

Swim Ontario Officials & Meet Landscape — Central & Western Regions

2025–26 season · prepared for Burlington Aquatic Devilrays (BAD)

Scope. Every sanctioned/hosted meet identified in Swim Ontario’s **Central** and **Western** regions for **Sept 2025 – Jun 2026: 238 meets across 38 host clubs**. Officials and fees were extracted from **123 meet packages** (122 with a parsed fee table). Officials were resolved to **193 distinct individuals**. All data is from publicly published meet packages and Swim Ontario’s public committee pages.

How to read this pack. This document is the narrative. Alongside it you have: an **interactive network explorer** (`network_explorer.html`), the **database** (`officials.db` + CSVs), and the **fee & revenue model** (`fee_revenue_model.xlsx`, live formulas). Figures below are also in `outputs/figures/`.

Executive summary — what the data shows

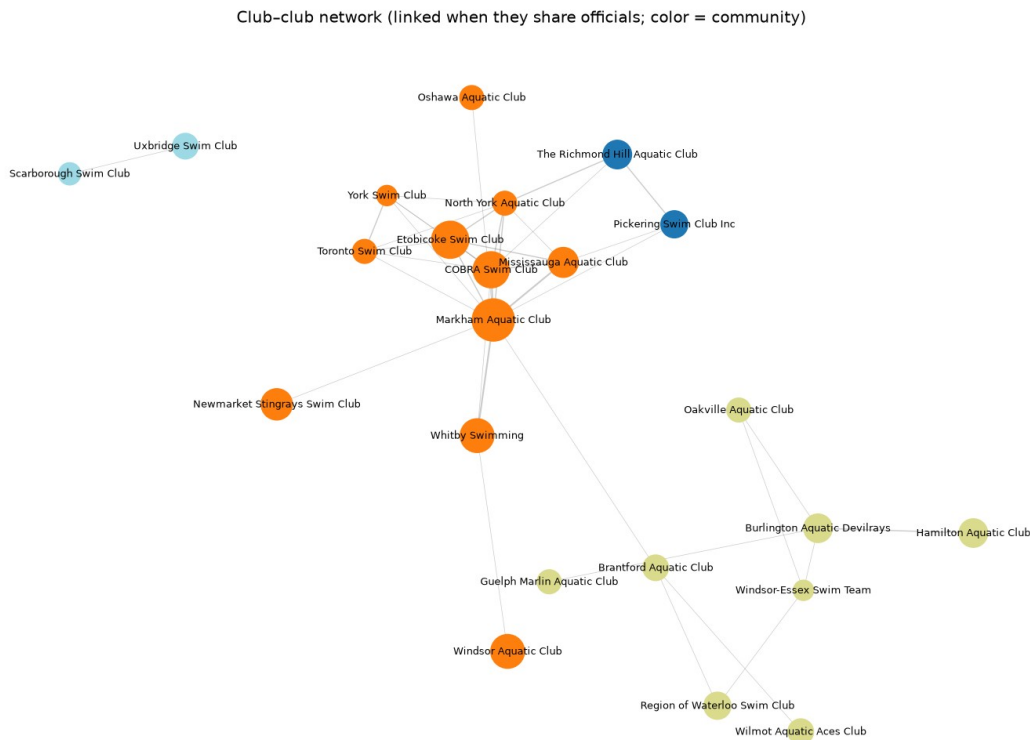
1. **The officiating pool is club-siloed, bridged by a few connectors.** Most officials work only their own club’s meets; a small number of “connector” officials span many clubs. The most connected is **Charlotte Carroll (6 clubs, 15 meets)**. 12 loose communities emerge.
2. **BAD and GHAC share zero officials — and BAD has no home-grown Competition Coordinator.** BAD’s committee (8 people) and GHAC’s (4) don’t overlap at all. Every BAD meet’s senior **Competition Coordinator** is an official from *another* club: Mary Gerrard (Guelph, L5), Paul Leslie (L5, who also coordinates Hamilton’s meets), Anita Scheffel-Woo (Oakville, L5, SO Officials Committee) and Scott Hunt (Hamilton, L4). BAD’s own volunteers (Newman, Drewett, Lulich, Elsabawy) fill only Meet Manager / Officials Coordinator. GHAC runs an entirely **self-contained** committee (the Sell family, Bradt, McConnell). *This is a capability gap worth closing — developing BAD’s own Level-V COC.*
3. **Swim Ontario governance figures are active on deck.** 6 officials who sit on Swim Ontario committees (incl. Officials Committee chair **Nicole Parent, Darren Richer, Anita Scheffel-Woo**) personally officiate specific clubs’ meets — a real reputational/relationship lever.
4. **BAD’s fees sit below the market.** BAD’s per-swimmer administration fee (\$5) is about **half** the regional median (~\$10); BAD’s all-in cost per swimmer is ~-4% below the median. **Clear headroom to raise fees.**
5. **BAD’s packages are complete in content but poorly published.** BAD’s packages carry the standard sections (100% vs peer median 100%). The real gap is **discoverability + consistency**: BAD’s **Spring Invitational, Spring Development and Fall Development packages are not posted on burlingtondevilrays.ca** (only heat sheets + an Excel entry file) — the actual packages exist only in Swimming Canada’s REMS; and the Fall

Development meet **reuses the Fall Invitational package**. Peers (Markham, Etobicoke, COBRA, Newmarket) post a distinct full package PDF for every meet on their own sites.

- Hosting is concentrated income.** A handful of clubs (Windsor, Markham, Whitby, Hamilton, NYAC, GHAC) run 9–12 meets/season; BAD runs 5. Estimated season meet-fee revenue (below) shows BAD well behind the top hosts.

Q6 — Visual landscape

The headline visual is the **interactive network explorer** (`network_explorer.html`): officials (circles) linked to the clubs (diamonds) whose meets they work; red = Swim Ontario governance, green ★ = BAD, gold ★ = GHAC. Filter by region, certification level, governance, or ‘BAD/GHAC connections only’. Static versions of each analysis follow.



Club-club network: two clubs are linked when they share officials; colour = detected community.

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Q1 — Which officials support which clubs (their own vs others)

Every official’s club list is in the database (`officials`, `official_roles`) and the interactive explorer. Most officials appear at a single club (their own). Those who cross club lines are the politically significant ones — see Q3. Example focal clubs:

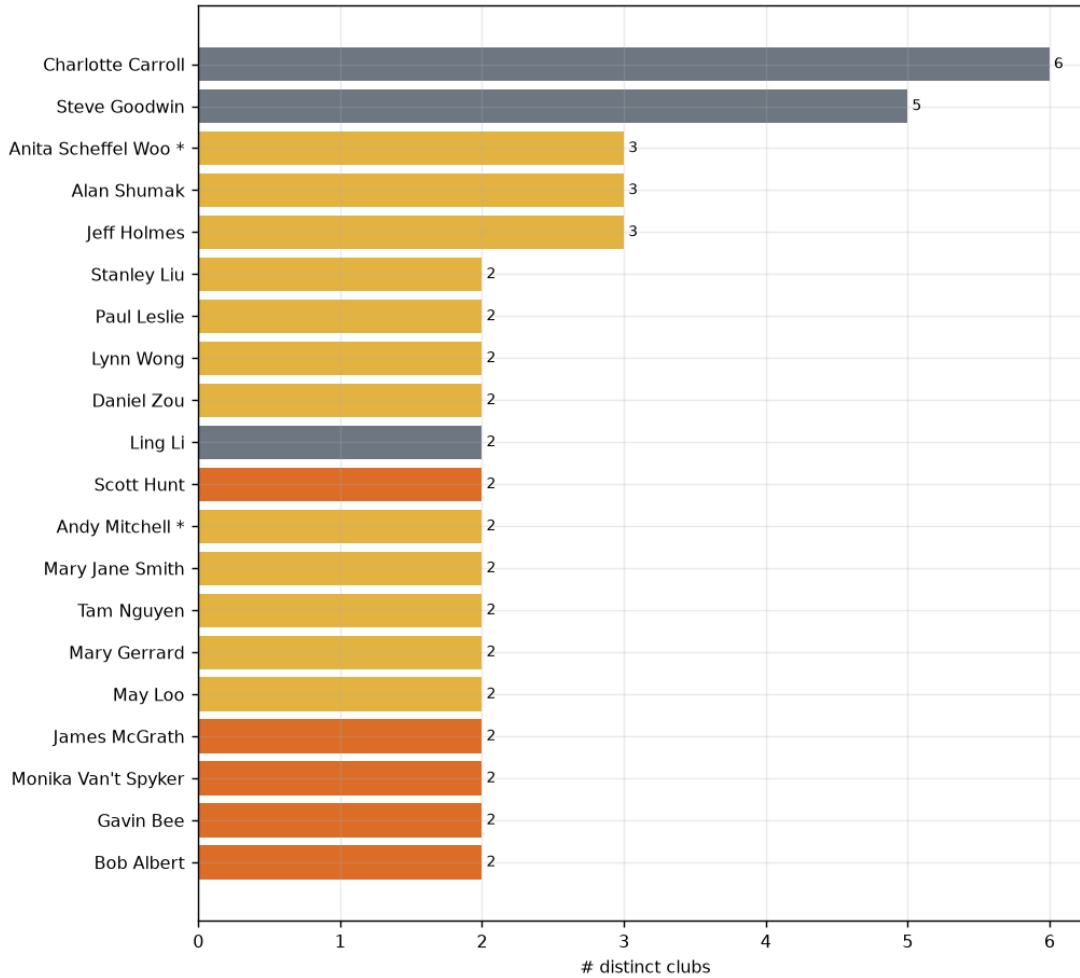
- **BAD** is served by 8 officials, but its senior **Competition Coordinator** role is filled entirely by officials from other clubs (Mary Gerrard–Guelph, Paul Leslie–also Hamilton, Anita Scheffel-Woo–Oakville, Scott Hunt–Hamilton). BAD’s own volunteers hold Meet Manager / Officials Coordinator only.
- **GHAC** is served by 4 officials, essentially all internal.

Note on ‘home club’ vs ‘officials at’: an official is *linked* to every club whose meets they work (that’s the network). *Home club* is a separate affiliation, shown only where the person’s email identifies their club (89 of 193); otherwise ‘Unknown’. We deliberately do **not** guess home club from where someone officiates — so an imported coordinator like Paul Leslie (works BAD + Hamilton, personal email) is shown as home=Unknown, not mislabeled.

Q3 — Officials who support the most clubs / meets (the connectors)

Official	Clubs	Meets	Cert	Swim Ontario role
Charlotte Carroll	6	15	–	★ –
Steve Goodwin	5	13	–	★ –
Anita Scheffel Woo	3	7	V	★ yes
Alan Shumak	3	4	V	★ –
Jeff Holmes	3	3	V	★ –
Stanley Liu	2	10	V	★ –
Paul Leslie	2	8	V	★ –
Lynn Wong	2	7	V	★ –
Daniel Zou	2	7	V	★ –
Ling Li	2	5	–	★ –
Scott Hunt	2	5	IV	★ –
Andy Mitchell	2	4	V	★ yes
Mary Jane Smith	2	4	V	★ –
Tam Nguyen	2	4	V	★ –
Mary Gerrard	2	4	V	★ –

ing the most clubs (Central & Western) bar colour = cert level (V gold · IV orange · III- blue · unlisted gre:



Officials spanning the most clubs (★ = Swim Ontario governance tie).

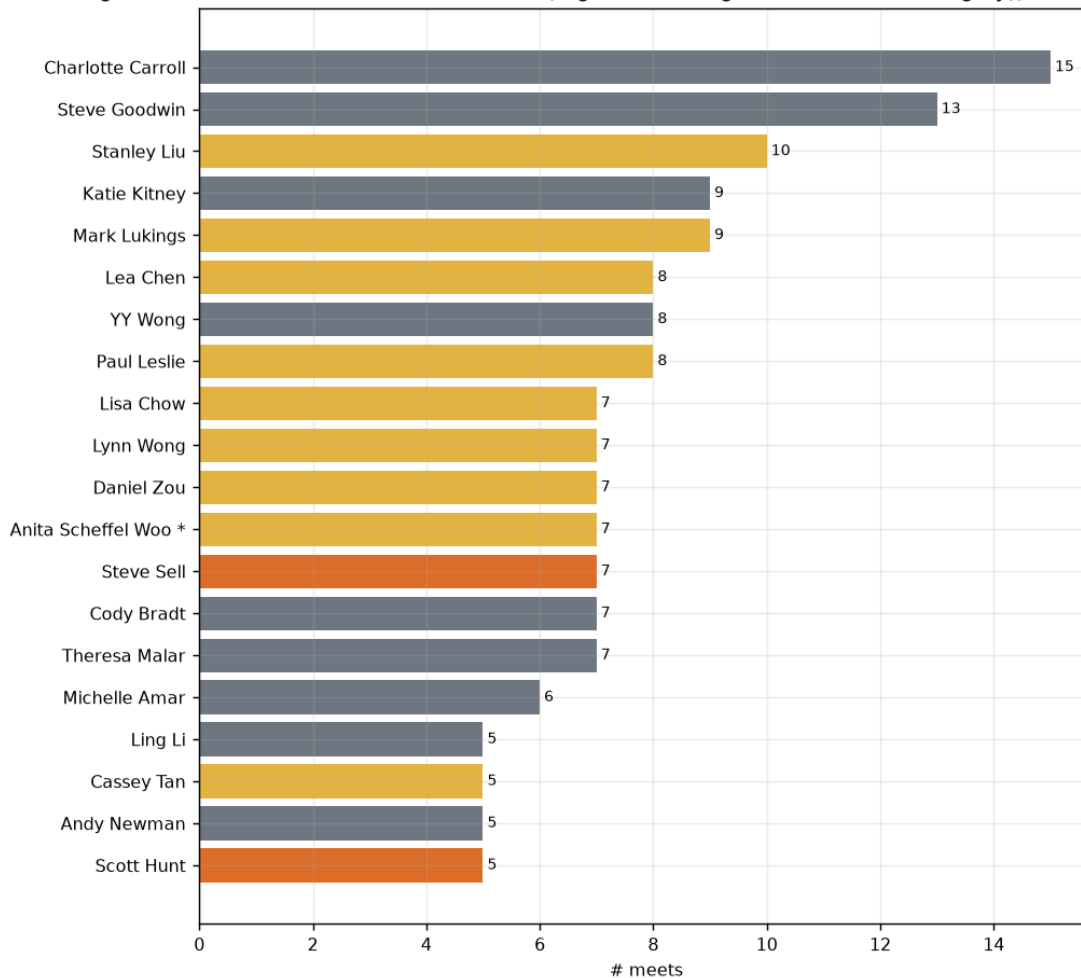
Officials spanning the most clubs (★ = Swim Ontario governance tie).

Q4 — Who does the most work (overall and per club)

Official	Meets	Clubs	Cert
Charlotte Carroll	15	6	—
Steve Goodwin	13	5	—
Stanley Liu	10	2	V
Katie Kitney	9	1	—
Mark Lukings	9	1	V
Lea Chen	8	1	V
YY Wong	8	1	—
Paul Leslie	8	2	V
Lisa Chow	7	1	V

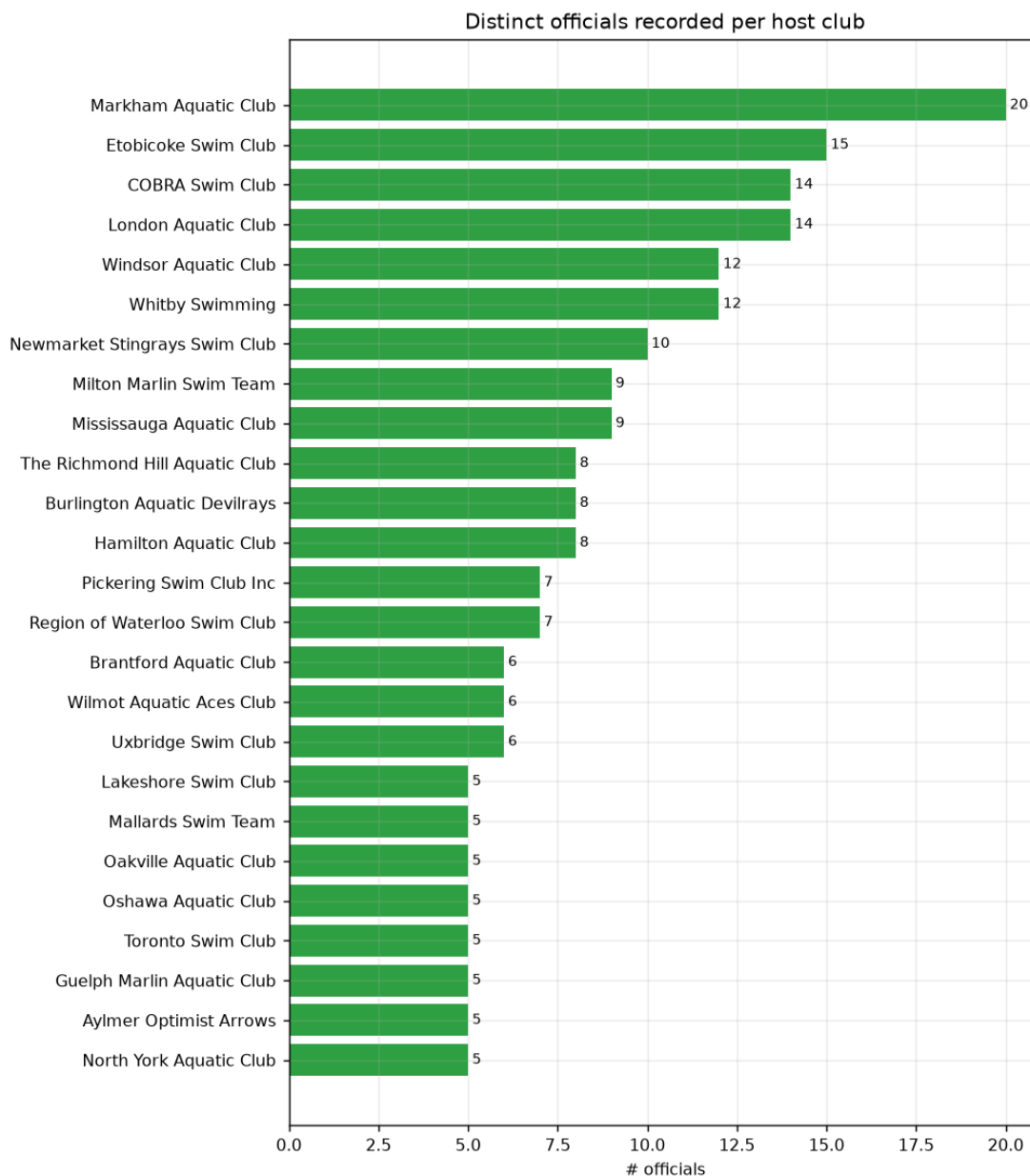
Official	Meets	Clubs	Cert
Lynn Wong	7	2	V
Daniel Zou	7	2	V
Anita Scheffel Woo	7	3	V
Steve Sell	7	1	IV
Cody Bradt	7	1	–
Theresa Malar	7	1	–

Officials working the most meets bar colour = cert level (V gold · IV- orange · III- blue · unlisted grey); * = Sw



Officials working the most meets across the two regions.

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Distinct officials recorded per host club (a proxy for officiating capacity).

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Q2 — Groupings of officials / clubs

Community detection on the club-sharing network found **12 clusters**. Clubs in the same cluster share officiating pools; clubs in different clusters rarely do. Notable clusters:

- Cluster 2:** COBRA Swim Club, Etobicoke Swim Club, Markham Aquatic Club, Mississauga Aquatic Club, Newmarket Stingrays Swim Club, North York Aquatic Club, Oshawa Aquatic Club, Toronto Swim Club, Whitby Swimming, Windsor Aquatic Club, York Swim Club

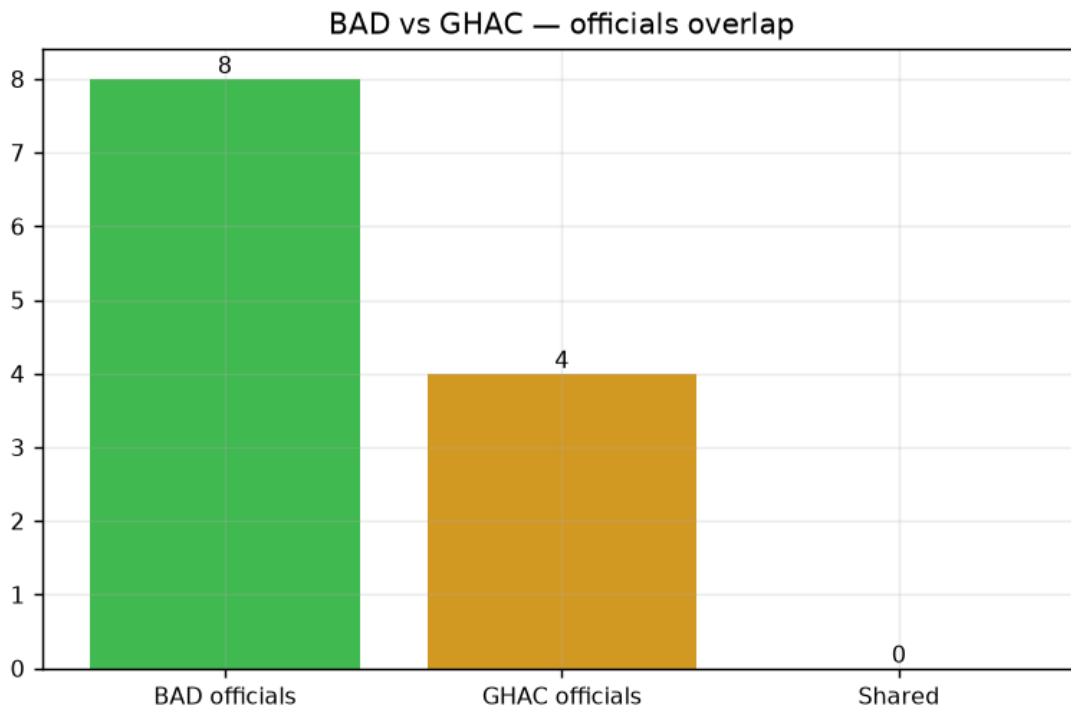
- **Cluster 8:** Brantford Aquatic Club, Burlington Aquatic Devilrays, Guelph Marlin Aquatic Club, Hamilton Aquatic Club, Oakville Aquatic Club, Region of Waterloo Swim Club, Wilmot Aquatic Aces Club, Windsor-Essex Swim Team
- **Cluster 1:** Pickering Swim Club Inc, The Richmond Hill Aquatic Club
- **Cluster 9:** Scarborough Swim Club, Uxbridge Swim Club

Q5 — BAD vs GHAC head-to-head

	BAD	GHAC
Officials on deck	8	4
Shared with the other	0	0
COC model	brings in Competition Coordinators from other clubs	fully self-contained

BAD-only officials: Andy Newman, Anita Scheffel Woo (LV), Heather Drewett, Jackie Lulich, Mary Gerrard (LV), Paul Leslie (LV), Scott Hunt (LIV), Tayseer Elsabawy.

GHAC-only officials: Allison Sell, Cody Bradt, Leanne McConnell, Steve Sell (LIV).



BAD vs GHAC officials — no overlap.

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Interpretation: GHAC's self-contained model gives it scheduling independence; BAD's reliance on imported senior officials is a **continuity risk** (if Guelph officials are unavailable, BAD's

meets are exposed) and an argument for developing/certifying BAD’s own senior officials. **BAD does hold one governance asset:** its Spring Development Competition Coordinator, **Anita Scheffel-Woo**, sits on the Swim Ontario **Officials Committee** — a relationship worth nurturing.

Q7 — Public ties to Swim Ontario governance

Cross-referencing extracted officials against Swim Ontario’s published committees, the following meet officials also hold Swim Ontario governance positions:

Official	Swim Ontario body	Clubs officiated	Meets
Anita Scheffel Woo	Officials Committee	3	7
Andy Mitchell	Finance Committee	2	4
Darren Richer	Officials Committee	1	2
Kirsti Kontor	Officials Committee	2	2
Bud Seawright	Finance Committee, Masters Committee	1	2
Nicole Parent	Officials Committee	1	1

Interpretation: the Officials Committee (which sets sanctioning/officiating policy) is not abstract — several members are hands-on at specific clubs’ meets. For BAD, **Darren Richer** (Officials Committee) officiates Wilmot; **Anita Scheffel-Woo** (Officials Committee) is Competition Coordinator for Windsor-Essex’s Amanda Reason Invitational. Building relationships with these individuals has outsized value.

Q8 — Meet-package standard, and how BAD compares

Across 123 packages, the **de-facto standard** package contains these sections (present in $\geq 60\%$ of packages): `dates_sessions`, `events_list`, `organizing_committee`, `facility`, `eligibility`, `entry_procedures`, `entry_limits`, `warmup_safety`, `safe_sport`, `results_distribution`, `rules`, `accessibility_para`, `seeding_timelines`, `fees`, `scoring_awards`, `scratch_procedures`, `meet_records`, `sanction`.

Package-completeness ranking (top and BAD):

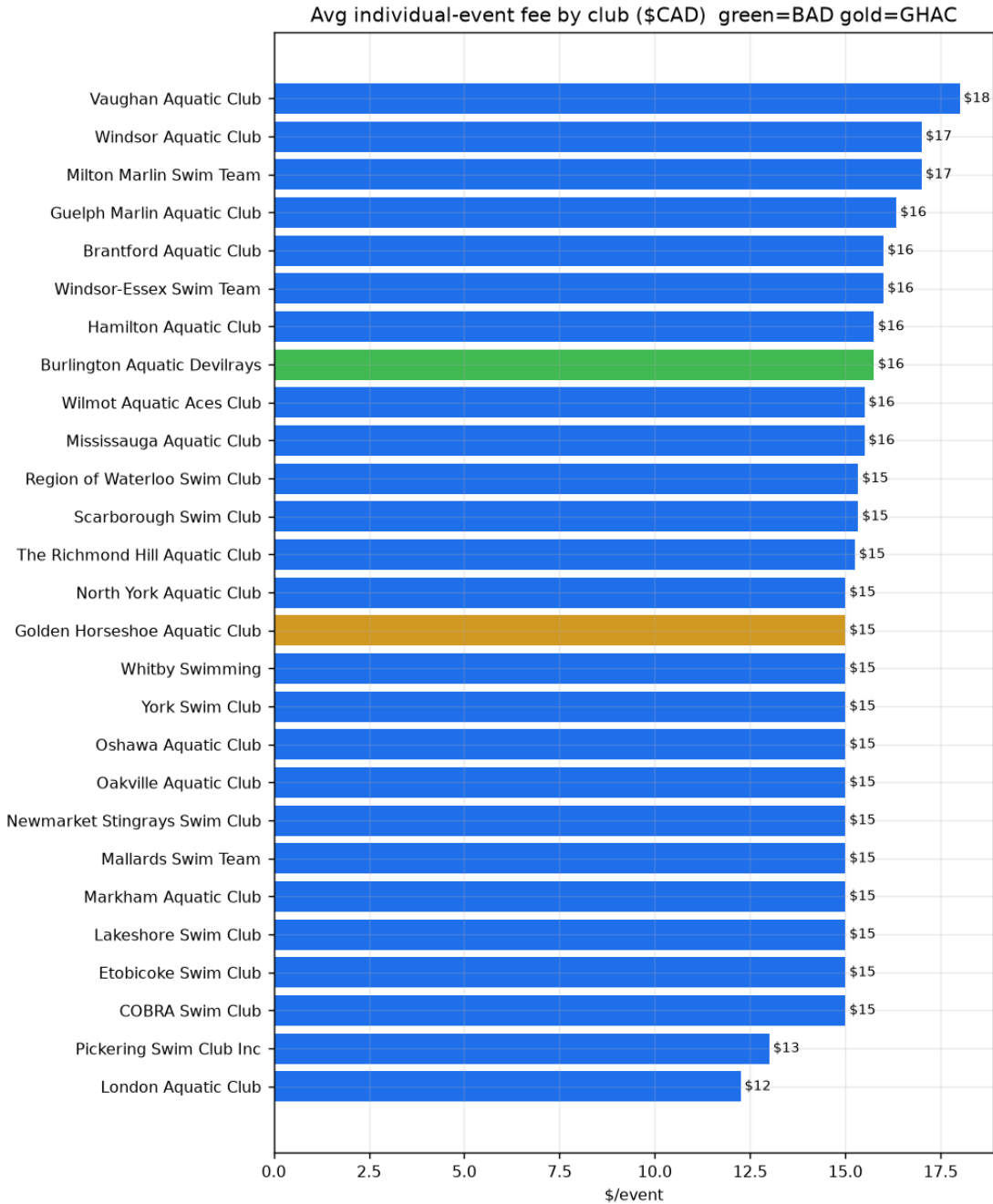
Club	Completeness %	Packages
COBRA Swim Club	100	3
Etobicoke Swim Club	100	5
Lakeshore Swim Club	100	1

Club	Completeness %	Packages
Markham Aquatic Club	100	8
Mississauga Aquatic Club	100	2
Newmarket Stingrays Swim Club	100	4
Burlington Aquatic Devilrays	100	5

BAD’s package content matches the standard; the gaps are in publishing & consistency (specific, actionable): 1. **Publish a full package PDF for every hosted meet, on the club site.** BAD’s **Spring Invitational** and **Spring/Fall Development** meets have **no meet-package PDF linked on burlingtondevilrays.ca** — only heat sheets, session files, and an Excel entry sheet. The Spring Invitational package exists *only* in Swimming Canada REMS. Peer clubs (Markham, Etobicoke, COBRA, Newmarket — all 100% complete) post a full PDF per meet. 2. **Reuse of the Fall Invitational package for the Fall Development meet** — the development meet should have its own package with its own fees, sessions, and officials list. 3. **Add the sanction number** to each package (BAD packages omit it) and keep using the full Swim Ontario 2025-26 template — BAD’s content is already complete, so this is a polish/consistency item. 4. **Name a Competition Coordinator from within BAD** on the package (currently Guelph-based officials fill this).

Q9 — Fee comparison and BAD’s opportunity

Fee metric	BAD	Western median	Central median	All median	BAD vs all
Indiv event \$	\$16	\$16	\$15	\$15	3%
Relay \$	\$20	\$20	\$20	\$20	0%
Swimmer/admin \$	\$5	\$10	\$11	\$10	-50%
Est. cost per 4-event swimmer \$ (formula)	\$67	\$70	\$70	\$70	-4%



Average individual-event fee by club (green = BAD, gold = GHAC).

Average individual-event fee by club (green = BAD, gold = GHAC).

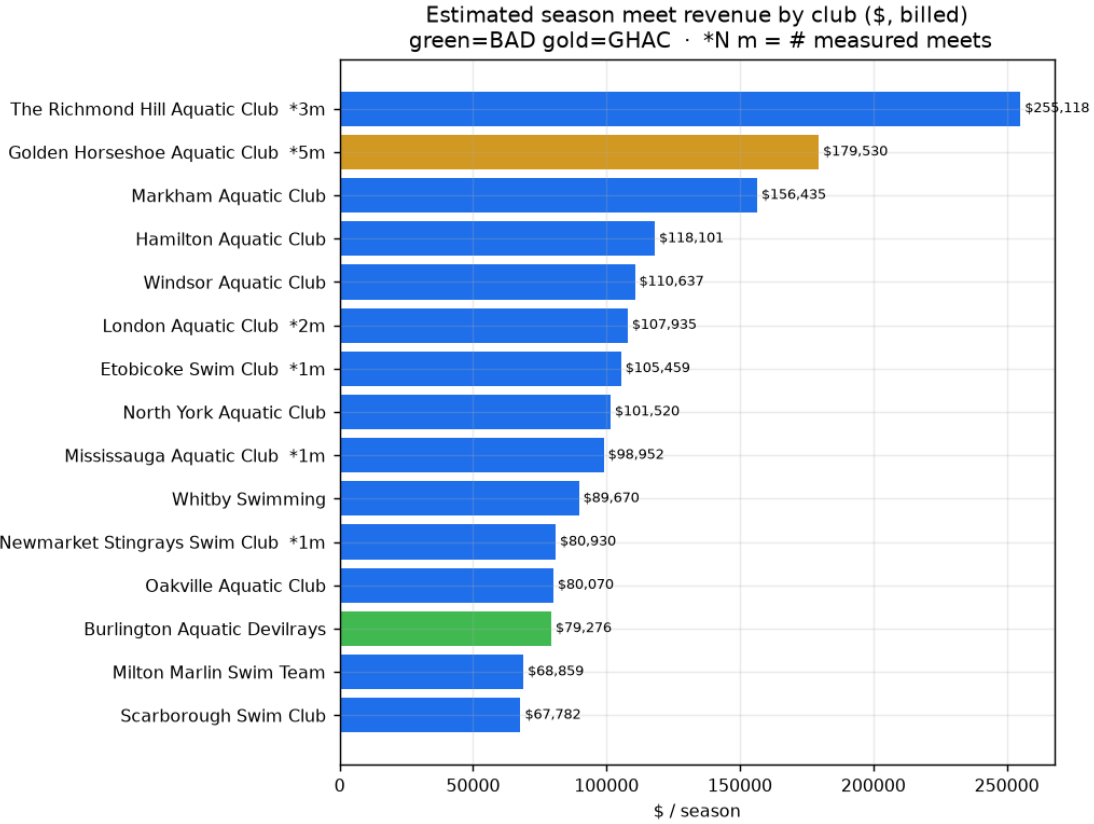
Opportunity: BAD prices at/below the market on every axis and is furthest below on the **per-swimmer administration fee**. Aligning BAD’s individual-event fee to the regional median and introducing a market-level swimmer/admin fee would raise per-swimmer revenue without making BAD an outlier. The `fee_revenue_model.xlsx` (**BAD vs Peers** and **Fee Comparison** sheets, live formulas) lets the board test scenarios — change the fee inputs and the revenue estimate updates.

Q10 — Estimated season meet-fee revenue by club

Revenue = **individual entries** × **event-fee** + **relay teams** × **relay-fee** + **swimmers** × **swimmer/admin-fee**, computed per meet as a **live formula** in `fee_revenue_model.xlsx`. Crucially, individual-entry counts are now **measured directly from entry / psych sheets for 25 meets** (6 of them from exact Hy-Tek “Team Entries” reports that state each swimmer’s entry count); the remaining meets use **category-calibrated** entries (see Methodology). Every meet is flagged *measured vs estimate*. Season total across clubs with fee data ≈ **\$2,261,301** billed; the **Sensitivity** sheet shows an actual-swims floor ~8–12% lower.

Club	Est. season meet revenue	Measured meets
The Richmond Hill Aquatic Club	\$255,118	3
Golden Horseshoe Aquatic Club	\$179,530	5
Markham Aquatic Club	\$156,435	0
Hamilton Aquatic Club	\$118,101	0
Windsor Aquatic Club	\$110,637	0
London Aquatic Club	\$107,935	2
Etobicoke Swim Club	\$105,459	1
North York Aquatic Club	\$101,520	0
Mississauga Aquatic Club	\$98,952	1
Whitby Swimming	\$89,670	0
Newmarket Stingrays Swim Club	\$80,930	1
Oakville Aquatic Club	\$80,070	0

*Clubs with more measured meets (e.g. RHAC, GHAC) have the firmer figures; clubs showing 0 measured meets are fully category-calibrated estimates. See `fee_revenue_model.xlsx` → **Revenue Estimate / Revenue by Club / Sensitivity** for the full, editable model.*



Estimated season meet revenue by club (billed); green = BAD, gold = GHAC; '*N m' = number of measured meets behind the figure.

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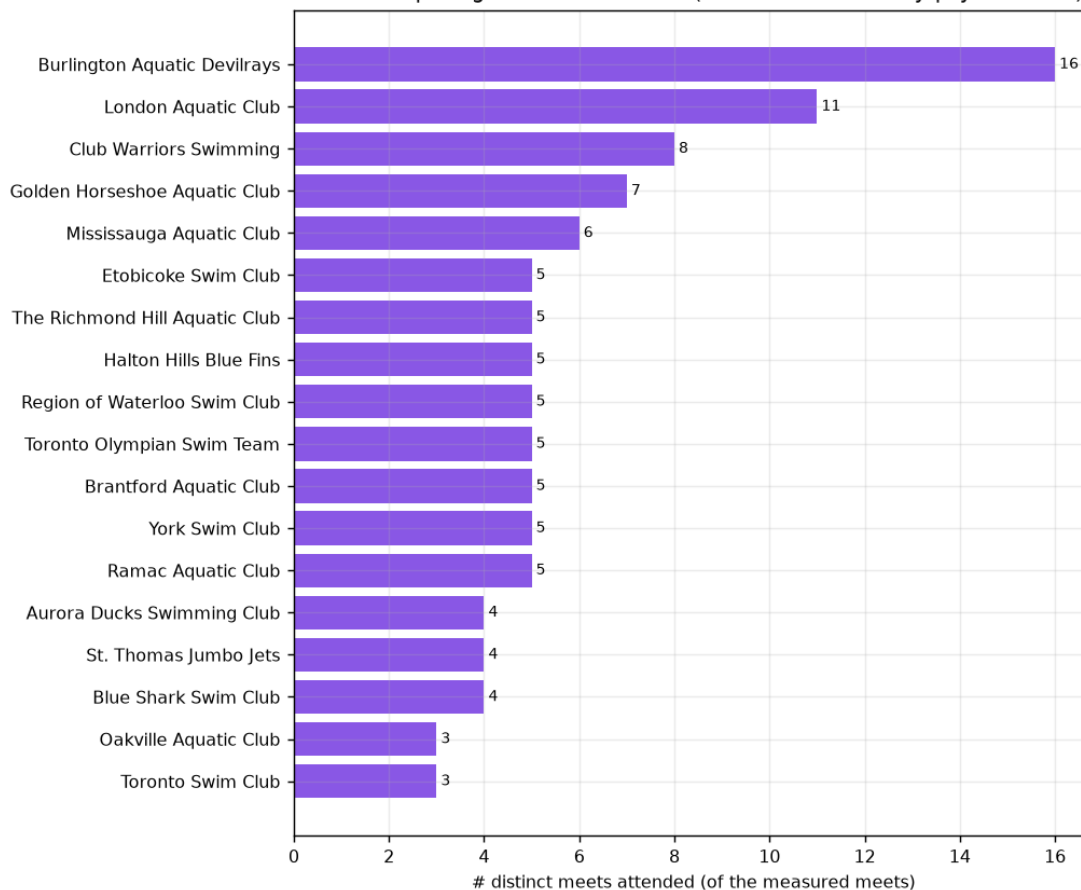
Q10b — Who competes where (club-attendance layer)

A new network layer captures **which clubs sent swimmers to which meets** (distinct from *who officiates*), reconstructed from the per-club breakdowns in 25 meets' entry/psych sheets — **216 club ↔ meet attendance edges**. This shows the competitive travel pattern independent of officiating. Clubs appearing at the most (measured) meets:

Club	Meets attended (measured)	Swimmers (sum)
Burlington Aquatic Devilrays	16	44
London Aquatic Club	11	1103
Club Warriors Swimming	8	401
Golden Horseshoe Aquatic Club	7	874

Club	Meets attended (measured)	Swimmers (sum)
Mississauga Aquatic Club	6	848
Etobicoke Swim Club	5	658
The Richmond Hill Aquatic Club	5	489
Halton Hills Blue Fins	5	287
Region of Waterloo Swim Club	5	266
Toronto Olympian Swim Team	5	210
Brantford Aquatic Club	5	140
York Swim Club	5	137

Clubs competing at the most meets (from measured entry/psych sheets)



Clubs competing at the most meets (reconstructed from measured entry/psych sheets).

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Full club ↔ meet attendance edges are in the database (*meet_attendance* table). Peer-club edges come from the meets with a parsed entry/psych sheet (a sample of the true competition network); **BAD's own edges are complete**, reconstructed from the club's internal TeamUnify fee-batch records (see Q10c).

Q10c — BAD actuals from the club's own books

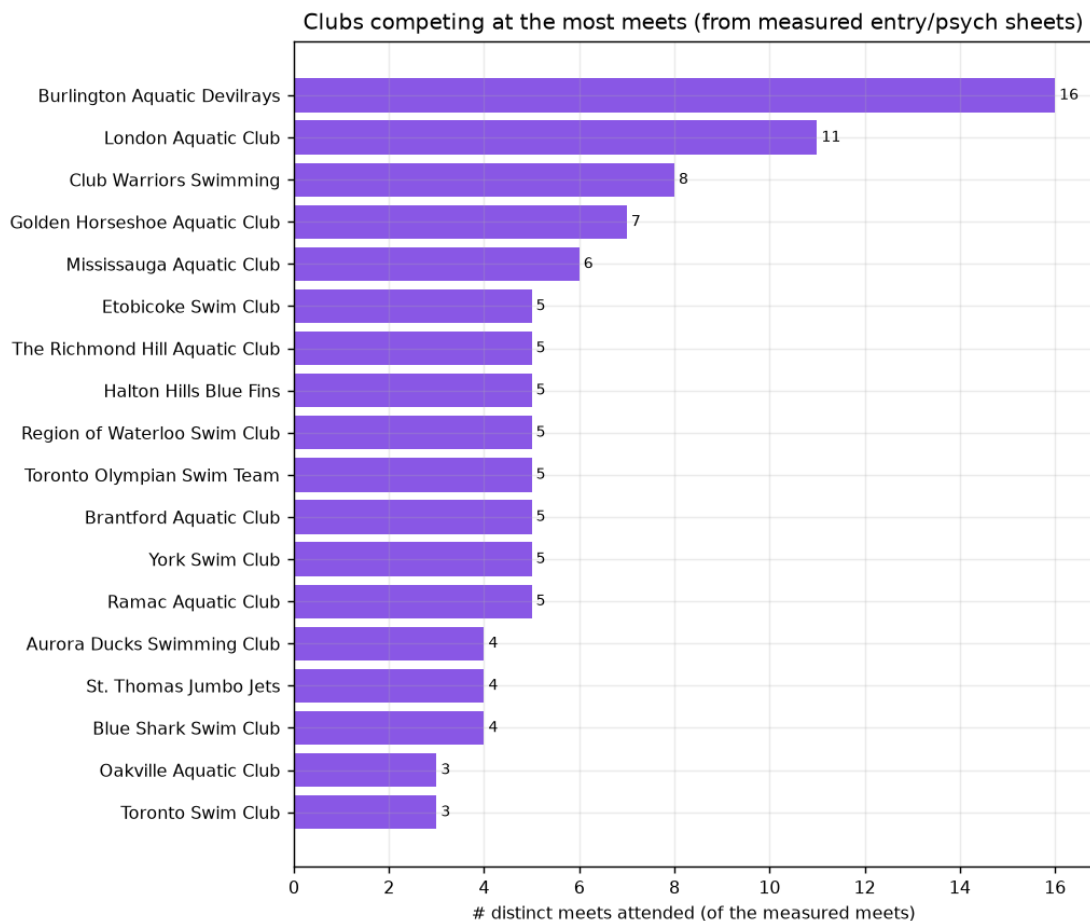
BAD's **TeamUnify meet-entry fee batches** (internal club data — aggregate dollars only, no member information) give the season ground truth that public sources cannot: BAD entered **21 away meets** and hosted 7, and BAD families paid **\$63,247** in entry fees to other clubs' meets this season. That outbound spend is itself a strategic number: hosting more (or bigger) meets recaptures money currently flowing to peer clubs.

Away meet	Date	Fees paid
Mallards LC Challenge	2026-04-16	\$7,264
Joan Malar Invitational	2026-01-15	\$6,799
ESWIM- BROCK Grand Prix	2026-03-26	\$6,480
Hall of Fame	2025-10-17	\$6,223
Dash for Cash	2025-12-04	\$5,558
Dr. Ralph Hicken Meet	2026-04-29	\$5,290
Mississauga Open	2025-12-18	\$4,308
GMAC End of the Year Splash	2026-06-05	\$3,850

Home-meet floors. BAD swimmers' own entries at BAD-hosted meets (visiting clubs' fees are invoiced separately and are additional):

Home meet	Date	Own-swimmer fees
BAD Fall Invitational	2025-10-31	\$9,200
BAD Novice Meet	2025-11-29	\$0
BAD Winter Splash Meet	2026-01-23	\$0
BAD Spring Invitational	2026-03-05	\$6,443
BAD Novice Meet	2026-04-25	\$1,960
2026 Spring Splash	2026-05-28	\$1,225
BAD Summer LC Invitational	2026-06-18	\$8,507

*These actuals also revealed two BAD home meets missing from public inventories (Winter Splash, Spring Splash) and one attended meet nobody's calendar had (GMAC Splash & Dash LC) — all now added. BAD's outgoing attendance edges in the network are built from this source, labelled **BAD internal**.*



Clubs competing at the most meets — BAD’s edges now come from its own fee-batch records.

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Meet-list cross-check vs swimrankings.net

Our 238-meet inventory was cross-referenced against **swimrankings.net**, the independent results database (the authoritative record of which meets actually ran). 160 of our meets were matched and carry a `sr_meet_id` link (+ a results-quality flag) in the database. The cross-check also surfaced **62 additional Central/Western meets** present on swimrankings that our club-site enumeration missed — almost all **university/collegiate meets** (OUA, RSEQ, Varsity Blues, McMaster, Badger, WLU) and a few small time-trials — listed in `data/swimrankings/meets_to_add.csv` for review. swimrankings confirms our sanctioned-meet coverage is strong; the gaps are university meets (arguably out of the club-hosting scope) and tiny in-house events.

Data coverage & caveats (read this)

- **Meet list:** 238 meets / 38 host clubs, built from Swim Ontario’s regional club directory, each club’s hosted-meets pages, Swimming Canada meet pages, and cross-referenced

club calendars. Co-hosted meets (e.g. the Windsor “Fins Up” series) are attributed to one primary host.

- **Package coverage:** 123 of 238 meets had an extractable meet package. Many meets **genuinely have no published package** — several clubs (notably **Toronto Swim Club**, and various in-house/novice meets) publish **results only**. Officials/fees are therefore based on the 123 packages that exist.
- **Officials:** resolved to 193 people primarily by normalized name (collapsing email typos); entity resolution was spot-checked and is clean (one accented-name variant merged). “Home club” is inferred from email domain or most-frequent host and may be approximate.
- **Swimmer/entry counts** — **25 measured, 213 calibrated**. Individual entries are now parsed directly from entry/psych/results sheets for **25 meets** (6 from exact Hy-Tek “Team Entries” reports that state each swimmer’s entry count). Fixes vs the earlier attempt: psych-sheet URLs reused across several meets are excluded (this removed the spurious identical “**1030**” GHAC figures); middle-initial name variants are collapsed (RHAC’s inflated “**2763**” is now ~1005 distinct swimmers); and results-sheet entries are capped to strip prelim+final double-listing. **Selection bias:** meets that publish entry lists skew larger, so the other **213 meets use documented per-category default sizes** (not the measured medians — see `data/calibration.json`) and are flagged `estimate` in the `xlsx`. Club revenue anchored by measured meets (RHAC, GHAC, Etobicoke, LAC, Windsor) is firmer than fully-estimated clubs.
- **swimrankings detail pages** (per-swimmer results) sit behind Cloudflare and could not be bulk-scraped here, and Ontario clubs don’t feed the open `live.swimrankings.net` mirror — so swimrankings was used for meet **enumeration/validation** (above), while per-meet participation came from the club entry/psych sheets.
- **Governance ties** reflect Swim Ontario’s public committee roster as of the capture date; matched to officials by name.

Deliverables in this pack

- `officials.db` — SQLite database (clubs, meets, officials, `official_roles`, fees, `package_sections`, `so_governance`, `meet_participation`) + CSV exports.
- `network_explorer.html` — interactive, filterable officials ↔ clubs network.
- `fee_revenue_model.xlsx` — fee comparison + revenue estimate (live formulas).
- `figures/*.png` — static charts.
- `meets_master.csv` — the full meet inventory.