



Town of Tecumseh

STRATEGIC MASTER PLAN FOR PARKS AND RECREATION SERVICES



DECEMBER 2010



**IBI
GROUP**

FJG
Management and
Planning Consultants

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1 INTRODUCTION

1.1 Overview

In 2007 the Town of Tecumseh initiated the preparation of the Strategic Master Plan for Parks and Recreation Services. A need for the Master Plan was based on the changing demographics in the Town, new trends in recreation and parks services, and consideration of community and government initiatives on healthy and active communities.

The focus of this 2010 Parks and Recreation Services Strategic Master Plan is on parks, multi-use pathways and open space strategies, community facilities with respect to the arenas and the outdoor pool, and programming activities offered by the Town of Tecumseh. The Master Plan's directions and recommendations are focused on the period from 2010 through 2030.

1.2 Background Research

The first phase of the Strategic Master Plan for Parks and Recreation Services (Master Plan) for the Town of Tecumseh involved a comprehensive research work program. This research included a community profile of settlement patterns, demographics and physical features inventory. IBI Group completed a review of existing parks, trails, open space, facilities and programming in the Town. Finally, the research examined service delivery and organizational resourcing. The results are available under separate cover entitled **Strategic Master Plan for Parks and Recreation Services Situational Analysis**. The conclusions and strategic themes from this report are found in Section 2 Community Profile. The research phase involved the following key inputs as the basis for the Master Plan's development:

- Population profile and projections review;
- A current policies and plans review;
- Current recreation parks, facilities and programs, including participation profiles;
- A review of relevant land use planning and policy documents;
- A random 306 unit survey of Tecumseh households focusing on parks and recreation participation patterns, future perspectives and awareness;

- Nineteen focus group sessions as well as interviews with Council and staff involving over seventy-five representatives of community and organized groups;
- Two public meetings related to the background and situational analysis results;
- Financial review of the Town's investments in parks and facilities programming;
- Trends analysis relative to leisure service delivery models and participation;
- Public briefs; and
- Other key inputs and assessments.

1.3 Master Plan Format

The Situational Analysis Report was used as the basis for the preparation of the following parks and recreation recommendations. The recommendations within the Master Plan have been developed on four levels moving from a strategic foundation through to specific parks, facilities and service delivery initiatives.

**Level 1
Plan
Foundation**

Section 3 of the Master Plan provides the principles and conceptual basis of the Plan through a Vision, Mission and Values.

**Level 2
Parks,
Pathways and
Open Space**

Sections 4, 5 and 6 focuses on establishing a policy foundation for the acquisition, development and operation of parks, pathways and open space. It identifies actions, investments and approaches to enhance the existing community resources.

**Level 3
Recreation
Services
Delivery and
Policy**

Section 7 focuses on the establishment of a policy foundation for the Town's development, delivery and evaluation of parks and recreation services, as well as various delivery approaches for these services.

**Level 4
Implementation**

Section 8 provides an analysis and recommendations, including implementation approaches for the investments in facilities, staffing and funding of parks and recreation services.

The Master Plan was presented in draft form to the Project Steering Committee and Town Council. Input from Council and the public has been be incorporated into the final Master Plan.

2 COMMUNITY PROFILE

2.1 The Town of Tecumseh

The Town of Tecumseh is located on Lake St. Clair in Essex County with a population of approximately 25,000. The Town has a younger family oriented demographic and strong connection to the City of Windsor.

The population increased by 9.1% from 1996 to 2006 and is expected to grow to some 32,000 residents by 2029.

The Town has a total park area of 121.4 hectares including a recently acquired waterfront park and a significant natural heritage area of 47 hectares.

The Town enjoys access to Lake St. Clair, several community wide recreation facilities and a developing cycling and pedestrian trail system. These parks and facilities offer parks and recreation opportunities for residents and visitors alike, contributing to the high quality of life that Tecumseh has to offer.

2.2 Community Consultation

The Community Consultation activities included a household survey, a public meeting, focus group meetings with community organizations and service delivery participants and related service providers. More than 400 persons participated in the various activities offering a wide range of perspectives. The Community Consultation is summarized in the following sections.

2.2.1 HOUSEHOLD SURVEY

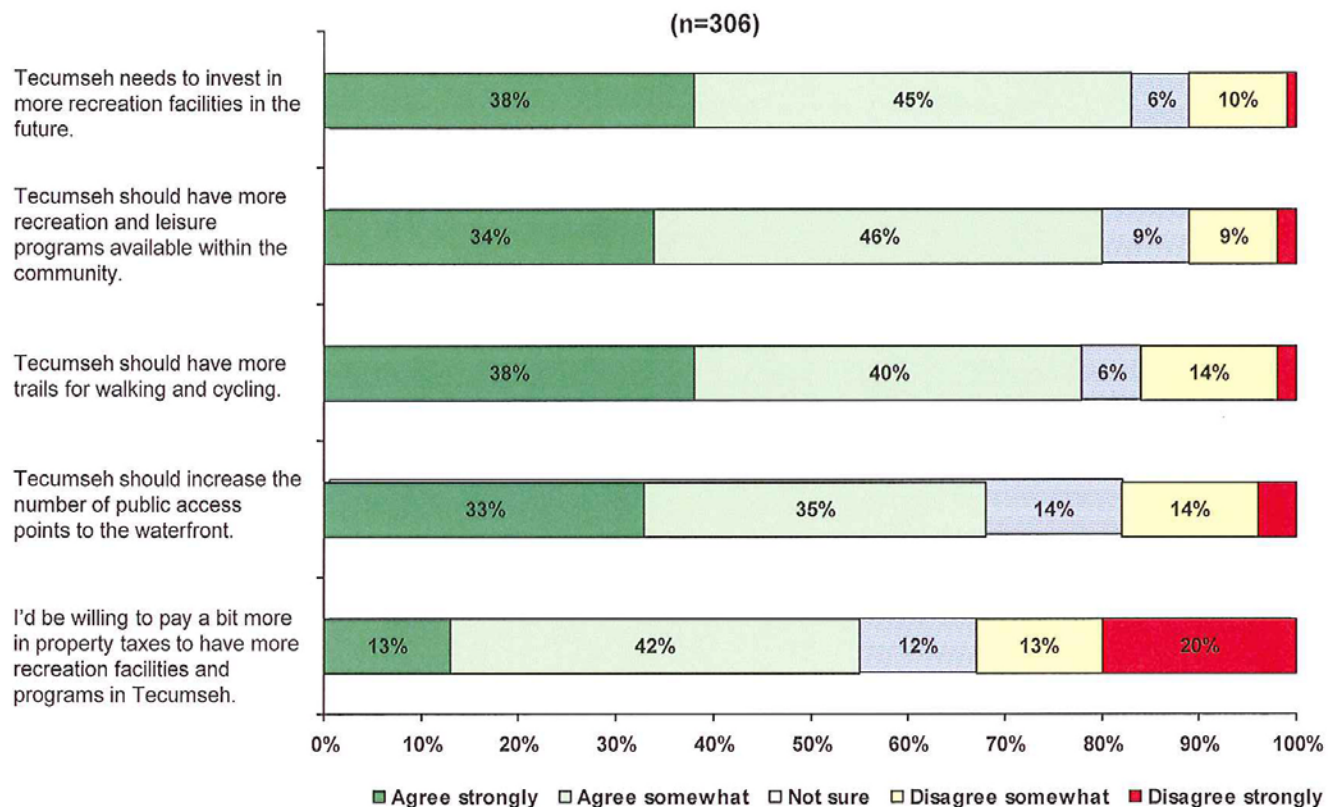
A household survey was undertaken in November 2007 involving 306 completed interviews with residents in the Town of Tecumseh. Key findings from the survey included 61% of respondents indicating Tecumseh did a good or excellent job in providing recreation facilities and programs that meet the needs of residents.

Survey Results

- 40% of adults indicated they had used or participated in activities located in Tecumseh parks over the past year.
- 65% of households with children used a park for activities in the last year.
- The Tecumseh Arena, Tecumseh Public Library, and the Tecumseh Leisure Pool had awareness rates of over 80%. Tecumseh Arena had a 93% good to excellent satisfaction rating while the majority of other facilities had an over 80% good to excellent rating.

- Eight out of ten respondents agreed that the Town needs to invest in more recreation facilities in the future including programming, trails for walking and cycling.
- Two thirds of the respondents agreed that Tecumseh should increase access points to the waterfront.
- When asked to provide their own ideas for future recreation, facility and programs for Tecumseh, an indoor pool stood out amongst the ideas presented with one in five respondents volunteering this idea.

Table 2-1
Household Survey
Percent Who Agreed or Disagreed With Various Ideas Regarding Future Facilities



2.2.2 COMMUNITY ENGAGEMENT FOR LAKEWOOD GOLF COURSE

Town Council initiated a second community consultation survey on the future of Lakewood Golf Course and resident's satisfaction with parks and recreation programs and facilities. Various options were offered regarding the future use and ownership of the golf course. The survey was undertaken by the consulting firm The People's Mind (TPM) from August 11, to September 15, 2009. A questionnaire was deployed electronically online on the Town's website and made available in hardcopy at the Town Hall and Public Library.

A total of 1,041 responses to the questionnaire were received of which 902 were online and 139 were paper copies. The survey response rates and results were reviewed by a statistician and confirmed no anomalies were contained in the results. Based on the current research and best practices, the survey can be considered accurate within 3%, 19 times out of 20. In the opinion of the consultant, it can be viewed as providing a reasonably reliable representation of Tecumseh residents' opinions.



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The following points summarize the findings and observations with respect to this second community engagement initiative.

- Almost 90% of respondents were over the age of 35; and 41% of all respondents were in the 50 to 65 age category;
- Public parks and green space was considered important by 94% of respondents;
- Playing fields, playgrounds, recreational programs, multi-use trails were all rated as very important and were considered more important than arenas, tennis courts and basketball courts;
- More than half of the respondents were satisfied or very satisfied with parks and green space in Tecumseh;
- A significant number of respondents said they would somewhat or strongly support (80%) an increase in property taxes to provide additional parks and recreation programs; and
- 72% said they would somewhat or strongly support property increases to acquire more parks than playing fields;

The following points summarize the findings and observations specific to the Lakewood Golf Course.

- The majority of the respondents (73%) played golf; of those who played golf, 42% said they played at the Lakewood course less than half the time and 29% said they never played at Lakewood course.
- When respondents were presented with seven different scenarios regarding the disposition of Lakewood Golf Course and asked them to rank them on a scale from one to seven, two scenarios received the most support:
 1. Have the Town acquire Lakewood Golf Course and operate as it a municipal golf course was the most preferred by 30% and second most preferred by 10% of respondents; and

2. Have the Town acquire Lakewood Golf Course for use as parkland and playing fields was the most preferred by 20% and second most preferred by 18% of respondents.

- The following are the two least preferred options:

1. That the Town continue to oppose the residential development of Lakewood Golf Course with ongoing legal and consulting fees; and
2. That the Town supports the owner's request for residential development and retains 5% of the land at no cost being 4.5 acres.

Based on the second community engagement initiative the conclusion was that further discussion is needed prior to a Town Council decision to pursue the purchase of the site for parkland and overall green space. Consideration of these lands for parkland development is independent of this Master Plan.

2.2.3 FOCUS GROUP MEETINGS

Focus group meetings were held for the Master Plan in the fall of 2007 creating opportunities for user groups to provide input into the plan. The following future perspectives summarize key inputs from the user groups:

- The ice allocation policy should be reviewed to ensure a 'Children First Priority' followed by adults and then out of town users;
- There will be continued interest in baseball, growth in soccer field use and an increase in hockey demand. Potential consideration of indoor soccer facility with multi-use potential;
- Alignment of Parks, Recreation and Cultural Services with future growth for the Town of Tecumseh;
- Continued development of waterfront for passive and lake - access oriented activities;
- Concerns around the sustainability of small neighbourhood parks and their future management by local residents.

The focus group meetings inform the recommendations of the Master Plan identifying priority facility, parks and service delivery directions for the Town of Tecumseh.

2.2.4 COMMUNITY ORGANIZATIONS QUESTIONNAIRE

Recreation clubs, community and recreation communities and sports organizations provided nineteen individual submissions to the consulting team. These organizations identified their existing service use and future needs for continued participation. The following are key points from their submissions:

- Continued extension of the Ganatchio Trail;
- Development of an indoor pool;
- Support for Community Recreation Committees for individual parks;
- Future development of softball diamonds at one site;
- Improvements to Lacasse Park;
- Improvements to the baseball diamonds at Green Acres Optimist Park and the potential for a multi-use community centre.

2.2.5 PUBLIC MEETING

A public meeting was held in October 2007 inviting members of the public to provide input into the Master Plan. The following are key future perspectives from the public meeting:

- Families with children and seniors will be looking for increased access to fitness and related recreation activities for health and physical well-being;
- Improved access and development of waterfront parks for water oriented activities;
- Continuing development of community trails for passive outdoor recreation uses;
- Improved dialogue between residents and Council to develop a planned investment in Parks, Recreation, Arts, Culture and Heritage;

- Enhanced tree planting to replace diseased trees and consideration of naturalization of some park areas.

2.3 Community Demographics

The Town of Tecumseh's demographic profile is important to determine future parks, facilities and program needs. By understanding the current and future demographics, the Town can identify the types and scope of parks, facilities and programs that are required to fulfill the community needs over the life the Master Plan. The following key demographic futures provide a context for the Town's parks and recreation services:

- The Town of Tecumseh had an overall population increase of 9.1% from 1996 to 2006. The 2009 population is 24,033. The Town's population is forecast to grow to 24,932 by 2014 and 32,231 by 2029 and full build-out at 47,756. These projections are all subject to the availability of municipal servicing. These projections are based on background to the Development Charges By-Law proposed in 2009.
- The Town population trends show an increasing proportion of older adults and a steady or slightly declining under-twenty age group;
- Five percent (5%) of the residents are considered new Canadians and visible minority populations as defined by Census Canada, compared to 19% for the Province of Ontario. There is limited demand for new and non-traditional parks and recreation services such as cricket.
- At the time of the 2006 censuses the average income was significantly above the provincial average indicating potential to purchase higher levels of parks and recreation services;
- Both the employment and participation rate in the work force is higher than the provincial average but recent downturn in

the automotive industry has pushed the unemployment rates to some of the highest in the province;

- There are a significant number of households with children compared to the provincial average supporting the provision of children, youth and family recreation facilities and programs.

2.4 Trends

From the Situational Analysis Report, a series of trends and strategies were identified that established a foundation upon which the Master Plan is based. The details are available in the Situational Analysis Report. The following excerpts represent the key trends and strategic themes that emerged from the research phase of this project:

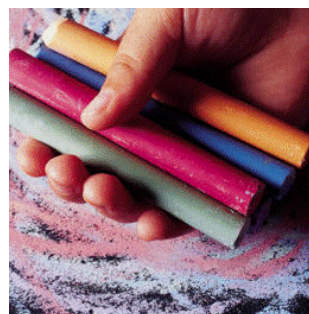
- As a result of demographic shifts over the last fifteen years, there will be more mature adults in absolute numbers and a stable or declining youth population. The future of youth services will focus on existing or slightly declining population volumes;
- The Windsor Essex region will continue to become a more diverse ethno-cultural community. From a leisure services perspective, this population creates challenges regarding communications, the variety of interests, an increasing interest in soccer and reduced interest in activities without a history in their country of origin, such as ice-based sports, baseball, fitness and heritage considerations;
- The trend data around sports activities suggest there will be a continuing demand for access to ice, based on increases in female, disabled, and adult leagues;
- There will be an increasing demand for soccer facilities based on the low cost of participation, aerobic activity and

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connection to the immigrant population that comprises 5% of Tecumseh's population;

- Notwithstanding declining trends in baseball participation in the Province, the Windsor Essex region remains a strong baseball area related to the strong history of baseball activity in the region, an extended playing season and proximity to the United States;
- The development of sport tourism is an increasingly marketed and municipally supported enterprise rising out of potential economic impacts in the area;
- Municipalities over the next twenty years will have an increasing stewardship role in the protection, conservation and day-to-day management of a variety of environmental areas. Future consideration of this role should be included in the Master Plan;
- There is an increasing trend for the integration of education, social, health and leisure services. It is increasingly important to work within the broader context of parks and recreation and leisure services to target larger and more diverse audience needs;
- The healthy community's movement emphasizes the creation of safe neighbourhoods, environmental conservation and improved initiatives in physical health and fitness. Parks and recreation has a significant role to support the healthy community initiative in terms of trails, parks and related community facilities and their connectivity;
- Consideration of user fees and charges is a key strategic question with significant political considerations. There is a significant challenge in terms of key principles around affordability, accessibility and investing community tax dollars wisely and fairly;

- There is significant importance placed on the community's resources to achieve positive outcomes connecting education, health, social services, tourism and economic development in leisure services. These outcomes cannot be developed in isolation within a single municipality but in the context of broader regional markets;
- Volunteers will continue to be critical to the development and delivery of recreation services. Consideration of volunteer development, recognition, recruitment and succession will be important to sustain a strong and vibrant volunteer pool and services delivery system.



2.5 Parks and Recreation Strategies

The following strategies are based on an analysis of research, surveys and inputs through this background phase of the Study. They help focus the development of this Master Plan.

2.5.1 TOWN ROLE

The role of the Town should be based on the following priorities:

- To identify the recreation needs and interests of the community;
- To act as a facilitator and broker, bringing together partners to develop and operate facilities and programs in the most flexible manner possible;
- To assist in the preparation of recreation facilities proposals, business plans, event programs and grant applications related to partnerships in the community;
- To be directly involved in recreation services when a partnership or third party provider is not available, is too risk intensive or no other service provider exists; and
- The use of municipal partnerships involving public, private and non-profit sectors, as well as community groups, is widely seen as vital to recreation delivery strategy.

2.5.2 FACILITIES

- Multi-use facilities have been identified as a strategy in developing major recreation facilities in Tecumseh. It is a strategy based on partnership-oriented facility model where a number of uses and users are partnered to achieve multi-use facilities;

- Access to schools is a preferred delivery strategic direction where: local neighbourhood servicing, improved relationships between users and on-site school staff can be achieved; opportunities for campus relationships between school boards and recreation providers can be developed; and by cautiously reviewing specialized recreation facilities developed in partnership with schools;
- Trends toward larger municipal or regional facilities may shift the focus away from local area servicing. A balance is needed to ensure the availability and operation of local area centres such as schools, churches and club facilities for continued delivery of local area leisure services;
- While there continues to be a focus on new facility development, these must be balanced with strategies to rehabilitate existing facilities through additions, renovations and re-adaptive uses.

2.5.3 FINANCE

- Capital and operating finances should be based on a mix of four to six sources, including fundraising, direct financing, development charges, municipal grants, corporate sponsorships and public donations;
- From an operating perspective, increases in user fees should move to between 60% to 75% coverage of the Department's total operating budget and may increase over time from this threshold;
- It is important to utilize proactive reserve funding approaches for capital renewal, self-sustaining debt coverage and similar financing strategies to provide the ongoing capital maintenance of facilities with respect to the replacement of major components over a twenty-year period.

2.5.4 OTHER STRATEGIES

- Evaluation of recreation services is becoming increasingly important in the public and private sector. Investments in recreation services will be targeted on specific needs that are identified by community members and sport-specific outcomes that can be measured over time;
- Funding and acquisition of land for indoor facilities can be processed through the development charges by-law;
- Recreation facility lands should not reduce the availability of park and open space resources;
- The use of campus settings for parks and recreation facilities should be considered wherever possible to gain benefits of multi-purpose trips and shared use of parking areas and playing fields between schools and public uses;
- Land banking is often a preferred strategy where municipalities purchase land eight to ten years ahead of its required use to acquire a preferred site and to acquire land at a lower cost than at the development stage.



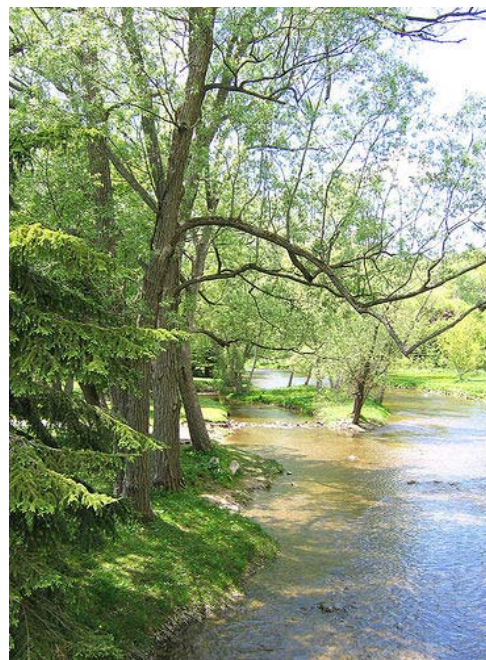
3 STRATEGIC MASTER PLAN FOUNDATION

3.1 Vision Statement

A Vision Statement establishes a long term horizon towards which all participants and stakeholders can aspire. It should be a statement that creates a sense of direction and common bond within the community. The Vision Statement establishes the basis upon which the Plan has been developed and will be used for ongoing implementation.

FOUNDATION RECOMMENDATION 1: Vision Statement

A parks and recreation system comprising of participants, volunteers, staff and Council, collectively facilitating community health, wellness, and enhancement of the natural environment.



3.2 Mission Statement

A Mission Statement articulates the fundamentals and primary focus to be achieved through a Master Plan. It identifies the intent and broad strategic approaches that will be utilized in the years ahead.



FOUNDATION RECOMMENDATION 2: Mission Statement

1. ***To enhance quality of life and liveability for residents by providing parks and recreation programs, activities, and facilities for the maximum benefit of the community.***
This identifies the overall direction of Parks and Recreation Services to enhance the quality of life in the Town of Tecumseh by offering specific programs that are of interest to the community; create opportunities for passive recreational activities in parks and along trails; and offer facilities and venues in which the recreational activities can take place.
2. ***To offer ongoing services to guide and encourage participation in recreational and leisure activities as part of a healthy lifestyle.***
This identifies the promotional mandate of Parks and Recreation Services to inform the public of opportunities available and to promote participation in various activities.
3. ***To provide affordable recreational and leisure opportunities for the community.***
This addresses the affordability of recreational opportunities which is a significant consideration in view of recent economic changes in the Windsor Essex economy.
4. ***Working with and supporting local community groups and organizations, the Parks and Recreation Services will take a leadership role to create opportunities for a wide range of sport, recreation and leisure opportunities.***
This identifies the strong relationship between Parks and Recreation Services and the local volunteer community organizations that provide programming, scheduling, coaching and general support for many of the recreation programs within the Town.

Together, these four Mission statements establish a sound framework within which to develop the Master Plan.

3.3 Organizational Values

The following values are the basis for future directions, actions and implementation by the Parks and Recreation Department. These values identify how the department will interact with community stakeholders, participants and volunteer organizations for the future success of sport, recreation and leisure activities in the Town. They provide a measure against which the Department can be evaluated in their success of delivering services to the community.

FOUNDATION RECOMMENDATION 3:

Organizational Values

- **The Department will support the policies contained within “Healthy Places, Healthy People” (see Appendix IV), for positive outcomes related to social development, education, healthy lifestyle and natural environment.**
- **The Department will focus on community service in the provision of programs, parks and recreational facilities to meet the needs of the community.**
- **The Department will practise environmental stewardship through the implementation of programs, design and maintenance of parks, and the development and operation of recreational facilities.**

- **The Department will offer a diversity of experience including active and passive recreation; team oriented and individual activity and venues for programmed and non-programmed events.**
- **The Department will strive for inclusiveness in all programming, parks design and facility design regardless of social, physical or mental abilities.**
- **The Department will encourage accessibility to all programs, venues and parks to encourage participation regardless of economic resources, cultural background or location within the community.**
- **The Department will encourage programming and activities that are fun, enjoyable and celebrate community events in the Town.**
- **The Department values professional growth, education and life-long learning related to roles and responsibilities for service delivery.**
- **The Department encourages the development of staff, volunteer organizations and recreation stakeholders in order to improve parks and recreation service delivery.**

4 PARKS AND MULTI-USE PATHWAYS

4.1 Parks

The Town owns a total of 171.85 hectares(ha) of parkland. This parkland has been divided into community parks 40.17 ha, neighbourhood parks 15.33 ha and open space parkland 116.35 ha. There are eight community parks with an average area of 5.02 hectares. Five of the parks, Lacasse Park, Tecumseh Centre Park, Green Acres Park, Buster Reaume Park and L'Essor Soccer Fields are located in the North District, north of County Road 22. One community park is located in the Central District, McAuliffe Park. Two remaining community parks, St. Mary's and Weston Park are located in the southern Rural District.

The parkland provisioning across the Town is 1.6 hectares per 1000 population for community parks, 0.6 hectares per 1000 population for neighbourhood parks and 4.7 hectares per 1000 population for open space parkland.

There are 74 ha of other municipally owned lands abutting Fairplay Woods that provide opportunity for an additional 3.0 hectares of parkland per 1000 population for the Municipality. During the course of this Master Plan, the Town has successfully secured additional parkland in the North District: 2.85 hectares of parkland on the waterfront and an additional 26.3 hectares of green space through the acquisition of a portion of Lakewood Golf Course. This added 1.2 hectares of open space parkland per 1000 population. The Town also has an option to purchase an additional 12.14 ha (30 acres) of Lakewood Golf Course property. In addition to municipal lands, the community has access to, public institutional and Essex Region Conservation Authority lands, comprising 1.6 hectares of land per 1000 population (41.5 ha).

The combined community and neighbourhood park provisioning of 2.2 hectares compares favourably to the park provisioning found in the Greater Toronto Area of between 2.0 and 2.2 hectares per 1000 population for active park needs. The combined total of 6.9 hectares of parkland and open space per 1000 population compares favourably to recently completed studies in Lakeshore, Waterloo and Stratford where the range of parkland is 5.2 to 5.7 hectares per 1000 population.

The Town parkland is concentrated in the developed North District, north of County Road 22 with 4.6 hectares of municipal parkland per 1000 population. The Central District has 2.0 hectares of parkland per 1000 population. There is less community and neighbourhood park area available in the southerly Rural District at the rate of 1.7 hectares per 1000 population, which is not uncommon for less populated rural areas. Future direction for parks acquisition should ensure a balance of neighbourhood and community parks distributed in proportion to population residing in the North, Central and Rural Districts of the Town. This will help to provide reasonable access to parks and recreation for all residents.

4.1.1 PARKLAND CLASSIFICATION

The parkland classification recommended for the Town of Tecumseh is described on the following tables and shown on the Recreation Facilities and Multi-Use Pathway Maps (Appendix II) includes the following park types:

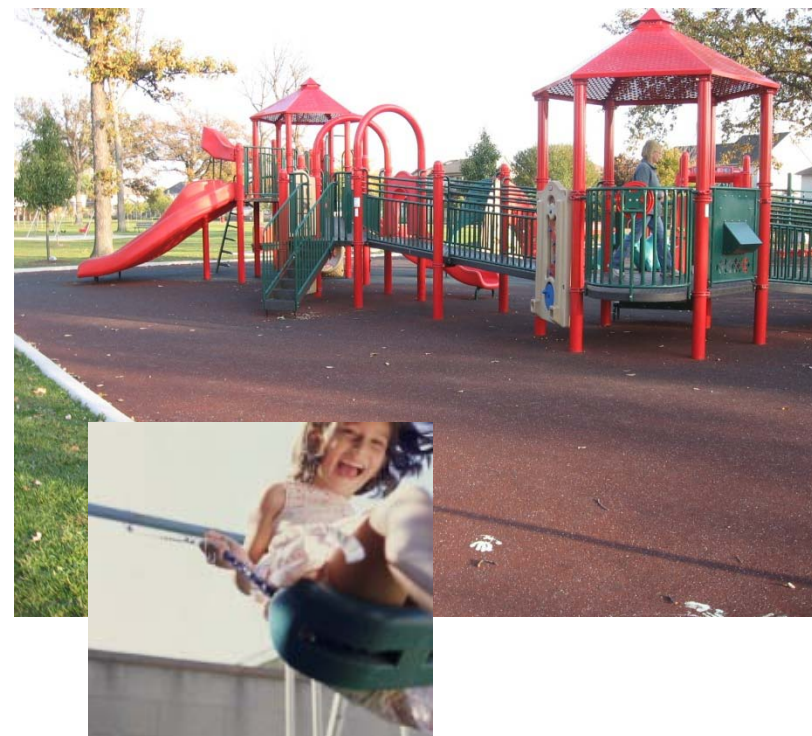
- Community parks are large park venues designed to service between 8000 to 10,000 residents within a service radius of 1.6 to 2.6 kilometres. The preference is to locate community parks on arterial or collector roads with a minimum area of 4.0 hectares, (Table 4-1);
- Neighbourhood parks are intended to serve defined neighbourhood areas usually with an area of 0.5 to 2.0 hectares. Typically they serve up to 5,000 residents within a 0.4 to 0.8 km radius (Table 4-2);
- Specialized parks generally comprise small access points located on the Lake St. Clair shoreline or specialized park uses. These park areas are generally less than 0.5 hectares and provide passive recreation opportunities (Table 4-3).

The following tables describe each of the park classifications, their facility requirements, service areas and key attributes for each classification. The description can be used when considering investments in new parks, land assembly, preferred locations and related parkland investments.

The Situational Analysis identified sufficient area of municipal public parks and open space, at a rate of 6.9 hectares per 1000 population to meet Town needs. The background report identified a significant number of smaller neighbourhood parks and fewer larger community parks. The general focus of parkland acquisition and development will be on the larger community parks to provide a greater range of services and opportunities than are available in smaller neighbourhood parks.

PARKS RECOMMENDATION 1:
Park Classification

That the Town adopt the parkland classification for community neighbourhood and specialized parks and the criteria shown in the following Tables 4-1, 4-2 and 4-3.



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**Table 4-1
Community Parks**

Basic Facility Requirements	Optional Facilities	Access	Service Area	Preferred Size	Service Standards	Identity and Location
Fulfill all requirements as Neighbourhood Parks; Major playground; Park name and signage; Competitive level play fields and play courts (basketball, ball hockey, tennis or multi-purpose); Washrooms (preferred but not essential); Seating area for viewing such as bleachers; Provision of tree shade; Parking and parking lot lighting; Picnic Areas / Pavilions Bike racks; Waste and recycling receptacles.	Additional play fields or play courts; Splash pad; Natural areas; Informal activity areas; Informal seating areas; Open turf areas; Concession facilities; Play area, walkway and field lighting; Informational signage; Multi-use pathways	Walking; Cycling; Driving.	1.6 to 2.6 km radius in built-up areas; 2.0 km in urban fringe areas.	Minimum 4.0 hectares.	2.0 hectares / 1000 population; Primarily active park spaces with provision of passive spaces to fulfill the requirements of a neighbourhood park where applicable.	Define edges to distinguish from adjacent land use and provide extensive street frontage for safety, visibility and access; Flankage along a Minimum of one road Location to be central to the community and accessible from a major road; Screen park from negative impacts; Screen neighbouring residences from negative park impacts where applicable.
NOTES:	Serves identified communities such as former Tecumseh and St. Clair Beach; Location and facilities should be coordinated with larger elementary or secondary schools where possible; Potentially attracts visitors from other areas of Town and outside of Town					

See Appendix 1 for a list of Community Parks

Table 4-2
Neighbourhood Parks

Basic Facility Requirements	Optional Facilities	Access	Service Area	Preferred Size	Service Standards	Identity and Location
Playground, informal seating area; Park name and signage; Open turf area for play; Provide tree shaded areas for passive recreation; Waste and recycling receptacles; Pavilions / picnic areas.	Play courts; Play field; Horseshoe pits, etc.; Multi-use pathway connections.	Walking; Cycling; Non-motorized.	400 to 600m radius or 5 to 8 minutes of walking; Uninterrupted by major roads or physical barriers; A higher 1.0 km radius for urban fringe areas that are not fully developed.	0.2 to 2 hectares	1.0 ha/ 1000 population; A balance of active and passive park spaces.	Define edges to distinguish from adjacent land use and provide extensive street frontage for safety, visibility and access; Flankage along a Minimum of one road Location to be central to the neighbourhood it serves. Area is not interrupted by major roads and other physical barriers. Buffer park from negative impacts.
NOTES:						
Serves one or two neighbourhoods; Location and facilities should be coordinated with elementary schools where possible.						

See Appendix 1 for a list of Neighbourhood Parks

STRATEGIC MASTER PLAN FOR
PARKS AND RECREATION SERVICES

Table 4-3 Specialized Parks						
Basic Facility Requirements	Optional Facilities	Access	Service Area	Preferred Size	Service Standards	Identity and Location
Basic facility requirements to be determined on individual basis; Park signage; Waste and recycling receptacles.	Parking as required; Parking lot lighting as required; Washrooms as required; Display information or guide to park facilities where applicable; Visitor support amenities; Multi-use pathway connections.	Walking; Cycling; Driving.	Serves the entire Town and beyond.	Size varies depending on land base, facilities and venue purpose.	2.5 hectares / 1000 population.	Define edges to distinguish from adjacent land use; Flankage along a minimum of one road Location dependent on availability of areas with features these parks can rely on.
NOTES:	May include: <ul style="list-style-type: none"> • Recreational buildings; • Waterfront parks access; • Trails; • Cultural, civic and historic parks, memorials, monuments; • Public gardens; • Conservation areas, natural areas; • Ecologically significant lands; • Watercourses; Potentially attracts all resident and visitors from outside the Town					

See Appendix 1 for a list of Specialized Parks

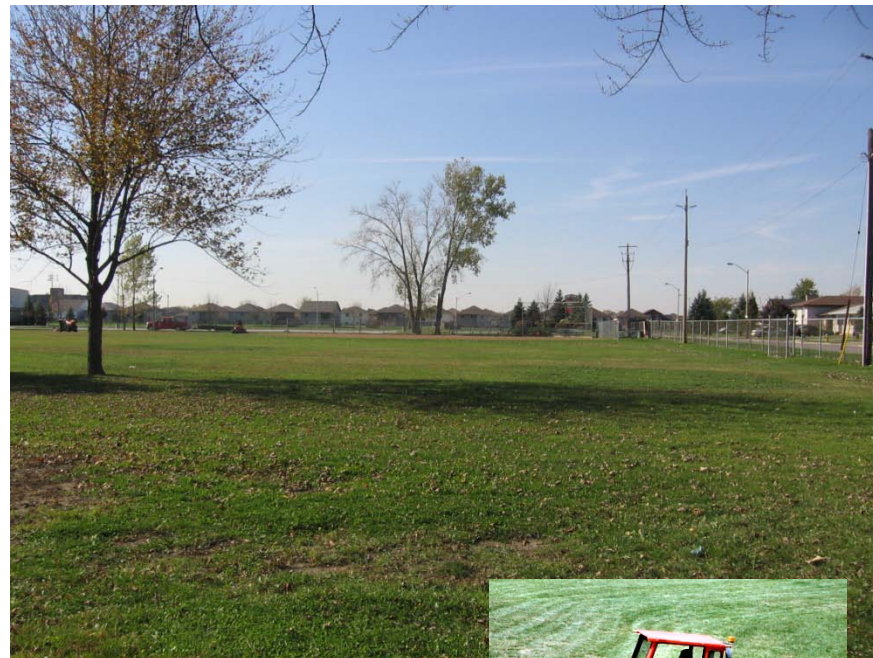
4.1.2 PARKLAND PROVISIONING STANDARDS

Tecumseh has been active and successful in acquiring community, neighbourhood and specialized parks. The September 2009 survey rated public parks and green space as important by 94 % of the respondents. The rates of parkland provisioning exceed parkland availability of similar size municipalities in Ontario. The goal with respect to community and neighbourhood parks is to increase the current rate of 2.4 hectares of parkland per 1000 population to 3.0 ha per 1000 population with a shift in emphasis to a greater proportion of community parklands. Specialized parks and open space related to the water front or sport tourism venues are recommended to remain at the current provision rate of 3.5 ha per 1000 population.

**PARKS RECOMMENDATION 2:
Parkland Provisioning Standards**

That the Town adopt the following parkland provision standards:

- **Neighbourhood parks 1.0 hectares per 1000 population;**
- **Community parks 2.0 hectares per 1000 population;**
- **Specialized parks and open space 3.5 hectares per 1000 population;**



4.1.3 PARKLAND ACQUISITION

Parkland acquisition is proposed in three different strategies. In the first strategy, development on greenfields lands or redevelopment, the Planning Act sets out provisions for the acquisition of lands or the payment of cash-in-lieu for parkland. A second strategy is where other public lands are declared surplus and an opportunity is made available to purchase surplus publicly owned lands. A third strategy is where the municipality acquires lands to provide for special parks and recreation services such as the waterfront park. The intent is to obtain lands for public purposes in accordance with the legislative authority set out by the Province and using the least cost to residents in the Town.

The preferred approach to obtaining parkland is to accept appropriately sited and configured parkland which meets the criteria established through the Master Plan. The second choice is to accept cash-in-lieu of parkland. Normally this option will be more costly because the value of the land is based on land use approved values instead of lands dedicated before draft plan approval of subdivisions. The following recommendations identify Official Plan policies for parkland acquisition.

PARKS RECOMMENDATION 3: Official Plan Policies

That the Town include the following recommended land acquisition standards in the updated Official Plan policies.

- **Acquire lands suitable for parks and other recreational purposes as provided for in the Planning Act through plan of subdivision, consent and development approval practices.**
- **All conveyances shall be provided in accordance with the criteria and provisions as set out in the Parks and Recreation Master Plan at the following rates:**
 - **The conveyance for development of commercial and industrial lands shall be 2% of the land;**
 - **The conveyance for residential and all other purposes shall be at 5% of the land or one hectare of land for each 300 dwelling units permitted whichever of the two is greater.**
 - **Council may acquire lands above these rates where there is a demonstrated community interest and financial resources to obtain additional parkland.**

**PARKS RECOMMENDATION 4:
Cash-in-Lieu for Parks**

Where the Town elects to accept cash-in-lieu of land dedication and where the parkland provision standards of the Master Plan have been fulfilled, the owner shall pay the money required in a value that is equal to the land conveyed under the following circumstances:

- Where the parcel of land is generally less than 0.2 hectares and is not of suitable shape or location appropriate for public parkland.
- When using the guidelines established in the Parks and Recreation Master Plan, it is determined that the established parks and recreation facilities in the area of development are sufficient to serve any future projected increase in population.
- The determination of the value of land shall be in accordance with either Section 42 or Section 51 of the Planning Act as amended.



Through the background study two community park locations were identified as part of prior Secondary Land Use Plan processes. These parks are the first two recommended below. Furthermore, an ongoing Secondary Plan process will rationalize parkland needs for the areas that are subject to the Tecumseh Hamlet Secondary Plan. This is referenced in the third recommendation below. It is acknowledged that the Secondary Plan process will need to ensure there is adequate parkland in each quadrant of the Tecumseh Hamlet. Additional parkland will, where possible, be connected by a linear trail system.

**PARKS RECOMMENDATION 5:
Parkland Acquisition**

That the Town establish the following parks:

- **A community park be established in the Central District, as identified in the Official Plan, for the area east of Lesperance Road and north of the CP Railway (See Map 2, Appendix II)**
- **A community park be established in the Rural District, as identified in the Official Plan, in Maidstone hamlet (See Map 3, Appendix II)**
- **Parkland be acquired in each quadrant of the Tecumseh Hamlet Secondary Plan area as determined through the Secondary Plan process, ensuring there is adequate parkland in the Hamlet. (See Map 2 Appendix II)**
- **That a multi-use pathway or sidewalks be developed linking existing and new parks.**

Near the completion of this Master Plan the Town acquired 26.3 ha of the Lakewood Golf Course for parks and recreation use. These lands are shown on Map 1 Appendix II. The preferred long term public use of these lands will be determined through a detailed analysis, public consultation and undertaking of the a Master Plan for its long term development.

**PARKS RECOMMENDATION 6:
Lakewood Park Master Plan**

That the Town undertake a master park plan for the 26.3 ha Lakewood Park for the purpose of determining long term recreation activities, capital investments and programming for these lands.



4.1.4 SURPLUS SCHOOL SITES

Future trends in the Town of Tecumseh will provide for intensification and redevelopment of established residential areas and existing urban areas of Tecumseh. Specifically in the north district, the former Village of St. Clair Beach and former Town of Tecumseh may see the redevelopment of under-utilized or vacant lands. At the same time, there is declining enrolment in elementary and secondary schools in Windsor Essex based on discussion with the school boards. When school sites are being considered for acquisition, they should be assessed on the ability to sell surplus buildings and parking areas, while retaining the playing fields and/or park space as a community asset. Through the Master Plan process, there was no need identified for additional community building space in former school buildings.

**PARKS RECOMMENDATION 7:
Surplus School Land Acquisition**

That the Town of Tecumseh assess opportunities for the purchase of surplus school lands from both the Public and Separate School Boards with a view to retaining and / or expanding parkland for existing and future populations in under-served areas of the Town.

4.1.5 JOINT OWNERSHIP PARKS

McAuliffe Park is strategically located in a future growth area north of County Road 42. The facilities exist on lands that are owned by ERCA, the Separate School Board and the Town of Tecumseh. The existing elementary school, future Public elementary/high school campus site, along with existing parks space and the ERCA natural area create a significant community park with synergies related to shared use of fields, parking areas and support facilities. The Town and the School Boards and ERCA should work together in the development of a coordinated park system in this area and including the establishment of a joint-use agreement. This strategy will help achieve effective use of these lands for recreation and school activities.

**PARKS RECOMMENDATION 8:
McAuliffe Park Master Plan**

That the Town of Tecumseh work with the Windsor-Essex Public School Board and Separate School Board to create a Master Plan for McAuliffe Park in Central Tecumseh.



4.1.6 LEASE AGREEMENTS

Lease agreements provide the Town with lands for park use without the need to purchase the land outright. The following are examples of current lease agreements.

St. Mary's Park in the Hamlet of Maidstone is currently owned by the Catholic Diocese of London and leased to the Town. The lease will expire March 31st 2032. The park provides a significant resource to the community in terms of baseball diamonds, tennis courts, pavilions and a playset. In addition the Town has obtained the first right to purchase these lands should the Diocese sell them. The Town has established adequate arrangements to secure continued use for recreational purposes over the long term for St. Mary's Park.

The Town has entered into an agreement with the L'Essor High School for the public use of the auditorium. The Town made a significant contribution to purchase furnishings in the auditorium. The agreement guarantees public access to the auditorium, thereby creating new cultural and event opportunities in the Town without owning or operating the facility.



SMALL PARK SPACES

The priorities and interest in parkland design evolve over time with changing community interests and changing demographics. The Town of Tecumseh has 15 parks that are less than 0.2 hectares and distributed throughout residential neighbourhoods. Eight of these properties house pumping stations along Riverside Drive and provide important access to the waterfront. Three of these parks (Poisson, Chippewa and Ticonderoga) are small but are considered jewels in the parks system with extensive flower beds and the highest level of maintenance. Three of the small parks (Millennium, Cranbrook and Arrowhead) have limited opportunities for active playground and programming due to their small size and are primarily attractive to preschool age children living in proximity to the sites.

Small park areas with playground facilities provide a neighbourhood scale recreation activity important to children living within walking distance. These parks contribute to the urban design of the community through the beautification and are often venues for commemorative events or monuments to important citizens or community events. These parks should only be considered for sale where there is no recreational, design or ceremonial importance to the site.

The only park to be considered for sale is Turtle Park which has no facilities or amenities for recreation.

PARKS RECOMMENDATION 9: Small Parks Disposition

That the Town evaluate the sale of Little Turtle Park. The proceeds from the sale will be placed in a parkland acquisition fund for the establishment of larger parks within the North District.

4.1.8 PARKLAND DESIGN

During site visits in preparation of the background study a number of parks were identified with fencing between the street and the park itself. This fencing provides controlled access and egress from defined points of the park decreasing the risk of children running on to abutting streets beyond identified entrance points. This fencing at the same time created an enclosure that separated the recreation activities from the community. The current principles of safe park design encourage eyes on the park where there is good visibility and access through the entire park. Based on changing design principles it is recommended that fencing be removed between the streets and the park to provide improved access, visibility and aesthetics for these sites.

The design of parks can also be improved by new tree plantings. The Town has adopted a list of Recommended Tree Species (see Appendix III) suited to the Town’s climate in response to the damage to trees from the Emerald Ash Borer. Plantings along the street make the park more inviting, increases shade and improves the enjoyment of the sidewalks.

Parks signage may be improved to identify park venues, add directions for pathways and establish rules for park use. Other design improvements may include lighting, increased street frontage and other amenity features.

PARKS RECOMMENDATION 10: Parks Design

That the Town of Tecumseh continue to:

- **Remove fencing between the street and neighbourhood and community parks to provide better access visibility and improved aesthetics for these parks.**
- **Improve the quality of parks design along streets by tree planting, signage and related improvements.**

4.1.9 LAKEFRONT PARKS

An important physical feature of Tecumseh is the Lake St. Clair waterfront. The Town owns a number of road allowances leading to the lake as well as drainage pumping stations pumping water from municipal drains located to the south. These small parcels of specialized parkland provide important access points, vistas and rest spots for passive recreation activities along the lakeshore. It is important that these access points be retained and enhanced where possible to strengthen the public connection to Lake St. Clair.

The Town recently acquired 2.85 hectares of waterfront land at the foot of Manning Road for park purposes. A Waterfront Park Master Plan was adopted for this parcel that will create a significant passive park venue for the Town along the shoreline of Lake St. Clair.

PARKS RECOMMENDATION 11: Lakefront Parks

That the Town of take the following actions with respect to municipally-owned lands on the Lake St. Clair shoreline:

- **Retain the existing road allowance/pump stations along the Lake St. Clair shoreline for passive recreation, lake viewing and related activities; and**
- **Implement the Waterfront Park Master Plan for the 2.85 hectares of municipally-owned waterfront land on the Lake St. Clair shoreline at the foot of Manning Road, creating a significant, passive specialized park venue.**

4.1.10 OFF-LEASH DOG PARKS

Off-leash dog parks are a new form of park which is very popular for residents to allow their dogs to run free within a fenced area of a park. Since the start of the Master Plan the Town has constructed two dog parks: a temporary dog park and a permanent dog park, both in the North District. The temporary site will be re-evaluated in future to assess the need for two dog park sites based on public demand. The permanent dog park had a relatively high capital cost to develop. Maintenance costs for both permanent and temporary dog parks will be higher than standard parks because there may be additional educational and enforcement tasks around this new activity. As the interest grows at least one dog park should be provided in each of the other two districts.

PARKS RECOMMENDATION 12: Off Leash Dog Parks

That the Town maintain the existing permanent off-leash dog park, in one year evaluate the temporary park and consider future requests for similar parks in the Central and Rural districts of the Town in the mid-term.

4.2 Multi-use Pathways and Sidewalks

The development and use of multi-use pathways and sidewalks is becoming increasingly important and valued as a community resource. These facilities provide corridors for walking, hiking, cycling, rollerblading and other forms of non-motorized transportation. This section will provide a summary of input received through the Situational Analysis and recommendations for future investment in multi-use pathways and sidewalks in the Town. Please Refer to Parks, Recreation Facilities and Multi-use Pathways maps in Appendix II for location of off-road and on-road multi-use pathways.

4.2.1 MULTI-USE PATHWAY BACKGROUND

Through the focus group sessions and public meetings, multi-use pathways and sidewalks were identified as an important resource to the community and future development was recommended, staff, Council, and various community groups. Participants viewed multi-use pathways and sidewalks as an important part of developing healthy communities. The overall goal would be to expand the multi-use pathways network; reinvest and establish sidewalks on all municipal roads; establish new off-road multi-use pathways in natural areas, new parks and develop future multi-use pathway connections extending the Chrysler Greenway and Ganatchio trails.

The Town is completing a Transportation Master Plan which includes the integration of alternative modes of transportation including walking and cycling. The scope of the Transportation Master Plan focuses primarily on facilities located in the public right of way, sidewalks and bicycle routes/lanes on the road. It provides the following descriptions of multi-use pathways and sidewalks:

- Multi-use pathways are shared-use facilities accommodating cyclists and a range of pedestrians including walkers, joggers, in-line skaters, wheelchairs, electric scooters and other non-motorized forms of recreation. They are preferred by individuals who do not want to travel on the road, enjoy exercise, natural areas and reduced risks associated with vehicular traffic.
- At the same time, sidewalks are intended for shared use of pedestrians, in-line skates, child cyclists, wheelchairs, handicapped electric scooters and other non-motorized vehicles. Sidewalks are used by individuals travelling to places such as work, school, recreation facilities or social activities. They can provide exercise space for walking, jogging and other aerobic activities. A complete sidewalk network is a foundation for active living by offering places to walk safely, away from traffic and generally available throughout the Town.

Through the community survey, over 61% of the respondents identified multi-use pathway use in the last three years. In addition, the survey identified 78% of the respondents who either strongly agree or agree that more multi-use pathways are important to the community.

There are now 14 km of multi-use pathways in the Town for a rate of 0.6 km of multi-use pathways per 1000 persons. This rate compares to the City of London 0.46 km, City of Ottawa 0.27 km and the City of Windsor with 0.43 km per 1000 population (Source: OMBI 2006 Performance Benchmarking Report). The Tecumseh multi-use pathways include the Chrysler Greenway 7 km, McAuliffe Woods 1 km and multi-use pathways along Manning, Riverside, Brighton and Tecumseh Roads for 6 km. There is also a short extension of the Ganatchio Trail 0.3 km into Windsor. Multi-use pathways and sidewalks are accessible to all members of the community, have no user fees, provide flexibility of use as to season, time of day and form of recreation.

4.2.2 MULTI-USE PATHWAY FOUNDATION

Multi-use pathways and sidewalks development supports three important trends in the community relating to demographics; environment and health. The changing demographics of an aging population have increased the popularity of walking and cycling as a passive recreational pursuit and increased use of multi-use pathways and sidewalks. Secondly, multi-use pathways and sidewalks provide opportunities to substitute automobile use with non-motorized transportation modes reducing the environmental impact of automobile use. Thirdly, multi-use pathways and sidewalks are important resources for improving the health of the community. The statement of principles regarding “Healthy Places, Healthy People” for the Windsor Essex Region (Appendix IV), identifies the development of sidewalks, trails and bikeways as important features to create safe, liveable and healthy communities. Together these trends support the development of a strong multi-use pathways and sidewalks infrastructure. The following recommendation should be adopted as the foundation for future investment in multi-use pathways and sidewalks.

MULTI-USE PATHWAY RECOMMENDATION 1: Multi-use Pathway Foundation

That the Town initiate the following actions with respect to the development of multi-use pathways and sidewalks:

- **To provide for multi-use pathways and sidewalks that are multi-use in purpose and designed to provide recreational, environmental and health enjoyment for residents and visitors.**
- **To coordinate the development of a multi-use pathways and sidewalks system with the Transportation Master Plan.**
- **To assign responsibility for multi-use pathways location and design where they are not located in the road right-of-way to the Parks and Recreation Department.**
- **To assign responsibility for the multi-use pathways and sidewalks location and design and maintenance to the Public Works Department, where they are located in the road right-of-way.**

4.2.3 MULTI-USE PATHWAY DEVELOPMENT

Recommendations regarding multi-use pathways development are divided into three groups: expansion to existing pathways, development of off-road pathways and development of on-road trails network. The Town has approximately seven kilometres off-road pathways located on the Chrysler Greenway and a small portion of the Ganatchio Trail located in the Town. The northerly extension of the Chrysler Canada Greenway from its terminus at North Talbot Road to the City of Windsor boundary at the Highway 401 and Walker Road would complete the link and increase the recreational opportunities for the Greenway. In addition, connecting the Chrysler Canada Greenway to the proposed multi-use pathway that will be constructed as part of the Windsor-Essex Parkway is an important objective and the Town should encourage its completion in co-ordination with other agencies. The Ganatchio Trail also extends from the City of Windsor. The extension of the Ganatchio Trail along Riverside Drive through the Town of Tecumseh with potential connections to the Town of Lakeshore would create a significant recreational and tourist opportunity for the Town. Access points to the Lake, the development of the Waterfront Park and Lakewood Golf Course public lands and connections across the Town provide a significant opportunity for multi-use pathway development. The paths should be designed for multi-use by pedestrians, cyclists and other forms of non-motorized movement.

The importance of connecting McAuliffe Woods and the urban area north of County Road 42 to Fairplay Woods through a multi-use trail is recognized and should be a longer-term goal of the municipality.

MULTI-USE PATHWAY RECOMMENDATION 2: Existing Trail Extensions and Future Connections

- **That the Town prioritize the extension of the Ganatchio Trail as a multi-use pathway, along Riverside Drive through the Town of Tecumseh to the Town of Lakeshore, connecting with Waterfront Park/Lakewood Golf Course Park.**
- **That the Chrysler Canada Greenway be connected through a multi-use pathway extending northerly to the City of Windsor boundary at Walker Road and Highway 401 by extending westerly along N. Talbot Road and northerly along Walker Road.**
- **That the Town work with other agencies to facilitate the introduction of a multi-use pathway connecting the proposed Windsor-Essex Parkway, multi-use pathway with the Chrysler Canada Greenway.**
- **That the Town consider alternative routes to connect the residential community north of County Road 42 and McAuliffe Woods to Fairplay Woods.**

Multi-use pathways are located in existing parks, on unused public right-of-ways, around stormwater management ponds and along Ontario Hydro corridors. One additional opportunity is to consider the acquisition of railway corridors that are declared surplus for the purpose of their redevelopment for multi-use pathways where deemed appropriate. In addition, portions of the Ontario Hydro corridor located between County Roads 22 and 42 provides an opportunity for important development of linkages as part of a broader pathway network.

**MULTI-USE PATHWAY RECOMMENDATION 3:
Off-Road Pathway**

- **That the Town enter into discussions to optimize the use of off-road pathway systems through Ontario Hydro corridors, where appropriate.**
- **That the Town consider the acquisition of rail lines, that are declared surplus, for use as a multi-use pathway in addition to other municipal purposes.**
- **That a multi-use pathway system be established around stormwater management ponds.**
- **That Fairplay Woods have a hiking and walking trail system established in it through a site-based master planning process.**
- **That a multi-use pathway system be established and maintained in all major parks in the Town, including Lacasse, McAuliffe Woods and Green Acres Park.**
- **That the creation of a multi-use pathway be provided in new subdivisions that facilitate the completion of and connection to the network identified on Maps 1, 2 and 3.**
- **That the on-road pathway system be designed for the purpose of connecting multi-use off road pathways, parks, schools and other significant institutional venues / destinations in the Town in a safe and convenient manner.**



The third level of multi-use pathway development is on existing public rights of way. These pathways would be the responsibility of the Public Works Department for development and maintenance. The primary purpose for these pathways is an alternative form of transportation within the Town. Where pathways are developed they should focus on opportunities to connect significant recreational, institutional and workplace destinations.

The recommended multi-use pathway locations are shown on North District Map 1, Central District Map 2 and Rural District Map 3. These locations are intended to complement the recommended multi-use pathway system in the Tecumseh Transportation Master Plan.

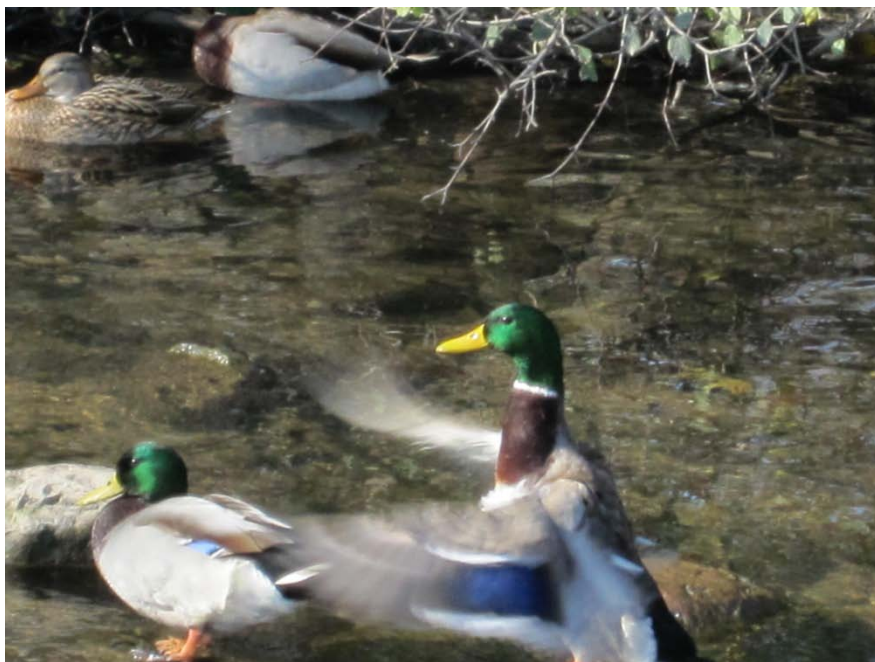


MULTI-USE PATHWAY RECOMMENDATION 4: Pathway Implementation

- **The Town of Tecumseh through ongoing consultation with community organizations and stakeholders oversee the development of future multi-use pathways in accordance with Maps 1, 2 and 3 and provide advice to Council on future multi-use pathways development.**
- **That a parks and multi-use pathways map be prepared for the Town of Tecumseh as an information and educational guide.**
- **That the Town encourage use of multi-use pathways through tourism and public events related to pathway use.**
- **That Official Plan contain policies and identify multi-use pathways in the preferred locations on map schedules, in accordance with the pathway locations identified in the Strategic Master Plan for Parks and Recreation Services.**
- **That an annual budget item for the development and maintenance of multi-use paths, including lifecycle costs be developed.**
- **That the establishment of new multi-use paths continue to be part of the Development Charges review process, at the rate of 0.6 km per 1000 population.**
- **That the Town participate in any Windsor Essex Regional comprehensive multi-use pathway development strategy.**

4.3 Natural Areas

The interest in naturalized areas throughout Ontario has been increasing along with the interest in environmental protection, global warming and the loss of biodiversity. Throughout society, there are significant initiatives to protecting, conserving and enhancing the natural environment. Municipalities are looking to community groups to function as stewards of naturalized public lands in the form of stewardship committees. There are opportunities to engage the community groups as active participants in the environmental protection of their community. For the municipality, there are opportunities to reduce maintenance costs with the introduction of strategic naturalized spaces in parks and along trails and public roadways.



4.3.1 NATURAL HERITAGE PROTECTION

Through the Situational Analysis, public meetings, focus groups, public briefs and Council / Staff comments, there was significant support for environmental enhancement. This interest is reflected in the Council adopted policy document “Healthy Places, Healthy People Smart Choices for the Windsor Essex Region of Ontario” (Appendix IV) which identified the need to preserve, conserve and enhance the natural heritage features of the Windsor Essex Region to create healthy environments. Natural lands should be protected and incorporated within planned “greenway” systems for the benefit of the neighbourhood, the region and wildlife habitat areas connecting urban, rural and waterfront lands.

The existing Official Plan policies of the former Town of Tecumseh and former Township of Sandwich South recognize the importance of preserving the remaining natural heritage areas in the Town. Section 2.2 of the Town Plan includes an Environmental Goal to minimize the impact on the environment “by preserving the unique attributes of the area landscape.” Furthermore, the Township Plan includes Section 3.11 Natural Environment Goals “to ensure that the Township preserves, protects and enhances the remaining natural areas for ecological and/or passive open space purposes.” These policy directions support the recommendations of the Master Plan related to natural areas.

The devastation caused by the Emerald Ash Borer has made the loss of trees throughout Tecumseh a significant issue. At the public meeting, through staff discussions and in focus groups, significant interest was shown in reforestation and the naturalization of parks, drainage, ditches and watercourses in the community. Trails, such as the Chrysler Greenway, also offer opportunities for naturalization.

The Town has identified a list of trees suitable for ornamental planting and naturalization planting (Appendix III Recommended Tree Species). The listed ornamental trees are mostly non-native species that are suitable for built-up areas, formal parks and street boulevards. The listed native tree species are common to the Windsor-Essex Region. These species are very hardy, well adapted to harsh growing conditions and should be used exclusively for any naturalization projects.

The Town of Tecumseh has two significant natural areas. The first is Fairplay Woods with an area of forty-seven hectares owned by the Town. The second is McAuliffe Woods with an area of ten hectares owned by ERCA. Preservation of these sites is even more important because of the competing demand for high value agricultural and urban development lands. They require protection and proper management for long term community benefit and sustainability.

NATURAL AREAS RECOMMENDATION 1: Natural Areas Foundation

That the Town of Tecumseh undertake the following actions with respect to natural areas:

- **Prepare a conservation master plan, in cooperation with the Essex Region Conservation Authority and community environmental organizations, for Fairplay Woods with the appropriate development of multi-use paths, signage, educational programming and a conservation management plan.**
- **Undertake an annual program of reforestation in existing parks; along public boulevards and all pathways, in particular the Chrysler Greenway, and that a tree planting requirement be integrated to any new development areas in the Town.**
- **The Town undertake a Forest Inventory to quantify the present health of the urban forest located along the roadways and within the formal parks; to identify a number of open spaces that are suitable for tree planting to create a significant increase in the total amount of forest cover within the Town; and to establish a goal for amount of tree canopy cover in Tecumseh.**

NATURAL AREAS RECOMMENDATION 2: Natural Areas Implementation

That the Town of Tecumseh undertake the following actions to implement the recommendations related to natural areas:

- **Support not-for-profit environmental groups and partners in naturalization programs within the Town.**
- **Identify the Manager of Parks / Horticulture as the position responsible for naturalization initiatives in the Town of Tecumseh.**
- **Undertake a program of education and joint management with existing and future schools near McAuliffe Woods, to act as environmental stewards of these lands.**
- **Incorporate naturalized areas including a variety of native plant species in all new stormwater management ponds, waterfront parks or other municipal lands be introduced where appropriate.**
- **That the Town develop Official Plan policies that encourage protection, conservation and enhancement of stream corridors, naturalized drains, existing natural heritage features and an emphasis on tree and plant enhancement through species native to the Windsor-Essex Region.**

5 OUTDOOR RECREATION FACILITIES

Outdoor Recreation Facilities include soccer fields and multi-use fields, ball diamonds, tennis courts, basketball courts, playgrounds, picnic areas and pavilions. The purpose of this section is to identify future demands for these outdoor facilities. There are two projections, the first is demand to 2015 and the second is projected to 2030 based on the population figures in Section 2.3 Demographics. Table 5-1, Outdoor Recreation Facility Needs, identifies existing and future demands for the various outdoor facilities.

With respect to trends in sports fields, there was strong support from focus groups, and through the survey for additional and larger soccer fields. This is consistent with the trend towards soccer demand across Ontario. Notwithstanding the increase in soccer participation, baseball remains strong in the Windsor-Essex area and existing baseball diamonds should be retained wherever feasible.

5.1 Soccer Fields

The Town currently has fourteen soccer/multi-use fields with an average of 2,000 registered participants for the last three years. According to the survey, the participation rate for households with children was 27%. Results from the focus group sessions with soccer organizations indicate a need for more soccer fields and upgraded soccer fields. Using a target rate of one full soccer field per ninety youth registered participants, this would result in twenty-two fields. On this basis there is a current shortfall of eight soccer fields in the Town. This standard of provisioning is benchmarked in a 2007 Study by Waterloo Minor Soccer using data from across southern Ontario.

Future demand to 2015 will increase to twenty-eight fields assuming the same levels of participation consistent with increases in population. Recreation trends in soccer with an increasingly diverse cultural mix, increasing women's soccer and adult leagues will continue the demand in future soccer field use. Many Windsor residents register in Tecumseh because there are no team boundaries and the venues maybe closer than City fields.

OUTDOOR FACILITIES RECOMMENDATION 1: Soccer Fields Development

That the Town of Tecumseh aim to meet the goal of one soccer field for 90 registrants by:

- **Adding eight soccer pitches for a total of 22 fields by 2013;**
- **Adding six soccer fields for a total 28 fields by 2015; and**
- **Continue to monitor demand for additional fields after 2015.**

5.2 Regional Soccer Venue

Through the focus group sessions there was discussion around developing a multi-pitch soccer venue for sport tourism and regular league play. This would comprise a minimum of four full sized fields of which at least one is lit and irrigated. The venue should have a field house, washrooms and concession stand as part of the site. A good candidate site would be the Town owned lands at Manning Road likely beyond the 2013 timeframe as new residential development grows south to this area. Consideration should be given to partnerships with Windsor and Lakeshore because of the proximity to Highway 401 and other parts of the adjacent communities.

The regional soccer venue was discussed by soccer groups and IBI Group as a solution to obtaining more soccer fields. A larger venue for house league, competitive and tournament play could fulfill soccer needs at several levels of soccer play. These municipally-owned lands have been considered for other sports related activities. There may be interest from neighbouring municipalities given the soccer registration from residents in Windsor.

OUTDOOR FACILITIES RECOMMENDATION 2: Regional Soccer Venue

That the Town of Tecumseh identify municipally-owned lands adjacent to the Fairplay Woods natural area for the purposes of developing a multi-pitch soccer venue for local and regional play, in the medium term.

That the Town of Tecumseh consider the development of an artificial soccer pitch and soccer dome based on a business case provided from local soccer organizations in the long term.

5.3 Baseball Diamonds

The Town currently has sixteen ball diamonds serving a registration of approximately 1,400 participants over the last number of years. Based on a target provisioning standard of one diamond per 100 registrants, there is a surplus of two diamonds. This standard is based on experience in other Master Plans in Ontario. This capacity is sufficient to the 2013 time frame. Based on existing participation rates there will be a need for twenty-two ball diamonds by 2028 to accommodate population growth assuming the same participation rates. The household survey indicated that 15% of the households with children participated in baseball. The Windsor Essex area continues to be a strong supporter of baseball activities with access to the US market in Detroit and the longer playing season due to local climate.

OUTDOOR FACILITIES RECOMMENDATION 3: Baseball Diamonds

That the Town of Tecumseh retain the existing baseball fields and consider increases in the number of fields after the 2013 season to meet the goal of 1 baseball diamond for every 100 registered participants.



5.4 Field Maintenance

Through the focus group discussions, several organizations identified poor maintenance of soccer fields and requested additional turf and operational improvements. Concerns were expressed that the Town staff did not do the bookings for 10 of the soccer fields, and could not properly maintain the fields due to over use.

In order to support increased field investment, the soccer organizations need to document their utilization rates, and registrations to support enhanced field investment and maintenance.

OUTDOOR FACILITIES RECOMMENDATION 4: Field Maintenance

That the Town through discussion with soccer organizations obtain more detailed information on utilization rates to support increased investment and maintenance for higher quality fields.

5.5 Multi-Use Courts

There are a total of twelve basketball courts in the Town. The target rate generally in Ontario is one basketball court for 1,000 youth (aged 10 – 19). In 2006 there were slightly more than 5000 youth in Tecumseh requiring five courts. Based on these figures there is a current surplus of seven basketball courts in the Town. The anticipated demand will increase to seven basketball courts by 2030. Future development of tennis courts and basketball courts should be combined as multi-use courts providing for several activities including tennis, basketball, ball-hockey, outdoor skating and related outdoor activities.

There are eight tennis courts available in the Town of Tecumseh in different locations. The use of tennis passes for controlled court access limited the participation rate to 200 in 2006. The target rate generally in

Ontario for tennis courts is one court per 5,000 residents. In 2006 the demand was five courts leaving a surplus of three courts. The anticipated demand to 2030 is seven courts based on a population of 32,231.

OUTDOOR FACILITIES RECOMMENDATION 5: Multi-Use Courts Reinvestment

That the Town of Tecumseh reinvest in multi-use, basketball, tennis, ball hockey and roller blade courts in the medium to long term increasing the range of court uses. They should be developed in sets of two courts allow multiple activities at the same venue.



5.6 Playground Equipment

The Town of Tecumseh has twenty-three playground equipment sites across the Town. The primary distribution target is one playground per 400-600 metre radius or a five to eight minute walking distance as identified in Table 4-2 for basic park facilities. The equipment is located in both community and neighbourhood parks. The distribution across the Town meets these provisioning standards except for the northeast corner of the North District which does not have a neighbourhood park. As new greenfield development or redevelopment occurs, all neighbourhood park sites should have playground equipment.

OUTDOOR FACILITIES RECOMMENDATION 7: Playground Equipment

That the Town of Tecumseh develop playground equipment in each of the neighbourhood and community parks with maximum walking distance of 400m / 5-8 minutes for neighbourhood parks set out in Table 4-2.

5.7 Splash Pads

The Town currently has one splash pad located within the Tecumseh Leisure Pool area in Lacasse Park. Splash pads are a good way to provide a safe water play area for children aged 0 – 14. Comments from the household survey and examples from other communities identify splash pads as highly valued and require minimal staff supervision and operating time. Splash pads should be considered for the Waterfront Park and improvements to McAuliffe Park. Consideration should also be given to a splash pad connected with any major municipal facility on the Manning Road location. In the 2015 timeframe one additional splash pad is proposed. In the 2030 time period two additional splash pads should be considered.

OUTDOOR FACILITIES RECOMMENDATION 8: Splash Pads

That the Town of Tecumseh develop one splash pad in Waterfront Park in the short term; one splash pad at McAuliffe Park in the mid term and two additional splash pads in the long term to match the development of community parks.



5.8 Picnic Areas and Pavilions

The Town has eighteen picnic areas and thirteen pavilions for public use concentrated in the North District. They are normally found in both neighbourhood and community parks. These facilities provide shade, and gathering places for passive outdoor activities. They are suited to an aging demographic that enjoys passive recreation outings. It is recommended that each neighbourhood park and community park include both picnic and pavilion areas to provide shelter and space for family and community gatherings.

OUTDOOR FACILITIES RECOMMENDATION 9: Picnic Areas and Pavilions

That the Town of Tecumseh continue to provide, maintain, and renew picnic areas and pavilions in each of the neighbourhood and community parks.



5.9 Skateboard Park

Two additional outdoor recreation activities that have been developed in other municipalities are skateboard parks and BMX tracks. These alternative sports respond to changing trends in youth activities and are successful in other municipalities. These facilities generally attract youth in the 10 to 19 year age group.

Skateboarding continues to be very popular throughout the province of Ontario. The popularity of skateboarding has resulted in damage to park benches, public steps and curbs as well as conflicting with pedestrians using sidewalks and paved pathways. In response to similar issues many communities have constructed permanent skateboard parks. The Town does not currently provide suitable space to accommodate skateboarders.

Members of Tecumseh Council and staff have received numerous requests for the development of a skateboard facility. It is recommended that a Skateboard Committee be formed to determine suitable location reflective of accessibility by foot, bicycle and/or public transit, as well as assist with the design of the park. Current cost estimates to construct suitable permanent facilities range between \$250,000 and \$350,000.

Consideration may also be given to incorporating smaller scale, introductory skateboarding facilities into a few smaller neighbourhood parks to allow younger youth the opportunity to develop their skills before graduating to the larger skateboard park.

One full size Skateboard Park should be constructed by 2015 and a second facility should be considered for the 2030 timeframe.

OUTDOOR FACILITIES RECOMMENDATION 10: Skateboard Park / BMX Tracks

That the Town of Tecumseh develop one skateboard park or BMX track for youth age group 10 – 19 and consider partnership with a not for profit group for capital and operating costs in the mid term and a second facility in the long term.



**Table 5-1
Outdoor Recreation Facility Needs 2008 - 2028**

Outdoor Facility	Recommended Provision Target	Supply (2008)	Demand (2008)	Current surplus (Deficit)	Future Demand (2015)	Future Demand (2030)
Soccer Fields/Multi-use field	1 Full Soccer Field per 90 registered youth participants	14	22	(8)	28	40
Ball Diamonds	1 Ball diamond per 100 registered participants	16	14	2	16	22
Tennis Courts	1 Tennis Court per 5,000 residents	8	5	3	6	7
Basketball	1 Basketball Court per 1,000 youth (ages 10 to 19)	12	5	7	6	7
Splash Pads	1 splash pad in each District short term and one in each community park long term	1	1	0	3	5
Skateboard Park/ BMX Track	1 skateboard park/ BMX track for each of the North and Central Districts	0	1	(1)	1	2

Note: Projected populations are 24,033 for 2009; 28,288 for 2014; and 32,231 for 2029

6 MAJOR RECREATION FACILITIES

This section of the Master Plan addresses major recreation facilities in the Town. Existing facilities include the twin pad arena and the Tecumseh Leisure pool. Future consideration of a multi-use recreation complex feasibility study is also presented.

Major recreation facilities were identified in the household survey as having good or excellent ratings by more than 80% of the respondents. These facilities represent a community focus for hockey, skating, swimming lessons, and related community events. Renewal and reinvestment is needed to maintain this community rating.



6.1 Arenas

The provisioning standards for arenas are normally based upon the population per arena. The current provision in the Town is one arena for each 12,500 population. This compares to the Town of Lakeshore with one arena per 15,000 population, the City of Waterloo with one arena per 12,184 population and the Town of LaSalle with one arena per 10,000 population.

The Tecumseh Arena was rated excellent or good by 93 % of the participants in the household survey. More than 50 % of those surveyed used the arena in the last year and 72% in the last three years. Twenty-eight percent of the households had involvement in organized activities at the arena from the survey.

The City of Windsor has built a four pad arena, two gymnasiums and a Community and Senior Centre Complex in East Windsor 3 km west of Tecumseh which opened in 2008. The Town of LaSalle opened the Vollmer Cultural and Recreation Complex with two arenas, an indoor pool and fitness centre just over two years ago. The Town of Lakeshore is also considering the replacement of the existing arenas with a double ice pad. Discussions with user groups recognize the opportunities for use of arena ice time outside of Tecumseh. The result has been a decrease in demand for ice rental in Tecumseh from 5,027 hours of prime time rental in 2008 to 4,473 hours of prime time rental in 2009. The new venue in Windsor and feedback that capacity is available at the existing arenas firmly indicates that no new arena space is needed in the short term.

MAJOR FACILITIES RECOMMENDATION 1: Future Arenas Feasibility Study

That the Town of Tecumseh undertake an arena utilization review and feasibility study when the Town's population exceeds 30,000 or when the utilization rate for prime time ice exceeds 90% for three consecutive years.

6.2 Outdoor Pool

The Tecumseh Leisure Pool was constructed in 2002 and provides summer swimming lessons and recreational swimming. Usage of the pool has increased to 1075 lesson registrations in 2009 from 773 in 2008 and over 20,800 public swim attendees in 2006. Over 75% of the community survey respondents attended the facility in the last three years and 86% of those attending gave it a good to excellent rating. Due to seasonal limitations there is limited programming and Tecumseh residents use indoor and outdoor pools in neighbouring municipalities.

MAJOR FACILITIES RECOMMENDATION 2: Tecumseh Leisure Pool Renewal

That the Town of Tecumseh continue to operate, maintain and renew the Tecumseh Leisure pool for seasonal summer programming and that indoor pool feasibility studies be conducted jointly with neighbouring municipalities or not-for-profit organizations.

6.3 Multi-Use Facility

The Town of Tecumseh currently does not have a multi-use centre offering a wide variety of recreational and community venues or programming. Multi-use facilities often combine arenas, indoor swimming pools, fitness centres, walking tracks, library and community meeting rooms into one large scale facility. They often include outdoor playing fields, such as baseball and soccer, trails and other outdoor amenities. Many residents currently travel to Windsor, LaSalle or Leamington to participate in indoor recreational activities. The benefits of multi-use facilities include shared buildings, common areas, washrooms, maintenance and operation staff, shared parking and other onsite amenities. Another benefit is that members of the same family may participate in various activities at the same venue. The effect is potentially higher participation rates and less travel time and effort on the part of the participants.

Through the focus group sessions, the community survey and other public input, there was interest in the development of an indoor pool and multi-use facility in the Town. Specifically the community survey indicated 35% of households with children visited an indoor pool in the past year. Unaided responses indicated the need for an indoor pool by 20% of the respondents.

YMCA of Windsor-Essex has indicated interest in developing an indoor pool, gymnasiums and community resource rooms in Tecumseh, east Windsor or the west part of Lakeshore. There are a number of successful examples of partnerships with the YMCA in the delivery of community recreational services where the municipality develops a multi-use venue and the YMCA manages program service delivery. There is significant cost related to municipal operation of an indoor pool. Revenue is limited because the Town offers service on a pay as you go format whereas the YMCA is membership based. The membership system allows the cost of the indoor pool to be spread over a number of recreational activity regardless of actual pool use. It is recommended that the Town complete a detailed feasibility study in the mid-term after 2015. While the YMCA has shown an interest, other not-for-profit groups or abutting municipalities may also be partners in the feasibility study.

MAJOR FACILITIES RECOMMENDATION 3: Multi-Use Facility Feasibility Study

1. **That the Town of Tecumseh initiate a Multi-Use Recreation Complex Feasibility Study beyond 2015 giving consideration to the following facilities:**
 - **An indoor recreational swimming pool;**
 - **A single ice pad evolving to a twin pad arena at a later date;**
 - **An artificial lit soccer pitch with the potential for a year-round soccer dome;**
 - **Flexible community centre space to provide opportunities for seniors, teens and arts and culture programming.**
2. **That the Town actively seek out potential partnerships to assess partnership opportunities.**

6.4 Facilities Renewal

The Town should continue the established lifecycle and renewal budgetary strategy to maintain and upgrade parks, outdoor facilities and indoor recreation facilities. This strategy responds to changing expectations from aging user groups who are paying higher fees year to year and expected to pay a larger proportion of the operation and capital costs. These trends for a higher user pay rate and increasing expectations is experienced through recreation plan across Ontario including Waterloo, London and Burlington.

MAJOR FACILITIES RECOMMENDATION 4: Facilities Renewal Strategy

That the Town of Tecumseh maintain and enhance the existing lifecycle funding in the annual budget by including the replacement costs and remaining useful life of all parks outdoor facilities and recreation facilities, in order to generate continuous and adequate rehabilitation resources for the venue.

That the staff undertake the development of a parks and recreation facilities renewal plan to support long term rehabilitation, maintenance and capital budgeting for buildings and venue condition studies once every ten years for each asset



7 SERVICE DELIVERY, DEPARTMENT STAFFING, AND COMMUNITY SUPPORT

7.1 Recreation Service Delivery

INTRODUCTION

As demographics change within the municipality and the surrounding areas, there is an increasing expectation for the municipality to provide a wider range of recreational opportunities that will meet the needs and interests of the residents. These expectations include direct and indirect programming, joint-use agreements, volunteer and community based not-for-profit groups, and specialized facilities. This Section is divided into three parts. Part 1 relates to delivery of parks and recreation services. Part 2, considers the Department staff resourcing. Part 3 identifies community support by the Town to deliver services.

The Department has a principal role in the delivery model with respect to skills, capacity, assets, leadership and financial resources. The Department can develop new services, programs, facilities based on assessments, evaluation, and feasibility studies on Council and community initiatives. However the Department cannot be seen as the only provider / body responsible for recreation services. The Town will seek input from other stakeholders when making decisions regarding the provision of recreation services. A vital part of the long term delivery process must ensure an appropriate balance between the Department and other organizations regarding roles and responsibilities for recreation services and facilities.

High satisfaction with recreation service delivery will be achieved where community organizations provide frontline volunteers for many sports programs. The Department's role is to support community organizations, partner with non-profit groups and provide direct service delivery where needed to get the most recreation service for the Town's expenditure.

7.1.1 SERVICE DELIVERY PRINCIPLES

The Town acknowledges the importance of establishing principles, with respect to the delivery of recreation services. These principles should be continually monitored through ongoing assessment. Establishing priorities through an evaluation of community needs will assist the Town in decision making where competing interests want funding and staff support for activities. All funding requests should be evaluated against the following principles.

SERVICE DELIVERY RECOMMENDATION 1: Service Delivery Principles

That the Town of Tecumseh, through the Parks and Recreation Department, be the leading agency in the planning, development, delivery and evaluation of recreation services based on the following principles:

- **Parks and Recreation Department should provide for and encourage broad based participation by Town residents primarily at the recreational level, while recognizing the benefit of more competitive activities.**
- **Recreation services and accessibility models should link the special needs of targeted populations, such as those with disabilities, seniors, youth, teens and new immigrants, to the provision of appropriate programs and facilities.**
- **Programs and services should support key strategic objectives of the Town, including policies contained in “Healthy People, Healthy Places”; the development of an integrated multi-use pathway system; and the encouragement of environmental stewardship for significant natural areas.**
- **The value and need for not-for-profit community service providers should be recognized to successfully operate and offer recreation services and facilities, and these organizations should be used as a catalyst to broaden the accessibility, availability, affordability and mix of recreation services available to its residents.**
- **Recreation programs, services and facilities should focus on providing services to Town of Tecumseh residents as primary users and not for participants from neighbouring municipalities.**

7.1.2 SERVICE DELIVERY – TOWN OF TECUMSEH

The Town through the Parks and Recreation Department currently offers direct recreational programming service, recreation facilities and provides parks for the array of recreation activities in the Town. Due to current limited staffing and facility space, the majority of the programming is offered seasonally at the outdoor Tecumseh Leisure Pool. All recreation facilities are owned by the Town and are provided to community organizations for programs such as hockey, and all parks are owned and maintained by the Town. This is the current direct delivery service model for parks and recreation.

This approach recognizes the resources, skills and financial ability of the Town to provide recreation services. It is based on a defined recreation need and the absence of community organizations, non-profit or institutional organizations are not reasonably available to offer the benefit to residents in Tecumseh. It is expected that this will remain the primary service delivery model over the life of the Master Plan.

7.1.3 SERVICE DELIVERY - COMMUNITY ORGANIZATIONS

Through the Situational Analysis, the importance of volunteers and community service providers became very evident. The Master Plan has previously recognized the importance of integrating volunteer organizations into the delivery of recreation services. Associations, groups and special interests are essential in the delivery of services and need to be involved as a supplement to the Town resources.

The Parks and Recreation Department provides indirect service delivery by working cooperatively with various community groups in providing recreational programming especially through sports organizations. The Department assists community groups in accessing facility use and promotions/marketing of activities.

The Department can also support community organizations through marketing, access to provincial and federal grants, assessments of new opportunities and programs and other administrative perspectives. The Department offers technical support and knowledge to help overcome challenges related to a changing volunteer environment and their limited resources. The second strategy relates to community organization service delivery.

7.1.4 SERVICE DELIVERY - PARTNERSHIPS

The Town has also entered into partnerships with the school boards for the use of facilities and parkland for municipal programming. The Town has identified, and continues to support, important partnerships, joint ventures and collaborative initiatives as alternative delivery approaches. The existing reciprocal agreements with the School Boards and the Diocese are examples of these partnerships. The Town can help to identify opportunities for new cooperative ventures between groups and institutional providers of facilities for new program initiatives. Partnership is the third strategy for program, facility and parkland service delivery.

SERVICE DELIVERY RECOMMENDATION 2: Strategies for Service Delivery

That the Town implement a planning, development and delivery role for its Parks and Recreation Department for recreation programs, facilities and parks using the following strategies:

- **Direct Service Delivery is where the Department will undertake the delivery of recreation programs, facilities and parks, using direct municipal capital investment and municipal annual operational budget allocations, where community organizations and partnerships are not available or feasible and the residents need and benefits for service, warrants public investment.**
- **Community Organization Service Delivery, recognizes the importance of volunteers and community groups. The Town will facilitate development and delivery of recreation services by community organizations through technical support, information, volunteer recognition, access to facilities and related community support for sustainable involvement.**
- **Partnership Service Delivery, recognizes the importance of not-for-profit and institutional service providers. The Town will enter into partnerships, joint ventures and other collaborative approaches which result in shared responsibility for recreation services or facilities where there is a clear demand for the type and level of programming; the interests of Tecumseh residents are the primary driving force, and there is a reasonable expectation for long term sustainability for the program.**

7.1.5 NEW SERVICES OR FACILITY DEVELOPMENT

Prior to the Town’s initiation of any new recreation services, parks or facilities, key criteria should be evaluated. These new services may include programs such as BMX cycling, fitness classes, moms and tots programs, or facilities related to fitness centres, soccer fields, trails and related facilities. By establishing criteria, Council is provided an opportunity to balance the benefits expected from the initiative with the level of investment to be made by the Town. Criteria that are applicable to other municipal investments, such as accessibility, affordability, and sustainability are equally applicable to parks and recreation initiatives.

These criteria relate to the existing or projected need for the new service or facility as identified by the Department or community organizations. The new services must be demonstrated as sustainable within the Town and for the identified user group. There must be demonstrated participation levels to offer benefits to participants as well as opportunity to the entire Town. Assessments should be made within a business case analysis process prior to finalizing any investment decisions. The anticipated costs and revenue for each initiative should be known prior to making a decision.

**SERVICE DELIVERY RECOMMENDATION 3:
New Services or Facility Initiatives**

That decisions to establish new recreation services or facilities should be based on the following criteria:

- **A demonstrated need for the service based on existing demands or growth in participation rates;**
- **Preparation and submission of a long term sustainability strategy for the program or facility;**
- **Commitments for open public accessibility and affordability for the residents of Tecumseh;**
- **Participation by the Town at a service level that benefits both the program participants and the entire community;**
- **The completion of a business case analysis with supporting justification for municipal investments in such ventures.**



7.1.6 DEPARTMENT POLICY DEVELOPMENT

The following recommendations address the development of Parks and Recreation Department policies to support decisions regarding parks, programs and facilities. As changes occur in the Town related to demographics, interest in new facilities or recreation trends, these recommendations provide guidance in the evaluation of new initiatives. They are intended to strengthen the Department and community organizations and facilitate more informed decision making by Council. The recommendation identifies the development of Facility Allocation and Fees & Rates policies to be prepared and adopted in the next 1 – 2 years in order to establish certainty for community organizations and a baseline for future decisions.

Comments from the focus groups identified conflicts allocating arena ice time, where adults were receiving prime ice time instead of youth. Adults have more flexibility by playing later in the evening whereas youth have school and rest needs that should be prioritized. An ice allocation policy to identify these needs is recommended to achieve the focus on youth oriented service and maintain utilization rates of the arena.

In order to improve cost recovery and field maintenance, a fees and rates policy should be developed with the goal to recover between 60% and 75% of the operation costs for all municipal facilities. This target is consistent with other municipalities across southern Ontario. It is intended to provide a guideline for cost recovery. The target may vary by youth, adult or level of sport performance.

SERVICE DELIVERY RECOMMENDATION 4: Facility Allocation and Fees & Rates Policies

That the Town develop and adopt new policies for Facility Allocation and Fees & Rates in the short term. When developing such policies, the following principles should be considered:

- **“Healthy People, Healthy Places” principles as adopted by Tecumseh (see Appendix IV)**
- **Fairness and equity;**
- **Public accessibility and Affordability parameters;**
- **Targeted populations in terms of ability, age, disabled, new immigrants and other groups with significant participation barriers.**
- **Funding formula linked to population and services utilization trends;**
- **Economic impact and development opportunities from Town investments; and**
- **Environment.**

7.1.7 PERFORMANCE MONITORING

The Town should develop a performance monitoring program for all programming, facilities and parks activities on an annual basis. A target rate of utilization, and participation should be established for each activity. An annual report documenting participation rates in each program, each facility and parks utilization should be completed. Participation rates can then be evaluated against the investments made by the Town for each of the three program, facilities and parks areas. A consistent year over year approach will provide a time sequence of analysis to identify increasing or decreasing trends. Registration rates from community organizations and partner non-profit organizations should be submitted to the Town annually as part of the facility or park use contract to ensure this data is available to the Department.

SERVICE DELIVERY RECOMMENDATION 5: Performance Monitoring

That as part of the overall service delivery approach, the Town establish a data collection and outcomes / performance monitoring program. The intent will be to assess the value of the Town's role in various delivery strategies, the level of resident participation and the benefits accruing due to the Town's investments in programs and facilities.

7.1.8 COMMUNICATIONS AND MARKETING

An important role for the Parks and Recreation Department is the seasonal communication and marketing of parks and recreation services and promotion of healthy living. Residents should be made aware of the programs, parks and facilities in the Town through various media formats. This increases the likelihood of higher participation rates. Consideration should be given to working with the Windsor-Essex Health Unit and related organizations for the provision of health related information. The second recommendation involves the development of a marketing plan.

The Parks and Recreation Department should strive to be recognized as an In Motion community. In Motion is a comprehensive, community-wide health promotion strategy that encourages everyone to make physical activity a part of their daily lives. It offers a model for successful collaboration, the most powerful tool available to tackle the challenge of increasing physical activity rates across a region, along with specific strategies and tools to target children, youth, older adults, workplaces, physicians (as educators), inactive adults and adults at risk of diabetes. In Motion provides ready-made templates for conducting social marketing and education campaigns. In Motion has received national and international recognition for its success in mobilizing large segments of the population. It is an innovative approach, as no other policy changes or mechanisms have made significant changes in the public's behaviour around physical activity.

SERVICE DELIVERY RECOMMENDATION 6: Seasonal Communication and Marketing Plan

That the Town of Tecumseh prepare and implement a Communications Plan on an seasonal basis, for the purposes of creating public awareness, promotion of healthy lifestyles, promotion of active living, encourage increased participation from youth, seniors and targeted groups, promote and support volunteerism using the following communication tools.

- **On a seasonal basis generate start-up promotional materials using brochures, posters, broadcast media and targeted mailings.**
- **Post internet links on the Town’s website to individual community groups and recreation service providers to facilitate Tecumseh residents’ access to recreation services.**
- **Maintain announcement boards at all municipal outdoor and indoor facilities where possible.**
- **Participate in the local In Motion program by becoming a member of this organization.**
- **Develop a two tiered marketing strategy focusing on:**
 - **The key messages of the “Healthy Places, Healthy People” document, encouraging active lifestyles and expressing the benefits of physical activity and participation in active and passive recreational activities.**
 - **Delivering messages in regards to parks and recreation programs, facilities and services related to timeframes, fees, locations and related considerations.**

7.1.9 MASTER PLAN REVIEW

The Strategic Master Plan is not a static document. Changes to the interests, trends and demographics are continuous. There also continues to be significant economic challenges in the Windsor-Essex area and service delivery must adjust to these changing conditions. At the five year anniversary of the Master Plan a planning workshop should be held with Council to review the status of the Master Plan. Updates should be conducted to confirm the demographics, utilizations rates, registrations, financing opportunities and trends, while also considering how they match the service delivery by the Town. A major review of these issues should be conducted every five years for the life of the Plan.

SERVICE DELIVERY RECOMMENDATION 7: Master Plan Review

That the Master Plan be reviewed and updated, if necessary, annually in order to maintain an active list of recommendations before Council, the community and staff and as related to the Town’s multi-year capital forecast program.

That the Master Plan be part of a planning session / workshop involving Council and staff every three to four years to undertake a review of the recommendations relative to changing service delivery, environment, emerging parks and recreation trends, municipal financing opportunities and grant opportunities, municipal priorities and other related parameters.

That the Master Plan be subject to a major review at its five year anniversaries to evaluate whether the long term perspectives of the Master Plan remain focused on identified trends, rationales and the need to identify new emerging reasons to redevelop the plan in whole or in part.

7.2 Parks and Recreation Staffing

This section identifies staffing, roles and responsibilities for the operations, maintenance and programming of parks and recreation services in the Town. This part of the Master Plan provides direction to management, operations, and programming staff relative to the expectations by the Town. It is intended to be a resource to assist in focusing the effort of both management and frontline staff in conducting their day to day operations.



7.2.1 MANAGEMENT STAFF

The Town of Tecumseh Parks and Recreation Department is led by the Director. Reporting to the Director are three Managers: Manager Parks and Horticulture, Manager Recreation Programs/Events and Manager Facilities.

The Director and Managers have the responsibility of providing leadership to the overall Parks and Recreation Department. They are expected to participate directly in programming decisions, budget allocation, staff recruitment and selection and the monitoring of their areas of responsibility. Town Council looks to management in the Department for recommendations and guidance on budget and investment decisions that meet the changing needs of the community and are at the same time fiscally responsible for the Town. The following recommendation identifies opportunities for the Department to show leadership in parks and recreation service delivery.



STAFFING RECOMMENDATION 1:**Department Leadership**

That the Town of Tecumseh consider the following initiatives with respect to the ongoing development and enhancement of parks and recreation services delivery within the Town:

- **Position the Parks and Recreation Services Department to establish a stronger leadership role in the following areas:**
 - **Development of initiatives in support of all volunteer community organizations and related groups to maintain, enhance and maximize their community contribution with respect to playing fields, parks, trails and program activities;**
 - **Improved maintenance of municipally-owned facilities, parks and multi-use pathways, including management of departments capital projects;**
 - **Development and provision of new recreation services, both direct and indirect;**
 - **Improvement of marketing, advertising and promotion of programs, facilities and venues available within the municipality;**
 - **Coordination of access for the use and delivery of recreational services; and**
 - **Coordination of scheduling to maximize utilization of recreational facilities, sports fields, ice and related municipal venues.**



7.3 Operational Staff

Operational staff is responsible for indoor facilities, maintenance and operations and report to the Manager Facilities. Outdoor maintenance staff is under the supervision of the Manager Parks and Horticulture. Programming staff, instructors and administrative support is under the supervision of the Manager Recreation Programs/Events. There are currently four full time recreation facility attendants, and one part time and one full time area clerical staff.

Indoor operational staff is responsible for maintaining buildings, facilities, and equipment related to the arena and pool facilities. Their responsibilities are intended to provide the longest possible use of all buildings and equipment while maintaining high quality of service and public health and safety.

STAFFING RECOMMENDATION 2:
Indoor Operational Staff Responsibilities

That the Town of Tecumseh adopt the following responsibilities for indoor operational staffing:

- **Maintain buildings, facilities and equipment to a high standard of service for all members of the public;**
- **To ensure all public health and safety standards are met at all times reducing risks to members of the public;**
- **Fulfill all staff public health and safety standards for the operation of arenas and pools;**
- **Incorporate operational practices that promote conservation of water, heat and electrical resources and improved efficiency of the buildings;**
- **Maintain in good standing all required technical certificates for first aid and the operation of any equipment related to the arena or pool facilities;**
- **Maintain excellent customer and visitor relations to the facilities by addressing complaints in expeditious manner; and**
- **Undertake preventative maintenance for any building and equipment.**

STAFFING RECOMMENDATION 3:
Indoor Operational Staff Requirements

That the Town of Tecumseh determine operational facility staffing requirements be based on the following considerations:

- **That the approved business planning model for each facility be the basis for the staffing strategy identify the specialized needs and hours of operation associated with the facility;**
- **That the approved cost benefit analysis integrate facilities which are in close proximity, in order to maximize economies of scale.**



7.3.1 OUTDOOR PARKS AND FIELD STAFF

The Town of Tecumseh outdoor and field staff complement currently has two full time staff, six seasonal staff and eight summer students for a total of 640 staff hours per week for the maintenance of parks and outdoor facilities. The full time staff are primarily responsible for maintenance and construction projects in all parks. They also repair equipment and perform other operational duties. In addition they are also on call for snow removal in municipal parking lots during the winter season.

The six seasonal staff are available from May 1st to November 15th every year during active field use season. This staff maintains a total of 69.6 hectares of turf grass. They are responsible for the cutting, fertilizing, over seeding, and related improvements to playing fields throughout the Town of Tecumseh.

The summer students provide assistance to the seasonal staff cutting turf and general landscape maintenance from May 1st to September 1st. The outdoor parks and field staff may also provide support for special events in the Town such as the Corn Festival, where additional parks services are required. With the addition of the Waterfront Park, Lakewood Golf Course and the increase in the number of community related special events current staffing levels cannot meet the demand for both regular maintenance and special events assistance. Incremental increases in staff should be coordinated with added outdoor field areas and continued support for the additional special events. Where significant increases in the quality of park maintenance, or incremental area increases such as Lakewood Golf Course, increment increases in full time seasonal staffing are needed to provide appropriate levels of field and turf maintenance.

STAFFING RECOMMENDATION 4: Outdoor Parks and Field Staff Responsibilities

That the Town of Tecumseh establish the following responsibilities for outdoor operating staff:

- **Inspection and maintenance of multi-use pathways segments, including vegetation control, litter removal, surface grading, removal of fallen trees, repairing of signs and all other related tasks.**
- **Inspection and maintenance of all playgrounds, sport fields, pavilions, service buildings and other parks facilities.**
- **Provide enhanced maintenance of the five community parks; Lacasse Park, McAuliffe Park, Green Acres Park, Tecumseh Centre Park and St. Mary's Park. Specialized services are required at these parks since they host regional events such as the Corn Fest, baseball and soccer tournaments and corporate picnics. The development and maintenance of the future Waterfront Park and recently acquired Lakewood Golf Course property will require the highest level of service to match the community expectations.**
- **Provide set up, tear down services for special events, tourism initiatives, tournaments and other special activities.**
- **Undertake preventative maintenance strategies on an ongoing basis to protect the Town's assets over the long term.**
- **Undertake a tree planting initiative in response to the Emerald Ash borer infestation and the naturalization and enhancement strategies for the parks.**

- **Implement repairs and maintain parks and open space facilities, including signage, fencing, picnic tables, garbage cans and related amenities.**
- **Undertake operations, maintenance and capital investments of all playing fields assigned to the municipality in accordance with sound turf management practices.**
- **Administration to review current staffing levels and consider increasing staff, considering the increase in parkland areas, maintenance of current service levels and higher service levels to ensure Council set services levels and user group satisfaction are maintained.**

7.3.2 PROGRAMMING STAFF

The Manager, Recreation Programs/Events is supported by two seasonal pool coordinators, sixteen to twenty lifeguards from June to September, eight concession staff during the fall / winter and four concession staff during the summer. The existing seasonal staff are responsible for providing programming including swimming lessons, lifeguarding services, food services in the Tecumseh Leisure Pool.

The Town has indicated a future programming interest for pre-school, youth and adult programs in dance, fitness, art and cooking. In addition there are future opportunities for day camp instructors and coordinators. The following recommendation sets out responsibilities for programming staff.

STAFFING RECOMMENDATION 5: Programming Staff Responsibilities

That the Town of Tecumseh establish the following responsibilities for programming staff:

- **Teach and supervisor various Town programs ensuring a safe, clean environment;**
- **Establish program planning, program implementation and participant evaluations;**
- **Incorporate excellent customer service and public relations at all times for all programs;**
- **Maintain statistical information related to class lists, participation rates and report any accident incidents.**
- **Implement all health and safety standards related to the use of any equipment facilities and activities;**
- **Ensure appropriate management of any fees, or payments related to the program; and**
- **Maintain and upgrade the required standards of certification and competencies related to the area of instruction such as first aid, CPR, lifeguarding certification and related qualifications.**

7.3.3 ADMINISTRATIVE STAFF

The administrative staff are frontline contact between the public and the Parks and Recreation Department. They have an important role in providing accurate and prompt information related to facilities, parks and programming available through the Department. There are currently one full time and one part time clerical staff. This staffing may increase over time as increased programming and services are provided through the Department. The following recommendation addresses administrative staff responsibilities:

STAFFING RECOMMENDATION 6:
Administrative Staff Responsibilities

That the Parks and Recreation Department adopt the following responsibilities for administrative staff:

- **Provide excellent customer relations services through prompt and accurate information.**
- **Extend working hours to include evenings and weekends in order to provide customer service when facilities and programs are operating.**
- **Provide administrative support to the Manager Recreation Programs/Events, Manager Facilities, and the Manager Parks and Horticulture.**
- **Undertake the management of information, marketing and evaluation materials on behalf of the Managers.**
- **Ensure qualifications match the roles and responsibilities of administrative staff in the Parks and Recreation Department.**



7.4 Community Organization Support

Through the Situational Analysis, over 20 community organizations delivering recreation services were identified in Tecumseh. Without these volunteer organizations over two thirds of all programming could be lost. If the Town were to deliver these services the financial burden would be onerous. The following recommendations provide the institutional support needed to maintain strong and vibrant community organizations. The recommendations include community governance, facility operations, contracts, partnerships and capital investment plans related to new initiatives.

7.4.1 GOVERNANCE AND OPERATIONS MODEL FOR MUNICIPALLY-OWNED FACILITIES AND PARKS

The Town of Tecumseh has a long history of community sponsored and managed recreation programs and facilities such as the Tecumseh baseball in Lacasse Park. In order to support the long term use, public accessibility and consistency with respect to quality and level of service, it will be important for the Town to develop a consistent governance and operation model for all municipally-owned facilities and parks. This approach will support the same service levels across the Town.

The following recommendation is provided as the model for future discussions, contracts and municipal funding support for facilities operated by non-municipal organizations in the community.

COMMUNITY SUPPORT RECOMMENDATION 1: Governance and Operations Model

That the Department will implement the following governance and operations procedures as it relates to all municipally-owned facilities and parks:

- **That the Department will continue to be responsible for venue and facility maintenance for all municipally-owned assets, including the management of all capital projects, with the sole exception of the Lacasse baseball facility.**
- **That all service clubs and / or community service provider organizations remain responsible for the planning and operation for their respective recreation service programs;**
- **That the Department will ensure open and regular communication with all community groups; and**
- **Where a local Community Service Board or Committee is not able to continue its role, the Department evaluate the need to undertake the direct operation, scheduling and coordination of the venues and facilities at that location.**

7.4.2 COMMUNITY ORGANIZATION FACILITY CONTRACTS

The Town has developed general policies, terms and conditions applicable to all municipal facilities and specific policies terms and conditions for fields, arenas, the pool and pavilion / community room venues. These documents are part of rental applications for these facilities. The contracts set out condition of use, ownership, permitted uses, contract rates, insurance and responsibilities. The contracts should be signed yearly to account for changes in the organization's leadership and to adjust to charges in insurance rates, responsibilities and related matters.

COMMUNITY RECOMMENDATION 2: Community Contracts

That the Town of Tecumseh review all contracts for all community organizations who utilize a municipally-owned park, field, or facility, annually to reflect changes in rental rates or conditions.

7.4.3 CAPITAL INVESTMENT PLAN

Where community organizations identify a need for new capital investments such as soccer fields, swimming pools or baseball diamonds, these investments need to be supported by a capital investment plan. The elements of this plan include land, buildings, and operating costs; fundraising and grant strategies; revenue streams from rental, concessions and advertising. The plan must also demonstrate a Town need for the facility supported through broad public consultation, ensuring the principles of the Master Plan are supported. A threshold of \$250,000 is recommended to ensure all large capital investments are considered through a capital investment plan and a sound cost benefit analysis prepared by the community organization and duly considered by Council.

COMMUNITY SUPPORT RECOMMENDATION 3: Capital Investment Plan

That the Town of Tecumseh require a Capital Investment Plan on all facility proposals based on the following criteria:

- **That any new facility initiatives or major addition to an existing recreation facility with a potential capital cost of greater than \$250,000 be supported by a Capital Investment Plan.**
- **That the Town require the preparation of a Capital Investment Plan after seeking broad-based public consultation and work in partnership with community groups, wherever possible.**
- **That the results of the Capital Investment Plan, after acceptance by Council, become the rationale for any new or expanded recreation facility and be incorporated into the capital budget forecast for the Town related to timing, capital cost projections, design, development, etc.**
- **That the capital cost projections of the Capital Investment Plan consider future adjustment as follows:**
 - **The potential impact of inflation / deflation;**
 - **Any changes in the facility's design based on supporting rationale and need for the changes that have occurred between the time of the Business Plan's development and time of final Council approval.**

7.4.4 COMMUNITY ORGANIZATION JOINT USE INITIATIVES

The Town of Tecumseh benefits from significant initiatives by community organizations for the provision of sports programming and operation of recreation facilities such as Lacasse Park. There are continued opportunities for the community organizations to enrich these initiatives and seek out new initiatives.

One initiative could be the use of existing community owned facilities for public use through a joint use agreement. This form of initiative makes private facilities available for public use without the need for large capital investments by the Town.

Another form of joint use could be between abutting municipalities such as Lakeshore, Windsor or LaSalle where the proximity of facilities to residents in the abutting municipality make it attractive to share the capital and operating costs through an agreement thereby offering access to recreation facilities without the full capital/operating costs paid by one municipality.

Finally, community organization such as Kiwanis Clubs could be the municipal partners in developing capital investment plans that outline the benefits and cost savings of joint use approach.

The following recommendation relates to partnerships, joint ventures, community partnership, and opportunities to promote the efficient use of public resources.

**COMMUNITY RECOMMENDATION 4:
Community Joint Use Initiatives**

That the Town of Tecumseh continue to lead and support community recreation facility initiatives, joint ventures and related cooperative initiatives where:

- **A need is identified and demonstrated;**
- **Public access and affordability are confirmed;**
- **The partnership is financially acceptable and sustainable; and**
- **The scope of public investment reflects the anticipated benefits to the Town residents.**

7.4.5 INTER-MUNICIPAL JOINT USE INITIATIVES

Tecumseh residents benefit from the availability of recreation programming and facilities in abutting municipalities based on their interest and accessibility to these venues. The Town benefits because it does not need to provide these programs or facilities but they normally have non-resident surcharges and may not be accessible for all Tecumseh residents. The Town should enter into discussions with adjoining municipalities to investigate recreation services that can be jointly delivered. A business plan setting out the benefits and cost savings for bringing the service forward is required prior to a Council decision.

**COMMUNITY INITIATIVES RECOMMENDATION 5:
Inter-Municipal Initiatives**

That the Town of Tecumseh pursue initiatives and enter into discussions with neighbouring municipalities to explore opportunities for a more integrated service delivery model based on enhanced collaboration to develop and implement increased public accessibility to facilities.

7.4.6 COMMUNITY USE OF SCHOOLS

There is some community use of schools owned by the local school boards in Windsor-Essex. The Province has provided funding to increase affordable access to school based facilities. Tecumseh has entered into agreements with L'Essor High School for the use of soccer playing fields and the school auditorium. The Town should continue to expand opportunities for community use of indoor and outdoor facilities through exchange of facility access and providing supports to community organizations for this access. The exchange may be the use of municipal arenas or fields for gym access. Administrative support may be in the form of insurance or guarantees by the Town on behalf of community organizations to create access to school facilities.

COMMUNITY RECOMMENDATION 6: Community Use of Schools

That the Town of Tecumseh maintain and expand opportunities for shared use of school playing fields and indoor facilities with the Windsor-Essex School Boards to enhance strategies, opportunities and protocols that effectively enhance community accessibility to publically funded schools for recreation services as an important support service to not-for-profit community service providers.

7.4.7 COMMUNITY ORGANIZATION INFORMATION EXCHANGE

The Parks and Recreation Department has access and attends sessions providing current information on trends in recreation programs, parks and facilities. This information is valuable for staff to stay current in their respective areas of responsibility and provide a high level of service. At the same time, sharing this information with community organizations, who do not have access or resources to attend learning events, could be a significant benefit to the Town. With additional knowledge, the community can adjust and improve their program delivery through greater participation or reduced cost. The following recommendation encourages information exchange with community organizations.

COMMUNITY RECOMMENDATION 7: Information Exchange

That the Department assist in the collection of data for volunteer and community-based organizations that:

- **Assess recreation trends, decisions or actions that support the ongoing sustainability of the organization and its relationship with the Town; and**
- **Provide organizations with information regarding training and development opportunities.**

7.4.8 CELEBRATING COMMUNITY ORGANIZATION SUPPORT

The Master Plan recognizes the importance of community organizations in the delivery of recreation programs, financial contributions through fundraising and other volunteer efforts to provide facilities and parks in the Town. One way to acknowledge these contributions is for the Parks and Recreation Department to host an event to celebrate these volunteer contributions. Recognition of their valuable role in recreation services may help to sustain their involvement and encourage other community members to participate in the volunteer programs thereby strengthening the sustainability of the organization.

COMMUNITY ORGANIZATION RECOMMENDATION 8: Annual Recognition

That the Town of Tecumseh host an annual celebration event for community organizations that deliver recreation service and recognizes their contributions and exemplary achievements.



8 IMPLEMENTATION AND FINANCIAL STRATEGY

This section sets out the implementation and financial strategy for the Master Plan. The implementation strategy considers the priority, timing, capital cost and operational cost for each of the recommendations.

The priorities identify the relative importance of each recommendation to the overall implementation of the Master Plan.

8.1 Implementation Priorities

High Priority, recommendations are intended to be implemented immediately and incorporated into the ongoing delivery of service and development of facilities. They have important service delivery outcome and establish a foundation to move forward with the Master Plan.

Medium Priority, recommendations are intended to be implemented after the high priority items have been completed and may be dependent on outside partnerships, community support or other grant funding to initiate the activity. These recommendations can be implemented later without reducing preferred recommendation outcomes.

Low Priority, recommendations are intended to be completed within the life of the Plan and after the other priority items have been completed. They have more limited influence on recreation services delivery.

Timing of undertaking the recommendations is based on the following categories:

- Short-Term – 2010 – 2013
- Mid-Term – 2014 – 2019
- Long-Term – 2020 – 2030

8.2 Recommendation Costing

The capital cost of undertaking the recommendations is estimated in current 2010 dollars. The estimated increase in operational cost is shown where they are available. The following Implementation Tables set out the priority, staffing, timing, estimated initial capital cost and estimated increase annual operation costs for each of the recommendations. Table 8-1 shows high priority recommendations, Table 8-2 shows medium priority recommended and Table 8-3 shows low priority recommendations.

The overall capital costs in the 2010-2013 period, for parks, multi-use pathways and facilities is estimated to be \$4.22 million dollars. For the period 2014-2019 the estimate is \$2.58 million dollars. Estimates beyond this period should be re-evaluated as part of the Master Plan update in 2015.

The initial capital costs in the 2010-2013 period for Service Delivery, Staffing and Community Support is \$233,500. For the period between 2014 and 2019 the estimate is \$143,000. Estimates beyond this period should be reviewed as part of the Master Plan update in 2015.

The estimated annual operating and renewal cost will increase over the life of the plan in the range of \$400,000 to \$500,000 depending on the extent of investments in new venues and renewal of existing facilities undertaken.



8.3 Implementation Chart

As part of the Master Plan Implementation Strategy the consultants have prepared the following implementation chart. The purpose of the implementation chart is to provide the Parks and Recreation Department, Council and the public, with a high level overview of the Master Plan recommendations and the proposed timing for implementation. The chart should be reviewed by the Parks and Recreation Department on an annual basis to confirm priorities and timing of various recommendations.

The chart is divided in columns including the Recommendation, Reference Page No., Project Responsibility, Capital Costs and Annual Operation Cost. The title of the Recommendation is the same as found in the body of the Master Plan. The Reference Page No. is the page number where the Recommendation is described and detailed in the Master Plan Report. The Project Responsibility identifies the Town Department that is responsible for leading the initiative and co-ordinating the project across other Departments. Estimated Capital Cost figures provide for initial municipal budget preparation and development charge estimates annually and in the future. The Estimated Annual Operation Cost is the incremental values to operate and maintain the recommended feature.

The first page of the implementation chart, Table 8-1, lists all recommendations which were identified as having a high priority in the next three years. The second page of the chart, Table 8-2, lists all of the medium priority recommendations from 2014 – 19, and the third page, Table 8-3 lists all of the low priority recommendations.

The implementation charts are intended as a guide to Council, the Parks and Recreation Department staff and the public as a way to manage and budget future projects and activities. It is intended to be a dynamic document that responds to changes to the parks and recreation needs and interests of Tecumseh residents.

**Table 8-1
Recommendation Implementation Framework**

HIGH PRIORITY RECOMMENDATIONS	Reference Page No.	Project Responsibility	Estimated Initial Capital Costs	Estimated Annual Operating Cost
Park Classification	4-2	Parks Department	-	-
Parkland Provisioning Standards	4-6	Parks Department	-	-
Official Plan Policies	4-7	Planning Department	-	-
Cash-in-Lieu for Parks	4-8	Planning Department	-	-
Parkland Acquisition	4-9	Parks Department	-	-
Lakewood Park Master Plan	4-9	Parks Department	\$45,000	-
McAuliffe Park Master Plan	4-10	Parks Department	\$45,000	-
Multi-Use Pathway Foundation	4-14	Parks Department	-	-
Chrysler Greenway and Ganatchio Trail Extension	4-15	Parks Department	\$75,000 / km (10 km) \$750,000	\$2,000 / km
Natural Areas Foundation	4-19	Parks Department	\$20,000	\$5,000
Soccer Fields Development	5-1	Parks Department	\$400,000 per field (8) \$3.2 million	\$10,000 / additional fields \$80,000
Field Maintenance	5-3	Parks Department	-	\$5,000 per field
Playground Equipment	5-4	Parks Department	\$25,000 per site (8) \$400,000	\$2,000 per site (\$16,000)
Skateboard Park / BMX Track	5-6	Parks Department	\$250,000-\$350,000	\$25,000
Facilities Renewal Strategy	6-4	Recreation Department	-	\$100,000
Service Delivery Principles	7-2	Parks and Recreation Departments	-	-
Strategies for Service Delivery	7-3	Recreation Department	-	-
New Services or Facilities Initiatives	7-4	Parks Department	-	-
Facility Allocation and Fees & Rates Policies	7-5	Recreation Department	-	-
Performance Monitoring	7-6	Recreation Department	-	\$5,000
Seasonal Communication and Marketing Plan	7-7	Recreation Department	-	\$5,000
Department Leadership	7-9	Parks Department	-	-
Community Joint Use Initiatives	7-16	Recreation Department	-	-
Community Use of Schools	7-17	Recreation Department	-	-
Information Exchange	7-17	Recreation Department	-	\$2,500
Annual Recognition	7-18	Recreation Department	-	\$5,000

**Table 8-2
Recommendation Implementation Framework**

MEDIUM PRIORITY RECOMMENDATIONS	Reference Page No.	Project Responsibility	Estimated Initial Capital Costs	Estimated Annual Operating Cost
Parks Design	4-12	Parks Department	-	-
Lakefront Parks	4-12	Parks Department	-	\$3,000
Off Leash Dog Parks	4-13	Parks Department	\$50,000 per park (2) \$100,000	\$10,000 per park \$20,000
Off-Road Pathway	4-16	Parks Department	\$50,000 / km (10 km) \$500,000	\$1,000 / km (10 km) \$10,000
Pathway Implementation	4-17	Parks Department	\$25,000	\$5,000
Natural Areas Implementation	4-19	Parks Department	\$25,000	\$20,000
Regional Soccer Venue	5-2	Parks Department	\$400,000 per field (3) \$750,000 per lit field (1) \$1.95 million	\$10,000 per field (4) \$40,000
Splash Pads	5-4	Parks Department	\$350,000 each site (2) \$700,000	\$10,000 each site (2) \$20,000
Multi-Use Facility Feasibility Study	6-3	Recreation Department	\$40,000	-
Tecumseh Leisure Pool Renewal	6-2	Recreation Department	\$50,000	-
New Facility or Services Initiatives	7-4	Parks Department	-	-
Master Plan Review	7-7	Parks and Recreation Departments	\$20,000	-
Indoor Operational Staff Responsibilities	7-10	Recreation Department	-	-
Outdoor Parks and Field Staff Responsibilities	7-11	Parks Department	-	-
Programming Staff Responsibilities	7-12	Parks and Recreation Departments	-	-
Administrative Staff Responsibilities	7-13	Recreation Department	-	-
Governance and Operations Model	7-14	Recreation Department	\$20,000	-
Community Contracts	7-15	Recreation Department	-	-
Capital Investment Plan	7-15	Recreation Department	Variable	-
Inter-Municipal Initiatives	7-16	Recreation Department	-	-

**Table 8-3
Recommendation Implementation**

LOW PRIORITY RECOMMENDATIONS	Reference Page No.	Project Responsibility	Estimated Initial Capital Costs	Estimated Annual Operating Cost
Surplus School Land Acquisition	4-10	Property Department	Variable	Variable
Small Parks Disposition	4-11	Property Department	\$20,000 per park revenue	(\$10,000)
Baseball Diamonds	5-2	Parks Department	-	\$20,000
Multi-Use Courts Reinvestment	5-3	Parks Department	\$25,000 per court	\$1,000 per court
Picnic Areas and Pavilions	5-5	Parks Department	\$40,000 each site	\$1,000 each site
Future Arenas Feasibility Study	6-2	Recreation Department	\$25,000	-

APPENDIX I
Park Inventory



NAME	AREA ha	FACILITIES
Community Parks		
BUSTER REAUME PARK	3.26	Park, baseball diamond, playground equipment
GREEN ACRES PARK	7.35	park, 5 soccer fields, 2 baseball diamonds, 2 tennis courts, playground equipment, picnic area, pavilion
LACASSE PARK	9.13	Park, baseball diamond, picnic areas, 2 pavilions, playground equipment, pool, tennis courts, splash pad
L'ESSOR SOCCER FIELDS	3.93	Park, 3 soccer fields
McAULIFFE PARK	8.02	Park, 3 soccer fields, 3 baseball diamonds, 2 tennis courts, picnic area, pavilion, concession stands, playground equipment
ST.MARY'S PARK	2.55	Park, soccer field, 2 baseball diamonds, picnic areas, concession stand, playground equipment
TECUMSEH CENTRE PARK	2.30	Park, 2 baseball diamonds, playground equipment, Picnic area, pavilion
WESTON PARK	3.63	Park, soccer fields, 2 baseball diamonds, 2 tennis courts, basketball court, picnic areas, pavilion, concession stand, playground equipment

NAME	AREA ha	FACILITIES
Neighbourhood Park		
ABRAHAM COLE PARK	0.92	Park, playground equipment
ARROWHEAD PARK	0.49	park, basketball court, playground equipment
BALLARGEON PARK	0.86	Park, playground equipment
BRENDA PARK	0.27	Park
CARLING PARK	2.01	Park, baseball diamond, picnic areas, pavilion, playground equipment
CENTURY PARK	0.62	Park, soccer field, basketball court, playground equipment
CHIPPEWA PARK	0.34	Park, picnic area, pavilion
CRANBROOK PARK	0.17	Park, basketball courts, picnic areas, playground equipment
DORSET PARK	0.54	park, basketball court, playground equipment, picnic area, pavilion
DRESDEN PARK	0.63	Park, basketball court, pavilion, picnic areas, playground equipment
GERRY LESA PARK	0.85	Park, basketball court, playground equipment
LITTLE RIVER PARK	1.26	Park, baseball diamond, basketball court, picnic areas, pavilion, playground equipment
LITTLE TURTLE PARK	0.10	Park
PEACE PARK	0.75	Park, Playground equipment, 1/2 basketball court

NAME	AREA ha	FACILITIES
Neighbourhood Park		
PIQUA PARK	0.91	Park, basketball court, picnic areas, playground equipment
ROCHELEAU PARK	1.74	Park, soccer fields, basketball court, picnic areas, playground equipment
SHAWANOE PARK	1.40	Park, baseball diamond, 2 tennis courts, picnic area, playground equipment
SOUTHFIELD PARK	1.06	Park, basketball court, picnic area
TICONDEROGA PARK	0.41	Park, basketball court, picnic areas, playground equipment
Pumping Stations		
EAST ST.LOUIS PUMPING STATION	0.14	Park
MANNING ROAD PUMPING STATION	0.21	Pumping station
WEST ST.LOUIS PUMPING STATION	0.18	Park

NAME	AREA ha	FACILITIES
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Specialized Parks and Open Space		
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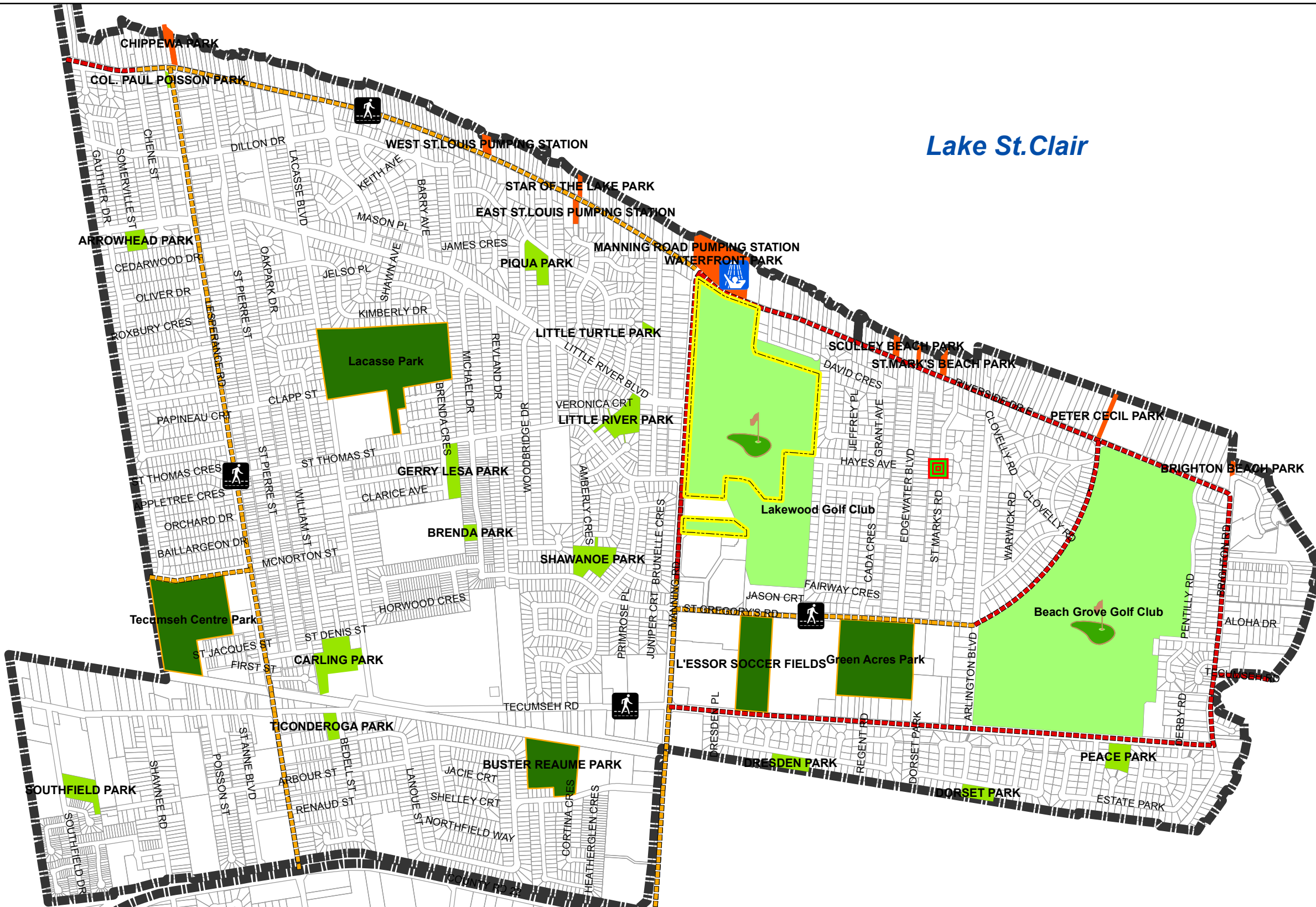
BRIGHTON BEACH PARK	0.07	Park
EDGEWATER BEACH PARK	0.08	Park
FAIRPLAY WOODS	49.00	Open Space
PETER CECILE PARK	0.23	Park
SCULLEY BEACH PARK	0.14	Park
ST.MARK'S BEACH PARK	0.16	Park
STAR OF THE LAKE PARK	0.10	Park, Dog Park
WATERFRONT PARK	2.85	Park
LAKWOOD PARK (golf course purchase)	26.3	Park

APPENDIX II
District Maps





Town of Tecumseh Existing and Proposed Facilities & Multi-use Pathways


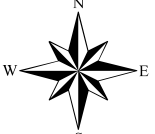



North District Map 1

Legend

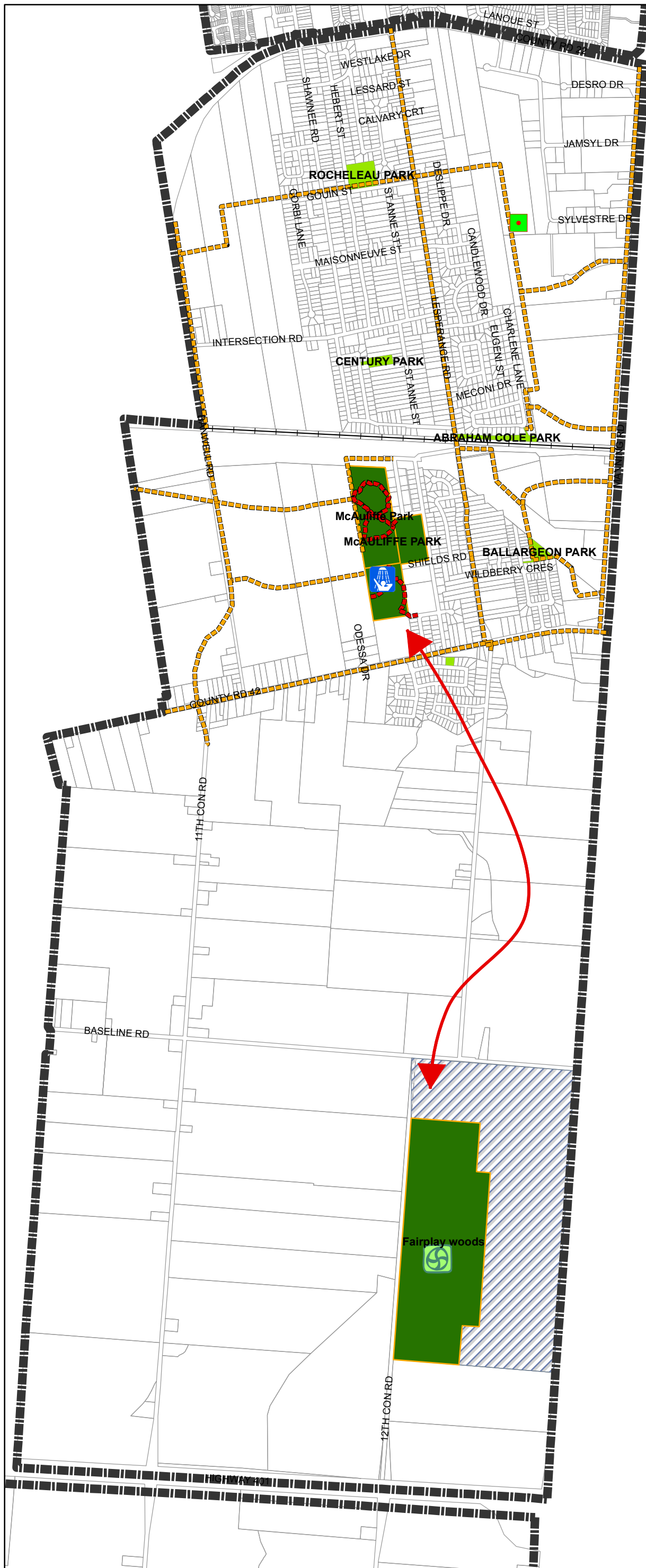
-  Existing Multi-use Pathways
-  Proposed Multi-use Pathways
-  Proposed Splashpad
-  Community Park
-  Neighbourhood Park
-  Specialized Park
-  Golf Course
-  Portion of Lakewood Golf Course Acquired by Town
-  North Boundary
-  Parcel

1:15,000



Town of Tecumseh Existing and Proposed Facilities & Multi-use Pathways



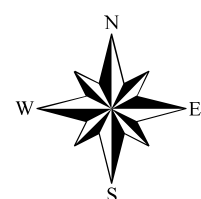
Central District

Map 2

Legend

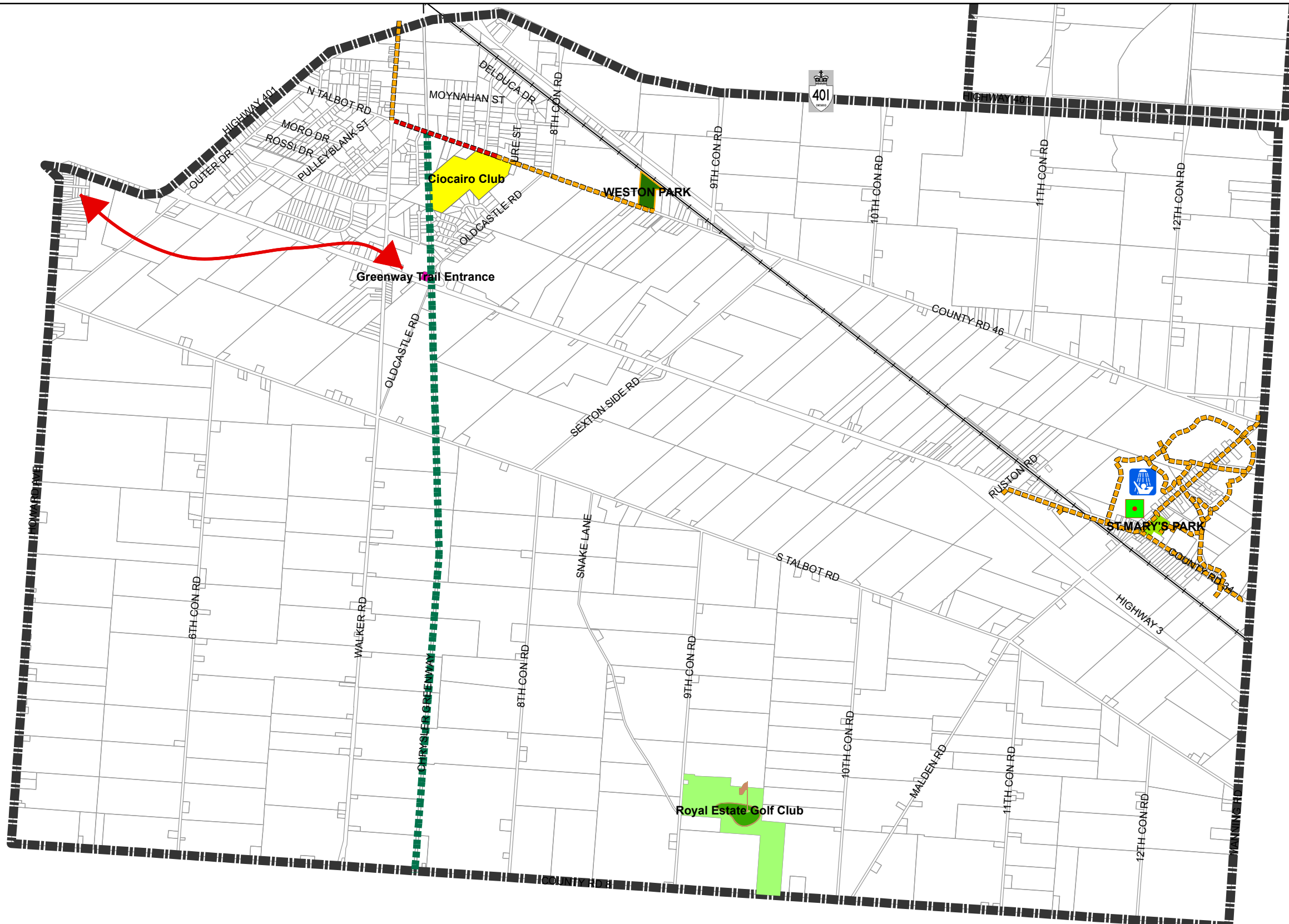
-  Existing Multi-use Pathways
-  Proposed Multi-use Pathways
-  Conceptual Pathway Linkage between McAuliffe Woods and Fairplay Woods
-  Open Space
-  Proposed Splashpad
-  Potential Community Park
-  Community Park
-  Neighbourhood Park
-  Town Owned Lands
-  Central Boundary
-  Parcel

1:20,000


















Town of Tecumseh Existing and Proposed Facilities & Multi-use Pathways

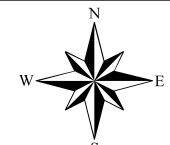


Rural District Map 3

Legend

-  Existing Multi-use Pathways
-  Proposed Multi-use Pathways
-  Chrysler Greenway
-  Conceptual Pathway Linkage between Chrysler Greenway and Windsor-Essex Parkway
-  Potential Community Park
-  Proposed Splashpad
-  Community Park
-  Neighbourhood Park
-  Entrance to Chrysler Greenway Trail
-  Private Recreation Land - Ciocairo Club
-  Golf Course
-  Rural Boundary
-  Parcel

1:35,000



APPENDIX III
Recommended Tree Species

RECOMMENDED TREE SPECIES

The following is a list of ornamental trees that would be suitable to plant within the Town of Tecumseh. They are intended for planting in formal parks and boulevards. Most of the listed trees are non-native species that are appropriate for use in built-up areas. These exotic species would not be appropriate for use in naturalization and restoration projects.

Hedge Maple	<i>Acer campestre</i>	Cut-leaf black Walnut	<i>Juglans nigra 'laciniosa'</i>
Three-flower Maple	<i>Acer triflorum</i>	Sweet Gum	<i>Liquidamber styracifura</i>
River Birch	<i>Betula nigra</i>	Magnolias	<i>Magnolia spp</i>
Hornbeams	<i>Carpinus spp & varieties</i>	Rust-resistant Crabapples	<i>Malus spp & variety</i>
Pecan	<i>Carya illinoensis</i>	Amur Cork Maple	<i>Phillodendron amurense</i>
Yellowwood	<i>Cladrastis lutea</i>	Saw-tooth Oak	<i>Quercus acutissima</i>
Japanese Dogwood	<i>Cornus kuosa</i>	Japanese Scholar Tree	<i>Sophora japonica</i>
Cornelian Cherry	<i>Cornus mas</i>	Korean Mountain Ash	<i>Sorbus alnifolia</i>
Turkish Tree Hazel	<i>Corylus colurna</i>	Lindens	<i>Tilia spp. & varieties</i>
Washington Thorn	<i>Crataegus phaenopyrum</i>	Lacebark Elm	<i>Ulmus parvifolia</i>
Hardy Rubber Tree	<i>Eucommia campestre</i>	Zelkovas	<i>Zelkova spp</i>
European Ash	<i>Fraxinus excelsior</i>		
Manshurian Ash	<i>Fraxinus manshurica</i>		
Flowering Ash	<i>Fraxinus ornus</i>		
Gingko	<i>Ginko biloba</i>		
Silverbells	<i>Halesia spp</i>		



RECOMMENDED TREE SPECIES

The following is a list of native trees that would be very hardy and well adapted to harsh growing conditions such as boulevards and sites with compacted soil. Native trees should be used exclusively for naturalization projects.

Swamp White Oak	<i>Quercus bicolor</i>
Chinquapin Oak	<i>Quercus muhlenbergii</i>
Red Oak	<i>Quercus rubra</i>
Shumard Oak	<i>Quercus shumardii</i>
Blue Ash	<i>Fraxinus quadrangulata</i>
Hackberry	<i>Celtis occidentalis</i>
Kentucky Coffeetree	<i>Gymnocladus dioica</i>
Red Maple	<i>Acer Rubrum</i>



APPENDIX IV
Healthy Communities

Appendix 1

Healthy Places, Healthy People *Smart Choices for the Windsor-Essex Region of Ontario*

Community planning professionals from across this region have come together to prepare and sign the following statement of principles to guide public policy, to stimulate informed public debate, and to build a coalition of like-minded professionals in all sectors of the community including the engineering, architecture, health care, education and public administrative disciplines, to improve the quality of life for inhabitants of our region and for future generations:

The region, city, towns, villages and the countryside

1. The health and well being of the inhabitants of the Windsor-Essex Region of Ontario requires strategic decision-making with respect to land use, transportation, infrastructure, growth management, natural heritage, social, economic and environmental planning.
2. The Windsor-Essex Region of Ontario, comprising the city, towns, villages and the surrounding countryside, rivers and lakes, represents an important economic, social and ecological unit that must plan, formulate public policy, develop and implement strategies, and make decisions in a coordinated and comprehensive manner that will improve the health and well being of all citizens of this region.
3. Economic vitality, healthy environments and community stability requires: a re-investment in our existing urban centres; the reconfiguration of sprawling suburbs into neighbourhoods and town centres where walking, cycling and transit become viable transportation and active/healthy lifestyle options; the preservation, conservation, and enhancement of our natural and built heritage features as cornerstones of all future decision-making; and a regional/watershed approach to improving the quality of our air and our ground and surface water resources.
4. We have a responsibility to our children and grandchildren to take a lead role in working with decision-makers, community leaders, and a broad range of stakeholders, to significantly reduce greenhouse gas emissions and energy consumption in our region, by promoting settlement patterns, built forms, and transportation systems that create more sustainable, efficient, healthy and livable communities.
5. Financial resources and revenues need to be shared more cooperatively amongst the municipalities of this region to avoid the destructive competition for property taxation and the corresponding decisions that leads to wasteful and unsustainable development patterns, loss of natural features and productive agricultural lands. To efficiently utilize available resources and to effectively compete with other economic regions, a cooperative governance model is required to advance economic development objectives that benefit all inhabitants of the Windsor-Essex Region.

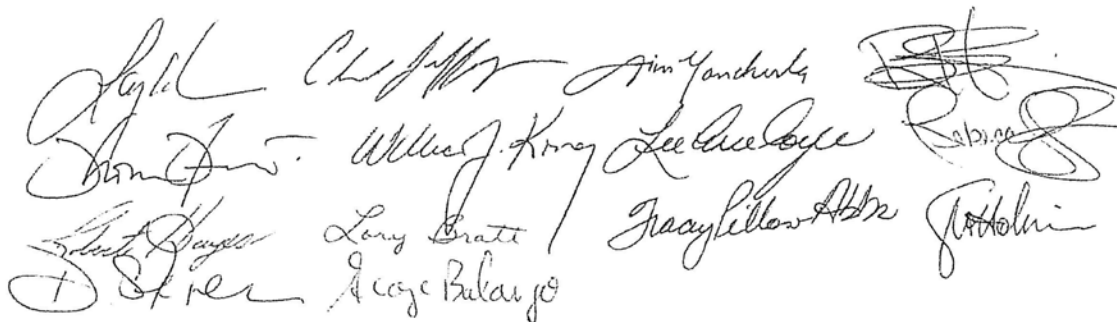
Neighbourhoods, city and town centres, employment districts, corridors and streets

6. Mixed use, compact, pedestrian-oriented neighbourhoods and city and town centres designed for people, are the building blocks of healthy, active and vibrant communities. Parks, schools, places of worship, compact pedestrian-scaled shopping and entertainment districts and employment opportunities situated closer to where people live, should be easily accessible by foot, bicycle, transit and the automobile.
7. Neighbourhoods should be diverse in land use and population, with a broad range of housing choices being available for residents from all cultural, social and economic backgrounds.
8. Public places that foster a sense of community pride and well-being and create a sense of place should be maintained within all neighbourhoods. Schools are important public places that should be sized and located within neighbourhoods to enable children to safely and conveniently cycle and walk to and from home.
9. Neighbourhoods, city and town centres and employment districts should be provided with a highly interconnected road network and a balanced transportation system that is designed and built for pedestrians, cyclists, transit, and automobiles.
10. Shorter block lengths, a finer grain of block sizes, sidewalks, trails, bikeways and five-minute walking distances to neighbourhood activity centres and to transit stops should be provided to encourage healthy active lifestyles, to reduce energy use and to provide greater independence for those who cannot or chose not to drive automobiles.

11. Appropriate residential densities and land uses should be located near transit stops, enabling public transit to become a more viable option for mobility within our region.
12. Within each community in our region, clearly defined, compact, pedestrian and transit friendly city and town centres need to be maintained, created and enhanced. These city and town centres are intended to serve as focal points for civic, commercial, entertainment, and cultural activities. A broad range of employment, housing, civic, shopping and leisure activities should be available in a compact, attractive, pedestrian-scale, safe and welcoming environment.
13. Public investments need to be made in these city and town centres to support private sector investment and to create and maintain the public realm, streetscape and amenities that will cater to and attract ongoing patronage from residents, business clientele and visitors.
14. Natural lands should be protected, enhanced, and incorporated within planned "greenway" systems, and given prominence for the benefit of all inhabitants in the surrounding neighbourhood and in the broader region. The essence of a "greenway" is linkages, connecting wildlife habitat areas to each other, human settlements to other human settlements, urban to rural areas, waterfront to inland areas, and people to nature.
15. Employment districts should be located within the region to take advantage of and make full use of all forms of transportation including rail and multi-modal facilities. These districts should be designed and sited within the region along major transportation corridors, in such a manner as to be effectively serviced by appropriate modes of transportation including public transit.
16. Transportation corridors need to provide viable choices and options that equally accommodate automobile, transit, cycling and pedestrian infrastructure.
17. The design of a community's street system, as well as the configuration of lots and the siting of buildings, is an essential part of a community's character. Highly interconnected street systems within our city, towns and villages, incorporating sidewalks, trails, bikeways, street trees, landscaped boulevards, appropriate illumination and signage, should be designed and built to create and maintain safe, livable, and healthy places.
18. Streetscapes should be designed to encourage walking, neighbourhood interaction and community safety.
19. Buildings should be designed in the context of the street and block on which they are situated, and they should incorporate appropriate energy efficient components, architectural elements and landscape features. Local architecture, climate, history and building practices should guide and influence the design and construction of new buildings within our region.
20. Historical buildings, neighbourhoods and districts should be preserved, enhanced and passed on to future generations as a legacy of past accomplishments and successes within the Windsor-Essex Region.

As professional planners, we have a responsibility to provide elected officials, decision-makers, community and business leaders, and the public at large with sound public policy options and to recommend action strategies that will improve the quality of our natural and built environments. By signing this document the community planners whose names appear below are committing to uphold, promote and put into practice this statement of principles that are so important to the future well being of the inhabitants of the Windsor-Essex Region.

September 8, 2006



A collection of handwritten signatures in black ink, arranged in three rows. The signatures are:

Row 1: A large signature, Chris [unclear], Jim Yanchuk, and a signature with the name 'Rebecca' written below it.

Row 2: John [unclear], Allan J. King, Lee [unclear], and a signature with the name 'John' written below it.

Row 3: Robert [unclear], Larry Grate, Tracy [unclear], and a signature with the name 'George' written below it.