



Town of Saugeen Shores Aquatic and Wellness Centre

Operations and Management Plan Supporting Documentation

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Prepared By: Community Services Department, Recreation Division



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Purpose of the Supporting Documentation

The Supporting Documentation is a companion to the AWC Operations and Management Plan and is provided to demonstrate the rationale for decision making in the Plan.

This separate document includes the background information that will support ongoing planning and operations for the AWC. The information in the Supporting Documentation is organized by section as reflected in the [draft AWC Operations and Management Plan](#), with updates to reflect current known and anticipated scenarios.

The sections include:

- 1.0 Community Engagement Update
- 2.0 Objectives, Performance and Levels of Service
- 3.0 General Operations
- 4.0 Marketing and Communications
- 5.0 Affordable Recreation
- 6.0 Financial Forecasts
- 7.0 Risk Analysis

The Supporting Documentation, along with the Plan and AWC fees and charges, will continue to guide the Recreation Division over the next several months, culminating in the development of a robust operations and management program that includes effective systems, detailed processes and manuals, and high-quality programming, customer service and operational standards.



1.0 AWC Community Engagement Update

Program-Focused Engagement Summary

Program-Focused community engagement took place through February and March in which participants were asked what general program opportunities they wanted to see and if there was an activity they were interested in attending, what time they would be most likely to attend.

This community engagement strategy saw hundreds of participants and over two-thousand program interactions plotting interested programs and participation times on large-scale timelines. Engagement timeline activities happened at the Centennial Pool, the Plex and the Southampton Coliseum at different programming times and day of the week to engage a range of community members.



Community Partner Engagement Summary

Community Partner Engagement

As part of our community engagement efforts, we connected with over 40 diverse organizations representing a wide range of sectors and interests either through targeted survey engagements or individual conversations. These included local sports clubs, health and wellness providers, educational and cultural institutions, social service agencies, and recreational groups. The conversations spanned grassroots volunteer-run initiatives to professional service providers, reflecting the broad spectrum of community needs and aspirations.

This inclusive approach ensured that voices from youth programs, seniors' services, accessibility-focused groups, and both competitive and recreational sports were all considered in shaping future programming and facility planning.



In general, the groups expressed a strong and diverse interest in accessing recreational and wellness programming, with a focus on inclusivity across age groups and activity types. There is a notable demand for structured physical activities such as strength and conditioning, swim and gym programs, and sport-specific training like volleyball and basketball. Many groups are looking for flexible rental options for gymnasiums and pools, while others are more interested in specialized programming rather than traditional rentals.

Additionally, there's a growing interest in collaborative and drop-in style programming, with some groups open to managing their own fees or partnering on equipment purchases. Affordability and accessibility are recurring themes, with some organizations seeking community service agreements or town-supported initiatives to reduce costs. Overall, the feedback reflects a vibrant and engaged community eager for tailored, accessible, and well-supported recreational opportunities

Health Care Providers

Health Care Providers (HCPs) were included in the community partner survey. Practitioners are interested in ways to access the various areas of the AWC including the aquatic centre, fitness centre and indoor track. Program considerations for Health Care Providers are outlined in the Plan.

Staff are awaiting further information about the Cardiac Rehabilitation program delivered through Brightshores Health Services. Staff have general awareness of the program, which also includes a Cardiac Rehab at Home Service for participants in their home communities. Opportunities will continue to be considered.

Saugeen First Nation

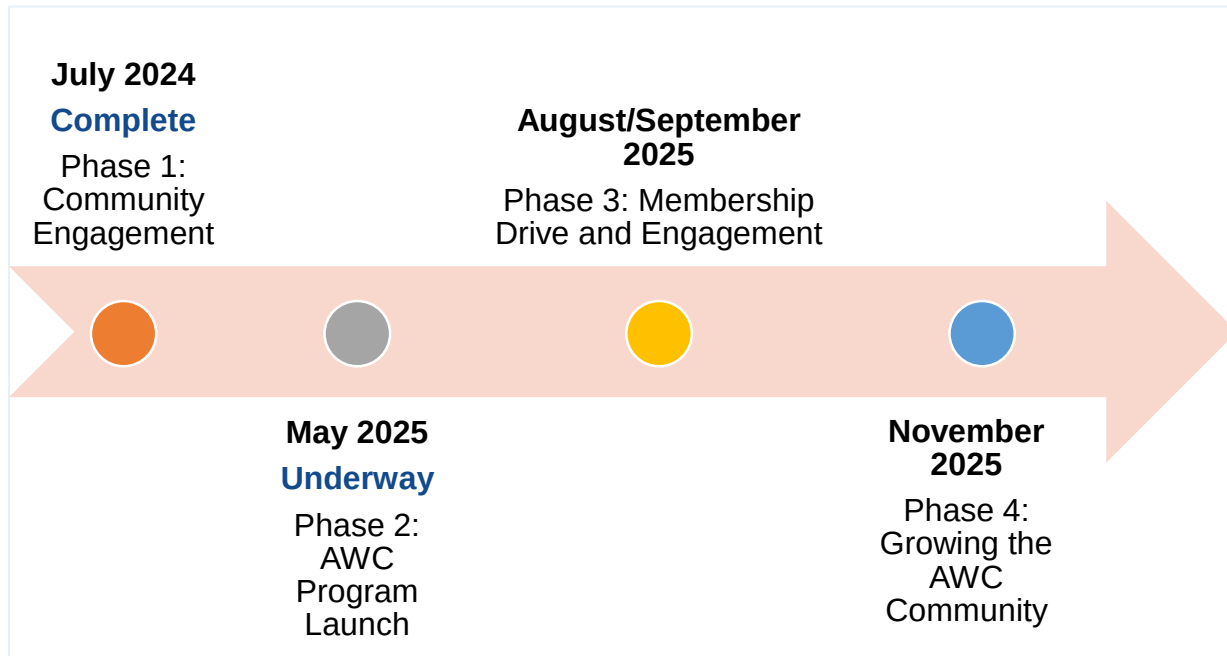
Staff met with the Saugeen Recreation Director and toured the James Mason Centre. It was an opportunity to learn about the diverse programming, rentals and opportunities at the James Mason Centre, and envision potential future opportunities.

Staff gained awareness of various programs available to Saugeen First Nation community members, and how they could support access to the AWC. See External Financial Assistance programs starting on page 21.



Community Engagement Plan Update

The AWC Community Engagement Plan has been updated to current construction schedules with occupancy expected in fall 2025. Feedback collected through each phase of the AWC community engagement plan helps to inform and support the subsequent phase. The goals of each phase are detailed below the graphic.



Phase 2 May 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.

Phase 3 August and September 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.

Phase 4 November 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 (and retaining) the user and membership base.



2.0 Objectives, Performance and Levels of Service

Operational Objectives

The AWC's operational objectives are grouped into five (5) areas of focus including:

- Customer Service
- Participation
- Facility Operations
- Programming
- Financial Responsibility

Operational objectives for each area of focus are included in the Plan (page 4).

Key Performance Indicators

Key performance indicators (KPIs) will measure actions taken towards achieving the operational objectives. AWC operations will include internal day-to-day operational KPIs and metrics, along with broader KPIs reported out through the annual Business Plan.

To ensure the KPIs are meaningful and developed to support the AWC operational objectives, they will be refined as operations are further developed. The chart below outlines examples of metrics that may be used to support measuring progress towards the operational objectives.

Operational Objective Areas of Focus	Examples of Metrics
Customer Service	• Annual customer satisfaction surveys • Number of customer service complaints • Number of member newsletters
Participation	• Member satisfaction targets • Target number of participants (adult, family, senior) • Number of conversions (multi-visit pass to member)
Facility Operations	• Housekeeping program compliance • Facility inspection program compliance • Number of maintenance/facility concerns
Programming	• Number of programs available by percentage of participating group • Number of unique participants program over program • Number of new or re-imagined programs per program session
Financial Responsibility	• Number of opportunities available through the affordable recreation program • Annual budget performance



	Monthly budget tracking and efficiency identification (i.e. maintenance cost savings).
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Levels of Service

Several tools and tactics will be implemented throughout operational, programming and service areas at the AWC. Measures and controls, like standard operating procedures or checklists, will be used to maintain established levels of service and to monitor and evaluate the quality of programming and service delivery.

Levels of service will be developed throughout 2025 to support actions needed to achieve the AWC's operational objectives. The practice of standardization will be used in all areas of AWC operations; clarifying processes, making them familiar and easy to follow, and driving more consistency for the people the AWC will serve daily. Standardization and consistency will be critical for successful service delivery with a large AWC staff team.

The chart below outlines the AWC's operational objective areas of focus and the tools and tactics available to advance actions to support each area.

Operational Objective Areas of Focus	Tools and Tactics
Customer Service	- Customer surveys (i.e. annual, broader than membership, program/activity specific) - Lean-system concepts and Team Saugeen - Daily, weekly, monthly checklists - Patron feedback opportunities (i.e. digital or physical suggestion box)
Participation	- Patron surveys (i.e. annual, month after joining, exit survey) - Clear age category and membership definitions - Lean-system concepts and Team Saugeen - Program and swimming lesson participation rates
Facility Operations	- Preventative maintenance plans - Daily and routine maintenance plans - Inspection programs - Lean-system concepts and Team Saugeen - Long-term capital replacement and asset management planning
Programming	- Participant surveys and post-program evaluation - Implementation of the HIGH FIVE quality standard. Refer to section 3 (page 14).



	• Consistent and clear procedures for program development, delivery and evaluation
Financial Responsibility	• Bi-weekly budget reviews during Supervisor meetings • Identification of key numbers to monitor daily, weekly or monthly and thresholds for green, yellow or red flags' • Ongoing Performance to Budget file review



3.0 General Operations

This section provides an overview and background that informs the AWC's primary operational components.

Hours of Operation

The hours of operations will be finalized in Q3 2025 as specific staffing, programming and operational details are coordinated. The anticipated operational hours for the AWC at opening:

- Monday to Friday, 6:00 a.m. to 10:00 p.m. (Aquatic Centre closed at 9:00 p.m.)
- Saturday and Sunday, 7:00 a.m. to 5:00 p.m.
- Holiday Hours, 7:00 a.m. to 3:00 p.m. with a modified schedule

Feedback from the community, along with operational and programming considerations, will contribute to the operating hours. Operating hours will align with operational needs and will change from time to time. Operating hours may vary by operational area within the AWC.

Statutory Holidays

Operating hours will be considered on most statutory holidays except Christmas Day, Boxing Day and Easter Sunday. Holiday hours and schedules will differ from regular operations including registered programs.

Operating hours may vary by operational area within the AWC during holidays.

Maintenance Plans and Shutdown Periods

To maintain the AWC in as-built condition, detailed routine and preventative maintenance programs will be developed and implemented. Maintenance programs will focus on proactive and preventative measures aimed at reducing the number of reactive repairs or requests for service.

Maintenance service contracts will be established as required for the facility's HVAC, fitness equipment, elevator, security and fire suppression, aquatic mechanical systems and other maintenance areas as required.

From time to time, operational areas of the facility may need to be closed, or program schedules modified to perform maintenance work. The intent of the staff will be to limit the impact on regular operations, and offer alternatives, whenever possible.

The AWC's assets will be integrated into the Town's asset management plan based on manufacturer recommendations for maintenance and equipment life cycle. After opening, a capital plan will be developed and incorporated into future capital budgets.



Operational Areas of Responsibility

Each AWC operational area has specific responsibilities while working as part of the larger AWC Team. Each operational area is responsible for team recruitment, training and development while working collaboratively to achieve the facility's objectives.

There are several internal Town services that support the AWC through their existing responsibilities. The chart below outlines areas of responsibility and Teams responsible.

Operational Area	Areas of Responsibility	Primary Team
Aquatics	• Development and delivery of all aquatic programming • Supervision and guarding of the pools • Teaching advanced courses and training • Aquatic user group agreements	Aquatic Supervisor Aquatic Program Coordinator Pool Deck Coordinator Senior Guards Lifeguard/Instructors Lifeguard in Training Aqua Fitness Instructors
Recreation and Gymnasium Programs	• Development and delivery of all dryland recreation and leisure programming • Supervision of programming spaces • Teaching courses • Recreation user group agreements	Wellness and Program Supervisor Recreation Program Coordinator Program Staff
Fitness	• Development and delivery of all fitness programming • Operation and supervision of the fitness centre and studio • Personal training and orientations	Wellness and Program Supervisor Fitness Coordinator Fitness Staff Fitness Instructors
Customer Service	• Interacting with and supporting customer inquiries • Operating the AWC reception counter • Processing memberships, passes or	Wellness and Program Supervisor AWC Customer Service Team



	- general AWC transactions • Program registration, data entry, and administration • Facility tours	
Facility Maintenance	• Facility cleaning and maintenance • Operating various mechanical systems • Facility entrance snow-clearing and winter maintenance • Outdoor grounds maintenance • Generator	Recreation Facilities Supervisor Parks and Facilities Operators
Public Works	• Parking lot maintenance • Parking lot winter control • Generator • Electrical work	Public Works Supervisors Public Works Operators
Internal Town Services	• Financial services • IT services • Human resources • Communications • Health and safety • Work management • Asset management	Corporate Services Office of the CAO Development Services

AWC Program Development

Program development has continued since the draft Plan was published. This area of the Plan provides an update on program planning and background information including:

- Integration of HIGH FIVE® Principles of Healthy Child Development
- Outcomes from program-focused community engagement
- Program areas and examples
- Program scheduling and sessions
- High-level program Schedules at a Glance

The HIGH FIVE® Journey

The Town of Saugeen Shores is now a HIGH FIVE ® registered organization and is working towards accreditation for town operated programming within the next three years.



HIGH FIVE® is a global quality standard for recreation and sport developed by Parks and Recreation Ontario with the support and endorsement of the Province of Ontario. Since its inception in 1994, the HIGH FIVE® standard and related tools, training materials and processes have been continually refined with input from sport and recreation professionals as well as experts in fields of healthy child development, quality assurance and quantitative and qualitative research.

HIGH FIVE® is Canada's comprehensive quality standard for organizations that provide recreation and sport programs for children aged 4 to 12.

HIGH FIVE® is based on five Principles of healthy child development and healthy aging essential for quality programs. This foundation comes from extensive research into what constitutes quality experiences for participants, and the practical application of the principles in programs. The five essential Principles for quality programs:

- A Caring Leader
- The opportunity to make Friends
- The opportunity to Play,
- The opportunity to Master Skills
- The opportunity to Participate.

In addition to the five principles, HIGH FIVE ® also incorporates Program Design standards which focus on safety, diversity, and developmentally appropriate programming.

Outcome of Program-Focused Community Engagement

Program Focused Community Engagement (Timeline Activity) revealed a strong community interest in both aquatic and dryland fitness activities, with peak engagement during weekday mornings and evenings, and weekends.

Aquatic programs like family swims, lane swims, and aqua fitness dominate in popularity, while dryland activities such as youth programs, strength training, and dance fitness also saw high engagement.

There was a notable demand for inclusive, family-friendly, and tech-integrated (STEM) offerings, including specialty programs for seniors and children.

Community feedback emphasized the desire for more diverse programming, accessible facilities, and social or recreational options like workshops, rentable spaces, and drop-in family sessions.

Community feedback along with the Programming Principles will help to inform the development, planning and scheduling of specific programs to ensure there is a wide range of programming available at the AWC.



Program Areas and Examples

Program planning is centred around five (5) program areas:

- Aquatics
- Recreation
- Fitness
- Leisure and Social
- STEM (science, technology, engineering and math)

Each program area at the AWC will include a variety of classes, programs, and offerings to meet the needs identified through community engagement and program planning. The chart below provides program examples of within each program area based on community feedback.

Program Area	Program Examples
Aquatics	Registered Programs ○ Swimming Lessons ○ Specialty Fitness Classes ○ Advanced Aquatics Drop in Programs ○ Lane Swim ○ Aqua Fit / Gentle Fit ○ Parent and Tot ○ Family Swims ○ Public (Fun) Swims ○ 20+ Open Swim User Group Rentals ○ Breaker Swim Team ○ Special Olympics ○ Health Care Providers Rentals ○ Birthday Parties ○ Scuba / Kayaking Club / Community Groups School Bookings ○ Swim to Survive ○ Swim to Survive Plus ○ End of Year Class Trip
Recreation	Registered Child / Youth Programs: ○ Multi-Sports / Intro to sports ○ Mini Artists ○ Kids Club / Friday Night Social ○ Seasonal Programming (Santa's Workshop, etc.)



	○ Movement / Dance Summer Camp: (Registered) ○ General Interest Camps ○ Special Interest Camps ○ Trip Based Camp ○ Aquatics Camp Family Programming ○ Intro to Sports (pickleball, etc.) ○ Open Gym ○ Registered Leagues Sports Programming: (drop-in) ○ Basketball ○ Pickleball ○ Badminton ○ Volleyball ○ Open Court Times Bookable Courts
Fitness	Drop in Fitness Programming ○ Spin Classes ○ HIIT Training (bootcamp) ○ ZUMBA / Pound ○ Yoga / Gentle Stretching ○ Mat Pilates ○ Step Classes ○ Strength training ○ Nordic Walking Personal / Small Group Training (Registered)
Leisure and Social	Adult / Active Aging Programs ○ Walk and Talk program ○ Book Club ○ Art / Workshop Programs ○ Special Interest Programs ○ Stroller Fitness
STEM	Registered Programming (Child / youth) ○ STEM in the Gym ○ Science Programming

Program Schedules and Sessions

Program Sessions

Program sessions will remain similar to the current recreation program sessions and registration timelines. As operations evolve with expanded programming and opportunities at the AWC, program session and registration dates and times may be



amended. The chart below outlines proposed program sessions for registered programs.

Program Session	Session Dates	Registration Opens
Winter 2026	Early January to March Break	December 2025
March Break 2026	March Break	December 2025
Spring 2026	Late March/early April to mid-June	March 2026
Summer 2026	July through August	March 2026
Fall 2026	Late September to mid-December	September 2026
Holiday Break 2026	December School Break	September 2026

Drop-in schedules will run by program session, but drop-in programming continues beyond the registered program dates within each session. Special holiday schedules will run during March Break and the December Winter Break.

Program Schedules

It is anticipated that schedules will vary from day to day, from weekdays to weekends and from session to session. Schedules will evolve as staff adjust and understand the operational patterns, trends and programming needs of the AWC and patrons.

Registered Programming

Registered programming will generally remain separate from Active Pass memberships, including swimming lessons. AWC program registration will be open for everyone to register at the same time, regardless of Active Pass membership.

From time to time, registered programs may be offered at no cost to Active Pass holders, where registration is required to participate but no fee is collected. Registration may be used to manage class sizes and evaluate programs, as examples.

Policies

The operations of the AWC will be managed by a variety of policies, procedures, and operating guidelines. Existing documents will be reviewed, updated, and/or retired, as needed while new documents will be developed.

These documents will ensure safe, welcoming, and efficient operations across a variety of areas including but limited: health and safety, operating standards, facility use, expectations and etiquette, fees and charges, program delivery and more.

Any policies that require Council approval will be advanced throughout 2025 following the regular policy development process.





4.0 Marketing and Communications

The Recreation Division and Communications Team continue working together on marketing and communication initiatives for the activation of the AWC. The remaining phases of the AWC community engagement plan will be supported through a variety of tactics and tools, with similar tactics and tools supporting ongoing marketing efforts once the facility is open. Over time, campaigns and strategies will evolve and adapt to achieve operational objectives.

Marketing and Communications General Outline

Communications Activity	Timeline	Tools or Tactics
Phase 2: AWC Program Launch	May 2025	• Engage Saugeen Shores (ESS) for project updates • Visual updates with photos or video • Recruitment events and ongoing promotion
Phase 3: Membership Drive Launch	August and September 2025	• Project updates through ESS • Municipal website updates • Promotional and marketing collateral and print materials • Social media campaign • In-person pop-up events
Phase 3: Growing the AWC	November 2025	• Project updates through ESS • Regular recreation e-newsletters (ongoing) • Municipal website updates • Promotional and marketing collateral and print materials • Social media campaign • In-person pop-up engagement events
Ongoing	2026 and beyond	• Regular recreation e-newsletter (ongoing) • AWC patron specific e-newsletters • Municipal website updates • Social media campaigns • In-person pop-up engagement events, facility tours, community 'try it' days • Seasonal advertising campaigns • Seasonal promotions • Digital program guides

Other Tools and Tactics

- Facility tours (digital fly-through, and ongoing)
- Community celebration events (family and friends' day, soft or grand openings)



- Free 'try it' or 'bring a friend' campaigns
- Radio or digital media advertising campaigns
- Promotional campaigns



5.0 Affordable Recreation

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

To provide support that aligns with the community's access needs; the Affordable Recreation Program is outlined in the Plan (page 14). The program includes a mix of affordable options for participation with a goal to reach a wide range of needs.

The various programs are intended to help staff gain an understanding of financial assistance needs once the facility is in operation. The program will include specific metrics using data from patrons accessing the program. Metrics will be developed and used to help form future recommendations.

Affordable Recreation Program (ARP)

The ARP includes a variety of support streams outlined in the Plan (page 14).

Passes for Access Process Map

A process map for the Passes for Access program is included below to outline the anticipated process for managing applications through to approval for the Passes for Access program.



External Financial Assistance

The following external financial assistance programs are open to Saugeen Shores and area residents to access subsidized recreation. The chart on page 22 provides program examples and may not be exhaustive.

Staff are currently working with additional agencies and community resources to create a centralized “subsidy resource centre” to ensure a no wrong door approach for individuals wishing to access subsidized recreational opportunities.



Funding Program	Program Focus	Program Administer
Swim to Survive	• Three free sessions with students in grade 3 to teach them how to survive a fall into water • Funded by the Lifesaving Society	• Lifesaving Society Aquatic Supervisor • Local Schools
Canadian Tire Jumpstart Foundation	• Local funds support local youth (4 to 18) that need financial assistance to participate in sport or physical activity • Up to \$600 per participant per year for registration fees, equipment, registered programs, etc. depending on funds available within the local Chapter	• Mowbray's Canadian Tire • Jumpstart Foundation
Bruce County Child Care Fee Subsidy	• Subsidy for authorized day camps being used as childcare	• County of Bruce
Bruce County Child Activity Assistance Program (CAAP)	• Bruce County Families meeting Low Income Cutoff criteria are eligible for up to \$500 per year per child/ youth (under 18) to assist with the costs of extra-curricular activities, arts and cultural programs, etc.	• County of Bruce
Ontario Works (OW) and Ontario Disability Support Program (ODSP)	• Life Stabilization Funds may be available depending on the client and existing program demand	• Service Systems Master (SSM) Program Administrator (varies based on client)
Saugeen Recreation Sport Assistance Fund	• Available to Saugeen First Nation Residents the Saugeen Recreation Sport Assistance Fund can assist Saugeen First Nations children / youth to funding to access registered sports, programs, or memberships. • Funding varies based on program / registration.	• Saugeen First Nation



6.0 Financial Forecasts

The Recreation and Finance Divisions continue to work closely to create a clear, comprehensive and manageable operating budget and GL (general ledger) account structure for the AWC. This work will evolve as the program moves from transition and planning into operations, and furthermore as operations are refined and understood.

2025 and Future Business Plans

2025 Business Plan

The AWC operating budget has been integrated into the existing program areas (780) from the Centennial Pool operating budget. The operating budget includes approved AWC staffing costs and integrates existing Centennial Pool operations (revenues and expenses) along with forecasted AWC operating expenses and approved staffing and operating costs.

2026 Business Plan

General Ledger (GL) revenue and expenses accounts for program area 780 will be re-aligned to ensure that revenues and expenses are accurately recorded to reflect actual operations. The general philosophy for the organizing GL accounts includes bucketing revenues and expenses by AWC functional area.

The chart below provides a general overview of revenues and expenses connected to operational areas within the AWC operating budget.

Operational Area	Revenues	Expenses
Aquatics	- Registered aquatic programs - Memberships and passes - Aquatic camps - Advanced aquatic courses - Pool rentals	Program and materials expenses
Dryland	- Registered dryland and fitness programs - Memberships and passes - School break, summer camps - Program room and gym rentals - Workshops or courses	Program and materials expenses
AWC Administration	- Sponsorship or advertising - Donations or grants (variable)	- Advertising / Marketing - Office supplies - Financial costs - IT costs and allocations - Personnel costs



		• Program expenses • Training • Insurance • Membership / affiliation fees
Maintenance	• N/A	• Building maintenance • Utilities / Telephone • Chemicals • Cleaning

Operating Forecast

The AWC operating forecast reflects the approved 2025 Business Plan. 2025 revenues include a combination of existing Centennial Pool and new AWC revenues.

Based on building occupancy in fall 2025, a shortened fall aquatic program session will run at the Centennial Pool before transitioning to the AWC. The session is intended to end by mid-October. A full 9-to-11-week program session for aquatic and dryland programs will start in January 2026 at the AWC. A shortened program session for registered programs in late fall 2025 may be considered.

It is anticipated that participants will sign up for AWC Active Passes in advance of the AWC opening. Although recurring revenue won't be realized until doors open, some revenue will be realized from fixed-term membership sales and passes. The chart below includes operating forecast estimates for 2025 to 2027.

2025 to 2027 AWC Operating Forecast	
2025 Revenue	\$906,911
2025 Staffing Costs	\$1,643,949
2025 Expenses	\$297,767
2025 Net Performance	-\$1,034,805
2026 Revenue	\$2,164,270
2026 Staffing Costs	\$2,412,705
2026 Expenses	\$223,484
2026 Net Performance	-\$471,918
2027 Revenue	\$2,684,343
2027 Staffing Costs	\$2,565,532
2027 Expenses	\$245,858
2027 Net Performance	-\$127,047

As previously outlined, by 2031, the incremental start-up costs incurred from 2024 to 2026 will be fully recovered through the annual net operating cost improvements that are projected for 2028 and beyond. It is anticipated that this will provide approximately 1% positive impact on the tax levy in 2031.



The 10-year operating forecast for Program Area 780 (AWC) was developed in preparation for the 2025 Business Plan.

Operating Revenue Streams

There will be several revenue streams for the AWC in addition to revenue from membership. The chart below outlines the anticipated revenue streams, and the types of revenue expected within each stream.

Revenue Stream	Types of Revenue
Aquatic programs	- Registered aquatic programs (e.g. swimming lessons) - Advanced aquatic courses and training (i.e. Bronze Cross)
Camp programs	- Traditional summer day camps - Aquatic summer day camps - School Break traditional day camps - Specialty camps
Dryland programs	- Registered dryland programs (e.g. tai chi class, health seminar) - Life skills courses or training (e.g. Babysitting, Home Alone) - Registered Child / Youth Programs: (e.g. Multi-Sports / Intro to sports, Mini Artists, Kids Club / Friday Night Social, Seasonal Programming, Movement / Dance) - Family Programming (e.g. Intro to Sports, Open Gym Time) - Registered Leagues and Sports Programming
Membership	- Biweekly and fixed term Active Pass membership sales - Membership add-ons (i.e. personal training, small group training)
Rentals	- User group rentals - Special event rentals - Bookable court times - Celebration packages (i.e. birthday party package) - Revenue share partnerships or partner-use agreements
Advertising / Sponsorship	- Sponsored swimming - Internal event sponsorships (i.e. family Halloween Night) - Advertising opportunities (to be determined)
Gate receipts	- Drop-in passes - Day passes - Multi-visit or seasonal passes

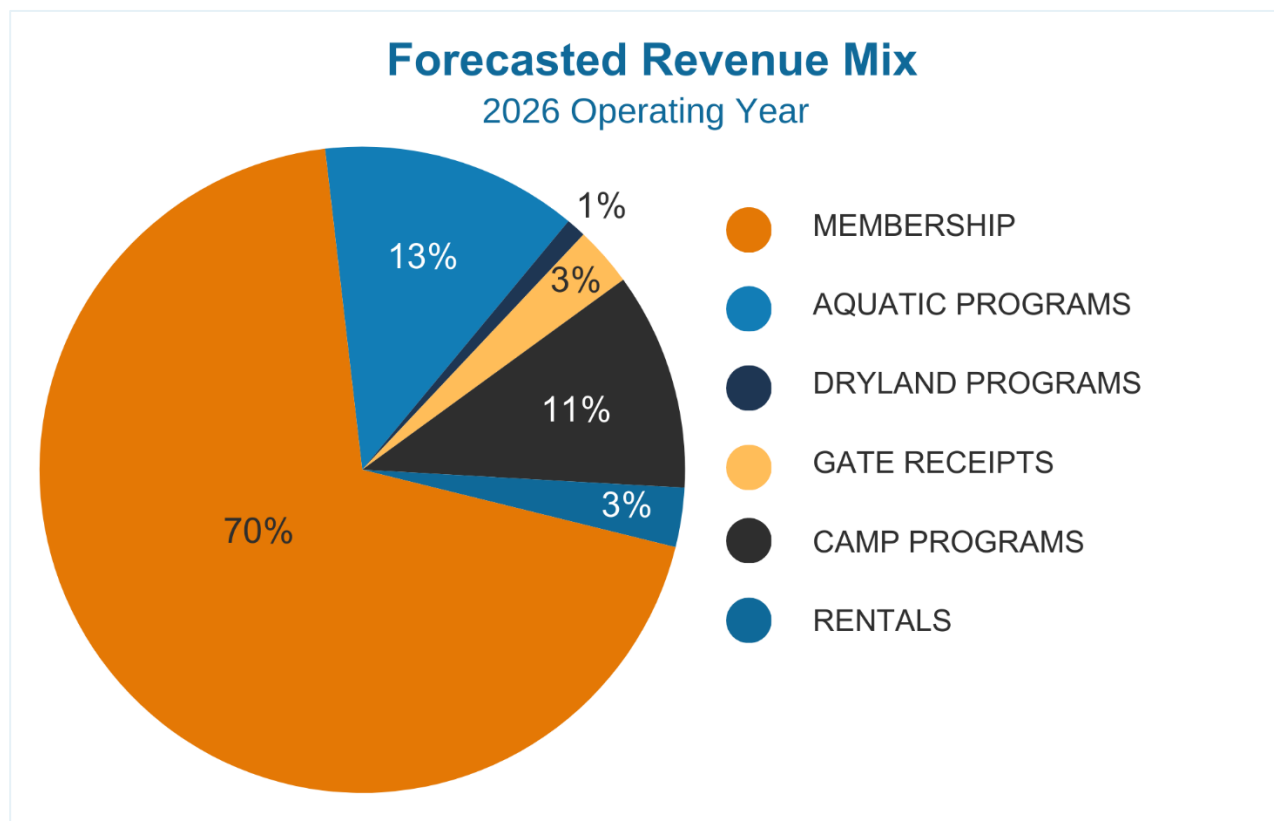
Forecasted Revenue Stream Mix

Projections for the forecasted revenue stream mix in 2026 are based on preliminary modelling and 2026 forecasted revenue. Projections are based on 12 months of operation. The forecasted revenue mix includes:



- Membership: 70%
- Registered aquatic programs (e.g. swimming lessons): 13%
- School break and summer camps: 11%
- Rentals: 3%
- Gate receipts: 3%
- Registered dryland programs (e.g. specialty classes): 1%
- Sponsorship and advertising: 0% (due to revenue being less than 1%)

Donation and grant revenue was not included in the forecasted revenue mix although revenue may be received from time to time for specific initiatives or projects. It is not standard practice to budget donation or grant revenue due to variability year to year.



AWC Fees and Charges

Fees and charges for the AWC are outlined in the proposed by-law amendment. Considerations for the development of the fees and charges are outlined in the Plan (page 16).



7.0 Risk Analysis

With any project, large or small, or the introduction of a new operation or service level, there will be inherent risks, assumptions and constraints that need to be identified, considered and monitored. This section outlines the risks, assumptions and constraints that have been considered in the Plan.

Additionally, the feedback related to programs, activities and amenities received during the engagement campaigns that were not considered within the operations of the AWC is included under Constraints. In some cases, input was related to physical construction and could not be considered at this stage, while other items are not included in current program development plans or the project scope.

Risks Analysis and Mitigation

The level of concern relates to whether the risk was to come to realization.

Risk	Impact	Mitigation Strategy	Level of Concern
Recruitment challenges	- Unable to deliver value for membership due to lack of staff expertise - Unable to deliver programs to meet community demand - Below expected levels of service	- Recruitment strategy being developed with HR - Strong focus on employment benefits and opportunities - Early recruitment events to spread the word on upcoming opportunities - Connecting with post-secondary program providers that align with job qualifications (i.e. University of Waterloo)	Medium
Expenses or utility costs beyond forecast	Overall impact on net-performance and pay-back period	- Real-time, continual monitoring of program area accounts for changes - Awareness and understanding industry trends that could impact - Monitoring of budgets year over year for significant variances - Consider opportunities for revenue to off-set costs; or cost reduction strategies for other expenses areas	Medium



Lower uptake on membership sales	Overall impact on net-performance and pay-back period	- Real-time, continual monitoring of membership numbers - Analysis of current members to develop targeted marketing efforts - Continuing roll-out of AWC Community Engagement Plan	Low
Being competitive with the market	- Overall impact on net-performance and pay-back period - Over or underpricing the facility could impact net performance - Negative reputation could be perceived	- Analysis of multi-use recreation provider fees (municipal and non-municipal) - Defining the value-proposition for the AWC to support fees - Communicating the value of participating at the AWC	Low
Member retention	- Overall impact on net-performance and pay-back period - Dilute the primary market for the membership base if patrons do not return - Negative reputation could be perceived	- Annual patron surveys - Ongoing communications with patrons and members - Maintaining high quality levels of service, amenities and programming - Listening and understanding patron needs - Exit surveys for patrons - Post-program evaluations	Low
New service offering for municipality	- Operational inefficiencies - Unforeseen situations arise because of new operations - Gaps in procedures or program considerations due to new offering or service level	- Facility tours and networking with other municipalities - Recruiting high quality staff with subject matter expertise - Real-time, continual monitoring of AWC program areas - Community engagement activities to understand needs and service level expectations	Medium



Assumptions

Assumptions are built into plans to make decisions based on the best estimate or the most reliable information available at the time of making a decision or developing a plan. The following assumptions have been considered when developing the Plan and forecast modelling.

Current assumptions include:

- Building occupancy mid-October 2025
- Soft opening of the building in mid-November 2025
- A shortened fall swimming lesson session at the Centennial Pool (6 to 8 weeks)
- Opening the AWC with patrons already signed up for memberships
- A traditional full 9-to-11-week aquatic and recreation program session would start in January 2026
- Existing aquatic program equipment will be repurposed where possible
- Operations will continue at the Centennial Pool until the AWC is ready to open
- AWC is the home of the Breakers Swim Team who have been included throughout the project and will continue to work with staff on pool allocation
- Maintaining existing aquatic program registration numbers
- Increasing existing summer day camp by 40 campers per week

Constraints

The community engagement campaign identified some items that will not be advanced or considered as part of AWC construction or programming at this time. These may be due to a variety of constraints which are included in the chart below.

Comments are included to acknowledge future planning and/or highlight alternative facility amenities or offerings.

Program, Service or Amenity	Constraint	Comments
BMX track	• Availability of space on Plex site for track	• Recreation Master Plan feedback will prioritize future planning and spending. • BMX track had limited use and no active club prior to removal.
Café or Canteen	• Cost • Availability of space • Return on investment	• AWC is connected to the existing Plex with an existing arena canteen. • There may be an opportunity to expand existing products/services and hours when AWC opens.



Diving board or platform	• Cost for added depth • Risk considerations • Return on investment	• Not included in project scope. • Project includes aqua climbing wall and Tarzan rope.
Gender-specific spa amenities (e.g. hot tub, sauna)	• Cost • Availability of space	• Shared steam room included in the Universal Change Room. • Sitting bench with jets included in warm water pool.
Indoor squash or racquet courts	• Not in project scope	• Not included in project scope. • Project focused on multi-use spaces.
Library	• Not in project scope	• Library services provided by Bruce County. • Potential opportunities for cross programming with the library.
Outdoor splash pad or play space	• Not in project scope	• Rough-ins for a small water feature are included in the municipal civic square. • Outdoor amenities are included in the 10-year capital forecast.
Second ice pad at the Plex	• Not in project scope	• Recreation Master Plan feedback will prioritize future planning and spending. • The AWC is designed to accommodate a future ice pad.
Triple court gymnasium	• Cost	• Not included in the project. • Full-size gymnasium lined with multiple sports is included. • Gymnasium includes rollaway bleachers, score clocks and can be divided in half.
Water slide, indoor splash pad, lazy river or play structure	• Return on investment • Cost to operate • Changing trends	• Project includes aqua climbing wall instead of a slide, and a Tarzan rope. • Water spray features in the warm-water Leisure Pool add to the swimming experience for all users. • Operational considerations for large slide.