



A SOLUTION FOR TDSB POOLS

Aquatics Working Group report to the Toronto Lands Corporation
January 2010



Fundraiser at Earl Grey (November 28, 2009), Photo courtesy of John Beebe



ACKNOWLEDGEMENTS

This report is based on the contributions of many people and organizations committed to Toronto's pools. It is only through their exceptional dedication and effort that the successes reflected in this report have been achieved. **The facing page hold the names of the over 175 individuals and organizations who have participated in Aquatics Working Group meetings over the last 16 months, and who have volunteered their expertise, creativity, insight and advice to the task of developing a long term sustainable solution for our pools.**

Financial support has also been critical, through both increases in permit revenue and donations. Exceptional efforts have been made by many swim clubs, community organizations, and individuals to increase the number and size of aquatics programs offered. Also a big thanks must go out to those who have donated directly and/or purchased large blocks of permit time, including Kiwanis Club of Canada Foundation, RBC Corporate Donations, Manulife Financial, Toronto Star and CUPE Local 4400.

Finally, special recognition must also be extended to the Metro Central YMCA and Canadian Tire for hosting all of the AWG meetings – thank you.

Note on authorship:

Everything in this report is based directly on the work completed by, and discussions held with, the AWG. This report was written on behalf of the AWG by Nicole Swerhun (AWG Facilitator), Karen Pitre (consultant to the Toronto Lands Corporation), and David Crombie (Chair, AWG). Minutes of all AWG meetings are available online at the Toronto Sports Council website (www.torontosportscouncil.org).

Allenby Daycare, Helen Bucknell
 Allenby PS, APA Chair Jessica Monk
 Aqua Kids Cheryl Wilson
 Aquatic Federation of Canada, Linda Cuthbert
 Aquatic Infrastructure Council, Alex Brown
 Aquatic Sport Council, Heather Johnston
 Armour Heights LPCI/LMW, Livia Hunter
 AWG, Parent, Kiwanis Club, Andrea Demchuk
 AWG, SPOC, Lisa Jorgensen
 AY Jacson SS/NYMAC, Sandra Oliver
 Campaign for Public Education, Stephen Seaborn
 Canadian Tire – JumpStart, Harry Bell
 Canadian Tire – JumpStart, Dan Thompson
 Cannon Design, Laura Zamprogna
 Cannon Design, Bob Johnston
 Carleton Village PS, Tran Dam
 Carleton Village PS, Curtis Ennis
 Carleton Village PS, Jeff Keay
 Carleton Village PS, John Sweeney
 Carleton Village PS, Elana Rubin
 Carleton Village PS/Western, Murray Duncan
 CBC TV, Michael Dick
 Central Technical School, Fernanda Pisau
 Central Technical School, Susan Purvis
 Central Technical School, Joy Brickell
 Central Technical School, W Marcus
 City of Toronto, Phyllis Berck
 City of Toronto, Anne Jackson
 City of Toronto, Councillor Janet Davis
 City of Toronto, Councillor Paula Fletcher
 City of Toronto, Councillor Karen Stintz's Office Andrew Bodrug
 City of Toronto, Councillor Walker's Office, Ward 22 Chris Sellors
 City of Toronto, Councillor Ward 21 Joe Mihevc
 City of Toronto, Parks, Forestry and Recreation, Mark Edelman
 City of Toronto, SFDA, Ed Reed
 CIUT Radio, Ted Fairhurst
 Community Matters, Margaret Coshan
 Community Matters, Surabti Khari
 Concerned Citizen, Mary Kruk
 CUPE 4400, Marilyn Churley
 CYC, Kiwanis, Boys Club, Ron Caulfield
 Danforth CI School Council, Annette Wilde
 David Crombie Associates, Robin Crombie
 Deer Park PS - Co-Captain, Laurie McNelles
 Deer Park PS, Jennifer Frew
 Deer Park PS, TSC, LMW Linda Smith
 Dive Ontario, Mark Rourke
 Earl Grey SPS, Janet Dabrus
 Etobicoke Swim Club, Steve Goodwin
 Eunice's Swim School, Marguerite Layne
 Facilitator, Nicole Swerhun
 Fairfield's SC, Catherine Sople
 Fern PS, Craig Tsuji
 Fern PS – Parent, Teresa Emmanuel
 Forest Hill CI, SPOC, Robert Jordan
 Forest Hill CI, SPOC, Lori Tanzer-Chad
 Frank's Swim School, Mike Liebmann
 George Harvey CI, Patrick Abtan
 Glenview Senior PS, Ward 8, Mona Rozenblum
 Glenview Senior PS/North Toronto Aquatic Club, Glenna deHaan
 Humberside CI, Katherine Trimble

Humberside CI, Sarah Doucette
 Humberside CI, Donna Luke
 Humberside CI, Dor Hawkinson
 Humerside CI, Leslie Gooding
 Jack of Sports, Larry Tobin
 Kensington Community School - Parent Council, Kory Prentice
 Lakeshore Swim Club and York Mavericks Waterpolo, Jane Wright
 Let's Make Waves, Heidi Wilson
 Let's Make Waves, Linda Phillips-Smith
 Let's Make Waves, Nancy Abbey
 Let's Make Waves, Laura Pereverzoff
 Let's Make Waves/Keele Pool Campaign, Peter LaMantia
 Lifesaving Society, Perry Smith
 Lifesaving Society, Barbara Byers
 Lifesaving Society of Ontario, Doug Ferguson
 Malvern CI, Nancy Palmer
 Masters Swimming, Lois Adams
 Ministry of Education, Abby Doush
 Ministry of Health Promotion, Tracy McMurray
 Monarch Park CI, Sharon Gomes
 MPP Michael Colle's Office, Nancy Caetano
 MPP Michael Colle's Office – EA, Vittoria Maggisano
 National Dragonboat Club, Konrad Doenbecker
 North Toronto CI, Jane Lewis
 North York Aquatic Club, Dave Douglas
 North York Aquatic Club, Marjie Chud
 North York Aquatic Club, Leon Goren
 Northern Secondary, David McCordic
 Northern Secondary Captain/Deer Park, Debbie Stubbs
 Northern Secondary Captain/Deer Park, Eileen MacDonald
 Olympium Synchro Swim Club, Cynthia Caskey
 Ontario Aquatic Sport Council, Brian Connors
 Ontario Water Polo, Joanne Brown
 Parent, John Spina
 Riverdale, Debbie Gordon
 SATEC @ Porter, George Mavraganis
 Scarborough Swim Club, Chris Smelt
 Special Education Aquatics, Dahlia Barber
 Special Olympics, Pratima Bhatt
 Special Olympics, Peter Seto
 Special Olympics Toronto, James Noronha
 Sports Architect, Bob Johnson
 Swimming Dragon, Yang Gao
 SwimSmart Swim School, Zoe Sher
 TCDSB, Richard Francki
 TDSB, Howard Goodman
 TDSB, George Kourtis
 TDSB, Rob Milligan
 TDSB, Barbara Langenberger
 TDSB, Rick Daigle
 TDSB, Randa Dickin
 TDSB, Jill Warthy
 TDSB, Valerie Nicholl
 TDSB, Monarch Park, Rob MacKinnon
 TDSB, Trustee Cathy Dandy
 TDSB, Trustee (Ward 16, Beaches-East York) Sheila Cary-Meagher
 TDSB, Trustee Cathy Dandy's Constituent Assistant, Mandy Pipher

TDSB, Trustee Chris Bolton's Office, Tyler Johnson
 TDSB, Trustee Soo Wong's Constituent Assistant, Marjorie Daw
 TDSB, Trustees Howard Goodman & Sheila Ward's Office, Melanie Dickstein
 TDSB, Winona, John Tancredi
 TDSB/CUPE 4400, Giselle Burton
 TDSB/CUPE 4400, Sarah Rier
 TDSB/CUPE 4400, Nancy Campbell
 The Liquid Gym - Aqua Specialist, Suzy Rose
 Toronto Lands Corporation, David Crombie
 Toronto Lands Corporation/Toronto Sports Council, Karen Pitre
 Toronto Sports Council, John Wilkinson
 Toronto Sports Council, Mike Pitre
 Toronto Sports Council, Jeff Carmichael
 Toronto Star, Emilie Mathieu
 Toronto Star, Iain Marlow
 Toronto Swim Club, John Grootveld
 Toronto Swim Club, Leslie Carter
 Toronto Swim Club, Derby Crewe
 Toronto Swim Club, Laura Pratt
 Toronto Synchronized Swimming Club, Valerie McDonald
 Tourism Toronto, Robert Kawamoto
 Tourism Toronto, Sonja Turek
 Town Crier Newspaper, Kris Scheuer
 UFA, Paula Madden
 UFA, L Steward
 University of Toronto, Cathy Hughes
 University of Toronto, Robin Campbell
 Ursula Franklin Academy, Darlene Treen
 Ursula Franklin Academy, Lorna Stewart
 Western Tech – Parent, Laura Wood
 Winona PS, Simone Pflug-Taylor
 Winona PS, Quincy T.
 Winona PS, Jane Huggard
 Winona PS, Mary Altern
 Winona PS, Esther Pflug
 Winona PS, Jane Turritin
 Winona PS, Tony Turritin
 Winona PS, Jennifer Simon
 Winona PS, David Simon
 Winona PS, Mary DeLuz
 Winona PS – Parent, Adriana Nedelcu
 Winona PS – Parent, Nicole Nedelcu
 Winona PS – Parent, Danylow Harris
 Winona PS – Parent, Cassie Bell
 Winona PS – Parent, Catharine Tannen
 Winona PS - Parent Council Chair, Kathy Carlin
 Winona PS, Central Tech, Harbord – Parent, Gordon MacNeil
 Winona PS, Oakwood – Parent, Karl Brown
 YMCA, Carolyn Tyner
 YMCA, Scott Haldayne
 YMCA, Erin Beresford
 YMCA, Heidi Pratt
 YMCA, Chris Smith
 York University, Patricia Murray
 Anne Bell
 Bev Swerling
 Brenda Shillington
 Brodovsky Sharon
 Chris Choy
 Nathalie LaCoste

TABLE OF CONTENTS

Executive Summary	1
I. Pools in Schools	2
II. Challenges Identified & Results Achieved	4
III. Where We Are Today	13
IV. Where We're Going.....	18
V. Recommendations	20

Appendices

Appendix A.	Map of 39 pools
Appendix B.	Pool-by-Pool Summary Table
Appendix C.	Prototype of Proposed Online Pool Permitting System

EXECUTIVE SUMMARY

On April 16, 2008, the Toronto District School Board (TDSB) asked David Crombie to propose a long-term sustainable solution for the continued operation of the Board's pools. A total of 23 pools had been slated for closure in June of 2008, with an additional 16 to follow in June 2009.

After holding an open Aquatic Summit in May 2008, a transition plan was supported by the TDSB that would see the pools kept open for a year while a community based, long term strategy for the use of pools could be developed. As part of the transition plan: the TDSB agreed to transfer, on an interim basis, the operation of the 39 pools to the Toronto Lands Corporation (the TLC is a wholly-owned subsidiary of the TDSB); the Province of Ontario's Ministry of Health Promotion agreed to fund the operation of the pools for one year (that year was complete in June 2009); and an Aquatics Working Group (AWG) was created.

Over 175 people have participated in the AWG over the past 16 months, with membership open to anyone interested in contributing to a long term solution for the continued use of TDSB pools. *The results of their work have been outstanding.* To date, they have successfully made the case to keep 23 of 39 pools open. There are nine remaining pools that the AWG and local communities have worked tirelessly to support, and they've succeeded. Even though these pools are currently closed (and have been since September 2009), the value of permit applications for these nine pools for the next six months now exceeds the incremental costs of operating these pools over the same time period. **Overall, the AWG's work has resulted in permit revenues more than doubling from approximately \$426,000 in the 2008-2009 year (for 39 pools) to over \$1 million for the 2009-2010 year (for 32 pools).**

Throughout their work the AWG has focused on better understanding the nature of the problems facing the 39 pools and addressing them. This report outlines the key lessons learned, and 18 significant outcomes achieved. Customer service improvements have been made, long awaited capital repairs are underway, and mechanisms for connecting permit holders to each other, local communities, and interested users have been created. A Governance Committee has also been established with two representatives from each of the TDSB, TLC, and AWG, with an outstanding request to the City of Toronto to also appoint two representatives. Their first meeting will be held in early 2010, and their mandate is to develop a sustainable governance model for the pools.

Based on this work, the AWG recommends the following to the TLC:

1. The TLC support the re-opening of the nine pools, in conjunction with the ongoing work of the community through the AWG, in its continued efforts to increase permit revenues, pursue further fundraising opportunities and additional corporate and private sponsorships where possible.
2. The TLC support the key elements of the proposed 5-year work plan, including the work of the Governance Committee.
3. The TLC support the AWG in their continued efforts to achieve revenue targets that will ensure the long-term sustainability of pools in schools.

I. POOLS IN SCHOOLS

Background

On April 16, 2008, the Toronto District School Board (TDSB) asked David Crombie to propose a long-term sustainable solution for the continued operation of the Board's pools. A total of 23 pools had been slated for closure in June of 2008, with an additional 16 to follow in June 2009.

David Crombie asked the Toronto Sports Council to hold an Aquatics Summit on May 14, 2008. Over 60 people participated representing a number of different interests and organizations. Discussions at the Summit were used to develop a transition plan to keep the pools open for a year while a community based, long term strategy for the use of pools could be developed. As part of the transition plan, the TDSB agreed to transfer, on an interim basis, the operation of the 39 pools to the Toronto Lands Corporation (a wholly-owned subsidiary of the Toronto District School Board). Also as part of the transition plan, the Province of Ontario's Ministry of Health Promotion agreed to fund the operation of the pools for one year while solutions for the pools were being explored. That year was complete in June 2009.

Creation of the Aquatics Working Group

The transition plan recommended the establishment of an Aquatics Working Group. In September 2008, the Aquatics Working Group (AWG) was created. Participation in the AWG is open to anyone interested in contributing to a long term solution for the continued use of TDSB pools. There are now over 175 individuals and organizations involved who are strongly motivated by the possibility of creating a well thought out and accessible aquatics program, a more generous and vigorous community use of schools, and a determination to employ new approaches to financial and environmental sustainability.

The AWG includes swim clubs, aquatics instructors, parent councils, trustees, representatives from the City, Province, and TDSB, as well as organizations like the YMCA of Greater Toronto, the Canadian Tire Foundation for Families, the community group Let's Make Waves, the Lifesaving Society, and several others. Twelve AWG meetings have been held since it was created in September 2008. Agendas and minutes from all AWG meetings are available online at www.torontosportscouncil.com. The work of the AWG has been led by David Crombie (Chair), and supported by Karen Pitre, consultant to the Toronto Lands Corporation (TLC), and Nicole Swerhun (Facilitator).

Overview of the 39 Pools

TDSB pools are located in schools across the city (see map in Appendix A). They were originally built by the former school boards, pre-amalgamation (1998) and funded by the Metropolitan Toronto tax base at that time.

The 39 pools that are the focus of the AWG's work are located in high schools, middle schools, and elementary schools. Some are in stand-alone buildings, while others are integrated into the schools. Some are used heavily by the community, while others are used heavily by the TDSB. Some are used by both. Some have been well maintained, while others require capital upgrades.



AWG Meeting September 29, 2009
(Photos courtesy of Nicole Swerhun)

II. CHALLENGES IDENTIFIED & RESULTS ACHIEVED

The work of the AWG began with a number of tasks to better understand the nature of the problem. **There was no question that no one, including the TDSB, wanted to close the pools. The challenge was one of costs. In an ever tightening fiscal environment, the cost to operate and maintain the pools was considered too high for the TDSB to afford. Also, there was a sense that some of the pools needed significant repairs and/or were under used.**

The AWG set out to better understand these challenges by completing the following tasks, with the support of AWG Pool Captains:

- A review of the operating costs of the 39 pools;
- A review of the condition of each of the 39 pools, and an assessment of the costs associated with capital repairs;
- A review of the use of each of the 39 pools; and
- A review of the geographic location of each pool (especially compared to other recreational assets) and/or the special equipment available at each pool that would make it a unique asset in terms of access to certain communities that otherwise may not have the opportunity to use a pool.

The results of this work yielded a number of important learnings, many of which have been shared with the TLC and TDSB over the past several months.

Operating Funds – What We’ve Learned

Operating funds are allocated on a square footage basis. The allocation of operating funds to pools is based on the square footage occupied by the pools and pool-related spaces (including change rooms, washrooms, and the areas required for housing infrastructure related to operation of the pool). This is not an ideal approach to allocating funds as it does not reflect the costs of operating the pool.

OUTCOME 1: The TDSB and AWG have reviewed the square footage estimates for a number of pools, and in many cases have adjusted the square footage numbers, particularly in areas where facilities are shared with non-pool uses (e.g. change rooms, hallways, etc.). Follow-up work needs to continue to further refine or modify this funding approach so that it more closely reflects the operating costs of the pools.

AWG POOL CAPTAINS

Pool Captains are members of the AWG who self-identified as being interested in acting as the lead liaison between the AWG and each of the 39 pools. Two Pool Captains were often identified, and in some cases Pool Captains took a leadership role with more than one pool. These volunteers put an incredible amount of time and energy into understanding the unique circumstances of each pool, and to helping mobilize community interest in the pools.

The square footage funding allocation for operating pools is greater than the square footage allocation of operating other parts of schools. When the AWG started its work, the funding estimate (and associated savings) for operating pools was \$12.01 per square foot. Through discussions with the TDSB it was determined that this provincial funding (“operating base funding”) includes \$6.80 per square foot, which is the funding allocation to operate classrooms, gyms, etc., plus \$5.21 of additional funding (“operating incremental cost”) associated with operating the pool to cover pool-related costs.

OUTCOME 2: The TDSB and AWG have agreed that the incremental cost of operating the pools is \$5.21 per square foot. It was also agreed that if the community is able to offset this amount then the impact on the TDSB is significantly reduced.

Utilities potentially represent a significant component of additional pool costs. Right now there is no way to isolate the utility costs associated with operating each pool. This is significant because we know that more energy efficient pumps and boilers have been installed in some pools and not others, and that pools that are built in the basement of schools are likely more cost-effective to heat than stand-alone pools. These differences are obscured when the operating costs of pools are calculated on a system-wide, square footage basis. This learning is important because it identifies an information gap that is critical to efficiently managing these pools.

OUTCOME 3: To better understand pool costs, the AWG recommended that utility meters be installed to directly measure pool utility use. To date, a metering system has been installed at Riverdale and data is being recorded. There should be sufficient data collected for analysis in 2010. The possibility of reducing costs through use of alternative energies has also been explored and should continue to be pursued.

KEY MESSAGE:

The operational costs associated with the 39 pools is lower than originally anticipated, and with additional monitoring, may prove to be lower still.

Condition of the Pools – What We’ve Learned

Many of the 39 pools are in good shape, but some need a lot of work. In 2008, Altus Group Cost Consulting completed a pool audit of each of the 39 pools. The Life Cycle Report completed in 2002 by the TDSB was used as the base case and the Altus report indicated whether extensive, modest, minor or no work was done since 2002. Altus also completed a five year capital plan for all 39 pools. The full report was included in the AWG report of March 2009.

The results indicated that the pools required anywhere from a low of \$130,000 to over \$725,000 in capital expenditures, over the next five years, to bring them up to a state of good repair. There were a total of 7 of the 39 pools that were deemed prohibitive to repair and recommended for closure, and these were referred by the AWG to the City of Toronto for inclusion in their review of the City’s Indoor Pool Aquatic Strategy. This referral came along with a strong recommendation that a complete geo-demographic analysis be completed before a final decision is made to permanently close these pools (which would allow for a more comprehensive look at issues such as catchment area characteristics, population growth projections, and diversity).

For the remaining 32 pools, David Crombie and the AWG reported that there was a capital requirement of \$15.8 million and recommended that the Province of Ontario provide the capital funding.

OUTCOME 4: On April 21, 2009, the Premier of Ontario announced that the Provincial Government would accept the AWG recommendation to provide capital funding for the 32 of the pools, provided the pools remain open.

KEY MESSAGE:

With the Province’s support, all open pools will be brought up to a state of good repair by March 2011 (which is the Provincial deadline for spending of the capital repair funds). Once the Provincial funds are spent, the Province requires the TDSB to keep the pools operational for a minimum of 8 years. For the long term, the AWG is currently exploring ways to raise additional capital funds to ensure the pools remain in a state of good repair well into the future.

Use of the Pools – What We’ve Learned

Supply exceeds community use. At an early stage in their work, the AWG reviewed the level of community use of the 39 pools. Community use of pools happens before and after the school day, and on weekends.

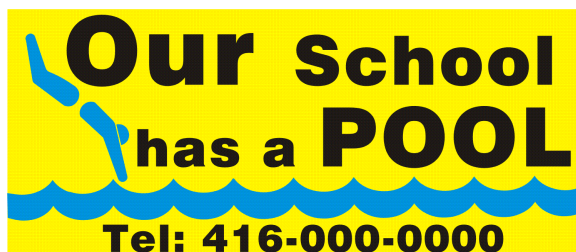
There were some pools very well used by the community, however many others were being used well below capacity, if at all. The AWG dedicated a great deal of effort to understanding the reasons for the low community use of the pools. These reasons include:

- *Many people had/have no idea that the school in their neighbourhood has a pool.* There is no way to physically see the pool when looking at the school building, and there is no signage indicating there is a pool. Because of this, one of the first recommendations of the AWG was to include large external signage as part of the capital repairs completed for each pool. This sign (see example below) not only highlights the pool, but also includes the contact information for permit holders. Internal way-finding signs are also being installed as part of the capital repairs (so that people can find their way through school hallways to the pool). For those pools that have yet to be confirmed “open”, several TDSB Trustees have designed and purchased their own signs to increase awareness of the pool.

OUTCOME 5: New permanent pool signage at schools, and temporary signage at some probationary schools.



Example of new, permanent pool signs



Example of temporary signs designed and printed by Trustees, and posted on “probationary” pools

- *The permit costs were prohibitively high.* AWG permit holders explained that the cost to permit TDSB pools was one of the main reasons they did not use some of the pools and they were unable to expand their programs. This meant a direct loss of revenue to the pools. The AWG permit holders discussed strategies for increasing permit hours, and their advice was to: create a fee structure that is consistent for all users (private, non profit, or community groups); make the fee low enough to maximize use; and use the fee structure as a tool to distribute the cost of the pools over as many pools and users as possible.

OUTCOME 6: A \$50 per hour permit fee was the maximum hourly rate that could be afforded by the swim clubs and still increase the utilization. The TDSB approved the \$50 rate at their May 2009 meeting and since that time, there has been a significant increase in the number of permit hours requested.

- *The caretaking costs were prohibitively high.* Costs of caretaking were an additional burden on pool permit holders that often limited the amount of pool use, especially on weekends.

OUTCOME 7: To address this issue, the AWG confirmed that the Community Use of Schools funds from the Province will be used to ensure that no caretaking costs will be charged to pool users during the Community use of Schools hours at those open schools receiving the funding.

- *It is too hard to find out what pools and programs are available, and when.* AWG participants indicated that the lack of information on pools makes it hard for many users to find out when pools are available for use. Working closely with the TDSB permit department, the AWG has worked hard to improve customer service supports to pool users.

OUTCOME 8: This one-window approach has served the AWG well, as conflicts are quickly resolved and issues often addressed within the community of pool users rather than by the TDSB. It is critical that this one-window specialized staff support to pools become a permanent part of the customer service offered pool users.

OUTCOME 9: An online resource is also essential. A prototype of a proposed online pool permitting system is included in Appendix C.

- *With strong local leadership, communities can quickly mobilize interest in the local pool and significantly increase the number of hours a pool is used by the community.* AWG Pool Captains have done an incredible job of connecting with existing and potential future pool permit holders and increasing the amount of permit revenue earned by each pool. This community outreach has also led to a number of new programming partnerships, as well as creative fundraising efforts that have resulted in both large and small donations made to a number of pools.

OUTCOME 10: In 2008-2009 the total number of permit hours was just under 8,000 with permit revenues of just over \$417,000. In 2009-2010, the AWG has succeeded in increasing permit hours to over 22,052 with permit commitments of over \$1 million. All potential community users are being canvassed, including feeder schools, local daycares, seniors homes, hospitals, fitness centres, and resident associations interested in using their local pool.



OUTCOME 11: The AWG established a partnership with the Toronto Community Foundation, and created the Swim Toronto Fund. Donations can be made online to the Fund, and charitable receipts issued. The Kiwanis Club of Toronto Foundation has contributed \$20,000 to the fund.



Outcome 12: Communities have received donations from individuals, organizations, and private sector companies to help support their local pool. To date donations have totaled over \$100,000, with contributions coming from RBC Corporate Donations and Manulife Financial.



Outcome 13: Partnerships have been established with the YMCA of Greater Toronto and the Canadian Tire Foundation for Families. The YMCA is working with RBC to provide free family swims. The YMCA is also working with a number of schools to deliver summer camps. The Canadian Tire Foundation for Families is working with local communities to directly fund children in need. The Toronto Star has also contributed by providing free swimming lessons for 100 children.



Outcome 14: *Let's Make Waves*, an active member of the AWG, took a leadership role in seeking funding opportunities for the pools. As an example, they entered the TDSB pools in the Aviva Community Fund competition. Over 2 million votes were placed across Canada for different community ideas, and "SOS: Sink or Swim" was one of 25 ideas receiving the highest number of votes. It is now being considered by the Aviva judges for funding between \$50,000 - \$250,000. The results will be available in January 2010 (see the Aviva Community Fund website to learn more about the competition).



KEY MESSAGE:

When communities know their local school has a pool, and when the cost of using that pool is reasonable, it's possible to significantly increase the community demand for use of the pool (and therefore also significantly increase permit revenues). There is also a significant constituency of individuals, organizations, and private sector companies interested in supporting pools through financial contributions.

Access to the Pools – What We’ve Learned

Pools have special features that make them suitable for special uses. People use TDSB pools for a number of different reasons and in a number of different ways. People of different ages, skills, and interests have different needs – whether they be related to the temperature of the water, the size and depth of the pool, the special equipment at the pool, the design of the space around the pool, or any other characteristic unique to a pool. AWG members quickly identified the value of matching the needs of each pool to the needs of different user groups. For example:

- Competitive swimmers prefer a 25 metre pool. For swim meets, it helps to have a gallery for spectators and starting blocks. Also the water temperature is better on the cooler side. There are certain TDSB pools that are ideally suited for swim competition (e.g. Riverdale), and it’s important that they be recognized for this unique value.
- Children (and adults) learning to swim thrive in warmer pool water, and they don’t require the depth and length of pool that is sought by competitive swimmers. There are certain pools that are ideally suited to learning (e.g. Allenby), and it’s helpful to identify them this way.
- Dragon boaters are looking for pools where they can continue their training through the winter months. Certain pools are suited to meet their needs (e.g. Carleton Village, Western Tech).
- People with physical challenges often rely on pools for exercise, as well as for therapeutic uses. Some pools are already outfitted with lifts (e.g. Monarch Park) to help people in and out of the pool and/or have wheelchair access (e.g. Kensington) that make these pools valuable to users with special needs.

In addition to the unique physical features of several pools, the geographic location of the pools also has an important impact on accessibility. There are some neighbourhoods in the city that are underserved with respect to recreational assets, and where removal of the pool would lead to a significant reduction of recreational opportunities (Downsview, Stephen Leacock, George Harvey). All TDSB pools need to be reviewed in the larger context of all public pools and other recreational facilities in the city.

OUTCOME 15: The AWG is working closely with the TDSB permit department to document specific pool features, and to match these features to the different needs of pool users. The AWG is also working hard to encourage the TDSB and City of Toronto to connect the work on these 32 TDSB pools to the additional 33 TDSB contracted by the City of Toronto until 2011, as well as to the City-owned inventory of pools.

KEY MESSAGE:

Not all pools are the same, and not all pool users have the same needs. We can make the best and most use of TDSB pools if we make an effort to understand and match the different characteristics of each pool with the unique needs of different user groups.



Monarch Park Pool

AWG CHRONOLOGY

Activity	Date
TDSB Decides to Close 39 Pools	Spring, 2008
TDSB asks David Crombie to look into long-term pools strategy	April 16, 2008
Toronto Sports Council (TSC) hosts Aquatics Summit	May 14, 2008
Transition Plan – letter to John Campbell	August 7, 2008
TDSB votes to transfer pools to TLC	August 27, 2008
Province of Ontario provides \$4M operational funding for the transition year to keep the pools open pending the long-term strategy	August 2008
TLC Retains Altus Group to do the pool audit	September 2008
AWG Meeting 1	September 25, 2008
AWG Meeting 2	October 30, 2008
AWG Meeting 3	December 9, 2008
AWG Meeting 4	January 20, 2009
AWG Meeting 5	February 10, 2009
AWG Meeting 6	March 4, 2009
AWG/TLC Report 1 to TDSB	March 4, 2009
AWG Permit Meeting	April 9, 2009
TDSB Decision: Keep open 13 pools because sufficient permit revenue (see chart in Appendix B); Defer decision on 26 pools to June 2009 regular meeting	April 22, 2009
Province of Ontario agrees to fund up to \$15.8 in capital repairs for pools that remain open	April, 2009
TDSB Decision: Permit fee set at \$50/hr – regardless of user group, regardless of pool size.	May 27, 2009
AWG Meeting 7	May 6, 2009
AWG Meeting 8	June 8, 2009
AWG/TLC Report 2 to TDSB	June, 2009
TDSB decision: Keep open additional 7 pools open (see chart in Appendix B); Permanently close 7 pools (see chart in Appendix B); Close 13 pools but do not drain until December 31 st , 2010	June 29, 2009
AWG Meeting 9	July 16, 2009
TLC establishes Swim Toronto Fund with the Toronto Community Foundation	July 20, 2009
AWG Meeting 10	August 20, 2009
AWG/TLC Report 3 to TDSB	August, 2009
TDSB decision: Re-open Jarvis, Fern, Queen Alexandra and Downsview	September 16, 2009
AWG Meeting 11	September 29, 2009
AWG Meeting 12	November 3, 2009
AWG Report 4 to TDSB	November, 2009
AWG Meeting 13	December 7, 2009
AWG Report 5 to TLC	January 12, 2010

III. WHERE WE ARE TODAY

Since the AWG began meeting 16 months ago, significant efforts have been made to better understand and address the key challenges facing TDSB pools. A number of important successes have been achieved, and as of December 2009, these include:

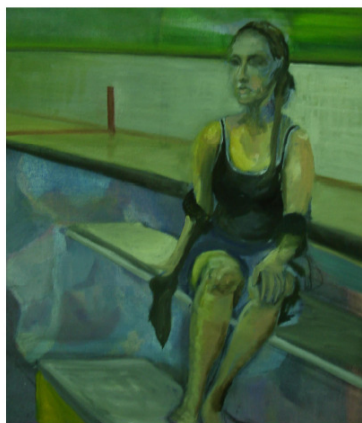
- \$4 million from the Province for operational funding during the transition year (2008-2009) and \$15.8 million in capital to fix the pools (2009-2011);
- Agreement from the TDSB to keep 23 pools open and close 7;
- Agreement from the TDSB to hold on making a decision on the remaining 9 pools until receiving and considering this January 2010 AWG report;
- New partnerships with the corporate sector and community groups;
- Sustained increases in permit revenue for the 23 “open” pools; and
- Significant increases in permit commitments for the 9 remaining pools.

Progress on the 9 remaining pools

In September 2009 the AWG put out a special call to Principals, Superintendents, Trustees, City Councillors and MPPs in the areas where TDSB pools were soon to permanently close. The response was overwhelming, and representatives of each of the 9 remaining pools are actively engaged in the AWG and working closely with other AWG members to share ideas, benefit from lessons already learned, and provide support.

OUTCOME 16: *The results achieved over the past three months are incredible. Communities have mobilized, different pool communities have inspired each other with fundraising ideas, new organizations have been established to specifically support some local pools, and corporate sponsorships have been secured to help supplement permit revenues.* The chart on the following pages provides a snapshot of successes achieved, with additional detail provided in Appendix B.

Notice of
Silent Auction
held in
support of
the Central
Technical
School Pool



SILENT AUCTION
of
POOL ART by our students
A 'pool rescue fundraiser'
CENTRAL TECHNICAL SCHOOL
FRONT FOYER
SATURDAY NOVEMBER 28TH, 2009
3 – 6 p.m.

Successes in the 9 pools

Pool	Permit Applications	Other Activities & Notes
Carleton Village Jr & Sr PS	CUPE Local 4400, Jack of Sports Inc., National Dragonboat Club, as well as a Letter of Intent from the Davenport Perth Neighbourhood Centre	The pool is in great shape. Outreach efforts are being made to parents, and pool rally was held. Discussions are underway with nearby schools to use the pool, the neighbourhood centre, and the local Resident Association is considering forming an aquatic club. The local Toronto Police will soon be a neighbour and has expressed interest in supporting the pool
Central Technical School	RAMAC Swimming Club; Friends of Community Schools (FOYT); Toronto Swim Club Inc. Note: RAMAC's intention is to move to a lease for the pool and cover all of the incremental costs. They have also worked out an arrangement with the local community to provide lifeguards, free of charge for family or lane swims.	Significant efforts have been made to reach out to the local community, including fundraising gala, flyers, "e-blasts", meetings, and contact with locally elected representatives. Significant interest from the community in a free swim so work is also underway to find sponsorship. Alumni Association is also involved. Biggest obstacle is that community doesn't know the school has a pool.
Earl Grey Sr PS	400 Swim; Chester Hill Lane Swim; CUPE Local 4400; Earl Grey Students-Recreational Swim Club; Eastview Neighbourhood Comm. Centre; Extreme Swimming; Parents in the Community; Swim Woodycrest Swim; Wilkinson School Community Council	Have raised \$9,554 in local fundraising. Active local community with multiple users. Had 140+ people out to fundraiser in November. Parents are delivering presentations about the pool to feeder schools. Have "buy a wave" and "message on a bottle" campaigns.
George Harvey CI	CUPE Local 4400; Jack of Sports Inc.; York Swim Club	The pool is an extremely valued part of the school by students, staff and the Trustee. Community outreach continues and work is underway to overcome language barriers. Equity is an issue – this is not an affluent community, and many parents work multiple jobs.

Sample of multi-lingual flyer developed by Kensington Community School



Please join us for an evening of information and mobilization to aid community groups and individuals in obtaining year round All Access Aquatics in Central Toronto. Come by and take a tour of our facility and get the information you need about permits, lifeguards, and schedules.

Great for Special Needs, Youth, and Seniors' Associations & Groups!
Wheelchair Accessible • Pool Side Lift • Elevator

Help Kensington's School Pool to remain a strong Community resource for everyone.



請加入我們今天晚上討論的想法，討論如何幫助社會團體和個人可以知道游泳池全年使用。來參觀並獲得所需的信息有關租用游泳池，救生員和時間表。

該游泳池是為有特殊需要的兒童，坐輪椅的人，青少年，老年人和其他群體。有升降機和電梯可用。

請幫助肯辛頓的學校游泳池保持一個強大的社區資源。

Successes in the 9 pools

Pool	Permit Applications	Other Activities & Notes
Kensington/Horizon	CUPE Local 4400; Kensington CS Jr; Harbourfront Community Centre has provided a letter of intent to use the pool for 20 hours.	Connections are being made to local resident associations and other potential users such as the local hospital, home for the aged, and the Geneva Centre for Autism (since the pool is fully accessible). Parent Council and students are engaged – see www.flicker.com/photos/kprentice . Flyers distributed to the community, including translation into Chinese.
Monarch Park CI	Beach Swim School; CUPE Local 4400; Family Fun Fit; Gray Family Swim	Pool physically accessible, history of serving those with special needs, pool lift. Held Open House in September, event in October, and completed outreach to feeder schools. Working on establishing relationships with Special Olympics, Toronto Intergenerational Partnership, Woodgreen, and the local hospital.
SATEC @ WA Porter CI	West Scarborough Neighbourhood Community Centre (including a proposal describing their long-term interest); CUPE Local 4400; Jack of Sports Inc.; The Blades; Variety Village	Signs have been posted to increase awareness in the community that the school has a pool. Meetings have been held with student leaders, and connections made with neighbourhood schools. Getting word out through parent-teacher night and commencement activities.
Western Tech/UrsulaFranklin	Blue Waves Swim Club; CUPE Local 4400; Etobicoke Swim Club; Jack of Sports Inc.; Runnymede Adventure Club	Over 100+ parents toured the pool at October Open House, and have 500+ names in email database to get the word out. Many parents didn't know the school had a pool (almost 1000 students however <100 involved in the swim team).
Winona/McMurich	St. Clair W. Swim Club; Swimsmart Swim School; Toronto School Administrators' Association; Jack of Sports Inc.; St. Alban's Boys' & Girls' Club	Strong community organization has led to the establishment of a new swim organization: St. Clair Swim School. The Board of Directors has been chosen and met, and are working on incorporation. Have 700+ responses to community questionnaire re: swimming, and groups of parents are meeting regularly to let community know about the pool. Connections also made to feeder schools.



Earl Grey Fundraiser, Photos courtesy of John Beebe

Revenue picture for the 9 remaining pools

The community outreach has translated directly into a significant number of new permit applications and associated new permit revenue. This is remarkable because these pools have been closed since September 1, 2009. The numbers reflected here demonstrate the commitment that each of these local communities has shown to “getting the word out” that there’s a pool in their school, generating interest in using the pool, and building the partnerships and obtaining the commitments required to generate the types of revenues shown in the table below. CUPE Local 4400 has also made a critical contribution through their intent to permit \$100,000 of permit hours in those pools which most needed additional permit revenue.

OUTCOME 17: As of December 31, 2009 these 9 pools have been able to secure sufficient permit revenue (estimated at \$303,957) to fully cover their incremental operating costs (estimated at \$295,061) over the period from January to June, 2010.

SCHOOL	Pool Area (sq feet)	Incr. Cost \$5.21/sq foot	Incr.Cost (6mnts)	Permit \$ (6mth)	Permit Hrs
Carleton Village Sr PS	11,502	\$59,925	\$29,963	\$25,000	500
Central Technical School	13,828	\$72,044	\$36,022	\$49,250	985
Earl Grey Sr PS*	10,737	\$55,940	\$27,970	\$29,400	588
George Harvey	13,843	\$72,122	\$36,061	\$39,650	793
Kensington Community School Jr	9,216	\$48,015	\$24,008	\$15,100	302
Monarch Park	13,767	\$71,726	\$35,863	\$26,450	529
SATEC @ WA Porter CI	10,181	\$53,043	\$26,522	\$40,550	811
Western Tech	15,552	\$81,026	\$40,513	\$44,400	888
Winona McMurrich Jr PS	14,641	\$76,280	\$38,140	\$34,150	683
TOTAL	113,267	\$590,121	\$295,061	\$303,950	6,079

*Earl Grey has raised over \$9,000 in additional funds to support the pool, on top of the permit revenues here

Overall Permit Revenue Picture

While the majority of AWG efforts have been focused on increasing use of the 9 remaining pools, work still continues to expand the use of the 23 “open” pools. The increases have been dramatic.

OUTCOME 18: Permit revenues have more than doubled from \$426,897 for the 39 pools in 2008/09 to commitments of over \$1 million estimated for 32 pools in 2009/2010 – this despite the fact that some pools were closed for several months in late 2009 (see table below, with details in Appendix B).

Summary of Cost Decrease and Revenue Increase

	39 pools (2008/2009)	32 pools (2009/2010)
Incremental Costs	\$ 2,175,899	\$ 1,870,374
Revenues	\$ 426,897	\$ 1,100,860
Gap	\$ 1,749,002	\$ 769,514

A number of factors instill the AWG’s confidence in these estimates, including: the benefit that increased certainty in the future of the pools will have in terms of generating additional permit revenue; the benefit of a strong governance structure; excellent customer service; and the fact that permit commitments are in the majority of cases being made by long-established local swim clubs and organizations that are dedicated to the ongoing use of the pools. Given this knowledge, we estimate that these revenue projections are accurate within 10%, with risks connected to new organization start-ups, temporary pool closures for construction, etc.

Other updates

In addition to the ongoing efforts to increase the permit revenue, AWG members are continuing their work to:

- Ensure construction associated with the capital repair of pools happens quickly and efficiently, minimizing the impact to permit holders;
- Monitor the results of utility meters recently installed at Riverdale;
- Investigate opportunities to implement an online pool permitting system (see Appendix C);
- Secure new partnerships;
- Obtain additional donors and sponsors; and
- Develop a five year work plan.

IV. WHERE WE'RE GOING

The AWG has been working hard to demonstrate that a long term, sustainable solution for these 32 TDSB pools is possible (which will be 31 when the new school under construction at North Toronto is complete since it does not include a pool). After 16 months of work, much has been learned, and several significant outcomes achieved.

Governance

All members of the AWG are very interested in sustaining these successes, and as a result one of the highest priority actions identified to date has been the creation of a Governance Committee that will be responsible for developing a model for future management of the pools.

Requests have been made to the Toronto Lands Corporation, the TDSB, and the City of Toronto for two representatives from each organization to participate on the Governance Committee. Representatives confirmed to date include Annie Kidder and Jane Pepino from the TLC and Trustees Sheila Carey-Meagher and Maria Rodrigues from the TDSB. The Governance Committee will be Chaired in the interim by David Crombie, and membership will also include two representatives from the AWG.

The first meeting of the Governance Committee will be early in 2010. The initial task of the Committee is to develop a governance model for the remaining 31 pools. The longer term task is to look at developing a model for governing all TDSB pools. The model needs to be capable of financial supportability and developed in the context of the discussions underway around the community use of schools.

Key elements of the proposed work plan include:

YEAR 1 (September 2008 – August 2009) COMPLETE

- Formed the AWG
- Received \$4 million in operational funds from the Province for the transition year
- 19 pools open
- 7 pools decommissioned and referred to the City of Toronto for inclusion in their review of the City's Indoor Pool Aquatic Strategy
- Swim Toronto Fund established
- Commitment of \$15.8M capital funding from the Province

YEAR 2 (September 2009 – August 2010) ONGOING

- 4 more pools open
- Capital repairs underway
- AWG continues to meet
- Launch web based permit information system
- Explore opportunities to create pool committees for each pool
- Expanded membership on Governance Committee
- Expanded mandate of Operations Committee (*to include permit rate review, review of opportunity for a capital levy, review of square footage, review of metering costs*)
- Dedicated staff resource requested of the TDSB
- New and expanded programs

YEAR 3 (September 2010 – August 2011)

- Capital repairs complete (deadline on Provincial funds of March 2011)
- Increase in revenues by 20% over Year 2
- Agreed upon governance model (including decision on how best to connect pool representatives to their school and the AWG)
- Results from work of Operations Committee (*permit rate review complete, decision on capital levy, square footage review complete, metering costs obtained operational costs revisited, online permitting available*)
- Contract with City for 33 TDSB pools expires

YEAR 4 & 5 (September 2011 – August 2013)

- Arms-length governance established
- AWG continues to meet
- Continued increases in permit revenues
- Continued operational improvements
- Coordination of all city-wide pool resources (TDSB, City, others)

In addition to these items, there will be other issues that need to be addressed over time. A couple that have been raised by the AWG to date include:

- What will the decision making process be to determine if a pool is not sustainable; and
- Exploring alternative funding models that better reflect the true costs of using these community assets.

V. RECOMMENDATIONS

The AWG recommends the following to the Toronto Lands Corporation and the Toronto District School Board:

1. The TLC support the re-opening of the nine pools, in conjunction with the ongoing work of the community through the AWG, in its continued efforts to increase permit revenues, pursue further fundraising opportunities and additional corporate and private sponsorships where possible.
2. The TLC support the key elements of the proposed 5-year work plan, including the work of the Governance Committee.
3. The TLC support the AWG in their continued efforts to achieve revenue targets that will ensure the long-term sustainability of pools in schools.

Flyer for Free Swim made possible through a partnership between the YMCA of Greater Toronto, the RBC Foundation, and Queen Alexandra Sr. PS.



The RBC Foundation and the YMCA of Greater Toronto have teamed up to offer FREE recreational swimming for your community.

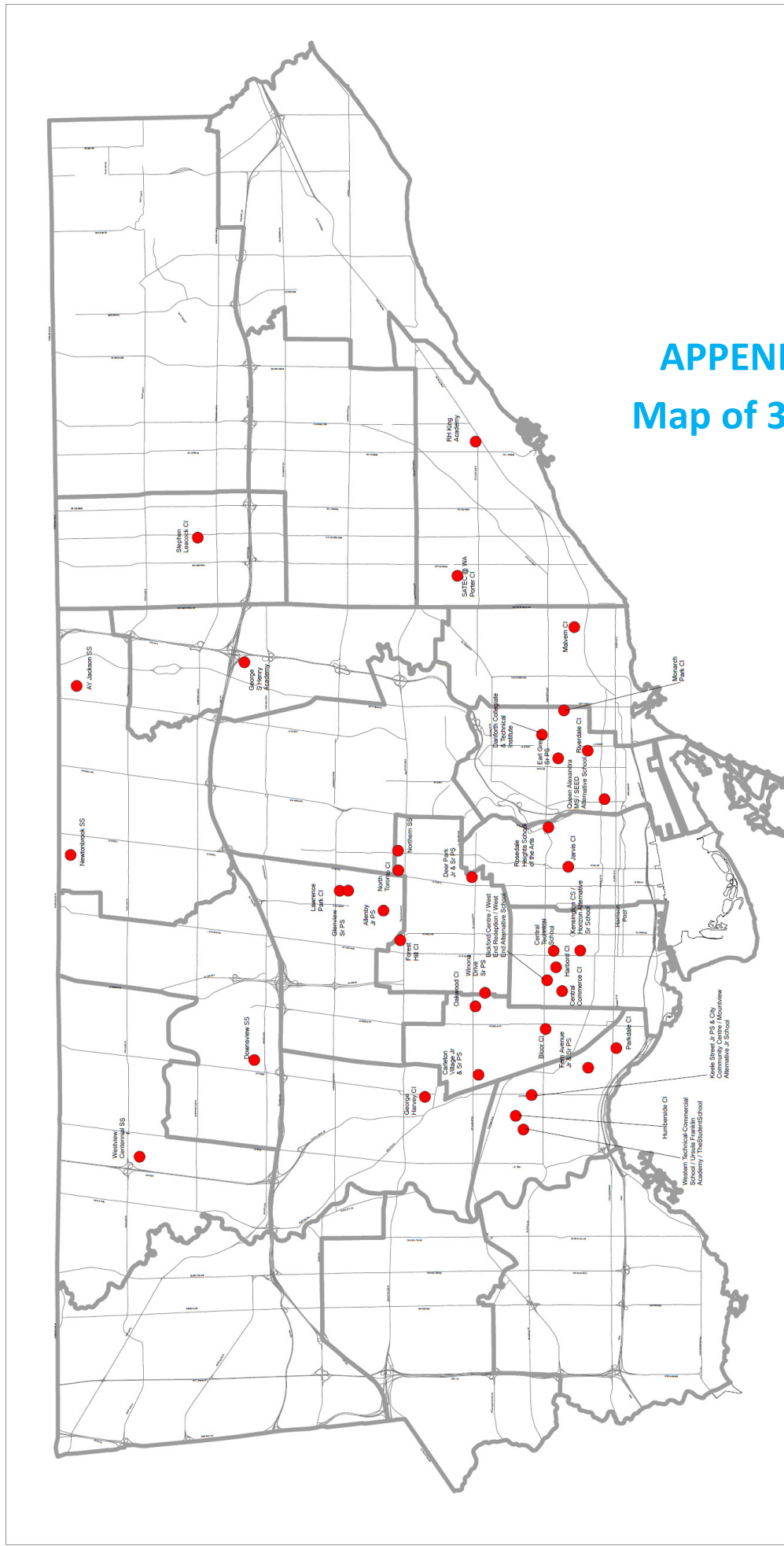
Where: Queen Alexandra Sr. PS.
181 Broadview Avenue
(South East corner of Broadview Ave. and Dundas St.E.)

When: Thursdays- 5:00 p.m. until 8:00 p.m.
Saturdays- 10:00 a.m. until 1:00 p.m.



RBC Foundation®

APPENDICES

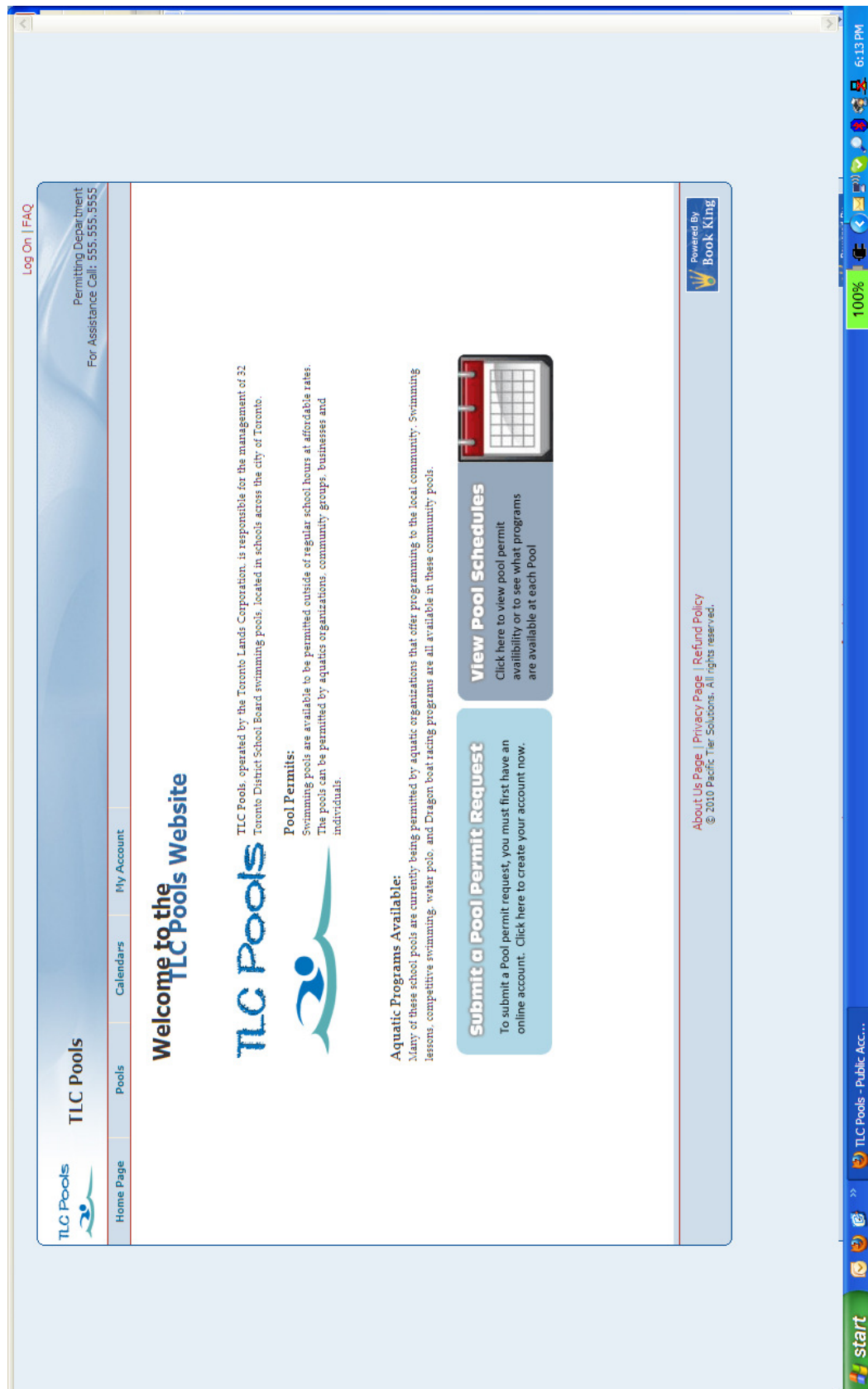


APPENDIX B: Pool-by-Pool Summary Table

SCHOOL	Operating Incr. Cost \$5.21/SF	Pool Permit Revenue at April 2009 old rates 2008 / 2009	Additional Sources of Revenue	Total Permit Commitments as of December 31st	Total Revenue as of December 31st	Gap
Pools approved on April 22, 2009						
Allenby Jr PS (WARD 8)	\$ 25,440	\$ 15,055		\$ 37,375	\$ 37,375	\$ (11,935)
AY Jackson SS (WARD 12)	\$ 39,580	\$ 87,118		\$ 84,728	\$ 84,728	\$ (45,148)
Deer Park Jr & Sr PS (WARD 11)	\$ 46,979	\$ 40,109		\$ 18,805	\$ 18,805	\$ 28,174
Glenview Sr PS (WARD 8)	\$ 109,222	\$ 63,133		\$ 59,660	\$ 59,660	\$ 49,562
Harbord CI (WARD 10)	\$ 60,905	\$ 30,812		\$ 30,950	\$ 30,950	\$ 29,955
Keele Street Jr PS & City Com.Ctr (WARD 7)	\$ 81,719	\$ 4,000		\$ 19,600	\$ 19,600	\$ 62,119
Lawrence Park CI (WARD 8)	\$ 56,919	\$ 15,139		\$ 42,961	\$ 42,961	\$ 13,958
Newtonbrook SS (WARD 12)	\$ 39,560	\$ 97,932		\$ 67,213	\$ 67,213	\$ (27,653)
Northern SS (WARD 11)	\$ 28,790	\$ 4,225		\$ 19,200	\$ 19,200	\$ 9,590
RH King Academy (WARD 18)	\$ 60,071	\$ -		\$ 53,144	\$ 53,144	\$ 6,927
Riverdale CI (WARD 15)	\$ 70,559	\$ 20,063		\$ 37,550	\$ 37,550	\$ 33,009
Stephen Leacock CI (WARD 20)	\$ 74,269	\$ 1,584		\$ 20,475	\$ 20,475	\$ 53,794
Westview Centennial SS (WARD 4)	\$ 64,557	\$ 882		\$ 28,700	\$ 28,700	\$ 35,857
Sub Total	\$ 758,571	\$ 380,052		\$ 520,361	\$ 520,361	\$ 238,210
Pools to remain open (approved June 29, 2009)						
Forest Hill CI (WARD 11)	\$ 82,287	\$ 12,324		\$ 35,575	\$ 35,575	\$ 46,712
George S. Henry Academy (WARD 17)	\$ 34,454	\$ 28,525		\$ 40,050	\$ 40,050	\$ (5,596)
Humberside CI (WARD 7)	\$ 54,861			\$ 25,300	\$ 25,300	\$ 29,561
North Toronto CI* (WARD 11)	\$ 41,763	\$ 1,053		\$ -	\$ -	\$ 41,763
Malvern CI (WARD 16)	\$ 46,234			\$ 41,600	\$ 41,600	\$ 4,634
Rosedale Heights SS (WARD 14)	\$ 90,513			\$ 31,775	\$ 31,775	\$ 58,738
Sub Total	\$ 350,112	\$ 41,902		\$ 174,300	\$ 174,300	\$ 175,812
Pools to remain open (approved Sept 23, 2009)						
Downsview SS (WARD 5)	\$ 35,850			\$ 25,225	\$ 25,225	\$ 10,625
Fern Avenue Jr & Sr PS (WARD 7)	\$ 29,937	\$ 3,100		\$ 7,250	\$ 7,250	\$ 22,687
Jarvis CI (WARD 14)	\$ 68,996	\$ 1,843	\$ 20,000	\$ 23,063	\$ 43,063	\$ 25,933
Queen Alexandra Sr PS (WARD 15)	\$ 36,788			\$ 16,150	\$ 16,150	\$ 20,638
Sub Total	\$ 171,571	\$ 4,943		\$ 71,688	\$ 91,688	\$ 79,883
Pools to be closed and potentially drained effective Dec 31, 2009 (9)						
<i>Note: Incremental costs and permit revenue from January 2010 - June 2010</i>						
Carleton Village Sr PS (WARD 9)	\$ 59,925			\$ 25,000	\$ 25,000	\$ 4,963
Central Technical School (B) (WARD 10)	\$ 72,044			\$ 49,250	\$ 49,250	\$ (13,228)
Earl Grey Sr PS (WARD 15)	\$ 55,940		\$ 9,554	\$ 29,400	\$ 38,954	\$ (10,985)
George Harvey CI (WARD 6)	\$ 72,122			\$ 39,650	\$ 39,650	\$ (3,589)
Kensington Community School Jr (WARD 10)	\$ 48,015		\$ 1,000	\$ 15,100	\$ 16,100	\$ 7,908
Monarch Park (WARD 15)	\$ 71,726			\$ 26,457	\$ 26,457	\$ 9,406
SATEC @ WA Porter CI (WARD 18)	\$ 53,043			\$ 40,550	\$ 40,550	\$ (14,028)
Western Tech.Com. School (A) (WARD 7)	\$ 81,026			\$ 44,400	\$ 44,400	\$ (3,887)
Winona /McMurrich Jr PS (WARD 11)	\$ 76,280			\$ 34,150	\$ 34,150	\$ 3,990
Subtotal	\$ 590,121	\$ -		\$ 303,957	\$ 314,511	\$ (19,451)
Pools to be permanently closed (7)						
Bickford Centre (WARD 10)	\$ 96,265	\$ -				
Bloor CI (WARD 9)	\$ 44,994	\$ -				
Central Commerce Collegiate (WARD 10)	\$ 41,680	\$ -				
Danforth Collegiate & Tech Instl. (WARD 15)	\$ 21,168	\$ -				
Oakwood CI (WARD 9)	\$ 46,734	\$ -				
Parkdale CI (WARD 7)	\$ 36,788	\$ -				
Western Technical (UFA) (B) (WARD 7)	\$ 17,896	\$ -				
Subtotal	\$ 305,525	\$ -				
Total 39 pools	\$ 2,175,899	\$ 426,897		\$ 1,070,306	\$ 1,100,860	
Total excluding 7 closed.	\$ 1,870,374					
Total excluding 7 closed and North Toronto	\$ 1,828,611					

APPENDIX C:

Prototype of Proposed Online Pool Permitting System



25

26

TLC Pools - Public Access - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.booking.ca/bktpoolspub/calendars/facilities/index.asp

Most Visited Getting Started Latest Headlines Suggested Sites Web Slice Gallery

(Untitled) TLC Pools - Public Access

Log On | FAQ

TLC Pools

Home Page Pools Calendars My Account

Permitting Department
For Assistance Call: 555.555.5555

» Pool Calendar

View Personal Calendar

Pool List View Grid View

Day Week Month

January 2010

Jan 1 2010

All Event Types

All Pool Complexes

Refresh

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	31	1	2
3	4	5	6	7	8	9
Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM NTAC Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM NTAC Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM NTAC Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM NTAC Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM NTAC Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 05:00PM-07:00PM LP44 Swimming Lessons	Glenview Sr PS - All Pools - Pool & Change Rooms 08:15AM-12:00PM NTAC Swimming Lessons 01:00PM-04:00PM Frank's Swimming Lessons
10	11	12	13	14	15	16
Glenview Sr PS - All Pools - Pool & Change Rooms 10:00AM-02:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 06:00PM-10:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 05:00PM-07:00PM	Glenview Sr PS - All Pools - Pool & Change Rooms 08:15AM-12:00PM

start

AWG Jan 2010 Final ...

TLC Pools - Public Acc...

100%

6:18 PM