



YMCA of Yarmouth
Municipal Partnership
Proposal

April 6, 2020

Proposal Objective

To develop a partnership agreement between the YMCA and Municipal Units which will enable the sustained delivery of high quality, relevant, and affordable health, fitness and aquatic programs.



Pre COVID-19 Situation

- YMCA of Yarmouth's current operating model is not sustainable without a significant increase in municipal funding.
- Chronic under funding has eroded the quality of YMCA programs and services in Yarmouth. The YMCA is not delivering on its brand promise.
- The YMCA's aging building and infrastructure require significant capital re-investment.



Current Situation

- Government-mandated closure of YMCA until further notice.
- Membership fees and program payments suspended.
- Facility shutdown plan implemented.
- All YMCA staff issued indefinite layoff notices on March 18th.
- Funding agreement for current YMCA CEO concludes on June 5th.
- YMCA is making contingency plans for up to a 6-month closure followed by a 3-month “ramp up” period.
- Anticipated economic decline and changes in social behaviour due to COVID-19 will impact our operating model.



Current Situation

- The YMCA is working hard to better understand this “new normal” and is revising financial forecasts accordingly.
- High level of uncertainty has created the need for a more responsive, and flexible funding model.
- Accordingly, the YMCA is proposing a new approach to working with the Municipal Units.
- This proposal represents a significant shift in the role of the Municipal Units from “YMCA funder” to “YMCA partner”.
- Many of the concepts in this proposal were contemplated in the feasibility study for the Mariners Centre expansion.



Proposed Operating Model

1. YMCA transfers ownership of building and land to Municipal Unit(s).
2. YMCA enters into a long-term lease agreement with the Municipal Unit(s) to deliver YMCA programs and services at the facility.
3. Operating agreement/lease will be portable to a new location.
4. The YMCA will provide health, fitness, aquatic and other recreational programs to the community via annual membership, day pass and program registration fee model.
5. YMCA financial assistance will be available to individuals and families who are unable to pay the full fee for a YMCA membership or program registration fee.



Proposed Operating Model

6. Facility programming and operations will align with nationally recognized YMCA standards and quality indicators.
7. As partners, the Municipal Units and YMCA will regularly review the needs of the community including identifying vulnerable populations and initiatives to improve the health and wellness of our citizens.
8. The YMCA will be responsible for providing all supplies required to deliver YMCA programs and services at the facility.
9. The YMCA will leverage its national leadership development programs and expertise to acquire, manage and foster a high-performing staff team.



Proposed Governance Model

1. YMCA operations will be governed by the YMCA Board of Directors and will be managed by the YMCA's on-site Centre Manager.
2. Advice on facility operations will be provided by a local Community Advisory Committee (C.A.C.).
3. Members of the C.A.C. will be appointed jointly by the YMCA and the Municipal Unit(s).
4. Members of the C.A.C. would be selected from active YMCA members/participants, Municipal Unit staff, and/or members of the Municipal/Town Councils.



Proposed Governance Model

5. The Municipal Unit(s) and the YMCA will work jointly to develop terms of reference for the mandate and governance of the C.A.C.
6. The role of the C.A.C. will be advisory in nature.
7. The YMCA will provide semi-annual reports to the Municipal Unit(s) which outline program delivery and measure program quality in accordance with YMCA best practices and national standards.



Proposed Financial Model

1. The YMCA will develop a comprehensive annual operational budget and program plan to be approved by the YMCA Board.
2. The budget will be presented annually to the Municipal Unit(s) for review and feedback.
3. The Municipal Unit(s) will be given the opportunity to appoint an “ex officio” member to serve on the YMCA Finance Committee and to participate in all discussions related to the YMCA facility.
4. The YMCA will provide the Municipal Unit(s) with annual audited financial statements.



Proposed Financial Model

5. The Municipal Unit(s) would provide funding to cover any operating deficits incurred by the YMCA during the term of the agreement.
6. The YMCA will provide to the Municipal Unit(s), on a monthly basis, financial statements which demonstrate any operating deficit. The statements will be accompanied by a variance report and request for payment.
7. The Municipal Unit(s) would be responsible for funding capital re-investment activities (as described in the Building Condition Assessment), on-going capital maintenance, and future capital improvement/renovation projects.
8. YMCA equipment (such as fitness equipment) may be acquired and provided either by the Municipal Unit(s) or by the YMCA.



Benefits to Municipal Units

1. Lower operating costs (versus municipally-operated centres).
2. Facility managed and operated by recognized, expert, charitable organization.
3. No need to hire, train and manage workforce (~40 employees).
4. YMCA connections across Nova Scotia, Atlantic region, and Canada.
5. YMCA IT systems, data base, online registration.
6. YMCA handles day-to-day cleaning and maintenance.
7. YMCA standards in service and program delivery including comprehensive child protection protocols.



Benefits to Municipal Units

8. YMCA handles administration including AP, AR, monthly fee collection, payroll, monthly financial statements, annual audit, insurance, etc.
9. YMCA can conduct local fundraising campaigns.
10. Opportunity for Municipal Unit(s) and YMCA to submit joint applications for provincial and federal operating and infrastructure funding.
11. Councils and staff have local advisory and oversight role.



Proposed Next Steps

1. YMCA to schedule Skype Video Conference with Municipal Unit CAOs to review proposal (Thursday April 9th).
2. YMCA to provide first draft of Memo of Understanding (MOU) to Municipal Unit CAOs (Monday April 13th).

Note: Memo of Understanding is a non-binding agreement which demonstrates a commitment of all parties to work collectively on the development of a formal operating agreement.

3. YMCA to forward pro forma income statements to Municipal Unit CAOs for review (week of April 13th).
4. YMCA to schedule call(s) with CAOs to review and revise MOU (week of April 13th).



Proposed Next Steps

5. YMCA and Municipal Units complete and sign MOU by Tuesday May 5th (represents “go/no go” decision point for YMCA).
6. YMCA and Municipal Unit(s) begin development of operating agreement (May 5th onwards).

