

INTER-MUNICIPAL COLLABORATION IN RECREATION

A Guide for Municipalities
in a Growing Province

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Saskatchewan
Parks and Recreation
Association
*Recreation
An investment for life*



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Welcome to the Guide

The Guide is based on the premise that communities take the initiative for collaboration in recreation services, and that municipalities facilitate and lead this process.

To support you in this process, the Guide is designed in the following way:

THE RATIONALE

In Sections 1 and 2, initial information provides the rationale to help understand the need for collaboration.

The purpose is to provide you with assistance when framing your case to municipal leaders and community stakeholders.

TAKING ACTION

In Sections 3 and 4, a framework is presented for understanding the components of collaboration.

The goal is to provide you with a practical approach for developing and using collaboration for a recreation initiative.

SUPPORTS

In the Appendices, you will find practical supports for when you are planning and actively pursuing inter-municipal collaboration in recreation.

[Appendix A](#) presents work sheets to guide you through the collaboration process and sample documents for your reference.

[Appendix B](#) provides the background to the Guide's purpose and the process for its development, as well as definitions of key language in the text.

[Appendix C](#) provides contacts for organizations that can assist you as you apply the ideas in the Guide. A number of resources are listed in this section; in particular, we draw your attention to the SPRA's Recreation Board Development Manual, which contains useful support on:

- how to create a Regional Advisory Recreation Board (with or without a recreation director);
- lines of responsibility for each committee model; and
- sample bylaws.

[Appendix D](#) lists the municipalities and individuals who have provided research information, insight and/or review of material during the development of the Guide.

1. Growing with a Growing Province

Saskatchewan has entered a new environment of sustained growth. The provincial government's 2012 Saskatchewan Plan for Growth notes that "Saskatchewan communities are growing and will continue to grow because more young people are staying in Saskatchewan, more families are moving home and more new families from across Canada and around the world are choosing Saskatchewan as the place to be."

Aiming at a population of 1.2 million people by 2020, the Plan's goal is to "reap the benefits and rewards that come from growth, manage the challenges of growth and invest the dividends of growth to improve the quality of life for everyone who calls Saskatchewan home."

"Despite the inherent benefits of growth -- growth is not an end in and of itself. Instead, growth is valued because it leads to a better quality of life."

With growth comes change.

Improving quality of life is not only an outcome of growth, but also a critical factor when new families choose where to reside and where to stay.

And families today are changing the way they think about their communities.

Recreation is a high priority in decisions about residence.

- **Higher expectations** – Mobile families compare their potential lifestyle in different provinces and communities before putting down lifelong roots.

Their expectations for amenities – especially those that affect the health, wellbeing and opportunities of their children – are rising. Recreation is a high priority in decisions about residence.

With growth of numbers and quality-of-life expectations, communities are forced to plan on a larger scale in order to provide sustainable services.



- **Regional thinking** – We are in a world where people routinely commute between communities for work, education, shopping, recreation and entertainment.

More and more, citizens live and think regionally. They belong to a larger geographic area and see their local community as part of a greater whole. For them, boundaries are less relevant in their daily lives and they expect collaboration among the various local governments that affect their lives.

People see their communities as more than the town, village or city of their postal address. Our lives are increasingly mobile – travel times are shortening, and the amount of commuting for work, services and entertainment continues to grow. Rural and urban families are becoming a more homogenous population as they seek the lifestyle they desire and the opportunities they need.

For municipalities, this becomes a question of how to build a larger community, recognizing that in the modern world people function together within larger areas. Interdependence is replacing independence as the interests of communities and their residents converge.

More and more, citizens live and think regionally ... and they expect collaboration among the various local governments that affect their lives.

Rural and urban families are becoming a more homogenous population as they seek the lifestyle they desire and the opportunities they need.

All of this increases the need and the opportunity for inter-municipal collaboration.

Collaboration is already well established.

We have seen regional services in health and education for a long time. We observe regional planning initiatives that involve clusters of municipalities. Fire safety is a well-established area of inter-municipal collaboration. Water, landfills, transportation and economic development are areas of collaboration. Municipalities are collaborating on joint planning to maximize economic development.

Volunteer-driven activities also routinely cross municipal borders.

While recreation activities rely on professional leadership and resources, they are to a large extent driven by volunteers in community-based organizations that cast a wide net in their engagement within the regions they serve.

Yet recreation is too often taken for granted.

Inter-municipal collaboration in recreation is far behind the collaboration achieved in other areas of municipal responsibility.

Recreation is clearly not given a strategic priority in planning for community growth. Too little weight is given to the benefits that recreation generates for health, economic development,

tourism, and creating community appeal that attracts and retains residents.

In a growing province with growing expectations for lifestyle, lack of collaboration contributes to persistent gaps, including insufficient resources, inadequate facilities and programs, and families without the amenities they need and want.

Recreation is a vital need.

Recreation provides the lifestyle, personal opportunities and health that families are looking for. Saskatchewan is in a period of continuing labour shortage. Municipalities benefit from the resulting growth in population when such growth is based on permanent residents who choose to settle and stay, rather than on a transient population following short-term employment.

For that reason, progressive municipalities seek to create an environment that meets the full range of family needs and expectations, in which recreation plays a large part.

The scale of residents' expectations are growing, and are increasing the demands

on municipalities. Inter-municipal collaboration that pools scarce resources is an essential factor for municipalities to respond to their residents.

There is opportunity for a greater recreation vision.

In many areas, a healthier environment for recreation is in the hands of municipalities. In fact, primary leadership in recreation occurs at the municipal level. For that reason, recreation should be built into a municipality's strategic vision.

Municipalities carry the responsibility to think as regionally and collaboratively about recreation as they do about many other areas of municipal service.

As this Guide points out, Saskatchewan's experience shows us that collaboration requires a strong municipal vision, and a dedication to long-term relationships. Working together, municipalities can be more effective at building recreation into a strategic vision that best serves their residents.



2. Opportunities and Possibilities

When you pursue inter-municipal collaboration, your goal is to have programs and facilities that serve, attract and retain people – families who will call your part of the province home. To be of value to these families, collaboration must focus on initiatives that are both practical and valuable to a larger definition of community.

There are many ways in which collaboration on recreation can create benefits and meet needs for municipalities and their residents. Through a regionalized approach to recreation, including organized sport and cultural initiatives, your residents can achieve enhanced services and facilities, and expanded program choice.

Some examples

Here are examples of the kinds of collaboration that either have been accomplished in municipalities, or hold potential for benefit.

The questions you will want to ask are:

Would my municipality and its neighbouring municipalities benefit from this kind of collaboration?

Can the examples in this section spark other ideas that would be of value to our region?

- **Recreation staffing**

Two or more municipalities share the cost of hiring a recreation director or recreation programmer to provide recreational opportunities for all residents.

- **Recreation management**

A group of municipalities establish a regional volunteer recreation board that provides recreational opportunities for all the municipalities.

For example, this can include collectively hiring summer program staff to provide a play program that rotates through the municipalities during the summer months.

- **Exchanging services for facilities**

A municipality with professional recreation staff provides expertise on facility operation or ice making to surrounding municipalities.

In turn, that municipality has some access to the surrounding communities' facilities.

- **New facilities**

Municipalities partner to create and operate a multi-use “destination” recreation facility that benefits the whole region.

- **Regionalized facilities**

Municipalities may decide to regionalize the use of their recreation facilities.

For example, one municipality operates and maintains an arena while another operates and maintains a swimming pool, with the understanding that access to both facilities is open to everyone in the region.

- **Regionalized sports teams**

Municipalities establish a regionalized approach to developing sports teams, so that all their residents have an opportunity to play team sports.

- **Equipment**

Municipalities share equipment purchase and use. This can include turf equipment, or other equipment for maintenance of facilities and grounds.

- **Maintenance**

Municipalities operate a joint maintenance shop to store, repair and maintain park equipment and assets.

- **Sharing specialized resources**

Special operational qualifications and skills, such as ice manager or swimming pool maintenance, are acquired by combining funds and sharing the skilled resource.

- **Cultural resources**

Specialized cultural knowledge, skills and asset management are found by pooling municipal resources.

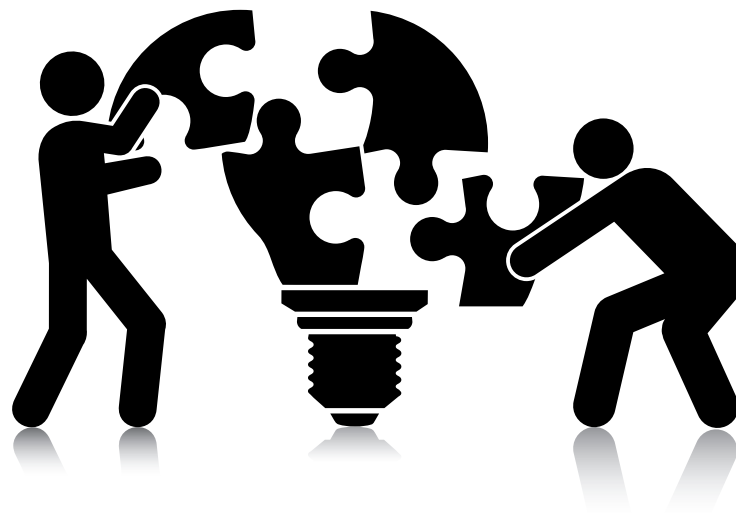
- **Joint funding agreement**

Municipalities reach formal agreements to share funding of recreation projects that serve all their residents (for example: per capita distribution, residential assessment or 50/50).

This creates a cost-effective means of providing superior services and facilities for everyone in the participating municipalities.

- **Joint recreation boards**

Municipalities in a region appoint members to a joint recreation board that develops initiatives serving the whole region.



3. The Principles: A Foundation

A review of experiences around Saskatchewan shows us that there are key principles that keep appearing wherever inter-municipal collaboration is successful:

- **Consistent leadership**

Champions from your community at large are central to achieving real progress.

Inter-municipal collaboration is an ongoing process that requires leaders who maintain community focus on the vision – on the bigger picture that can be achieved by working together.

To be successful, you will want to identify and engage these leaders. Some may hold formal positions and others not, but all are involved in ways that guide community activity.

The new definition of “community” is people who do things together.

- **Commitment to collaboration**

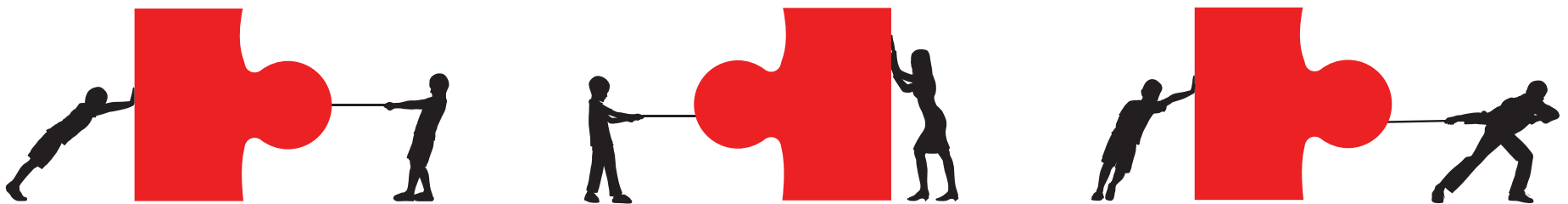
There has to be a belief that collaboration is better than competition for neighbouring municipalities.

Wherever this belief exists, you will find that regular communication, planning and programming involves all the participating municipalities.

It will be important to continually deliver a clear message about shared benefits from regional activity, to create a common understanding of the need and the potential for collaboration.

- **Building relationships**

Relationships have proven over and over again to be the heart of successful collaboration across municipal borders.



To be effective, you will find it important to nurture relationships continually through:

- formal processes, agreements and guiding bodies;
- informal, regular contact;
- open-book sharing of information;
- celebrating successes and outcomes; and
- building on existing relationships.

- **Identifying the mutual benefits**

An important early step is to gather the information and data that demonstrates how all ratepayers and all municipal partners benefit from a cooperative initiative. Where the numbers are well researched and make sense, action is more likely to result.

Consider the various techniques available, including surveys, focus group discussions and research to collect data from existing sources.

- **Recognizing the larger community**

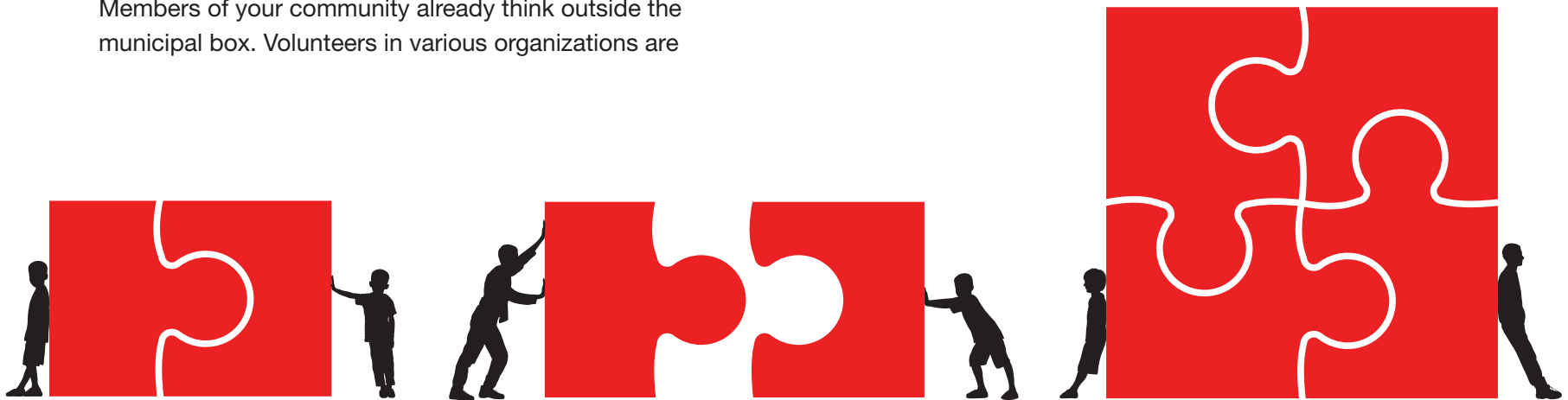
Members of your community already think outside the municipal box. Volunteers in various organizations are

already working across municipal borders in various organizations and projects. Families are already travelling further for recreation opportunities.

Engage these individuals, community organizations and families. They provide energy, motivation and the flexibility to explore solutions for the larger community.

The new definition of “community” is people who do things together. Municipal borders are not seen as barriers for these people. Municipal collaboration can create new opportunities to serve common interests within a region in which people already have common interests and activities.

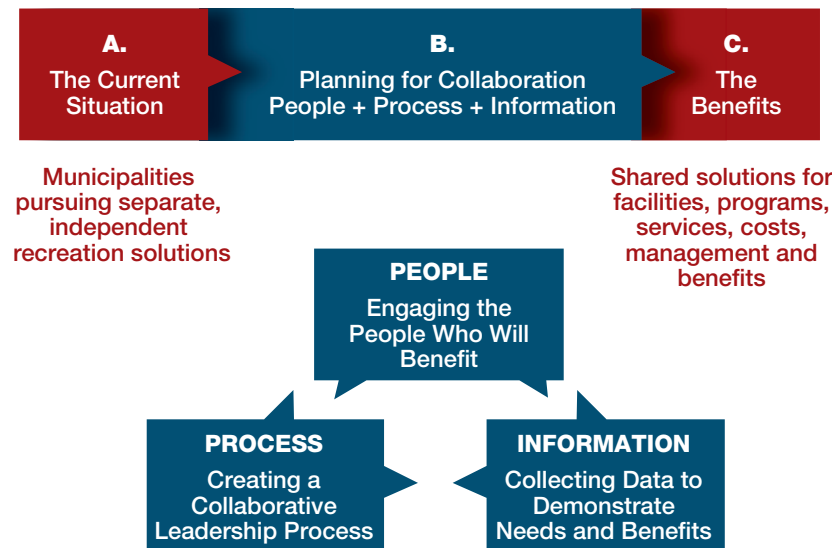
The key is to identify and take advantage of the growing momentum and potential for regional inter-municipal collaboration.



4. The Process: Creating and Maintaining Collaboration

Key to collaboration is the pursuit of three components that work together in a dynamic, ongoing process. If you can employ them consistently and collaboratively, these components – People, Process and Information – help move your municipality and its neighbours from the current situation into one that creates benefits from collaboration.

When planning for collaboration, learning from the experience of other municipalities provides ideas for moving from where you are to where you want to be. This section summarizes that approach in a graphic form that may be useful as you move forward, and then discusses each of the major components in detail.



A. The current situation

- **Understanding** – Each municipality stretches resources to meet ever-higher expectations with limited, independent budgets.



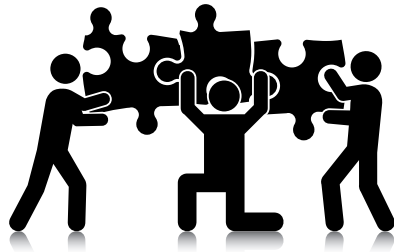
- **Taking action** – Review your situation. Identify the key challenges and begin to develop a clear picture of the desired future state – what you want the recreation environment to be:
 - What programs do we need to attract families and have them stay?
 - What facilities are required to create a community people want to remain in?
 - Are these needs shared by people in your neighbouring municipalities?

Your outcomes – Looking at your community and others develops an initial concept of the needs and opportunities for which an inter-municipal solution might exist. This is the starting point for discussion by raising awareness of the possibilities.

B. Planning for collaboration: people + process + information

- **Understanding** – There are three key components to a collaboration plan:
 - engaging as many champions as possible;
 - creating a sustainable process (including a structure) to get things done; and
 - developing the information that shows how a collaborative solution benefits everyone.

These components aren't sequential, and may all be proceeding at the same time. For example, the information-gathering component may begin at any time, and the earlier the better. Another example is the engagement of people, which starts informally, then formalizes around a planning group, but can also continue right through the planning process.



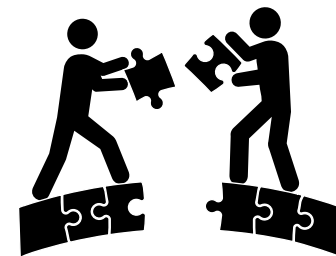
- **Taking action**
Start with Your People – Engage the people who will benefit, and therefore help drive the process. Here's where to look for the people you may need:
 - individuals already leading recreation initiatives;

- organizations who engage in recreation, especially those that already reach beyond municipal borders;
- recreation professionals in your region or accessible through the SPRA;
- municipal leaders with a collaborative vision; and
- people already leading regional initiatives in areas outside of recreation.

You are looking for people who:

- have stake in the community;
- look beyond municipal boundaries;
- think beyond recreation, to see the broad regional picture;
- are builders; and
- come from the municipalities who can share in joint solutions.

Your outcomes – A list of representative leaders and champions is created, and the foundation of engagement and commitment are laid.



Apply a Structured Process – Establish collaborative leadership for joint planning and consultation. Here's how to identify and engage leaders:

- First, conduct an exploratory, information-based Council discussion. Council needs to be fully aware and supportive, and may have a councillor engaged in the planning process.
- Then conduct informal conversations with the champions or stakeholders you identify. These stakeholders will include municipal leaders and others from the communities involved.

Discussions create widespread understanding of the potential for collaboration, and a clear indication of support for the project and for gathering more detailed information.

Most important, the stakeholders can then form the basis of a structured working group or leadership team as the project proceeds to the next step.

- Finally, after the data is gathered and the rationale and benefits are demonstrated, you can develop a specific plan with and through the community leadership team that you have formed.

The planning group – Especially for larger initiatives, the group of champions you have gathered will be formed into a working group, and/or perhaps act as an advisory group to the municipalities involved.

The group will have started informally during your initial consultations, and now for the planning phase will likely become more formal. How formal the group is will depend on the scale of the project, but generally the more structured the working group can be, and the more it represents the municipalities and the stakeholders, the more effective it will

be. An appropriate and sound structure for project leadership is a key to success.

The planning process – The plan begins with an agreement for the working group itself, such as working rules, the scope of the work, the decision-making process, resolving conflict and communications. Again, the level of detail in these matters depends on the scale of the project.

One very important element is goal-setting to clarify the shared outcome and the common objectives for everyone on the working group.

The plan – The plan the group develops will describe the recreation initiative, its rationale and benefits, and all aspects how it can be implemented.

Your outcomes – A project plan for a collaborative recreation initiative is developed, and can be taken to municipal councils for formal response and action.



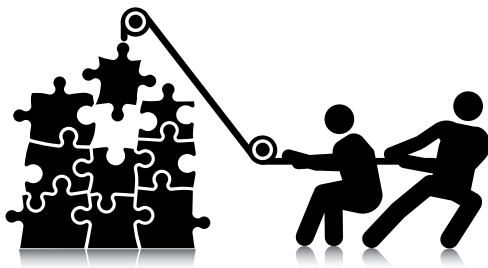
Gather Information – While the other components are proceeding, you will also be collecting data to demonstrate the need and the benefit of shared solutions.

Here are the kinds of information you may need, depending on the proposed initiative:

- demographic data on regional population and growth projections (by accessing information from Statistics Canada, SPRA can support you with demographic data for the recreation sector);
- a survey of the needs and expectations of residents in the region;
- consultation with community organizations to gather data, needs and ideas directly from stakeholder groups;
- financial data on current and potential revenue sources;
- an inventory of facilities and programs; and
- statistics on current users of services.

Your outcomes – Hard information is gathered, providing the evidence and rationale to move forward on a specific initiative by:

- clarifying the highest priority needs and opportunities;
- identifying benefits;
- identifying gaps; and
- demonstrating levels of support and engagement.



Overview: integrating the components into a work plan

The three components – people, process and information – create a single thread of activity as you move from initial ideas

to a finished plan that can be adopted. Every project will have to create its own timeline, but here is a summary of the sequence of activities described on previous pages:

1. Have an initial concept of what you believe is the need and the stakeholders who are potential champions.
2. Discuss the matter early with Council to generate awareness, interest and engagement – and keep them up-to-speed as ideas move forward.
3. Discuss the concept with stakeholders – to verify the level of interest and commitment of groups and individual leaders.
4. Set up a structure – formal or informal – that brings the stakeholders together to plan.
5. Gather the data that identifies gaps and trends – to demonstrate the rationale and benefits of the concept. In reality, some data gathering can and should begin as early as possible.
6. Build a plan, using the stakeholder group – continuing to keep Councils informed and engaged.
7. Share the plan early with a wide cross section of stakeholders and citizens – for open communications and to ensure understanding, interest and support.
8. Take the plan formally to the participating municipal Councils for review, endorsement and implementation.

Here is how a project might play out over a 15-month timeline.

Components	Timeline in Months														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1-Initial concept															
2-Council introduction															
3-Stakeholder exploration															
4-Structure setup															
5-Data gathering															
6-Plan development															
7-Plan sharing															
8-Plan presentation to Councils															

This is just a model. Your own plan will reflect the components and timeline that fit your project and your communities.

The process of collaboration is almost never a straight-line sequence. Things often develop organically. Activities will often go back and forth among the steps as a project deals adequately with all the issues, tasks and ongoing communications that are needed.

Patience, persistence and flexibility are vital.

C. Benefits

When a project successfully engages municipalities and their people in joint planning around recreation, the benefits can be as large as the participants' vision.

This may include:

- new services;
- programs;
- facilities; or
- new efficiencies and effectiveness in maintenance and operations.

It can involve new ways to provide shared resources – from many potential sources – to provide citizens with healthier, more attractive communities.

The primary benefit is creating something greater through inter-municipal collaboration than can be developed independently.

In summary, the benefits include:

- **Communities acting together**
A broader base for shared resources and participation achieves more than

can be achieved alone. This means a greater social cohesion among communities as relationships are built and strengthened.

- **Municipal governments leading together**

Municipalities share planning, funding and management of recreation initiatives.

- **Creating a wider definition of “community”**

A larger circle of collaboration on recreation adds to the wider regional community already being built in health, education, fire safety, water management, economic development and other areas of inter-municipal collaboration.

- **Developing the scale that people are looking for**

Collaboration and shared resources help municipalities

capture a larger part of Saskatchewan's growing economic pie.



Appendix A: Some Practical Helps

This appendix provides a number of resources that are designed to help you ask the right questions and develop effective tactics for many of the strategies this Guide suggests.

These worksheets and sample documents are included only as a reference. For practical use, these forms will need to be changed to reflect your community's needs and situation.

The layout of these worksheets has been developed to fit one form on one page in the Guide. Remember that the templates are available digitally in a Word format from SUMA and SPRA, so that you can easily adapt tables as required.



The worksheets and sample documents are:

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Awareness – Getting the Message Out

Organizing questions	Information for our planning
1. Who needs to hear and understand the benefit that recreation plays – or could play – in our communities?	
2. What is the information and what are the messages we need to deliver?	
3. How can we best deliver these messages?	
4. What arguments can we use from the Guide?	
5. What other information do we need – and where might we find it?	

Consulting – Questions for a Community Consultation

Organizing questions	Information for our planning
1. What examples do we have of effective recreation services in our area?	
2. What are the examples of effective collaboration between municipalities in this region – on recreation and on other services?	
3. What are the recreation gaps in our region?	
4. In what ways could inter-municipal collaboration offer solutions to these gaps?	
5. What are the main roadblocks to greater inter-municipal collaboration?	
6. What might be done to overcome any roadblocks and create collaboration on our recreation needs?	
7. What groups and individuals can become involved in the process of developing this idea on a collaborative basis?	

Opportunities and Possibilities – Identifying Needs

Organizing questions	Information for our planning
1. Where are the stresses or pressures in recreation?	
2. Where are the unmet needs?	
3. What are the innovations and ideas that we see other municipalities pursuing?	
4. What is our conclusion from looking at all this? <ul style="list-style-type: none"> What are highest priorities? What ideas have the best benefits? Which would have the strongest regional support? 	

Identifying Local People and Resources

Organizing questions	Information for our planning
<p>1. What individuals could be key to developing or supporting our initiative; for example:</p> <ul style="list-style-type: none"> ◦ Elected officials at the local, provincial, federal level? ◦ Individuals who are recognized community leaders? ◦ Heads of key organizations? ◦ Professionals? ◦ Others in our communities? 	
<p>2. What community organizations could become involved; for example:</p> <ul style="list-style-type: none"> ◦ Recreation groups (recreation, sport and culture)? ◦ Service clubs and other community-focused organizations? ◦ Institutions or professional organizations (in health care, education, social services or other sectors)? 	
<p>3. What role might each individual play – what will we ask of them, for example:</p> <ul style="list-style-type: none"> ◦ A leadership role? ◦ An advisory? ◦ Assisting with tasks? ◦ Providing information? ◦ Linking us to others? ◦ Helping communicate or advocate for us? 	

Finding External Resources

Organizing questions	Information for our planning
What support or expertise can I find at the provincial municipal associations?	
What support or expertise can I find at SPRA?	
What other municipalities may have a similar project we can learn from?	
What other organizations may be interested in recreation, including sports and culture?	
What websites may have information?	

Reaching Out – Finding and Approaching Champions

Names of people we need to talk to	Who and how to best approach them	Messages and requests we'll deliver	Outcomes and next steps from each encounter
#1			
#2			
#3			
#4			
#5			
#6			
etc.			

Forming a Team

Organizing questions	Information for our Planning
1. What will be the most effective structure (number of people, mandate and mission, level of formality, etc.)?	
2. Who should be on the team (and what will be their individual roles)?	
3. How will individuals be invited to participate?	
4. Who should lead the group?	
5. What processes do we need to function well?	
6. What specific work plan will the group have?	

Making the Case

A guide for drafting your message in:

- individual conversations and one-on-one meetings;
- formal presentations to Council or organizations; and
- written communications.

Steps	Outline: summary of your message	Detailed information
1. Identify the need.		
2. Clarify the benefits to be achieved.		
3. Identify the main options for moving forward.		
4. Recommend the best option and explain why.		
5. Identify what's required to achieve the recommended options (resources, project coordination, etc.).		
6. Clarify the immediate request we're making – the action or next steps.		
7. Closing: summarize and reinforce the action we're seeking and the benefits to be gained.		

Gathering Data

Collecting information to demonstrate the need and value of the initiative

Source of data	Method for gathering the data	Action: assignments and deadlines
Usage data for existing facilities and programs.		
Demographic data on the communities (especially StatsCan information or resources such as Assessment of Demographic and Community Data available from SPRA).		
Financial data (for example: capital costs, operating costs, user fees, subsidies, grants, cost sharing).		
Surveys of residents/stakeholders (including survey software such as Survey Monkey or Constant Contact).		
Community consultations.		

Building Relationships 1: A Process for Effective Conversations

Dialogue steps	Notes, outcomes and next steps
1. Introduce the concept – the idea of potential collaboration to achieve common goals.	
2. Find out what needs the other person has.	
3. Ask what opportunities and vision they see?	
4. Explore the potential synergies – sharing our goals and looking for a match.	
5. Clarify the benefits of working together.	
6. Discuss who else could support, and how they can be contacted and introduced to the idea.	
7. Discuss the challenges and roadblocks that need to be addressed.	
8. Confirm with the others: <ul style="list-style-type: none"> a. what I've heard and agreed upon; b. the next steps as we work together; and c. the amount of time and resources that can be committed to the initiative. 	

Building Relationships 2: Methods for Maintaining Ongoing Relationships

Guiding questions	Action to be taken
1. How can this person or group best continue their active involvement with our project (what type and level of engagement)?	
2. How can we keep the individuals and groups informed; for example: a. Periodic updates by mail or email? b. Informal discussions? c. Information meetings?	
3. How can we help groups communicate to their members about our initiative?	

Creating a Work Plan 1: A Work Plan for Developing Collaboration

Components	When	Responsibilities	Update on progress	Outcomes
1. Clear initial concept.				
2. Information discussion with Council.				
3. Introductory discussion with stakeholders.				
4. Set up a structure – task team or advisory group.				
5. Gather data and information.				
6. Develop a plan for the new initiative.				
7. Share the plan for awareness and support.				
8. Finalize the plan and take it to the participating Councils.				

Creating a Work Plan 2: A Sample Work Plan for Your Proposed Recreation Project

Priorities	Special projects	Key deliverables	Start Date and planned completion	Lead

Terms of Reference for a Task Group or Advisory Group

Organizing questions	Decisions and action
<p>1. Establish the mandate:</p> <ul style="list-style-type: none"> a. What's the vision (i.e. what the group wants to achieve as its ultimate goal)? b. What's the mission (i.e. the work the group will do to achieve the vision)? 	
<p>2. Clarify roles and responsibilities (structure, process and level of formality/informality):</p> <ul style="list-style-type: none"> a. Who's leading? b. How will we work together at meetings? c. What level of documentation do we need? d. How do we report on tasks that are assigned? e. How do we communicate within the group and to those outside? 	
<p>3. Work plan:</p> <ul style="list-style-type: none"> a. What are the steps we will go through to achieve our goal? b. What is our timeline? c. Is our intention to complete our task and then shut down, or to morph into a longer-term group if our initiative is successful? 	

A Sample Committee Terms of Reference

This sample terms of reference for a committee is from the SUMA Inter-governmental Affairs Committee (IAC). Use it as a sample that can provide guidance for your own committee.

Introductory Description

The Inter-governmental Affairs Committee is a sub-committee of the SUMA Board of Directors.

Membership and Appointment – Who can be a member (e.g. committee members, staff, other municipal officials, etc.)? How and when are they appointed? What is the duration of the appointment?

Resource Persons – Who is responsible for supporting the work of the committee?

Meeting Requirements – How often will the sub-committee meet? How many votes are required to carry a motion?

Record of Meetings – How will minutes be recorded? Who will be responsible for taking these?

Reporting Mechanism – How will they report to the Board? Oral or written reports? By whom? How frequently?

Duties and Delegated Authority – Specify the role and purpose of the sub-committee. Specify limits to their authority i.e. are they advisory only? Specify when they can make decisions or take action without the specific approval of the Board.

Terms of Reference

The Inter-governmental Affairs committee is a sub-committee of the SUMA Board of Directors.

Membership and Appointment – Only SUMA directors can be voting members of this committee. Appointees to this committee serve a one year term.

Resource Persons

- A SUMA staff member will be assigned to serve as an advisor and clerk to the committee.
- The committee has the authority to involve external advisors as deemed necessary.
- Advisory personnel are not considered voting members.

Meeting Requirements

- The committee shall meet not less than four times in each calendar year. SUMA's sub-committees regularly meet the morning of regular board meetings or via conference call.
- A quorum at each meeting shall be a majority of committee members.
- When quorum is lost, the committee meeting shall be adjourned. Any unfinished business shall be considered at the next regular meeting of the committee, or special meeting called for that purpose.
- All board members may attend the committee meeting and participate in proceedings. However, they do not have the

authority to vote and shall not be counted in determining quorum.

- The committee shall elect a Chair and Vice-Chair at its first meeting following the annual board appointment process. The Chair shall preside at every committee meeting and shall have a vote on all questions.
- All committee meetings shall be called by the Chair. In the Chair's absence this duty falls to the Vice-Chair. In the absence of both, committee members shall elect an interim chair until the arrival of the Chair or Vice-Chair.
- With the unanimous support of all appointed voting members, the committee can make decisions via electronic mail or conference call. Such decisions shall be documented and be recorded in the minutes of the subsequent regular meeting of the committee.
- The business of the committee shall be conducted in accordance with the rule governing the procedures of the Board, except for the following:
 - No motion shall be required to be seconded.
 - There shall be no limit to the number of times a member may speak to a question.

Record of Meetings

- The minutes of the committee shall be accurately recorded and submitted to the preceding meeting for approval.
- The SUMA staff member assigned to the committee is responsible for taking the committee minutes.

- The committee clerk shall not record the names of members voting when question is called.

Reporting Mechanism – The Chair of the committee shall provide a written report to the Board of Directors at the next regular board meeting.

Duties and Delegated Authority

- The Inter-Governmental Affairs committee is responsible for matters that fall outside of the scope of SUMA's other policy committees;
- Within the mandate of the committee, the responsibilities of the Inter-Governmental Affairs committee are to:
 - review and make recommendations regarding provincial or federal legislation, regulations, programs and services;
 - participate in consultations;
 - review and provide recommendations on policy resolutions and correspondence;
 - recommend policy/advocacy priorities;
 - identify potential issues and concerns; and
 - deal with any other items referred by either the Board of Directors or the Executive Committee.
- No action of the committee shall be binding on SUMA unless power to take such action has been delegated by the Board of Directors.
- The committee shall annually review its terms of reference and recommend any required changes to the Board of Directors as needed.

A Sample Inter-municipal Agreement

NOTE: This sample agreement is provided for reference only. It is not a legal document and does not constitute legal advice. Contact your community's lawyer when preparing an agreement to ensure all relevant terms and conditions are included (such as termination clauses, dispute resolution, etc.) and that the agreement complies with municipal legislation and reflects the interests of your community.

This Agreement is made this ____ Day of _____,
_____, between the "Parties":

The Town of _____, a municipal body corporate pursuant to *The Municipalities Act* and The Village of _____, a municipal body corporate pursuant to *The Municipalities Act*.

The Parties hereto agree:

1 Definitions:

- (a) "Commission" means the _____ Area Recreation Commission established by this Agreement;
- (b) "Community recreation complex" means the rink, swimming pool and any community recreation complex which is authorized by the _____ and the _____, to erect, construct, build, purchase, maintain and operate, and includes any real and personal property forming any part thereof or used in connection therewith;

- (c) "Town Council" means the Council of the Town of _____;
- (d) "Town Councillor" means a member of the Town Council;
- (e) "Town" means the Town of _____;
- (f) "Village Council" means the Council of the Village of _____;
- (g) "Village Councillor" means a member of the Village Council;
- (h) "Village" means the Village of _____.
- (i) "Director" means an individual appointed pursuant to Section 6.

- 2 The _____ and _____ will register with the Information Services Corporation – Corporate Registry a Not for Profit Corporation to be called _____ Area Recreation Commission for the management and operation of the community recreation complex and services.
- 3 The community recreation complex remains with and is vested in the Town of _____ and the Village of _____ in equal shares.
- 4 Neither the Town, the Village nor the Commission shall
 - (a) become financially interested in any hockey team or other team, or other form of public entertainment played or presented in the community recreation complex by guarantee or otherwise, other than by renting or

operating the complex on a percentage basis for a fixed charge or series of charges; or

- (b) prejudice or jeopardize the successful financial operation of the community recreation complex.
- 5 The objects and purposes of the Commission are to operate, maintain and manage the community recreation complex and recreation services on behalf of the Town and the Village.
- 6 The Commission's board of directors will consist of
 - (a) two Town Councillors appointed by the Town Council
 - (b) two Village Councillors appointed by the Village Council;
 - (c) one person appointed by the Town Council who is not a Town Councillor;
 - (d) one person appointed by the Village Council who is not a Village Councillor.
- 7 A Director of the Commission whom is a Councillor holds office for a term of one year then for three years thereafter. A Director of the Commission whom is not a Councillor is appointed annually commencing on _____.
- 8 A Director of the Commission whose term of office has expired may be re-appointed.
- 9 A Town Councillor or a Village Councillor ceases to be a member of the Commission when he/she ceases to be a Town Councillor or a Village Councillor.
- 10 Where a person ceases to be a member of the Commission for any reason, including resignation, inability to act or death,

the Council which appointed him/her shall appoint a person to the Commission who has the same qualifications to be a member as the person who ceased to be a member, to serve for the unexpired portion of the term of office of the person who ceased to be a member.

- 11 Four members is a quorum of the Commission.
- 12 Each Director of the Commission may be paid such reasonable travel and other expenses that the member incurs in acting as a director as may be determined by the Commission and approved by the Town Council and the Village Council.
- 13 The Board of Directors of the Commission shall appoint from themselves a Chairman, a Vice-Chairman and a Treasurer who shall hold office for two years.
- 14 The Commission shall appoint a Secretary from the available Directors.
- 15 The Commission shall appoint annually either the auditor of the Town or the auditor of the Village as auditor of the Commission
- 16 The Commission may
 - (a) enter into an agreement with the Town and the Village respecting the operation, maintenance and managing of the community recreation complex, and recreation services and may carry out the terms of such agreement;
 - (b) make by-laws, rules and regulations relating to its affairs and for any purpose incidental thereto, not inconsistent

with the provisions of this Agreement, including bylaws, rules and regulations designating what person or persons may execute documents for and on behalf of the Commission and affix its seal thereto;

- (c) from time to time borrow, subject to any Acts and with the approval of the Town Council and the Village Council, by way of a temporary loan or loans from any chartered bank in the Province for the purpose of defraying current operating expenses where the total of all loans outstanding at any time does not exceed fifty thousand dollars (\$50,000);
- (d) within the provision of an organizational chart approved by the Town Council and the Village Council, engage such employees as the Commission deems proper and necessary for the purpose of attaining its objects, pay such employees such reasonable remuneration and reimburse them for such expenses as the Commission deems proper and necessary and promote, demote, dismiss or suspend such employees.

17 A by-law, rule or regulation made pursuant to clause 16 (b) is not effective unless and until it is approved by resolution by the Town Council and the Village Council.

18 The fiscal year of the Commission is from the first day of _____ in any year to the thirty-first day of _____ in the next following year

- (a) The Commission shall annually on or before the fifteenth (15) day of _____ submit a balanced

budget for the upcoming year's operating revenue and expenses.

- (b) The Commission shall provide a three(3)-year capital budget as an appendix to its operating budget.

19 The Commission shall apply the annual revenues received by it

- (a) to provide for the payment of ordinary operating expenses;
- (b) to pay the principal and interest due on any debt;
- (c) to setting aside a reserve for contingencies not to exceed fifty (50) per cent of the current year's surplus with a maximum accumulation of one hundred thousand dollars (\$100,000);
- (d) to establish a Special Reserve Fund for capital expenditures.

20 No money may be withdrawn from a contingency reserve or a Special Reserve Fund established pursuant to section (18) without the prior approval by resolution of the Town Council and the Village Council.

21 Where the Commission has a deficit in any fiscal year, the Town and the Village shall pay, in equal shares, such amounts as may be required to eliminate the deficit and the amount required to be paid by each of the Town and the Village is and is deemed to be a debt due by it and shall be included in its estimates for the year immediately following the year in which the deficit was incurred.

- 22 The Commission shall, not later than the thirty-first (31) day of _____ in each year, submit to the Town Council and the Village Council a statement for the immediately preceding fiscal year, showing
- (a) the revenue of the Commission from all sources during the fiscal year;
 - (b) the expenditures by the Commission during the fiscal year, including provisions for reserve for accounts not collected;
 - (c) a revenue fund balance sheet as of the close of the fiscal year;
 - (d) a capital and loan fund balance sheet reflecting the assets administered by the Commission and the liabilities of the Commission as of close of the fiscal year;
 - (e) a continuity of surplus or deficit accounts;
 - (f) such other information and accounts as the Commission, the Town Council or the Village Council may request; and
 - (g) such other financial reports as will disclose the operations and financial condition of the Commission such statements to be prepared in accordance with generally accepted municipal accounting principles consistently applied and to be audited in accordance with the system of auditing prescribed pursuant to *The Municipalities Act* and by a person who is authorized for that purpose as an auditor.

IN WITNESS WHEREOF the parties have executed this agreement by their respective officials, duly authorized in that behalf on the day and year first above written.

SIGNED AND SEALED

in the presence of:

The _____ of _____

Mayor

Witness

Administrator

Witness

The _____ of _____

Mayor

Witness

Administrator

Witness

A Sample Inter-municipal Budget

XXXXXX Area Recreation Commission

	Budget Apr 01, 2014 to Mar 31, 2015	Actual Apr 01, 2013 to Mar 31, 2014	Budget Apr 01, 2013 to Mar 31, 2014
REVENUE			
Revenue			
Ice Utilization	80,000.00	75,000.00	79,000.00
Public Skate	0.00	0.00	0.00
Swimming Revenue Lessons	6,500.00	6,591.21	6,200.00
Swim Revenue Gate	7,300.00	6,473.57	7,200.00
Field Rentals	100.00	78.26	0.00
Arena Rentals	5,000.00	6,441.96	7,300.00
Equipment Rental	300.00	280.43	300.00
Curling Club Rental	1,400.00	2,183.87	1,400.00
Canteen Annual Rent	1,812.00	1,672.02	1,672.00
Curling Centre Annual Rent	14,180.00	14,180.00	14,180.00
Rec. Room Rental	100.00	410.87	0.00
Skate Sharpening	1,200.00	1,027.00	1,200.00
Propane Heater Revenue	250.00	150.00	250.00
Wall Signage & Other Advertising	7,100.00	7,223.91	7,100.00
Grants-Operating (Town & Village)	462,093.00	432,000.00	432,000.00
Grants - Other	40,400.00	55,150.82	33,218.00
Grant-Summer Staff	4,500.00	8,571.00	5,150.00
Grants-Capital (Town & Village)	62,160.00	55,380.00	55,380.00
Transfer From Replacement Reserve	5,191.00	7,356.00	7,356.00
Special Events Revenue	16,000.00	24,913.40	41,000.00
Program Fees	25,500.00	26,347.45	21,000.00
Donation	100.00	170.00	0.00
Transfer from Accumulated Surplus	0.00	37,403.00	37,403.00
Miscellaneous Revenue	0.00	322.50	1,200.00
TOTAL REVENUE	\$ 741,186.00	\$ 769,327.27	\$ 759,509.00

EXPENSE**OPERATIONAL COSTS**

Freight	1,500.00	1,251.00	2,500.00
Arena Events/Programs	1,000.00	120.53	2,000.00
Seniors Programs	10,900.00	3,725.20	6,000.00
Summer Programs	8,500.00	8,636.84	8,800.00
Fall/Winter/Spring Programs	2,000.00	1,811.38	2,950.00
Garbage Disposal	480.00	480.00	480.00
Cleaning Supplies	4,500.00	4,225.56	7,300.00
Sport Facilities; Fields	10,000.00	12,420.96	15,000.00
Swimming Pool Supplies	500.00	266.72	500.00
Swim Program Supplies/Equipment	1,200.00	1,487.13	1,000.00
R&M Swimming Pool	4,000.00	3,523.93	4,000.00
Pool Chemicals	3,500.00	3,255.25	3,900.00
Ball Field Supplies	1,200.00	1,181.26	1,200.00
Ball Field Chemicals & Seed	300.00	288.75	0.00
R & M Rink	21,000.00	21,515.43	24,000.00
R & M Curling Club	2,000.00	2,236.27	2,000.00
R & M - Equipment	25,000.00	66,600.89	44,000.00
Green Space/Trail Development	2,000.00	1,014.07	2,000.00
R & M - Snow Removal	6,000.00	6,000.00	6,000.00
EIC Expense	8,700.00	8,340.97	8,047.00
CPP Expenses	16,000.00	12,571.61	13,000.00
W C B	4,220.00	3,477.36	4,700.00
Employee Benefits	33,000.00	15,828.86	31,581.00
Arena Adm. Staff	96,422.00	94,409.72	94,489.00
Recreation Staff	44,378.00	43,000.00	35,517.00
Arena Staff	116,601.00	112,842.80	112,966.00
Arena Facility Seasonal	1,375.00	6,743.34	1,600.00
Pool Staff	28,952.00	25,277.49	26,870.00
Physical Activity Coordinator	44,432.00	43,009.84	43,046.00
TOTAL OPERATIONAL COST	<u>\$ 499,660.00</u>	<u>\$ 505,543.16</u>	<u>\$ 505,446.00</u>

UTILITIES

Power - Total Facility Cost	75,000.00	77,844.00	70,000.00
Propane & Fuel	2,000.00	1,800.00	2,200.00
Telephone	5,000.00	5,330.22	4,800.00
Mobility	1,100.00	1,078.21	700.00
Water	4,000.00	4,100.00	4,400.00
Natural Gas Costs	9,200.00	9,459.51	8,600.00
Equipment Lease	<u>700.00</u>	<u>700.00</u>	<u>700.00</u>
TOTAL UTILITIES COSTS	<u>\$ 97,000.00</u>	<u>\$ 100,311.94</u>	<u>\$ 91,400.00</u>

FACILITY SERVICES COSTS

Uniforms	2,800.00	2,388.95	2,800.00
Skate Sharpening	900.00	1,035.72	800.00
Wall of Fame	900.00	671.78	900.00
Signage Costs	200.00	0.00	400.00
Coaching Certification	700.00	827.45	1,000.00
Leadership Development	1,800.00	1,617.08	1,500.00
Program Development & Support	8,000.00	6,861.91	10,000.00
Special Events	6,000.00	26,311.10	24,000.00
Volunteer Recognition	<u>2,700.00</u>	<u>2,855.05</u>	<u>2,800.00</u>
TOTAL FACILITY SERVICES COSTS	<u>\$ 24,000.00</u>	<u>\$ 42,569.04</u>	<u>\$ 44,200.00</u>

ADMINISTRATION AND OVERHEAD

Donations	750.00	748.61	600.00
Accounting & Audit	8,000.00	8,629.00	7,300.00
Advertising	1,000.00	1,234.50	800.00
Promotional	1,200.00	1,446.90	1,000.00
Dues, Fees & Licenses	2,500.00	2,818.55	2,200.00
Bank Charges & Interest	1,050.00	1,085.71	1,000.00
Bank Loan Interest	5,490.00	5,028.69	5,700.00
Interest And Penalties / Suppliers	200.00	274.37	125.00
Insurance	14,200.00	14,127.00	14,127.00
Office & Postage	4,000.00	4,292.92	6,000.00
Newsletter	900.00	897.00	800.00
Office Equipment Lease	575.00	477.00	575.00
Staff/Board Training	11,000.00	11,411.53	9,500.00
Travel	5,000.00	5,462.32	3,500.00
Vehicle Expense	2,800.00	4,376.89	2,500.00
Principal Bank Loan	26,670.00	26,671.86	25,380.00
MFC Interest	5,191.00	7,355.70	7,356.00
MFC Financing Cost	30,000.00	30,000.00	30,000.00
TOTAL ADMIN AND OVERHEAD	<u>120,526.00</u>	<u>126,338.55</u>	<u>118,463.00</u>
TOTAL EXPENSE	<u>\$ 741,186.00</u>	<u>\$ 774,762.69</u>	<u>\$ 759,509.00</u>
 Request from each municipal unit	 \$ 262,126.50		

Appendix B: Background and Definitions for the Guide

This Guide was developed by the Saskatchewan Urban Municipalities Association (SUMA) and the Saskatchewan Parks and Recreation Association (SPRA) in response to a recognized need for increased collaboration in recreation services, programs and facilities in communities where shared solutions can provide greater benefit than each municipality acting alone.

The Guide is specifically written for the municipal sector, with the intent that it be a support for elected leaders, administrators and recreation directors, working with their residents and neighbouring municipalities.

The SUMA-SPRA description of this project defined the environment in which the project has been undertaken:

- **Community benefits** – “Local governments recognize the value and benefits that the provision of parks and recreation services offer to individuals, families and communities ... a variety of services and facilities that support and meet the recreation needs of their citizens.”
- **Responding to growth and demand** – “Saskatchewan is currently in a period of growth and communities are

actively searching for new and innovative ways to continue to meet the recreation needs of an increasingly diverse and growing population. A number of local governments have been investigating ... strategies that increase the level of collaboration and support for joint facility and program operations.”

- **Supporting municipalities** – “It is anticipated that the province will see an increase in the number of local governments investigating the feasibility of increased collaboration as an option considered in meeting the increasing demands for recreation.

“The purpose of this project is to be ready for the discussion. Many local governments are already seeking this information. The outcomes of the project will provide guidance for local governments in responding to opportunities for regional collaboration in recreation service provision.”

The challenge

Most observers would conclude that recreation services today are often under-resourced and lacking in strategic priority within communities and regions.

Resolving these issues through inter-municipal collaboration requires new strategies, effective community engagement and new ways of looking at what describes a community.

The purpose

The intent of the Guide is therefore to serve as a toolkit for municipal leaders, managers and recreation staff.

The toolkit deals with structuring and managing the process of collaboration towards practical outcomes for more effective recreation programs and services.

The intended outcome is enhanced wellbeing and quality of life through recreational services for all residents of the province, regardless of the municipality they are in or the region of the province in which they reside.

The project

SUMA and SPRA commissioned HJ Linnen Associates to develop the Guide through a two-phase process involving a team with municipal and recreation experience conducting research, consultation and management in the municipal sector.

Phase 1 – The project began with an extensive environmental scan of recreation programs in municipalities of all types and sizes around the province. Findings were shared and further developed in focus-testing discussions with municipal and recreation leaders.

Phase 2 – Based on the findings in Phase 1, the Guide was developed in a similar process of review and discussion with municipal and recreation leaders.

Team members from HJ Linnen Associates included Bob Linner, Dawna Nielson, Dr. Sophie Gaudet and Harvey Linnen.



Definitions

Recreation

In this Guide, “recreation” is used in its broadest form to include the full range of activities and services in recreation, sport and culture. Wherever the word “recreation” appears, please read it as including sport and culturally-based leisure activities.

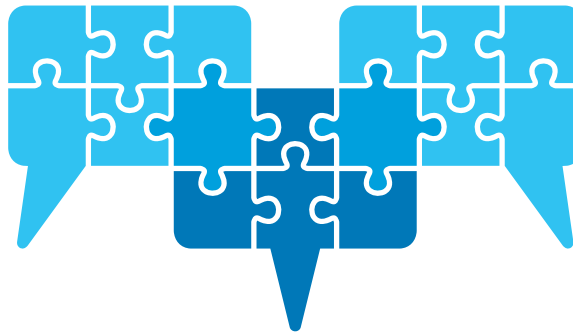
Recreation can be defined further as an experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Regional, Municipal Collaboration

The terms “regional” and “municipal collaboration” are used in many different contexts and with different meanings. Here is the definition we use in this Guide for regional municipal collaboration:

“Regional” means any group of neighbouring municipalities, including both rural and urban municipalities, and also including First Nations communities.

Aside from the proximity of being next-door or close-by neighbours, there is no strict geographic or administrative definition.



However, key characteristics of an effective region include:

- reasonable ease of access to each other; and
- some reasonable level of familiarity and history of contact between the residents and/or leaders.

“Municipal collaboration” – means cooperation among municipalities (rural and urban), as well as First Nations communities, to develop and maintain sustainable recreation programs, services and/or facilities that can be used by residents from all the participating municipalities.

While such cooperation can take a wide variety of forms, key characteristics of effective cooperation include:

- joint planning and consultation in both the development and sustaining of the programs, services and facilities;
- some level of formal organization and agreement to provide a foundation for funding and for accountable, sustainable and equitable operation of the recreation initiatives; and
- clear demonstration that the collaboration results in superior and more accessible recreation programs, services and/or facilities than would be the case if collaboration didn't exist.

Appendix C: Contacts for Further Information and Support

Inter-municipal collaboration on recreation is something of widespread great interest. You are encouraged to consult with other organizations that are interested in supporting such initiatives:



Saskatchewan Urban Municipalities Association

SUMA is an independent organization representing the interests of urban governments: cities, towns, villages, resort villages and northern communities.

Through strength in unity, SUMA advocates, negotiates and initiates improvements in local, provincial and federal legislation and delivers programs and services to members to enhance the quality of life in Saskatchewan.

Contact

200-2222 13th Avenue

Regina, SK S4P 3M7

www.suma.org

Phone: 306-525-3727

E-mail: suma@suma.org

SUMA resources

SUMA can also refer you to specific information sources, including:

[SUMA Asset Management Getting Started Guide](#)

This guide is intended to help local governments understand asset management and how to use it to support municipal operations.

[SUMAdvantage Group Programs](#)

SUMA offers group benefits, insurance services and purchasing programs that can reduce the costs of municipal government operations. Through the SUMAdvantage purchasing program, you have access to more than 25 pre-screened suppliers with guaranteed price advantages for municipalities.

[SUMAssure](#)

SUMAssure is Saskatchewan's first born and raised insurance reciprocal. SUMAssure is owned by urban municipalities from across Saskatchewan and is devoted exclusively to providing subscribers with the best possible insurance coverage at the best possible price for their communities.

[Municipal Capacity Development Program \(MCDP\)](#)

The Municipal Capacity Development Program is a partnership between SUMA, SARM and Government Relations (Government of Saskatchewan). MCDP works with municipal leaders to facilitate development of inter-municipal projects, educate on the potential for regional cooperation and research issues that matter to municipalities (www.municipalcapacity.ca/municipal-resources/inter-municipal-agreements).



Saskatchewan Parks and Recreation Association

SPRA provides leadership, facilitation, programs and services to enhance the impact of recreation for the quality of life in Saskatchewan.

Sector Vision

We envision a Saskatchewan in which all citizens have equitable access to recreation experiences that:

- contribute to mental and physical health and wellbeing;
- result in well rounded, well-adjusted contributing members of their community; and
- provide connection and attachment to their community(ies) and environment.

Contact

#100-1445 Park Street

Regina, SK S4N 4C5

www.spra.sk.ca/contact-us/

Toll Free: 1-800-563-2555

Phone: 306-780-9231

SPRA resources

The following resources are available on the SPRA website.

[SPRA First Nations Recreation Board Development Manual](#)

With a focus on First Nation Communities, the manual provides an overview of recreation and the roles held by a board of directors. Information on policies, procedures and bylaw templates are offered.

[SPRA Recreation Board Development Manual](#)

This guide will assist communities to further develop or reestablish recreation boards. Included are a number of different models and templates for implementation at the local level.

[Hiring a Recreation Professional: A Toolkit for Saskatchewan Communities](#)

This toolkit assists in the recruitment, hiring and retention of a Recreation Professional for your community. Supporting resources include questions and guidance in determining the role of the position, templates for recruitment, and concepts for the retention of staff.

[SPRA Service Excellence Program](#)

Focus is placed on helping municipal and other recreation and parks organizations determine what organizational capacity is required to ensure excellence in programs, parks, facilities, community building, leadership and management.

Resource Centre

The Communications, Information and Research Division at SPRA tracks emerging trends, new research and sources for community information.

SPRA's Media Monitor and Social Media keep you in touch with events in the sector and in communities across the province.

You can also look for specific resources such as:

[Assessment of Demographic and Community Data – Updates and Revisions](#), McNair Business Development INC.
www.spra.sk.ca/Demographic-Community-Assessment-October-2013.pdf

This research analyzes community, population, demographic, socio-economic and other relevant data, showing changes in the demographic profiles of the province as a whole, as well as in individual communities and regions.

This information can help form a better understanding of the changing landscape and issues related to participation, accessibility, and capacity.

Contact Information and Research Services for support:
resourcecentre@spra.sk.ca or (306) 780-9439.

Field Consultants

SPRA Field Consultants provide communities with advisory services and support in building the capacity of recreation

and parks in Saskatchewan. They can assist with networking, collaboration, partnerships and support in a variety of areas.

There are seven SPRA office locations across the province.

- Humboldt Field Office, Consultant - (306) 682-5212
- Prince Albert Field Office, Consultant - (306) 953-0055
- Swift Current Field Office, Consultant - (306) 778-1093
- Rosetown Field Office, Consultant - (306) 882-6607
- Weyburn Field Office, Consultant - (306) 848-0274
- Yorkton Field Office, Consultant - (306) 782-1074
- La Ronge Field Office, Consultant - (306) 425-1910

Contact can also be made through:
www.spra.sk.ca/spra/sprastaff.

Sector resources

Districts are an additional support mechanism within the recreation sector.

Sport, Culture and Recreation Districts

Districts have been established in Saskatchewan to assist community sport, culture and recreation leaders and those who are seeking information on participation or program opportunities.

A focus may include community development and coordinating networks with the aim of enhancing access to programs and services in the province (www.scrdistricts.ca).

Appendix D: Sources and Contributors

A number of individuals from across the province were involved in the research and consultation involved in the preparation of this Guide. This included management, recreation staff and elected officials from a number of municipalities representing different populations, regions of the province and experiences with recreation collaboration.

We gratefully acknowledge the participating municipalities, who brought us wisdom from their experience:

- Beardys and Okemasis First Nation
- Town of Birch Hills
- Town of Carrot River
- Village of Climax
- Town of Fort Qu'Appelle
- Town of Gull Lake
- City of Humboldt
- City of Meadow Lake
- Town of Naicam
- Town of Nipawin
- Hamlet of Oungre
- Village of Paddockwood
- Town of Radville
- Radville-Laurier Regional Park
- Town of Regina Beach and Village of Buena Vista
- Town of Rosthern

- City of Saskatoon
- Town of Shaunavon
- Town of St. Brieux
- City of Swift Current
- Town of Tisdale
- City of Weyburn
- White Butte Region (Towns of Balgonie, White City, Pilot Butte, Village of Edenwold, RM of Edenwold)
- Town of Wynyard

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- Mike Schwean, Director of Parks and Recreation, Town of Moosomin

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Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



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