

NORTHERN COMMUNITY & SCHOOL RECREATION  
COORDINATOR PROGRAM

2009 – 2010  
OPERATIONS REPORT

SUBMITTED TO THE

Saskatchewan Lottery Trust Fund for Sport, Culture, and Recreation

by

The Northern Sport, Culture and Recreation District



## **NORTHERN COMMUNITY AND SCHOOL RECREATION COORDINATOR PROGRAM**

### **2009 – 2010 Operations Report**

The 2009 – 2010 NORTHERN COMMUNITY AND SCHOOL RECREATION COORDINATOR PROGRAM (NC&SRCP), is a result of an evolutionary change to predecessor program(s) developed and delivered by the Northern Sport Culture and Recreation District (NSCRD). These were funded primarily by the Community Initiatives Fund with the support of the Saskatchewan Lottery Trust Fund for Sport, Culture, and Recreation (SLTF) and a Donor.

The Saskatchewan Lottery Trust Fund for Sport, Culture, and Recreation now provides conceptual approval and primary financial support for the program. Funding continued to be augmented by an Anonymous Donor. The information included in this report reflects the operations within the first year of a two-year funding allocation from the SLTF, augmented by funds from Give Kids a Chance Charity Inc. as supported by an Anonymous Donor.

The Northern Community & School Recreation Coordinator Program is managed and administered by The Northern Sport, Culture and Recreation District. The NSCRD is the applicant to the SLTF. This operations report provides an overview of the program as well as 2009-2010 financial and program data. The employers, steering committees, school administration, education divisions and authorities have submitted the program and financial data.

## THE PROGRAM

### Purpose

The purpose of the Northern Community & School Recreation Coordinator Program (NC&SRCP) is to enhance the quality of life for northerners through the provision of community based sport, culture and recreation programs after school, in the evenings, on weekends and at community and school special events. Community & School Recreation Coordinators are employed to develop and facilitate the delivery of sport, culture and recreation programs, using the school as a major asset of the community and in partnership with other community based organizations providing sport, culture and recreation programs, services and facilities.

### Objectives

1. To **increase participation opportunities** by providing sport, culture and recreation programs after school, in the evenings and on weekends, school holidays and at community and school special events;
2. To **ensure community direction and support** through the development of a community based steering committee;
3. To establish **partnerships** by sharing information and resources between schools and community organizations who share the mandate to provide community sport, culture and recreation programs;
4. To **recruit, retain and support** the community & school recreation coordinator through the provision of a positive work environment coupled with ongoing supervision, training and education support;
5. To **increase the number of volunteers** that assist with the management and coordination of sport, culture and recreation programs and services;
6. To increase community capacity by **providing skill development and leadership development opportunities** to members of the community;
7. To **promote sport, culture and recreation** programs as a positive wellness alternative and an important foundation for quality family life and community spirit.

## GENERAL OPERATIONS

The purpose and objectives for this program were developed in consultation with all stakeholders and supported by the SLTF for implementation. The program has three basic elements,

1. Grants to approved Schools and Communities.
  - Salary and Benefits
  - Professional Development
  - Programs and Supplies
2. Training and Leadership Development.
3. Program and Community Development Support.

### Number of Approvals

The NC&SRCP is a process for the communities and schools to engage each other. Communities and schools were initially selected through the community developed Notice of Intent process. Continuation relies upon the community and school meeting the obligations they have to each other as well as meeting program accountabilities. The following chart reflects year over year number of approvals as at September 1st. Developmental sites are spots open for additional approvals and not as of yet designated to a community.

Approvals	2006-2007	2007-2008	2008-2009	2009-2010
Full Time	19	19	18	21
Half Time	6	3	3	1
Developmental		1	2	

### Program Management and Community Development Support

The NSCRD continued to manage the program up to March 31, 2009, through two Community Development Coordinators (CDCs) contracted from Sask Sport Inc. Effective April 1, 2009, the CDC positions were decreased to one Program Manager position. The NSCRD has staffed this position through a two - year secondment agreement with Sask Sport Inc., from April 1, 2009 to March 31, 2011.

The administration of the program, through a NSCRD transition process implemented in 2008, relies upon 3 Community Relations Coordinator positions (CRCs) to provide direct support to the program sites within a specific geographic service area. As well, the Program Managers for Culture & Community Development and Sport & Recreation provide ongoing support through the mandatory CSRC training events and providing direct technical support to sites upon request. Note: the CRC position for the West Service Area remained vacant up to March 2010. The NC&SRC Program Manager provided direct support to those sites.

Together, the NSCRD staff team works directly with the approved sites, their coordinators, steering committees, partners, and the sport, culture, and recreation system as whole.

## **Program Planning Cycle**

In June 2009, the NSCRD made an application to the SLTF to continue NC&SRCP funding for a three-year term from September 2009 to August 2012. Sustained funding at the same levels was requested of the SLTF in 2009 with a 3% increase in the subsequent two years. As well, recommending less administration costs (program management reduced from 2 CDC positions to 1 Program Manager) and a reduced number of sites. A key component of the submission was to increase site grants to provide additional funds to enable all sites to match the NLSA #113 salary grid for the entire program.

In July, 2009 the SLTF approved the same level of funding for a 2-year term to the same number of sites, from September 2009 to August 2011. With the reduction in program management, this resulted in a 7% increase to grants to sites including the salary grid, to \$40,000 per year. Further, a 3% increase to sites (up to \$41,500) was budgeted for 2010 - 2011. This approval by the Trust was made with the assumption that Give Kids a Chance Charity would continue to secure an annual grant of \$95,000 from an Anonymous Donor to support 2 grant sites of \$35,000 and support a \$35,000 salary enhancement.

In April 2010, the Anonymous Donor provided notice they would not fund the grant sites and salary enhancement beyond August 31, 2010. An invitation was extended to Give Kids a Chance Charity to apply for program management transition funding with potential to support the NC&SRCP program manager position beyond the transition period.

In September 2010, the SLTF approved an application from the NSCRD to provide a onetime upgrade of \$94,800 to the 2010 – 2011 original approval. This ensured the same level of funding and number of sites could continue in the program in 2010 -2011. Funding was also approved to support 21.5 sites (\$42,400 per site) and leadership development (\$53,000) for the fiscal period of September 1, 2011 to August 31, 2012.

At the time of writing this report, The Anonymous Donor is considering an application of Give Kids a Chance Charity to support transition management and the salary and benefits costs of the NC&SRCP Program Manager position (\$80,000 annually), up to August 31, 2012. Should this application be approved, there will remain a shortfall of approximately \$20,000 to support travel and other administrative costs related to the program management component of the program.

The NSCRD will continue to advocate for the critical role of the program management component of this program. It is our hope the current level of sites will continue and that program management funding is secured.

The NC&SRCP enables Northern communities to deliver sport, culture and recreation programs and supports the development of community and school capacity to meet their resident's needs. The program is oversubscribed. There are currently 4 Northern First Nation communities and schools who have requested to participate should a current site become open or additional funding be secured.

**2009 – 2010 NORTHERN COMMUNITY AND SCHOOL RECREATION COORDINATOR PROGRAM  
COMMUNITY AND SCHOOL DETAIL**

	COMMUNITY	SCHOOL	STATUS	EMPLOYER	ED. DIVISION
1	Air Ronge	Gordon Denny	FT	NLSD #113	NLSD #113
2	Air Ronge – LLRIB	Senator Myles Venne	FT	LLRIB	PAGC
3	Air Ronge – LLRIB	Bells Point Elementary	FT	LLRIB	PAGC
4	Beauval **	Valley View	FT	NLSD #113	NLSD #113
5	Buffalo Narrows	Twin Lakes	FT	BN IMFC	NLSD #113
6	Dillon	Buffalo River Dene Nation	FT	BRDN	MLTC
7	Canoe Narrows	Canoe Lake Miksiw	FT	CLCN	MLTC
8	Creighton	Community School	FT	CSD #111	CSD #111
9	Cumberland House	Charlebois	FT	NLSD #113	NLSD #113
10	Fond Du Lac	Fr. Gamache Memorial	FT	FDFLN	PAGC
11	Green Lake	St. Pascal	FT	NLSD #113	NLSD #113
12	Hall Lake	Sally Ross	FT	LLRIB	PAGC
13	Ile a la Crosse	Rossignol Elementary	FT	ILEXSD #112	ILEXSD #112
14	La Ronge	Churchill Community High	FT	NLSD #113	NLSD #113
15	La Ronge	PreCam	FT	NLSD #113	NLSD #113
16	La Loche	Community Schools	FT	NLSD #113	NLSD #113
17	ERFN - Patuanak	St. Louis School	FT	ERFN	MLTC
18	Pinehouse **	Minahik Waskahigan	FT	NLSD #113	NLSD #113
19	Sandy Bay	Hector Thiboutot	FT	NLSD #113	NLSD #113
20	Stanley Mission - LLRIB	Keethanow	FT	LLRIB - STANLEY	PAGC
21	Southend – PBCN	Reindeer Lake	FT	PBCN - Southend	PAGC
22	Timber Bay	Community School	HT	HAMLET	NLSD #113

**SITE OVERVIEW**

- In 2009, Churchill High school was increased to a full time site as a result of Nemeiben River, a half time site no longer having the capacity to manage the program.
- 22 schools were approved to continue from the previous operating year – (21 full time and 1 half time).
- The employer of the La Loche site transferred from the La Loche Sport, Culture and Recreation Council (SRC) to the Northern Lights School Division #113.
- English River First Nation was no longer eligible to participate as of August 31, 2010. This will leave one developmental site open as of September 1, 2010. *Note: Five First Nations schools expressed a strong desire to participate; Deschambault Lake was accepted back to the program in November 2010.*
- 2009 – 2010 School Division /Education Authorities supported,
  1. Northern Lights School Division #113 – 11 schools
  2. Prince Albert Grand Council – 8 schools
  3. Meadow Lake Tribal Council – 3 schools
  4. Creighton School Division #111 – 1 school
  5. Ile a la Crosse School Division #112 – 1 school

\*\* Identifies schools designated as receiving support from the Donor.

**SITE BACKGROUND**

- Sandy Bay was reinstated to the program effective Sept. 1<sup>st</sup>, 2008, replacing Deschambault Lake.
- Black Lake did not have the capacity to meet the objectives and continue in the program resulting in English River First Nation - Patuanak being selected as a full time developmental site effective Feb. 1<sup>st</sup> 2009.
- Montreal Lake Cree Nation was removed from the program effective January 22nd, 2009 resulting in Bells Point Elementary being selected as a full time developmental site effective. April 1<sup>st</sup> 2009.

## **NC&SRC Program Outcomes:**

- It is a program built by Northerners and based upon the specific needs of Northern communities.
- The purpose and objectives of the program are in complete alignment with the vision and the strategic direction of the NSCRD to build capacity through sport, culture and recreation.
- It supports a strong community school philosophy.
- Partnerships are occurring between community and school organizations - resources are shared.
- Increased access to the schools by the community through sport, culture and recreation programs.
- Community direction has improved through the development of steering committees.
- Community based ownership of the program is growing - community leaders decide who is best positioned to manage and supervise the program.
- Improved retention of CSRC's has occurred, due in part to increased salary levels.
- Some CSRC's have continued post secondary education or pursued further careers in the education / recreation field.
- Employers have improved performance measurements processes.
- There is increased emphasis and support to improve the balance between culture and sport & recreation programs – there is an increase in contemporary cultural programs.
- This program crosses education jurisdictions as it reaches schools within three separate provincial school divisions and the education authorities within two separate Tribal Councils.
- School Divisions and Education Authorities have stepped up to the plate.
- The NLSD#113 has contributed up to \$63,00 in 2009-2010 with an increased annual commitment of up to \$70,000 targeted to program and CSRC training within those sites with NLSD employees.
- All School Divisions and Education Authorities contribute significant “in kind” support, such as administration and supervisory support to the CSRC coupled with office, telephone, computers, access to school facilities and sharing of community school equipment, community school & program budgets, transportation costs etc.
- Northern communities and schools are increasing access to provincial sport, culture and recreation programs and services.
- The NSCRD has increased its reach into Northern communities and schools through the NC&SRC program.
- The education and sport, culture and recreation sectors have an increased understanding and appreciation of their respective mandates. Progress is occurring by working together – we are at the tip of the iceberg.

Despite the positive results of the NC&SRCP, the needs of Northern communities remain critically high and progress is often slow. Young people are vulnerable. There is significant drug and alcohol abuse coupled with high suicide rates by youth throughout Northern Saskatchewan. Communities are isolated. Northerners face numerous barriers that prevent participation in sport, culture and recreation endeavours.

## Moving to an Outcomes Based Program

- The purpose and the objectives of the NC&SRCP is directly linked to building the capacity of our Northern communities through sport, culture and recreation.
- Significant progress has occurred through the NC&SRCP to build community capacity. However, there is a need to articulate those outcomes more clearly and to evaluate the program in a manner in which the outcomes or results are understood and verified.
- The first step in this process is the development of a 3 year NC&SRCP Logic Model that will provide the NSCRD, program partners and funders, with the information required to establish a sound evaluation framework for the program. See Appendix A – NC&SRCP Logic Model
- The NSCRD embraces this opportunity; Outcomes based program management will meet the accountability requirements of funders. Moreover, it will ensure an ongoing process of evaluation that will enable adjustments and program changes to keep the program “on track” in striving to reach the desired results.
- Outcomes or results based program management can sometimes feel like a complicated process. The NSCRD may require some support and expertise along this journey. Particularly, as it pertains to developing objective evaluation tools and collecting the right data in a timely manner. The NSCRD is up to the challenge and looks forward to the process.

## 2009 - 2010 OPERATIONS REPORT

2009-2010 NC&SRCP SUMMARY STATISTICS
• The program generated 20.75 person years of employment.
• 780 distinct programs were offered.
• 37% sport with 27% ongoing and 10% were special events.
• 39% recreation with 22% ongoing and 17% were special events.
• 24% culture with 12% ongoing and 12% were special events.
• 13,262 opportunities to participate
• 230,862 total participants.
• Average of 20 participants per program.
• 57% of participants were male and 43% female.
• Participants were 5% elders, 26% adults, 32% youth, 32% children, and 5% preschool.
• 4,785 volunteers were directly associated with programs

### Participation Opportunities

- 10% increase in frequency of programs (opportunities to participate) from the 08 - 09 year.
- 2% increase in overall participation in programs from the 08 - 09 year.
- 16 % decrease in volunteers from the 08 - 09 year. Volunteerism continues to be identified by Northern communities and schools as an ongoing challenge.
- Cultural programs fell from 27% in 2008 -2009 to 24% in 2010 – 2011. Northern communities continue to value traditional and contemporary cultural programming at the community level. Some communities initiated hip-hop programs in 2009. As well, drama, dance, fiddle & music programs have been developing. An ongoing challenge continues to be attracting qualified contemporary instructors or leaders at the community level.
- Overall participant profile statistics remain consistent.
- To guide the development of programs all sites are required to undertake an annual program planning process using a common template developed by the NSCRD.
- No formal definition has been attributed to each programming area. Generally, Sport has been defined as activities that most likely have competition as a major program element. Recreation activities may be physical or social in nature with competition as a minor element. Culture has been considered as activities that were traditional or contemporary in nature. Special Events are a one day single or multi-day, multi-events gatherings with a theme or festival format. These events are usually organized in partnership with other community organizations and agencies.
- The level of program opportunities vary from community to community depending upon the strength of the community school philosophy, the training, education, work experience and the ability of the CSRC, the support of the direct supervisor & steering committees and the length of time the community has participated in the program. The ability to partner at the community level also makes a difference.

The following series of charts provide program detail by approved school/community.

1. 2009 – 2010 NC&SRCP Program Type and Frequency
2. 2009 – 2010 NC&SRCP Programs and Age
3. 2009 – 2010 NC&SRCP Participants

**2009 – 2010 NC&SRCP  
PROGRAM TYPE AND FREQUENCY**

		<b>SPORT</b>		<b>RECREATION</b>		<b>CULTURE</b>			
	<b>COMMUNITY</b>	<b>SCHOOL</b>	ONGOING	SPECIAL EVENTS	ONGOING	SPECIAL EVENTS	ONGOING	SPECIAL EVENTS	TOTAL
1	Air Ronge	Gordon Denny	13	6	17	5	8	7	56
2	Air Ronge – LLRIB	Senator Myles Venne	6	1	7	3	6	2	25
3	Air Ronge – LLRIB	Bells Point Elementary	9	3	7	2	3	2	26
4	Beauval **	Valley View	22	2	4	4	3	12	47
5	Buffalo Narrows	Twin Lakes	6	0	5	5	4	1	21
6	Dillon - BRDN	Buffalo River Dene Nation	6	5	4	11	4	2	32
7	Canoe Narrows – CLCN	Canoe Lake Miksiw	7	1	5	1	6	2	22
8	Creighton	Community School	8	21	7	15	4	9	64
9	Cumberland House	Charlebois	6	1	7	2	5	1	22
10	Fond Du Lac – FDFN	Fr. Gamache Memorial	4	3	10	10	4	2	33
11	Green Lake	St. Pascal	12	1	7	4	1	2	27
12	Hall Lake – LLRIB	Sally Ross	16	6	3	4	2	6	37
13	Ile a la Crosse	Rossignol Elementary	9	7	11	16	1	3	47
14	La Ronge	Churchill Community High	11	5	11	6	8	1	42
15	La Ronge	Pre Cam Elementary	13	3	17	12	11	9	65
16	La Loche	Community Schools	14	2	16	11	2	5	50
17	Patuanak – ERFN	St. Louis School	6	2	3	1	0	1	13
18	Pinehouse **	Minahik Waskahigan	17	3	12	7	14	6	59
19	Sandy Bay	Hector Thiboutot	9	0	6	5	2	3	25
20	Stanley Mission – LLRIB	Keethanow	10	3	10	4	2	3	32
21	Southend - PBCN	Reindeer Lake	7	0	2	1	4	3	17
22	Timber Bay	Community School	3	0	4	1	2	8	18
		<b>TOTALS</b>	<b>214</b>	<b>75</b>	<b>175</b>	<b>130</b>	<b>96</b>	<b>90</b>	<b>780</b>
		<b>TYPE/ SHARE</b>	<b>27%</b>	<b>10%</b>	<b>22%</b>	<b>17%</b>	<b>12%</b>	<b>12%</b>	
		<b>OVERALL SHARE</b>	<b>SPORT 37%</b>		<b>RECREATION 39%</b>		<b>CULTURE 24%</b>		

**2009 – 2010 NC&SRCP  
PROGRAMS – % by AGE**

	COMMUNITY	SCHOOL	STATUS		TOTAL PROGRAMS	ELDERS	ADULTS	YOUTH	CHILD	PRE SCH	
<b>2009 – 2010 NC&amp;SRCP – PROGRAMS - % by AGE</b>	1	Air Ronge	Gordon Denny	FT	56	3%	12%	17%	67%	1%	
	2	Air Ronge – LLRIB	Senator Myles Venne	FT	25	18%	24%	47%	10%	1%	
	3	Air Ronge – LLRIB	Bells Point Elementary	FT	26	0%	20%	37%	40%	3%	
	4	Beauval **	Valley View	FT	47	3%	22%	34%	40%	1%	
	5	Buffalo Narrows	Twin Lakes	FT	21	3%	14%	22%	56%	5%	
	6	Dillon - BRDN	Buffalo River Dene Nation	FT	32	2%	17%	51%	27%	3%	
	7	Canoe Narrows - CLCN	Canoe Lake Miksiw	FT	22	18%	26%	33%	17%	6%	
	8	Creighton	Community School	FT	64	9%	24%	21%	37%	9%	
	9	Cumberland House	Charlebois	FT	22	1%	5%	30%	55%	9%	
	10	Fond Du Lac - FDLFN	Fr. Gamache Memorial	FT	33	3%	20%	42%	31%	4%	
	11	Green Lake	St. Pascal	FT	27	2%	41%	27%	28%	2%	
	12	Hall Lake – LLRIB	Sally Ross	FT	37	3%	23%	45%	25%	4%	
	13	Ile a la Crosse	Rossignol Elementary	FT	47	8%	32%	23%	28%	9%	
	14	La Ronge	Churchill Community High	HT	42	8%	30%	33%	27%	2%	
	15	La Ronge	Pre Cam Elementary	FT	65	9%	22%	15%	50%	4%	
	16	La Loche	Community Schools	FT	50	5%	22%	46%	23%	4%	
	19	Patuanak – ERFN	St. Louis School	FT	13	2%	37%	43%	16%	2%	
	20	Pinehouse **	Minahik Waskahigan	FT	59	5%	26%	30%	38%	1%	
	21	Sandy Bay	Hector Thiboutot	FT	25	1%	45%	34%	19%	1%	
	22	Stanley Mission - LLRIB	Keethanow	FT	32	5%	48%	32%	13%	2%	
	23	Southend – PBCN	Reindeer Lake	FT	17	1%	23%	32%	35%	9%	
	24	Timber Bay	Community School	HT	18	4%	34%	14%	30%	18%	
			<b>Total</b>			<b>780</b>					
			<b>Average %</b>				5%	26%	32%	32%	5%

**2009 – 2010 NC&SRCP  
PARTICIPANTS**

	COMMUNITY	SCHOOL	STATUS	TOTAL PROGRAMS	FREQ.	TOTAL PARTICIPANTS	MALE	FEMALE	AVE.	VOL.
1	Air Ronge	Gordon Denny	FT	56	971	18848	9487	9361	19	1052
2	Air Ronge – LLRIB	Senator Myles Venne	FT	25	284	7905	4226	3679	28	0
3	Air Ronge – LLRIB	Bells Point Elementary	FT	26	203	2531	898	1633	12	45
4	Beauval **	Valley View	FT	47	1090	17177	9333	7844	16	150
5	Buffalo Narrows	Twin Lakes	FT	21	1019	9853	5292	4561	9	31
6	Dillon - BRDN	Buffalo River Dene Nation	FT	32	338	12660	9098	3562	37	147
7	Canoe Narrows – CLCN	Canoe Lake Miksiw	FT	22	62	2050	1002	1048	33	134
8	Creighton	Community School	FT	64	380	3789	1689	2100	10	272
9	Cumberland House	Charlebois	FT	22	942	3292	2002	1290	4	362
10	Fond Du Lac – FDFN	Fr. Gamache Memorial	FT	33	253	11694	5709	5985	46	210
11	Green Lake	St. Pascal	FT	27	629	3256	1983	1273	5	0
12	Hall Lake – LLRIB	Sally Ross	FT	37	452	8266	4985	3281	18	134
13	Ile a la Crosse	Rossignol Elementary	FT	47	519	8537	4606	3931	16	67
14	La Ronge	Churchill Community High	FT	42	432	5046	2675	2371	12	568
15	La Ronge	Pre Cam Elementary	FT	65	790	14379	5684	8695	18	893
16	La Loche	Community Schools	FT	50	352	8137	4908	3229	23	98
17	Patuanak – ERFN	St. Louis School	FT	13	269	7972	4967	3005	29	121
18	Pinehouse **	Minahik Waskahigan	FT	59	1097	15326	8045	7281	14	194
19	Sandy Bay	Hector Thiboutot	FT	25	783	15502	11100	4402	20	70
20	Stanley Mission – LLRIB	Keethanow	FT	32	984	22231	14431	7800	22	96
21	Southend - PBCN	Reindeer Lake	FT	17	429	10180	4452	5728	24	45
22	Timber Bay	Community School	HT	18	984	22231	14431	7800	23	96
		<b>TOTALS</b>		<b>780</b>	<b>13,262</b>	<b>230,862</b>	<b>131,003</b>	<b>99,859</b>	<b>438</b>	<b>4785</b>
		Percentage					57%	43%	20 Av.	

**2009 – 2010 NC&SRCP - PARTICIPANTS**

## **Community Direction, Partnerships, and Support**

- The NC&SRCP continues to require the community as a whole to make decisions regarding who should be the employer, the supervisor and steering committee developer. The school and education system continue to be required to be partners and bring their assets to the table. Each community identified who would lead the program through the Recommitment process.
- Several communities continue to express a desire to become approved under the NC&SRCP. The business process is open and transparent in that all communities who express the desire get an opportunity through face to face visits to outline how they would accomplish meeting the program objectives and identifying the individuals and organizations with leadership and management roles.
- In provincial communities, school divisions were the employer in Creighton, Ile a la Crosse and 9 NLSD #113 sites, a total of 11 sites. A municipality was the employer of choice in 1 site and a not for profit organization was the employer in 1 site. The remaining sites are First Nations and the employer may be band administration or its education authority.
- Access to the school physical plant and equipment remains controlled at the local level. The degree of control exercised is contingent upon relationships at the leadership as well as programming level.
- Partnerships between organizations and individuals who deliver sport, culture and recreation programs at the community level continue to be very challenging in some communities. This is in part due to competition between workers, the fear that sharing of programs may result in the loss of jobs or status in the local political environment.
- In NLSD #113 communities, some animosity with community-based partners has resulted from the salary variance.
- Guidelines have been provided for functioning of steering committees. Some education authorities have recommended a more formal compulsory operating manual and process be developed while others relish local control and autonomy.
- The development of effective steering committees varies from site to site. Steering committees continue to be a key element of the program. Concentrated effort by NSCRD staff to support steering committees through a facilitated orientation or program planning process happened in a minimum of nine sites. Facilitated processes by NSCRD to support steering committee development occurred in Sandy Bay, Cumberland House, Stanley Mission and Hall Lake and Dillon.

## **Recruit, Retain and Support Community & School Recreation Coordinator**

- 15 of the 21 continuing sites had incumbent staff as of September 1, 2009. Two CSRCs had degrees and 2 had diplomas (1 had over 5 years experience, 5 over 2 years & 4 over 1 years experience).
- 1 of the 7 initial new hires had a degree.
- The CSRC with five years experience and a degree moved to the Northern Sport, Culture and Recreation District to assume a program manager position. Another CSRC, a Northerner with over 2 years experience and no post secondary education, accepted a recreation position with a Northern mining company. Two CSRCs left their positions to pursue post secondary education.
- 29 individuals occupied the positions this year compared to 31 last year and 38 the previous year. Some sites experienced multiple turnovers in an attempt to find a suitable match at the community level.
- Half time positions have proven to be extremely challenging to staff. This was in part, the reason for Nemeiben River stepping away from the program. Churchill High School in LaRonge experienced similar challenges in retaining a half time position. With the removal of the half time site at Nemeiben River, Churchill High School moved to a full time site.
- Total Salary & Benefit expenditures, year over year,
  - 2007 – 2008 - \$ 525,600
  - 2008 – 2009 - \$ 660,500
  - 2009 - 2010 - \$ 689,500
- Salary & Benefit expenditures comparison with NLS#113 and all others expressed as a percentage,
  - 2007-2008 (\$35,000 grant)
    - NLS#113 - 80% of total expenditures.
    - All others - 46% of total expenditures
  - 2008-2009 (\$37,500 grant)
    - NLS#113 - 77% of total expenditures.
    - All others - 47% of total expenditures.
  - 2009- 2010 (\$40,000 grant)
    - NLS#113 - 90% of total expenditures.\*
    - All others - 73% of total expenditures.

\*Due to increased salary scales, the Northern Light School Division contributed up to an additional \$7,000 per site to those sites in which the NLS#113 was the employer, a total of \$77,000. This funding was targeted to program and CSRC professional development expenditures. 94.5% of the combined site grants (\$423,000 ) was expended.

- The La Loche steering committee choose to move the employer from the La Loche Sport, Culture and Recreation Council to the NLS#113, due in large part to the increased site grant and the increased salary level and benefits available to the CSRC as and employee of the NLS#113.

- During the operating year the NC&SRCP generated 19.75 years of employment at the community level, supported by 1 person years at the program management level for a total of 20.75 person years of direct employment.
- At present, the program has two salary scales. One recommended by the program as well as the NLSD #113 scales. This results in a salary system that has a significant variance that is dependent upon employer, not the experience, training or functions of the CSRC.

<b>NC&amp;SRCP SALARY SCALE OVERVIEW</b>						
Effective January 1 <sup>st</sup> , 2010						
	0	1	2	3	4	5
<b>NC&amp;SRCP</b>						
No Training	23845	25752	27661	29568	31476	33385
Degree/Dip.	29807	32192	34576	36960	39345	41729
<b>NLSD #113</b>						
No Training	31798	33233	34733	36278	39544	
Diploma	34733	36299	37933	39632	43206	
Degree	37933	39632	41419	43292	47178	

- NLSD #113 has had significant results from their salary grid. Overall, the new scales have directly affected the retention of existing Community and School Recreation Coordinators and increased the number of applicants and quality of applicants for vacant positions. As of October, 2009, the NLSD#113 implemented a formal performance measurement process that has resulted in increased supervision and performance appraisals from school administrators.
- While the compensation level has presented issues, both positive and negative for those involved it has had an impact with the partners at the community level also. The salary levels provided by the NLSD#113 cannot be matched locally and has resulted in local candidates recruited from other agencies. This has caused some levels of animosity.
- It is common for those who work in the sport, culture and recreation sector in Northern Saskatchewan to earn significantly less salary and benefits than other human service sectors. The exception is the CSRCs employed by the NLSD#113 as of September 1, 2008.
- Overall, some turnover is consistent with this program and is also experienced by many other sectors such as education, and health positions throughout Northern Saskatchewan. Retention of the CSRC is much likelier to occur when the CSRC receives strong local supervision and support.
- Turnover with supervisory staff at the local level is also constant and consistent with the statistics for Community and School Recreation Coordinators.

## Leadership Training

### **CSRC In-service – Mandatory Training**

**An Orientation Training Session** was held for all CSRCs on October 27, 28 and 29<sup>th</sup>, 2009 in LaRonge. Thirty participants' representing 22 NC&SRC Program sites attended. The training provided detailed information related to the 7 objectives of the NC&SRC program, with special emphasis on program planning and the development of effective steering committees. As well, information was provided on the Northern Sport, Culture and Recreation District (NSCRD), Saskatchewan *inmotion* and the provincial sport, culture, recreation provincial delivery system. All participants received detailed orientation binders and detailed resource information. The NSCRD staff led all sessions. Informative and interactive sessions with very positive evaluations from all participants.

**Everyone's an Asset Builder:** Integrating Developmental Assets into your Life was a 3 hour pre-conference session that was mandatory for all CSRCs that had not previously participated in an a 40 Developmental Assets session.

**A System Wide Training Event** was held in Prince Albert on Feb 3, 4 & 5<sup>th</sup>, 2010, over 110 persons participated. Participants included 20 Community School Recreation Coordinators (CSRCs) along with 12 direct supervisors and many partners and co-workers who provide recreation programs and services in Northern communities and schools. Representatives of Sask Sport Inc, SaskCulture Inc., the Saskatchewan Parks and Recreation and Saskatchewan *inmotion* provided booths. Additionally, booths were offered by the Lifesaving Society, Sask. Canoe and Kayak Association, Saskatchewan 4 H council, Organization of Saskatchewan Arts councils (OSAC) and the Saskatchewan Archaeological Association. Representatives of Football Saskatchewan and the Saskatchewan Official's task force also attended.

Sessions celebrated sport, culture and recreation successes by focussing upon Northern youth, best practise programs and Northern sport, culture and recreation leaders. Dr. Charity Marsh spoke about the Interactive Media and Performance (IMP) program and the Chef de Mission of Team North shared information about the upcoming Saskatchewan 2010 Winter Games.

Participant evaluations were very high. There continues to be expanded programming and constructive connections between provincial sport, culture and recreation organizations to Northern communities and schools as a result of this training event. Examples: Lifesaving programs throughout the North, Touch football in LaRonge, Northern Hip Hop Leadership programs, Gordon Denny circus demonstration at provincial OSAC conference, the nomination of Tristan Durocher for the Aboriginal Youth Award... and much more.

**Mandatory Leadership Training** for CSRCs happened in Prince Albert on June 15 & 16, 2010. Forty-one people registered, including 20 CSRCs, 13 Northern community partners, special guests, presenters and 3 NSCRD staff. The training focussed upon summer programming and the Saskatchewan Parks and Recreation Association (S.P.R.A.) **“Take the Lead”** Leadership Program along with general information about the S.P.R.A. **“High Five”** and the **S.P.R.A. Play Leadership Certification programs.**

Participant evaluations indicated a strong interest in future leadership programs. This feedback will be considered when planning the 2010 – 2011 CSRC mandatory training sessions.

This mandatory leadership training event was held “back to back’ with the **Northern Physical Activity Round Table** sponsored by the Northern Sport, Culture and Recreation District (NSCRD) and held on June 17<sup>th</sup> & 18<sup>th</sup> in Prince Albert. This was optional training available to CSRCs. Several CSRCs opted to attend.

The NC&SRC Program Manager attended the **Canadian Evaluation Society Essential Skills** Series held in Victoria, B.C. on June 17, 18, 24 and 25, 2010. Workshops focussed upon;

Understanding program evaluation

Planning for evaluations

Improving program performance; and

Outcome evaluation

As a result of this training, Program management developed a 3-year NC&SRC Program logic Model that lays the framework for the development of outcome evaluation strategies.

See Appendix A

The NSCRD continued to ensure that all CSRC training events incorporate information about the 40 Development Assets approach. Additionally, an **Everyone’s An Asset Builder** 3 hour session was provided to the Pre Cam Community School Council in Feb 2010. The session was facilitated by the NC&SRC and the Culture and Community Development Program Managers on behalf of the NSCRD.

**Community Development Training**, June 28, 2010. NSCRD staff participated in a training session to increase the facilitation skills of Community Coordinators and Program Managers as they continue to build capacity in Northern communities and schools through the Northern Community and School Recreation Coordinator Program.

The Extension Division of SIAST, Woodlands Campus was contracted to develop an excel program that would enable CSRCs to complete their midterm and year-end annual program statistics electronically. The excel forms and User Guide was developed over the summer of 2010 in preparation for a 3 hour computer lab to take place in the SIAST computer lab during the NC&SRC orientation session in October 2010.

CSRCs continued to access their training allocation from the NC&SRC grant to attend a wide range of educational or professional development opportunities relevant to the specific needs of the CSRC and to their community. Participatory decisions were made at the local level and a variety of training opportunities were accessed. Examples are coaching certification, suicide prevention or attendance at provincial community school conferences.

## **Volunteers and Skill Development Opportunities**

- Steering committees identified leadership and education opportunities that would enable local people to attend courses to receive information and certifications that would enhance their ability to lead programs at a local level. Examples are activity specific training, coaching certification and the S.P.R.A. play leadership program.
- Volunteering remains a financial as well as conceptual issue for all agencies in the north to manage – this continues to be raised and addressed at CSRC training events. There is an ongoing philosophy that volunteers should be paid.

## **Community Spirit and Wellness**

- Feedback indicates the NC&SRCP continues to address opportunities to support positive / healthy lifestyles.
- Other sectors continue to use sport, culture and recreation as one of the means to address the increasing suicidal rates facing northern youth.
- All human service sectors use recreation activities to engage their clientele or target populations. Within existing organizations, communities, or partnerships, significant effort is necessary to ensure collaboration or even awareness occurs.
- Northern communities traditionally have a strong sense of the need to gather, to celebrate and to share. This is reflected in a strong sense of culture and community spirit that contributes to wellness.

## **North Wide Partnerships**

- The NC&SRC Program Manager participates on a Northern Saskatchewan 40 Development Assets Committee led by the health regions with participation by the NLSD#113, the Creighton School Division, the RCMP etc.
- The NLSD #113 senior administration and the NC&SRC Program and NSCRD General Manager initiated quarterly meeting in 2009- 2010.
- Presentations and special meeting continue to occur with First Nation Education Authorities and Provincial School Education Board of Directors, Education Directors and school administrators upon request.

## **Financial Overview**

- The following chart represents the financial report to the SLTF for the Operating year of September 1<sup>st</sup>, 2009 – August 31<sup>st</sup>, 2010.

2009-2010 NC&SRCP

Comprehensive Financial Report

COMMUNITY	SCHOOL	EMPLOYER / ED. AUTHORITY	GRANT	ALL EXPENDITURES					PY		
				Wages/Benefits	Programs	Training	Total Expenditures	Eligible Expenses			
1	Air Ronge	Gordon Denny Community School	NLSD #113	\$40,000.00	\$41,310.18	\$4,012.64	\$537.15	\$45,859.97	\$40,000.00	0.90	
2	Air Ronge	Senator Myles Venne School	Lac La Ronge Indian Band	\$40,000.00	\$32,673.15	\$5,564.60	\$982.74	\$39,220.49	\$39,220.49	0.85	
3	Air Ronge	Bells Point	Lac La Ronge Indian Band	\$40,000.00	\$20,129.07	\$6,145.17	\$745.09	\$27,019.33	\$27,019.33	0.90	
4	Beauval **	Valley View School	NLSD #113	\$40,000.00	\$48,064.10	\$1,688.48	\$1,008.03	\$50,760.61	\$40,000.00	1.00	
5	Buffalo Narrows	Twin Lakes Community School	B.N.Friendship Center / NLSD #113	\$40,000.00	\$28,891.62	\$12,476.03	\$2,299.00	\$43,666.65	\$40,000.00	1.00	
6	Dillon	Buffalo River Dene Nation School	Buffalo River Dene Nation	\$40,000.00	\$32,150.67	\$9,634.68	\$4,528.80	\$46,314.15	\$40,000.00	1.00	
7	Canoe Narrows	Canoe Lake First Nation School	Canoe Lake First Nation	\$40,000.00	\$27,272.86	\$12,401.74	\$1,288.30	\$40,962.90	\$40,000.00	1.00	
8	Creighton	Creighton Community School	Creighton School Division #111	\$40,000.00	\$31,968.00	\$35,614.00	\$2,577.00	\$70,159.00	\$40,000.00	1.00	
9	Cumberland House	Charlebois Community School	NLSD #113	\$40,000.00	\$38,956.53	\$8,478.92	\$2,736.99	\$50,172.44	\$40,000.00	1.00	
10	Fond du Lac	Father Gamache Memorial School	Fond du Lac Dene Nation	\$40,000.00	\$32,159.14	\$10,730.83	\$2,000.00	\$44,889.97	\$40,000.00	1.00	
11	Green Lake	St. Pascal School	NLSD #113	\$40,000.00	\$37,296.90	\$7,805.61	\$1,043.36	\$46,145.87	\$40,000.00	1.00	
12	Hall Lake	Sally Ross School	Lac La Ronge Indian Band	\$40,000.00	\$33,057.46	\$3,389.94	\$2,361.11	\$38,808.51	\$38,808.51	1.00	
13	Ile a la Crosse	Rossignol Elementary School	Ile a la Crosse School Division #112	\$40,000.00	\$35,752.88	\$6,925.52	\$1,684.16	\$44,362.56	\$40,000.00	1.00	
14	La Ronge	Churchill Community High School	NLSD #113	\$40,000.00	\$23,211.12	\$12,670.09	\$1,052.16	\$36,933.37	\$36,933.37	0.75	
15	La Ronge	Pre-Cam Community School	NLSD #113	\$40,000.00	\$43,496.48	\$4,184.04	\$473.29	\$48,153.81	\$40,000.00	1.00	
16	La Loche	La Loche Community Schools	La Loche SRC Inc. / NLSD #113	\$40,000.00	\$32,508.18	\$491.69	\$2,260.00	\$35,259.87	\$35,259.87	0.90	
17	Patuanak	St. Louis School	English River First Nation	\$40,000.00	\$34,511.89	\$1,963.60	\$4,004.20	\$40,479.69	\$40,000.00	0.80	
18	Pinehouse **	Minahik Waskahigan School	NLSD #113	\$40,000.00	\$39,092.39	\$5,361.35	\$1,552.87	\$46,006.61	\$40,000.00	1.00	
19	Sandy Bay	Hector Thiboutot	NLSD #113	\$40,000.00	\$20,105.08	\$17,047.82	\$2,858.10	\$40,011.00	\$40,000.00	0.75	
20	Stanley Mission	Rhoda Hardlotte Memorial School	Stanley Mission - LLRIB	\$40,000.00	\$24,550.86	\$14,307.89	\$6,001.80	\$44,860.55	\$40,000.00	0.80	
21	Southend	Reindeer Lake School	Southend - PBCN	\$40,000.00	\$18,051.90	\$16,287.42	\$5,736.00	\$40,075.32	\$40,000.00	0.60	
22	Timber Bay	Timber Bay School	Hamlet of Timber Bay / NLSD #113	\$20,000.00	\$14,136.63	\$4,690.00	\$1,200.00	\$20,026.63	\$20,000.00	0.50	
Totals				<b>\$860,000.00</b>		<b>\$689,347.09</b>					
Total Salary & Benefits											
Total Program Expenditures						<b>\$201,872.06</b>					
Total Training Expenditures							<b>\$48,930.15</b>				
Total Expenditures								<b>\$940,149.30</b>			
Person Years of employment (est.)									<b>\$837,241.57</b>	<b>19.75</b>	
NSCRD Expenditures				Budget	Actual						
				<b>\$164,000.00</b>							
Community Development Coordinators				\$114,000.00	\$109,014.00						
Leadership / Training Events				\$50,000.00	\$53,855.00						
Total				<b>\$164,000.00</b>	\$162,869.00						
Variance				\$0.00	\$1,131.00						
Funding Return Calculation				SLTF	Anon. Donor **	Total					
Grants to Schools/Communities				\$766,000.00	\$95,000.00	\$861,000.00					
Community Development Allocation				\$114,000.00		\$114,000.00					
Leadership / Training Events Allocation				\$50,000.00		\$50,000.00					
Schools / Community Expenses				\$742,241.57	\$95,000.00	\$837,241.57					
Community Development Expenses				\$109,014.00		\$109,014.00					
Leadership / Training Events Expenses				\$53,855.00		\$53,855.00					
Grant Return				<b>\$24,889.43</b>	\$0.00	<b>\$24,889.43</b>					

\*\* Indicates sites supported by the Anonymous Donor

**Appendix A - as of September, 2010**

**The Northern Community & School Recreation Coordinator Program, September 2010 – August 31, 2013:** The purpose of the Northern Community & School Recreation Coordinator Program (NC&SRCP) is to enhance the quality of life for northerners through the provision of community based sport, culture and recreation programs after school, in the evenings, on weekends and at community and school special events. Community & School Recreation Coordinators (CSRC's) are employed to facilitate the delivery of sport, culture and recreation programs, using the school as a major asset of the community and in partnership with other community based organizations providing sport, culture and recreation programs, services and facilities.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		
			Short-Term	Mid-Term	Long-Term
<p>SLTF \$3,010,850 Anonymous Donor \$201,900 NSCRD \$48,750 NLSD#113 \$203,000</p> <p>NSCRD Staff: NC&amp;SRC Program Manager 3 Community Relations Coordinators 1 Sport &amp; Recreation Program Manager 1 Culture and Community Development Program Manger NSCRD Executive Director</p> <p><b>Northern School Divisions, Education Authorities, Managing Recreation Organizations contribute significant "in kind" administration, supervisory support, office, telephone, computers and access to school facilities, equipment, program budgets &amp; transportation costs. Value – priceless!</b></p>	<p>Establish annual agreements with program managers /employers</p> <p>Administer grants to 21.5 sites based upon annual program plans and submission of program statistics and financial reports</p> <p>Provide annual mandatory CSRC training: Fall orientation training with updated manual/ resources Feb north wide capacity training Spring program development training Integrate 40 Developmental Assets into the Program.</p> <p>Provide District consultation and community support to steering committees, CSRCs , their employers and recreation partners</p> <p>Facilitate program and strategic planning process upon request</p> <p>Provide ongoing communication and partnership with the education sector &amp; key stakeholders</p> <p>Link communities and schools to S, C &amp; R programs &amp; services Provide the NSCRD Board with mid year status and annual reports on program objectives</p> <p>Provide Funders with outcomes based annual operational reports Conduct annual Northern tour for primary funders Communicate program objectives &amp; progress to Globals Secure ongoing funding</p>	<p># of sites participating # of communities/schools wishing to participate # of sites meeting objectives # of CSRCs retained CSRCs employment satisfaction # person years employed # of CSRC functions performed # Annual program plans submitted # of functional steering committees Satisfaction of steering committee members # of programs % balance of S,C &amp; R programs % of population participating # volunteers # of skilled community leaders delivering programs # programs done in partnership % of site grants expended # of participants at training events Satisfaction of participants at training events # of site visits # Education Division / Authority meetings Satisfaction of Education Divisions / Education Authorities Estimated in kind financial contribution of school divisions/ authorities</p>	<p>Increased # of sites participating in the NC&amp;SRCP Increased identification and recruitment of skilled community leaders to lead &amp; support community based SC&amp;R programs Increased professional development opportunities accessed by CSRCs Increased participation and skill development by potential SC&amp;R leaders Improved qualifications and performance by CSRCs Increased community input, direction &amp; program management by community based steering committees. Increased collaboration &amp; sharing of resources among education, recreation &amp; other human service sectors to support community based SC&amp;R programs More SC&amp;R organizations partner with education &amp; other human service sectors to maximize SC&amp;R opportunities for Northerners Increased retention of skilled community leaders to lead &amp; support community based SC&amp;R programs Increased volunteerism by skilled community leaders in SC&amp;R programs Improved capacity of steering committees to represent the community &amp; oversee the program Improved performance management by employers Increase number of programs offered with improved balance between SC&amp;R.</p>	<p>Increased capacity of Northern communities &amp; schools to meet the SC&amp;R needs of their community</p> <p>High quality sport, culture and recreation programs and services are consistently provided in Northern communities</p> <p>Increased access by the community to the school through participation in SCR programs</p> <p>Increased number of Northern communities and schools to access programs &amp; services from the SC&amp;R system (Northern District and provincial)</p> <p>Improved access for Northern communities and schools to SCR programs, services &amp; grants</p>	<p>Increased participation by Northerners in SC&amp;R</p> <p>Increased participation from "targeted" populations</p> <p>More healthy lifestyles are adopted by more Northerners</p> <p>Increased assets identified by Northern youth</p>

The mission of the Northern Sport Culture and Recreation District is to facilitate and foster the development and delivery of sport, culture and recreation and leadership programs and services which are responsible to and benefit the people and communities of Northern Saskatchewan. Facilitation of Community Development is a strategic direction with the objectives of communities providing and accessing sport, culture and recreation services and programs based on need and that communities recruit and retain employees in the recreation sector. The NC&SRCP links directly to the mission and strategic direction of the District.

The success of the NC&SRCP program is dependent upon community based commitment, leadership and direction.