



2025-26



Overview and Guidelines

A Program in Partnership with; Northern Municipal Communities, First Nations Communities, Community Sport, Culture and Recreation Organizations; Schools; Northern Education Divisions; First Nations Education Authorities; and The Northern Sport, Culture and Recreation District (NSCRD).
Funded by the Saskatchewan Lotteries Trust Fund



Welcome to the Northern Community & School Recreation Coordinator Program. This guide is intended to provide you with descriptions of the major elements and requirements of the program, the tools and resources available to assist communities and schools with its implementation.

BACKGROUND

The Northern Community School Recreation Coordinator Program was **first implemented during the 1996/97 school year, growing to six schools by the 2002/03 school year**. The program was funded through the Saskatchewan Lotteries Trust Fund (SLTF) and the Northern Recreation Coordinating Committee (NRCC) managed it in partnership with Saskatchewan Culture, Youth and Recreation and Saskatchewan Learning.

The program has continued to grow and evolve over the years. **Today, 21.5 sites are funded to participate in the Northern Community & School Recreation Coordinator Program through the Saskatchewan Lotteries Trust Fund (SLTF).**

NORTHERN SPORT, CULTURE & RECREATION DISTRICT

The Northern Sport Culture and Recreation District will make effort **to support communities and schools in their efforts to meet the goals and objectives of the program**. This **support includes** but is not limited to;

- Consultative support to assist the community in the development of community-based plans and the development of the program.
- Education and training opportunities.
- Technical program support – linking the community to sport, culture and recreation programs and opportunities available from regional, north wide and provincial levels.
- Regular contact and meetings with the Community Steering Committee of a minimum of 4 that include quarterly program planning meetings to go over and adjust annual program plan, stats, budget, etc
- Regular contact and consultation with the Community and School Recreation Coordinator.

The success of this program is the responsibility of the community. Participating communities will be required to provide effective local management & supervision of the CSRC and 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 (CSRC's) 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.

CONTACT INFORMATION

Community Relations Coordinator:

Drew Balen ext. 4
Box 1097, La Ronge SK
S0J 1L0
Ph: (306) 425-3127 Fax: (306) 425-4036
Email: dbalen@nscrd.com

Community Relations Coordinator:

Robert Kirschman
Box 1097, La Ronge, SK
S0J 1L0
Ph: (306) 380-1121 Fax: (306) 425-4036
Email: rkirschman@nscrd.com

Program Manager:

Ryan Karakochuk
Box 580 Creighton, SK S0P 0A0
Ph: (306) 688-2122 Fax: (306) 922-2021
Email: rkarakochuk@nscrd.com

General Manager:

Michelle Hewison ext.1
Box 1097, La Ronge, SK S0J 1L0
Ph: 425-3127 Fax: (306) 425-4036
Toll Free 1-877-777-6722
Email: mhewison@nscrd.com

NSCRD staff are available to attend regular steering committee meetings and to provide ongoing and technical support to CSRC's, program supervisors and community partners.

TEMPLATES, TOOLS & VIDEOS

A variety of tools, templates and samples of best practices commonly used throughout NC&SRCP are available and can be utilized to assist the development of the program in participating communities. Resources can be found in the NSCRD publication, ***Community Recreation Handbook for Northern Saskatchewan*** or through our variety of social media outlets listed below.

Northern Sport, Culture and Recreation District web site: www.nscrd.com

Facebook Page [Northern Sport, Culture & Recreation District](#)

YouTube Channel <https://www.youtube.com/user/NSCRD2013/videos>

COMMUNITY BASED PROGRAMS

- Programs that are accessible* to and benefit all members of the community and/or a target population as identified by the Steering Committee.
- Programs that take place in community settings and involve community members in the design and implementation.
- Programs that occur within or in the near vicinity of the community.
- Programs that are based on community needs; and build on partnership strengths with local organizations and individuals with interests in community programming.

*Accessibility considerations may include: Transportation, Affordability, Time Period, Location, Target Demographics, and Program Design

ELIGIBILITY

Community Organizations and Schools located within the geographic area encompassed by the Northern Saskatchewan Administration District are eligible to participate in the Northern Community & School Recreation Coordinator Program.

Eligible Community Organizations are either:

- The School Division or First Nation Education Authority through individual schools.
- The Northern Municipal recreation organization or First Nations recreation authority.
- A registered non-profit organization with a sport, culture and recreation mandate such as a Friendship Centre.

Schools, who wish to participate in the program, will be required to engage the community by identifying its community partners and work with them to manage the program. Community Organizations, who wish to participate in the program, must initiate contact with their school and the school division or band education authority, while identifying community partners who will work with them to manage the program. For a community to secure this program, the school must be a partner.

NEW PROGRAM SITES

A community or school must have the potential for program impact, accountability and capacity to meet the objectives of the NC&SRCP and obligations of the annual agreement. **The invitation for communities and schools to apply to participate in the program is based on program vacancy and available funding.** An application process is used to determine selection into the program when space is available.

AVAILABLE FUNDING

The individual site grants have increased with a 3% increment to \$59,391 for full time sites to allocate the dollars within the three areas of priority below to balance the budget.

Note: Northern Lights School Division #113 formally contributes an additional \$7,000 for full time sites, to support program (\$5000) and training (\$2000) expenses in all sites where they are the employer.

The NC&SRCP grant is designed to support (in order of priority):

- a) The wages, remittance and benefits of the CSRCs, based upon the Northern Sport, Culture and Recreation District salary grid (or approved equivalent).
- b) Education and training expenditures for CSRC's.
- c) Consumable program supplies and leadership expenditures associated with the NC&SRCP and within expenditure guidelines.

FINANCIAL REPORTING

At the end of each program year, employer organizations are responsible for providing a **Financial Report** that summarizes all financial expenditures that occurred from September 1st to August 31st of the program year. Additional details, such as the general ledger/expense listings and/or receipts may be requested to support the financial report. Please note that any **unspent funds at the end of the program year must be returned to the NSCRD.**

Funding Installments

1. Funds will be issued in two installments. The **first half of installment** will be provided to the Employer upon receipt of this signed agreement and follow-up of outstanding reporting requirements (if applicable).
2. The **second installment** will be issued at the completion of the program year upon the receipt of all required program and financial reports (within six months of end of program year).
3. Site grants to approved communities and schools are based on the employment of a full-time Community & School Recreation Coordinator (CSRC) for the entire duration of this agreement. If a CSRC personnel vacancy occurs for a period longer than one month, the NSCRD shall reserve the right to withhold a portion of the grant funds reflective of the vacancy period.

ANNUAL CONTRACTUAL AGREEMENT

For sites invited to continue in the program, the opportunity to examine the program leaders and respective responsibilities through completion of an **Annual Contractual Agreement** will occur. This contractual agreement clearly outlines and provides assurance by all partners to undertake the roles and responsibilities required to meet the objectives of this program. The Annual Agreement must be signed before the first installment of the grant is released.

PROGRAM WARNINGS

Continuation of funding from program stakeholders is dependent on the achievement of the purpose and objectives of the NC&SRCP by participating communities. In order to maintain funding for the program NSCRD must review all participating communities' commitment to meet program objectives and requirements. A mid-term evaluation will occur and may result in a program warning being issued and, in some instances, program termination if warranted.

Either party without cause may upon thirty (30) days written notice, terminate this Agreement. Termination with cause can occur immediately.

HIRING A COMMUNITY & SCHOOL RECREATION COORDINATOR

The human resource policies of the identified employment organization should be used for hiring a Community and School Recreation Coordinator, in consort with provincial labor standards. Please see the tools section for additional resources that can be used to complement your existing human resource policies and practices.

It is important for the Steering Committee to clearly communicate the expectations they have for the CSRC in all aspects of their position. The Supervisor plays a key role in aligning the expectations of the Steering Committee with the policies of the employer to provide clear and consistent messaging to the CSRC.

TRAINING

Mandatory Trainings

Typically, the NSCRD host a variety of specific CSRC training events. Specific training opportunities will be identified as mandatory and as a condition of funding for all CSRC's to attend. This year's training events are to be determined.

All costs associated with mandatory training opportunities including travel, meals and accommodation expenses for the CSRC are to be charged back to the local NC&SRCP budget. CSRCs are encouraged to invite their direct supervisor and/or community partner or program leaders to attend training opportunities.

EXPENSE OF FUNDING

CSRC Salary & Benefits

1. Funds should be used to cover the cost of wages for a full-time CSRC as per the NSCRD Personnel Salary Grid or approved equivalent and benefits as per the employer human resource policies. [To see NSCRD salary grid template please contact your NSCRD staff member.](#)

CSRC Training and Professional Development

1. Funds should be used to increase the skills and ability of the CSRC to provide effective programming.
2. It is recommended that a minimum of \$2000 be budgeted for the grant (maybe higher depending on location) to cover costs associated with training and participation in training sessions.
3. Funds are intended to cover expenses for short-term training events and workshops administered by the NSCRD, leadership courses such as certification clinics and participation in conferences related to sport, culture and recreation where no other funding exists.
4. Formal certification opportunities should be sought out and based on the results of a formally conducted training needs assessment between the CSRC and employer (including distance education opportunities).

Programming Supply and Leadership Expenditures

1. Programming funds should be used to maximize the benefits of participation in the community-based activities planned and coordinated by the CSRC.
2. Funds should be used to cover the cost of consumable materials and supplies that are used up in the delivery of the program or event. Such materials include arts and craft supplies, food and other consumables for group activities such as canoe trips and cultural camps. Equipment consumed during the normal conduct of the activity is considered eligible.
3. Fixed and capital equipment purchases are not eligible.
Fixed and capital equipment generally includes, i) furniture, fixtures, built-in or facility operational equipment; ii) equipment that is expected to last longer than a year; iii) equipment that is not consumed/used up by a program. If the item is over (\$500) five hundred dollars, in most cases it should be considered fixed equipment.
4. Funds can be used to retain the skills and expertise of organizations or individuals providing specialized instruction for the purpose of providing community-based programs.
5. Funds can be used to support leadership training opportunities for community members that will result in increased capacity within the community to offer community-based sport, culture and recreation programming.
6. Funds for transportation to increase accessibility and maximize participation in community-based programs where no other funding exists is eligible:
 - a. To support travel **within** the community or in the near vicinity of the community is eligible.
 - b. Funds **cannot** be used for out-of-province travel or activities.
7. Funds **cannot** be used to purchase uniforms, personal items such as sweatbands and hats, membership fees, nor prizes such as trophies, plaques, gifts, and cash awards.
8. Funds **cannot** be used to directly compensate Steering Committee members to fulfill their role and function on the committee.
9. Funds **cannot** be used to provide workspace, office equipment, or administrative supplies for the CSRC.

ELIGIBLE Expense Examples	NOT ELIGIBLE Expense Examples
☐ Sports equipment & supplies – volleyballs, floor hockey sticks, skates, baseballs, gloves, etc. ☐ Recreation equipment & supplies – fitness mats, fitness videos, board games, speed stack equipment, manuals/resource books, etc. ☐ Culture equipment & supplies – art supplies, beads, leather, paddles, crafts, music, etc. ☐ Promotion of programs – special event posters/brochures, radio ads, newspaper ads, etc. ☐ Instructors/ Community Leaders Fees & Travel – music instructor, swimming instructor, sport development clinic instructors, fitness professionals, drama workshops, artists fees, cooks, elder teachings, officials & coaching clinic instructors, summer playground leaders, etc. ☐ Food – program snacks, traditional feast, steering committee meeting, food preparation, expenses related to hunting/gathering of food for community-based program, etc. ☐ In-town transportation - expenses tied back to community-based program delivery and participation in or in the near-vicinity of the community (ie: culture camps, neighboring community partnered activity). ☐ Out-of-town transportation for leadership, professional development or training opportunities – mileage, accommodation and registration fees for CSRC, steering committee and/or community partners to attend (ie: NSCRD trainings, leadership conferences, certification clinics, sport-culture-recreation related workshops, Sask Sport, SPRA or SaskCulture Annual Conference) ☐ Entertainment fees and equipment rentals – music bands, youth conferences, sound equipment rental for talent shows, DJ dances, etc ☐ PPE / Sanitation supplies needed for the safe facilitation of programs.	☐ Out of province travel or activities ☐ Personal items – uniforms, hats, etc. ☐ Membership fees ☐ Prizes – trophies, medals, plaques, gifts and cash awards. ☐ Alcohol/Drugs ☐ Steering Committee honorariums ☐ Administrative equipment – workspace fixtures, office equipment, computer, telephone, etc. ☐ Administrative costs – percentages (ie: 10% off the top), utilities, facility maintenance, office space rent, etc. ☐ Capital or Fixed Equipment – volleyball poles, snowmobile, desk, signage, treadmill, etc. ☐ Wages & Benefits for CSRC – paid for time spent during travel outside the community including: school-based programs, major events, celebrations/gatherings or leagues* (ie: chaperoning, concerts, team try-outs, field trips/excursions, team games, leagues, etc.).

Making Budget Decisions

(A 'yes' answer to all the below questions should determine an eligible expense):

The Steering Committee should have the discussion and decide if purchases fit within the program guidelines. It is important to ensure that the purchases are tied back to community needs and are linked to the Annual Program Plan. Use the following questions to discuss and decide on program purchases throughout the year:

- Is the purchase linked to specific program in the annual plan?
- Is the purchase consumable? Will it be used up or have to be replaced as a result of a program?
- Does the purchase fit within the overall budget?
- Does the purchase fit within the expenditure guidelines of the NC&SRCP?

EMPLOYERS

Roles and Responsibilities

- To provide payroll and human resource administration for the Community School Recreation Coordinator position and general financial administration for programs and activities.
- To provide financial and other administration or evaluative reports used to monitor the program as requested by the NSCRD. These reports will form the basis of the NSCRD submission to the funding agencies and program sponsors.
- To ensure the funding is being spent throughout the year and report to supervisor when needed.

DIRECT SUPERVISOR

Roles and Responsibilities

- To provide leadership and local management in the overall implementation of the NC&SRCP.
- To be well versed and ensure adherence to the purpose, objectives and requirements of the program.
- To ensure human resource practices are adhered to, in consultation with the Community Partner and on behalf of the employer.
- For the orientation of the CSRC to their respective work environment, staff, employment expectations and human resource procedures as per employer policies.
- To oversee and support the CSRC's responsibilities to provide programs and services using community and school assets.
- To provide budget updates to the CSRC and Community Partner on an ongoing basis.
- To provide direct supervision to the CSRC including ongoing monitoring, feedback and formal / informal evaluations.
- To provide access to and encourage professional development training for CSRC's.
- When available, attend and participate in the NC&SRCP training events/meetings. Note: Attendance at the NC&SRCP Fall Orientation is mandatory for all Supervisors.
- To ensure the provision of adequate workspace, office equipment (telephone, computer, internet access) and administrative supplies for CSRC. Note: Program funds may not be used to cover costs of these admin requirements.

COMMUNITY PARTNER

Roles and Responsibilities

- To ensure meaningful community input into the implementation of the program.
- To work collaboratively with the Supervisor to ensure community needs are considered in management decisions about the program (ie: CSRC work schedule).
- To assist with the development of the Annual Program Plan and Budget.
- To take a lead role to ensure there is a process for gathering community input and that it is reflected in the final program plan.
- To contribute to the timely completion of required program reports.
- To provide guidance and support to the CSRC specifically around engaging the community (ie: joint calendars, available community assets, recruitment of community volunteers, etc.)
- Provide linkages to community organizations and individuals, including health care, law enforcement, social services, sport, recreation and cultural programmers/volunteers, parents, youth, elders etc.
- When available, attend and participate in the NC&SRCP training events.

COMMUNITY & SCHOOL RECREATION COORDINATOR

Roles and Responsibilities

- To strive to achieve the purpose and objectives of the NC&SRCP.
- To facilitate the delivery of community-based sport, culture & recreation programs after-school, evenings and weekends based on the Annual Program Plan.

- To participate in the required training sessions facilitated by the NSCRD and seek out other potential professional development opportunities.
- To gather input towards the creation of an Annual Program Plan. Ensure programs developed represent the benefits of sport, culture, and recreation and are based on the needs of the community.
- To promote and communicate program plans to encourage participation of community members.
- To report to and work with the Supervisor, Community Partner and Steering Committee through regular meetings to develop, monitor, budget and evaluate all aspects of the program.
- To prepare monthly, interim and final reports for the Steering Committee and program funding agencies as required.
- To establish and maintain community partnerships. Work cooperatively with community members and organizations to encourage and enable them to design, lead and volunteer with programs.
- To recruit, coordinate, and recognize volunteers.
- To provide opportunities for leadership and skill development for community members.
- To maintain a full-time regular work schedule and record of hours worked, in concert with employer policies and as dictated by the program objectives and annual program plan. This must include the provision of programs and events outside of normal school hours and operating year.
- To complete daily records and program statistics and communicate regularly with NSCRD.

Out of Community Programs

The purpose of the NC&SRCP is to enhance the quality of life for northerners through the provision of community-based programs (see definition of community-based on pg. 4). The following programs are prevalent and valued in the north, however, direct participation by the CSRC is not in alignment with their role and the funding provided through the grant.

MAJOR EVENTS & GAMES

Participation by the CSRC in major sport, culture & recreation events outside their respective community is not within the general scope of the CSRC position. Major events and games are defined as: occurring outside of the local geographic area; are usually multi-day programs; are designed and implemented by agencies beyond local in scope; are participatory in nature; require chaperone's; and do not contain an educational or training component (ie: multi-sport games/ try-outs, festivals, religious gatherings).

The role of the CSRC in major events that are within their respective community or nearby traditional lands should be discussed and determined by the Steering Committee to ensure that standards of on-going programming are not sacrificed.

SCHOOL BASED: OUT OF COMMUNITY PROGRAMS

Participation by the CSRC in school based: out of community programs is not within the general scope of the CSRC position. School based programs are defined as: accessible and targeted to the needs of students, teachers and school staff; school administration is solely responsible for the decisions, design and implementation of the activity; curriculum based; under the umbrella of agencies that limit participation to school affiliation (ie: SHAA interschool league, class field trips, school team games).

COACHING

In most cases, coaching of sport teams in established leagues or organizations is not within the general scope of the CSRC position. Established sport leagues and organizations generally support high performance sport and have barriers to participation (ie: fees, skill-based selection); involve travel outside the community; and require high commitment levels that challenge the achievement of the program objective - to facilitate developmental sport, culture and recreation programs through a balanced, accessible, community based annual program plan. Participation in such a role should be discussed and determined by the Steering Committee to ensure that standards of on-going programming are not sacrificed.

INTER-COMMUNITY SPORT LEAGUES & ORGANIZATION MEETINGS

Participation by the CSRC in inter-community sport leagues and organization meetings is not within the general scope of the CSRC position. Inter-community sport leagues are defined as: sport specific; team based; competitive; requires a coach; limited participation based on transportation capacity; regular travel to nearby communities for a designated sport season.

As such, the CSRC should refrain from participating in programs that require out of community travel (with the exception of travel for leadership, professional development, educational or training opportunities). Should the CSRC have a self-interest in participating - he/she may request and coordinate personal time off with their respective employer, as per their employment policies. Please note, the appropriate tracking of such HR data may be requested by NSCRD to affirm compliance with program guidelines.

If directed by the Steering Committee, here are some examples of how CSRCs may support their community's participation in programs that occur outside of the community:

- Promotion - targeted sharing of information; social media; posters; recruitment of participants
- Coordination - coordinate of practices; identify of coaches/ chaperone's; facilitate use of vehicle and driver
- Equipment and Space - provision of equipment; schedule practice facility
- Training and Development - host certification/ leadership opportunities that support the development of the program

COMMUNITY STEERING COMMITTEE

At a minimum, the Steering Committee will consist of four individuals listed in the annual contractual agreement: Supervisor, Community Partner and the Community & School Recreation Coordinator (CSRC). The fourth individual shall be the Northern Sport Culture & Recreation District (NSCRD) Community Relations Coordinator. Collectively, these individuals form a core group of committed individuals to provide leadership, seek out resources, and make decisions regarding the role of the CSRC and implementation of the program. This core group may take an active role in recruiting others to get involved – to share ideas, experiences and offer unique strengths to the benefit of the committee.

Roles and Responsibilities

- Committee will meet quarterly to fulfil the mandate of 4 meetings throughout the year. The NSCRD community relations coordinator will lead these quarterly meetings with the steering committee.
- Identify local needs and priority target groups through ongoing input systems unique to each community.
- Gather input from the community to create a community-based NC&SRCP Annual Program Plan – this is recommended to be achieved through quarterly mandatory steering committee meetings.
- Monitor and evaluate the progress of the Annual Program Plan and provide ongoing direction, support and intervention if required.
- Ensure the CSRC is adhering to the reporting requirements, purpose and objectives of the program.
- Approve the budget and expense of funds in accordance with the Annual Program Plan and community needs.
- Submit a Steering Committee Activity Form after each Steering Committee meeting throughout the year.
- Collaborate on a Summer Program & Supervision Plan prior to the closure of school for summer holidays. Provisions may need to be made so that the CSRC continues to be supervised and have access to the school, equipment and program budgets all year long.

STEERING COMMITTEE



1 SUPERVISOR

To be well versed on the objectives of the program and be responsible for the local management and supervision of the CSRC. To ensure human resource practices are adhered to, in consultation with the Community Partner and on behalf of the employer.

2 COMMUNITY SCHOOL RECREATION COORDINATOR

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 s,c,r programs/services.

3 COMMUNITY PARTNER

To ensure meaningful community input into program management, planning and implementation. To provide guidance and support to the CSRC, as well as linkages to community organizations and individuals.

4 NSCRD COMMUNITY RELATIONS COORDINATOR

PROGRAM TARGETS

Programs delivered and facilitated by the CSRC should ensure community wide benefits including sport, culture, recreation leadership and community capacity building opportunities. The Steering Committee may choose to target programs to a specific demographic, facility or focus because of perceived gaps or under-utilized assets in the community. While this reflection of community needs is encouraged, there are minimum standards of programming that each community and CSRC should strive to achieve.

Community & School Recreation Coordinators are encouraged to set goals for themselves and work towards their achievement. Targets should be discussed and decided upon by the local Steering Committee. Knowing that all communities and CSRCs are unique, review the Program Targets tool to help guide program planning for the year.

REPORTING & RECORD KEEPING

Program records should include all sport, culture and recreation programs; training and leadership opportunities that the CSRC has been associated with. Including programs in which the CSRC has played a part in organizing, supervising, participating, coordinating, delivering or supporting via the budget.

It is very important that the CSRC keeps daily records that reflect information on all people who participate in programs associated with the NC&SRCP. It is the collection of this data that provides the funding organizations with the information they require to ensure continued support of the Northern Community and School Recreation Coordinator Program. **The collection of this information is critical to the continuation of the program.** All reporting documents and templates are available on our website nscrd.com.

APPS Online Reporting Tool

The Annual Program Plan, Budget and Program Statistics are to be reported and recorded using the new NC&SRCP Online Tool (APPS). To access this tool, CSRCs are given a username and password specific to their community & school. CSRCs will need access to a computer and internet to access this tool. NSCRD staff are available to assist new CSRCs with the completion of their reports where necessary.

Go to apps.nscrd.com Username & Password: *provided by NSCRD*

Quarterly Program Plan & Budget

The Northern Sport, Culture and Recreation District will facilitate a **Quarterly Planning Workshop** that will assist Steering Committees to develop their Annual Program Plans. The workshop is mandatory for all new program sites, and available upon request from all sites.

Calendars and Promotional Material

Throughout the year NSCRD will request CSRC program calendars and other media used to promote programs locally. This information may be shared in the form of success stories in northern and provincial publication.

