Community Recreation Handbook

For Northern Saskatchewan

ihcāwinisihk ohci athisithiniwak kā-wīcihīwīcik ācimowasinahikan
hayorilaze sa tsi dihlise
ocînâsa nanâtohk kâ otamiyohk masinahiḳanis

Written By

Flo Frank

for the Northern Sport, Culture and Recreation District

Funding provided by:

Community Initiatives Fund

About the Cover Page Artwork

Community recreation such as sports, culture, arts and other recreation events not only promotes a healthy lifestyle, but also indicates community pride, wellbeing and functioning. Well organized events and gatherings are a positive experience for everyone – organizers, participants, volunteers and other community members. The artwork on the cover depicts typical northern Saskatchewan community events from ski racing, dance groups and voyageur canoe paddling to cultural gatherings with traditional hand games. The activities are set on the background of the medicine wheel to emphasize year round community recreation as an important part of the holistic approach to wellbeing.

About the Artist

Miriam Körner is a writer, photographer and visual artist. Her fascination with the enchanting yet unforgiving North, its people and traditional life-styles is a common subject in her artwork. Miriam lives with her husband and 17 sled dogs near La Ronge, Saskatchewan.

About the Author

Flo Frank of Common Ground Consulting Inc. (Meacham, Saskatchewan) is the author of this handbook. She has worked and lived in northern Canada for most of her life (in part in Uranium City, Saskatchewan) and is respected internationally for her work in community development. One of her first jobs was Senior Recreation Director for The Department of Culture Youth and Recreation in Alberta, so she understands the sector very well. She has written over 30 community "How To" or self-help books, and she provides training and workshops on most of the topics in this handbook. Her love for the north, her respect for sport, culture and recreation and her down to earth - common sense approach is very evident in this handbook.

Library and Archives Canada Cataloguing in Publication

Community recreation handbook for northern Saskatchewan / Northern Sport, Culture & Recreation District.

Includes index.
ISBN 978-0-9866712-0-3

1. Recreation – Saskatchewan, Northern – Handbooks, manuals, etc.
2. Recreation – Saskatchewan, Northern – Planning – Handbooks, manuals, etc.
3. Recreation – Saskatchewan, Northern – Management – Handbooks, manuals, etc.
I. Northern Sport, Culture & Recreation District

GV56.S27C64 2010 790.097124'1 C2010-904842-3

Community Recreation Handbook Endorsements

"This is an awesome book for our northern communities. Recreation is an essential service in northern Saskatchewan. Northerners are very good at programming and this guide and its tools can help with the formal structure of recreation in the north which is sometimes lacking. This gives our sector more consistency and credibility. The northern examples and stories show the value of recreation services in northern Saskatchewan and the great work that is occurring."
Terri-Lynn Beavereye, Stony Rapids & Chairperson, NSCRD

"This handbook has the potential of becoming the template for all northern communities to follow. Something that was long overdue was a handbook that relates directly to the needs of our northern communities – way to go NSCRD."
Leonard Montgrand, Executive Director, La Loche Friendship Center

"I really enjoyed the review of the handbook and found that having consistent formats for each section was beneficial. As well, having the tool box listing after each section provided me with guidance on where I could find tools to help with the topic I found of interest. The quotes provided gave the handbook a personal touch, which I think will help individuals relate to the subject at hand. Finally, I really thought that having your feedback form at the end of the booklet will hopefully prove to be an evaluation mechanism to measure success and challenges with the handbook."
Cheryl McCallum, Manager – Aboriginal Services Unit, Sask Sport

"The Recreation Handbook will be a valuable tool to keep at our side to assist us in our daily work as well as a reminder that a person can only do so much on their own and with the help of their board, many hands make light work … share some of the duties and delegate. The handbook will be most valuable to anyone in the recreation field. I wish I had this when I first started out … it would have answered so many questions and given me the direction that I was lacking."
Channa Senyk, Creighton Recreation Director

"I think this is an awesome handbook. I am very happy to be able to be involved in the preview of such a well rounded, community based resource that promotes the holistic approach. The research and time that went into the production will be well appreciated by those who have access to the final product. My congratulations to NSCRD for taking the opportunity and making it happen. As a believer in the recreation movement, I recommend this valuable piece of literature, that empowers the reader, promotes unity and fellowship to all communities. Thank you for allowing me to be a part of this venture. *Pina maya* – Thank you (Nakota).
Tim Haywahe, Recreation Consultant – Aboriginal Support, Saskatchewan Parks & Recreation Association

"I think the handbook will be a very helpful guide for northern communities and especially new staff working in the recreation sector … maybe it can even help with the high turnover. We need to have a more consistent structure and there are tools here to help us do that."
Estelle Laliberte, Executive Director, Buffalo Narrows Friendship Centre

"This handbook looks like a fantastic resource with a great deal of useful information. I will be sure to use it and promote it to the many clients and communities I serve through SaskCulture Inc. The content will certainly assist communities in developing and maintaining sport, culture and recreation activities at a local and provincial level."
Damon Badger Heit, Coordinator of First Nations & Métis Initiatives, SaskCulture Inc.

"It has a lot of information and good examples and stories that people in the north can relate to."
Robert Yew, Canoe Lake Recreation Director

Permission and Use of Handbook Content

This handbook was developed over several months in 2009 and 2010 and released in October, 2010. The tools in this handbook come from a variety of sources with their permission, and credit is given on each tool where possible. The tools are intended for community organization's day-to-day use, and they may not be sold, mass produced, used in workshops by a professional paid trainer or distributed for profit without the permission of NSCRD – see contact information at the back of the handbook.

Credits and Thanks

The NSCRD would like to thank all the people who contributed to the development of this handbook. Special thanks to our members – the communities of northern Saskatchewan – for your quotes, stories, examples, and input into the handbook to make it yours – unique to the north and practical. Thank you to Marc L'Heureux for allowing us to use his northern photographs in this handbook.

We would also like to recognize the NSCRD staff working group as well as our contractor Flo Frank and her assistant Ley Ward for their genuine commitment to this handbook. To the Administration Centre Printing Services for the design and layout work. Finally, thank you to the Community Initiatives Fund for their funding which made this handbook possible.

Member Communities

This Community Recreation Handbook was developed for the NSRCD member communities - Northern Municipalities and First Nations:

Beaver River Area – Northern Village of Beauval, Northern Village of Cole Bay, Northern Village of Green Lake, Northern Village of Ile a la Crosse, Northern Village of Jans Bay, Northern Hamlet of Patuanak, Northern Village of Pinehouse, Northern Hamlet of Dore Lake, Northern Settlement of Sled Lake, Canoe Lake Cree Nation – Canoe Narrows, English River First Nation – Patuanak.

Clearwater Area – Northern Village of Buffalo Narrows, Northern Village of La Loche, Northern Hamlet of Michel Village, Northern Hamlet of St. George's Hill, Northern Hamlet of Turnor Lake, Northern Settlement of Bear Creek, Northern Hamlet of Black Point, Northern Settlement of Descharme Lake, Northern Settlement of Garson Lake, Birch Narrows Dene Nation – Turnor Lake, Buffalo River Dene Nation – Dillon, Clearwater River Dene Nation – La Loche

Athabasca Area – Northern Hamlet of Stony Rapids, Northern Settlement of Camsell Portage, Northern Settlement of Uranium City, Northern Settlement of Wollaston, Black Lake Densuline First Nation – Black Lake, Fond du Lac Denesuline First Nation – Fond du Lac, Hatchet Lake Denesuline First Nation – Wollaston Lake

Sagastew Area – Northern Town of La Ronge, Northern Village of Air Ronge, Northern Hamlet of Missinipe, Northern Hamlet of Timber Bay, Northern Hamlet of Weyakwin, Northern Settlement of Brabant Lake, Northern Settlement of Southend, Northern Settlement of Stanley Mission, Lac La Ronge Indian Band – Kitsaki, Lac La Ronge Indian Band – Nemeiban River, Lac La Ronge Indian Band – Grandmothers Bay, Lac La Ronge Indian Band – Stanley Mission, Lac La Ronge Indian Band – Hall Lake, Peter Ballantyne Cree Nation – Southend, Montreal Lake Cree Nation – Montreal Lake

Neyanun Area - Northern Town of Creighton, Northern Village of Cumberland House, Northern Village of Denare Beach, Northern Village of Pelican Narrows, Northern Village of Sandy Bay, Peter Ballantyne Cree Nation – Pelican Narrows, Peter Ballantyne Cree Nation – Sturgeon Landing, Peter Ballantyne Cree Nation – Denare Beach, Peter Ballantyne Cree Nation – Deschambault Lake, Cumberland House Cree Nation – Cumberland House

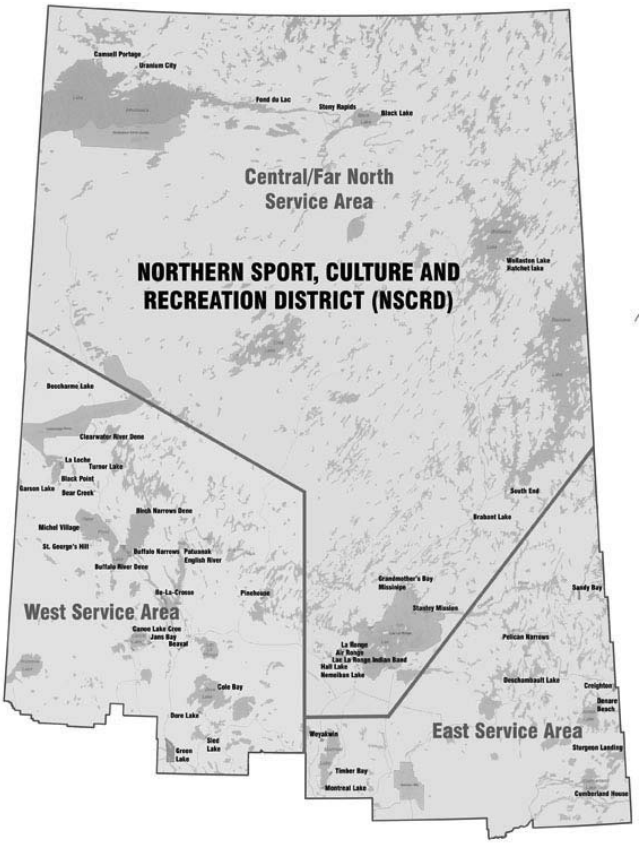

Table of Contents

The Handbook

Definitions 13
Introduction to the Handbook 17
How to Use the Handbook 18
Sport, Culture and Recreation 21
The Northern Context 22
1. Community Involvement 23
2. Organizing and Governance 31
3. Staff and Personnel 41
4. Volunteers 51
5. Youth Involvement and Leadership 57
6. Self Care 65
7. Partnerships – Working Together 71
8. Effective Programming – Finding a Balance 79
9. Planning – Implementation – Evaluation 85
10. Communication 93
11. Promotion 99
12. Research and Advocacy 105
13. Fundraising 111
14. Financial Management and Budgeting 119
15. Facilities 127
Closing 133
Feedback Form 136
Contact Us 136
Additional Information and Good Websites 137

The Toolbox 147
1. Community Involvement 153
- Ten Steps to Effective Community Involvement 155
- Skills Checklist 156
- Factors to Consider – Community Involvement 157
- Tips for Working In and With Your Community 158
- Community Readiness Checklist 159
- Getting the Community Involved 160
- How To Solve Problems 161
- Conflict Resolution Techniques 162
- Facilitation Tips 165

2. Organizing and Governance 167
Assessing Our Organization 169
Responsibilities, Roles and Skills of a Board 170
The Basics Of Policy Governance 171
Board Report Card 172
Recreation Committee Code of Ethics 177
Committee Member Roles 178
Terms of Reference for a Committee 179
Tips For Holding Good Meetings 180
How to Organize a Public Meeting 183
Sample Bylaw to Establish a Recreation Board 184

3. Staff and Personnel 191
Managers' Skills and Knowledge 193
Recreation Director's Roles 194
Work Plan Template Sample 196
Performance Appraisal Template Sample 197
Job Description – Recreation Coordinator 198
Organizational Tips 202
Time Management Tips 203
Orientation Process Checklist 204

4. Volunteers 207
Volunteer Inventory 209
Volunteer Strategy Checklist 210
How to Keep Volunteers 211
Creative Ways to Say Thank You 212
100 Ways to Give Recognition to Volunteers 213
Volunteer Policy Sample 216
Online Volunteer Training Centre Overview 217

5. Youth Involvement and Leadership 219
Youth Sport, Culture and Recreation Strategy Framework 221
How To Do A Community Project With Youth 224
The S.P.R.A. Play Leadership Program 225
40 Developmental Assets 227

6. Self Care 229
Holistic Life Balancing and Management Process 231
Healthy People, Families and Communities 233
Personal Management Plan 234
Conditions That Facilitate Change 235
My Leisure Resources Inventory 236
Healthy Workplaces 239

7. Partnerships – Working Together 243
Buy – In Sheet 245
Partnership Planning Questions 246
Partnership Agreement Template 247
Sample – Northern Spirits Partnership Agreement 248

8. Effective Programming – Finding Balance 253
Program Planning in Northern Saskatchewan 255
Community Needs Assessment 272
Planning For Different Ages 274
Programming For People With Disabilities 277
Program Evaluation 279
Workshop or Event Evaluation Tool 280
Attendance Record 281
Accident Report (example) 282
Permission Slip (example) 283

9. Planning – Implementation – Evaluation 285
Terms and Definitions – Types of Plans 287
Strategic Planning – Format and Explanations 288
Operational Plan Template 289
From Ideas to Action: Action Plan Format 290
Example – Action Plan 291
Evaluation Tool 292

10. Communication 293
Communication Strategy Framework 295
Social Messaging and Social Media Tips 297
Issue Paper – Problem Solving 298
Public Speaking 299
Presentation Tips 300

11. Promotion 301
Marketing and Promotion 303
Benefits and Marketing Messages 304
Creative Promotion and Marketing Ideas 307
Sample Poster 308
Sample Registration/Waiver Form 309
Sample Media Release 310

12. Research and Advocacy 311
Advocacy Plan Template 313
Tips for Meeting With Elected Officials 315
Research Tips 317
Sample Advocacy Letter 318
Advocacy Examples 320

13. Fundraising 323
Fundraising Events Checklist 325
7 Common Errors With Grants 326
How To Write A Proposal 327
Overview of a Grant Proposal – Template Example 328
Seven Things To Do Before Writing Your Grant Proposal 329
Sections of the Grant 330
Do's and Don'ts of Proposal Writing 332
Writing and Layout Tips 333

14. Financial Management and Budgeting 335
Budgeting 337
Annual Budget Template 338
Program Budget Template 341
Monthly Budget Report 342
Ten Most Common Mistakes 343

15. Facilities 345
Facilities Planning Process 347
Facility and Equipment Review 348
Facility Inventory Sheet 352
General Safety Checklist 353
Vandalism Report 355
Equipment and Facility Records 356
Sample Arena Policy (Canoe Lake) 357
Sports and Recreation Risk Management 358

Definitions

Advocacy:	take a stand, to promote, defend or encourage something or someone	**Governance:**	the legal and financial management of an organization
Capacity:	the ability (whatever it takes) to get things done	**Leisure:**	time used to do whatever we want to do
Community:	a collective group of people with similar interests, beliefs or geographic location	**Partnerships:**	an agreement to do something with others that could likely not be done alone
Community Development:	the planned (and unplanned) evolution of communities	**Physical Activity:**	movement, exercise, active body activities
Community Participation:	active involvement in community events, activities and happenings	**Recreation:**	play or amusement that refreshes or rejuvenates
Culture:	the things that make a group of people unique	**Sport:**	games, competitions or activities that have specific rules and require certain skills
Desired Outcomes:	what we hope will happen as a result of what we do	**Volunteer:**	someone who provides assistance or support without being paid

Introduction

Introduction to the Handbook

Sport, culture, recreation, and physical activity programs and services are highly valued by northern communities. They have always been a part of our lives, from our traditional way of living on our lands – hunting, trapping, berry picking, carving – to our involvement in sport at a recreational or competitive level. Our culture is uniquely and critically important to us.

The need for our community recreation programs and services to be more formalized and consistent has been identified for many years. There are many parts of recreation services that are critically important and sometimes overlooked – things like having community involvement and guidance such as through a recreation board or committee; a bylaw that guides the structure of the community recreation services; developing a budget; finding volunteers or helpers; creating and implementing a program plan that is balanced between sport, culture and recreation. These are all areas to consider with recreation programs and services.

The sport, culture and recreation purpose of this handbook is to have all of this information in one handbook that offers practical and useful support for our northern community services. It also serves to acknowledge the value and complexity of our sport, culture, and recreation services and the people who work with them. It should be of use and interest to anyone working within the community context, regardless of the sector, agency, project, type of employment or volunteer capacity. And, given that many organizations experience high turnover in staff, this handbook should also be useful as an orientation and basic training tool.

The handbook is not designed to be complete but rather it is a work in progress to be added to and improved as you use it. No one approach or tool will work for everyone or in every situation, so please accept this handbook as it is – simply a starting point – based on the experience and knowledge of those working in northern Saskatchewan communities. They have been willing to share the best of what they have right at this point in time, knowing that while some things are ageless, others are improving every day.

> "This handbook will really help me understand my job duties. I'm quite confused with what's all expected of me". – Cumberland House Recreation Director

How to Use the Handbook

This handbook was designed to be easy to use and flexible. You can either read the whole handbook (and keep it available for future reference) or use bits and pieces of it as they are needed. The sections are designed to be used as stand alone items and can be read and used in any order or in any way that works for you. For example, if you want to establish a board of directors or focus on partnerships, those specific sections would then be opened.

Use whatever is provided as a beginning, and as recommendations, not as being a fit for every situation. The handbook and tools can be photocopied and shared or modified to meet your particular needs, circumstances, or way of working. We encourage you to add to the tools and give them to others working in your community.

In other words, this handbook is yours to add to, share, to use in any way you want – scribble in the margins, change and add to the tools or add your own stories to make this book your own.

Start by putting your name, phone number and organization you work for inside the cover, so that if this handbook gets lost, it can find its way back to either you or the job you are doing.

> "This handbook will help new Recreation Directors, current Recreation Directors and anyone involved in the sector." – Mary Wright – Denare Beach Recreation Board Chair

Putting the Handbook into Context

Sport, Culture and Recreation

In order to gain the most benefit from this handbook, it is useful to provide a bit of basic information about the beliefs and principles around sport, culture and recreation and begin to make the connection to personal and community health and wellbeing. If you are reading this handbook from the perspective of a different sector, you may also want to consider the connection between your sector's work and overall community wellbeing. No one group is an island nor do any of us work in isolation – we all know that everything is connected, and we must all work together toward our common goals.

Acknowledging that sport, culture and recreation are the foundation of this handbook, we also know that communities must set their own priorities, and that we all have an interest in increasing healthy living and more participation and involvement in community events, programs and activities.

History has demonstrated that a family or community that is active and connected to each other is one that is most likely to be happy and healthy. Since the beginning of time, people have played together and enjoyed celebrations of dance, music, games and sport. These types of activities are important and are seen as an essential service to improve individual health, overall wellbeing and community togetherness – all of it creating a better sense of belonging and commitment to each other and to our communities.

The Northern Context

Everything in the north is connected. The holistic approach to life is evident in sport, culture and recreation programs and services. Our programs and services are connected to almost everything, including:

- Municipalities and Band Councils by building a positive quality of life together.
- Education Authorities and School Divisions as they fulfill their curriculum, share their facilities and support community school philosophy.
- Justice as it seeks positive alternatives for marginalized youth.
- Health which strives to instill positive and healthy lifestyles
- Friendship centres, churches, senior/elder centres and others that develop leadership skills – and,
- All community groups and organizations that help to support healthy families and communities.

The old saying "the family and community that plays together, stays together" has never been more true – for individuals, families and communities. Northern leaders are concerned that there are not always enough sport, culture or recreation opportunities to meet the needs or expectations of our communities or that there are too few people taking part in that which is being offered to really benefit from it. It's up to us to change that.

Northern communities face significant challenges that can be seen as barriers to participation, particularly when compared to urban environments. That said, every northerner understands the positive impact that our programs can have on the self-esteem and health of our children, our youth, our families and our communities.

Clearly there is a role to be played in advocacy – in developing a strong message about active and healthy living and promoting participation in sport, culture and recreation from all ages. By getting organized, getting involved, and encouraging others to do the same, we are not only helping ourselves, but we are also helping others. This book is designed to help us find ways to do this better and to provide some tools and techniques to help others do it better too.

Benefits of Sport, Culture and Recreation

"I was always the last kid picked on sports teams. But, still, sports are what kept me in school." "It's either $12,000 for recreation or $50,000 for jail. It's not the color of your skin, it's not where you're from, it's the opportunity. With that you may not make it to the NHL, but you will make it in life". – Buckley Belanger (MLA Athabasca at a Northern Recreation Conference La Ronge 2000)