



Town of Saugeen Shores Aquatic and Wellness Centre Operations and Management Plan

Updated: June 23, 2025

Original Draft Date: November 11, 2024

Prepared By: Community Services Department, Recreation Division



Table of Contents

Purpose of the Plan.....	3
Operational Objectives	4
Shutdown Periods	5
Impact on AWC Active Pass Program.....	5
Impact on Registered Programs	5
Shutdown Communication Plan.....	5
AWC Participation Structure.....	6
AWC Active Pass Program	6
Rentals and Agreements	9
Registered Programming.....	11
AWC Program Development	12
Programming Principles.....	12
Affordable Recreation.....	13
External Financial Assistance	13
Affordable Recreation Program (ARP).....	14
AWC Fees and Charges	16
Discounts	16
Patron Group Framework	16



Purpose of the Plan

The AWC Operations and Management Plan (Plan) builds on the [draft AWC Operations and Management Plan](#) presented in Q4 2024, and the previously approved [AWC Staffing Transition Plan](#) and the [AWC Activation Plan](#).

Throughout the process of planning and preparing for the Aquatic and Wellness Centre, each plan has built upon the others to provide this roadmap for operating.

This Plan, along with the fees and charges once approved, will guide the Recreation Division in preparing for opening and ongoing operations at the AWC. The Plan seeks approval in five (5) areas:

- Operational Objectives
- Shutdown Periods
- Participation Structure (Active Pass Program and Facility Allocation)
- Programming Principles
- Internal Affordable Recreation Programs

These areas are included in the Plan and have been updated from the draft Plan to reflect current known and anticipated scenarios.

Sections from the draft Plan that informed the development of the Plan but are background in nature have been removed from the Plan and are included in the separate Supporting Documentation (attachment #2).

The Supporting Documentation is provided to demonstrate the rationale and information used to develop the Plan.

Continuing the implementation of the Plan over the next several months will culminate 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.



Operational Objectives

The operational objectives are organized into five (5) areas of focus that will contribute to overall operational success. Each area includes clear objectives that will be measured against actionable metrics established through key performance indicators (KPIs).

The operational objectives for the AWC include:

1. Customer Service

- a. Welcoming the community to our facility, residents and visitors alike.
- b. Actively listen and engage with customers to understand their needs.
- c. Communicate regularly with patrons in ways that work for them.

2. Participation

- a. Demonstrate commitment to patrons through continuous improvement.
- b. Provide high-quality services, amenities and value to patrons.
- c. Grow our participant base to build the health of our community.

3. Facility Operations

- a. Maintain the facility in “like new” condition.
- b. Show respect by ensuring accessibility is exceeded and at the forefront.
- c. Adopt robust cleaning standards, practices and levels of service.

4. Programming

- a. Provide a diverse range of programs for all ages and abilities.
- b. Develop programs and activities that meet and respond to patron needs.
- c. Create a culture that supports new ideas, innovation and experiments.

5. Financial Responsibility

- a. Operate the facility and programs in a fiscally responsible manner.
- b. Consider community contribution and benefit in decision-making and evaluating.
- c. Review and compare levels of service and value proposition regularly.



Shutdown Periods

Shutdowns or modified periods of operation are considered part of operating a multi-use public recreation facility and hosting large scale special events. Whether planned or due to an emergency (like inclement weather or mechanical failure), these interruptions will occur from time to time. The intent will be to limit the impact on regular operations, and offer alternatives, whenever possible.

Impact on AWC Active Pass Program

During these types of interruptions there will be no credit or reimbursements for Active Pass membership, 10-visit or indoor track passholders, except for situations where there is a significant impact to facility access for a prolonged period.

A prolonged period may vary by operational area, and/or whether alternative options are available during that period of time. In all cases, a prolonged period will be defined as no less than 3 weeks (21 days).

Impact on Registered Programs

Similar to existing operations, where a registered program is cancelled due to an emergency closure (e.g. pool fouling), or inclement weather, program registrants will receive a credit back to their online recreation account for the cancelled day.

Shutdown Communication Plan

Any shutdown or modified period will be communicated to participants, members and the public with as much notice as appropriate for the situation. Except for emergencies, shutdowns and modifications will be communicated a minimum of one (1) week prior to the start of the anticipated shutdown/modified date.



AWC Participation Structure

There are many ways that the community will participate within the AWC. Each component of the AWC Participation Structure is outlined in this section of the Plan and includes:

- AWC Active Pass Program
- Rentals and Agreements
- Registered Programs

AWC Active Pass Program

Participating in the AWC Active Pass Program provides the best value for patrons who want to access the AWC regularly. The program is designed to be affordable, flexible and encourage families to sign up and participate together. Discounts are included within the AWC Active Pass Program to create added value and encourage active participation.

The chart below provides an overview of what is included with each pass type with additional information included further in the Plan. Swim admission standards apply for aquatic drop-in programs and access to different areas may vary based on age.

AWC Active Pass Type	Indoor Track	Aquatic Drop-in Programs	Fitness Centre	Fitness Classes	Gymnasium Drop-in / Sports
AWC All Access	x	x	x	x	x
Aquatic Access	x	x			
Wellness Access	x		x	x	x
Sports Access	x				x
Indoor Track	x				
10-Visit Pass	x	x	x	x	x
Drop In Visit (Single/Family)	x	x	x	x	x

Active Pass Memberships

There are four (4) types of membership within the AWC Active Pass Program.

Pass Type	What's Included	Exclusions or Exceptions
AWC All Access	<ul style="list-style-type: none"> • Drop-in aquatic programs • Drop-in dryland and gym programs • Fitness centre and studio • Drop-in fitness classes • Indoor track 	<ul style="list-style-type: none"> • Program or facility restrictions due to age or pre-requisite requirements • Registered programs



Aquatic Access	<ul style="list-style-type: none"> • Drop-in aquatic programs • Drop-in aquatic fitness classes • Drop-in swims • Indoor track 	<ul style="list-style-type: none"> • Youth/Student and Child age categories • Registered programs
Wellness Access	<ul style="list-style-type: none"> • Drop-in dryland and gym programs • Drop-in fitness classes • Fitness centre • Indoor track 	<ul style="list-style-type: none"> • Youth/Student and Child age categories • Registered programs
Sports Access	<ul style="list-style-type: none"> • Drop-in gymnasium sports • Indoor track • Same fee for Adult and Active Ager categories 	<ul style="list-style-type: none"> • Youth/Student and Child age categories • Registered programs

Active Pass Membership Enrollment Options

1. **No Commitment, Recurring Membership:** This is a recurring membership that can be cancelled at any time with notice provided a minimum of fourteen (14) days before the renewal date. Fee is withdrawn from the patron bi-weekly automatically. No cancellation fee.
2. **6- or 12-Month Fixed-Term Membership:** This membership is a single purchase where the full membership fee is paid up front. There is a discount on the regular base rate fee when purchasing a fixed term membership. The membership expires within 6 or 12 months of the date of purchase. There are no refunds except for documented medical reasons.
3. **30- Day Membership:** This membership is a single purchase where the full membership fee is paid up front. The membership expires within 30 days of the date of purchase. There are no refunds except for documented medical reasons.

Per Visit and Indoor Track Passes

There are three (3) non-membership options in the AWC Active Pass Program.

Pass Type	What's Included	Exclusions or Exceptions
10-Visit Pass	<ul style="list-style-type: none"> • A visit to one (1) program area/ program counts as one visit • Drop-in aquatic programs, swims or aqua fitness classes • Drop-in recreation and gym programs • Drop-in fitness classes • Fitness centre and studio visit 	<ul style="list-style-type: none"> • Registered programs



	<ul style="list-style-type: none"> Indoor track use included with a visit or counts as 1 visit if only accessing the indoor track 	
Indoor Track Pass	<ul style="list-style-type: none"> Drop-in indoor track times Valid for 6 months from date of purchase Same fee for Adult and Active Ager categories 	<ul style="list-style-type: none"> Registered programs
Drop-In Visit (Single/Family)	<ul style="list-style-type: none"> A visit to one (1) program area/ program counts as one visit Drop-in aquatic programs, swims or aqua fitness classes Drop-in recreation and gym programs Drop-in fitness classes Fitness centre and studio visit Indoor track use included with a visit or counts as 1 visit if only accessing the indoor track 	<ul style="list-style-type: none"> Registered programs

AWC Active Pass Transfers

AWC Active Passes are not intended to be transferred between patrons. AWC Active Passes are assigned to the individual who purchases the pass and/or who is assigned the pass at the time of purchase. Passes are non-transferable.

AWC Active Pass Program Benefits (Discounts)

The chart below outlines the proposed discounts related to the Active Pass program.

Pass Type	Discount	Additional Notes
No Commitment Recurring Membership	20% off each membership added to a family	<ul style="list-style-type: none"> Applied to recurring bi-weekly passes and 30-Day Memberships only. Cancel membership with 14 days' notice Immediate family that resides within the same household The highest pass rate is charged at the base rate. Discount applied to subsequent rates.
12-Month Fixed Term Membership	25% off base rate	<ul style="list-style-type: none"> One-time payment



		<ul style="list-style-type: none"> No refunds except for medical
6-Month Fixed Term Membership	15% off base rate	<ul style="list-style-type: none"> One-time payment No refunds except for medical
10-Visit Pass	12% off per visit base fee	<ul style="list-style-type: none"> One-time payment No refunds except for medical

General Benefit Programs

From time-to-time member rates may be offered registered programs or registered programs may be offered at no cost to Active Pass members, but registration is required.

Active Pass members who are eligible for member rates, are only eligible for programs in the area of the Active Pass membership they hold.

Rentals and Agreements

Facility rentals at the AWC will be defined by four (4) categories:

- Facility rentals or special events
- Recurring user group rentals
- Lease and storage agreements
- Healthcare provider and third-party access

Additional background information on each of these categories is included in the Supporting Documentation.

Facility Rentals or Special Events

These are considered one-off rentals for activities such as birthday parties, family celebrations, meetings, workshops, tournaments, competitions, or community events.

Facility Allocation Guidelines

Community partners and user groups were engaged in April 2025 to develop an understanding of their varying programming and facility needs. Input will be considered as programming and program schedules are further developed.

During the first eighteen (18) months of operation, use of the AWC program spaces including the aquatic centre, gymnasium and multi-purpose program rooms will prioritize Town-organized programming and non-recurring rentals (e.g. celebration packages or sporting events).



This approach will help staff understand the demand, timing and types of programs that Active Pass holders, and the community are looking for at the AWC, along with how and where the program schedule could accommodate recurring user group rentals.

The exception to this is for existing user groups at the Centennial Pool including the Breakers Swim Team and Saugeen Shores Special Olympics. Current pool allocations and allocation practices from the existing Centennial Pool will be considered with those groups in the aquatic centre at the AWC.

Lease and Storage Agreements

Staff will develop and implement lease and/or storage agreements where appropriate. Lease or storage agreements will be overseen by the Supervisor of the operational area specific to the agreement and brought forward for Council approval when required.

Health Care Provider and Third-Party Access

Residents and their Health Care Providers (HCPs) will be able access a variety of health and wellness opportunities within the facility. There is a demand for training facilities to be available to HCPs to access with their clients.

To access the facility with their clients, HCPs must register with the Town annually and meet defined criteria which includes, that the HCP must:

- Must be an accredited physiotherapist, kinesiologist, chiropractor, occupational therapist, athletic therapist, athletic therapist specialist, etc.
- A member of a recognized professional association.
- The Health Care Provider must hold an Active Pass in good standing. Clients accessing the providers service may enter the AWC through their own Active Pass or the per visit drop-in rate.
- Protected with a minimum \$5-million liability insurance specific to the service they are providing with the AWC with the Town of Saugeen Shores named as an additional insured
- Certified in Standard First Aid and CPR – C or equivalent

Additionally, Health Care Providers wishing to provide their services must pre-book a time to attend as to not overwhelm areas of the facility.

Third-Party Access is defined as Teams or Groups interested in accessing the AWC to work with an AWC trainer at dedicated times for training (e.g. dryland training). The program will be managed through facility and trainer availability and times will be pre-booked.

To participate in AWC trainer-led team or group training each participant will hold an Active Pass in good standing or pay the drop-in visit fee to attend. A separate Trainer rate will be charged for the AWC trainer-led instruction.



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.



AWC Program Development

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.

Starting on page 13, the Supporting Documentation provides background information on program planning, program examples, schedules and sessions and outlines the integration of HIGH FIVE® Principles of Healthy Child Development into the Town's recreation programming.

Programming Principles

Programming principles are used to guide and inform the AWC's approach to program planning and development. The intent of each principle is outlined below with the overall goal of creating a welcoming, accessible and inclusive facility with programming and opportunities that balance the needs of the growing Saugeen Shores community.

- **Group Participation:** Planning encourages people to participate in activities together or individually but at the same, while at the AWC with family or friends.
- **Program Timing:** Timing considers what activities, programs and participants are happening in other operational areas of the AWC.
- **Cross Programming:** Planning considers available amenities and spaces at the AWC and seeks opportunities for cross-programming.
- **Creating Program Value for Active Pass Holders:** Maintaining a minimum number of drop-in programs and times in the schedule to ensure value for pass holders.
- **Maximizing the Space:** When safe and accessible, program planning considers how program areas can be programmed for multiple activities at one time
- **HIGH FIVE® Principles:** HIGH FIVE® is Canada's leading quality standard for children's recreation and sport, emphasizing five key principles: caring leadership, friendship, play, skill mastery, and participation.
- **Aquatic Standards:** Ensuring that aquatic safety and programming standards are met through program delivery and education.
- **Cost-Benefit Analysis:** Program planning considers cost-benefit analysis and community/user benefit with revenue opportunities.



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 included in this Plan.

The Affordable Recreation Program includes a mix of affordable options for participation with a goal of reaching a wide range of needs and ages.

The various programs are intended to help staff understand the needs once the facility is in operation. The program will be monitored throughout 2026 with proposed changes included in the 2027 or future Business Plans if required.

External Financial Assistance

There are a variety of external ways for the community to access the AWC in an affordable way. The list of external financial assistance programs that was included in the draft Plan has been updated in the Supporting Documentation (page 21). Three (3) additional external funding programs available to the Saugeen Shores and Saugeen First Nation communities have been added.

Staff met with administrators of Bruce County's assistance programs to gain an understanding of available resources and how we can work together.



Affordable Recreation Program (ARP)

The ARP includes a variety of support streams. The chart below provides key information on the various program streams.

Program Stream	Key Information
Passes for Access	<ul style="list-style-type: none"> • Access to the 'Passes for Access' program will be open to adult and active age participants providing 10-visit passes at up to 50% of the approved rate offering flexible payment plans and access options. • The threshold to access the program will align with Bruce County's Low-Income Cut-Off (LICO) • Available to Saugeen Shores residents • An application form and proof of income will be required for program access • Budget allotment for Passes for Access program will be included in annual Business Plans • A process map for the Passes for Access program is included on page 21 of the Supporting Documentation
Affordable Child, Youth/Student Rates	<ul style="list-style-type: none"> • Affordable Child and Student/Youth rates are built into the AWC by default. Keeping these rates low ensures access to the AWC is affordable for families. • Additional subsidy or coverage of the fees is available through third party providers such as Ontario Works (OW) and Ontario Disability Support Program (ODSP). • Pass structures and fees for Child and Youth/Students have been designed to align with third party provider programs.
Affordable Indoor Track Passes	<ul style="list-style-type: none"> • An affordable indoor track pass option will keep the track accessible.
Free Participation Programs	<ul style="list-style-type: none"> • Access to programs and facilities through free programs, including: <ul style="list-style-type: none"> ✓ Sponsored skating and swimming ✓ Quarterly AWC Community Access Days are open to any Saugeen Shores and Saugeen First Nation residents at no cost. ✓ Sponsored internal community events
Fill the Program Initiatives	<ul style="list-style-type: none"> • Re-establish and formalize the 'Fill the Program' initiative that helps folks access group swimming lessons at no cost once the lesson session has started. • To access the program, patrons register online by program session. Those registered are contacted and participants are placed into a class based on their swimming level.



	<ul style="list-style-type: none">• This program is open to anyone.• This program will also be rolled out in Q3 of 2026 for general dryland recreational programming dividing participants based on participant program interest.
General Discount Programs	<ul style="list-style-type: none">• General discount programs are programs that are available to everyone participating in the AWC Active Pass program and vary by pass type• General discount programs are offered to encourage full-family participation.
Added Value Opportunities	<ul style="list-style-type: none">• Passive access to the indoor track included with all Active Pass types• Passive access to the indoor track for parents/caregivers during registered programs, including swimming lessons (i.e. before, during, or following a lesson)• Access to the steam room included for all Active Pass types (age restrictions apply)
Promotional Opportunities for Access	<ul style="list-style-type: none">• Discount included in proposed fees and charges to support promotional opportunities for access from time to time



AWC Fees and Charges

The annual Business Plan process will be the mechanism for future AWC operational and capital budgets, and fees and charges.

Proposed fees and charges for the AWC are outlined in the fee schedules included with the By-law amendment. Once approved, the amended fees and charges will replace existing fees and charges.

The proposed fees and charges align with the AWC participation structure, programming principles, and facility allocation guidelines included in this Plan. The development of the proposed fees and charges considered:

- Similar municipal operations and comparators
- Municipal delivery of aquatic programming
- Municipal delivery of recreation and wellness programming
- AWC revenue projections
- Other similar service providers
- Overall affordability
- Creating a place for community and families to participate together
- Community benefit (the overall benefit of healthy active residents and visitors)
- Community access

Discounts

Discounts have been considered in a variety of ways to encourage participation, active lifestyles and add value to the AWC Active Pass program. Page 9 of this Plan provides more information on each discount. Discounts are applied to the base rate of a fee.

Previously discounted rates such as the Swim Team Pool Rental and School Rentals have been considered in the proposed fees and charges.

Patron Group Framework

Patrons are divided into different groups based on age. The Patron Group framework is also directly connected to how fees and charges are applied, and how program participation is organized.

The chart below outlines the Patron Group framework. This framework will apply to any age-based programming in the Recreation Division.

Patron Group	Definition
Tot	<ul style="list-style-type: none">• 0 to up to 3 years• No fee for tot when participating with paying adult
Child	<ul style="list-style-type: none">• 3 to 13 years
Youth/Student	<ul style="list-style-type: none">• 14 to 24 years



	<ul style="list-style-type: none">• Student ID required for students 20 to 24
Adult	<ul style="list-style-type: none">• 20 to 59 years
Active Ager	<ul style="list-style-type: none">• 60 and older
Family	<ul style="list-style-type: none">• Maximum of 1 adult. Up to 2 child or youth/student users who are part of the same household
Family Plus	<ul style="list-style-type: none">• Maximum of 2 adults. Up to 4 child or youth/users who are part of the same household
Caregiver Support	<ul style="list-style-type: none">• Any caregiver volunteering their time to help a person with special needs is admitted free (1 caregiver)