



Saskatchewan
Parks and Recreation
Association

Recreation
An investment for life

Urban Municipal Administrator's Association

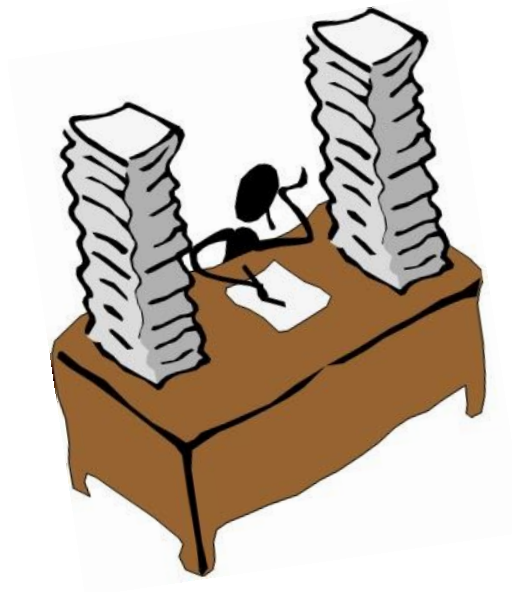
"Managers of Change"
June 9 , 2016 – Saskatoon

***How is Your Recreation Board
Doing?***



Urban Administrator

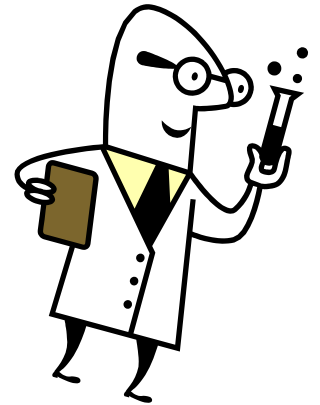
So....You Are an Urban Administrator eh?





Urban Administrator

- ❑ After several decades of research, and trial and error, a perfect model of a Saskatchewan Urban Administrator has been developed.





Urban Administrator

- It is guaranteed that they will please any council or community that hires them
- They never speak unless spoken to and only then shall speak to provide the perfect solution to any community problem
- They faithfully and efficiently enforces ALL bylaws, policies, procedures and regulations, and yet NEVER offend anyone



Recreation Works



Urban Administrator

- He/She works from 7:00 a.m. - to 11:00 p.m. every day of the week
- He/She wears nice clothes, is perfectly groomed, has a nice family, drives a good vehicle (that can haul the whole municipal council to all out of town meetings)
- They buy 40 dollars of raffle tickets every week and volunteer for all the community organizations !

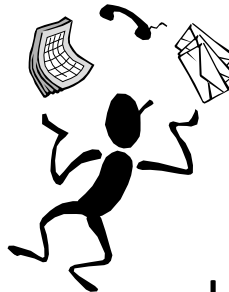




Urban Administrator



- They perform administrative work, planning, management, consultations, directing, staffing , and has The Municipalities Act memorized and much more – all to perfection (and may even - at times - perform custodial duties with a smile)



- He/She is twenty six years old and has been in the municipal administration field for thirty years, and participates in ALL sport, culture, heritage, religion and recreation pursuits the community offers



Urban Administrator

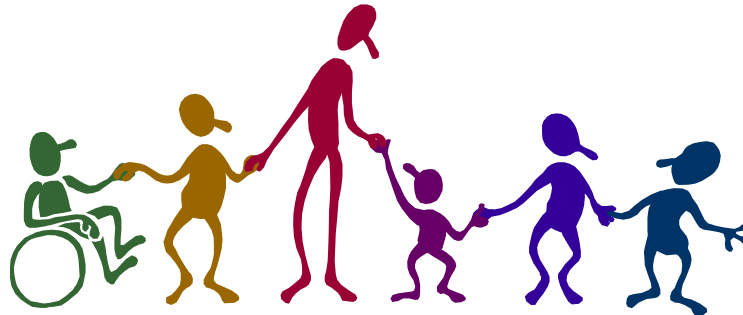
- They have a burning desire to work with pre-schoolers and teenagers and spend most of their time dealing with adults and seniors
- They smile ALL the time - with a straight face, because they have the best sense of humour that keeps them totally serious about their work all the time





Urban Administrator

- He/She is tall, short, thin, heavysset, handsome, pretty, and has one blue eye and one brown eye, straight hair and curly hair that is blonde and Brunette and is parted in the middle, left and right side, and is fluent in six languages/cultures.





Urban Administrator

- He/She also spends 10 hours of every day out in the community working and is never out of their office - which is where they are supposed to be!!





Urban Administrator

It can feel like this at times in our communities....

Always remember that you REALLY ARE APPRECIATED for keeping our municipalities going!





How is Your Recreation Board Doing?

Through all this I will do my best to NOT bore you to death - although Organizational Development tends to not be the most exciting issue!





How is Your Recreation Board Doing?

What do we really mean when this question is posed?

FIRST- is your volunteer board supporting the initiatives and services that Council wants or has directed them to do?

And

SECOND - is your Municipal Council and Administration providing the necessary support and guidance to the volunteer Recreation Board, as they perform duties on behalf of the municipality?



What Is A Recreation Board?

(as defined by SPRA Recreation Board Development Project)

A Recreation Board is:

- an organized group of individual citizens,
- appointed by a municipal council(s) as a committee to represent one or more municipalities,
- and is established in accordance with Section 8 of The Municipalities Act
- to exercise managerial, operational, supervisory or advisory powers as directed by the municipality(s)
- pertaining to the provision of sport, culture and recreation services



What is a Recreation Board's Role?

A Recreation Board's roles may include the direction and management of

PEOPLE PROGRAMS AND FACILITIES

pertaining to the delivery of recreational services within a community

Within the specific roles - Boards can be Advisory or Operational and in some cases a combination of both

Recreation Boards – and their roles vary greatly and are as different as the communities they represent - there are NO two identical Recreation Board Models – every community has it's own slight differences

Recreation Board Evolution



THE HISTORY BEHIND RECREATION BOARDS ?



Recreation Board Evolution

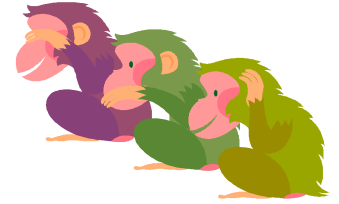


Volunteer Boards/Committees have been utilized to build and manage specific services and facilities for many years in our communities.

At one time many of these committee's operated totally separate from the Village/Town Councils.

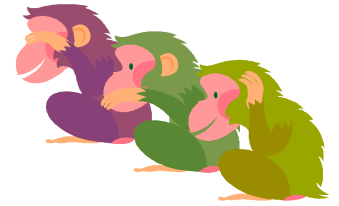
(i.e. Rink Boards - Sports Day Committees - Community Halls – Cemeteries – Museums - Parks)

Recreation Board Evolution



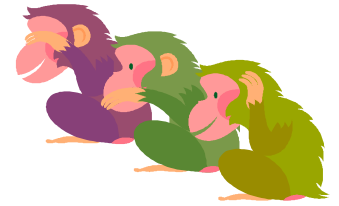
Approximately 50 - 60 years ago a movement by leaders of the day was made to streamline the organization of community recreation by developing umbrella groups that would represent all facets of sport, culture and recreation...namely Recreation Boards.

Recreation Board Evolution



It was felt that a general Recreation Board would govern and ensure the interests of all forms of recreation - not just sports or physical recreation, but culture, and heritage as well.

Recreation Board Evolution



Over the passage of time....Municipal Councils were being held more accountable for the services and assets that they owned - so development of recreation boards through bylaws - provided a legal body for management and accountability(as opposed to a Rink Board who may have operated totally independent of council)

Recreation Board Evolution



In some cases the development of a Recreation Board was a tool to “officially” involve the Rural Municipality in the delivery of recreation services - which is still a challenge with some RM’s even today

Recreation Board Evolution



1950 - 10 community Recreation Boards in Saskatchewan

1955 - large amounts of Provincial grant dollars were made available to communities to build facilities - with the increase in infrastructure came a need to organize and manage these services – municipal councils of the day did not have the time...or in some cases the interest in recreation so...Recreation Boards or Committees were established.

Recreation Board Evolution



1960 -1964-went from less than 30 to 68 Recreation Boards in Saskatchewan

1966 – the Provincial Youth Agency offered a series of 4 financial Incentive Grants to Communities who formed Recreation Boards-this created a

RECREATION BOARD BOOM

1964 - 1969 Saskatchewan went from 68 to 415 Rec Boards

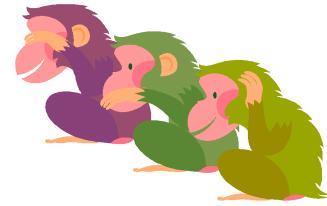
Recreation Board Evolution



1974 - Lotteries hit Saskatchewan and this pushed the Recreation Board Numbers to over 500 (needed Board to access lotto funds)

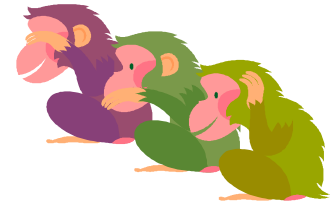
1980 - 12 cities, 134 towns, 307 villages, 260 R.M.s, 51 First Nations had Recreation Boards - **totalling 764**

Recreation Board Evolution



- Today there are over 770 Recreation Boards in Saskatchewan. In a period of 30 years over 750 community Recreation Boards were established with written bylaws or agreement
- Rapid Recreation Board development did not necessarily mean effective or efficient operations.
- Many bylaws were “fill in the blanks” without much thought given to local needs.

Recreation Board Evolution



Despite a changing world

- many communities operate and manage sport, culture and recreation services **today**, with bylaws and boards that have not been updated to match the changing needs in the community.
- efforts to improve the local organization has not always been an ongoing and a continual process.
- **Generally in Saskatchewan – today - we have a recreation delivery system in need of major review.**



Provincial Recreation Board Development

- In 2012 a Recreation Environmental Scan that was conducted as part of a nation wide initiative, examining the “state of recreation”, this scan identified the need for **re-organization of recreation boards at the community level.....**
- SPRA, through their strategic planning process, identified Recreation Board Development as a priority and set the wheels in motion for the Provincial Recreation Board Development Strategy Project and became the lead agency for developing and assisting communities .



Provincial Recreation Board Development

2012 - Recreation Board Development Manual for First Nations was developed and introduced by SPRA

2013-2015 - Provincial Recreation Board Development Project was initiated by SPRA to further **research** rural area recreation organization and **develop a resource manual**



Provincial Recreation Board Development

PROJECT OUTCOMES

The Provincial Recreation Board Development Manual shall provide an in depth view of options and practices pertaining to organizations structures of recreation at the municipal level in rural Saskatchewan.



Provincial Recreation Board Development

PROJECT OUTCOMES

Local municipalities shall have a resource tool that can be utilized towards the organization of recreation within their respective jurisdictions that contains information in accordance with **The Municipalities Act**

Ministry of Government Relations re-Manual Resource.... *“the concepts and ideas it presents are consistent with the provisions in municipal legislation and we are confident any community that uses the manual will be well served by it”*



Provincial Recreation Board Development

PROJECT OUTCOMES

The SPRA Field Staff and the staff of the Sport, Culture and Recreation Districts (and other identified stakeholders) shall have a Recreation Board Development Manual to assist, in a consistent manner, stakeholders at the municipal level.



Provincial Recreation Board Development Project Research

Key Findings from the Research

Bylaws and agreements in many communities are outdated, many 1960 - 1990's (in some cases the bylaw cannot be located)

A lack of understanding between Municipal Councils, CAO's and Rec Board Volunteers as to what their respective roles within the community are? Volunteers, in some cases, were not aware that Municipal Council is, in fact, their supervisor



Provincial Recreation Board Development Project Research

Key Findings from the Research

Numerous Recreation Boards, operating in contravention of The Municipalities Act, usually with how finances and volunteers are managed

There appeared to be a lack of planning (no financial budgets, no visions or mission statements or policies and procedures in place)



Provincial Recreation Board Development Project Research

Additional Key Findings included:

Challenges for Rural Recreation

- Lack of volunteers (changing attitudes that inhibit people from volunteering)
- Leadership of volunteers and training for volunteers
- Aging infrastructure (facilities) in need of repair and/or replacement and limited resources
- Rec Board Organizational updates are needed



Provincial Recreation Board Development Project Research

Organizational updates including

- rec board and committee restructuring
- improved communication
- updating of agreements and bylaws
- clarification of roles between council and rec boards
- clearer understanding of roles between public and non-profit groups working in the same community
- coordination of services to avoid duplication and waste of resources
- inventory of services and assessments
- inter municipal cooperation and partnerships (rural and urban)
- engaging the services of professional /trained leadership in the form of Recreation Directors
- planning
- understanding and addressing the changing and diverse populations in rural areas

This list of challenges obtained from consultations further supports the need for examination and reorganization of the local municipal recreation delivery system.

Community

Disconnection



The diagram consists of three curved, arrow-shaped blocks. On the left, an orange block labeled 'Elected Council' has an arrow pointing right towards a blue block labeled 'Village/Town Administration'. To the right of the blue block is a green block labeled 'Recreation Board Volunteers' with an arrow pointing left towards the blue block. The word 'Disconnection' is written in large, bold, black text above the green block.

Elected
Council

Village/Town
Administration

Recreation Board
Volunteers

Why Review Your Recreation Board Organization?



To ensure Recreation Board roles and responsibilities are in fact what the municipality wants?

People, times and needs change. We **MUST** change as well.

Why Review Your Recreation Board Organization?



To ensure council, volunteers and staff know exactly what their roles and jobs are.....

(at times more time is spent figuring out what to do than doing the job. You will lose volunteers and staff this way)

Why Review Your Recreation Board Organization?



To better utilize our Human and Financial Resources through planning , organization, and partnerships in the management of recreational services

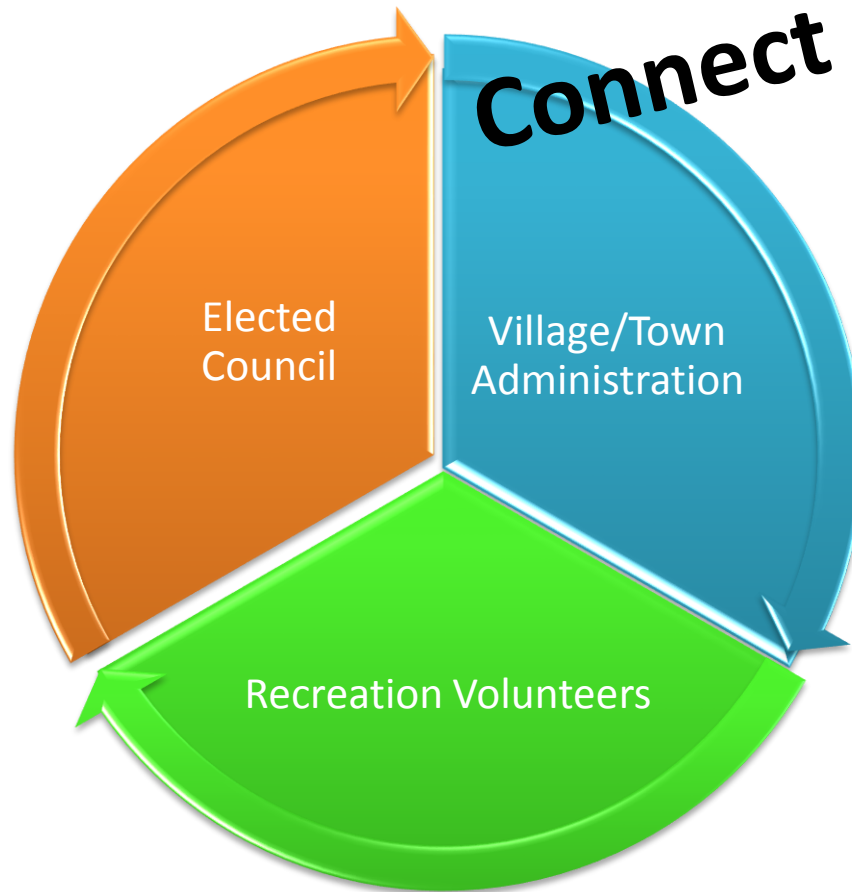
Why Review Your Recreation Board Organization?



To ensure your board operates within legal guidelines as set forth in The Municipalities Act

To protect volunteers and staff by ensuring up to date paperwork (for potential insurance coverage reasons)

Community



How is Your Recreation Board Doing?

- **Take the Organizational Review Checklist**

Local community leaders, whether it is council members, recreation board members, administrative staff, local group representatives or a combination thereof, should take the time to go through and answer, in an honest and forthright manner, the following



Your Recreation Board May Require a Review IF.....

- Check () if the statement applies to the Organization

_____ When Recreation Board or council members are asked what the role of the board is and what legal responsibilities they have, they do not know

_____ No written organization Vision/Mission/Values for the recreation board exist



_____ No written strategic plans as a Recreation Board exists

Your Recreation Board May Require a Review IF.....

_____ The Recreation Board does not have a financial budget

_____ The Recreation Board bylaw is over 10 years old **or** no bylaw exists for the Board (or the bylaw cannot be located)

_____ The existing recreation bylaw does not include any partnerships



Your Recreation Board May Require a Review IF.....

- _____ The Recreation Board does not have organized recreation service policies and procedures clearly written and distributed
- _____ When Board members are asked what their personal role is on the Recreation Board, they do not know
- _____ There are 13 seats on the Recreation Board and are only able to fill 6-7 of them



Your Recreation Board May Require a Review IF.....

_____ Recreation Board meetings are not regular and not well attended by members

_____ A large percentage of the Recreation Board membership have served for over 10 years

_____ There is a high turnover of volunteers on the Recreation Board



Your Recreation Board May Require a Review IF.....

- _____ The community has experienced significant population/demographic changes (immigrant workers, industry boom, school closure)
- _____ The Board tends not to have any involvement or interaction with other communities/the Recreation District or recreation related agencies



Your Recreation Board May Require a Review IF.....

_____ The community has hired a Recreation Director recently

_____ There are high levels of frustration with Recreation Board operations

_____ Some Board decisions are made outside of the Board meetings



How Is Your Recreation Board Doing?

Answering **YES** to one or more of these statements is indication that your Recreation Board and Community would benefit from an organizational review



What Now and Where?



- Stand Back and take a look
- Complete the Organizational Review Checklist
- Commit to Review and Re-organizing, followed by planning
- Re-connect with the community volunteers

What Now and Where?



Take advantage of resources that exist....

- SPRA Recreation Board Development Resource Manual
- Districts for Sport, Culture & Recreation – Recreation Board Best Practices Manual
- SPRA Intermunicipal Collaboration in Recreation Resource Manual
- Ministry of Government Relations Resources/Advisory Services
- SUMA Resources
- Check out what other towns and villages may be doing

How Is Your Recreation Board Doing?

Request Assistance?

SPRA Field Staff Consultant for your area (7 field offices)

Humboldt

Prince Albert

Swift Current

Rosetown

Weyburn

Yorkton

LaRonge



Saskatchewan
Parks and Recreation
Association

Recreation
An investment for life

www.spra.sk.ca

Recreation Works

How Is Your Recreation Board Doing?

Request Assistance?

Districts for Sport, Culture and Recreation Staff for your area

[Southeast Connection District](#) -Weyburn

[South West District](#) –Swift Current

[Parkland Valley District](#) -Yorkton

[Prairie Central District](#) -Wynyard

[Rivers West District](#) -Rosetown

[Lakeland District](#) -Melfort

[Northern District](#) -LaRonge

How Is Your Recreation Board Doing?

Start the ball rolling on local
re-organization.

BE A MANAGER OF CHANGE.

It will revitalize an
organization and your
community!





TC Consulting

“Community Development Through Recreation”

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