidies for non-profit community groups. Additionally, explore opportunities to integrate or leverage complementary infrastructure, including zoning considerations, parking capacity, and meeting or congregation spaces.

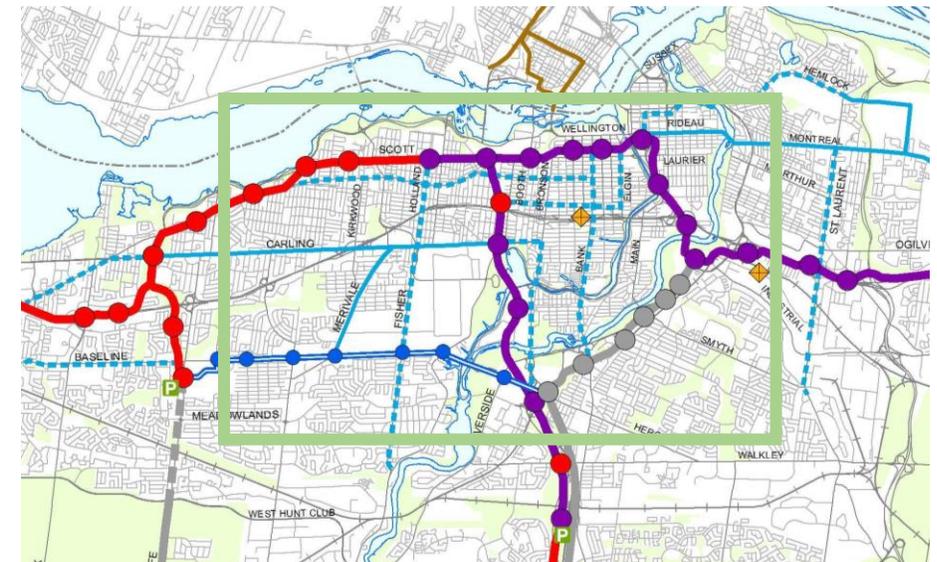
# Recommendations: Criteria to Evaluate Alternatives in Next Phase

A key recommendation from stakeholders was the importance of choosing a location that is centrally located near the urban core to maximize accessibility, support equity-deserving groups, and ensures strong utilization. This should be a primary consideration in any project and a core aspect of future evaluation criteria.

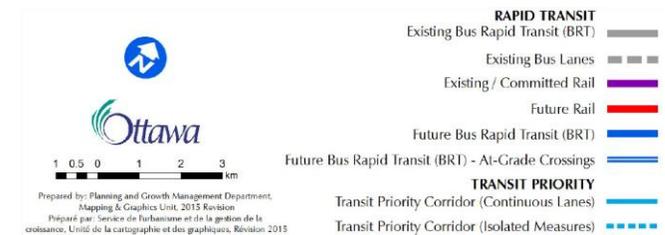
A well-placed, multi-court facility serves as a reliable hub even when schools continue to be used for additional capacity. The following format is an example of what could be possible for event hosting, with a centrally located four court facility:



Hosting the final day in a single location creates a stronger, more exciting atmosphere and a better experience for participants. It also eases the workload on organizers, officials, and volunteers by eliminating travel between venues.



Outlines the neighbourhoods that should be prioritized



# 8.0 APPENDICES

# **APPENDIX A. Survey Data**

# Survey Methodology

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**Survey Design:** Developed in collaboration with the internal project team, using best practice survey design principles to ensure clarity, accessibility, and reliability. Furthermore, survey findings are directional and represent perceptions within the organized basketball community but are not a statistically representative population sample.

**Languages:** Distributed in both English and French to support participation in both official languages. Note: all 95 respondents were from the English survey (0 French responses) which might suggest an opportunity for further consultation at a later stage of discovery.

**Time in Market:** The survey was open for five weeks, allowing ample time for community participation.

**Distribution Channels:** Promoted through Ottawa Sport Council (OSC), Ottawa Basketball Network (OBN), local business networks and at live events to reach a broad cross-section of the basketball community.

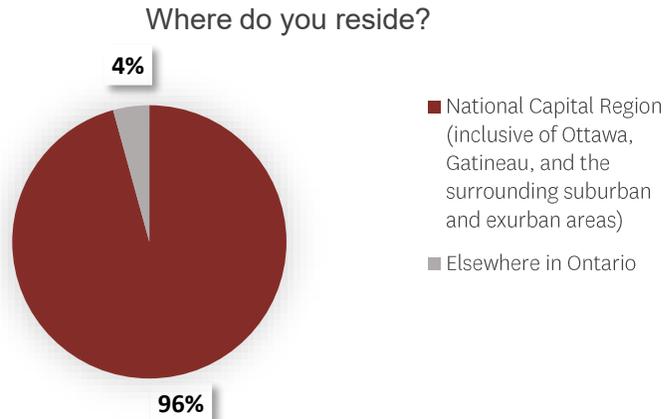
*Note: Questions 7, 9, 11, 13, 14, 15 and 16 were adjusted after being in market for one week, to include the word 'indoor' in reference to facilities and courts. Additionally, question 7 of the survey was adjusted at the same time due to a duplication of a response field—community centres/clubs. For questions 7 & 9, responses are recorded from October 1 to 31, n = 64.*

**To help guide your reading and understanding of the survey data presented, the format and method *the greater* adopted to distill insights is addressed below.**

- Responses have been grouped by theme and presented on the following slides.
- Responses are shown in both quantitative (percentages, counts) and qualitative (open-ended themes) formats. Visuals such as charts and tables accompany key data points for clarity.
- Results are analyzed and where applicable, linked to relevant insights from the business case.

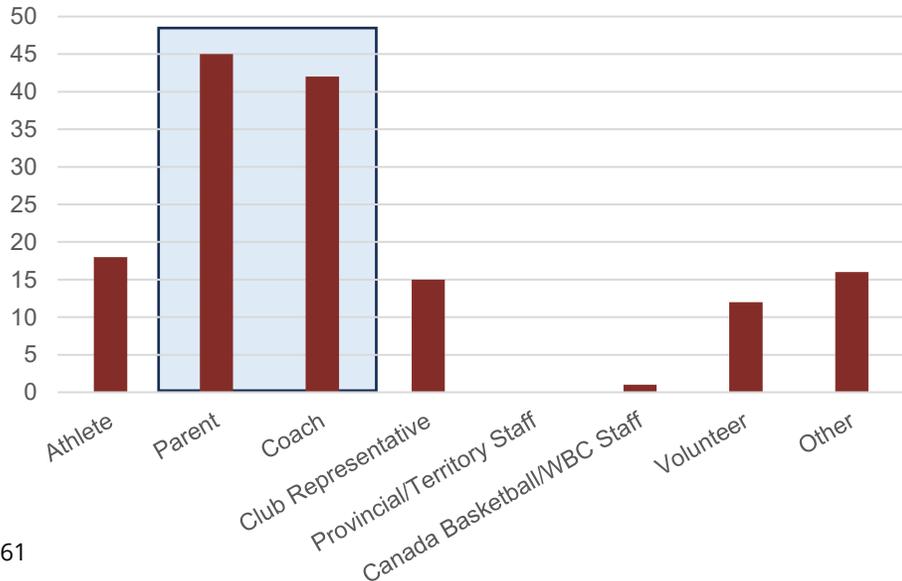
# Appendix A. Demographic Questions

*the greater* gathered demographic insights regarding place of residence, role of respondent, and the age ranges of basketball participants to better understand the composition of the basketball community and our survey respondents.

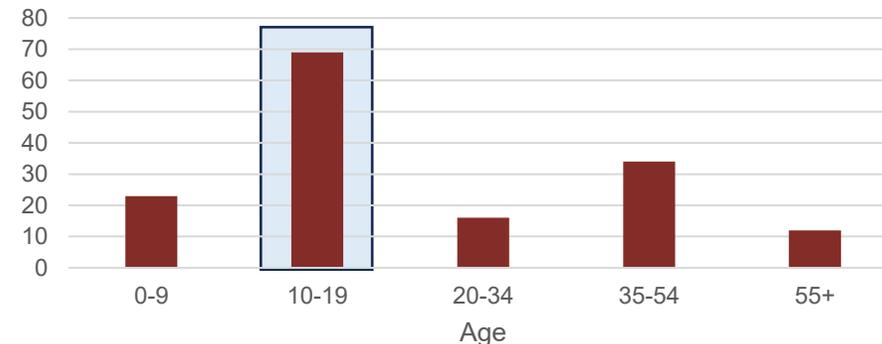


- The data shows that all respondents reside in Ontario, and suggests most of them in Ottawa, therefore it can be inferred that they possess familiarity with the state of basketball in Ottawa.
- Furthermore, respondents hold a wide variety of roles within the basketball community, offering a well-rounded perspective. It should be noted that those that answered “Other” were predominantly referees.
- Lastly, the majority of households include youth participants, reinforcing our interview findings that youth basketball in Ottawa is in high demand and appropriate infrastructure is needed to sustain the growing interest.

In what role are you responding?  
Select all that apply.

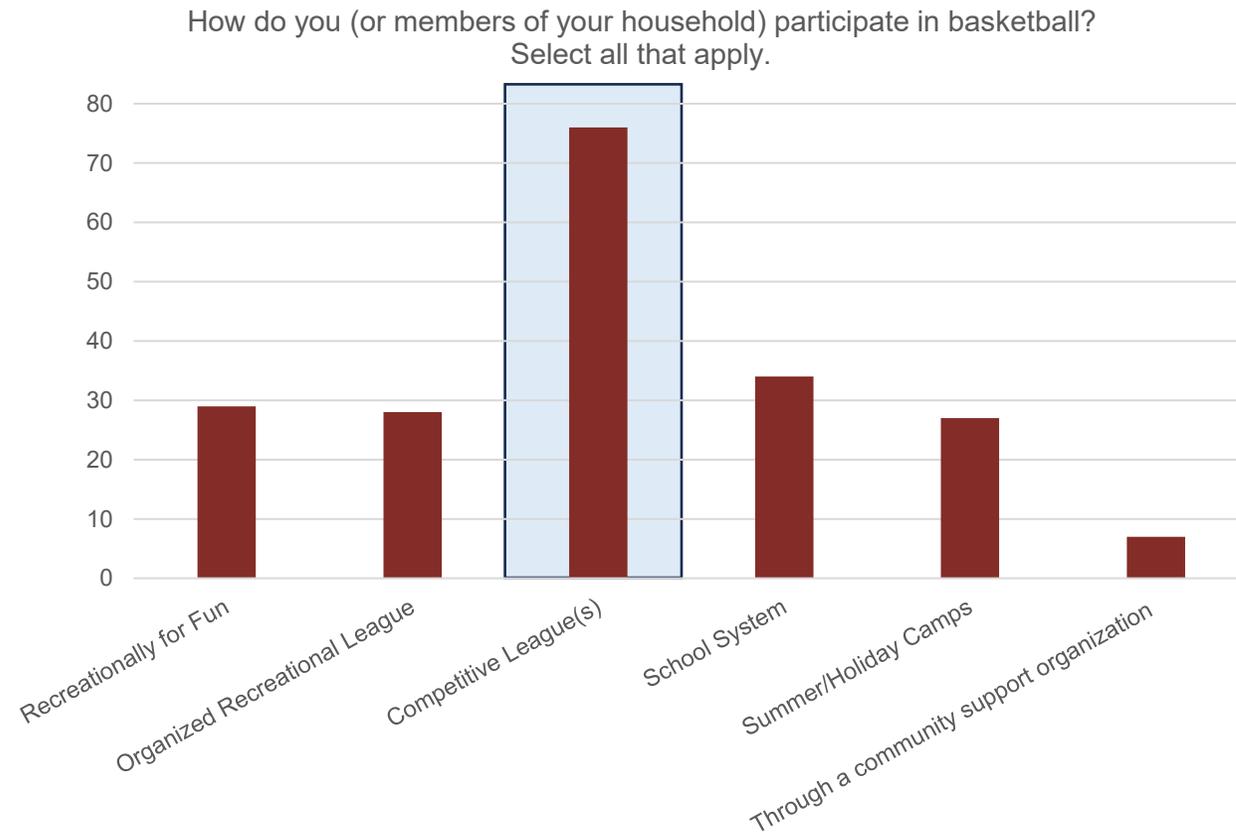


Please select the age ranges from your household that participate in basketball. Select all that apply.



# Appendix A. Ways of Participating in Basketball

*the greater* asked respondents how they participate in basketball to gain insight into how existing programs are being used and to identify patterns in community engagement. Understanding these participation types helps assess the reach of the sport and make inferences to tournament play.

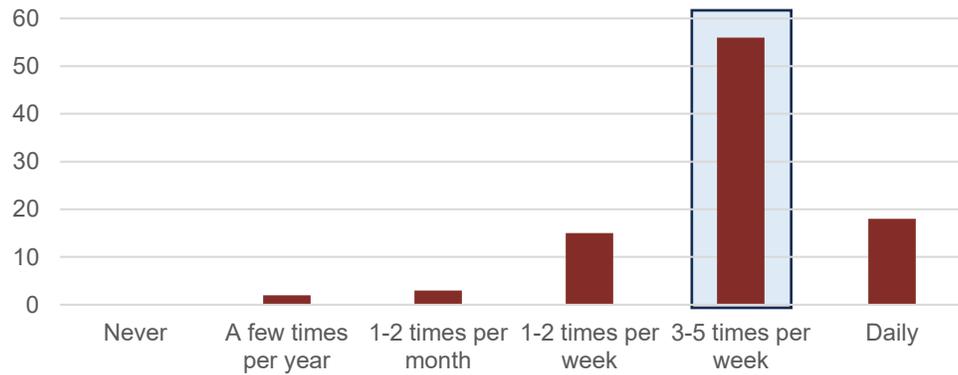


- The majority of respondents and their household members are accessing basketball through competitive leagues and programming. This underscores the finding that competitive basketball is popular in Ottawa and because these leagues typically include travel, highlights the opportunity for Ottawa to be a basketball destination for competition and tournament play.
- In addition to competitive play, there remains a strong community of recreational basketball athletes. However, in the current model, to meet infrastructure demand, competitive leagues are often prioritized in peak booking hours, making it difficult for house/recreational leagues to offer programming. This becomes a challenge for equitable access to sport but could be remedied through increased infrastructure and ensuring allocated court time for house/recreational leagues.

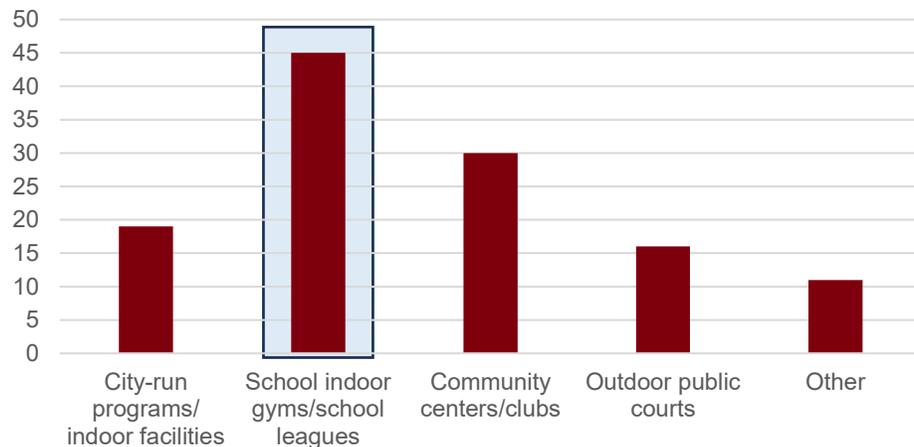
# Appendix A. Ways of Participating in Basketball Continued

To better understand how people engage with basketball, *the greater* asked respondents how often they play and where they usually play. These insights help reveal both the level of commitment to the sport and the types of facilities most relied upon by the community.

How often do you (or members of your household) participate in basketball activities? Select one.



Where do you (or members of your household) commonly play basketball? Select all that apply.



- Participation levels of three-five days per week reflect a deeply committed basketball community and indicate substantial utilization of facilities, namely school gyms. This consistent use, while great for the sport, places strain on infrastructure, accelerating wear and tear. Without proper maintenance, collaboration between governing and operating bodies, and long-term planning, facility conditions will continue to deteriorate. As a result, this ultimately limits access and reduces the quality of programming available to participants.
- The City of Ottawa’s Parks and Recreation Facilities Master Plan relies on outdoor public courts to meet demand. However, the data indicates that they are not the primary facilities being used with only 13% of basketball taking place at outdoor public courts. They also rank outside of the top three most used facility types.

*Note: Question 7 of the survey was adjusted after being in market for one week (on October 1) due to a duplication of a response field—community centres/clubs and the inclusion of the word ‘indoor’ in reference to programs and facilities. For this question, responses is n = 64.*

# Appendix A. Perceptions of Basketball Interest and Infrastructure Availability

*the greater* presented five statements to respondents to gauge perceptions of basketball's popularity and to assess whether existing infrastructure is adequately meeting the sport's demand.

How much do you agree with the following statements...	Agree	Neither Agree or Disagree	Disagree
Basketball is growing in terms of participation and interest.	<b>97%</b>	3%	0
There are more opportunities to play basketball in the National Capital Region than there are people who want to play.	2%	24%	<b>74%</b>
There are more people that want to play basketball in the National Capital Region than there are opportunities to play.	<b>75%</b>	17%	8%
There are enough basketball facilities (indoor and outdoor) in my community to meet current demand.	8%	2%	<b>90%</b>
There are not enough facilities (indoor and outdoor) in my community to meet current demand.	<b>79%</b>	5%	16%

- It is clear that basketball is growing and respondents feel strongly that there are more people who want to play than there are opportunities to play.
- A large majority disagree with the idea that there are enough facilities to meet the demand.
- The lack of accessible basketball opportunities due to infrastructure shortages presents a potential equity concern. Communities that are attracted to the sport for its perceived accessibility become disadvantaged when the “low” barriers to entry are not a reality due to lack of facilities.

# Appendix A. Perceptions of Indoor Infrastructure

*the greater* presented nine statements to respondents to gauge satisfaction regarding the state and offerings of current infrastructure, in addition to the location and accessibility of the facilities.

How satisfied or not satisfied are you with the indoor facilities where you (or members of your household) play basketball?	Satisfied	Neither satisfied nor dissatisfied	Not satisfied
Statements...			
Condition of indoor facility/site	34%	22%	44%
Condition of the indoor court(s)	31%	27%	42%
Accessible infrastructure of the indoor facility/site	22%	38%	22%
The ability to host basketball tournaments/events at the indoor facility/site	13%	20%	<b>67%</b>
Condition of/availability of amenities for participants and spectators (i.e. seating, restrooms, parking and concessions)	9%	19%	<b>72%</b>
Safety and security at the indoor facility/site	<b>47%</b>	36%	17%
Location	39%	32%	28%
Travel times to reach the indoor facility/site	36%	30%	34%
Accessible public transit options to reach the indoor facility/site	3%	<b>58%</b>	<b>39%</b>

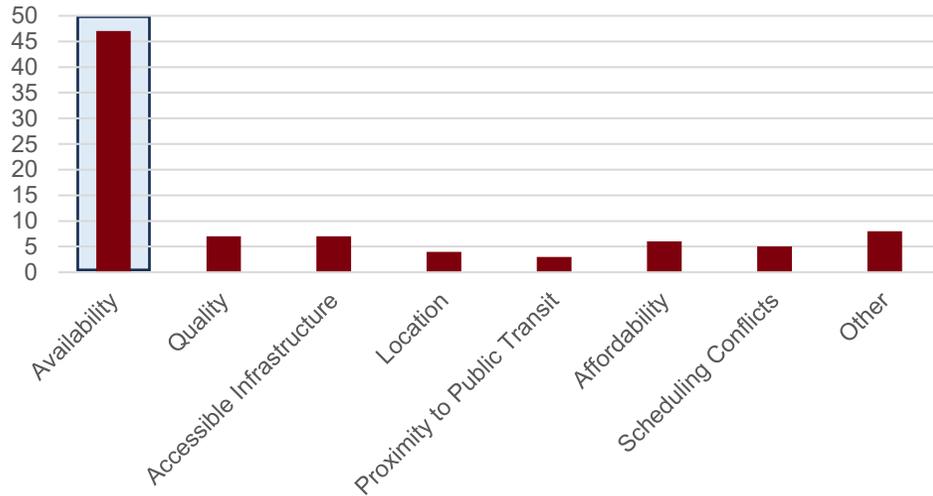
- Respondents felt strong dissatisfaction about the ability to host with the current infrastructure in addition to the availability of amenities at current facilities. As basketball operates predominantly out of community school gyms with no centralized guidelines and varying degrees of amenities, this aligns with findings from the stakeholder interviews.
- 4 in 10 respondents are not satisfied with the condition and accessibility of indoor facility/site/courts
- Safety and security is the highest scoring aspect with only 14% not satisfied—at the same time, this is something that should remain top of mind in any further discovery.
- Satisfaction with public transit access to facilities appears neutral, with no strong opinions expressed either way.

*Note: This survey question was edited on October 1, one week after being in market to include the word 'indoor' in reference to facilities and courts. For this question, response is n = 64 to reflect findings after the adjustment.*

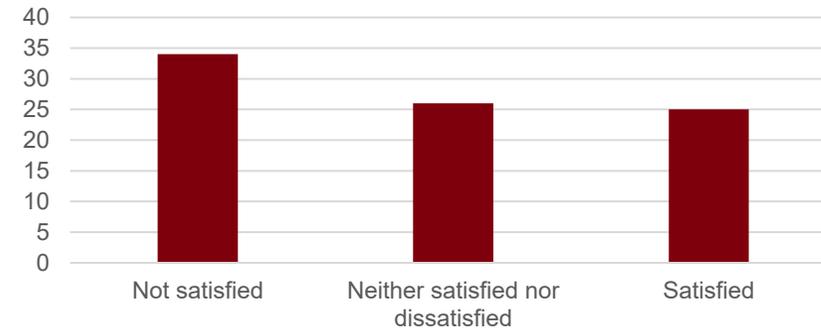
# Appendix A. Importance of Investing in Indoor Infrastructure

*the greater* asked respondents several questions pertaining to indoor infrastructure, specifically the largest gap facing the community, the importance of investment of infrastructure, and satisfaction around current competition levels.

What gap do you notice most with respect to access to basketball facilities in your community? Select one.



How satisfied are you with your current indoor basketball opportunities and the level of competition in the Ottawa region?



**In your view, how important is investment in indoor basketball infrastructure for your community compared to other recreational priorities?**

	%
Not at all important	1%
Not very important	2%
Moderately important	6%
Very important	<b>36%</b>
Extremely important	<b>55%</b>

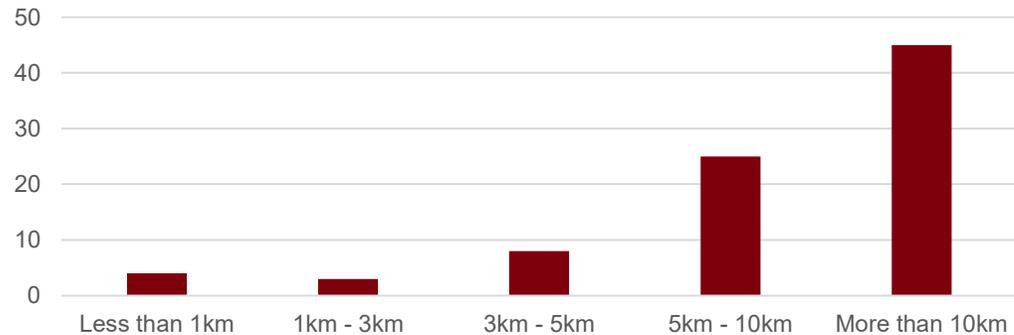
- Availability was the #1 gap identified regarding access to basketball facilities and underscores the resounding belief from stakeholders that the community is in dire need.
- Collectively, 91% of respondents believe that investment in indoor basketball infrastructure is very to extremely important.
- While satisfaction with existing indoor basketball opportunities and competitive levels is relatively neutral, the community's sustained participation reflects its resilience and dedication to the sport despite potential limitations suggesting that if the community had stronger facility infrastructure they could do even more.

*Note: This survey question was edited on October 1, one week after being in market, to include the word 'indoor' in reference to facilities and courts. No material differences regarding results before and after the adjustment.*

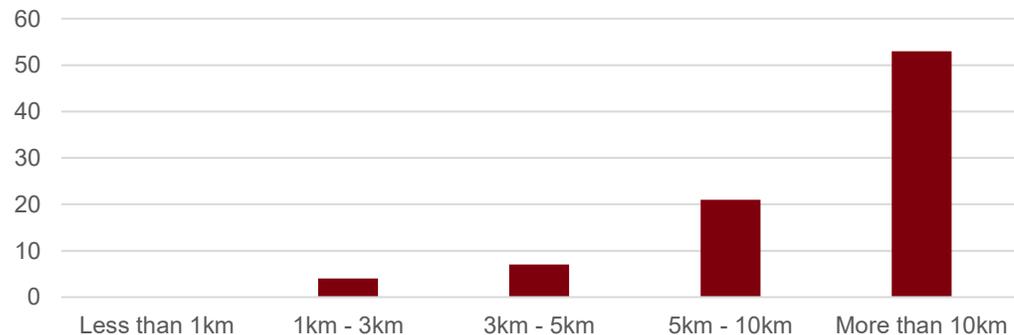
# Appendix A. Travelling To and From Basketball

*the greater* asked respondents about the distances they travel to access indoor basketball facilities and their main modes of transportation.

How far do you travel on average to access indoor basketball facilities? Select one.



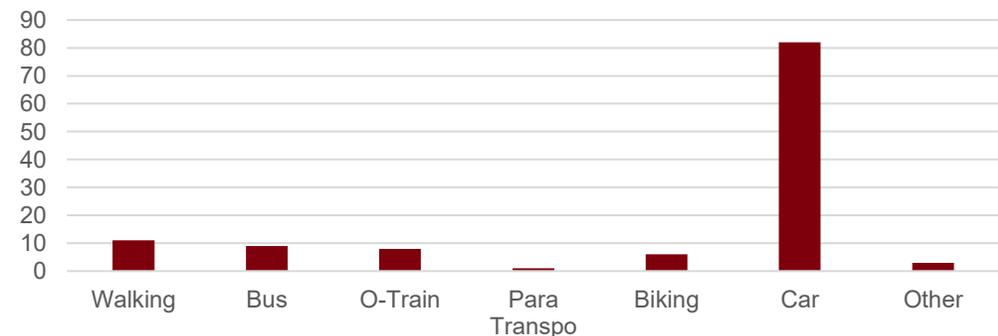
How far are you willing to travel to access indoor basketball facilities? Select one.



- The majority of respondents travel over 10km to play basketball and are willing to do so.
- The majority of respondents use a car to travel to and from basketball. In the stakeholder consultations, it was addressed that many facilities are inaccessible by rapid public transit or take a significant amount of time which could be a reason for the reliance on cars.
- Any future improvements or additions to basketball infrastructure should prioritize accessibility and proximity to rapid public transit to ensure athletes from all areas of the city have equitable access to play.

*Note: This survey question was edited on October 1, one week after being in market, to include the word 'indoor' in reference to facilities and courts. No material differences regarding results before and after the adjustment.*

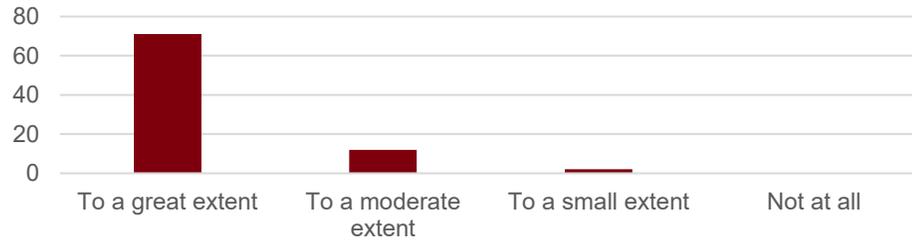
What mode(s) of transportation do you use to travel to indoor basketball facilities in the Ottawa region? Select all that apply.



# Appendix A. Perceptions of Basketball Event Hosting

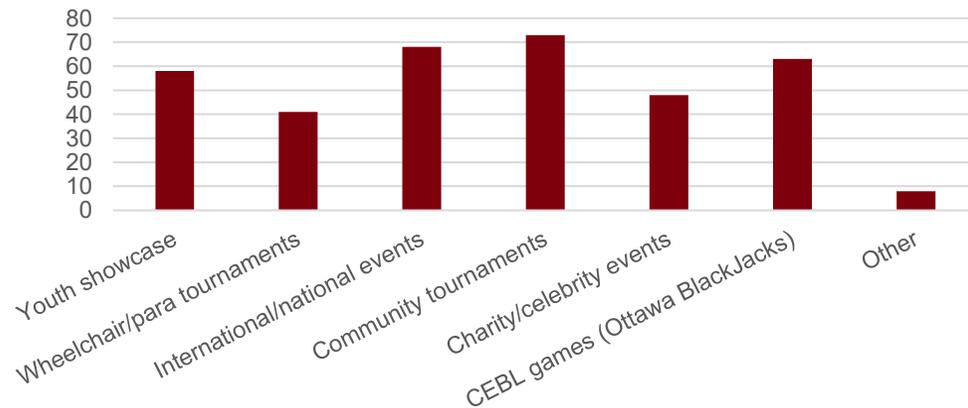
*the greater* asked respondents about their perceptions of event hosting and their level of interest.

To what extent does hosting basketball events contribute to the development and popularity of basketball in Ottawa?

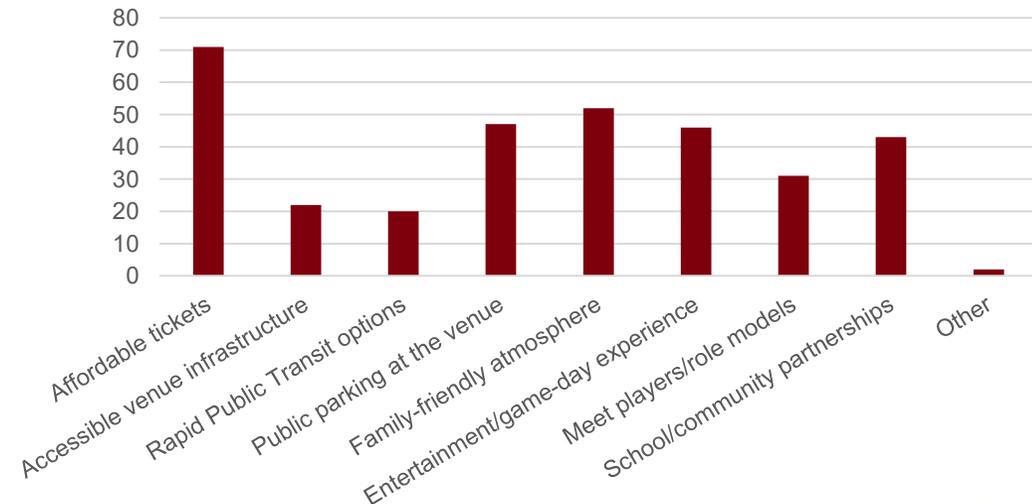


- There is considerable appetite in the community for multiple types of basketball events, which supports stakeholder ambition for Ottawa to be a premier sport hosting city.
- Respondents believe that events would greatly contribute to the development and popularity of the sport in Ottawa.
- Several factors must be kept in mind to promote event attendance, such as affordable ticket prices, family-friendly environments with game-day entertainment, and parking options at the venue.

Which types of basketball events would you attend or support? Select all that apply.



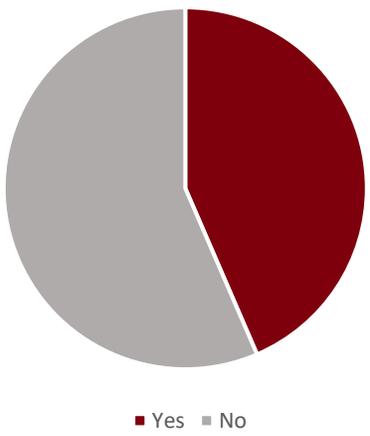
What factors would make you more likely to attend basketball events in Ottawa? Select all that apply.



# Appendix A. Questions for Organizations

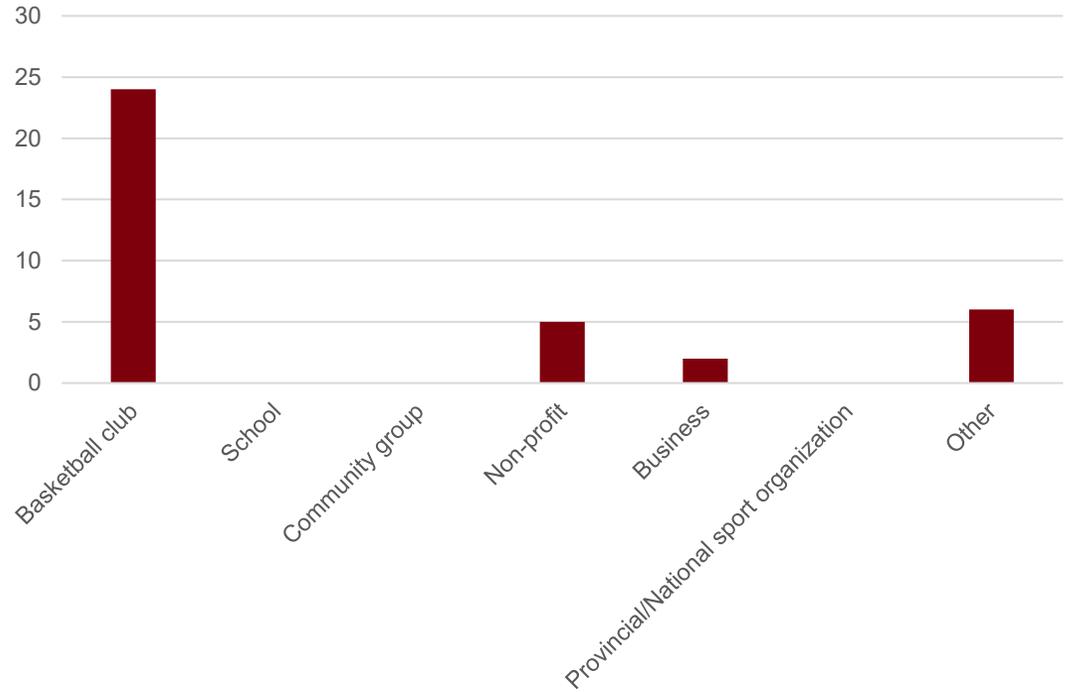
Part two of our survey was tailored towards individuals who were answering on behalf of an organization. *the greater* asked all respondents if they were answering as part of an organization and if they'd be willing to answer five more questions—37 said yes and completed what is presented on this slide, and the next.

Do you represent an organization and if so, would you be open to answering five more questions?



- Majority of respondents who opted into this section represent a basketball club.
- Out of the six that chose other, five are representatives of the Ottawa Valley Board of Approved Basketball Officials (OVBABO)

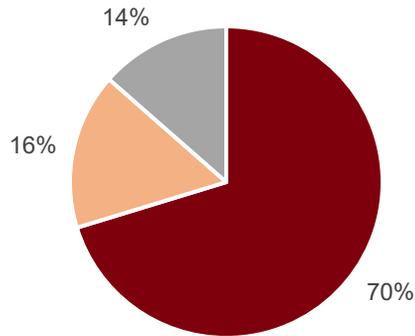
Which type of organization do you represent? Select one.



# Appendix A. Questions for Organizations Continued

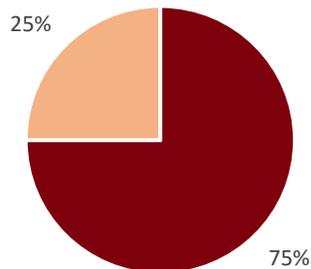
Part two of our survey was tailored towards individuals who were answering on behalf of an organization. *the greater* asked those that opted in about interest experience in event hosting and interest in future collaboration.

Has your organization ever hosted or partnered in delivering a basketball event in Ottawa?



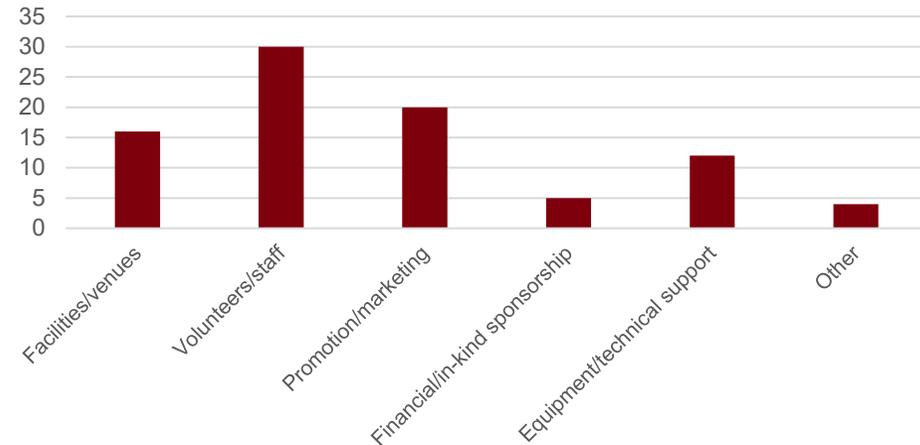
■ Yes - regularly ■ Yes - occasionally ■ No, but interested

Would your organization be interested in collaborating on future basketball events?



■ Yes ■ Maybe ■ No

What forms of support could your organization provide?  
Select all that apply.



- The basketball community already demonstrates a strong capacity for hosting events. With this experience, they are well-positioned to expand hosting efforts and achieve future success.
- There is significant interest in future collaboration, with community members willing to contribute key resources such as volunteers and staff, promotional and marketing support, and access to facilities and venues.
- Opportunities for growth include exploring financial and sponsorship support, which could make a substantial impact on the sustainability and success of future initiatives.

# **APPENDIX B. Host Venue Requirements**

# Appendix B. FIBA Venue Requirements

	Large Arena	Medium Arena	Small Arena
<b>Description</b>	Large venue regularly hosting elite-level basketball (FIBA Level 1) and capable of transformation to host major FIBA competitions.	Medium venue hosting elite-level basketball (FIBA Level 1) and capable of transformation to host some medium competitions.	Small venue hosting regular club basketball (FIBA Level 2) also used as a community facility. Might host some elite competition such as national team qualifying games/youth events (FIBA Level 1).
<b>Capacity</b>	≥10,000	3,000-10,000	1,000-3,000
<b>Height Above Court</b>	Minimum unobstructed height above the court of 14.0m.	Minimum unobstructed height above the court of 7.0m with additional height (minimum 14.0m recommended) to allow for additional production.	Minimum unobstructed height above the court of 7.0m.
<b>Court Area</b>	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.
<b>Court Flooring</b>	FIBA Approved wooden or glass flooring.	FIBA Approved wooden or glass flooring.	FIBA Approved wooden or synthetic flooring can be used (FIBA Level 1 competition requires wooden flooring).
<b>Court Equipment</b>	FIBA Approved Level 1 equipment. Spare backstop unit available close to court and ready for installation.	FIBA Approved Level 1 equipment. Spare backstop unit available close to court and ready for installation.	FIBA Approved Level 1 or 2 equipment recommended. (FIBA Level 1 competition requires FIBA Approved Level 1 equipment).
<b>Team Benches</b>	Two benches either side of scorer's table, starting 5.0m from center line. Up to 16 seats (14 fixed plus two moveable).	Two benches either side of scorer's table, starting 5.0m from center line. Up to 16 seats (14 fixed plus two moveable).	Two benches either side of scorer's table, starting 5.0m from center line. Up to 16 seats.
<b>Courtside Access</b>	Four access points (in each corner) recommended. Space, power and data connectivity for LED boards on 3 x camera-facing sides. Min. 2.0m access points either side of scorer's table, 0.9m access either side of backstop units.	Recommend four access points, one in each corner, two access points absolute minimum.	Recommend at least two access points to the court.
<b>Court Lighting</b>	LED lighting. Average 2000 lux towards the main camera (EC). Average vertical illuminance levels of 1700 lux (EV). Average horizontal illuminance levels of 1500-3000 lux (EH). 3000 lux (EH) recommended.	LED lighting. Average 2000 lux towards the main camera (EC). Average vertical illuminance levels of 1700 lux (EV). Average horizontal illuminance levels of 1500-3000 lux (EH). 3000 lux (EH) recommended.	LED lighting. Average horizontal illuminance level 750 lux (EH) or higher. (Competition with broadcasting, average 2000 lux towards the main camera (EC), average horizontal illuminance levels of 3000 lux (EH).
<b>Video Screens/ Scoreboards</b>	One central cube with additional scoreboard facing team benches. Recommended cube screen size of 21m <sup>2</sup> (min.) with a resolution of P6 or lower. Scoreboard display and integration with cube compliant with FIBA Rules..	One central cube with additional scoreboard facing team benches. Recommended cube screen size of 18m <sup>2</sup> (min.) with a resolution of P6 or lower. Scoreboard display and integration with cube compliant with FIBA Rules.	Two scoreboards or video screens integrated with a FIBA Approved Scoreboard software product - otherwise one screen might suffice. Recommended screen size of 12.5m <sup>2</sup> min. with a resolution of P6 or lower.
<b>Camera positions</b>	Main camera platform for at least five cameras. Additional courtside positions. 12.0m x 2.0m per position.	Main camera platform for at least three cameras. Additional courtside positions. 2.0m x 2.0m per position.	Main camera platform for at least two cameras. Additional courtside positions. 2.0m x 2.0m per position.

This table outlines prominent features of what is required in FIBA Venue Guide for different sizes of indoor arenas—see FIBA Venue Guide for comprehensive list of requirements. It is not prescriptive, except where red text indicates mandatory elements for FIBA Level 1 or 2 competitions. While following this guidance supports FIBA event readiness, FIBA acknowledges each competition and arena project has unique requirements that must be met. All local and regional regulations must also be observed.



# **APPENDIX C. IWBF Hosting**

# Appendix C. IWBF Requirements

The International Wheelchair Basketball Federation (IWBF) is the international governing body for wheelchair basketball. While independent from FIBA, IWBF competitions adhere to FIBA Level 1 or Level 2 Requirements for equipment, inclusive of baskets, scoring equipment, and floors (floors must be wooden for all events except 3x3). It must be noted that in said FIBA guidelines, there is no explicit mention of accessibility standards.

The IWBF details the number of required courts for various types of competitions as follows:

- 2026 Commonwealth Games 3x3 Qualifier: four+ teams and two courts (one showcase, one training).
- 2026 IWBF Repechage: eight teams and two courts (one showcase, one training).
- 2026 3x3 World Championships: 48 teams and four courts (two showcase and two training).
- 2027 IWBF U25 World Championship: 12 teams and four courts (two showcase and two training).

	Large Arena	Medium Arena	Small Arena
<b>Description</b>	Large venue regularly hosting elite-level basketball (FIBA Level 1) and capable of transformation to host major IWBF competitions.	Medium venue hosting elite-level basketball (FIBA Level 1) and capable of transformation to host some medium competitions.	Small venue hosting regular club basketball (FIBA Level 2) also used as a community facility. Might host some elite competition such as national team qualifying games/youth events (FIBA Level 1).
<b>Capacity</b>	≥10,000	3,000-10,000	1,000-3,000
<b>Height Above Court</b>	Minimum unobstructed height above the court of 14.0m.	Minimum unobstructed height above the court of 7.0m with additional height (minimum 14.0m recommended) to allow for additional production.	Minimum unobstructed height above the court of 7.0m.
<b>Court Area</b>	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.	Inner playing court: 28.0m x 15.0m. Further boundary of 2.0m on all sides marked in a contrasting colour. Total court size: 32.0m x 19.0m. Line markings in accordance with FIBA Official Rules of Basketball. Firm, flat and free from obstruction.
<b>Court Flooring</b>	FIBA Approved wooden or glass flooring.	FIBA Approved wooden or glass flooring.	FIBA Approved wooden or synthetic flooring can be used (FIBA Level 1 competition requires wooden flooring).
<b>Court Equipment</b>	FIBA Approved Level 1 equipment. Spare backstop unit available close to court and ready for installation.  Through their partnership with Molten, official game balls for Championships are provided.	FIBA Approved Level 1 equipment. Spare backstop unit available close to court and ready for installation.  Through their partnership with Molten, official game balls for Championships are provided.	FIBA Approved Level 1 or 2 equipment recommended. (FIBA Level 1 competition requires FIBA Approved Level 1 equipment).  Through their partnership with Molten, official game balls for Championships are provided.

# **APPENDIX D. Benchmarking Ottawa for Hosting Opportunities**

# Appendix D. Benchmarking Ottawa Against Basketball Hosting Requirements

FIBA / IWBF	OTTAWA	CANADA BASKETBALL	OTTAWA	WHEELCHAIR BASKETBALL CANADA	OTTAWA	ONTARIO BASKETBALL ASSOCIATION	OTTAWA
<b>Bid Package &amp; Host Agreement:</b> A formal bid process must be conducted, and the Host Nation Agreement, Bid/Event Manual or Contract of Assignment must be signed.		<b>Affiliated Member-Club:</b> The host organization must be an affiliated member-club (or recognized organization) in good standing with the relevant provincial/territorial federation.		<b>Bid Package &amp; Host Agreement:</b> Interested parties obtain the approval of their Provincial Sports Branch complete the Invitation to Bid Form.		<b>Bid Package and Host Agreement:</b> Applicant must detail the number of facilities (gyms) available and accessible in the region, including a letter of support from the local game officials board confirming sufficient gym supply.	
<b>Venue Selection &amp; Approval:</b> The venue must be registered/approved by FIBA, meeting all regulations. 50' x 94' or 28m x 15m		<b>Venue Selection and Dimensions:</b> Should support regulation playing area (28m x 15m) plus adequate boundary space, with a flat, safe surface, consistent with FIBA Venue Guide design standards.		<b>Venue Selection and Dimensions:</b> Should support regulation playing area (28m x 15m) plus adequate boundary space, with a flat, safe surface, consistent with FIBA Venue Guide design standards.		<b>Venue Selection and Dimensions:</b> Venue must meet the OBA "Gym Requirements". U10 Novice to U14 Major Bantam: 44' x 74' to 50' x 80' U15 Midget to U19 Junior: 50' x 84' to 50' x 94'	
<b>Technical &amp; Equipment Standards:</b> All equipment used (balls, shot clocks, boards, etc.) must be FIBA-approved and meet the Official Basketball Rules.		<b>Additional Equipment And Technical Requirements:</b> For higher-level events, use of approved equipment (hoops/backboards, shot clocks, scoreboards) may be required, consistent with FIBA standards.		<b>Additional Equipment And Technical Requirements:</b> For higher-level events, use of approved equipment (hoops/backboards, shot clocks, scoreboards) may be required, consistent with FIBA and IWBF standards.		<b>Technical &amp; Equipment Standards:</b> Shot clocks: For U15/U16/U17/U19 age categories, use of shot clocks is mandatory at sanctioned tournaments.	
<b>Spectator Stands And Circulation:</b> The venue must provide adequate spectator seating, safe circulation routes, emergency exits, and zones that separate players, officials, media, and spectators.		<b>Spectator Seating and Circulation:</b> The venue should provide safe spectator access, separation of playing area from spectator zones, emergency exits, and adequate capacity for event scale.		<b>Spectator Seating and Circulation:</b> The venue should provide safe spectator access, separation of playing area from spectator zones, emergency exits, and adequate capacity for event scale.		<b>Seating And Spectator Accommodation:</b> Tournament hosts are recommended to use venues with pull-out, structured, or upper-level bleachers for spectator viewing; and to do a site visit to ensure facilities meet sanctioned tournament requirements.	
<b>Media, Broadcasting &amp; Commercial Rights:</b> Broadcasting, media production and commercial rights must comply with FIBA's Commercial Rights policy. IWBF works with local organizing committees to develop a tailored broadcast strategy for each event.		<b>Support Services And Operational Infrastructure:</b> Including lighting, power supply, acoustics, broadcast/technical capability (if required by event level), media facilities, storage, team warm-up area, and logistics support.		<b>Support Services And Operational Infrastructure:</b> Including lighting, power supply, acoustics, broadcast/technical capability (if required by event level), media facilities, storage, team warm-up area, and logistics support.		<b>Qualification Of Teams:</b> A sanctioned tournament must have a minimum of 75% of OBA registered teams in any given category.	

Signifies that at present, Ottawa can meet this requirement. Signifies that at present, Ottawa can partially meet this requirement.

**NOTES:** (a) This evaluation does not consider NBA/WNBA or USPORTS events and on exclusively on the 5v5 format; (b) FIBA/IWBF, Canada Basketball, and Wheelchair Basketball Canada requirements could be met if there is consistent and total utilization to Canadian Tire Centre, TD Arena, UofO and Carleton Campuses, which is reliant on alignment and scheduling.