



## The Corporation of the Town of Tecumseh

Community & Recreation Services

**To:** Mayor and Members of Council

**From:** Beth Gignac, Director Community & Recreation Services

**Date to Council:** Tuesday, April 22, 2025

**Report Number:** CRS-2025-05

**Subject:** Community, Sport and Historical Society Operating Agreements

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### Recommendations

It is recommended:

**That** CRS-2025-05 Community, Sport and Historical Society Operating Agreements **be received**;

**And that** By-Law 2025-057, By-law 2025-058 and By-law 2025-059 be considered for first, second, third and final readings **to authorize** the Mayor and Clerk to execute Operating Agreements for a five (5) year term with each of the Optimist Club of St. Clair Beach, the Tecumseh Area Historical Society and the Sandwich South and Area Historical Society respectively;

**And further that** a subsequent report detailing the financial implications of Operating Agreements for the Sports Field User Groups **be brought** to the May 13, 2025 Regular Council Meeting;

**And furthermore that**, respective By-Laws be prepared and brought to the May 13, 2025 Regular Council Meeting for Council's consideration **authorizing** the Mayor and Clerk to execute Operating Agreements for each of the following organizations for a five (5) year term, in accordance with the criteria outlined in this report and in a form satisfactory to the Town's solicitor:

- McAuliffe Park Sports
- St. Mary's Park Association
- Tecumseh Minor Baseball

- Tecumseh Recreational Soccer
- Tecumseh United Football
- Windsor Lady Expos
- Windsor Wildcats

## Background

The Town of Tecumseh has had, over the years, a variety of lease agreements, use permits and letters of understanding amongst the various community, sport and heritage organizations referenced in this report. As a number of these agreements are either expired or on the verge of expiring, Administration determined that a comprehensive review of all such arrangements with these organizations would be warranted to provide a more consistent and, where feasible, uniform approach to these arrangements going forward, for the benefit of both administrative oversight and improved transparency for all such organizations. While this review has led to the formation of more standardized agreements with these organizations, the review has also been careful to note and acknowledge the significant volunteer-led contributions of programs, services, events and activities provided over time by these organizations to the residents of Tecumseh.

## Comments

Throughout 2024-2025, Administration conducted a comprehensive review process with each organization referenced in this report to obtain information on current and projected plans for programs, services and activities, financial and volunteer capabilities and projected growth expectations. These sessions informed and provided guidance on the overall approach used to develop new Operating Agreements while also determining the criteria for appropriate fees and charges for the use of Town parks, facilities and sports fields.

Throughout the process, several advantages of a more consistent approach towards all such organizations emerged:

**Standardization** – new Operating Agreements feature standardized clauses which will improve administrative oversight through common general terms (i.e. – Termination Clauses, Length of Term, Indemnification). Standardization ensures consistent application of requirements for organizations seeking to operate programs and activities in Town parks, facilities and sports fields in support of public use.

**Transparency** – the consideration of these Operating Agreements in the same 5-year cycles improves the transparency of the process for all parties.

**Multi-Year** – all organizations receiving Operating Agreements have been providing programs and services to the community for many decades. For volunteer-led organizations, it is critical that they can operate in a stable environment. Multi-Year Operating Agreements support an organization's ability to improve scheduling, coordinate bookings and volunteers or order materials and supplies which facilitate

improved budget forecasts. Organizations can also plan for growth and set aside funds to contribute to capital projects with the Town with the certainty that parks, facilities and sports fields will be readily available for their activities.

**Operations** – the provision of advanced knowledge of annual programs and services allows the Town to accurately plan and schedule operational supports. Further, certainty regarding fees over the 5-year period supports the Town’s ability to provide accurate budget forecasts.

**Financial Model** – new Operating Agreements are reflective of the unique financial and volunteer contributions made by each organization in support of their use of Town parks, facilities and sports fields. As a result, annual fees have been developed that consider and acknowledge the value of both operating and capital budget contributions provided to the Town by each organization. The overarching approach considers and quantifies the value exchange between these organizations and the Town and is outlined in the Financial Implications section below.

In closing, Administration would like to acknowledge the contributions of the organizations referenced in this report in the development of these advantages, models and resulting Operating Agreements. The community is fortunate to benefit from the extraordinary commitment of these volunteers to provide programs, events and services to the residents of Tecumseh.

## Consultations

Chief Administrative Officer  
Legislative Services & Clerk  
Financial Services  
Optimist Club of St. Clair Beach  
Tecumseh Area Historical Society  
Sandwich South and Area Historical Society  
McAuliffe Park Sports  
St. Mary’s Park Association  
Tecumseh Minor Baseball  
Tecumseh Recreational Soccer  
Tecumseh United Football  
Windsor Lady Expos  
Windsor Wildcats

## Financial Implications

### Value Exchange Criteria

As referenced, each organization makes unique contributions to facilitate the operations and capital requirements of their programs and services. Volunteer-led actions and investments can be quantified as a “Value Exchange” which mitigates impacts to Town Operating and Capital Budgets. In other words, the Town and residents receive value from the work of these organizations and, furthermore, these organizations deliver programs, services and activities that the Town could not afford to provide within current budgets.

Each Operating Agreement reflects a specific financial relationship between the Town and the organizations reflecting the quantified value of volunteer contributions, capital and sponsorship contributions to determine the Value Exchange.

In Canada, the estimated value of a volunteer hour is approximately \$32.00 per hour according to Volunteer Canada. This estimate considers the direct costs associated with the time volunteers invest in an organization and the skills volunteers bring to organizations. In 2017, the Conference Board of Canada estimated that the value of volunteer work in Canada added nearly \$56 billion to GDP, representing about 2.6% of Canada’s economic activity.

Volunteers pick up duties and tasks that would otherwise require paid employees. They also assist organizations in creating greater capacity for growth and can leverage diverse skills to improve the impact of local community, heritage and sport organizations.

Applying the hourly wage of \$32.00 to the contributions of the 425 volunteers associated with the organizations referenced in this report (who provide 34,500 hours of service to the community resulting in 28,000 participants amongst 6,200 events), results in an estimated contribution valued at \$1,104,000 for programs and sport activities.

Thus, the application of Town fees is focused on cost mitigation of direct operational impacts to the parks, facilities and sport field use to the Town.

As such, the fees associated with the Operating Agreements were co-developed with the organizations through a quantification of both volunteer and financial contributions and an assessment against the following criteria:

**Frequency and Volume** – the frequency of activity and volume of participants significantly impacts the operational support requirements to maintain standards in parks, facilities and sports fields. Frequent and/or intense use will require greater operational supports and administrative oversight, all of which can be quantified. Many of these organizations contribute to the operational support and administrative oversight through volunteer-led actions such as: organizing, planning and scheduling events/games, field maintenance or event/game set-up/tear down.

**Storage and Infrastructure Requirements** – each organization that requires storage and/or infrastructure to undertake its programs and services is required to provide its own supports. Often, this means that organizations are procuring and maintaining storage spaces or items such as soccer nets and other equipment necessary for their activities.

**Utilities Costs** - the Town covers the cost of all utilities including gas, electricity, and water across its network of parks, facilities, and sports fields. Utility usage varies by user group depending on the nature and scope of their activities. Examples include lighting for baseball diamonds, irrigation for soccer fields, heating and cooling for designated facilities, and utility support for organization led events.

**Maintenance Supports** - user groups play an active role in supporting the care and upkeep of Town-owned spaces. Responsibilities vary depending on the nature of the group and how the space is used.

Outdoor sport organizations are typically responsible for field lining and maintenance of those lines, upkeep of interior storage spaces, and cleaning up after events. They may also share responsibility for maintaining infields on baseball diamonds, with some groups taking a lead role in tasks such as raking, floating, or assisting with repairs like mound rebuilding and turf maintenance. The Optimist Club supports the upkeep of its designated storage and meeting spaces as well assisting with setup and cleanup related to their events. Historical societies are expected to maintain the interior condition of their assigned buildings and report any damages or safety concerns.

All user groups are responsible for supplying and maintaining their own equipment such as nets, bases, event materials, or displays and ensuring they remain in safe, usable condition. They are also expected to report any damages or unsafe conditions to Town staff and to cancel events or activities when use could result in further damage or safety risks.

**Capital Investments** – like operational supports and administrative oversight, these organizations have made and/or will continue to make financial investments in capital projects that improve Town parks, facilities and sports fields. These collaborations have supported improvements such as irrigation systems, bench and dugout upgrades, batting cages, storage and meeting spaces, turf and infield enhancements, access to electricity and water, artificial turf, lighting installations, interior facility upgrades, and other park enhancements. In many cases, organizations attach their name to these projects, reinforcing their commitment to initiatives that benefit the broader community.

The specific details and arrangements with each organization are outlined in the individual Operating Agreements.

For this report, there are three (3) organizations with Operating Agreements under consideration for approval: The Optimist Club of St. Clair Beach; The Tecumseh Area Historical Society and the Sandwich South and Area Historical Society.

Annual budget projections for the Optimist Club of St. Clair Beach remain consistent with previous remittances of approximately \$10,000.00 based on fee schedules for

Town services and supports. Per the criteria, the financial contributions from the Optimist Club to the Town will be \$8,000.00 per year towards capital costs of the expanded storage building at Lakewood Park South, a portion of which will be dedicated for use by the Optimist Club of St. Clair Beach and a further \$2,000.00 towards the sponsorship of Town activities such as free skates and swims.

Annual rental fees for both the Tecumseh Area Historical Society and the Sandwich South and Area Historical Society total \$3,200.00. In lieu of rental fees and per the criteria, it is recommended that these organizations provide a corresponding in-kind contribution by attending Town events to provide information on local history.

A future Council report for the Sports Field User Groups will provide the financial implications of those Operating Agreements.

### Link to Strategic Priorities

Applicable	<a href="#">2023-2026 Strategic Priorities</a>
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input checked="" type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

### Communications

Not applicable

Website  Social Media  News Release  Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Beth Gignac, BA Hons  
Director Community & Recreation Services

Reviewed by:

Tom Kitsos, CPA, CMA, BComm  
Director Financial Services & Chief Financial Officer

Reviewed by:

Robert Auger, LL.B.  
Director Legislative Services & Clerk

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
None	None