



**UPDATE ON THE LONG-TERM STRATEGY
FOR 39 POOLS IN THE
TORONTO DISTRICT SCHOOL BOARD**
November 2009

Purpose

The Aquatic Working Group (AWG) has continued to meet throughout the summer and into the fall to develop the long-term strategy for the TDSB pools. This report provides an update on the long-term strategy under development for 39 pools in the Toronto District School Board.

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1. Actions Required

- Request TLC to advise the TDSB that the AWG will present a final report by December 31st. As a result, no pools should be drained until the TDSB considers the report from the AWG at its January TDSB Board meeting.
- The AWG has re-established the Governance Committee. The AWG requests the TLC to appoint two representatives and requests the TDSB to appoint two representatives to the pool governance committee. The current plan contemplates additional representatives from the AWG, Canadian Tire, YMCA and the Toronto Community Foundation. This committee will develop a governance model to ensure the long-term sustainability of the community pools.
- Request TLC to recommend that the TDSB immediately increase the temperature of the pools to a minimum of 82F or 27C, to address concerns raised by permit holders. The TDSB has a current policy of operating at 78F. The costs will be quantified and incorporated into the permit fees for those pools seeking the changes.
- The AWG is seeking the support of the TLC to request that the TDSB hire one of the dedicated positions for the Community Use of Schools specifically for pools. This person would report to the TLC.

2. Summary of Ongoing Activities

AWG Meetings: Most recently, the AWG hosted meetings on September 29th and November 3rd with the express purpose of engaging the communities from the nine remaining pools. Over 75 people attended, many of whom were new to the process. Minutes of all meetings are available on the Toronto Sport Council website.



Capital Repairs

In March 2009, the TDSB agreed to keep 13 pools open. This number expanded by 6 pools in June 2009, for a total of 19 pools the board agreed to keep open (see the list on page 6). Since June 2009, AWG work continued to ensure the capital upgrades are implemented as quickly as possible, to ensure minimal impact on existing permit holders and TDSB programming (given that all Ontario government funding for capital improvements must be spent in less than two years).

Construction has now started on Riverdale, Northern and Stephen Leacock. Riverdale is substantially complete and has re-opened. The signage and metering is in place at Riverdale. The other two pools are expected to re-open in January 2010.

The detailed design work has been completed for another 13 pools (Allenby, AY Jackson, Deer Park, Glenview, Lawrence Park, Newtonbrook, RH King, Westview, Forest Hill, George Henry, Humberstone, Malvern, Rosedale Heights).

Two pools (Harbord and Keele) had to be re-tendered since they came in over budget.

Site visits to prepare the scope of work have been completed on Queen Alexandra, Fern, Jarvis and Downsview.

The process is underway for the remaining pools on the open list to be renovated. The construction schedule for the renovations is in Attachment 1.

Increase in Permit Hours

With the decrease in permit fees, the pools are more affordable. As a result, the permit numbers continue to increase as communities are now engaging and learning about the availability of the pool in the school. See Attachment 2 for the total permit revenue.

Where pools are struggling to develop programming, the AWG has offered to assist the local school and community to develop aquatic programming. This outreach to the community is underway in the areas of the city that have not traditionally grown up with swimming.

The YMCA will operate 3 new sites in the Toronto area to deliver Summer Day Camps for 100-150 children per week for children 6 to 12 years of age. The permits are now in place at Fern, Queen Alexandra and George Henry.

A permit sub-committee of the AWG has been set up to look at the permit structure for 2010-2011 and will make recommendations to TLC on the following issues related to permitting and operations:

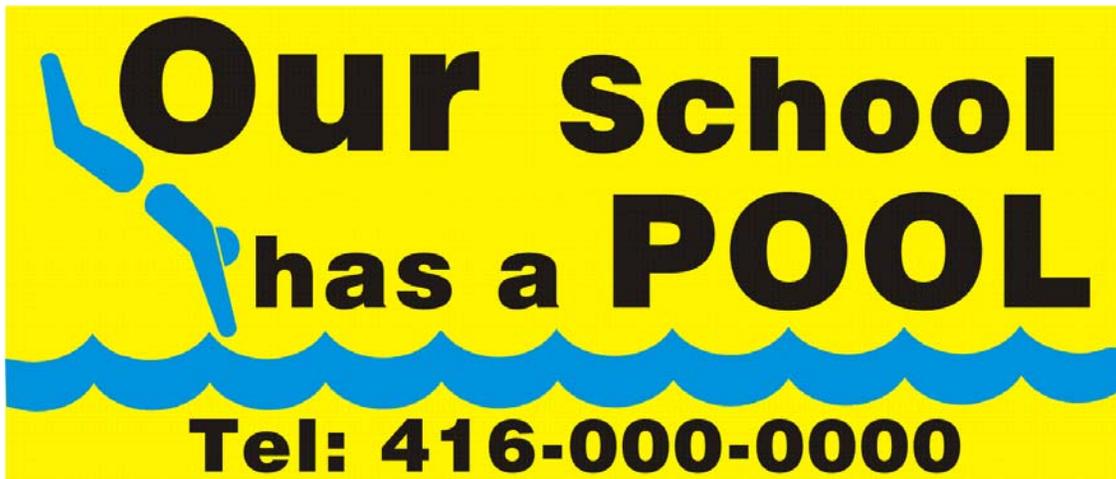
- Square footage analysis
- Capital levy
- Sliding scale
- Pool Temperature
- Operating cost – metering information
- On-line permitting
- Types of users/types of pools.

The nine remaining pools have been very active in their community outreach and marketing and communications efforts. Highlights are in Attachment 3.

Marketing and Customer Service

Work continues to build community awareness of TDSB pools. Until this time, many communities have been unaware of the pool in the school. Signage outside of the school is one method used to market the use of the pool to potential permitting groups. Many schools with pools that do not have provincial funding have put up signs to build local awareness for the fact that their school has a pool (see sign below).

Sample: Pool Signage for those pools without capital funding.



Sample: Pool Signage for those pools with capital funding (ie Northern Secondary)



POOL *Renewal Project*

This Pool is being upgraded with funding support from the Government of Ontario.

To Permit this pool contact The Toronto District School Board (Permit Unit) at **416-395-7666** or **permits@tdsb.on.ca**



Swim 4 Me/Davina
lessons@davina.com www.davinaswim.com

North York Aquatic Swim Club
www.nyac.on.ca 416-785-0430

In order to attract and keep users groups, there needs to be a concentrated approach to keep the customers coming back. That means that the permits need to be issued in advance, pools can not be closed for maintenance without sufficient notice, water temperature must meet the needs of the user groups, types of users need to be concentrated in certain pools (moms & tots/ daycares/ therapy/ special needs require warmer pools; swim clubs prefer a lower temperature).

Pool temperature is an important part of providing an enjoyable aquatic experience. The City pools and YMCA operate at 82F or 27C. The TDSB has a policy of operating at 78F. This is problematic for programming satisfaction.

If the AWG is going to be successful in the long-term, there needs to be an adjustment in the pool temperature and a better approach for ensuring customer satisfaction. This is a time consuming task and requires an understanding of the needs of the groups. A dedicated staff person is required to assist and manage these issues to promote the ongoing use of these facilities.

Sponsorship and Fundraising

Significant effort continues to be invested by AWG members seeking sponsorship and fundraising support for TDSB pools. The AWG is also looking to explore the advertising after school hours in the pool area. The specifics of the program are outlined in Attachment 4.

Funding applications have been submitted to numerous funding bodies including:

- *Priority Schools* – \$35,000 available to eligible schools to eliminate permits fees
- *Swim to Survive* – TDSB/ Royal Lifesaving Society submitted a request for funding to the Ministry of Education to support programming for all Grade 4 students in the TDSB.
Approved
- *After School Program funding* – Woodgreen Community Centre and the YMCA have submitted a funding application to the Ontario Ministry of Health Promotion to support after school programming at Queen Alexandra. **Still pending**
- *Community Use of Schools* – Has decided to cover overtime caretaking costs for the pools during weekdays and on weekends. This significantly reduces the cost of pool permitting.
- *Canadian Tire Foundation for Families Jump Start Program* – this program directly funds children in need and many aquatic organizations have applied for funding some of the participants which allows them to grow their programs and offer services to those in need.
Ongoing
- *Forzani Group – Power of Sport.* **Application pending**
- *Aviva* – applied for \$500,000 funding. It is a competition where the online community votes and the one with the most votes wins! Title: SOS: Sink or Swim, Idea Number: ACF2904
Submission Link: <http://www.avivacommunityfund.org/ideas/acf2904>
- *Kiwanis* – \$20,000 in support from the Kiwanis Club of Toronto Foundation to support programming at Jarvis Collegiate. **Received**
- *RBC/YMCA* – \$25,000 in support from RBC Corporate Donations for the YMCA to provide free family swims at Jarvis Collegiate and Queen Alexandra pools. **Received**
- *Manulife* – \$35,000 from Manulife to support programming for St. James Town; and continued pursuit of new funding opportunities. **Received**

Governance

At its' meeting on November 3rd, the AWG re-established a Governance Committee to look at how to ensure these community assets are sustained in the long term. The following organizations have been asked to participate on the Committee: Canadian Tire Jump Start, YMCA of Greater Toronto, Toronto Community Foundation, TLC and TDSB. The outline of the five year plan is included as Attachment 5.

This Committee will be tasked with providing recommendations as to the governance model for maintaining the viability of the TDSB pools. They will continue to work to engage the City of Toronto in discussions to consider a review of the 33 TDSB pools now under contract.

Pools Status at September 30, 2009

	SCHOOL NAME	STATUS
1	Allenby Jr PS	Open: TDSB decision April 2009
2	A.Y. Jackson SS	Open: TDSB decision April 2009
3	Bickford Centre	Recommend Close: TLC March Report
4	Bloor CI	Recommend Close: TLC March Report
5	Carleton Village Jr PS (North)	Probation
6	Central Commerce CI	Recommend Close: TLC March Report
7	Central Technical	Probation
8	Danforth C & TI	Recommend Close: TLC March Report
9	Deer Park Jr & Sr PS	Open: TDSB decision April 2009
10	Downsview SS	Open: TDSB decision Sept 2009
11	Earl Grey Sr PS	Probation
12	Fern Avenue Jr & Sr PS	Open: TDSB decision Sept 2009
13	Forest Hill CI	Open: TDSB decision June 2009
14	George Harvey CI	Probation
15	George S Henry Academy	Open: TDSB decision June 2009
16	Glenview Sr PS	Open: TDSB decision April 2009
17	Harbord CI	Open: TDSB decision April 2009
18	Humberside CI	Open: TDSB decision June 2009
19	Jarvis CI	Open: TDSB decision Sept 2009
20	Keele Street Jr PS	Open: TDSB decision April 2009
21	Kensington CS Jr/Horizon Alt. Jr	Probation
22	Lawrence Park CI	Open: TDSB decision April 2009
23	Malvern CI	Open: TDSB decision June 2009
24	Monarch Park CI	Probation
25	Newtonbrook SS	Open: TDSB decision April 2009
26	North Toronto CI	Open: TDSB decision June 2009
27	Northern SS	Open: TDSB decision April 2009
28	Oakwood CI	Recommend Close: TLC March Report
29	Parkdale CI	Recommend Close: TLC March Report
30	Queen Alexandra Sr PS/S.E.E.D. Alt	Open: TDSB decision Sept 2009
31	R H King Academy	Open: TDSB decision April 2009
32	Riverdale CI	Open: TDSB decision April 2009
33	Rosedale Heights School of the Arts	Open: TDSB decision June 2009
34	SATEC at W A Porter CI	Probation
35	Stephen Leacock CI/John Buchan Sr PS	Open: TDSB decision April 2009
36	Ursula Franklin Academy at W. Tech	Recommend Close: TLC March Report
37	Western Technical-Commercial School	Probation
38	Westview Centennial SS	Open: TDSB decision April 2009
39	Winona Drive Sr PS	Probation

Pool Construction Schedule

School	Construction	Possible Relocation
Allenby J.P.S	June 25th - Sept 17th	Sunnyview
AY Jackson S.S.	June 21st - Sept 17th	Stephen Leacock
Deer Park Jr. & Sr. PS	April 5th - June 30th	Northern, Allenby
Downsview	Sept 1st - Nov 28th	No impact
Fern	Sept 1st - Nov 28th	No impact
Forest Hill CI	June 21st - Sept 17th	No impact
Glenview P.S.	April 5th - June 30th	North Toronto
George S Henry Academy	Sept 1st - Nov 28th	Stephen Leacock
Harbord CI	June 21st - Sept 17th	No impact
Humberside C.I.	June 15th - Sept 17th	West Toronto
Jarvis	June 21st - Sept 17th	End early
Keele	June 15th - Sept 17th	West Toronto
Lawrence Park C.I.	Sept 1st - Nov 28th	Northern, Allenby
Malvern C.I.	June 15 th - Sept 17th	End early
Newtonbrook S.S.	June 21st - Sept 17th	Downsview
Queen Alexandra	Sept 1st - Nov 28th	Possible Rosedale Heights
RH King Academy	June 15 th - Sept 17th	End early
Rosedale J.P.S	June 15th - Sept 17th	End early
Westview S.S.	April 5th - June 30th	Downsview
<i>Northern SS</i>	<i>Construction Completed Dec 2009</i>	
<i>Stephen Leacock</i>	<i>Construction Completed Nov 25, 2009</i>	
<i>Riverdale</i>	<i>Construction Completed Sept 22, 2009</i>	<i>Closed in the summer for roof repairs.</i>

Permit Revenue Update

Pools	Incremental Cost	Revenue 08/09	AWG estimate 09/10*	Actual + Projected 09/10 (Oct/09)**	Actual + Projected 09/10 (Dec/09)
13 pools (April 20/09)	\$758,571	\$380,052	\$589,545	\$512,974	
6 pools (June 29/09)	\$350,112	\$0	\$33,330	\$199,050	
4 pools (Sept 23/09)	\$171,571	\$0	\$9,625	\$142,963	
9 Probation Pools	\$590,121	\$0	\$0	\$70,000	
Total	\$1,870,375	\$380,052	\$632,500	\$924,987	
<p style="text-align: center;"><i>*Based on \$55/hr in AWG March 2009 report. **Actual permit fees \$50/hr.</i></p>					

Probationary Pool Update

The updates in the table below are based on updates provided by representatives of each of the pools at the AWG meeting on November 3, 2009.

<p>Carleton Village</p>	<p>Efforts to increase pool use have been underway for one month. To date, one application received for permitting the pool (by a swim school). Work is underway to connect with parents, including small rally set up for tomorrow. Pool temperature is at 83 degrees, but need it needs to be warmer than that for little kids. No need for construction/capital repairs.</p>
<p>Central Tech</p>	<p>We're late but working hard. Held a meeting 1.5 weeks ago and updated the alumni association – will approach sponsors and get people in community to use the pool (Trainers, Mirvish's, others). Need help with suggestions and signage. Biggest frustration is that the community in general does not even know the pool exists even though we occupy a huge building on Bathurst. Did have signage years ago, but need to bring it back. School Council is behind the pool and is involved. Parents are enthusiastic and want to see the pool stay.</p> <p>Pool is in own building, so community can come in and out without coming into the school. Right now the school is debating whether parents would be willing to pay some kind of fee to use the pool, but concerns raised about why kids in one of the most disadvantaged neighbourhood in the city should be asked to pay a fee. The debate continues.</p> <p>The pool serves not just kids at Central Tech but also supports a lot of elementary school swim programs. The pool needs some work, but is usable right now. Disadvantaged kids from the neighbourhood used the pool this summer. Toronto Swim Club would like to re-permit if pool improved. Historically, a lack of communication around pool repairs created tensions with permit holders. We our committed to making sure our pool stays open.</p>
<p>Earl Grey</p>	<p>We are taking a 3 pronged approach: (1) We're seeking direct donations. One parent put together a slide show and took it to feeder schools. It explains what the issue is about (how to permit, lifeguards, etc.). Donations are being sought from parents, feeder schools, others. (2) We started a "buy a wave" program for \$25. The waves will be painted on the pool wall. Received permission from TDSB and union to do this. November 28th is date to invite community in to paint (alumni, retailers on Danforth). (3) Have an "SOS message in a bottle" campaign.</p>
<p>George Harvey</p>	<p>There is some interest in permitting the pool (York Swim Club). It's a good accessible pool that has been recently repaired.</p>

Kensington	<p>The local Councillor's office, Trustee, and several parents are working along with Let's Make Waves the Parent Council and others to increase pool use. Work is underway on a sign, and wording is being discussed. Alumni will be engaged through Facebook, and online donation is being explored. Principals at other schools will be contacted, and After 4 program opportunity is being explored. The pool has wheelchair access. This is a rarity with school pools. The school has a good lead on Western Hospital which may permit the pool as a therapeutic program for surgery patients (Trustee Chris Bolton and Councillor Adam Vaughan are also in the loop on this). Fact Sheet has been translated and copies of the translated version along with the English version were sent home with the KCS students. The KCS Parent Council discussed the issue on their agenda, are gathering more supporters, and exchanging ideas. Also an interview has been completed with InsideToronto.com.</p>
Monarch Park	<p>The community has been fighting to keep the pool open for years. We focus on the fact that it's an accessible pool. There are no stairs, and we have a lift for the pool and lots of room on the pool deck. On Oct 13th a meeting was held with media and a number of political representatives, and support received. It is a neighbourhood asset, but it's also important that this pool be open for intellectual therapy and physical therapy for kids that need an accessible pool. The alumni are raising some money. Also have 3 permits committed. About \$10k more in permit revenue is required.</p> <p>Conversations are underway with 2 different groups out of Toronto East General. We have found one challenge is that there are students, children, and seniors with special needs who want to use the pool during the day because that's when they have assistance of their aids – however since that's not possible we've been encouraging people to use the pool on the weekend.</p> <p>Jack Layton is willing to put a piece about the pool in his communication with the community (asking "What would you like to do with the pool?" and "Would you be willing to make a donation?"), other pools may want to discuss this option with their political representatives.</p>
SATEC @Porter	<p>Have made significant progress in the last month. Signs have been put up (since the community didn't know very much about the pool). The signs have helped attract out-of-area students. We have also connected with Jack of Sports, and met with student leaders and the administration. We are working on a plan to get the neighbourhood using the pool. So far we've been successful at getting about 200 students from 3 neighbourhood schools. We have a number of opportunities in the next 3 weeks to get the word out – through commencement and parent-teacher interview night. We are hopeful we will secure enough revenue to keep pool the open. Especially since only a month ago had much less awareness from community and school staff.</p>
Western Tech	<p>During the past month, the WTCS Pool Committee has focused on increasing awareness of the pool situation within the community & securing permits for January. On October 20th, we held an open house, and over 100 people toured the pool & signed up to receive information. We have secured approx 90 permit hours per month starting in January, a real improvement over the past few months (from</p>

	<p>zero). This month, we are actively working with Jack of Sports to build awareness of their program.</p> <p>To date, we have not been able to identify corporate sponsorships for the pool and are interested in finding out the TDSB / AWG strategies to move forward in this area.</p> <p>The non-profit community organization Blue Waves Swim Club is located in High Park / West Toronto area. They hope to attract more swimmers to our club from the neighborhoods but we urgently need a permanent and reliable place to swim.</p> <p>They would like to use Western Tech Commercial School Swimming Pool on a daily basis. They would like to secure our place at Western Tech Commercial School Swimming Pool by signing a contract, that guarantees us usage of the pool in the future for a number of years.</p> <p>The dragon boating community wants to use the pool for paddling all winter. There are also a couple of swim clubs interested. Ursula Franklin is also working with Jack of Sports on programming in the pool. There is an opportunity on Thursday nights to connect pool use to the Con-Ed program at the school with support from CUPE.</p>
Winona	<p>Have distributed flyers and letters of intent – asking parents if they want aquatic programs and if so, what kind of programs. This was sent to the community and feeder schools and email contact lists. Thanks to the help of the City Councillor, there has been a great response. The community had no idea there was a pool – even some parents at the school said “We have a pool?”. Also, even if they knew there was a pool, they might not have known there was opportunity to use it. We have spoken with several interested users and various local swim groups. We have also had meetings with others, including the YMCA.</p> <p>Also the discussion about the pool has grown into a larger discussion about the need for after 4 programs – great support from Trustee on this. We’ve met with the Trustee, City Councillor and MPP and talked about setting up a not-for-profit group to oversee pool programs and after 4 programs. Our pool does not need a lot of work – basically ready to go, has separate entrances.</p>

TDSB Pool Advertising Proposal

Recommendation

The Aquatics Working Group (AWG) in cooperation with the Toronto Lands Corporation (TLC) is recommending corporate advertising to be posted in the swimming pools in the TDSB. Importantly, this advertising would be displayed on pool walls **outside of regular school hours**. The intended audience for this messaging would be community members participating in after-school and weekend swim programs. The specific target would be determined on a pool-by-pool basis and would very much depend on the theme of the programming being offered by pool permit holders. Potential targets would include parents (Guardian swim programs), teens (water polo), children (swim lessons), adults (lane swim), seniors (aqua-fit) et al.

Rationale

The AWG is actively looking for new sources of revenue to help keep TDSB school pools functioning within our communities. In some cases, permitting by groups like the YMCA and private swim clubs is covering the operating costs of pools. In other cases, fundraising, donations and sponsorships have helped cover the costs. Currently, there are several at-risk pools that may close because of a revenue shortfall and many of these pools are located in low-income neighborhoods.

Displaying corporate/ brand sell advertising will help raise funds and supplement the operating costs of TDSB pools across the city. Revenues from advertising will be pooled and distributed equitably to schools in need of financial assistance. The addition of corporate advertising as a revenue stream also helps ensure the long-term viability of these important community assets. This proposal respects the current regulations that limit advertising in schools. By posting these commercial messages after school hours and actively policing the display of these banners, we ensure the integrity of current guidelines.

Advertising Format

- The AWG is recommending a highly portable, lightweight mobile banner as the advertising vehicle. Banners will measure 8 ft x 3 ft and feature a heavy-duty fabric with a vinyl finish to repel water and withstand humidity.
- The banners would be one-sided and hang by a series of grommets. Pool walls would have hooks installed to accommodate the banners.
- Permit holders will be assigned the responsibility of posting the banners at the end of the school day. They will take down banners at the end of the permit schedule and put them in a safe storage area.
- We anticipate the majority of schools can accommodate three clearly visible banners around the pool area. Some schools may be able to post additional banners in the gallery area.

Implementation

The AWG/TLC will work with the TDSB's Business Services Team to establish a competitive rate card and rotation schedule. This should include a published and online rate card as well as

a full listing and photo gallery of school pools with an up-to-date spreadsheet and listing of pools, permit holders and anticipated traffic, reach/frequency and impressions.

The TDSB Business Services Team would be responsible for soliciting and managing the contracts with advertisers. They are also responsible for:

- Negotiating and signing contracts with interested advertisers (Note: TDSB may decide to use a third party i.e. Zoom Media to present the opportunity to advertisers and media buying agencies. This decision to involve a third party would be subject to tender)
- Securing creative and ensuring an on-schedule production process
- Quoting and overseeing the printing process and delivery of the banners to schools
- Proof of performance (POP)
- Billing

Additional Considerations

Advertising must be respectful of the school environment and reinforce the values and principles of the school and community

Preliminary Five Year Plan

Year 1	Year 2	Year 3	Year 4	Year 5
<i>Sep 08 – Aug 09</i>	<i>Sep 09 – Aug 10</i>	<i>Sep 10 – Aug 11</i>	<i>Sep 11 – Aug 12</i>	<i>Sep 12 – Aug 13</i>
Formed AWG	4 more pools open	Mar '11 construction complete	Increase in permit revenues	Coordination of all city-wide pool resources (TDSB, City, others)
Received \$4 M from Province	Decision on remaining 9		Operating costs known	
Reports to TDSB in Mar, Apr, Jun	Construction underway	Increase in permit revenues	Established arms-length governance model	
19 pools open	Expanded Committee on Governance	Agreed upon governance model		
7 decommissioned	Permitting/Operations Committee supports reviews of:	Updates to permit structure	New & expanded programs	
Established Swim TO Fund				
Established SPOC	<ul style="list-style-type: none"> • Permit rates • Capital levy • Square footage • Metering costs 	Contract with City for 33 pools expires (TBC)		
	Hire staff resource	New & expanded programs within existing structure		
	New & expanded programs			