



Community Recreation Handbook

For Northern Saskatchewan

ihcāwinisihk ohci athisithiniwak kā-wīchīwīcik ācimowasinahikan
hayorilaze sa tsi dihlise
ocīnāsa nanātohk kā otamiyohk masinahīkanis



Funding provided by:



Community
Initiatives
Fund





Community Recreation Handbook

For Northern Saskatchewan

ihcāwinisihk ohci athisithiniwak kā-wīchihwīcik ācimowasinahikan
hayorilaze sa tsi dihlise
ocînâsa nanâtohk kâ otamiyohk masinahikānis

Full handbook available at:

[http://www.nscrd.com/uploads/document/files/
complete-handbook-en.pdf](http://www.nscrd.com/uploads/document/files/complete-handbook-en.pdf)

Written By

Flo Frank

for the Northern Sport, Culture and Recreation District

Funding provided by:



Community
Initiatives
Fund



About the Cover Page Artwork

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

About the Artist

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

About the Author

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

Library and Archives Canada Cataloguing in Publication

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

Includes index.

ISBN 978-0-9866712-0-3

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

GV56.S27C64 2010

790.097124'1

C2010-904842-3

“I think the handbook will be a very helpful guide for northern communities and especially new staff working in the recreation sector ... maybe it can even help with the high turnover. We need to have a more consistent structure and there are tools here to help us do that.”

Estelle Laliberte, Executive Director, Buffalo Narrows Friendship Centre

“This handbook looks like a fantastic resource with a great deal of useful information. I will be sure to use it and promote it to the many clients and communities I serve through SaskCulture Inc. The content will certainly assist communities in developing and maintaining sport, culture and recreation activities at a local and provincial level.”

Damon Badger Heit, Coordinator of First Nations & Métis Initiatives, SaskCulture Inc.

“It has a lot of information and good examples and stories that people in the north can relate to.”

Robert Yew, Canoe Lake Recreation Director

Permission and Use of Handbook Content

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

Credits and Thanks

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

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

13. Fundraising

- [Fundraising Events Checklist](#)
- [Seven Common Errors With Grants](#)
- [How To Write A Proposal](#)
- [Overview of a Grant Proposal – Template Example](#)
- [Seven Things To Do Before Writing Your Grant Proposal](#)
- [Sections of the Grant](#)
- [Do's and Don'ts of Proposal Writing](#)
- [Writing and Layout Tips](#)

Fundraising Events Checklist

(Source: Manitoba Recreation Director's Handbook)

Event

- Develop a plan
- Inform required people
- Develop a back-up plan

People

- Identify leader/planning group
- Thank volunteers
- Recruit volunteers
- Delegate tasks (who does what, when)
- Check-in regularly

Facility

- Book facility
- Clean-up facility
- Set-up facility
- Understand policies/procedures for fire, damage, injury

Equipment

- Collect all supplies and equipment
- Return supplies and equipment

Budget

- Prepare budget
- Prepare financial
- Keep records statement
- Secure start-up money
- Thank sponsors
- Determine money holder and funders

Promotion

- Determine methods
- Take down
- Develop advertising advertisements
- Distribute posters, etc.

Evaluation & Celebration

- Develop evaluation method
- Evaluate
- Complete evaluation report
- Celebrate successes

Seven Common Errors With Grants

(Source Manitoba Recreation Director's Handbook)

1. Wrong Application Form

- Each program and agency has its own application form.
- Often these applications change from year to year.
- Grants submitted on wrong or out-of-date applications can cause delays and/or denial.
- Call the agency for the appropriate form and information.

2. Not Following Instructions

- Read and re-read the guidelines and instructions.
- If you have information that won't fit in the application, include an attachment.
- If unsure about an instruction, call the agency.

3. Procrastination

- Do not leave the completion of an application to the deadline. If changes or more information is needed your application may be denied.
- Develop and refine a draft application and send in application comfortably ahead of the deadline.

4. Poor Writing

- Most applications require some narrative description of the proposed project.
- Some tips to remember include:
 - You are writing to a person
 - Be brief and to the point (use simple language, stay clear of jargon)
 - Emphasize how people will benefit
 - Write objectively – use exciting (but reasonable) language with simple sentence structure
 - Convey clear, specific thoughts (don't generalize) and be positive, honest and accurate with details

5. Poor Project Description

- Ensure your objective(s) match the objective/criteria of the grant program you are applying for.
- Need – substantiate: who, what, where, how extensive
- Objective – what do you want to accomplish? It should be attainable, practical and measurable.
- Method – how will you accomplish your objective?

6. Insufficient Documentation

Include back up material (attach, if necessary, such items as: incorporation papers, long-term plans, annual reports, audited financial statements).

7. Legal Blind Spots

A successful application usually becomes a binding legal contract. Prepare your organization with sufficient manpower, facilities, and financial resources to perform the job satisfactorily.

How To Write A Proposal

(Source: Flo Frank's Toolbox)

A. Tips for Effective Proposal Writing

- Research all possible sources of funding
- Decide where you want to – or where you can apply to apply for funding
- Review the requirements of the funder before you start to write your proposal. Is there a prescribed format? What is the deadline for proposals? Do you need letters of reference or support?
- Submit your proposal early – don't wait until the last minute.
- The funder may have an application form they want you to use.
- Call the funder for help if you need it. Ask what they are looking for and see if they can provide an example.

B. Drafting or Developing A Proposal

- Start by linking your project idea to the funding criteria.
- The idea – the why and the what – is the most important aspect of the proposal. Once there is a clear understanding of this, the rest will follow.
- Think through your project very carefully – what, when, who, why, how?
- Consider the costs carefully. Be as specific as possible with the budget.
- Include costs for people to coordinate or manage the project – do not assume that volunteers can take on the project.
- Make sure that the project is well supported by the community.

C. Writing The Proposal

- Keep it simple and use your own words.
- See the suggested format provided below.
- Carefully answer all the questions on the funders application form.
- Ask someone with proposal writing experience to help.
- Ask the Hamlet office, the Heath Centre or others for examples of proposals that could serve as a model.
- Have someone else read your proposal to suggest improvements.
- Create a cover letter that outlines the importance of your project/action and the benefits it will provide.
- Identify past success you have had at project management if you can.
- Address your letter to the person in charge of the funding process.
- Provide your contact information.

D. Follow-up

- Do not be afraid to phone the funder and ask about your proposal.
- If you are not successful, ask the funder for tips on how to improve your proposal so you can be successful.
- If it is funded, make sure you thank them and provide reports as needed.

Overview of a Grant Proposal – Template Example

(Source: Flo Frank's Toolbox)

Title Page

Title, date, the organization the grant is prepared for and organization/group submitting the grant proposal.

Overview

Outline who you are, what you want to do and the results or benefits that will result from your work. Provide an overview of what is going on and your total budget/funding request.

Purpose

Outline what you want to do and why you want to do it.

Method

Outline how you will undertake your project/action.

Request for Funding/Budget

Outline all the costs and the funds you need to undertake your project or activity. Make a list of everything you need. Include staff, supplies, hosting and all other costs. Be very specific, as funders require this information.

Time frame

Outline the time period for undertaking your project/activity. If project meetings are needed, identify how many times you will meet.

Human Resources – Who Will Be Involved

Outline who will oversee and/or undertake the project/action or how you will hire/locate someone to do the work.

Support and Partnerships

Be aware of what is going on and where you can partner. Outline the support you have or will need. Who will help with the project? Is someone making a financial or in-kind contribution? Mention all support in the proposal. Letters of support are a good way to document the support you have from others.

Seven Things To Do Before Writing Your Grant Proposal

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation – Adapted from “Organizing the Grant Writing Process: 7 Things to do Before Writing” by Michelle K. Carter)

1) Identify the need

- You should prepare a statement that describes the need for your program or project. Include statistical data that supports your need (i.e.: needs assessment). Identify the programming needs of your community. (i.e.: grassroots programming).

2) Collect background information about your organization

- You should have readily available documentation about your organization. This collection of information should include your organization’s mission statement, a list of accomplishments, a list of previous granting organizations and the programs funded, and the resumes of key staff members and financial statements.

3) Develop a grant writing team

- A grant writing team supports and assists the writer. Who will conduct the research and who will write? Assess the skills of each member to determine who will be responsible for each task. Who will compile the budget information, typing, make copies etc?

4) Research/Identify the funding sources

- Many organizations have websites on the Internet providing guidelines for funding programs and application information. As you identify potential funding organizations, ask yourself the following questions, does the organization’s mission match our needs? Do we meet the funding organizations’ eligibility requirements and criteria for funding? Is there a good possibility of getting funding?

5) Contact potential granting organizations by phone, e-mail, fax or mail.

- Grant programs usually have a website that lists the contact person. Mail a letter of intent, to see if your organization qualifies.

6) Contact previous grant recipients

- Ask awarded grant recipients questions regarding the funding organizations process. Why do you think your organization was successful? What process did you use in the proposal process?

7) Develop a plan

- This plan should include a list of your program/project goals and objectives along with an outline of the elements of the proposal and who is responsible (ie: finance – follow-up). An activity schedule should detail who will do what and when. Proposal readiness, be aware of deadline dates and plan accordingly.

Sections of the Grant

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation/Urban Multi-purpose Grant Helpsheet, Government of Canada)

Cover Sheet

- Name of applicant.
- Contact person with address and phone number.
- Project title.
- Amount of the grant requested.
- Project start and completion dates.

Project Proposal

Project Summary – a concise summary of the project (maximum 5-8 lines)

- What is the purpose? Be specific.
- Why this project is needed? Be specific.
- What are the overall objectives?
- What are the expected outcomes? Be specific.
- Who are your partners in the project?

Detailed description of the project.

- Why is this project needed and how the need was determined?
- Provide a description of the target population, existing services and the community need. (i.e.: how many youth and what need is required)
- What concern will be addressed and why?
- Who will benefit and how? (i.e.: will it be the community and the youth participating)
- How will participants be selected?
- How will the Aboriginal community be involved in the project?
- How will the results be measured? Describe the anticipated result in concrete terms.
- How does this funding request relate to the funding organizations purpose, objectives and priorities?
- If this project is being considered for funding by another funding body, please provide details of that request and contact information of the granting agency.

Budget

- Must answer the following:
 - Does the budget balance?
 - Can the project be accomplished with this budget?
 - Are the costs realistic and does it fit the criteria?
 - What is the total amount requested from the funding agency?
 - Is the budget consistent with the proposed activities?
 - What other funding is available?

Action plan and project time lines

- What are the proposed start and end dates.
- Schedule of activities (proposed tasks and key dates).
- Projected outcomes (experience gained, success, results, etc).
- Who is responsible for what (how is the community involved in the project and what is their involvement)?

Evaluation

- How will you determine if the goals will be met?
- What information will be required by the granting organization, for “follow-up” of the application?

Supporting Material

- Your organization profile (mandate, length of existence, Board of Directors, etc).
- Your organization’s information (non-profit status – certificate, annual report, etc.).
- Letters of support from partnering organizations.
- Financial statements (overall operating budget for the upcoming year).
- Other information (make sure the application is signed and dated, provide original, document is formatted, etc).

Follow-up

- Maintain accurate financial records.
- State how the project was beneficial and why?
- Who did the project impact and what was the outcome?
- How was success measured? Try to use statistical information or feedback forms from your evaluation material.

Do's and Don'ts of Proposal Writing

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation/Source: Writing a Funding Proposal Toolkit by Janet Shapiro, e-mail: Nellshap@hixnet.co.za)

Do

- Make contact with a real person
- Plan ahead so that your proposal isn't rushed or crisis related
- Show that you know who else is working in the field and what they are doing
- Involve others in editing the proposal
- Explain acronyms
- Keep it short – 10 pages or less for the body of the proposal
- Show that you care about the work – show some passion
- Pitch the tone correctly – be human rather than academic, let the human story come through, but don't go overboard with emotion.

Don't

- Take a “one proposal” fits all approach
- “Pad” your budget to include things that are not relevant to the project
- Hide information the funder needs to know
- Send so much documentation that the reader gives up before he/she begins
- Assume that the funder knows all about you so you don't need to bother to present yourself well
- Use unnecessary jargon
- Make the project fit the funding criteria at the expense of what you think needs to be done

Writing and Layout Tips

(Source: Saskatchewan Aboriginal Resources for Sport, Culture and Recreation/Source: Writing a Funding Proposal Toolkit by Janet Shapiro, e-mail: Nellshap@hixnet.co.za)

Writing Tips

- Write simply and avoid jargon;
- Use short sentences;
- Use the active rather than the passive voice when you can;
- Check for spelling and grammar mistakes – if necessary get someone else to read it through and make corrections;
- Revise and re-write if necessary;
- Don't exaggerate;
- Write for a non-technical writer.

Layout Tips

- Use headings and sub-headings, but do so consistently (e.g. all headings in one lettering or size, all subheadings in another);
- Number your pages;
- Bind or staple the document in the right order;
- Use white space – have wide margins;
- Don't crowd the text;
- Use a font that is easy to read.