



Municipality of Huron East
Recreation Advisory Committee Agenda
Wednesday, May 1, 2024 at 6:00 P.M.
Vanastra Recreation Centre
26 Toronto Blvd, Vanastra, ON

[HERAC Strategic Plan](#)

1. **Call to Order & Adopt Agenda**
2. **Declaration of Pecuniary Interest**
3. **Approval of Minutes**
 - 3.1 [Recreation Advisory Committee Minutes – January 25, 2024](#)

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4. **Staff Reports**
 - 4.1 **Huron East Promotional Video**
 - 4.2 **2024 Budget Highlights**
 - 4.3 [Recreation Update](#)

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 - 4.4 **Discussion RE: Seaforth Roof Fundraising**
 - 4.5 [CS-24-07](#), 2024 Rates and Charges By-law Fees and the Effects on Community Service Groups

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 - 4.6 [FIN-24-06](#), Lions Club Pools Comparison

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 - 4.7 **Recreation Advisory Committee Community Consultation Assignment**
5. **Other Business**
6. **Adjournment**

Municipality of Huron East
Recreation Advisory Committee Meeting Minutes
Seaforth & District Community Centre (SDCC)
122 Duke Street, Seaforth, ON
Thursday, January 25, 2024

Members Present:

Huron East: Councillor Chartrand, Councillor Dalton, Councillor Diehl, Councillor Newell, Councillor Steffler, Chris Reeves, Anna Wilson, and Barry Young

West Perth: Councillor Duck

Morris Turnberry: Deputy Mayor Freiburger

Members Absent: Georgina Reynolds

Staff Present:

CAO Brad McRoberts, Director of Community Services Lissa Berard, Manager of Parks and Recreation Dave Meriam, Seaforth and District Community Centre Facility Supervisor Eric Oosterbosch, Vanastra Recreation Centre Aquatic Facility Supervisor Robyn McClinchey, and Operations and Planning Assistant Brittany Wood

Call to Order and Adopt Agenda

Chair Diehl called the meeting to order at 6:00 p.m.

Moved by Councillor Steffler and Seconded by Member Chis Reeves:

That the agenda as amended for the meeting dated January 25, 2024 be adopted.

Carried

1. Disclosure of Pecuniary Interest

None declared.

2. Approval of Minutes

Moved by Councillor Ray Chartrand and Seconded by M-T Deputy Mayor Freiburger

That the minutes for the September 28, 2023 meeting of the Recreation Advisory Committee be approved.

Carried

3. Staff Reports

3.1 Recreation Update

Director Lissa Berard provided a review of various updates related to the Community Services Department.

Some questions were asked regarding how the proposed recreation booking software platform would function. Councillor Steffler want to ensure that if the website platform would change that it would not impact the use of the new recreation booking platform. Staff assured the committee that the platform would be linked to the website but completely independent of any changes related to the website.

The Committee wanted to ensure that the changed to the recreation fees in the new 2024 Fees & Charges By-law were communicated to the residents. Staff assured the committee that the changes would be pushed out to residents via social media and website.

The Committee wanted to ensure that the Junior Lifeguard program was being appropriately circulated to attract interest. Staff assured the committee that the program has been promoted through social media, website and directly with local schools.

The report was received for information.

4. Other Business

4.1 Role of the Committee

CAO McRoberts noted that the committee's role is to be advisory to Council and tasked the committee members to identify gaps, needs or topics that they want to discuss. CAO McRoberts emphasized that the committee role goes beyond recreation and should consider social and cultural perspectives as well. CAO McRoberts asked the Committee to consider areas of interest that could be considered for Fall 2024 programing and that they should contact the CAO or Director to identify topics for research or discussion for the April 25, 2024 meeting.

4.2 SDCC Roof

Councillor Newell expressed his position with respect to the SDCC roof project being similar to the BMGCC roof and that he wanted the committee to consider opportunities to solicit some fundraising effort from local service clubs and community groups.

Council has asked that the committee meet with local community groups and service clubs to see if there could be a collaborative effort to raise funds to support the SDCC roof replacement.

5. Adjournment

Moved by Councillor Chartrand

and Seconded by Councillor Newell

RAC Minutes – January 25, 2024

That the regular meeting adjourn at 7:45 p.m.

Carried

Dianne Diehl, Chair

Brad McRoberts, Secretary

Huron East Community Services

To: Huron East Recreation Advisory Committee
From: Lissa Berard
Date: May 1, 2024
Subject: Recreation Update

Better Communications

- RecDesk is the recreation management software purchased for Huron East and is in the development stage. There are 3 specific areas on the site that we are working on, facilities, programs and memberships. The launching date is anticipated to be 6-8 weeks, sometime in June. Prior to the launch we would like to request the recreation advisory committee members to create accounts and explore the site and try some bookings and registrations. Details will follow closer the launch date.
- In the first quarter of 2024, 37 social media releases have been distributed in relation to recreation programs, student leadership programs, and job postings.

Unifying programs and facilities.

- Meetings have taken place with the service groups in Brussels in reference to the 2024 rates and charges by-law. During these meetings the organizations expressed their concerns in regards to the new rates. The rates being charged for the use of the Brussels Morris and Grey Community Centre did not compare to the thorough market check in surrounding municipalities or within our own municipality, nor did they cover the basic operating costs to use the facility. There were some deficiencies in the way the facility was being utilized by the service groups and the service being provide by the municipality. It is in the best interest to the municipality to implement the new changes in order to ensure the safety of the users and protecting the municipality's assets.
- The Aquatic Rehab program is a very successful program at the Vanastra Recreation Centre, and now be available at the Brussels pool this summer. This will be a trial delivery program and continuation will depend on the demand, and if the Brussels pool is a suitable space for the program.
- One session of the Junior Lifeguard program will be launched at the Brussels pool. This is a sponsored program through the successful 2 year grant received from the Ontario Trillium Foundation.

Child Care Solutions

- There will be a new Summer Day Camp program available in Brussels. Three staff have been hired and will join in with the Vanastra Summer Day Camp program for planning and training. Brussels Day Camp will have a maximum of 20 spaces available, and Vanastra will have a maximum of 40.

Vanastra Recreation Centre

- March 17 the staff took part in the Swim for Kids fundraising event and raised \$2100
- April 21 was the Try-A-Tri with 24 participants enrolled in the event.

Seaforth District Community Centre

- Roof replacement construction began April 15 with a 90-day anticipated completion

Brussels Morris Grey Community Centre

- Dressing rooms and front lobby are complete, the exterior entrance brick work is taking place and roof replacement still in progress. The Manager of Parks and Recreation is working with the contractor with the list of deficiencies to complete the project.
- Staff are working on repainting the old lobby and washrooms to match the new addition
- Still need to complete interior and exterior signage and donor wall.
- Bleacher heating will be complete in the summer
- Lobby tables options are being reviewed

Huron East**Administration**

To: Chair Diehl and Members of Recreation Advisory Committee

From: Lissa Berard, Director of Community Services

Date: May 1, 2024

Subject: 2024 Rates and Charges By-Law Fees and the Effects on Community Service Groups

Recommendation:

The Recreation Advisory Committee recommend to Council that the Fees and Charges By-law remain the same as approved on January 23, 2024 that reflect on the approved report to unify rates, on January 9, 2024.

Background:

January 9, 2024 a report was presented to Council to unify recreation user/service fees for the 2024 budget. The unification was consistent with the direction and strategic goal of the Huron East Recreation Advisory Committee ("Goal 2. Unifying Program and Facilities – Community spaces operate the same"). The report informed Council of the differences in rates and fees for similar or same services provided within the Huron East's three recreational facilities. It was brought to Council's attention that the two auditoriums located at BMGCC and SDCC have two separate methods for calculating rental rates and that BMGCC had multiple calculation rates based on how or who was using the space. The January 9, 2024 report explained that regardless of how the space is being utilized or by whom, staff are required to prepare the space, supervise the space during the event, and clean the space after the event. The recommendation to Council was to create a unified hourly rental rate regardless of how it is being used or by whom. In preparation of the January 9, 2024 report, staff also undertook a comprehensive review of the rates for facilities throughout Huron County and confirmed that the proposed rates were well within the range of the rates set by other municipalities. This proposed new rates were approved by Council on January 9, 2024, formally approved in the Fees & Charges By-law on January 23, 2024, and the revenue based upon those rates were used in the 2024 Budget which was approved April 16, 2024.

Through a thorough market check of surrounding municipalities rates and fees were collected in comparison to similar services. The market check was utilised to determine rates throughout the municipality, creating unified rates within the municipality and to ensure the rates were within the competitive market. Conclusions from the market check also indicated the service using the BMGCC were not being charged an

appropriate rate for the time and space being used. The 2024 Fees and Charges By-Law was presented to Council January 23, 2024, and the by-law was adopted by Council.

Following the approval of the 2024 Fees and Charges By-Law, all recreation facility user groups within Huron East were sent the 2024 Rates and Charges By-Law. Concerns were brought forward from the service groups in Brussels. The user groups from the community of Brussels are the most impacted to the new rates solely for the reason of being significantly undercharged in past years.

The Director of Community Services met with each community service group to understand their concerns and how it was going to effect the cost of using the community spaces in Brussels. As indicated above, the past rates for usage was not charged appropriately so these service groups do have an impact on what the actual rental fees should have been. Each service group can make efforts to modify their rental needs, which will assist in decreasing their rental fees.

Listed below are cost incurred by the municipal recreation facility when a community space is being used for a special event. Not all costs may apply, or seem worthy of accounting for, but it does all add up and is at a cost.

Staff time

- Preparing community space such as cleaning floors, washrooms and entrance ways;
- For alcohol events, ordering supplies for bar, picking up supplies and preparing supplies for events;
- Table and chair set up and take down; and
- Open community space and being present, prior to event for users to set up, and during event.

Utilities and supplies

- Cleaning products, equipment and tools;
- Washroom paper and soap supplies;
- Utilities- heat, hydro, water; and
- Garbage disposal.

Access to (there may not be a true cost using the listed below, however there is a cost to obtain and maintain the items listed below)

- Sound system;
- Stage;

- Fully equipped kitchen with commercial coolers, dishwasher, and stove; and
- Licensed facility.

Also not considered is the overall cost of constructing and maintaining a facility of this magnitude. Staff recognize that community dollars are donated to the construction but the municipality still incurs significant capital expenditures to construct, maintain, and repair these facilities. User fees need to include an amount to cover the long-term capital requirements of the facilities.

Examples of how much time was provided for user groups and what fees were paid are shown on the attachments included in this report.

Comments:

Facility rental rates are based on covering operating costs of the space with very limited proceeds to contribute to building upkeep or reserves. When the service groups are utilising the facilities for a fundraising event, the municipal operating cost does not change. If the facility spaces are provided to the service groups at a discounted rate there is a loss in revenue which would not cover the operating cost, the lost revenue causes a deficit to the facility. Deficits are at the expense of taxpayers. Looking at the big picture service groups host fundraising events, asking taxpayers to come and support the event and additionally all Huron East taxpayers contribute to offset the operating deficit through higher tax rates.

It is reasonable for service groups to pay the same rate as any other user who comes to utilise our Huron East facilities. Service groups are hosting events to profit in order to support their community projects. As shown above rental rates are within the \$1,000 range and, service groups are profiting in the range of \$5,000 - \$70,000.

As a Municipality, we are most thankful for our local service groups for their initiatives to contribute to community betterment projects, however we do need to also keep in mind that once those community betterment projects are implemented the Municipality then assumes the up keep and future capital expenses of these projects.

Others Consulted:

CAO, Director of Finance, Parks and Recreation Manager and Facility Supervisors

Financial Implications:

Loss of revenues to support operating costs within Municipal recreation facilities, which cause deficits to budgets, budget deficits are at the expense of tax-payers.

Any reduction to the current approved rates for the community centres will result in deficits in the 2024 budget. This in turn will need to be covered by higher taxes in the subsequent year in addition to increasing the level of taxpayer contribution to the community facilities operation budget to allow for the reduced revenues.

Attachments:

[Attachment 1](#): Rate Scenarios

Signatures:

Lissa Berard

Lissa Berard, Director of Community Services

Brad McRoberts

Brad McRoberts, MPA, P. Eng., CAO

Brussels Optimist Club		
Cost Breakdown	2023	2024
Event Details	Optimist Dinner Auction -Friday night Set up tables, chairs and decoration. -Saturday continue with set up and use of kitchen, event 4:30 pm to 11pm. -Sunday clean up of event supplies and tables and chairs. All tasks completed by Optimist members.	Optimist Dinner Auction -Friday night set up of the optimist items only -Saturday kitchen use and event. Huron East staff set up tables and chairs.
Hours of facility use (facility users present in rental space, set up/ take down, hosting event)	22 hours	18.5 hours
Rate paid	\$245.00 - Auditorium rental \$197.00 - extra charge for round tables \$40.00 - Trillium Chair Table \$61.80 - unknown charge Total \$543 charge for the use of the kitchen	\$837.50 - Auditorium rental included set up and no extra charge for round tables \$120.00 - Kitchen rental \$85 Alcohol event add on charge Total \$1042.5

<p>Cost of 1 staff (cleaning of floors, washrooms, entrance way and kitchen before and after event, ordering and picking up alcohol, set up of bar supplies, opening and closing space for 3 days.)</p>	<p>\$612</p>	<p>\$597</p>
<p>Facts in reference to the 2024 Social media release the Brussels Optimist club thanked the community for their support at the Dinner Auction raising \$70,000, \$11,000 more than 2023</p>	<p>\$59,000 raised</p>	<p>\$70,000 raised</p>
<p>Deficiencies</p>	<p>No staff present during some of the set up, take down or during the event. Facility users provided volunteer services to set up tables and chairs for this event. This arrangement is a very large risk to the municipality, if facility users required any assistance minor or emergency there was no staff present. Staff were on call but not immediately available. This could have had a significant liability risk to the Municipality.</p>	

Improvements		Moving forward to reduce the liability and to the Municipality staff will be required to be present at all times when facility is in use. Improving the services. Set up and take down services will be provided by municipal staff, and staff schedules will be adjusted in accordance to the users needs. Example if the users need to do set up prior or after events, the users will pay for that time and staff's schedules will be made to reflect the needs or use of the space.
Brussels Lions Club Elimination Draw		
Cost Breakdown	2023	2024
Event Details	Use of Auditorium and Ice surface. -Friday night Set up tables, chairs and draw board. -Saturday continue with set up and use of kitchen - event 4:30 pm to 11pm Sunday clean up of event supplies and tables and chairs All task completed by Lions Club Members	Use of Auditorium and Ice surface. - Saturday set up and use of kitchen 8:00 am to 9:00pm - event 4:30 pm to 11pm Huron East staff set up tables and chairs

Hours of facility Use (users present in rental space, set up/ take down, hosting event)	22 hours	14 Hours
Rate paid	Unknown as it does not show in the account balance	\$301.50 - Auditorium rental included set up and no extra charge for round tables \$120.00 - Kitchen rental \$500.50 Ice Surface \$40 Alcohol event add on charge Total \$1112.00
Cost of 1 Staff Member (cleaning of floors, washrooms, entrance way and kitchen before and after event, ordering and picking up alcohol, set up of bar supplies, opening and closing space for 3 days)	\$612	\$581 Note: This event will require more than one staff as the tables and chair setup is for 1,000 people
Facts		
Deficiencies	Same as above	
Improvements		same as above

Seaforth Lions Club Elimination Draw		
Cost Breakdown	2023	2024
Event Details	Use of Auditorium and Ice surface. -Friday Lions members bring in draw board. -Saturday use fo kitchen 9am to 7 pm event 2:30 - 11 pm Huron East staff set up tables and chairs	Use of Auditorium and Ice surface. -Friday Lions members bring in draw board. -Saturday sue fo kitchen 9am to 7 pm event 2:30 - 11 pm Huron East staff set up tables and chairs
Hours of facility Use (users present in rental space, set up/ take down, hosting event)	14 hours	14 Hours
Rate paid	\$991.25	\$301.50 - Auditorium rental included set up and no extra charge for round tables \$120.00 - Kitchen rental \$500.50 Ice Surfacne \$40 Alcohol event add on charge Total \$1112.00
Cost of 1 Staff Member (cleaning of floors, washrooms, entrance way and kitchen before and after event, ordering and picking up alcohol, set up of bar suplies, opening and closing space for 3 days)	\$390	\$460.88

Huron East Administration

To: Chair Diehl and Members of Huron East Recreation Advisory Committee

From: Stacy Grenier, Director of Finance/Treasurer

Date: May 1, 2024

Subject: Lions Club Pools Comparison

Recommendation:

That the Huron East Recreation Advisory Committee recommend that Council direct staff to consider additional operational funding for the Seaforth Lions Club Pool operation for the 2025 budget;

And that that operational funding be determined based upon audited financial statements from the Seaforth Lions Club and agreed upon through a formal operational funding agreement.

Background:

As a follow up to the Council Meeting on April 16, 2024, an analysis and discussion has been prepared to compare Seaforth Lions Clubs Pool operations to Huron East's Brussels Pool operations. This information is provided to Council to enhance Council's understanding of how these two very different pools operate.

To provide some perspective, the Seaforth Lions Pool provides service for a population of 2,673 people in the Town of Seaforth while the Brussel Lions Pool provides service for a population of 993 people in the Town of Brussels. Huron East's total Population is 9,512 (per Statistics Canada for 2021).

The Seaforth pool is a 30.5 x 13.7 metre pool that holds 600,000 Litres of water while the Brussels pool is an 18.0 x 9.0 metre pool that holds 272,550 Litres of water.

The Brussels Lions pool is operated by the Municipality, while The Seaforth Lions pool is operated by the Lions Club.

In 2023, the Brussels Lions Pool operated from 10:00 am – 8:00 pm Monday through Thursday, Friday 10:00 am to 4:00 pm, was closed Saturday, and open Sunday for a public swim between 1:00 pm and 3:00 pm. The pool was open in mid June and closed August 25, 2023.

In 2024, it is planned that the Brussels Lions Pool will operate as follows:

- Monday 8am to 4pm
- Tuesday 8 am to 8 pm
- Wednesday 8 am – 8 pm

- Thursday 8 am – 8 pm
- Friday 8 am – 4 pm
- Saturday 8 am – 12 noon, plus pool rentals.
- Sunday Closed

In 2023, the Seaforth Lions Pool operated from 8:00 am – 9:00 pm weekdays and 12:00 pm – 8:00 pm weekends during peak summer hours. The pool was open in mid June and closed at the end of August.

Below is a comparison of services offered:

Service Comparision:

Seaforth Lion Pool	Brussels Lion Pool	
Services Offered (2023):	Services Offered (2023):	Planned services (2024):
Lane Swim	Lane Swim	Lane Swim
Open Swim	Open Swim	Open Swim
	Parent & Tot Swim	Parent & Tot Swim
Group Swimming Lessons	Group Swimming Lessons	Group Swimming Lessons
Private Swimming Lessons	Private Swimming Lessons	Private Swimming Lessons
Pool rental	Pool rental	Pool rental
Bronze Medallion & Bronze Cross Certifications		Bronze Medallion & Bronze Cross Certifications
AquaFit		Aquatic Aerobics
		Aquatic Rehabilitation
Host a swim team		Part of Day Camp programming

The financial information has been summarized and compared for the two pools. The Municipal financial information for 2023 is unaudited. Because the Seaforth Lions Park financial information, as provided by the Lions Club, includes a ball diamond, splash pad and a park, revenues and expenses related to those activities have been removed. Some estimations and assumptions had to be made. In addition, non-operational revenues and capital expenditures have been removed in order to solely focus on pool operations. These are not equally operating pools, as hours of service, types of service vary, and types of operations differ so the comparison is not a true and equitable comparison (Attachment 1).

In reviewing the attachment, the net pool deficits for the Seaforth pool are higher than the Brussels pool. It is reasonable, being that the Seaforth Pool is in a more densely populated area, that both the revenue and expenses are higher than the Brussels Pool. It should also be noted that there are planned changes in 2024 for the Brussels pool which will bring revenues and expenses for that pool back to a higher capacity. The types of revenues vary between the two pools and the mix of expenditures are different between the two. They each are unique entities.

There are some other considerations. For the Seaforth Pool and Park, the Municipality does not charge for water and sewer services, except for water for the splash pad. The estimated cost for water and sewer not charged for 2023 would have been \$5,862 and are anticipated to be \$6,714 in 2024.

The total municipal contribution for the Seaforth Lions Pool and Park operations in 2024, including water and sewer and the Council grant of \$13,500, would be \$20,214.

The Seaforth Lions Club has some very successful annual fundraising campaigns that raise funds to offset the operational and capital costs of the Lions Park as a whole. The Municipality does accept donations for the Brussels pool, but is, however, not in a position to fundraise for operational costs. As the Municipality continues to unify policies, practices and programs across all departments and centres, it is anticipated that the operational success of the Brussels pool will improve.

As per the Lions Club Financial Information, the net deficit for the entire Lions Park and Pool were \$4,017 for 2022 and \$4,652 for 2023. These represent the overall unfunded amounts for those years.

It goes without saying that the Lions Clubs and all other service groups are valuable to the Municipality for the services that they provide to the community. Staff are working diligently with these community service groups in order to gain an understanding of their needs, successes and challenges, Staff are gathering this information with the intention of coming up with a standardized plan for supporting these organizations and the services that they provide. Staff will be bringing a report regarding this at a future date.

Others Consulted:

CAO, Director of Community Services

Financial Impacts:

None at this time.

Attachments:

[Attachment 1](#): Huron East Outdoor Pool Operations Comparison

Signatures:



Stacy Grenier, CPA

Director of Finance/Treasurer



Brad McRoberts, MPA, P. Eng.

CAO

Huron East Outdoor Pool Operations Comparison

Attachment 1

SEAFORTH LIONS CLUB - POOL	2023	2024	BRUSSELS LIONS POOL	2023	2024
	ACTUAL	BUDGET		ACTUAL	BUDGET
REVENUE - User Fees			REVENUE - User Fees		
Season's Tickets	(7,220)	(7,400)	Season's Tickets	0	0
Admissions	(8,157)	(8,400)	Admissions	(3,075)	(6,228)
Pool Rental	(1,333)	(1,000)	Pool Rental	0	(519)
Swimming Lessons	(32,777)	(32,000)	Swimming Lessons	(6,381)	(9,445)
Swim Team Revenue	(4,000)	(3,500)	Swim Team Revenue	0	0
Total User Fees	(53,486)	(52,300)	Total User Fees	(9,456)	(16,192)
TOTAL POOL REVENUE	(53,486)	(52,300)	TOTAL POOL REVENUE	(9,456)	(16,192)
Salaries & Benefits			Salaries & Benefits		
Total Wages	46,697	51,000	Total Wages	15,524	24,211
Payroll Expense	2,488	2,800	Payroll Expense	2,586	2,792
Total Salaries & Benefits	49,185	53,800	Total Salaries & Benefits	18,110	27,003
Operating			Operating		
Advertising	0	0	Advertising	296	500
Insurance	3,327	3,600	Insurance	0	0
Hydro	3,837	3,990	Hydro	1,523	1,000
Utilities (gas to heat pool)	4,899	5,400	Utilities (gas to heat pool)	1,766	1,076
Water and Sewer- Provided and no cost	0	0	Water and Sewer	2,033	2,000
Garbage Disposal	128	450	Garbage Disposal	0	0
Telephone	241	0	Telephone	203	257
Building Repairs and Maintenance	2,656	2,428	Building Repairs and Maintenance	7,863	7,000
Pool Supplies and Maintenance	14,624	15,000	Pool Supplies and Maintenance	3,588	5,693
Memberships	1,187	1,200	Memberships	0	0
Swimwear	1,481	1,500	Swimwear	0	0
Office Expense	291	500	Office Expense	0	0
Total Operating	32,672	34,068	Total Operating	17,272	17,526
TOTAL POOL EXPENSES	81,857	87,868	TOTAL POOL EXPENSES	35,382	44,529
Net POOL Deficit	28,371	35,568	Net POOL Deficit	25,926	28,337

Vision Statement

Providing safe inclusive services and opportunities in a community where people choose to live, work and play, which is abundant in economic, cultural and recreational opportunities that encourage an active, healthy quality of life.

Mission Statement

To be the voice of our communities and liaison with the Municipal of Huron East Council to ensure recreation is a welcoming opportunity that offers optimal quality of life for all residents and visitors. Ensuring our facilities and green spaces are well maintained. Providing and developing desirable, safe, inclusive programs, and outdoor active spaces that will attract, retain and build a resilient community.

Strategic Plan

Goals	Higher Priority	Medium Priority	Lower Priority
1. Better Communications <ul style="list-style-type: none"> • Platforms • Publications, brochure • To the public, new residents • Within the Municipality, sharing programs 	✓		
2. Unifying programs & facilities <ul style="list-style-type: none"> • Central booking • Community spaces operate the same 	✓		
3. Child care solutions <ul style="list-style-type: none"> • Before and after school programs • Day camps 	✓		
4. Seniors <ul style="list-style-type: none"> • Work on programs 		✓	
5. Community partnerships <ul style="list-style-type: none"> • Churches • Service groups • Local talent • Legions • Community Centers • Collaboration 		✓	

Huron East Recreation Advisory Committee – Strategic Plan

Goals	Higher Priority	Medium Priority	Lower Priority
6. Quality safe well maintained facilities		✓	
7. Better use of outdoor space <ul style="list-style-type: none"> • Parks • Ball diamonds • Green spaces • Soccer fields 			✓
8. Access <ul style="list-style-type: none"> • Accessibility getting to programs and facilities 			✓
9. Other <ul style="list-style-type: none"> • Diversity youth/adult program co-exist • Wellness initiatives, mental health 			✓