



Town of Saugeen Shores Aquatic and Wellness Centre **Activation Plan**

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Purpose

The **AWC Activation Plan** outlines the Town's general thinking on how the programming of the facility will operate. Community engagement to help round out the discussion and staff will return to Council in Q4 2024 with a finalized Operating and Management Plan for the AWC.

The **Plan** outlines the path to develop a refined plan, and how the Town will hear from, and engage with, the community along the way. Implementation of the AWC Activation Plan requires the resources outlined in the separate **AWC Staffing Transition Plan**.

Plans may evolve and be updated over time based on community feedback, project scheduling, operational efficiencies, and Council approval. The plans outline key areas including:

Activation Plan

- Community Engagement
- Marketing and Communications
- Programming
- Participation Opportunities (including Membership)
- Accessible and Affordable Recreation
- Facility Operations

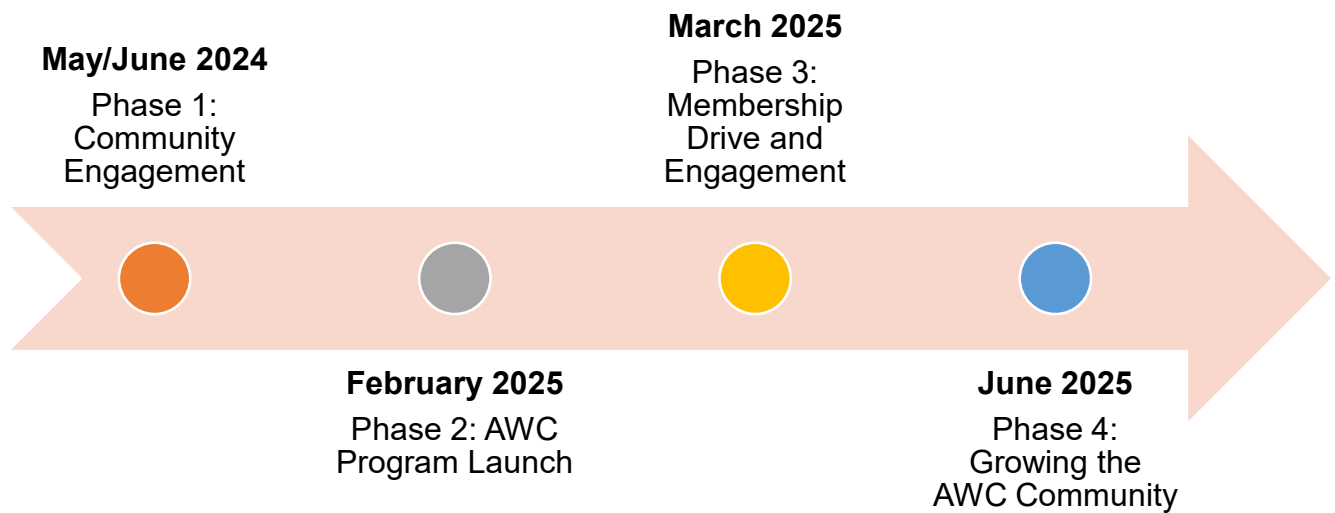
AWC Transition Staffing Plan

- AWC Organizational Chart
- Budget Implications
- Recruitment and Training
- Customer Management Software
- Fees and Charges
- Operating Forecast
- Key Performance Indicators
- Policies

The result of advancing these two plans over the next two years will culminate in the development of a comprehensive plan for the Town's Aquatic and Wellness Centre for 2025.

Community Engagement Plan

A four-phase community engagement plan has been identified for the next stage of the AWC project. The plan starts in spring 2024 and continues through the opening of the facility in 2025. Each phase of the plan is detailed below.



Phase 1 May to June 2024: Public and Community Partner Consultation

Goal: To understand the needs and wishes of the public and community partners to develop a program that considers and meets the diverse needs of Saugeen Shores.

This phase will consult with the community on how they want to engage with, use, and experience the AWC. The AWC will offer a variety of programs and amenities to serve the needs of a growing and increasingly diverse population, along with welcoming people of all ages and abilities.

Consultation will include in-person and online engagement opportunities and will be designed to respond to the participation and programming options outlined in this AWC Activation Plan. Online opportunities will allow seasonal residents to participate.

This phase also includes consultation with community partners who may have specific interests or needs. Partners may include but are not limited to:

- Accessibility Advisory Committee
- Breakers Swim Team
- Bruce Grey Boccia
- Chantry Seniors Centre
- Community Living Grey Bruce

- Grey Bruce Inclusion Playgroup
- Health Care Practitioners (i.e., physiotherapists, chiropractors)
- Home and Community Support Services Grey Bruce
- Minor Sports Groups
- Nuclear Innovation Institute
- Port Adult Recreation Centre 55+ (PARC 55+)
- Recreational Respite
- Saugeen First Nation
- Saugeen Shores Pickleball Club
- Saugeen Shores Winterhawks
- Saugeen Track and Field Club
- School Boards and School Community Programs (Public and Catholic Boards)
- Social Athletics of Saugeen Shores
- Special Olympics
- VON Programs

Phase 2 February 2025: AWC Program Launch

Goal: To get the community excited about what is ahead and celebrate the AWC Program that the community helped to create (through consultation).

This phase will officially launch the AWC Program to the community through a branded and coordinated campaign that integrates project status updates, key dates and milestones, photo and video content and recruitment information. The launch campaign will dovetail into phase 3.

Elements of the coordinated and branded campaign include:

- Dedicated AWC webpages, or a micro-site for the AWC
- Dedicated AWC social media channels
- Printed and digital marketing materials with membership options, fees, programs
- Launch of AWC program information and schedules
- Key dates (i.e., membership sales/passes, project milestones, opening)

Phase 3 March 2025: AWC Membership Drive and Engagement

Goal: To sign-up members, sell passes, and continue to drive interest and anticipation for the opening of the AWC.

This phase will officially launch the membership drive for the AWC. The public will be able to start purchasing memberships and passes. The membership drive will include an advertising and marketing campaign. The range of participation types will be based on feedback from the community consultation. This phase can leverage and build on the resources and materials created during phase 2.

In addition to using the AWC website and social media channels, engagement during phase 3 may include pop-up events during community activities, in parks or at

recreation facilities, virtual reality or video tours and print and digital advertising campaigns. There will be direct engagement with facility user groups such as community partners or corporate members about membership options.

Phase 4 June 2025: Growing the AWC Community

Goal: To continue growing the AWC community through membership, daily visitors, activities, and programs.

This phase will occur once the facility is fully open and operational. It will welcome the community to explore and experience the AWC and ignite their excitement to be a part of it. Facility tours, 'try it' events and delivering exceptional customer service will be critical to engaging the community and building the user and membership base.

Marketing and advertising assets and key messages developed for phases 2 and 3 will continue to be leveraged to engage the community during phase 4.

Ongoing Community Engagement

The success of the AWC relies on continuing to meet the needs of the public long after the doors open while maintaining a regional recreation hub that is safe, welcoming, and accessible. Programs and offerings will evolve over time as community needs and trends change.

There will be ongoing and regular touchpoints with AWC patrons for feedback, including annual user or member surveys, online or in-person feedback forms, etc.

Marketing and Communications Plan

There will be two Marketing and Communications Plans developed for the AWC: one to support the community engagement plan leading to opening, and another to support the ongoing marketing and promotion once the facility is open and operating. Both plans will outline the goals, tactics, actions, key audiences, tools, timing, and costs.

The first plan will be developed to support the goals of the community engagement plan and could align to include fundraising campaign activities.

The second plan will be developed to support the goals of the refined operating and management plan including membership sales and facility promotion.

While the plans themselves will be developed internally, it is anticipated that external resources will be required to support the content development and implementation of the plan. External resources may include services such as graphic design, content development, social media management, and website support.

The first marketing and communication plan will be developed by early Q1 2024 to meet the targets for the community engagement plan.

The second marketing and communication plan will be developed in Q4 2024 following the refinement of the management and operating plan.

Tools that will be used to market the AWC may include website, social media, video development, digital media including e-newsletters and online advertising, printed marketing materials, print media and events.

Programming at the AWC

Getting feedback on existing and new programming will be an important part of engaging with the public and community partners. The information included in the chart below provides a summary of existing aquatic and land-based programming delivered by the Town, alongside conceptual ideas, and opportunities for new offerings within the AWC.

Community consultation will help to identify programming opportunities that can be developed and delivered to support a range of needs. Community consultation is planned for May and June 2024.

General Programming

Types of Programs	Existing Programs	Potential Program Opportunities
Aquatics	- Swimming lessons for infants to adults - Lifesaving Sport Fundamentals - Advanced aquatic training and certifications - Standard First Aid - Summer day camps - Swim to Survive - Highschool swimming - Aqua-Fitness classes - Aqua-Bootcamp - Lane Swim - Parent and Tot Swim - Fun/Family Swims - Waterfront beach programs (summer) - Triathlon Training Clinic - Endurance Power Swim	- Aquatic Yoga - Gentle Fit - Water Therapy - Water Rehabilitation - Parent and Baby Aquafit - More Open Pool Time (Senior Swims, Weekday Evening Parent and Tot) - Swim and Gym Programs - Cross training programs
Recreation (non-aquatic)	- Active Kids (0-5 years) - School-Year Full Day Camps - Summer Half Day Camps - Ball Hockey	- Indoor gym sports (pickleball, basketball, badminton, volleyball) - Increased camp programs

	• Public Skating • Adult Beginner Hockey • Community-Interest Programs Currently most land-based recreation programs are delivered through program partnership or hired skill-based instructors.	• Drop-in programs for kids and families • Swim and gym programs • 'Learn to Play' sport programs • Youth and teen programs • Arts and cultural programs • Inter-generational programs • STEM programs • Dance programs The operating model for the AWC includes the Town's direct delivery of programming. Program partners and instructors for special-interest programs will be integrated into programming based on need.
Fitness	Not currently provided	• Fitness classes • Cycling (spin) classes • Personal training • Track programs • Cardio training equipment • Strength training equipment • Stretch and yoga classes • Training clubs (running, walking, triathlon) •
Older Adult	• Programs facilitated by external groups/organizations. • Leased space in Town-owned facilities	• Extension of existing programs with external providers • Coffee/social times • Walking club • Mobility classes
Community Partners	• Breakers Swim Team • Special Olympics • School Boards • Facility Renters	• League rentals • Dry-land team training • Health care professionals • Heritage or cultural programming

Inclusive and Adaptive Programming

Introducing inclusive and adaptive programming will be important to creating a welcoming and accessible environment for all ages and abilities.

Programming may be delivered in partnership with community groups or organizations, or directly by program staff. Training related to accessibility, inclusion and adaptive

programming will be identified in the training plans for staff working in aquatics and wellness, including the Program Coordinators.

Programming Partnerships

There will be opportunities for partnership programming at the AWC, allowing the Town to extend the variety, and reach of available programming by partnering with subject matter experts. This type of programming model allows the AWC to serve a broad range of interests and needs and will complement the Town's direct programming.

Partnership programming includes revenue, resource and responsibility sharing with a program partner. A contract is developed to outline how the components of the partnership are split up. The Town may also contract program-specific instructors or service providers to deliver a program. The instructor or service provider would be paid a flat rate to deliver the program.

Participation Opportunities and Membership

There will be a several ways to participate at the AWC including day use passes, quantity-based passes, memberships and individual registered programs like swimming lessons, day camps, specialty programs and courses.

Opportunities to access affordable recreation are critical for the AWC to remain financially accessible to everyone. An analysis of existing financial assistance programs along with future opportunities to support access for all, are included in the Fee Programs section of this plan (page 11).

Ways to Participate at the AWC

The public can customize their AWC experience to meet their needs. Community consultation will help to define specifically how people want to use the facility. The options presented are conceptual and will be finalized following community consultation in spring 2024.

Memberships and Passes

The chart below outlines a variety of ways that the community could choose to participate through membership or passes at the AWC. Skating memberships will continue to be available for public skating at the Plex and Coliseum.

Memberships and Passes	Conditioning Centre	Fitness Classes	Aqua Fitness Classes	Drop-in Swims	Drop-in Skates	Gym Programs
All In Membership	Yes	Yes	Yes	Yes	Yes	Yes
Corporate/Group Memberships	Yes	Yes	Yes	Yes	Yes	Yes

FIT Basic Membership	Yes					
Fitness Lite Membership	Weekdays 6am-4pm only	Drop-in weekday classes	Drop-in weekday classes			Weekday programs
Aquatic Only Membership			Yes	Yes		
6 Month Membership	Yes	Yes	Yes	Yes	Yes	Yes
4 Month Membership	Yes	Yes	Yes	Yes	Yes	Yes
1 Month Membership	Yes	Yes	Yes	Yes	Yes	Yes
Teen Membership	Yes	Yes	Yes	Yes	Yes	Yes
Child Membership				Yes	Yes	Yes
10/20 Visit Pass: Fitness/Gym	Yes	Yes	Yes			Yes
10/20 Visit Pass: Drop-in Swims				Yes		
Daily Pass (Full Access)	Yes	Yes	Yes	Yes	Yes	Yes
Single Visit (One Program)	Yes	Yes	Yes	Yes	Yes	Yes

Individually Registered Programs

Swimming Lessons

Swimming lessons are open for members and non-members to register at the same time. Lessons are offered seasonally by session 4 times a year. Swimming lessons include the Lifesaving Sport fundamental swimming programs. Swimming lessons are not included with memberships and additional fees apply.

Training Programs and Advanced Aquatic Courses

Advanced aquatics courses and other training opportunities are open for members and non-members to register at the same time. A range of courses will be available seasonally to support aquatic staff recruitment and general interest training programs such as standard first aid or babysitting courses.

Specialty Programs, Leagues, and Other Activities

Specialty programs, leagues, or other activities will be offered at the AWC at different times throughout the year. These types of programs are not generally included with membership and additional fees apply. Registration will be open to members and non-members.

Rentals

The public will be able to rent program areas within the AWC for activities and events such as birthday parties, team activities, celebrations and more. Rental times will be defined by the AWC program schedule, and facility resources. Rentals will follow with the Town's existing facility booking process.

Fee Programs

The AWC Activation Plan provides a general overview of the conceptual fee program information for memberships and passes, including how fees are applied and opportunities for affordable recreation.

Fee Information

Memberships and Passes

The membership structure is designed to optimize value for patrons choosing to participate at the AWC as members. For example, the All-In membership is the most economical way to access all program areas at the AWC. Patrons will also be able to customize how they want to participate and engage with the AWC, which may vary by season depending on the patron.

The chart below outlines the conceptual fee information for the various types of memberships or passes.

Participation Types	Annual or Single Fee	Recurring Monthly Fee	Refund	Other Attributes
Annual 'All In' Membership	Yes	No	Medical only	Fee collected once annually
Monthly 'All In' Membership	No	Yes	Medical only	Monthly fee is recurring until cancelled. 30 days' notice required for cancellation.
Corporate/Group Membership	No	Yes	Medical only	Discount applied to monthly fee
FIT Basic Membership	Yes	No	Medical only	Fee collected once annually
Fitness Lite Membership	Yes	Yes	Medical only	Monthly fee is recurring until cancelled. 30 days' notice required for cancellation.
Aquatics Only Membership	Yes	No	Medical only	Expires 6 months or 1 year from purchase date.
6 Month Membership	Yes	No	Medical only	Expires 6 months from purchase date

4 Month Membership	Yes	No	Medical only	Expires 4 months from purchase date
1 Month Membership	Yes	No	Medical only	Expires 1 month from purchase date
Teen Membership	Yes	Yes	Medical only	Monthly fee is recurring until cancelled. 30 days' notice required for cancellation.
Child Membership	Yes	Yes	Medical only	Monthly fee is recurring until cancelled. 30 days' notice required for cancellation.
10/20 Visit Pass: Fitness/Gym	Yes	No	Medical only	Non-transferrable
10/20 Visit Pass: Drop-in Swims	Yes	No	Medical only	Non-transferrable
Daily Pass	N/A	N/A	N/A	Valid for the full day with in and out access to AWC.
Single Visit	N/A	N/A	N/A	Valid for a single visit to one AWC program area.

Refunds and Membership Holds

Refunds will be provided for valid medical reasons only. Monthly recurring memberships be cancelled with 30 days' notice.

Membership holds will not be available. The suite of membership options will be available for patrons to customize the option that best meets their needs, including if they are permanent or seasonal residents.

Fee Schedule Effective Dates

Fees are approved through the Fees and Charges By-law which states when fees become effective during the year. Currently, fees for aquatic and recreation programs, and ice and pool rentals follow the school year calendar and come into effect at the start of the new season, generally mid-August, or the start of September.

For consistency, the AWC will continue with this approach and the fees for the new Aquatic and Wellness Centre will be set by Council for 2025 through the Business Plan process.

Accessible and Affordable Recreation

Keeping the AWC accessible and affordable for all was identified early in the project as a key priority for the community.

This section of the AWC Activation Plan includes conceptual discount programs along with options for financial assistance programs. Feedback on the conceptual programs

will be received during community consultation. Discount and financial assistance program recommendations will be included in the Operating and Management Plan.

General Discount Programs

General discount programs are defined as programs that are available to everyone participating through membership at the AWC. The programs below are conceptual and may include:

- **Member discount program:** Members may be eligible for discounts on fees for registered programs not included with membership. This would be a perk of membership, while keeping programs are open to both members and non-members.
- **Family discount program:** This program encourages family participation. It is common for the first adult member to pay 100% of the membership fee, and a discount is applied to each additional member in the family.
- **Corporate discount program:** This program supports employee wellbeing. Staff would investigate options and recommend a program structure.

Financial Assistance Programs

The Town does not have a municipally funded recreation subsidy program. The chart below outlines the Current State of funding support available for Saugeen Shores residents to access recreation and recreation subsidy opportunities.

Additionally, the Town currently operates a sponsorship program to provide free swimming and skating times throughout the season (October to May).

Funding Support	Program	Program Focus	Program Administration
Internal	'Fill the Program' Initiative	Free access to swimming lessons when spaces remain available one week after the start of program.	Aquatic Supervisor
Internal	Future Stars	Free training and swimming lessons focused on students in grades 7/8.	Aquatic Supervisor
External	Swim to Survive	Three free sessions with students in grade 3 to teach them how to survive a fall into water. Program funded by the Lifesaving Society.	Lifesaving Society Aquatic Supervisor
External	Canadian Tire Jumpstart Foundation	Local funds support local youth ages 4 to 18 that need financial assistance to participate in sport or physical activity. May support up to \$600 per year for registration	Mowbray's Canadian Tire Jumpstart Foundation

		fees, equipment, camp programs, etc. depending on funds available within local Chapter.	
External	Child Care Subsidy	Subsidy for authorized day camps.	Bruce County
External	Corporate Sponsorship	Local teams or athletes seek support from businesses or service clubs.	Teams or Individuals

There are a variety of programs that could be considered to support accessible and affordable recreation. Through community consultation, the public will have the opportunity to review and provide feedback on potential programs including ideas, suggestions, and funding models.

The chart below outlines conceptual Future State options developed from feedback received during previous community consultations, from Council, as well as a review of programs delivered by other Municipalities.

Funding Support	Potential Program	Program Focus	Administration
Internal	Free Indoor Track Access	Access to indoor track provided for free	Recreation Division AWC Reception Desk
External	'Access to Recreation' Corporate Sponsorship Program	Sponsorship program designed to contribute to subsidy fund. Annual renewal program with a capped number of sponsors	Recreation Division Finance Division
Internal	Tax-Funded Recreation Subsidy Program	Fund to subsidize up to 50% of the cost of membership or participation. Eligibility criteria would be developed.	Consider not-for-profit partner to administer. Funded by Town.
External	"Build It In" Financial Support	Support for subsidy program included in participant fees, or one-time fee when signing up as a member. The concept would be community supporting community.	Recreation Division Finance Division
Internal	'Fill the Program' Initiative	Expand the scope of the existing initiative to include more than swimming lessons.	Aquatic Supervisor Wellness Supervisor

Facility Operations

Hours of Operation

Hours for the facility will vary seasonally and by program area. The Wellness Centre includes the fitness studio, conditioning centre, gymnasium, and track. The Aquatic Centre includes the 8-lane pool and the warm-water leisure pool. Scheduling and operational efficiencies will be contributing factors to the hours.

Operating hours are an area for community feedback and will be considered when aligning the hours of operation with approved staffing budgets. The existing Facility Closure Procedures will be updated to outline standard statutory holiday, inclement weather, maintenance, and emergency closures, including how memberships are managed during closures.

The AWC staffing plan was developed to support 102 operating hours per week in the Wellness Centre and 89 operating hours per week in the Aquatic Centre.

AWC Uses

The program areas within the AWC can be used in a variety of ways to support the operating goals of the facility and optimize revenue opportunities. The chart below outlines the type of use and which program areas are available to support that use.

Programming delivered through third party or partnership agreements will be allocated space based on the programming needs.

Type of Use	Lap Pool	Leisure Pool	Gym	Track	Fitness Studio	Conditioning Centre	Multi-Purpose Rooms
Registered Programs	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Drop-In Programs	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sporting Competitions	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Birthday Parties	Yes	Yes	Yes	No	No	No	Yes
League/Team Rentals	Yes	Yes	Yes	No	No	No	Yes
Facility Rentals	Yes	Yes	Yes	No	No	No	Yes

New Building Amenities

The AWC offers new amenities that are not currently available at the Centennial Pool or program areas not serviced by the Town. Operating guidelines will be created for the safe and efficient operation of these new amenities, and existing guidelines will be updated as needed.

New amenities and program areas include:

- Steam room
- Gender neutral, barrier free change room
- Day use lockers
- Water bottle refill stations
- Public Wi-Fi
- On-deck and 2nd level pool viewing areas
- Elevator
- Water spray features, jets and sitting bench in Leisure Pool
- Climbing wall in Lap Pool
- Ramped entry into both pools and aquatic wheelchairs
- Fitness studio
- Conditioning Centre with cardio and strength training equipment
- Multi-use gymnasium

Facility User Definitions

The AWC is designed for people of all ages and abilities. The age categories and definitions for facility users are outlined in the chart below. These ages and definitions align with the existing Town-run aquatic and recreation programs (including skating).

Facility User	Definition
Infant	0 to up to 2 years
Child	2 to 12 years
Teen or Student	13 to 24 years (student ID required for students 18 to 24)
Adult	18 to 54
Senior	55 and older
Family	A maximum of two adults and up to three child/teen/students who are part of the same household.
Caregiver Support	Any caregiver volunteering their time to help a person with special needs is admitted free (1 caregiver).