



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





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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

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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.

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“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

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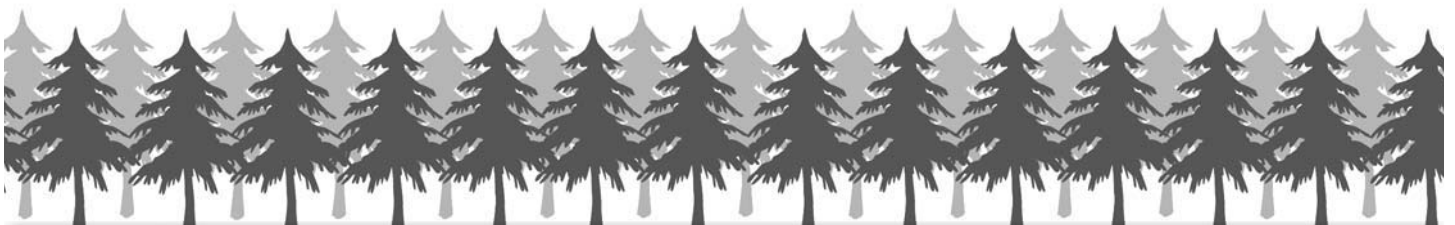
This handbook was developed over several months in 2009 and 2010 and released in October, 2010. The tools in this handbook come from a variety of sources with their permission, and credit is given on each tool where possible. The tools are intended for community organization's day-to-day use, and they 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.

7. Partnerships – Working Together



Introduction

The sport, culture and recreation sector is changing and must be better positioned to connect with other sectors. There is a direct benefit to linking with health promotion, education, physical education programs, teachers and others. Each sector or group adds value and brings assistance to the partnership table. Each collaboration can elevate the whole group and increase the acquisition of or sharing of resources between sectors.

There are two main types of partnerships at the community level. One is the type you have with other groups, sectors or organizations (health, business, industry, schools/education, justice, etc.). These are often called external partnerships because they are with partners that are not directly connected or are external to the organization. The other type of partnership is called an internal partnership, which takes place within a specific organization (if it is large or spread out) or between several groups doing similar work – such as a multi-district or north-wide partnership for sport, culture and recreation groups.

Regardless of the type of partnership, it is in everyone's best interest to work together and to develop a better understanding of partnerships, as very few things that make big improvements in our communities can be done alone.

What is a Partnership?

A partnership is often defined as a relationship between two or more groups who are working together on something that most likely could not be done by one group alone. Simply put, it is an agreement to do something together that will benefit all involved. The term partnership implies shared decision making, power, resources, work, risk and responsibility – and ultimately a sharing of both the benefits and burdens.

When there is agreement for two groups or organizations to work together, it is important to know why and for what, and to ensure that the values each partner brings will be compatible with the others. They do not have to be identical but they should be close. The arrangement should also add value to each partner's respective services, products, goals, or situation – allowing for some give and take and with a clear process to resolve disagreements or conflicts.

Partnerships vary in how they operate, what they are called, and how long they last. They can range from simple, short-term work on a common project to more elaborate agreements that spread out over time. Collaboration is similar but often less formal, keeping in mind that the more that is at stake (or the more you need each other) the more important it is to write down the agreement, the roles, and the desired outcomes.

Keys to a Successful Partnership

In order to have a successful partnership, you need to be a good partner. This means:

- Making time for the partnership;
- Having a common vision and clarity about what is possible and what is not;
- Sharing authority and responsibility;
- Joint investment of resources;
- Having a clear understanding of what the partnership is about;
- Knowing what outcomes each partner wants and why; and
- Being clear about expectations, who is doing what and when it will happen.

Many partnerships fail because they do not have a clear purpose or they are not given enough attention. Selecting the right partners at the right time and ensuring that everyone knows what is going on is critical to success. Not all organizations are ready or able to be partners in a big event or project, but can be included in other ways. Communication is absolutely the most important aspect to working together and requires time and effort to make it effective. This includes not only how the partners share information, but also how the partnership is communicated to others and in the community.

As important as it is to know when to form a partnership, it is equally important to know when to evaluate progress and make adjustments and when to end a partnership. What many partners say is that sometimes they don't know why they are partners with another group or organization so it is important to keep the relationship current and focused and not take each other for granted.

“Through the Community School Recreation Coordinator Program, I believe we bring a closer relationship between the school and community members through programming at the school and by the school providing programs in the community.” – Mike Bouvier, Coordinator, Ile-a-la-Crosse.

The Partnership Process

Each partnership is slightly different, but they all follow a certain process – not necessarily in the same order. The following is a brief overview of the components that most often make for a good partnership.

STAGE 1: INITIAL DEVELOPMENT

- Vision – create a common picture for the future.
- Goals – identify desired outcomes for the partnership.
- Assessment – assess the current situation.
- Commitment – confirm the desire to work together and understand what is involved.
- Implications – consider the impact of the partnership and possible legal issues or questions.

STAGE 2: MAKING IT HAPPEN

- Action Plans – determine the specific steps that are required to reach the goals of the partnership.
- Resources – identify the resources that are required and how they will be obtained.
- Roles and Responsibilities – decide who will do what.
- Capacity Building – build on the partnership's strengths and address areas of weakness.

STAGE 3: ACCOUNTABILITY AND FUTURE DIRECTIONS

- Evaluation – determine the success of partnership activities.
- Future Directions – maintain momentum and determine what needs to happen next.
- Revision, Renewal and Closure – identify how to adjust and move on or end the partnership.

Selecting Partners

Not everything is a partnership; sometimes it is just a meeting and as such it may not really matter who attends or doesn't. It might also be a funding arrangement in which case there is a contribution or funding agreement in place. So selecting partners really comes down to why you want to have a partnership and with whom. Partners, much like in a marriage, know why they got together, when it happened, and what they hope for together. They trust that even if things don't go exactly as planned, they will stick together for the benefit of the community or for the project that they are undertaking.

One way to determine who should be involved in a partnership is to establish a clear goal for the partnership and identify groups or organizations that have (or might benefit from) a similar goal. It is useful to look at various organizations' purpose or mandate to see where connections might be made. Often they will be working with or involved with the same interest group (youth, elders, children). Logical partners for sport, culture and recreation are often found in health and education as well as justice and other social or wellness organizations.

Strong partnerships are formed when everyone acknowledges that they need each other and are willing to spend the time and resources it takes to reach some of the bigger goals that cannot be reached alone. Each organization and sector has a responsibility to get beyond programs and projects and dedicate some time and effort to root causes of issues and to work together to change the situation or environment in which problems are being created.



The Northern Context

We've always done things together in the north and very rarely do we need to be formal partners. Sometimes it helps to get an agreement in place – particularly if what we are doing can affect many people or the future. There is sometimes a lack of trust between our northern communities and organizations and those from the south or in government. We are getting better at it and want to be good partners – but the partnerships have to have some give and take and respect northern ways and Aboriginal culture – that's the only way they will work.

7. Partnerships - Working Together

What's Important to Know?

- ★ Partners do not have to be equal but the relationship should be equitable.
- ★ Some partnerships require a formal agreement if there is lots to gain or lose.
- ★ Relationship building should be a central part of any professional life.
- ★ A partnership can be specific for one program or project or it can be a general agreement that involves working together on many things.
- ★ Partnerships build trusting relationships based on working on common goals.
- ★ Undertaking the partnership process is often as important as the result.
- ★ One big obstacle is the assumption that all the partners will think the same way.

Tips and Advice

1. Establish different types of relationships with various partners (casual to formal).
2. Draft a simple agreement so everyone is clear about the goals and expectations.
3. Make sure that all partners are able and willing to commit to what is required.
4. Maintain a respectful relationship with those who might be future partners.
5. Develop a communication plan for the partnership (internal and external).
6. Evaluate the progress and results as well as the partnership process itself.
7. Don't let partnership issues fester, address them quickly and seek help if needed.



Story

Working in partnership is an expectation in Pinehouse! The interagency committee meets on a regular basis. All organizations share their plans and care is taken to avoid duplication and to share resources. There is a monthly calendar so everyone knows what is happening in the community. Partnerships have proven there will always be enough help and no one is “burnt out” by doing things by themselves.

“I feel that it is best stated that our property crime (break and enters, property damage, etc.) has dropped a total of 77% since the Community/School Recreation Coordinator’s program has been running. Simply stated, we find fewer children on the street in evenings. They have some pride in the accomplishments in the sports they partake in.” – Green Lake Community Detachment, RCMP.

“The communities of Jans Bay and Cole Bay joined Green Lake to make a team for the Northern Lights School Division #113 Student Games & Cultural Festival. It was a good partnership that allowed all three small schools to participate.” – Greg Hatch, NLSD #113 Extra-Curricular Consultant

Toolbox Connection

In the toolbox you will find the following tools related to this section:

- Buy - In Sheet
- Partnership Planning Questions
- Partnership Agreement Template
- Sample - Northern Spirits Partnership Agreement

7. Partnerships – Working Together

- Buy – In Sheet
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Buy – In Sheet

(Source: Flo Frank's Toolbox)

In order to agree to (buy – in) a partnership, each partner needs to know the following:

- What's in it for me? What's in it for you?
- What do I have to do? What will you do?
- Do I have the ability/capacity to do it?

Regardless of the answers – Yes or No – What's next?

Partnership Planning Questions

(Source: Flo Frank's Toolbox)

It is important to know the answers to the following questions:

Partnership Pre-Planning

1. What does partnership mean to us?
2. What is the vision (desired outcome) of this partnership?
3. Why do we want to do this? (Why wouldn't we want to do it?)
4. What are the strengths – limitations that we have/bring?
5. What's in it for us? What do we get?
6. What would the other partners get?
7. What would we have to do or give?
8. Do we have the capacity – ability – attitude needed to do what is required?
9. What would have to change?
10. Where do we start?

Partnership Planning – Being Prepared

1. What's the big vision – results of the partnership? (DRAFT ideas only)
2. The vision for how the partnership itself would operate:
3. What is our initial role and contribution? (What we will do to make the partnership environment healthy and solid).
4. Are we ready? (What does that mean?) What do we need?
5. Thoughts about immediate opportunities and issues (obstacles):
6. What values do we demonstrate that suggest that we can be good partners?
7. What assumptions or expectations do we have?
8. What should be done next?
9. Who needs to be involved?
10. What are the resource implications?
11. What is the best that can be hoped for? What is the worst?
12. Who and what can we use as resource people or material?
13. Other

Partnership Agreement Template

(Source: Flo Frank's Toolbox)

Who is involved?

What are we doing?

Timeline – When will it happen?

Vision – What do we hope will change in the future?

Values/Principles/Beliefs – How will we treat each other?

Action Strategies – What will we do together? (big activities – possibilities)

Specific Goals and Priorities:

Contributions: What will each partner contribute?

Decision Making

Roles (who will do what?)

Resources (budget, HR, facilities, etc)

Communication (marketing) Plan

Evaluation (how will we know we are making progress?)

Closure (when will the partnership end?)

Signatures (if needed)

Sample – Northern Spirits Partnership Agreement

(Source: Northern Spirits Partnership)

Partnership Agreement between; Musqua Entertainment (Voices of the North), the Northern Sport, Culture and Recreation District, Missinipi Broadcasting Corporation (MBC), and Prince Albert Grand Council (PAGC)

This agreement made April, 2009.

BETWEEN

Musqua Entertainment (Voices of the North) (Hereinafter called ME)
103 MacDowell Crescent
Prince Albert, SK
S6V 6N2

Northern Sport, Culture and Recreation District (NSCRD)
(Hereinafter called NSCRD)
Box 1097
La Ronge, SK
S0J 1L0

Missinipi Broadcasting Corporation (MBC)
(Hereinafter called MBC)
#77 - 11th Street West - 2nd Floor
Prince Albert, Saskatchewan
S6V 3A8

Prince Albert Grand Council (PAGC)
(Hereinafter called PAGC)
Sports, Culture & Recreation
Gymnasium
851 23rd Street West
Prince Albert, SK
S6V 6K1

Toolbox - 7. Partnerships – Working Together

WITNESSETH:

That ME, the NSCRD, MBC, and PAGC in consideration of the premises and of the covenants and stipulations hereinafter mutually promise, and agree one with the other as follows:

A. Project Purpose

To offer an opportunity for northern youth to participate in an a three day workshop leading to potential participation in the production and performance of the Northern Spirits Showcase to be held at the E.A. Rawlinson Centre in Prince Albert on October 11, 2009.

Objectives

- Northern youth exposure to the arts/cultural programs and opportunities.
- Improved self esteem of northern youth.
- Northern communities supporting youth's participation in arts/cultural programs.
- Identifying and supporting youth with creative and artistic talent.
- To continue with a mutually beneficial partnership between ME, the NSCRD, MBC and PAGC.

B. The Agreement

As a partner contribution the NSCRD agrees to the following:

- Active participation on the Northern Spirits Committee.
- To act as the financial administrator of the activities associated with the 2009 Northern Spirits initiative.
- To pay all expenses and deposit all revenues associated with Northern Spirits initiatives that fall within the Northern Spirits budget.
- To maintain a Northern Spirits chart of accounts.
- To provide monthly income and expense statements to the Northern Spirits committee.
- In the event that expenditures exceed revenue, the NSCRD Program Manager for Culture and Community Development will notify the Northern Spirits Committee in writing. The Northern Spirits Committee will review the situation and make the appropriate decisions.
- To apply to the Government of Saskatchewan for \$25 K from the Prevention and Support Program and to provide the appropriate follow up reports.
- Coordinate the meetings of the Northern Spirits Committee.
- Solicit sponsorship.
- Distribute promotional material throughout northern Saskatchewan
- Receive and sort applications.
- Post information on website.
- Confirm registration and travel arrangements for up to 100 northern youth and chaperones representing the Northern District geographic area to participate in the May workshop.
- Confirm registration and travel arrangements for up to 20 northern youth and chaperones representing the Northern District geographic area to participate in the October Showcase.
- Ensure registration process and meet the needs of the logistical needs of the youth participants.
- Encourage and support local mentors to support youth through all aspects of the program.
- Provide liaison representation of the Northern Spirits Initiative to the Prince Albert Aboriginal Music and Arts Festival Governance Committee.

Toolbox - 7. Partnerships – Working Together

As a partner contribution ME agrees to the following:

- Active participation on the Northern Spirits Committee.
- To be responsible for any surplus/deficit occurring as a result of the Northern Spirits Initiative and to be responsible for the distribution/contribution to ensure ending with a balanced budget.
- Develop and lead the technical aspects of the initiative.
- Lead the youth selection process for the workshop and showcase.
- Secure venues and workshop facilitators.
- Solicit sponsorship.
- Produce the Showcase.
- Ensure that the needs of the workshop facilitators are met.

As a partner contribution MBC agrees to the following:

- Active participation on the Northern Spirits Committee.
- Solicit sponsorship.
- Promotion of the Northern Spirits Workshop.
- Promotion of the Northern Spirits Showcase (with \$500.00 support from the Northern Spirits program budget).
- Broadcast the Northern Spirits Showcase following the event.
- Purchase the T-shirts for the youth, chaperones and other key participants.
- Provide a tour of MBC at the workshop and workshop sessions as determined and able (i.e. film production, emcee support).

As a partner contribution PAGC agrees to the following:

- Active participation on the Northern Spirits Committee.
- In kind use of the PAGC gymnasium for the workshop.
- \$5,000.00 sponsorship to Northern Spirits.

As two of the initial and major partners of Northern Spirits, the ME and NSCRD jointly agree to the following:

- To be responsible for any surplus/deficit occurring as a result of the Northern Spirits Initiative and to be responsible for the distribution/contribution to ensure ending with a balanced budget. Any surplus or deficit will be shared between these two partners, 50/50.

C. Duration of Agreement

1. This Agreement shall be in effect from April 1, 2009 to March 31, 2010 with provisions to extend the contract as mutually agreed.
2. This agreement may, upon fourteen (14) days written notice, be terminated by either party without cause.

Toolbox - 7. Partnerships – Working Together

D. General Conditions

1. Any significant addition or deletion to the work set out in Clause B (and the documents it refers to) must be agreed to by both the NSCRD and ME.
2. The NSCRD here expressly acknowledges and agrees:
 - a) That reports generated will not be used for any purpose other than work within this contract.
 - b) That the NSCRD shall not assign or transfer this contract to any other person.

E. Conclusion

It is hereby agreed that the rights and obligations conferred or imposed on the Northern Spirits Initiative by this Agreement may be exercised by any person expressly authorized by the committee to act on their behalf.

In WITNESS WHEREOF the parties hereto have hereunto set their hands the date first written above:

_____ (name)

_____ (signature)

Musqua Entertainment

Date _____

_____ (name)

_____ (signature)

Witness

Date _____

_____ (name)

_____ (signature)

Northern Sport Culture and Recreation District

Date _____

_____ (name)

_____ (signature)

Witness

Date _____

_____ (name)

_____ (signature)

Missinipi Broadcasting Corporation

Date _____

Toolbox - 7. Partnerships – Working Together

_____ (name)

_____ (signature) Date _____
Witness

_____ (name)

_____ (signature) Date _____
Prince Albert Grand Council

_____ (name)

_____ (signature) Date _____
Witness