

## MEMORANDUM

---

**Date:** September 26, 2007  
**File No.:** 6240-20  
**To:** City Manager  
**From:** Development Manager, Recreation Parks and Cultural Services  
**Subject:** Memorandum of Understanding – YMCA-YWCA of the Central Okanagan

---

### **RECOMMENDATION:**

THAT Council approval the Memorandum of Understanding (MOU) between the City and the YMCA-YWCA of the Central Okanagan (the Y) for the MRP Aquatic Centre as attached to the report from the Development Manager dated September 26, 2007;

AND THAT the Development Manager be authorize to execute the MOU in order to carry out the duties, obligations and intentions as outlined in the MOU;

AND THAT Council consider the City's financial obligations in this MOU during its review of the 2008 Financial Plan.

### **BACKGROUND:**

On April 30/07 Council authorized staff to commence negotiations with the YMCA-YWCA of the Central Okanagan for management services and operation of the new MRP Aquatic Centre.

The City and the Y have now completed a MOU which provides the framework for the parties to complete the planning and preparation work required to ensure the subsequent successful management and operation of the MRP Aquatic Centre by the Y, and to provide the basis for further negotiation by identifying some of the operational responsibilities and conditions to be negotiated between the parties toward the development of a final management and operating agreement for the Facility.

The document is organized into the following components with general timelines:

Part 1 – Planning & Preparation – from date of signing of this MOU to 6 months prior to opening,

Part 2 – Management and Operations,

- Phase 1 – Start-Up – 6 months prior to opening of the Facility,
- Phase 2 – Initial Operating Period – the first 36 months of operation,
- Phase 3 – Ongoing Management and Operations – the period after Initial Operating Period for a term to be determined.

Some of the initial target and key dates include;

Execute the MOU.....	Early October, 2007
Finalize Part 2, Phase 1 start up budget.....	October 15, 2007
Initiate Aquatic Staff Training and Recruitment.....	October 15, 2007
Market research contract arrangements are in place..	February 1, 2008
The Y to provide a leadership and staffing plan.....	February 1, 2008
Market Research completed.....	April 15, 2008
Management and Operating Agreement negotiated...	June 30, 2008
Part 2, Phase 1 Start up commences.....	September 1, 2008
Part 2, Phase 2 Initial Operating period commences..	Early 2009

The MOU describes the principals and objectives of the parties in appropriate detail, and a summary outline includes;

### CITY OBJECTIVES

1. To contract with an independent entity for the management and operation of the pool, fitness centre and associated recreation amenities;
2. To maximize the financial performance of the facility;
3. To maintain an acceptable level of accessibility in keeping with the City's service philosophy;
4. To provide cost certainty in terms of the annual City financial contribution;
5. To ensure high customer service and operating standards;
6. To ensure long-term asset management of the facility;
7. To provide a wide variety of public recreational, fitness and aquatic services suitable for people of all ages, ethnic origins, genders and economic status;
8. To have ongoing involvement and a degree of control in the management and operations;
9. To collaborate amicably with the Y to ensure that the City's expectations for the facility are fully realized while protecting the Y's ability to remain responsive to market conditions;
10. To be responsible for public communications, events and circumstances which are beyond the Y's control;
11. To ensure that first and foremost the facility is a community aquatic recreation and fitness facility, appropriately "named" according to the Council approved policy for such facilities; and
12. To ensure the City of Kelowna receives appropriate recognition for the facility, as the legal owners of the facility, and on behalf of the citizens of Kelowna.

### YMCA – YWCA OBJECTIVES

1. To further the Y's mandate to build more strong kids, strong families and strong communities;
2. To provide Y values-based programs and standards;
3. To ensure a visible Y presence and culture within the facility;
4. To maintain existing and develop new relationships with government and other organizations;
5. To ensure the Y is protected from financial losses that are outside of the Y's control;
6. To have the resources, authority and flexibility to achieve business objectives;
7. To publicly and proactively protect the Y's image;
8. To market the facility to achieve program and financial objectives;
9. To ensure the City retains some responsibility for facility maintenance; and
10. To market a family recreation experience by coordinating other amenities in the MRP.



These objectives as well as a very positive and collaborative working relationship between the City and the Y has contributed significantly to the development of this MOU, and will continue to assist the parties as we progress through the phases noted above.

Staff will report back to Council on important progress and as key elements of the management and operating agreement are completed.

**INTERNAL CIRCULATION TO:**

Director of Recreation Parks & Cultural Services  
City Clerk  
Sport and Recreation Manager  
Civic Properties Manager  
Financial Planning Manager

**FINANCIAL/BUDGETARY CONSIDERATIONS:**

Financial obligations defined in this MOU for 2008 are:

1. Aquatic Staff Training and Recruitment - \$75,000. With the planned opening of the Aquatic Centre in early 2009, securing proper staffing levels will require a pro-active approach to training and recruiting new staff to the aquatic field. It is anticipated that ~60 staff (combination of full-time and part-time) will be required to sufficiently support and lead all program, administration and maintenance aspects of the new facility. This additional staff will be over and above current staffing levels for City and area pools. Schedule B of the MOU outlines the strategy for the City and the Y to work together to ensure staffing to meet our future requirements. Management staff from the Sport and Recreation Division will provide the leadership to implement this strategy.
2. Market research - \$25,000 – Since 2003, the City has conducted three statistically valid public opinion surveys, as well as gathered substantial additional data, in order to compile an operating profile for the new aquatic centre. The data from these was crucial to informing Council to make decisions. Additional market research is required between February 1, 2008 and June 1, 2008 incorporating previous research and public opinion surveys conducted by the City. The main objectives of this research will be to determine;
  - i. Usage of current aquatic and fitness facilities,
  - ii. Anticipated usage of the new Facility,
  - iii. Admission fees that patrons are willing to pay to use the Facility.

Once completed, the new data will be utilized by both the City and the Y to establish an operating budget for phase 2 and 3 as noted above.

3. Start-up budget – Part 2 Phase 1 is the Start up phase of this work, and the budget is currently being finalized. This budget will be presented to Council during its review of the 2008 Financial Plan.

Considerations that were not applicable to this report:

Legal/Statutory Procedural Requirements:

Existing Policy:

Alternate Recommendation:

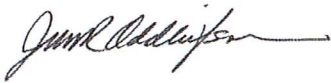
Technical Requirements:

External Agency/Public Comments:

Personnel Implications:

Legal/Statutory Authority:

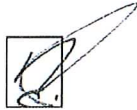
Submitted by:



---

JWR Oddleifson, Development Manager  
Recreation Parks and Cultural Services

Approved for Inclusion:



c: Director of Recreation Parks & Cultural Services  
City Clerk  
Sport and Recreation Manager  
Financial Planning Manager  
YMCA-YWCA of the Central Okanagan

Attachments

**MEMORANDUM OF UNDERSTANDING**  
**BETWEEN**  
**CITY OF KELOWNA**  
**AND**  
**YMCA – YWCA OF THE CENTRAL OKANAGAN**

The purpose of this Memorandum of Understanding (MOU) is to provide the framework for the City and the Y to complete the planning and preparation work required to ensure the subsequent successful management and operation of the Mission Recreation Park Aquatic Centre by the Y, and to provide the basis for further negotiation by identifying some of the operational responsibilities and conditions to be negotiated between the City and the Y toward the development of a Final Agreement for the Facility.

## **MEMORANDUM OF UNDERSTANDING**

is dated for reference the \_\_\_\_\_ day of \_\_\_\_\_, 2007,

### **BETWEEN:**

**THE CORPORATION OF THE CITY OF KELOWNA** having an address at 1435 Water Street, Kelowna, British Columbia, V1Y 1J4, Facsimile 250-862-3317

(the "City")

### **AND:**

**YMCA – YWCA OF THE CENTRAL OKANAGAN No. S-16706,**

a society incorporated pursuant to the laws of the Province of British Columbia, having a registered and records office at 375 Hartman Road, Kelowna, BC V1X 2M9, Facsimile 250-765-7962

(the "Y")

### **WHEREAS:**

A. The City conducted a Request for Proposal (RFP) process seeking to establish an agreement with the successful proponent for the management and operation of a major indoor aquatic centre; the Y submitted a proposal;

B. The City and the Y wish to enter into a Final Agreement to provide for the management and operation of an aquatic recreation facility to be constructed on the Mission Recreation Park site;

C. The City and the Y have agreed to collaborate in the bringing together of their collective expertise to manage and operate a high quality aquatic centre that will support the effective and efficient use of resources and the provision of a state of the art aquatic recreation centre;

D. The City and the Y have agreed that the Final Agreement for the Facility will be developed using a spirit of collaboration. Each party will be encouraged to provide meaningful contributions, within the scope of their individual expertise, which will enable the parties to achieve their stated objective;

E. The City and the Y have agreed that the management and operations for the Facility will evolve over time to reflect a shared financial risk and reward as operational realities become more known and stable;

F. The City and the Y have agreed that the management and operation of the Facility will recognize and be guided by the constraints of the City Council's approved net operating budget;



NOW THEREFORE, the City and the Y agree as follows:

The City and the Y are entering into this MOU in order to provide the process and framework for the completion of the planning and preparations and in order to identify the various steps and conditions that must be fulfilled in order to establish a future Final Agreement for the Facility.

## **1. GENERAL**

### **1.1 SCHEDULES**

The following Schedules are attached to and incorporated into this MOU:

Schedule A – Site Plan

Schedule B – Aquatic Staff Training and Recruitment Strategy

### **1.2 PURPOSE AND USES**

**1.2.1** The purpose of the Facility is to offer the community of Kelowna a full range of aquatic and exercise facilities, including:

- a) an Olympic size main tank which conforms to FINA (Federation Nationale de Natation, the international governing body for swimming, water polo, diving and synchronized swimming) specifications for aquatic sports;
- b) a major leisure water park with a wide variety of interactive water features and wave pool;
- c) a large fitness facility of approximately 1,100 square metres
- d) associated amenities including hot pools, steam rooms, change rooms; and
- e) related tenant space,

**1.2.2** Core programs to be offered from the facility include but are not limited to:

- a) Aquatics, fitness and recreation programs for the public
- b) Opportunities for skill development, exercise and recreation
- c) Sports training, events and competitions
- d) A mix of drop-in unstructured (public swim), registered (i.e.: courses and lessons) and membership (long term facility pass) programs, and
- e) Facility spaces and activities for both group and individual activities.

### **1.3 PRINCIPLES AND OBJECTIVES**

#### **1.3.1 CITY OBJECTIVES**

- a) To contract with an independent entity for the management and operation of the pool, fitness centre and other associated recreational amenities in the Facility. Management services will be organized into the following components with general timelines:
  - i. **Part 1 – Planning & Preparation** – from date of signing of this MOU to 6 months prior to opening
  - ii. **Part 2 – Management and Operations**
    - o Phase 1 – Start-Up – 6 months prior to opening of the Facility

- Phase 2 – Initial Operating Period – the first 36 months of operation after opening of the Facility
  - Phase 3 – Ongoing Management and Operations – the period after Initial Operating Period for a term to be determined.
- b) To maximize the financial performance of the Facility by establishing a fee schedule that reflects the market value of the public services to be provided at the Facility.
- c) To maintain an acceptable level of accessibility in keeping with the City's service philosophy to;
  - Reduce barriers to access for all citizens (especially for youth, persons with a disability, and economically and socially disadvantaged) through programming, communication, partnerships, staff resources, and budgets.
- d) To provide cost certainty in terms of the annual City financial contribution to the Facility acceptable to City Council.
- e) To ensure the Facility is operated at a standard that meets and/or exceeds the expectations of Kelowna residents through superior customer service and a high degree of excellence throughout.
- f) To ensure long-term asset management of the Facility during and beyond the term of the MOU and the Final Agreement, and to be involved through inspections, review of problem areas, collaborative decision making, and renewal strategies.
- g) To provide a wide variety of public recreational, fitness and aquatic services suitable for people of all ages, ethnic origins, genders and economic status, including;
  - i. Community and recreational aquatics,
  - ii. Commercial aquatics – notably the leisure water,
  - iii. Aquatic sports – some emphasis is required due to uniqueness of the 50 metre option and other competition components,
  - iv. Cooperation and collaboration with the Capital News Centre and other facilities/events at Mission Recreation Park,
  - v. Stakeholder involvement.
- h) To exercise a degree of ongoing involvement and control of the management and operation of the Facility and to collaborate with the Y to develop a mutually acceptable public operating profile for the Facility including aspects such as hours of operation, staff qualifications, safety protocols, maintenance standards, program schedules, fees and public accessibility.
- i) To collaborate amicably with the Y to ensure that the City's expectations for the Facility are fully realized while protecting the Y's ability to remain responsive to market conditions,
- j) To be responsible for public communications, events and circumstances which are beyond the Y's control,



- k) To ensure that first and foremost the Facility is a community aquatic recreation and fitness facility, appropriately "named" according to the Council approved policy for such facilities,
- l) To ensure the City of Kelowna receives appropriate recognition for the Facility, as the legal owners of the Facility, and on behalf of the citizens of Kelowna.

### **1.3.2 YMCA – YWCA OBJECTIVES**

- a) To further the Y's mandate to build more strong kids, strong families and strong communities through the operation of the Facility.
- b) To provide Y Values-based programs and standards including but not limited to;
  - i. Y Aquatics, Fitness and Youth Leadership programs,
  - ii. Y Service Standards
  - iii. HR Standards
  - iv. Quality standards for customer service, programming, and safety.
- c) To ensure a visible Y presence and culture within the centre, including Y uniforms, signage, business model, events, volunteerism and philanthropy.
- d) To maintain existing and develop new relationships with government and other organizations with complimentary objectives in the provision of programs that may be offered at the Facility.
- e) To ensure the Y is protected from financial losses that are outside of the Y's control.
- f) To have the resources necessary and the decision making authority and/or flexibility on issues related to achieving business objectives including;
  - i. Equipment Renewal and Refurbishment,
  - ii. Marketing,
  - iii. Program supplies,
  - iv. Fees,
  - v. Staffing Levels, Training and Wages,
  - vi. Programming,
  - vii. Hours of operation of specific water features and program packaging,
  - viii. Flexible use of spaces.
- g) To publicly and proactively protect the Y's Image and to limit any negative effect on the Y and its strategic initiatives that may result from unmet public expectations.
- h) To have the resources necessary to adequately market the facility to achieve the programming and financial objectives of the City and the Y.
- i) To ensure the City retains responsibility for Facility Maintenance with:
  - i. Costs of Utilities and facility maintenance as separate line item in City budget
  - ii. Ensuring the Y has involvement in the quality of maintenance services provided by a third party
  - iii. The City provides an annual Capital budget for facility renewal

- j) To have the ability to package and market a coordinated family recreation experience using other amenities in the Mission Recreation Park.

## **2. PART 1 – PLANNING & PREPARATION**

This part will include decision making, and action as subsequently defined, regarding Facility operating systems and equipment, developing staffing models and implementing recruitment strategies, completion of market research, and preparation of a Start-Up budget and negotiation of the Final Agreement for the Start-Up and operation phases of the Facility.

Costs associated with the execution of Part 1 activities will be funded by the City, and will not exceed \$75,000. The City will transfer funds to the Y upon receipt of invoices for expenses approved by the City.

Specific activities to be completed during this Part 1 include:

- a) Facility Maintenance – The City and the Y will determine responsibilities for the total maintenance of the facility based on;
  - i. the Y shall be responsible for :
    - Janitorial and cleaning maintenance
    - First line repairs and maintenance
  - ii. The City shall be responsible for:
    - Preventative maintenance and inspections,
    - HVAC, electrical and water systems
    - Elevator
    - Building structure
    - Major repairs
    - Facility exterior maintenance including landscaping, and snow removal
- b) In consultation with the Y, the City will identify those maintenance responsibilities to be contracted to a third party and will assign these accordingly.
- c) Aquatic staff training and recruitment strategy - the City and the Y will collaborate on the development and implementation of an aggressive aquatic training and recruitment strategy as outlined in Schedule B. Implementation of the coordinated strategy will commence no later than October 15, 2007. The City shall be responsible for costs associated with the development and implementation of the staff training and recruitment plan as outlined in Schedule B.
- d) Market research – In conjunction with the City, the Y will conduct market research between February 1, 2008 and June 1, 2008 incorporating previous research and public opinion surveys conducted by the City. Research contract arrangements including research consultants, consultant costs, survey final questions, and all related support documents required to complete the research will be approved by the City and completed by February 1, 2008. The City shall be responsible for all costs associated with the development and implementation of the market research. The main objectives of this research will be to determine;
  - i. Usage of current aquatic and fitness facilities,
  - ii. Anticipated usage of the new Facility,



- iii. Admission fees that patrons are willing to pay to use the Facility.
- e) Furniture Fixtures and Equipment (FF&E) – Within the constraints of the identified FF&E budget, the City will consult and involve the Y in the making of critical decisions on the purchase of such materials including but not limited to;
- i. Computer systems, office and business equipment including telephone
  - ii. Interior way finding signage
  - iii. Lockers
  - iv. Exercise equipment and supplies
  - v. Furniture
  - vi. Janitorial and maintenance equipment
  - vii. Aquatic equipment and supplies
  - viii. Related facility equipment.
- f) Capital News Centre – Mission Fitness Transition Plan – It is recognized that a fitness facility is essential to the fiscal viability of the aquatic centre. The City intends to have a transition plan in place as fitness services are discontinued at the Capital News Centre and initiated at the Facility. The Y agrees to participate in the implementation of the plan.
- g) Leadership and Staffing Plan – the Y will provide a leadership and staffing plan by February 1, 2008 which at a minimum will define;
- i. Roles, responsibilities and contributions by;
    - a) Board of Directors
    - b) Existing Y staff
  - ii. Identification of a primary liaison to the City during current and future planning,
  - iii. Identification of a Facility manager.
- Appropriate information should include organizational structure, staff positions, position descriptions, reporting structures, qualifications, experience, and related expertise.
- h) Start-Up Budget – The Y will prepare a budget for the Start-Up Phase for the City's review and approval by October 15, 2007. Key components of this budget will include but not be limited to;
- i. Staffing and Training,
  - ii. Marketing and Advertising,
  - iii. Office and Administration,
  - iv. Program, Safety, and Cleaning Equipment and Supplies,
  - v. Computer Software, Set-up and Configuration,
  - vi. Y Canada Membership Fees.
- i) Sponsorship – The Y may seek financial sponsorship of programs and spaces whereby a fee is paid by a corporation or business to the Y. The Y will determine the use of proceeds from such sponsorship to further the Y's Organizational Mission by providing Y-subsidized programs, services, financial assistance that are not included in the approved annual operational budget.

The City and the Y will further negotiate;

- i. the reporting requirements of sponsorship funds,



- ii. define the “added value” these funds will bring to the community; and
- iii. the relationship between ‘Y subsidized programs’ and ‘core programs’ as listed in clause 1.2.2.

j) Naming of the Facility – The City will develop a process for naming of the Facility.

### **3. PART 2 – MANAGEMENT AND OPERATIONS**

**3.1. Phase 1 - Start Up** - Includes the preparation of a formal annual operating budget, program plans, schedules, and procedures; the development and implementation of marketing and promotion plans, staff recruitment and training, in the period prior to opening of the Facility to the public.

Detailed responsibilities of both parties related to the Start-Up Phase will be negotiated and will form part of the Final Agreement. Responsibilities of the parties to be addressed in Part 2- Phase 1 will include but not be limited to the following:

- a) Staffing and Staff Training
- b) Marketing and Advertising
- c) Annual Operating Budgets
- d) Annual Service Plan
- e) Computer Hardware, Software, Set-Up
- f) Utilities
- g) Facility Maintenance

**3.2. Phase 2 - Initial Operation Period** - Includes the first 36-months of operations after the Facility is open to the public and during which management and operating practices and procedures will be refined and performance thresholds will be established

Responsibilities of both parties related to Phase 3 will be negotiated and will form part of the Final Agreement. Responsibilities of the parties to be addressed will include but not be limited to the following:

- a) Facility Maintenance - for Facility operating systems, first line maintenance, major maintenance/repairs and warranties
- b) Core programs and services
- c) Capital replacement of equipment and furnishings
- d) First line maintenance/repairs and janitorial maintenance
- e) Annual operating budget – annual revenues and expenditures
- f) Structure for annual payment paid to the Y
- g) Facility pass use and recognition at other City owned recreation facilities
- h) Ongoing, effective marketing initiatives to meet fiscal objectives
- i) Record keeping and reporting
- j) Performance criteria and review
- k) Y use of the facility
- l) Y Fundraising within the Facility
- m) Facility closures
- n) City responsibility for costs outside of the annual operating budget
- o) Insurance requirements of the City and the Y.

**3.3. Phase 3 - Ongoing Management and Operations** - Includes the period following the Initial Operating Period.

Responsibilities of both parties related to the Ongoing Operation Phase will be negotiated within a 30 month period following the opening of the Facility to the public; such responsibilities to be appended to the Final Agreement within the same time period.

**4. FURTHER NEGOTIATION**

**4.1. Meetings**

The City and the Y will schedule regular meetings to be chaired by the City in order to;

- a) Negotiate the Final Agreement,
- b) Consult and collaborate on matters outlined in this MOU requiring discussion and MOU prior to execution,
- c) Discuss and consider matters in the spirit of cooperation and good faith.
- d) Have on-going involvement in the negotiations by a representative of the Y's Board of Directors.

**4.2. Exclusivity**

The City intends to negotiate a successful Final Agreement with the Y for the management and operation of the Facility and therefore agrees to negotiate exclusively with the Y until and unless it is determined that a Final Agreement cannot be achieved.

**4.3. Access to Information**

The City agrees to provide access to all market and facility research, draft operating budgets and other information that has been assembled in the planning stages of the Facility for the Y's use.

**4.4. Communications Protocol**

The City agrees to inform the Y prior to the release of any information to the public regarding this MOU or the Final Agreement or on any matter concerning the Y's involvement in the management and operation of the Facility.

**4.5 Reporting**

The Y agrees to keep a record of all fees and costs incurred throughout Part 1 of this MOU and to provide to the City, from time to time, a record of fees and costs incurred during such period as may be requested in writing by the City, provided that the Y will provide such record not later than 30 days after a request from the City.

#### **4.6 Term**

The term shall commence on the date this MOU is executed by the City and the Y and expire on the earlier of the date on which the Part 1 duties and obligations referred to in clause 2 are completed, the date on which the parties execute a Final Agreement, or the date on which this MOU is otherwise terminated pursuant to clause 4.7.

#### **4.7 Termination without cause**

Notwithstanding the rest of this MOU, either party may terminate this MOU upon at least thirty (30) days written notice to the other party.

**IN WITNESS WHEREOF** the parties hereto have set their hands as of the day and year first above written.

#### **THE CORPORATION OF THE CITY OF KELOWNA**

By:

---

JWR Oddleifson  
Development Manager  
Recreation Parks and Cultural Services

---

Witness

#### **YMCA – YWCA OF THE CENTRAL OKANAGAN**

By:

---

Witness

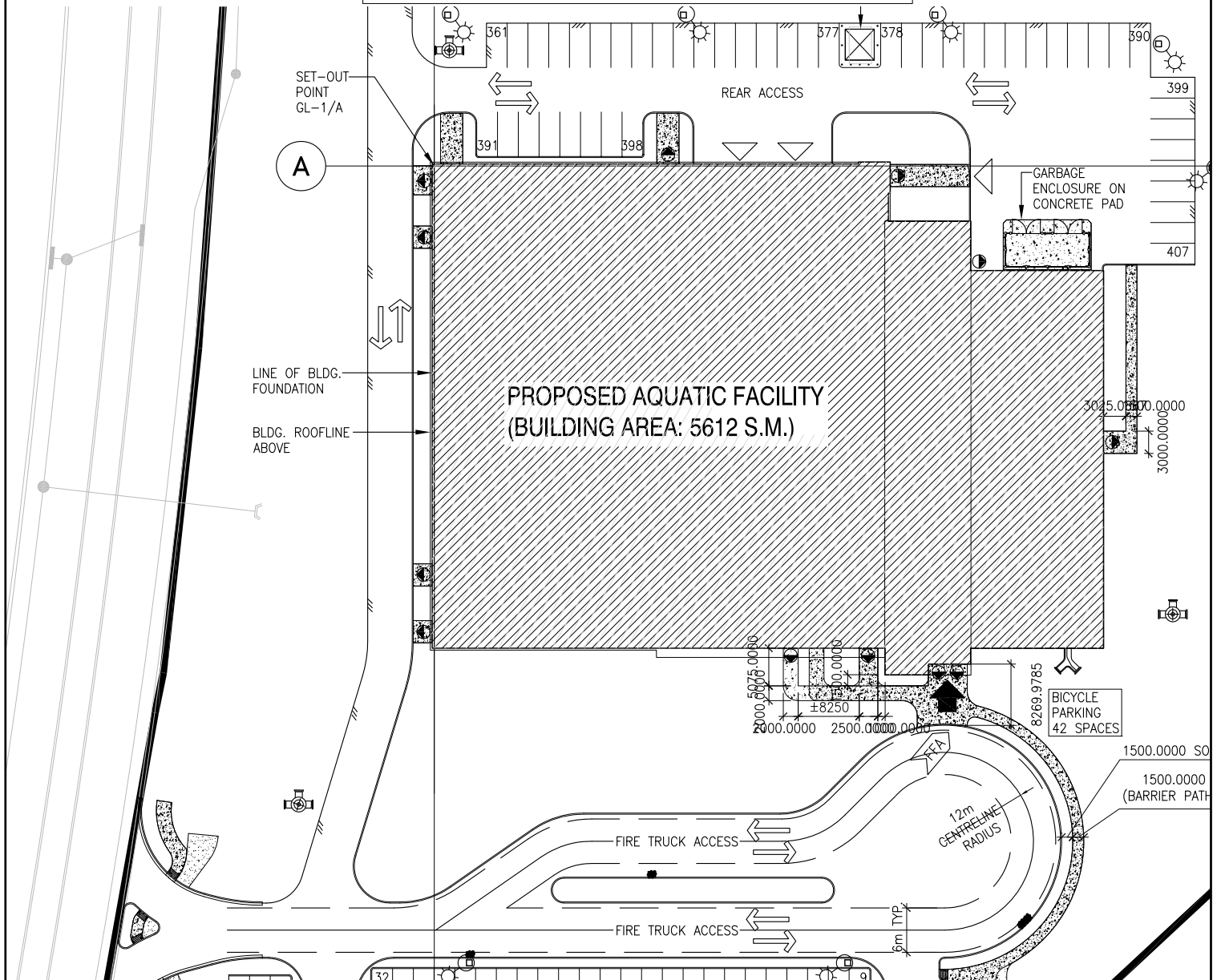


## LEGAL DESCRIPTION

LOT2, PLAN KAP80134, D.L. 168,  
SEC. 2, TP. 26, O.D.Y.D.

## CIVIC ADDRESS

4105 GORDON DRIVE, KELOWNA, BC,

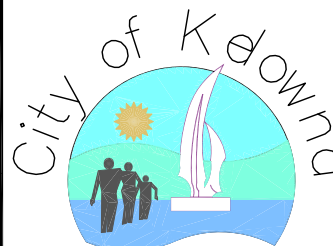


PROJECT:

# MISSION RECREATION PARK AQUATIC CENTRE CITY OF KELOWNA

DRAWING TITLE:

## PROPERTY INFORMATION SHEET



DRAWN:

SW

DATE:

09/05/07

PROJ. NO.:

FILE:

DRAWING NO.:

# SK-101

SCALE:

## NTS

**Aquatic Staff Training and Recruitment Strategy****Background**

With the planned opening of the Mission Recreation Park Aquatic Centre in early 2009, securing proper staffing levels will require a pro-active approach to training and recruiting new staff to the aquatic field. It is anticipated that ~60 staff (combination of full-time and part-time) will be required to sufficiently support and lead all program, administration and maintenance aspects of the new facility. This additional staff will be over and above current staffing levels for City and area pools.

**Objectives**

The City and the Y agree to collaborate to develop a coordinated effort in building community awareness around lifeguard/instructor job opportunities, recruitment, training programs, and retention strategies. The key components of this strategy are:

1. Advertising through **Program Brochures**
  2. Gather input through **Focus Groups**
  3. Establish a high level of **Advance Course Coordination**
  4. Create community awareness **Marketing and Media Campaign**
  5. Reach potential candidates through **Target Marketing**
  6. Establish **Retention Techniques**
  7. Create opportunities for **Leadership and Management Development** and
  8. **Budget** adequate funding.
- 
1. **Program Brochures** – beginning in the fall of 2007, brochures distributed by both parties will include advertising and promotional information regarding advanced life saving courses.
  2. **Focus Groups** – two focus groups will be established in order to gain additional input and understanding on the techniques and strategies which need to be incorporated in order to meet the above noted objectives;
    - a. One focus group will be comprised of current staff and volunteers from both organizations
    - b. One focus group will be comprised primarily of individuals who had previously completed some life saving advanced courses, and who may wish to continue to pursue additional training and employment in the aquatics field.
    - c. A facilitator will be identified to prepare the agenda and organize the discussion.
    - d. JBMAC management will be invited to participate

3. **Advance Course Coordination** – the City and the Y will establish a coordinated approach in offering lifeguard/instructor and other related training courses.

With a specific target in mind the program needs to provide for a training progression with the end result of enough staff to support the opening of the MRP Aquatic Centre and continued staffing levels for existing programs.

Strategically placed training courses will maximize possible registrations. This will mean some course scheduling may take place during primetimes or shared pool space with a more traditional use.

The purposes will be to;

- a. Avoid overlap and duplication,
- b. Create a complimentary sequence for such courses,
- c. Invite JBMAC management to participate,
- d. Provide intensive course training (crash courses) at strategic scheduling times and included a variety of advanced courses, as well as re-certification for those who previously held such certifications,
- e. Provide pre-qualifying opportunities for candidates to “challenge” a certification which may include training sessions so that participants can prepare for upcoming courses.

4. **Marketing and Media campaign** – will be developed to create community awareness on job opportunities which may include;

- a. A flyer or brochure with a marketing/advertising value for more than one year supplemented with regular display ads in various print material including the Sport and Recreation leisure guide, Kelowna Family Y Activity Guide, plus additional print materials.
- b. The intent of the flyer is to;
  - i. Provide an overview of aquatic facilities in the valley and popularity of aquatic activities,
  - ii. Outline the progressions to becoming a lifeguard/instructor,
  - iii. Identify possible career opportunities in aquatics,
  - iv. Identify upcoming courses and fees.
- c. Establish regular promotional campaigns through various forms of marketing media.
- d. Development of a website specific to the aquatics field in Kelowna.
- e. Develop a common theme or slogan to promote the lifeguard/instructor career path.



- f. JBMAC, Summerland, Penticton and Vernon will be invited to participate.
- g. Sponsors will be identified and acquired to assist with funding, prizing, incentives, and public profile.
- h. Establish a job hotline that connects interested parties with our aquatics program.

**5. Target Marketing** – the City and the Y will develop a recruitment and education plan aimed at a specific target audience that may be likely candidates for a future job in aquatics;

- a. Potential audience;
  - i. High School students,
  - ii. UBCO-OC students,
  - iii. Stay at home parents with an aquatic background,
  - iv. Adults with a previous aquatic background,
  - v. Enjoys aquatics and working with the public (could be an existing patron),
  - vi. Seniors citizens.
- b. Techniques to recruit lifeguard/instructors will include;
  - i. Presentations to target audience,
  - ii. Host a Recruitment Fair or Open House,
  - iii. Host various “special event days” (i.e. April Pools Day) promoting the opportunity of lifeguard/instructor as a career,
  - iv. Create a Lifeguarding Travelling Display,
  - v. Various print and radio media,
  - vi. Establish affordable advanced course tuition fee schedule through budget scholarships, supplements and subsidy techniques.

**6. Retention Techniques** – While potential staff may be qualified there may not be a job readily available until closer to the opening of the MRP Aquatic Centre the City and the Y will develop strategies/incentives to encourage maintaining qualifications and remaining active in aquatics.

Strategies will include:

- a. Lifeguard/Instructor Volunteer Program. While this program is not new to aquatic centres new efforts are required to create a volunteer program that includes an incentive (reward) program.
- b. Reward volunteer hours worked with discounts and financial incentives to pursue additional advanced course training. The higher number of volunteer hours the more significant the reward.
- c. Reward volunteer hours worked with various coupon opportunities. The higher number of volunteer hours the more significant the reward.

- d. Incentives and rewards may include recreation equipment, dinners, movie pass, ski pass, and gift certificates.

**6. Leadership and Management Development** – the Y will be responsible for the recruitment and training of key facility leadership staff including the facility manager position as per 2(g). The City will provide support funding not to exceed \$25,000

**7. Budget** – the City will be responsible to establish a budget for this Aquatic Staff Training and Recruitment Strategy;

a. Focus Groups	\$ 2,000
b. Advance course coordination	\$ 5,000
c. Marketing and media campaign	\$25,000
d. Rewards and Incentives	\$ 8,000
e. Tuition supplement	\$10,000
f. Leadership and management development	<u>\$25,000</u>
Total	\$75,000

The City will distribute funds directly and will reimburse the Y as per article 2 for expenses previously approved by the City.