

Notes of the Aquatic Working Group (AWG) Meeting

Wednesday, May 6, 2009

Canadian Tire Conference Centre, 2200 Yonge Street

5:00 – 7:00 pm

These notes were written by Nicole Swerhun, Meeting Facilitator. Questions, comments, and results of discussion are integrated throughout the Notes.

I. Big Picture Update

David Crombie opened the meeting and welcomed participants. He noted that since the last AWG meeting March 4, 2009, we have seen significant results in three key areas:

1. Great commitments from the Province, TDSB, and several community organizations

- The Premier has publicly committed to providing the funds necessary to meet the capital requirements of the 32 pools the AWG report recommends stay open. This includes \$12 million to fund 24 pools with some/significant community use, and this could grow to \$15.6 million if the recommended 8 probationary pools stay open. This support is contingent on the pools staying open.
- At their May meeting, the TDSB agreed to keep 13 pools open that have a track record of generating significant permit revenues. They also agreed to postpone a decision on the remaining 26 pools until June, and asked TDSB staff to work with the AWG to identify the revenue viability of these remaining pools.
- The strength of the AWG has been growing – and there has been amazing participation from the community at public meetings, and in the efforts being made to increase permitting of pools.
- Significant interest continues to be expressed by organizations and agencies who want to be part of the solution.

2. A lot of work remains to be done! We need to:

- Increase our efforts for equitable expansion of Toronto's aquatic program for all.
- Do as much as we can to increase community participation and therefore increase the much-needed revenue (through permitting, local sponsorship, etc.) required to support the remaining pools. Continue to identify ways to

reduce costs. And continue our discussions on the forms of governance required to support the pools.

3. Significant dates and decisions

- AWG Meeting on May 6th needs to include development of a work program to take us through to the June TDSB meeting. We propose that the AWG meet in June (prior to the TDSB meeting) to review progress.

II. Details on Permits and Revenue Numbers

Karen Pitre, Consultant to Toronto Lands Company, reviewed the cost charts that are being used by the AWG and TDSB to keep track of pool costs. Key points from Karen's remarks:

1. The numbers show that the projected permit revenues on the 13 pools are just about high enough to cover the TDSB's incremental cost of operating pools (\$679k compared to \$758k). This assumes a flat permit fee of \$50/hour/pool.
2. The incremental cost incurred when operating a pool is \$5.21/sq foot (which the TDSB incurs on top of the \$6.80/sq foot it costs for other non-pool school space). Using Allenby as an example, if the pool was a gym, it would cost about \$33,000/year, but since it's a pool, the cost grows to an additional (approx) \$25,000/year.
3. We're suggesting there be a TDSB staff report that goes to the TDSB board in May that will recommend a \$50/hr permit fee – now need people to apply for permits.
4. Permits would be renewed to existing permit holders. If there's a conflict, because everybody wants the same time slot, we are suggesting that these be referred back to the AWG and pool captains so together we can sort things out. It may be that there's a way to accommodate people in other places. As soon as the TDSB approves the \$50/hr rate the permits will get issued for the summer.
5. There are still issues to be resolved, for example, 5:30 am starts. We still need to work out caretaking issues because there is still a requirement that a caretaker be there to make sure the pools is open and ready to go. This is an additional cost as it is overtime. We're still looking at ways to work with CUPE – not only for early mornings, but also weekends.
6. **For those who have asked for pool time, please get the permit info to the permit department at the TDSB ASAP.**

Discussion (note that responses, where provided, are in *italics*)

PERMIT REVENUE

- How did we get to the permit revenue number? *The AWG had a meeting on April 9, and anyone that was a permit holder was invited. We discussed the fact that the fee structure has been very high which meant a lot of pools weren't used. We also discussed the fact that smaller pools are cheaper and bigger pools are more expensive. To maximize usage, we agreed that we*

needed a permit strategy that offered the same price for permits for all pools. We also agreed that we didn't want a distinction between users (i.e. private swim clubs versus youth versus seniors versus adults, etc.), instead our strategy is to drive up the number of hours. The rationale was that this would be the best way to get everyone using as much pool time as possible. We need this because we have a lot of supply but not enough demand. Through the pool captains we asked if we had a rate of \$50/hr, how many hours could you permit? Then we filled out a form/template for each pool and made sure there were no overlaps in the times requested.

- *What happens when a school's revenue is higher than its operating costs? We've tried to spread the revenues around so we can keep more pools open to serve a broader cross section of the community.*
- *Malvern had no revenue because no one knew it was available.*

PERMIT COST

- Did you consider giving popular times a higher fee? *Not yet, our focus is on getting the TDSB to open some pools so now so we have something to work with. This is beginning of ongoing discussions regarding the permit process – something we expect to refine, with the involvement of all of you, over time.*

PERMIT OBLIGATION

- Is there a contractual obligation to use the pool once a permit application is filled out? *It's not a binding commitment until payment is received.*

REVENUE FORECASTS

- The revenue forecasts were based on \$50/hr? *Yes, and a staff report will go to the TDSB May 27 to get approval for this.*
- It's very hard to get commitments for permit hours because people don't know if the pools will close.

SQUARE FOOTAGE

- Are the pool area numbers (square footage) the old numbers? *No. They're new numbers. Adjustments have been made to account for shared space (e.g. change rooms).*
- Is there an error in Glenview? The number seems high. *The numbers can be misleading because the square footage includes things like the pool gallery. Then that's another good reason to use the same permit fee for all pools.*

CARETAKING

- What about caretaking? Getting caretaking at 5:30 am is tough. *If there's already another permit in the school, than the pool user doesn't need to pay for caretaking.*
- I thought the caretaking shift was 6 am – 2 pm. *Norm is 7:00 am start, but in some schools caretakers start as early as 6:30 am. The collective agreement says they can't start before 6:00 am.*

OTHER USERS

- Have we talked to other groups, like Extreme Fitness, who don't have aquatics programs – and see if there are opportunities for partnerships?
- Is there a way to get the Province to recognize swimming in the curriculum and therefore provide additional financial support? *That's an important conversation to have, but it's not the focus of our work right now. The Province does provide support through other mechanisms (e.g. funding programs like Swim to Survive).*
- If the pool is not used during the day by the school, is it an option to permit the pool to other schools boards? *That's an idea to keep in mind – though at the moment the logistics of that may be a bit daunting.*

FUNDRAISING STRATEGIES

- Is there an absolute number we need to reach to save the 19 pools? *Yes, \$1.1 million (see page 7 of the blue handout from the meeting, subtotal from column labeled "Operating Incr. Cost \$5.21/SF).*

- Why don't we think about how we could raise the \$1.1 million? Then we could take a more holistic approach rather than work school-by-school. *There will likely need to be both strategies – a city-wide approach and a pool-by-pool approach.*

****ACTION ITEM****

Participants requested simple templates/handouts for two things:

1. Something that explains the permit fee of \$50/hr, and
2. Something that help groups seek sponsorship

III. Opportunities for Program Support

Karen described both city-wide and pool-specific strategies that could help guide our continued work to make-the-case for the TDSB to agree supporting all AWG Report recommendations. These included:

City-Wide Strategies

- Toronto Lands Corporation is connecting with potential sponsors from major corporations – if you know of opportunities here, please connect with us ASAP.
- Work is underway with TDSB staff to confirm a new \$50/hour permit fee (+ caretaking)
- Potential partnerships with the Canadian Tire Foundation for Families, the YMCA, the Toronto Community Foundation, the Toronto District Catholic School Board and others continue to be explored.

Pool-By-Pool Strategies

- Identify a pool captain for every pool
- Identify the funds required to cover the incremental operational costs for each pool – that's the target to aim for (see Chart 2 on the attached TDSB resolution from April 22, 2009)
- Seek support from local businesses (there may be an opportunity to provide recognition of sponsors on signage for each pool)
- Connect with local community groups that currently do not offer aquatics and find ways to involve them
- For groups wanting to create dedicated programs for kids in financial need, approach Harry Bell from Canadian Tire's Jumpstart Charities (harry.bell@cantire.com) and determine if your program is eligible to receive support

Karen then introduced Rahul Bhardwaj, Toronto Community Foundation and Dan Thompson, Canadian Tire Jumpstart Charities, who both described the contributions that their respective organizations are interested in making to the AWG's work. Highlights from their remarks include:

Rahul Bhardwaj, President and CEO, Toronto Community Foundation

- The pools issues aligns well with the TCF.
- TCF is one of 165 community foundations across Canada. We're an alternative to a private foundation. We do administrative and investment management work for donors.
- An example of one of our projects is Vital Signs – which was a gift from David (Crombie) and a few other city builders of that time.
- We convene people, come up with ideas, and work to get funds from a number of players to make projects happen. We connect philanthropy with community needs and opportunities.
- The TCF figures out what the city's needs are, gives that information to donors, and helps identify what donors can do. For example, we make grants to organizations that are involved in city building. The Museum subway station an example of work we supported.
- We look at potential need areas – like pools, create a vehicle to fund it, and if we're lucky enough we connect philanthropists who want to contribute.
- The TCF does a number of things with the TDSB. It is not unusual for us to be a vehicle for charitable giving.

Dan Thompson, Canadian Tire Jumpstart Charities

- Jumpstart Charities has 3 ways of funding underprivileged kids. The way we would get involved in pools would be through our Chapter model. We have 4 chapters in Toronto. The other way we get involved is through non-traditional programs. The third way is through our over 2000 employees that do fundraising for us occasionally.
- We don't create the programs, we fund kids in the programs. We need you to help create the programs for these pools. We will have a breakout session soon to discuss this further.
- There are models to look to that do a great job with this. For example, there's a great heritage in places like BC and Montreal with Summer Clubs. These are 6-8 week programs for kids, in the summer. Some of our great Canadian swimmers have come from these programs, and it's a great way to get kids active.
- My dream would be to see series of programs in TDSB pools for 6-8 weeks over the summer that culminates in a splash meet, and that over time this becomes a feeder system for swim groups across the city.

Results of Small Table Discussions

Jumpstart Charities Table Discussion

We talked about the need to build capacity, and the need for these groups to come to us with proposals. We discussed that the Canadian Tire Foundation For Families is one source. We debated whether to focus on one or 2 pools or wider geographic – decided to start with 1 or 2 .

If people have kids that qualify, how do they apply? SWIM CLUBS SHOULD CONTACT Harry Bell from Canadian Tire's Jumpstart Charities (harry.bell@cantire.com) and determine if your program is eligible to receive support.

Funding Strategy Table Discussion and Naming Rights

We discussed ways to try and save the remaining 19 pools. We focused on what it would take to come up with the \$1.1 million we need. We decided we don't have enough time to come up with a program, so we looked at straight sponsorships with corporate sponsors.

We created a list, but also identified an issue to resolve. These sponsors will want as big a logo as possible. We imagine that the TDSB and community would want to keep it as small as possible. So we need the right balance of what's acceptable and what sponsors want. To do that we need the blessing of the TDSB.

We talked about what and who is an acceptable sponsor. For example, is Coke? We talked about the hard work that schools have done to keep Coke out of schools. The TDSB has a very clear policy for naming rights.

****ACTION ITEM****

We can distribute the TDSB policy with the minutes.
NOTE: It is attached to these minutes as Appendix A.

Discussion (responses, where provided, are in *italics*)

SPONSORSHIP/ROLE OF FOUNDATIONS

- If a corporate donor wants to give us \$50k for a pool and put their name up somewhere, how would that work? What if they want a tax receipt? If the school has a foundation should they give it to the foundation? *Or to some friendly foundations in the room? We would like to set it up as arms-length as possible. Rahul indicated that TCF could be a good partner. One option is to set up an AWG fund, set up an advisory process on how get instructions from the fund.*
- Part of the recent TDSB meeting motion included a commitment to look at using the existing TDSB foundation didn't it? *Yes, but it may be that in some ways using another alternative could be cleaner and easier. The TDSB motion is permissive and not restrictive, so it allows us to look at other options as well.*
- It may come down to specific sponsors want their logo on a specific school pool. *Agreed, but that doesn't mean we don't also have the option to share revenues with other places.*
- I'm thinking more long term. It's easy to work towards one year of funding with a foundation, but we should work towards raising interest for more than one year.
- Is the injection of capital dollars dependent on a multi-year operation? *The answer is the expectation is that once the Province puts in the capital that the pools will be used for the long term.*

WHERE TO SEND MONEY

- If there is a cheque for a pool, can it be directed to a specific school? *That's something we can talk about. We have tried to discourage donations from*

being that pool specific. We can do that, but we want to make sure we also seek support for keeping the whole system working.

CATHOLIC SCHOOL BOARD

- The Toronto catholic School Board has done its share to contribute to the availability of pools in Toronto. The board intends to keep those pools open. If the Province is going to invest in the capital side of keeping pools open, we think it's fair to expect that Province would give us the similar money. We're not sure who in the Province is making the commitment.

COORDINATING EFFORTS

- We have a lot of pools close together, and we would like to work on a strategy that connects local pools. This would mean getting local merchants to sponsor Ward 7 (Humberstone, Keele, 2 Western Techs, Swansea and possibly Fern and possibly Parkdale). We don't want to cannibalize each other.
- We have been trying to come up with our own strategy. We have the pool and the people but we might need help with someone operating the program. *If that's the case, then you need to let us know (A) this is how many kids we have, and (B) this is what we need. Then partners like the Y can step up if know need and funding is available.*
- When we compile all info that pertinent, who do we submit it to? you? *We'll circulate the pool template and each user group can fill in what they would like. When you get people interested – put the permit into the permit department.*
- Who is responsible for determining when pool available? And when can we permit the pool on school day? After 6 pm? *The times are typically 6 pm – 10 pm. Or with support from the Principal, it may be possible to get a 4-6pm time or 7-8:30 am time.*
- If a person is interested in a potential permit contacts TDSB permit staff and wants a certain time that isn't available, will the staff help direct the caller to another time or school? *It's better to just submit your permit ASAP so we have evidence of the demand, and then we'll figure out any conflicts from there.*

IV. Next Steps

Karen Pitre and David Crombie will stay in touch with the AWG members via email, including providing updates on any responses from the Province, City, or TDSB. The timing of the next meeting will be set by the AWG Chair, David Crombie, for sometime in June.

Toronto District School Board

Policy P047

Title: **NAMING SCHOOLS AND SPECIAL PURPOSE AREAS**

Adopted: August 29, 2001

Revised: December 14, 2005, **February 11, 2009**

Review: April 2010

1.0 OBJECTIVE

To establish guidelines for the naming and renaming of schools

2.0 DEFINITIONS

Special Purpose Area A room or area of a school other than a classroom that is unique or has special significance to the school and the local community such as an auditorium, courtyard or garden.

Local Community The geographic area defined by the local school's attendance area, families of students attending the school, and alumni association members, if any.

3.0 RESPONSIBILITY

Executive Officer, Facility Services

4.0 POLICY

Schools

- 4.1. The naming or renaming of a school may be necessitated as a result of site consolidations, academic redesignation, school closures, school reopenings, and, on the rare occasion, a request from the school or local community.
- 4.2. Approval of the Board is required before a process may be implemented to determine and propose a new name (except when the school is already part of a Board-approved reorganization).
- 4.3. Consultation with the school (including students) and local community shall be an integral part of any renaming process.
- 4.4. Names of schools shall be based on one of the following criteria:
 - (a) The name of the street on which the school faces
 - (b) The historical or current name of the district or local community in which the school is located

- (c) A name symbolic of the unique program focus of the school in the case of specialized or alternative schools
- (d) The name of a renowned Canadian of historical significance to the Toronto community, or whose contribution to Canadian society or to the world is recognized and valued across Canada
- (e) The name of an internationally renowned person whose contribution to humanity is widely recognized within the Toronto community or across Canada

4.5. The Board shall approve school names and name changes.

Special Purpose Areas

- 4.6. The school principal and Business Development staff, in consultation with school representatives and the local trustee, shall determine the names of special purpose areas of a school.
- 4.7. When a donor's contribution constitutes a significant percentage of the total cost of a project, the donor's name may be considered as a possibility for the name of the special purpose area.
- 4.8. Signage and plaques recognizing donors shall not constitute commercial advertising.
- 4.9. Signage and plaques recognizing donors shall be modest, in good taste, and complement the style and design of the facility and project.
- 4.10. Any sponsorships involving written contractual arrangements, advertising, logos or any other instances, which will affect another school, departments or the Board systemwide, will be referred to the Business Development department prior to acceptance.

5.0 SPECIFIC DIRECTIVES

The Director is authorized to issue operational procedures to implement this policy.

6.0 REFERENCE DOCUMENTS

Operational Procedure PR592, Naming Schools and Special Purpose Areas
Policy P021, Fundraising and Donor Recognition
Operational Procedure PR508, Fundraising

