



South St. Clements Recreation Needs Assessment Final Report

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Submitted by
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Special Thanks

Our project team would like to thank all those who helped make this Recreation Needs Assessment a success. First and foremost, we'd like to thank the Rural Municipality (RM) of St. Clements for providing their time, efforts, and local knowledge to the project. We would also like to thank our volunteer advisory committee, who took their time to review our drafts and provide input into the opportunities and recommendations. We would also like to thank those who have previously championed recreational opportunities for the RM, particularly the South St. Clements Activity Centre – it was essential that we build upon your work, to ensure that your wisdom and efforts were not lost. Finally, we would like to thank the residents of South St. Clements. Your overwhelming response to our surveys and workshop helped pave the way for recommendations that capture your needs and desires as a community.

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EXECUTIVE SUMMARY

The St. Clements Recreation Needs Assessment identifies community recreation needs and priorities, and outlines strategic recommendations for responding to them. The analysis contains recommendations that were shaped by a review of relevant planning considerations (including recent recreation trends and demographic data), a facilities and programs inventory, and a comprehensive public consultation campaign (including surveys, a community workshop, and a volunteer advisory committee). The analysis also contains an implementation schedule and information on potential funding sources for implementing these recommendations.

Administrative Recommendations

- Recommendation 1:** Develop a two-pronged recreation communications strategy, including a dedicated webpage, and a regional, semi-annual leisure guide.
- Recommendation 2:** Initiate the process of partnering with the RM of East St. Paul to share the costs of a full time Recreation Leader.
- Recommendation 3:** Develop a market garden tour in the community as a tourist draw that honours the region's market garden and horticultural past.
- Recommendation 4:** Look into alternatives for funding recreation infrastructure maintenance and program delivery, including public-private partnerships, partnerships with local businesses and land dedication.
- Recommendation 5:** Partner with the River East Transcona School Division to provide community access to school division resources (in this case, land). Recent Provincial Legislation (Community Use of Schools) provides a framework for these types of partnerships.
- Recommendation 6:** Balance programming and leagues southward and northward, with sensitivity to community impacts; create as much local opportunity as possible.
- Recommendation 7:** Create a plan for strategic land acquisitions (specifically land with recreation potential), including land bordering Gunn's creek, potential trail right-of-ways, river access points, and abandoned rail corridors.

Recommendation 8: Update the SDPA's Development Plan (and the South St. Clements Secondary Plan) to incorporate specific, detailed policies for parks and recreation. Introduce a recreation section to the Development Plan to ensure that recreation opportunities are fully integrated into development and infrastructure decisions in St. Clements.

Recommendation 9: Develop a formal volunteer policy that includes concrete recommendations to help foster, support, and reward volunteerism in the community for recreation services. Implement the policy with a volunteer program, under the leadership of the recreation leader.

Infrastructure Recommendations

Recommendation 10: Develop a network of paths for cyclists and pedestrians, centred along Henderson Highway and connecting community focal points.

Recommendation 11: Develop a snowmobile and ATV trail network that is clearly designated, and utilizes the existing natural features; develop an off-road vehicle policy for adoption by council.

Recommendation 12: Expand the toboggan hill on the floodway, including the addition of a new slide and a central gathering place / wind shelter at the top.

Recommendation 13: Build more outdoor rinks for hockey and leisure skaters.

Recommendation 14: Renew the community's relationship to the Red River and Gunn's Creek by increasing access through boat launches, fishing docks, and river pathways.

Recommendation 15: Undertake a feasibility study and pre-design planning for a phased approach to building a community recreation centre, which would serve as the focal point of the South St. Clements community.

Recommendation 16: Reconnect the community to the Red River Floodway by reopening the access points which were recently removed.

Recommendation 17: Develop a playground in the Narol and Old River Road communities using innovative partnerships and fundraising.

1 PROJECT INTRODUCTION

Recreation and leisure activities are essential components of any healthy, vibrant community. These activities not only strengthen the sense of community, but also enable residents to live healthy and active lifestyles. Recreation also plays a part in attracting new residents and visitors to the area, while increasing the overall quality of life for all residents.

As communities grow and evolve, their needs for recreation activities and facilities change as well. In order for communities like South St. Clements to adapt to changing demographics and trends, they must have an understanding of what their current recreational capacities are, as well as what their future needs will be.

Dillon Consulting Limited (Dillon) was hired by the Rural Municipality (RM) of St. Clements to conduct a Recreation Needs Assessment consisting of background research, stakeholder consultation, data analysis and final recommendations. The following assessment of South St. Clements' recreation needs, values and preferences is intended to help guide the RM of St. Clements as they prepare to undertake long range planning for the recreational needs of all residents.



The objectives of this project are:

- To work collaboratively with the RM of St. Clements to complete a Recreation Needs Assessment;
- To provide council with recommendations that will guide future decision making as it relates to recreation; and,
- To involve all segments of the South St. Clements community throughout this process.

The scope of this project is to:

- To undertake a background study, including research on demographic trends and rural recreation trends;
- To inventory the recreation and leisure services, facilities, and open spaces that are currently offered in South St. Clements and its surrounding area;
- To organize and execute a public consultation campaign, including an online survey, a volunteer recreation advisory committee, and a community workshop;
- To identify gaps in service and barriers to meeting community recreation needs; and,
- To identify future service requirements, including the need for recreational leadership, and opportunities for St. Clements to meet their recreation, leisure and open space needs.

Upon initiation of this project, Dillon was immediately made aware of the extensive work already undertaken and completed by the South St. Clements Activity Centre in 2000. The project focus shifted to documenting previous work and capturing it in a set of policy directions for adoption by the RM of St. Clements Council. Resources shifted to include a more thorough set of recommendations in the form of mini- “Action Plans”, expressed as “one pagers” in this document.

2 BACKGROUND

In order to make relevant and timely recommendations, it is essential to review pertinent background information. This section provides the context for the Recreation Needs Analysis, including geographic context, demographic trends, population forecasts, and a review of previous studies.

2.1 Geographic Context

St. Clements is a rural municipality in the Manitoba Capital Region, and is one of the largest in the Province at 794 square kilometres. It stretches from Lake Winnipeg in the north to the RM of East St. Paul in the south. It runs along the east side of the Red River and contains a variety of terrain and land uses. In contrast, the South St. Clements area (see **Figure 1**) is a relatively small portion of the municipality, its area around 29 square kilometres. It is bounded roughly by the Red River on the west, Lockport to the north, the Red River Floodway to the east and the R.M. of East St. Paul to the south. A small portion of the area lies to the east of the floodway, and is home to several rural residential homes, a trailer park and a service station.

Land holdings are based on a river lot system of long, narrow lots – this is an important consideration when planning for recreational opportunities such as trail networks. The land, which lies within the Red River Valley, is largely fertile and features four centres of population: The villages of Narol and Gonor, the Pineridge Village Trailer Park, and the area referred to as Old River Road.

Figure 1: South St. Clements Area

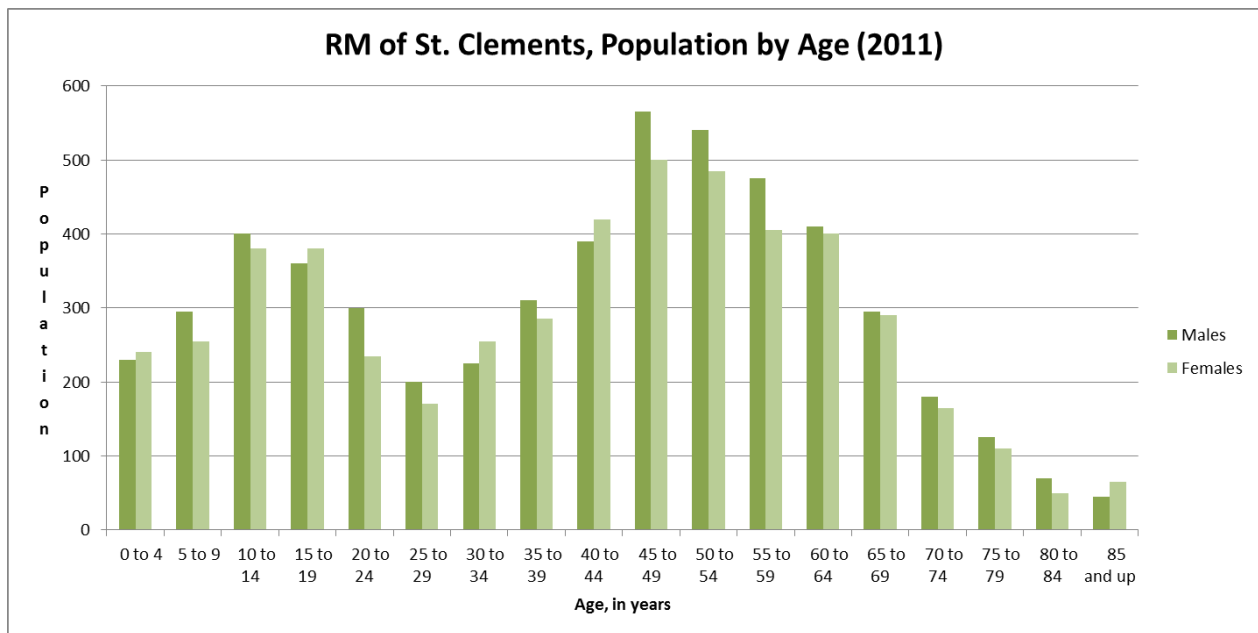


2.2 Demographics

Demographic context is an important factor to consider when assessing and planning for the recreational needs of a community. St. Clements' population has grown steadily over the past 15 years, from a population of 8,516 in 1996 to a population of 10,505 in 2011 (a rate of roughly 23.4% over the period). Due to the growing teenage and young adult population, this trend is expected to continue (see **Table 1**). St. Clements' location just north of the City of Winnipeg (and within the growing Manitoba Capital Region) makes it a prime candidate for continued growth.

In terms of age, the RM of St. Clements has a relatively older population, with a higher than average population over the age of 40. The median age of St. Clements is 44.5 years, which is significantly older than Manitoba's (38.4 years), and nearly 4 years older than Canada's (40.6 years). It is clear that within the next 10 years or so, St. Clements will experience a large increase to its senior population, as this demographic has some of the highest rates of growth (**Table 1**). However, there is also a growing cohort of teenagers and young adults, which could lead to a renewal of young families in the community. Both of these trends will help guide planning for recreation in the area.

Figure 2: RM of St. Clements, Population by Age (2011)



Source: Statistics Canada, Census 2011

Table 1: RM of St. Clements Age Distribution Comparison from 2006 to 2011

Age	2006	2011	% Change
1 year	435	465	7%
5 to 9 years	640	555	-13%
10 to 14 years	700	775	11%
15 to 19 years	675	735	9%
20 to 24 years	450	535	19%
25 to 29 years	360	370	3%
30 to 34 years	480	485	1%
35 to 39 years	670	595	-11%
40 to 44 years	925	815	-12%
45 to 49 years	960	1065	11%
50 to 54 years	875	1025	17%
55 to 59 years	805	875	9%
60 to 64 years	610	810	33%
65 to 69 years	400	585	46%
70 to 74 years	330	350	6%
75 to 79 years	190	235	24%
80 to 84 years	125	120	-4%
85 + years	70	105	50%

Source: Statistics Canada, Community Profile 2006 and 2011

The fastest growing age cohorts in St. Clements are those over the age of 60 (particularly those 85 and older, and those from 65 to 69) – this trend is not exclusive to St. Clements, although here it is more pronounced. However, there is also a growing percentage of residents aged 10 to 24, which indicates that the child population will likely rise as well within a generation.

Policy Issue:

How to retain young families?
Recreation is a critical component of this.

St. Clements is also part of the Winnipeg Census Metropolitan Area (CMA) which is comprised of the City of Winnipeg, RM's of West St Paul, East St Paul, Headingley, MacDonald, Ritchot, Taché, Springfield, Rosser, St. Francois Xavier, and Brokenhead First Nation. Between 2006 and 2011, the Winnipeg CMA grew by 6.5%.

Table 2: Historical Winnipeg CMA Population and Growth

Year	CMA	% Growth
2011	762,800	6.5%
2006	716,400	2.9%
2001	695,900	1.7%
1996	684,100	0.1%
1991	675,100	-

Source: City of Winnipeg, Population of Winnipeg (March 2012)

2.3 Potential for Growth

The RM of St. Clements has experienced steady growth over the past two decades (7.0% between 1996 and 2001, 6.5% between 2001 and 2006, and 8.2% between 2006 and 2011). As noted, the RM is within the rapidly growing Capital Region, and its population growth has accelerated over the past five years.

Based on a simple projection using the Conference Board of Canada’s annual growth rate percentage of 2.42% (for the Winnipeg CMA)¹, we can extrapolate a population of 5,444 in 2026 for South St. Clements (**Table 3**)². The steady economic circumstances of Winnipeg, the development of neighbourhoods in the north of the City (and East St. Paul), a growing appetite for rural living, and the relatively low cost of land all point to steady growth for South St. Clements. The two fastest growing areas from 2006-2011 were: South of Dunning, between Henderson and Rebeck; and between Ludwick and Donald, from Henderson to Rebeck.

Table 3: Projected Population for South St. Clements

Year	Population
2011	3803
2016	4286
2021	4830
2026	5444

Table 4 reveals the forecasted populations for Winnipeg and its Census Metropolitan Area (within which St. Clements is included).

¹ http://www.manitobacapitalregion.ca/main.asp?fxoid=FXMenu,1&cat_ID=3&sub_ID=28&sub2_ID=39

² It should be noted that based on the South St. Clements Secondary Plan Background Study, 5444 is the “Low” projection, while 6683 is the “High” projection.

Table 4: Forecasted Population Growth for Winnipeg and Area

Year (July 1st)	City of Winnipeg	Winnipeg CMA	Province of Manitoba
2012	700,000	772,500	1,268,600
2013	708,500	782,400	1,287,700
2014	716,700	792,100	1,307,000
2015	724,600	801,500	1,326,800
2016	732,200	810,500	1,346,700

Source: Conference Board of Canada, Metropolitan Outlook data, 2012

3 WORK TO DATE

This Recreation Needs Assessment did not begin as a blank slate. Rather, the goal was to build upon the work already done by others (particularly the South St. Clements Activity Centre Committee), while reassessing the recreation needs in an area that has changed significantly over the past 15 years (and will continue to do so).

3.1 South St. Clements Activity Centre

The South St. Clements Activity Centre (SSCAC) was a group of residents who volunteered their time to develop and promote a vision for recreation in South St. Clements. The activities they operated ran primarily out of the Donald School, and included dance classes, fitness programs, martial arts, and knitting (among other things). When the school (underutilized and in poor condition) was considered for demolition, the group undertook a massive survey of residents and user groups in the community. The group (and 23 volunteers) surveyed 1200 homes in the area, going door to door for several months. They achieved an outstanding response rate of 60%, and had the responses professionally analysed.

Based on the results (which are summarized in **Section 3.2**), the SSCAC recommended the development of a multi-purpose community centre facility (to replace the Donald School, which had since been demolished). Through a series of community meetings, the SSCAC and the community developed a vision for what they would like to see in a multipurpose facility (see **Figure 3**).

Figure 3: SSCAC Community Meeting Place Vision



This led to a call for proposals, which resulted in several designs for consideration by the RM (see **Section 3.3**). After several years of seeking funding for a facility, the SSCAC was put on hold – the passionate volunteers had become exhausted, while they felt they were not getting the municipal support they needed. Since 2007, there has not been significant work done in terms of recreation in the area.

3.2 SSCAC Survey Highlights

This section highlights the key findings and statistics from the 1999/2000 Recreation and Wellness Study (undertaken by the South St. Clements Activity Centre).

3.2.1 Demographics

- The majority of residents identified themselves as residing in Narol (54%); the rest were evenly distributed between Pineridge Village, Lockport, Gonor, and Other/Don't know (each between 10% and 13%)
- The population was relatively new to the area, with 9% living in the area less than a year, 17% between 1 and 3 years, and 27% between four and ten years.
- The majority of respondents were female (60%)
- The ages of respondents were evenly distributed, with the majority being between the ages of 30 and 60 (approximately 75%)
- The most common reasons for respondents living in the community were:
 - Country living (84%);
 - Small town feel (48%); and,
 - The belief that it's best for their children (46%)

3.2.2 General Findings

- 88% of respondents supported the development of wellness and recreation facilities;
- 69% of respondents thought that the long term health of the community depended on recreation/wellness planning;
- Only 6% of respondents felt that the community already had sufficient recreation opportunities;
- The majority were not familiar with the recreation policies of St. Clements (only 9% were familiar or very familiar);
- The vast majority agreed or strongly agreed that recreation and wellness are closely linked (90%);
- Only 5% of respondents disagreed or strongly disagreed that they would make use of wellness and recreation facilities. However, respondents also admitted using existing facilities very infrequently (over 80% said they never used the Narol Children's Centre, Narol/Gonor Community Centre, hockey rink, outdoor playground and basketball court, respectively); and,
- Just over 45% of respondents noted that they would be willing to volunteer with developing new facilities.

Policy Issue:

Overcoming the discrepancy between what people say they want and what they actually do/use.

3.2.3 Recreation Opportunities

- Only 6% of respondents agreed or strongly agreed that they were satisfied with the variety of recreation opportunities available in South St. Clements;
- Respondents rated recreation opportunities more inadequate for youth and young adults than for seniors and preschoolers;

Policy Opportunity:

The most popular activities are:

- Boating
- Camping
- Swimming
- Fishing
- Tobogganing
- Walking

- Social activities, volunteer activities, and special events were thought to be the most lacking (approximately 50% said they were not adequate);
- Many indicated that they met their recreation needs outside of South St. Clements (with Winnipeg being the most common locale);
- In terms of cultural activities, attending parks, libraries, farmers' markets and historic sites were most common. The vast majority of residents listed arts and cultural activities as "absent" or "inadequate" in South St. Clements; and,

- In terms of physical activities, **boating, camping, swimming, fishing, tobogganing, and walking** were the most popular (each having had more than 40% who participated at least once in the previous year).

3.2.4 Facility and Program Recommendations

The survey also included a section asking respondents to list their facility and program recommendations. The results are as follows:

Facility and Program Recommendations

- Sports and recreation facilities and programs
- Youth facilities and programs
- Fitness/wellness programs
- Library access
- Day care
- Youth drop-in centre
- Senior facilities and programs

3.2.5 Spending, Income and Funding

- Monthly spending on **recreation** was quite evenly split:

Spending Range	Percentage
\$0 - \$25	21%
\$25 - \$50	21%
\$50 - \$100	28%
\$100 - \$200	19%

- The majority of **sport activity spending** was between 0\$ and 25\$ a month (55%);
- Very few “agreed” or “strongly agreed” that too much time and money were being spent on recreation (only 6% of respondents);
- Household income of respondents was fairly high, with over 50% making more than \$50,000 (including 26% making over \$70,000);
- Most supported a combination of tax revenues, user fees, and fundraising to support community recreation facilities (40%). The next largest group supported an equal use of tax revenue and user fees (15%); and,
- Finally for programs, most supported a combination of tax revenues, user fees and fundraising to fund community recreation programs (35%). The least popular option was “mostly tax revenue”, for which only 1.7% of respondents listed it as their first preference.

Policy Influence:
High income area

3.3 Preliminary Facility Designs

Once the need for a facility had been established, the SSCAC developed a strategic plan to achieve this goal. Through their survey results, and in collaboration with facility consultants, they analysed space and program requirements. The study estimated that the facility would

Policy Opportunities:

- 12,000 sq. ft.
- Sustainable
- See mission statement

need to be approximately 12,000 square feet, and that it should follow sustainability guidelines.

A conceptual design competition was held through a call for proposals, and 12 firms were interviewed. Of the 12, three were selected as finalists, who then presented their designs at a community open house. The group retained ownership of the conceptual designs, some of which are seen here:



Figure 4: Conceptual Activity Centre Renderings, by HTFC



Figure 5: Conceptual Activity Centre Plan, by Prairie Architects



3.4 SSCAC Mission

Before the SSCAC was put on hold indefinitely in 2007, they held several meetings with the community to develop a vision for recreation in the municipality. Based on these meetings, the following mission statement was developed:

The South St. Clements Activity Centre Inc. is a non-profit, multi-use community activity centre. The mission of the Centre is to develop a sustainable cultural, social, educational, and recreational MEETING PLACE that links the past, the present and the future of the community; that promotes the protection of the environment; that fosters the growth and well-being of children, youth, seniors, families, and other organizations; and that builds the spirit of community.

3.5 SSCAC Next Steps

Although currently on hold, the SSCAC created a list of action items, in case the drive for a recreation facility was ever renewed. Those action items included strengthening existing partnerships, establishing new ones, and building a volunteer base.

- Policy Opportunity:**
- SSCAC next steps
 - Provide physical and organizational framework for recreation facility

Perhaps the most important action item was to create five major working committees, whose goals would be to take the facility from conceptual design to reality. These five working committees included:

Working Committee	Responsibilities
Capital Fundraising	<ul style="list-style-type: none"> • Special Events • Individual Giving • Corporations and Foundations • Government grants/proposals
Community Relations	<ul style="list-style-type: none"> • Recruiting • Training • Scheduling • Acknowledging • Retaining Members and Volunteers
Communications and Promotions	<ul style="list-style-type: none"> • Writing, Editing, Formation Newsletters, News Releases, Articles • Designing, Maintaining Website • Networking And Building Partnerships • Designing/Producing Brochures, Pamphlets, Posters, Signs

Building Research and Planning	<ul style="list-style-type: none">• Facility Planning – Design, Use And Activities• Business Planning• Physical/Construction Planning
Special Events Planning and Coordination	<ul style="list-style-type: none">• Planning• Coordinating• Marketing• Involving Community

4 EXISTING POLICY CONTEXT

The Project Team reviewed existing policies and legislation for relevant information regarding recreation. For St. Clements, this included the Selkirk and District Planning Area's Development Plan (2008), the South St. Clements Secondary Plan (2013, at draft stage), the RM of St. Clements' Zoning Bylaw (2002), the Provincial Land Use Policies, and any other relevant legislation.

4.1 Development Plan:

The Selkirk and District Planning Area's new Development Plan (2008) is a long range land use plan for a large area that encompasses South St. Clements. As a long range vision, it lacks specific policies and guidelines for recreation within the district. However, there are some cursory mentions of recreation and related uses which are listed below.

The Development Plan notes the importance of the area's historic assets and artefacts, including the Lockport Dam and Lower Fort Garry. It is important to consider the tourism and economic development potential of these sites (many of National and Provincial designation) when planning for recreational opportunities.

Recreation is explicitly mentioned in Part 3, as a key to promoting liveable and inclusive communities. Moreover, the section on forestry stipulates that forests are the key to providing "recreation opportunities for people" (p. 61).

Policy Take-Away:

Recreation is key to a liveable and inclusive community (SDPA)

In terms of transportation, there are several policies that relate both directly and indirectly to recreation. The Plan promotes "a contiguous network of alternative transportation and trail opportunities throughout the Planning Area, in particular along or on the Red River"; it also notes the need to "ensure...active transportation options are considered in the design phase of all subdivisions and transportation construction projects" (p. 33). Universal design is also to be considered in the planning and design of transportation facilities, to accommodate mobility for all residents (p. 34). The Plan also implies that the development of new trail systems should take into account existing trail systems within the vicinity.

The Plan also mentions the need to "provide a variety of fishing opportunities to all Manitobans", while protecting riparian areas. There is also mention of protecting wildlife habitats and natural areas from incompatible land uses, of which recreational uses may or may not be.

In terms of specific land use designations, the Resort (R) designation has among its objectives to provide recreational opportunities in areas where they are best suited (e.g. where agricultural activities will not be negatively affected).

4.2 Secondary Plan

The South St. Clements Secondary Plan is currently under development. This Recreation Needs Analysis, written in conjunction with the Secondary plan, will help inform the Secondary Plan as it relates to recreation. However, there are a few basic principles outlined within the Secondary Plan which bear mention.

Policy Takeaways:

- Heritage tours
- Community activity meeting place
- Water features
- Partnerships

As noted in the Secondary Plan, important heritage and tourism assets are located within the immediate area – recreation opportunities that can tie into these existing assets could provide synergies to the benefit of the entire region. The Plan also notes the opportunity for re-establishing the school site with a recreation component, which would include aspects for seniors, proper lighting, and community engagement.

In terms of water, the Plan outlines several nature related recreation opportunities as well. These include the creation of a boat launch, optimizing utilization of Gunn’s Creek, and using the proximity to Bird’s Hill Park as an advantage. The Plan also notes the presence of snowmobile trails, and the proximity to the Trans Canada Trail.

Finally, in terms of partnerships, the Plan clearly lays out the potential from neighbouring municipalities and towns. East Selkirk and East St. Paul both have relatively developed recreation infrastructure, and therefore the opportunity exists for partnerships or joint-use agreements. Moreover, the option for partnering to hire a full-time recreation director is presented.

4.3 Zoning Bylaw:

The RM of St. Clements Zoning By-Law (No. 5/2002) can be used as a tool to implement the objectives and policies of the aforementioned development plan. Throughout, it outlines where various recreational uses are permitted, where they are not permitted, and where their development requires a conditional use.

Agricultural Zones

Parks and outdoor recreation areas are permitted uses in all three Agricultural zones, as are public recreation facilities. However, commercial recreation facilities are conditional uses in all agricultural zones.

Residential Zones

Public recreational facilities are permitted uses in two residential zones (Suburban Residential and Rural Residential), while they are conditional uses in the other two (Seasonal Residential and Residential – Mobile Home Park). Commercial recreation facilities and halls (public or private) are conditional uses in all four residential zones.

Commercial Zones

A Commercial Recreation zone (CR) exists to provide “a broad range of commercial recreational uses.” (p. 54). The Recreation Tourism zone (RT) also exists, which “provides for sufficient land for recreation tourism development” – as an overlay zone, it is compatible with Agricultural zones A80 (General) and A40 (Limited). Public and commercial recreational uses are permitted in both aforementioned zones, while public recreational uses are permitted within the Commercial General (CG) zone as well.

Parks and Recreation Zone

The Parks and Recreation zone (PR) is the most prominent zone where recreational uses are permitted, “primarily designed to accommodate public recreation uses such as picnic area[s], public parks, playgrounds, sports fields, arenas, and curling clubs” (p. 68). Permitted uses within the zone include education facilities, nature reserves, museums, sports fields and recreation uses (both public and private). Conditional uses include marinas, heritage sites, docks, and campgrounds.

At this point, we do not recommend any zoning changes. Most of the recreation opportunities and recommendations can be accommodated in the existing zones, and through other means.

4.4 Provincial Planning Regulation:

The Provincial Planning Regulation, through its Provincial Land Use Policies (or PLUPs), makes several references to recreational uses and facilities. Since all development plans must be consistent with the PLUPs (and in effect, replace the PLUPs), these provincial regulations generally apply to St. Clements’s recreational needs.

The PLUPs mention that open spaces within or adjacent to settlement areas should be considered for recreational uses, and be linked to other green spaces as well. In urban centres (e.g. Lockport), large indoor recreation facilities such as arenas or community centres should be focused in the central business district. The PLUPs also note the economic benefits that recreational areas create, through their attraction of visitors to the area who might purchase local goods and services.

PLUPs Policy Directions:

- Connectivity with and among all recreational amenities
- Recreation to respect ecological integrity

The PLUPs discourages the co-location of recreational areas/parks with livestock operations, and notes that separation distances must be established. These recreation areas must also be compatible with surrounding land uses, and not detract from the natural setting. Planning must be undertaken to ensure that the land can accommodate the recreational use, and to protect its ecological integrity.

4.5 Community Use of Schools legislation

In April of 2012, the Province of Manitoba issued a press release promoting new legislation to increase public access to community and school facilities. The Community Use of Schools legislation aims to “improve recreational opportunities for children, youth and families by giving them better access to our schools and quality recreation facilities.”³ This legislation, which took effect on January 1st, 2013, requires school divisions to come up with policies for maximizing community use of their recreation facilities.

Although there are no schools within the South St. Clements area, it is important to consider the impact that this legislation will have on recreational needs in St. Clements. First, existing facilities in the vicinity that were not generally used by the public may be opened up to the community (e.g. Robert Andrews School, FWL Hamilton School, and Lockport School). Second, the River East Transcona School Division owns land within the municipality, and opportunities exist for a recreation partnership.

4.6 Other Policies

4.6.1 The Bird’s Hill Provincial Park Management Plan

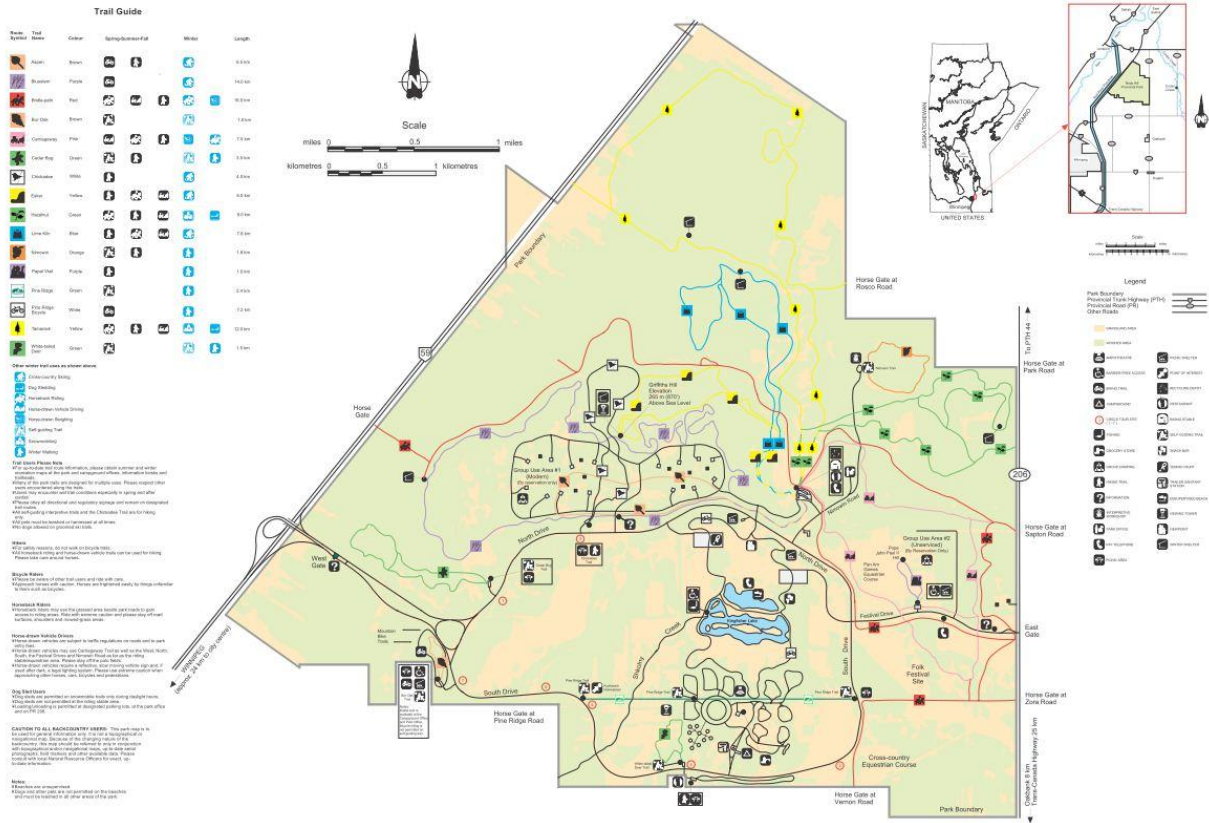
The Bird’s Hill Provincial Park Management Plan was recently developed, and references the area adjacent to St. Clements as “Backcountry”. This land use category, intended to protect the natural habitats in the area, offers recreational opportunities for hiking, skiing, horseback riding, cycling, and snowmobiling.

Policy Direction:

Utilize backcountry areas for activities including horseback riding, cycling, and snowmobiling.

³ Education Minister Nancy Allen - News Release, Province of Manitoba, 2012.
<http://news.gov.mb.ca/news/index.html?item=13837>

Figure 6: Birds Hill Park Recreation Map



4.6.2 Lockport Secondary Plan

The recently adopted Lockport Secondary Plan (St. Clements, By-law No. 12-2012) also makes mention of recreation opportunities for the greater South St. Clements area. Two of their Community Development Goals relate directly to recreation and leisure:

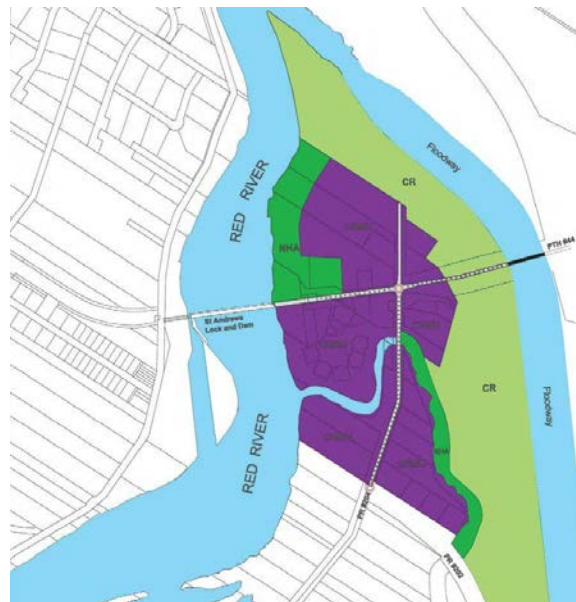
- Incorporate **access to public green spaces**, supported by **infrastructure improvements** integrated with the regional transportation system including active transportation (pedestrian and cycling) linkages (p. 7).
- **Enhance and protect important natural environmental areas** and waterways such as the Red River and Gunn’s Creek riverbanks (p. 8).

Moreover, their Community Development Guidelines encourage new developments to:

- Create **gathering places and focal points**;
- Preserve and enhance the **natural environment and heritage assets**; and,
- Promote **community transportation networks** that include pedestrians and cyclists.

The recommendation put forth in Policy Area 3 is of particular interest. It encourages the RM to negotiate a lease with the Manitoba Floodway Authority for surplus lands. The area, north of Provincial Trunk Highway (PTH) 44, would feature a variety of recreational uses, including “a boat launch, docking and storage area, public event space, RV/Tent and Trailer Park, festival site suitable for year round use and home of the Lockport Children’s Festival” (p. 16 – 17). These developments would take place on the land designated Commercial Recreation (CR), which is in light green on the map below (**Figure 7**). These lands border the South St. Clements Area.

Figure 7: Policy Map #1 – Land Use Policy Areas (Lockport Secondary Plan)



In terms of riparian areas around the area’s waterways (Red River and Gunn’s Creek), the plan recommends **protecting these natural corridors**, enhancing them, and even acquiring them through development approval dedication, purchase agreements, or easements. They are also to be promoted as “recreational assets within the community” (p. 19). Finally, it is recommended that these recreational assets be **connected through a regional trail system** (which opens the door to connections with a South St. Clements network).

4.6.3 East Lockport Destination Strategy Business Plan

The R.M of St. Clements – East Lockport Destination Strategy Business Plan, developed in 2008, was drafted to enhance Lockport’s role as a year-round tourist destination, support its heritage assets, develop linkages with nearby communities, and promote its economic vitality.

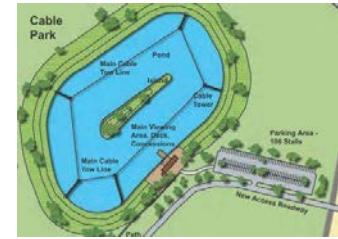
After several years of consultation and collaboration with outside organizations (e.g. Manitoba Floodway Authority), the Lockport Destination Steering Committee developed a series of economic development priorities consistent with their business plan. Many were centred on recreational opportunities, and are listed here:

- A marina
- Campgrounds
- Children’s Festival site
- Kenosewun museum and park
- Sportplex and water-ski park
- Discovery park
- Floodway trail

Figure 8: East Lockport Destination Master Plan



These ambitious projects were to cost over \$21 Million, and be completed by 2012. However, most have not become a reality, as funding was primarily to come from government departments and agencies. These ideas still provide context to the possibilities of what could be done in partnership with neighbouring communities.



4.6.4 Red River Floodway

The Red River Floodway lies within the immediate vicinity of South St. Clements. While the primary mandate of the Floodway is flood protection for the City of Winnipeg, its recent expansion has created opportunities for recreational amenities. The Duff Roblin Trail runs through the municipality on the west side of the Floodway. Unfortunately, several approaches to the Floodway were removed during the expansion (to limit illegal vehicular traffic), and will not return. However, there is still access at major intersections. As it currently stands, off road vehicles are banned within the Floodway. It is possible that in the future, a snowmobile trail (maintained and regulated by Sno-Man) could be established on the east side of the Floodway.

The Manitoba Floodway Authority has made it clear that should serious recreation proposals be put forward by the RM, they are open to collaboration (provided they do not compromise flood protection). This could include temporary structures (such as a toboggan hill shelter). However, ongoing maintenance costs would have to be borne by the RM or local organizations (e.g. garbage collection and weed control), as would liability insurance. To address hunting in the Floodway (which has been raised as a local concern), the RM would need a bylaw prohibiting hunting within its borders.

5 RECREATION TRENDS

This section examines significant trends related to recreation, which could influence the planning and development of new facilities and services in the RM of St. Clements. Information was gathered through a literature review and an analysis of trends in similar sized municipalities across Manitoba (and Canada).

5.1 Trends in Rural Recreation

To better inform what types of facilities, programs, and activities might be appropriate for South St. Clements, it is important to understand the major trends in rural recreation. This section breaks down the latest literature and documentation into the current state of rural recreation, with a specific focus on Canada and Manitoba examples. First, this section will outline the major themes in current rural recreation; second, it will explore more specific trends, and how they have been implemented elsewhere in Manitoba.

5.1.1 Major Themes:

There are several overarching themes in terms of rural recreation today. First, and perhaps most importantly, **partnerships** are key. As outlined in Markham⁴, partnerships between volunteers, community organizations, school boards, local businesses, governments and recreation departments are crucial to maximizing resources, expertise, and knowledge. Examples of partnerships could range from a business sponsoring a tournament, a school lending their gym to a community dance program, and a tri-partite funding agreement (matching fundraising dollars) to build a new sport facility.

Second, there is a trend towards rural recreation providing opportunities for **tourism and economic development**⁵. From Birds Hill Park attracting patrons to the 59er Restaurant, and visitors flocking to the Half Moon Diner after a round of golf at Heritage, this trend is apparent in the South St. Clements area. Not only do recreation opportunities attract visitors (and thus economic activity) from outside of St. Clements; they can also create jobs for locals who can then stay in the community, while allowing for enhanced amenities for local citizens. Other nearby examples includes heritage sites, nature walks, and river features (like the Lockport Dam, which brings in fishing aficionados from around the Interlake Region and beyond).

Third, there is a major push towards developing **facilities that meet recreational needs**, rather than building a facility and hoping to fill it with activities. This requires extensive consultation with local

⁴ Markham, Susan. Rural Recreation: The Quintessential Partnership. Recreation Canada, October 1991.

⁵ Heintzman, Paul. The Leisure Style of Canadian Rural Recreation Participants. Northeastern Recreation Research Symposium, 2010.

residents, to gain a clear understanding of the types of activities and programs they frequent (or would like to see). If the majority of residents prefer snowmobiling and ATVing to swimming, it is much more effective to develop a network of designated trails, rather than a pool that may sit empty most of the time.

5.1.2 Recreation Leadership:

Recreation leaders (also known as directors or coordinators) develop, coordinate, organize, and promote recreational opportunities within a Municipality (or several municipalities)⁶. They are responsible for seeking out partnerships and sponsorships, while lobbying other levels of government for funding/grants. They also serve as the key contact for program, activity and facility information. Finally, they are responsible for keeping information accessible and up to date.

Recreation leaders have become much more important figures lately, especially in rural municipalities where recreation opportunities known at the local level may not be coordinated (or known) in a town or village nearby. Moreover, the Province Manitoba has been encouraging municipalities to hire recreation directors (or partner with nearby municipalities to hire one) to address the issues identified above.

5.1.3 Facilities:

There are four major trends in regards to facilities (some of which are interrelated):

- **Aging facilities,**
- **Multi-purpose facilities**
- **A phased approach to building, and**
- **An emphasis on minimizing operating/maintenance costs.**

Most rural facilities were constructed in the 1960s and 1970s, and are **approaching the end of their useful life**. Many require expensive upgrades (while maintenance costs are soaring), or outright replacement. This trend is especially apparent in many of Manitoba's rural communities, where arenas are the most common facility. Many municipalities are thus faced with a dilemma: Invest in existing facilities to increase their life by a few years, or make the major decision to replace/consolidate facilities with something brand new. When the decision to demolish the Donald School facility was made, there was no solid plan in place for its replacement as a community resource and meeting place.

⁶ Manitoba Healthy Living, Youth, and Seniors & Recreation Connections Manitoba. Hiring a Recreation Director, 2011.

For municipalities that do decide on replacement, the major trend is towards **multi-use or multi-purpose facilities** (rather than stand-alone, single purpose facilities that were common in the 20th Century). These expensive facilities tend to be located on the outskirts of towns (where cheaper land and more space are available). They feature several recreational uses in one, including rinks, pools, gyms, courts, multi-purpose rooms, office space, and concessions (or any combination of these). The centralization and avoidance of duplication tend to make them more efficient to operate in terms of both staff and energy costs. They also create synergies and economies of scale (due to increased use). Finally, they generally tend to be more flexible in their programming (e.g. the multi-purpose room could be used for yoga, dance class, or musical theatre). Many jurisdictions in Manitoba have followed this formula recently, including nearby Steinbach's Multi-plex and Altona's Millennium Exhibition Centre. It should be noted that there is a need to balance these centralized, multiplex facilities with local (and perhaps smaller scale) recreation opportunities as well.

As mentioned, a major driver towards these multi-plex facilities is to **lower the ongoing maintenance and operating costs**. Stand-alone facilities inevitably use more energy (for heating, cooling, and lighting) and water. They also require more staff, due to their separate locations. There is also a major push to increase the energy efficiency (and thus lower the operating costs) of recreation facilities, as outlined in Manitoba Hydro's "Energy Efficiency Guide for Municipal Recreation Facilities". An example of a recreation trend driven primarily by lowering operating costs is the proliferation of splash pads over wading pools. Whereas wading pools require lifeguards, purchases of chemicals, and daily maintenance (replacing the water each day), splash pads require no supervision, very little maintenance, and are cheaper to install.

The final major trend in facilities is the **phased approach to building**. Rather than building an expensive facility upfront, the municipality starts small (usually with the most important aspect of the complex, e.g. a rink or a gym). As each subsequent phase becomes successful (or self-sustaining) and the need for expansion is proven, planning for the next phase begins. Many major recreation facilities in the just outside of the Capital Region have taken that approach, including Steinbach's Multi-plex, Niverville's Hespeler Park and Altona's Millennium Exhibition Centre.

Policy Implications:

Any future building should:

- Have several uses
- Meet various needs
- Be built in phases
- Be self-sustaining
- Minimize operating costs

5.1.4 Age Related Trends

There are also age-related trends in participation, in terms of activities and programs for youth, adults and seniors. The overall trend is that participation in organized sports has declined, giving way to **more individual and self-directed activities**. This tends to be more pronounced in rural areas like South St. Clements, where individual outdoor activities are readily accessible, access to team sports or programs may not be, and facilities are not available.

Youth Participation

For youth, participation in organized sports has declined over the past two decades (59% versus 77%)⁷. Instead, they are participating in more informal and sedentary activities, including video games, social networking, skateboarding and “hanging out”. In rural areas, activities like ATVing, snowmobiling, fishing and hunting are particularly popular. Factors affecting youth participation in sport include household income, age, gender, parental involvement, geographic location, and immigrant parents.⁸

Statistics Canada reports that only 49% of youth reported that they accumulate enough daily leisure-time physical activity to be considered active, while 22% reported being moderately active and 29% indicated that they were inactive.⁹ The decreased physical activity raises concerns for child obesity. National initiatives such as ParticipAction attempt to increase activity and make it a regular part of children’s daily routine. Table X provides a breakdown of the activities most popular for participation by youth.

Table 5: Popular Sports by Age Group - Canada¹⁰

Sport	% of Participation <18	% of Participation 18-24
Soccer	34%	30%
Hockey	29%	26%
Volleyball	21%	14%
Basketball	19%	16%
Baseball/softball	N/A	16%
Racquet Sports	N/A	13%
Football/rugby	N/A	13%

Adult Participation

For adults, the results are more mixed. Some are participating in sports (e.g. beer leagues, old-timers hockey, etc.). However, most are participating in more individual types of activities (walking, hiking,

Policy Opportunities:

- Focus on outdoor recreation amenities, which appeal to individual and leisure users (e.g. trails, pathways)

⁷ Ifedi, F. (2008). *Sport participation in Canada, 2005* Culture, Tourism and the Centre for Education Statistics. Ottawa, Ontario.

⁸ Statistics Canada. (2009). <http://www.statcan.gc.ca/pub/11-008-x/2008001/article/10573-eng.htm>

⁹ Statistics Canada (2009) *who participates in leisure*. Retrieved from, <http://www.statcan.gc.ca/pub/11-008-x/2009001/article/10690-eng.htm>.

¹⁰ Canadian Fitness and Lifestyle Research Index. (2008). *2008 Physical Activity Monitor: Facts and Figures*. Found at http://www.cflri.ca/eng/statistics/surveys/documents/PAM2008FactsFigures_Bulletin03_Sport_ParticipationEN.pdf

working out, cycling and running) that they can make time for in their busy schedules. In rural areas, cross country skiing, hunting and fishing, snowmobiling and ATVing are popular as well (as we have seen in South St. Clements).

Like the younger generations, adults are also not participating in regular physical activity. Just under half (49%) reported they participate in sufficient leisure-time physical activity. Of these, only 24% are considered to be active and 25% moderately active.¹¹ Table X provides a breakdown of participation in sporting activities for adults aged 25 to 64.

Table 6: Population in Sports by Age Group

Sport	% Participation 25-44	% Participation 45-64
Hockey	32%	17%
Golf	12%	31%
Basketball	7%	16%
Curling	N/A	10%
Bowling	N/A	7%
Baseball/softball	20%	N/A
Soccer	18%	N/A
Racquet sports	10%	N/A
Volleyball	7%	N/A

Adults aged 25 to 44 are participating in a greater number of sports, with hockey being the most popular, followed by baseball/softball and soccer. These sports are traditionally accommodated through existing facilities and established leagues (both of which are not readily accessible in South St. Clements). Similar to the youth cohort, there has been a decrease in physical activity from 45% participation in 1992 to 28% participation in 2005.¹² Many adults have indicated that busy lifestyles, particularly in connection to their work, are the primary reason for inactivity. The need for healthy communities is becoming more important than ever as physical activity declines. The Heart and Stroke Foundation has been an active champion for healthy communities, including the promotion of active transportation, accessible design, and proximity to healthy lifestyle options (including healthy foods).¹³

¹¹ Canadian Fitness and Lifestyle Research Index. (2008). *2008 Physical Activity Monitor: Facts and Figures*. Retrieved from

http://www.cflri.ca/eng/statistics/surveys/documents/PAM2008FactsFigures_Bulletin03_Sport_ParticipationEN.pdf

¹² Ifedi, F. (2008). *Sport participation in Canada, 2005* Culture, Tourism and the Centre for Education Statistics. Ottawa, Ontario.

¹³ For more information, visit

http://www.heartandstroke.com/site/c.ikiQLcMWJtE/b.8045619/k.F840/Healthy_Communities.htm

Senior Participation

Older Canadians (a large and growing demographic) identify having more time to participate in leisure activities. They have higher active participation rates (28% for people over the age of 60 compared to 23% for those aged 20 to 39).¹⁴ In Manitoba, the population of people over the age of 65 is expected to increase from 13.5% to 19.9% between 2005 and 2026.

The number of activities participated in by seniors has decreased significantly from those of the younger age groups. Although statistics suggest that seniors tend to lead more active lifestyles, the types of activities are changing. There is an increase in individual activities such as **golf, walking, curling** or other related activities. As seniors begin to reach their mid-seventies, physical activity declines significantly. This is often a result of the onset of some disability or limitation, including the loss of a driver's license.¹⁵

Policy Opportunities:

- Ensure that recreation amenities appeal to users of all ages
- Promote the fact that recreation has social and health benefits for the community

5.1.5 Arts and Cultural Trends

Arts and cultural participation has increased from 1992 to 2005 and awareness of the benefits of non-athletic recreational activities for health and well-being is being promoted by recreational service providers.¹⁶ A decade-old study showed that dance classes and programming had rapidly increased in numbers between the 1970s and early 2000s.¹⁷ A more recent study showed that there are numerous benefits to being involved in arts programming, including positive health outcomes, crime prevention in youth, and employment training.¹⁸

In 2011, the Federal Government introduced a non-refundable tax credit to encourage enrolment in children's arts programming. The Children's Art Tax Credit (CATC) is based on eligible expenses paid for the cost of registration or membership of children's artistic, cultural, recreational, or developmental activity. The CATC allows families to claim up to \$500 per year for each child under the age of 16 (or under the age of 18 for children with disabilities). This is similar to the Children's Fitness credit introduced in 2007.

¹⁴ Statistics Canada. (2009). *who participates in leisure*. Retrieved from <http://www.statcan.gc.ca/pub/11-008-x/2009001/article/10690-eng.htm>.

¹⁵ Statistics Canada (2006). *A portrait of seniors in Canada*. Retrieved from <http://www.statcan.gc.ca/pub/89-519-x/89-519-x2006001-eng.pdf>

¹⁶ Hill Strategies (2005). *A profile of the cultural and heritage activities of Canadians in 2005*. Retrieved from: <http://www.arts.on.ca/AssetFactory.aspx?did=1481>.

¹⁷ http://www.canadacouncil.ca/publications_e/fact_sheets/st127276333609375000.htm

¹⁸ <http://www.artreachtoronto.ca/toolkits/Resources/Reports%20and%20Research/Art-based%20Research%20and%20Reports/Coles%20Focus%20on%20Youth%20Arts%20Final.pdf>

Recent research identified the following trends for arts and cultural participation:

- More Canadians read a book than go to a movie;
- Art galleries are increasingly popular with Canadians; and,
- Classical music audiences increased slightly.¹⁹

5.1.6 Declining Volunteerism

Approximately 47% of all Canadians aged 15 years and older (about 13.3 million) have volunteered within the last year²⁰. Although this appears to be a significant number, research shows that only a small minority of the total volunteers account for the bulk of volunteer hours (which can contribute to burn out). This is a cause for concern for community recreation programs that rely on volunteers (even more so in rural areas). Studies suggest Canadians volunteer less due to their busy schedules, which also accounts for a decrease in long term volunteer commitments. This trend has had a significant impact on opportunities available to communities like St. Clements, where almost all of the recreation programs and services are provided by volunteers.²¹ Volunteer burnout also played a role in the disbanding of the South St. Clements Activity Centre, which had been responsible for an earlier recreation survey and years of recreation planning. A recent article from the RM of Headingley noted just how crucial volunteers are for meeting recreation needs in rural areas.²²

¹⁹ *Ibid.*

²⁰ Statistics Canada (2012), Donors, donations, volunteers and volunteer hours, population aged 15 and older, Canada, 2007 and 2010

²¹ Volunteer Canada (2007). *Caring Canadians, involved Canadians*. Retrieved from: http://www.givingandvolunteering.ca/files/giving/en/csgvp_highlights_2007.pdf

²² The Headliner (2013), Volunteers are essential for meeting local recreation needs.

<http://www.winnipegfreepress.com/our-communities/headliner/Volunteers-are-essential-for-meeting-local-recreation-needs-185072591.html>

6 FACILITY AND PROGRAM INVENTORY

This section of the report includes an inventory of the recreation and leisure facilities found in South St. Clements and the surrounding area, including those that are municipally, privately, and school board owned. It should be noted that the development of our inventory was limited by the information provided by local recreation volunteers. Therefore, while it is a comprehensive inventory, there may be gaps and omissions. Further, the inventory does not constitute an assessment of facilities, which was beyond the scope of this needs assessment.

Although the RM of St. Clements has a mix of modern and older recreational facilities (e.g. the new East Selkirk Recreation Complex), the community of South St. Clements has very few facilities within its borders. Therefore, the inventory features primarily facilities that are found in neighbouring RMs like East St. Paul and St. Andrews.

Since very few local programs and activities are offered in South St. Clements, residents either choose to or must travel outside of the community for activities like theatre, yoga, basketball, and swimming. The opportunity exists for the municipality to consider the economic spin-offs of offering some of these programs locally. Not only would they increase the appeal of the community (in terms of retaining current residents), but also attract visitors, and potentially new residents.

6.1 South St. Clements and Area – Recreation Facilities Inventory

Name	Amenities	Location	Owner	Operator	Year built	On map
Community Centres/ Multi-Purpose Buildings						
East St. Paul Community Centre	Arena, 3 outdoor rinks, skateboard park, 2 soccer fields, 1 baseball diamond, playground, rental hall (upstairs), day camps, car show, small festivals	East St. Paul	RM	Andrew (Manager)		x
East St. Paul Sports Complex	8 soccer fields, 5 baseball diamonds	East St. Paul	RM			x
Pineridge Village Hall	Hall	Pineridge Village				x
Skylight Complex	Indoor Soccer Field	Birds Hill	Private			x
St. Andrews Community Club		St. Andrews				x
East St. Paul Curling Club	4 sheets, restaurant					
Arenas						
East Selkirk Arena	1 rink (capacity 300 + 100 standing), hall, canteen	East Selkirk	East Selkirk Rec. Assoc.	Blake Burnett	1984	x
Parks and Playgrounds						
Birds Hill Provincial Park	Beach, camping, horseback riding, cycling, cross country skiing, swimming, etc.	Birds Hill		Province of Manitoba		x
Lockport Provincial Heritage Park	Picnic areas, barbeque pits, Kenosewun Centre and Museum, walking trails, fishing	Lockport	Province of Manitoba			x
Lower Fort Garry National Historic Site			Government of Canada			x
Silver Springs Park (Silver Fox Estates)	Lake, trails, tobogganing	Birds Hill	RM			x
Legacy Park	4 fields, 3 diamonds, a canteen/washroom, and fitness trails	East Selkirk	RM		2011	x
Benham Soccer Fields	5 soccer fields	East St. Paul				x
Sperring Gardens Park	2 Soccer Fields, Playground	East St. Paul				x
Glengarry Community Park		East St. Paul				x
Clydesdale Park		East St. Paul				
Hugh McDonald Park		East St. Paul				x
Memorial Park	Playground	East St. Paul				x
Hyland Provincial Park		East St. Paul	Province of Manitoba			x
Village East Selkirk Boat Launch	Picnic Shelter, Tennis, Boat Launch					
School Facilities						
Happy Thoughts School	Gym	East Selkirk				x
Dr. FWL Hamilton School	Gym, playground, baseball diamond, field	East St. Paul				x
Robert Andrews School	Gym, baseball diamond, field	East St. Paul				x
Birds Hill School	3 soccer fields, baseball diamond, 2 playgrounds, outdoor classroom	Birds Hill				
Donald School Site		St. Clements				x
East Selkirk Middle School	8 soccer fields (3 full, 5 junior), 2 baseball diamonds, 3 play structures, fitness trails	East Selkirk				x
St. Andrews School		St. Andrews				x
Lockport School	3 baseball diamonds, playground, 5 soccer pitches					
Libraries						
Selkirk and St. Andrews Regional Library		Selkirk				

Name	Amenities	Location	Owner	Operator	Year built	On map
Trails						
Snowmobile trails						
Red River North Trail (Trans Canada Trail)		St. Clements, ESP				x
Places of Worship						
Corpus Christi Church		St. Clements				x
St. Nicholas Orthodox Church		Narol				
St. Nicholas Ukrainian Greek Orthodox Church		Gonor				
Holy Trinity Ukrainian Catholic		Gonor				
Lockport Community Church		Lockport				
Bird's Hill United Church		Birds Hill				
Eastview Community Church		East St. Paul				
Albright Church		East St. Paul				
St. Catherines Anglican Church		Birds Hill				
Jehovah's Witness		East St. Paul				
Abundant Life Lutheran Church		East St. Paul				
Other						
Spring Hill Winter Sports Park	Ski Hill	Springfield	Joel Pajak/Danny Woodbeck	Joel Pajak		x
Oasis Beach and Campground	Manmade lake (swimming)	Springfield				x
East Selkirk Hall						
East St. Paul Senior's Centre	Cards, Pool (game), Shuffleboard, Quilting, Potlucks	East St. Paul				
Gordon Howard Senior's Centre		Selkirk				
Avani Wellness	Massage therapy, yoga, boot camp					
Child Care Facilities						
Created4me Early Education Centre	Day Care, Nursery School	East St. Paul		Volunteer Parent Board of Directors	1974 (founded)	x
Montessori School						
Lockport School						
Hand in Hand (Happy Thoughts School)						
Golf Courses						
Heritage Golf Course	St. Clements					x
Larters Golf Course	St. Andrews					x
Elmhurst Golf and Country Club						x
Pine Ridge Golf Course						x
The Meadows	East St. Paul					x
Selkirk Golf and Country Club	Selkirk					x
Harbour View Golf Course	Winnipeg					x

Name	Amenities	Location	Owner	Operator	Year built	On map
Restaurants						
Heritage Room		South St. Clements				
Lockport Inn		Lockport				
A & W		Lockport				
Gaffers		Lockport				
Lockport General Store		Lockport				
Subway		Lockport				
59er		Birds Hill Park				
Half Moon		Gonor				
Rembrandt's		Lockport				



South St. Clements Master Recreation Map



LEGEND

- LA VERENDRYE TRAIL
- TRANSCANADA TRAIL
- SNOWMOBILE TRAIL
- RIVERS/FLOODWAY
- BOTTOMLEY TRAIL
- SILVER SPRINGS TRAIL
- NORTHEAST PIONEERS GREENWAY
- DUFF ROBLIN PARKWAY TRAIL
- COMMUNITY PATHWAYS
- STUDY AREA
- PARKS
- GOLF COURSES

6.2 South St. Clements and Area – Recreation Programs Inventory

Program/Name	Location	Manager	Season	Cost
Skating				
East St. Paul Skating Club	East St. Paul	Paula Hartfiel		
Swimming				
Selkirk Community Pool	Selkirk		Year round	
Birds Hill Park			Summer	
Hockey				
East Selkirk Hockey	East Selkirk Arena		October - March	\$350 - \$570
East St. Paul Hockey	East St. Paul	Richard Tyslau		
Soccer				
East Selkirk Soccer (ages 3 - 17)	East Selkirk	Blake Burnett?	May - June	\$50 - \$75
East St. Paul Soccer (ages 3 - 18, 600 + kids)	East St. Paul	Shauna Attardo (Soccer Director)		\$15 - \$75
Various				
Basketball (5 - 18, WMBA)	East St. Paul	Charles Posthumus	Fall - Winter, Spring	
Baseball (4 - 18)	East St. Paul	Della Hall	Summer (May start)	
Softball (5 - 19)	East St. Paul	Lisa Astrope		
Ringette	East St. Paul	Suzanne Dyck	Winter	
Curling League				

6.3 South St. Clements and Area – Recreation Activities Inventory

Activity/Name	Location	Season	Frequency
Other			
Fishing	Lockport		
Festivals and Events			
Lockport Dam Family Festival	Lockport		
Catfish Contest	Lockport		
Lockport Rivers Edge Run	Lockport	August	Annual

6.4 South St. Clements and Area – Trails Inventory

Snoman (Snowmobilers of Manitoba) Inc. is a non-profit organization that has developed and maintained 12,000 kilometres of Manitoba's scenic snowmobile trails. The Snoman Trail runs along PTH 59, just to the east of South St. Clements.

The Red River North Trail (part of the Trans Canada Trail System) also runs through the area, starting in the south in East St. Paul, and roughly following the Red River Floodway north.

7 CONSULTATION

Consultation is an essential component of any planning process. In order to develop recommendations and solutions that meet the needs and concerns of the public, planners engage the community within which they work.

For the St. Clements Recreation Needs Assessment, Dillon developed a three-pronged approach to reach as many residents as possible: A community-wide online survey, a community workshop, and direct dialogue with a volunteer advisory committee. The following section outlines these efforts and provides a summary of the key results. The consultation inputs provide a foundation for the St. Clements Recreation Needs Assessment, and help guide the recommendations provided in this report.

7.1 Community Survey

In November (2012), Dillon created a two-page, 18 question online survey called the “South St. Clements Recreation Questionnaire”. The survey link was disseminated to residents in two ways: through the mail (the link was on the community workshop ad, sent to residents through a Canada Post unaddressed mail drop) and through email (the online survey link to those in our email database). The questions focused on a wide variety of recreation topics, including programming, activities, facilities, barriers, financing, and recommendations. The analysis of these results is provided in **Section 7.4** (Analysis).

A total of 33 completed surveys were returned during this process. Based on the assumption that each completed survey represents the approximate household size (3), the survey results theoretically represent 99 people – or just over 2.2% of the total population of South St. Clements. This is a fairly poor level of participation for a recreation needs assessment. The majority of respondents were from Narol (56.3%), while 28.1% were from Gonor. The others were spread relatively evenly between rural areas, other, and Old River Road. Due to the difficulty in communicating with the rural residents, the survey was simply used to provide some current context to the extensive work done by the SSCAC.

The majority of respondents represented households of four people. Not quite half of the households had members under the age of 14 (40.9%). The majority of households had respondents between the ages of 40 and 59 (59.1%), while many also had members between 25 and 39 (45.5%). Therefore, it’s clear that the majority of respondents were middle aged adults, in an area where the senior population is rising steadily.

A copy of the survey and complete summary of the survey results are included in **Appendix A**.

7.2 Community Workshop

On December 4th, 2012, the project team hosted a Community Workshop at the Corpus Christie Church (5819 Henderson HWY). Attended by nearly 45 people, the purpose of the meeting was six-fold:

- To introduce the project to residents;
- To review recent recreation trends;
- To confirm the inventory of recreation assets;
- To review the work-to-date (over the past decade);
- To assess the recreation needs of the community; and,
- To review the next steps in the process.

The workshop was advertised for a few weeks prior using various methods, including posting notices in the community, a notice on the community information website, emailing those in the database, and mail-outs to every household in South St. Clements. The format for the workshop was a roundtable discussion, in order to facilitate discussion and garner constructive feedback. Participants were invited to share their thoughts and ideas, in terms of the various areas noted above. A member of the project team recorded the results from the workshop, which are summarized in Section 7.4 (Analysis); a more detailed summary is available in **Appendix B**. Attendees were also asked to complete exit surveys, to provide feedback about the workshop. The results from this exit survey are summarized in Section 7.4 (Analysis), while the detailed results are in **Appendix C**.

COMMUNITY WORKSHOP
To discuss and get community input for the
**South St. Clements
Recreation Strategy**

TUESDAY DECEMBER 4, 2012
6:30 - 9:00 PM
At Corpus Christi Church
5819 Henderson Highway

REFRESHMENTS PROVIDED!

The Rural Municipality of St. Clements supports a vision for leisure and recreation, and wants to hear from you! This workshop is associated with the South St. Clements Secondary Plan.

The workshop will consist of a brief introduction to the project, followed by activities and discussion on the current and future needs for recreation activities and facilities within South St. Clements.

Kids Welcome!

For more information contact:
Brendan Salakoh
Dillon Consulting Limited
(204) 453-2301 (ext. 4060)
bsalakoh@dillon.ca

DILLON CONSULTING **St. Clements**
The place to be

Please complete the Recreation Needs Survey at:
www.surveymonkey.com/s/St_Clements_Recreation_Survey

The poster features a photograph of a family (a man, a woman, and two children) sitting on a picnic blanket outdoors, eating and talking. The background is a bright, sunny outdoor setting.

7.3 Volunteer Advisory Committee

At the conclusion of the December 4th community workshop, the project team asked interested residents to put their names forward for a volunteer advisory committee. Six residents accepted, and the Recreation Volunteer Advisory Committee was created. The committee was tasked with reviewing the recreation inventory for any gaps, providing a link to the past working group, and reviewing our preliminary recommendations. This committee added a further layer of local understanding to the project, providing more in depth analysis into the local issues than would otherwise be possible. They met on two occasions:

- On January 30th, 2013 to discuss the inventory, preliminary recommendations, and general report format; and,
- On May 2nd, 2013 to review the draft report in detail before preparing the final report for council.

The Advisory Committee first met on January 30th, 2013 at Gaffers Restaurant in Lockport. The session, led by Jacquie East, included all six members of the Advisory Committee: Erica Brandt, Debbie Cunningham, Irene DeGraff, Lisa Betke, Randy Boychuk, and Dave Simpson.

Several ideas and suggestions came out of this first meeting. These included:

- Develop a community hub around an ice rink
- There are several opportunities to better utilize the Floodway
- There is potential for horse trails and dog parks
- Perhaps in the future, taxi or transit service may be warranted

Several issues were also raised, including:

- That there are school division boundary issues at Church Rd
- The removal of Floodway access – particularly at Coronation Rd, Rebeck Rd, Church Rd, and Hay Rd.
- ATV and Snowmobiling ban

A second Advisory Committee meeting was held on May 2nd, 2013. The purpose was to review a preliminary draft and provide input. Attendees provided additional insight into the recommendations. The committee also helped add previously overlooked amenities and programs to our inventory. The meeting was extremely productive, and helped us further refine this report.

7.4 ANALYSIS

The analysis of the data and information collected through public consultation is a critical step in the planning process. Coupled with background research and demographic trends, it forms the basis for our recommendations. The survey was used to check in on the attitudes and preferences expressed in the earlier, more extensive community survey by the SSCAC. First, we provide a summary of the survey results (the complete compilation can be found in **Appendix A**). Second, we offer a summary of the findings from the community workshop (see **Appendix B** for more details).

7.4.1 Survey Results

The online surveys provided in depth insight into the community's preferred activities, the barriers to meeting their recreation needs, and their vision for the future. This section summarizes the survey's major findings.

7.4.1.1 Most Popular Activities

The first section of the survey focused primarily on the activities that community members and their families participated in during the past year. The highest recurring results for each category are listed.

Most popular winter activities:	Most popular summer activities:
<ul style="list-style-type: none"> • Tobogganing • Cross Country Skiing • Skating • Hockey • Snowmobiling • None 	<ul style="list-style-type: none"> • Swimming • Biking • Camping • Golf • Running/Jogging • Waterpark/Splash Pad
Most popular social activities:	Most popular cultural activities
<ul style="list-style-type: none"> • Church • Festivals • None • Youth Groups • Lockport Dam Family Festival • Tae Kwon Do 	<ul style="list-style-type: none"> • Carnivals • Library • Theatre • Art (and galleries) • Music • Film

Most popular individual activities:	Most popular outdoor/nature activities
<ul style="list-style-type: none"> • Walking • Reading • Cooking/Baking • Workout/Fitness/Exercise • Yoga • Running and Biking 	<ul style="list-style-type: none"> • Gardening • Biking • Hiking • Camping • Fishing • Canoeing/Boating

Residents were also asked to list the activities that they participate in regularly (at least four times per month). The results are divided by season.

Weekly Winter Activities	Weekly Summer Activities
<ul style="list-style-type: none"> • Skating • Cross Country Skiing • Snowmobiling • Hockey • Workout/Fitness/Exercise • Tobogganing • Swimming • Walking • Snow Shoeing 	<ul style="list-style-type: none"> • Walking/ Hiking • Biking • Camping • Swimming • Soccer • Running • ATV/ Quadding • Waterpark/ Splash pad • Fishing

It should be noted that **85% of residents said they would be willing to attend programming on a regular basis if it was offered elsewhere** (outside of their local community) in the RM of St. Clements. This is important to consider when locating facilities and devising RM-wide communications.

7.4.1.2 Barriers to Participation and Gaps in St. Clements's Recreation Opportunities

A large section of the survey focused on identifying the gaps and barriers related to recreation and leisure opportunities in the area of South St. Clements.

A full 90% of respondents noted that they participated in recreation opportunities outside of St. Clements. Of those, the most common destination was nearby Bird's Hill Park. Other recurring locations included East St. Paul, Winnipeg, St. Andrews, the Whiteshell, and other RMs in Manitoba.

Nearly half of the respondents (47.6%) deemed the recreational activities and programming found in the RM to be inadequate. Residents were then asked to list the activities and programs which they would like to have in the RM, but that are currently unavailable.

Winter activities currently unavailable	Summer activities currently unavailable
<ul style="list-style-type: none"> • Outdoor Rink (with lights) • Gym/Workout Facility • Dedicated/groomed ski trails • None • Pool • Designated Snowmobile Trails 	<ul style="list-style-type: none"> • Dedicated bike paths • Soccer (and fields) • Baseball league/diamonds • None • Dedicated Hiking/Walking Trails • Park and Play structures

In terms of barriers that kept residents from participating in recreation activities, the major response was that the **activity was not available (70.6%)**. This was followed by “No time/ Too busy”, “No childcare available”, and “Too expensive”, which each received 35.5% respectively. Other barriers included that people were “unaware of what was available”, and that “program times were inconvenient”. However, it was clear that the major barrier was the **lack of recreation opportunities in South St. Clements**.

7.4.1.3 Facilities

While the first half of the survey focused on activities/programs and gaps/barriers, the second half centred primarily on facilities.

The majority of respondents participate in activities that are commercially owned and operated. Other types of facilities that were noted were municipally owned and operated, School District owned and operated, and church group venues.

Policy Opportunities:

- Develop a central, community activity hub
- Develop a community meeting or gathering space (whether indoor or outdoor)

Thirty-five percent of respondents found the current facilities adequate, while 45% found them inadequate. On the follow-up as to why facilities were inadequate, several themes emerged. The most common thread was **that no facilities were available in South St. Clements**. Others noted the long distance of facilities (in East Selkirk and East St. Paul), and the lack of specific amenities like a pool or fitness facility.

Residents were also asked what types of facilities or infrastructure they would like to see in St. Clements that are not currently available. The top answer was a **community recreation centre** or **meeting place**, which is consistent with the findings of our workshop, as well as the previous recreation work done to date. Since the demolition of the old Donald School, a central community focal point has been lacking. Other desired facilities included an outdoor skating rink, playgrounds, a gym/fitness facility, soccer fields, a pool, and designated trails (walking/biking/snowmobile).

In regards to financing recreation programs and facilities, the results were mixed. None of the respondents favoured a property tax increase exclusively, while the majority were in favour of user fees (36.4%). Many also favoured a combination of user fees and property taxes (36.4%). Those who filled in the “other” category favoured a combination of three financing methods (user fees, grants and property tax increase); while others noted that the type of funding depended on the service offered.

Preferred method of financing recreation programs and facilities

Property tax increase	0.0%
User fees	50.0%
Provincial/Federal Grants	13.6%
Combination of user fees and property tax increase	36.4%

7.4.1.4 Overall rating and respondents’ recommendations

The final portion of the survey asked respondents how they ranked the existing recreation and leisure services and facilities in the RM of St. Clements. Only 13.6% responded with Great or Good, while 54.6% responded with Adequate or Poor. The highest overall rank by far was Poor, with 45.5%.

How would you rank the existing recreation and leisure services and facilities in the RM of St. Clements?

Great	Good	Neutral	Adequate	Poor	No Opinion
0.0%	13.6%	27.3%	9.1%	45.5%	4.5%

Respondents were also given the opportunity to provide the RM with direct feedback in regards to issues they had (in terms of recreation) or potential recommendations. A large range of comments were recorded, and the detailed responses can be reviewed in **Appendix A**. However, a few major themes were recurring throughout the commentary:

Recurring Themes and Opportunities:
<ul style="list-style-type: none"> • The need for a central gathering and meeting place • The need for designated trails (particularly for snowmobiles and ATVs) • The need for a playground and sports fields • The need for business spin-offs from recreation amenities • The need to respect taxpayers • The need to for the RM to take action after studies

Many respondents noted their appreciation for the RM giving them the opportunity to provide their input into recreation planning.

7.4.2 Community Workshop Results

The project team hosted a Community Workshop on December 4th, 2012. As a roundtable discussion, many ideas and suggestions in terms of recreation were generated. The comments from attendees were captured via flip-chart, and this section summarizes many of the major findings. The detailed summary of Community Workshop results can be found in **Appendix B**. The major vision that arose from the workshop was the need for a meeting place and a place to congregate.

The workshop began with a presentation by Debbie Cunningham. She presented a summary of the work done to date by the former South St. Clements Activity Centre, or SSCAC. The PowerPoint presentation can be found as **Appendix K**.

She noted that in 1998, the Donald School was not meeting the needs of the community, in terms of activities and programming. The group decided to undertake a massive survey of residents and user groups – the survey of 1200 homes took almost two years with a dedicated group of 23 volunteers. The major results of the study included the need for an activity centre with space for youth, seniors and other groups. It would feature other resources as well (e.g. library, computer courses, archives, and heritage tourism), and have approximately 12,000 square feet of space.

A resolution passed in 2002, providing 10 acres of land south of Donald Road (just east of Clarence Road) for recreation purposes – the River East School Division owned the land, and there was the chance for a potential partnership (10 acres from the municipality, and 10 acres from the RESD). She also noted that there were also talks to partner with East St. Paul to hire a recreation director at the time.

In 2007, the idea was to have a councillor representative on the board (of the South St. Clements Activity Centre). The group also needed to build their volunteer base (as the 8 to 10 person board was exhausted). A few years ago, the school was demolished, the skating rink left, and the nursery school moved to East St. Paul. The group has been on hold since 2007, as there was no municipal support.

After the overview of recreation in the RM over the past 15 years, attendees were asked to describe the activities they did for fun, the programs they participated in, and the facilities they used. The results were similar to those from the surveys, and the highlights are noted in the table below.

Activities	Programs	Facilities
<ul style="list-style-type: none"> • Snowmobiling • Swimming • Biking • Skating • Geocaching • Hiking • Hunting/fishing • Sports (Baseball, soccer, hockey) • Cross Country Skiing • Games • Arts and Culture 	<ul style="list-style-type: none"> • Swimming (in private pools with private lifeguards) • Bingo • Skating • Card Games • Baseball • Scouts and 4H (no longer available though) 	<ul style="list-style-type: none"> • Floodway Trail • Gunn’s Creek (for ATVing/Snowmobiling/Walking/Biking)

The group was asked to provide suggestions for the types of facilities they would like to see in their community. Most of the suggestions were related to trails, while others were tied to physical buildings like a senior’s centre and school gyms.

Suggestions for Recreation Facilities
<ul style="list-style-type: none"> • Outdoor exercise centres (green gyms) • Get school boards involved, and use their gym space • Consider the social side of recreation too • Have parkettes along the River or Henderson so bikers have a place to rest • If you have a community centre, you need accessibility (walking/biking) • Gunn’s Creek could be a major asset – keep it natural • Talk to TransCanada Trail about putting it through South St. Clements (this was discussed before) • Have a senior centre • Put up a community billboard

Finally, the group discussion turned towards the barriers to recreation in St. Clements, and perhaps more importantly, potential solutions to addressing them.

Barriers	How to address the barriers
<ul style="list-style-type: none"> • Having to travel to Winnipeg for sports • The snowmobile ban • The floodway is a barrier • People are hunting on the Floodway, so it's unsafe for people • Needing special permission/having to pay more to play in different jurisdictions • The lack of river access makes water recreation hard • No library access • No bridge at Dunning (over Floodway) • Would rather have leagues oriented towards the City than the Interlake (which had been proposed in the past) • The approaches to the Floodway Trail have been removed (there's only one now, at Dunning). Access is now difficult and connectivity is poor • No public transit (someone mentioned that Handi-Bus is available) • There are no facilities here • Communication is poor • Can't drive at night • There is no access to the Floodway 	<ul style="list-style-type: none"> • Snowmobile ban: Have areas set aside like in East St. Paul; use Gunn's Creek and abandoned rail corridors • Have a recreation centre for basketball like Gimli (where both teams and families can come play) • Have portable basketball hoops • Have a community billboard for communication • Bring back the approaches to the Floodway (but don't allow trucks on them) • Community needs to take responsibility, get organized, and communicate • Public education is necessary • Need support from private business • Have a staged (or phased) approach to building

Understanding the barriers (and the community's ideas on how to overcome them) is an essential component of the planning process. Many of the ideas discussed on December 4th have helped lay the foundation for our recommendations.

7.4.3 Exit Survey Results

Prior to leaving the Community Workshop, attendees were asked to fill out an exit survey. The survey was meant to assess the workshop itself, while providing an opportunity for candid input into the recreation planning process. Of the 10 attendees who responded, six felt that the workshop was good or very good. Six respondents live in Narol, while six were in the 55+ age category. Those who attended learned about the workshop through a variety of methods – primarily by mail (seven), but also through email and word of mouth

Many of the comments focused on similar themes, including:

- The hope that this time, the recommendations will be followed through on
- Concern over how the projects would be funded, and the potential liability to taxpayers
- The need for a trail system
- The need for a community centre
- The need to incorporate seniors into recreation planning
- The feeling that special interests may have strayed the workshop and messages off-topic²³

²³ Author's note: Several individuals attended the workshop as a protest against new development in the area and they were not interested in discussing recreation.

8 RECOMMENDATIONS

There are three elements critical to the success of recreation in St. Clements: **leadership, activities, and facilities/infrastructure**. These three elements have helped shape the recommendations, which are presented as a series of “one-pagers”. The recommendations are divided into two categories: **Administrative (Recommendations 1 through 9)**, which require changes to recreation processes and delivery through policy, partnership, or leadership; and, **Infrastructure (Recommendations 10 through 17)**, which proposes a series of phased improvements to the recreational amenities throughout the area.

Leadership

St. Clements requires professional recreational leadership. As it currently stands, the community relies extraordinarily on volunteers, which can (and has) lead to burn-out or exhaustion. The communities in the greater area (e.g. East Selkirk, East St. Paul and St. Andrews) also lack coordination amongst each other for recreational programming, which is particularly disadvantageous for South St. Clements, which offers very little in the way of programming. This circumstance presents an immediate opportunity for St. Clements to affect significant change in community leisure opportunities by partnering to support a leadership role. “Recreational leadership is pivotal to the effective, efficient and sustainable delivery of programs and the operations of facilities.”²⁴

Activities

A common theme throughout the survey and open house results was the lack of adequate activities for seniors and youth in St. Clements. As noted, Statistics Canada reports that St. Clements has a higher portion of the population over the age of 60 than the Manitoba average. This population is also likely to increase should residents choose to “age in place” and provided adequate services are available (including seniors’ housing). Recreation and leisure services can be a key economic driver for future growth and economic development, while improving quality of life for existing residents; they can also become an amenity to retain existing residents as they age and attract new and young families. Informal recreation activities can provide dual function as a tourism draw, capturing a significant market of potential visitors from nearby Winnipeg (as local heritage features already do).

Facilities/Infrastructure

A shift towards more informal activities is a growing trend across Canada. South St. Clements residents seek similar opportunities for recreational activities, but find there are few local facilities or venues (other than Birds Hill Park, which has limited local access) that accommodate informal leisure pursuits (like cross-country skiing, cycling, hiking, and canoeing). Recreational opportunities should be provided

²⁴ *Recreation and Recreation Leadership in Manitoba Position Statement 2008*, Physical Activity Coalition of Manitoba (PACM).

to suit a full spectrum of activities in St. Clements. Thus, the approach to facility and infrastructure should be needs based, in order to match funding priorities to the recreational opportunities actually desired by residents.

The following actions are recommended to respond to some of the gaps and barriers that have been identified, and to take advantage of the opportunities identified through the needs analysis.

8.1 Recreation Communications Strategy

Recommendation 1: Develop a two-pronged recreation communications strategy, including a dedicated webpage, and a regional, semi-annual leisure guide.

Lack of communication was highlighted as a major barrier to recreation in the RM of St. Clements. Not only are residents unaware which programs and facilities are available within their RM, but they do not know where to look or who to contact. Therefore, we propose that the RM implement a two-pronged strategy to improve recreation communications.

Dedicated Webpage:

The current “Sports & Recreation” webpage on the RM’s website is not updated regularly, is inconsistent, and incomplete. A comprehensive webpage could be developed to house information of facilities (provided herein), programming (an online version of the Leisure Guide), contacts (in terms of registration and bookings), and upcoming events. The RM could hire a web-designer to build the page, and the responsibility for updating it would fall to the RM (or Recreation Director – see next recommendation).

Semi-Annual Leisure Guide:

The need for a semi-annual program leisure guide is apparent. As a comprehensive guide encompassing all the recreation activities and programs offered (winter and summer), it would also include contacts, locations, prices, and registration details. Implementation of the Leisure Guide would require the Recreation Director to contact program directors and managers throughout the municipality, while a general ad would go out as a call for program submissions. Local businesses would be recruited as advertisers to help cover the printing costs. The guide would be made available at each school, library, and community centre.



Local businesses would be recruited as advertisers to help cover the printing costs. The guide would be made available at each school, library, and community centre.

Examples:

- See Steinbach’s and Winkler’s Recreation webpages; and
- See Macdonald-Headingley’s Leisure Guide as a potential template (shown above).

8.2 Partner to Hire a Full-Time Recreation Leader

Recommendation 2: Initiate the process of partnering with the RM of East St. Paul to share the costs of a full time Recreation Leader (director).

As noted in recent trends in rural recreation, many municipalities are looking towards recreation directors to tackle the challenges they face (e.g. communicating, funding, planning, and delivering recreational programming). We recommend that the RM work with the RM of St. Paul to hire full-time recreation director. The recreation leader could report to a volunteer recreation advisory committee, and ultimately be responsible to the two RM councils. In 2011, Recreation Connections Manitoba and the Province of Manitoba jointly developed a guide for those interested in hiring a recreation director. This manual (Hiring a Recreation Director, a practical guide for Manitoba communities) would be a great resource for the RM (**Appendix G**).

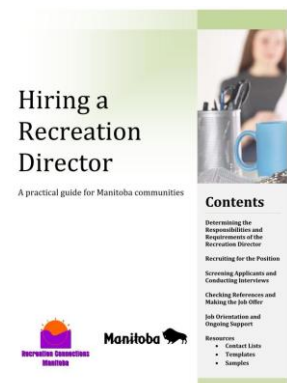
The Recreation Director's responsibilities would include:

- To prepare annual action plans, including budgets, for recreation in the municipality;
- Lobby other levels of government for recreation funding or grants;
- Take charge of the RM's recreation communications strategy;
- Seek out partnerships or sponsorships with businesses and neighbouring municipalities;
- Serve as the key contact person in the municipality in regards to recreation and leisure;
- Coordination of the development and maintenance of municipally supported recreation facilities;
- Design and delivery of recreation programs that respond to the needs of the community; and,
- Planning and organizing informal leisure activities that engage the broad community, with particular attention to engage youth and senior populations.

Implementation Steps:

Reach out to the RM of East St. Paul;

- Work out a cost sharing agreement;
- Include funding for the position in the annual operating budget;
- Decide the breakdown of responsibilities; and,
- Provide a job orientation and continued support for the recreation director.



8.3 Develop a Market Garden Tour

Recommendation 3: Develop a market garden tour in the community as a tourist draw that honours the region's market garden and horticultural past.



South St. Clements has a rich history of market gardening, dating back to the 1800s. Over a hundred years later, gardening is still one of the most popular outdoor and nature activities for residents, as noted in the survey. Moreover, St. Clements is located in the midst of several nearby tourist draws, including the Lockport Dam, Lower Fort Garry and Birds Hill Park. Combined with the local tourist draws, these elements could feed off of each other to provide an economic development opportunity for the RM.

The RM of St. Clements should look into the idea of sponsoring or supporting a local farmers' market and garden market tour. The tour would expose visitors to the small markets that already exist, including the Red River General Store and the U-Pick organic vegetable "Floodway Gardens"²⁵ on Shalom Path. Advertising along major Highways (including 8, 9, 204, and 59) would be a great way to catch the attention of tourists and vacationers heading up to Lake Winnipeg. Furthermore, promotional material at the aforementioned heritage and tourists sites would also be helpful.

The tour would provide a way for recreational gardeners to share their passion with others. It would also serve to attract tourists, and economic development to the area – there could be spinoffs in terms of visits to other local businesses.

Implementation Steps:

- Compile a comprehensive list of all garden markets in the South St. Clements area; owners would be asked whether they would like to participate and volunteer;
- Maps, outlining the locations of gardens, markets, shops, greenhouses, and farms, would be created, and disseminated through the internet and Travel Manitoba; and
- The maps would highlight key historical dates and special seasonal events

²⁵ <http://floodwaygardens.com/>

8.4 Seek Alternative Funding Sources

Recommendation 4: Look into alternatives for funding recreation infrastructure maintenance and program delivery, including public-private partnerships, partnerships with local businesses and land dedication.

Although many people support investing in new recreation facilities and infrastructure, the debate over how to finance these investments is always more difficult. The survey results revealed that there is a split in how to pay for recreation infrastructure – while none favoured property taxes exclusively, combined with grants and user fees, they became more palatable. Therefore, it's important for the RM to look for alternative methods of funding infrastructure.

Public Private Partnerships:

P3s have become a popular model to finance infrastructure and facilities. The private partner fronts the financing and construction of the facility, while the public partner (RM) would pay them back over a specified time-period.

Partnerships with Local Businesses:

Recent projects in the South St. Clements area have been completed with help from the business community (e.g. Imperial Oil donated land for Hyland Park in East St. Paul). There may exist opportunities for local partnerships as well, including sponsorship of minor league teams, buying ad space in the leisure guide, and supplying materials for future recreation infrastructure projects. It would be the responsibility of the RM (or the Recreation Director) to seek out and develop these partnerships.

Land Dedication:

More politically appealing than expropriation, land dedication is the giving of private land to a municipality as a condition of development or subdivision. The RM would have to pass a by-law that laid out the conditions for land dedication (or cash in lieu, for cases where land itself is not needed, but money for improvements is). Land dedication in new subdivisions would provide needed public land for tot lots, boat launches or nature trails; cash would be used for improvements, recreation infrastructure, or equipment²⁶.

Examples:

- The City of Winnipeg has a system of land dedication (referred to as public reserve), new developments require developers to make a contribution of 10% (8% in land/2% in cash for improvements); in cases where the land is not needed or appropriate, the 10% is in cash only; and
- The City of Steinbach sold surplus property to the Steinbach Credit Union (for parking expansion), the proceeds from which (\$1.3 M) served as seed funding for a new multiplex.

²⁶ This cash in-lieu of dedication would be above and beyond the existing *Recreation & Culture Reserve Fund* lot levy of \$500.

8.5 Partner with the River East Transcona School Division

Recommendation 5: Partner with the River East Transcona School Division to provide community access to school division resources (in this case, land). Recent Provincial Legislation (Community Use of Schools) provides a framework for these types of partnerships.

The Province recently passed (January 1st, 2013) an amendment to the Public Schools Act, referred to as Community Use of Schools legislation. The legislation calls for each school board in Manitoba to develop a policy for the public's use of school facilities (including both schools and their outdoor grounds) when school is not in session. Although there are no schools within South St. Clements, we recommend that the RM reach out to the River East Transcona School Division. This would provide the RM a chance to provide input into the policy, especially as it relates to the land the school division owns in the RM (Old Donald School site). Several of the preferred activities from our consultations could be held on that property (from a playground and outdoor rink, to soccer fields or baseball diamonds).



Implementation Steps:

- The RM should reach out to the RETSD to begin a proactive discussion on the potential partnership;
- The RM would prepare a list of needs, in terms of activities it would like to offer and the land required, and present it to the school division; and,
- The RM would need to ensure that development of recreation facilities on school division land considers future needs (e.g. a school); therefore, some development will be temporary in nature (e.g. outdoor rink).

Examples:

- The Community Schools Partnership Initiative has noted several success stories of schools partnering with local communities. These include everything from school gyms hosting after school programs for youth, school art rooms hosting parent-child arts-and-crafts workshops, and classrooms hosting language classes for recent Canadians; and
- Several School Division-owned parcels (or optioned parcels) host recreational uses years before a school is built. Examples from Winnipeg include parcels in River Park South and Island Lakes over the years.

8.6 Gear Programming Southwards

Recommendation 6: Balance Programming Carefully Southwards and Northwards



During our consultations, it was noted that a major barrier to participation was that program times were inconvenient – in many ways, this was tied to the fact that the distance to and from these programs (particularly those not offered locally) made them inconvenient. We heard that within the past decade, it has been proposed that South St. Clements join the Interlake recreation leagues. This would require participants to attend games and programs from Selkirk all the way to Gimli. Having to spend anywhere between 30 and 90 minutes (round trip) commuting to programs a few nights a week is not conducive to strong participation numbers.

We recommend that programming requiring intensive time commitments (e.g. 3 or 4 nights a week) be geared towards the south. Residents have made it clear that joining leagues with teams from East St. Paul or north Winnipeg would be more appealing, due to proximity and existing travel patterns. However, in many cases, participation in less intensive sporting leagues and programming could continue to be focused towards the Interlake.

Actions:

- Begin discussions with league conveners in East St. Paul and north Winnipeg regarding the possibility of registering amateur teams in their leagues (e.g. Hockey, soccer, basketball);
- Negotiate the terms of joining these leagues (which may include increased fees, due to the fact South St. Clements does not have appropriate facilities to host many events or games); and,
- For some leagues and activities, a northward focus may be more appropriate. Many appreciate the small town nature of East Selkirk and other settlements in the Interlake.

8.7 Develop a Strategic Acquisitions Plan

Recommendation 7: Create a plan for strategic land acquisitions (specifically land with recreation potential), including land bordering Gunn's creek, potential trail right-of-ways, river access points, and abandoned rail corridors.

Many of the proposed recreational opportunities and infrastructure require public land to become a reality. However, for historical reasons (including the river lot system and rural form of development), the South St. Clements area has very few strategic holdings of public land upon which to develop these opportunities (e.g. a trail network or playground).

Therefore, the RM should develop a strategic acquisitions plan, based on the findings from this report (as well as additional research). The plan would feature a map of the area, outlining all of the RM's strategic recreation locations (e.g. Gunn's Creek, trail corridors, river access points, and potential tot lots) currently held on private land. It would also contain an inventory of all existing public land. The plan would prioritize the private land, in terms of which holdings would be needed the soonest in order to realize specific developments. These recreational land priorities would be written into future versions of the secondary plan, in order to help guide development.

There are several tools that the RM could use to acquire these lands over a long-term time horizon:

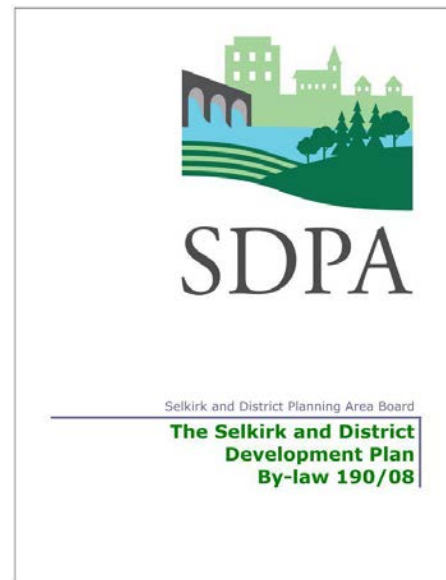
- First, as is noted in the Development Plan and in an earlier recommendation, land dedication is a powerful tool. When landowners come forward to subdivide or develop their properties, the RM can require land dedication as a requirement of approval. The dedicated land should be consistent with the priorities set out in the plan;
- Second, the RM could use their recreation lot levy (or create a new "recreation lands" lot levy) to fund a recreational reserve fund. This fund would allow the RM to purchase strategic assets as they become available on the open market; and,
- Finally, negotiations with landowners are another option. Strategic land assets could be leased from a willing landowner (perhaps through property tax forgiveness). This would be an important tool for developing trail networks, which can run across several properties (but don't require much land). Conservation easements (where the landowner agrees not to develop a certain portion of their property or allows public use) are another option.

8.8 Update the Development Plan and Secondary Plan to include Detailed Recreation Policies

Recommendation 8: Update the SDPA's Development Plan (and the South St. Clements Secondary Plan) to incorporate specific, detailed policies for parks and recreation. Introduce a recreation section to the Development Plan to ensure that recreation opportunities are fully integrated into development and infrastructure decisions in St. Clements.

As mentioned earlier, the Selkirk and District Planning Area's Development Plan (2008) is a long range land use plan for the region, including South St. Clements. However, the plan does not have specific long range policies that govern recreation or the acquisition and development of land and facilities for recreation services.

The Development Plan should identify principles and policies for the acquisition and development of public space in the RM of St. Clements, including recreational facilities, parks and other open space. The specific guidelines and criteria for the acquisition and development of land and buildings for recreational purposes would help to inform strategic acquisition plans and other recreation infrastructure planning.



The Development Plan should also include a stand-alone recreation section. The intent of this section would be to describe the long term policy objective of creating an interconnected recreation space system as the area continues to develop and grow. It would be noted that recreation is to be integrated with overall land use, development and infrastructure planning in the municipality.

Potential Policies to include will likely stem from these recommendations, and could include:

- A comprehensive ATV and snowmobile policy, similar to that of neighbour East St. Paul;
- Policies enabling strategic park and trail dedication as a condition of development;
- Policies to reconnect the community with the Red River Floodway and its recreational opportunities;
- Policies to promote connections to the local rivers and creeks;
- Policies to develop and execute a recreation communications strategy; and,
- Policies to promote, enhance, and advertise local heritage attractions (e.g. market garden tour).

8.9 Develop a Formal Volunteer Policy

Recommendation 9: Develop a formal volunteer policy that includes concrete recommendations to help foster, support, and reward volunteerism in the community for recreation services. Implement the policy with a volunteer program, under the leadership of the Recreation Director.

Without a passionate group of volunteers, recreation programming and facilities development will not occur. Moreover, if the volunteer base is too small, or becomes overworked, recreation will not succeed either (as was seen in the case of the SSCAC). Over-worked volunteers can easily become burnt out – therefore, it's essential to have a large base of support.

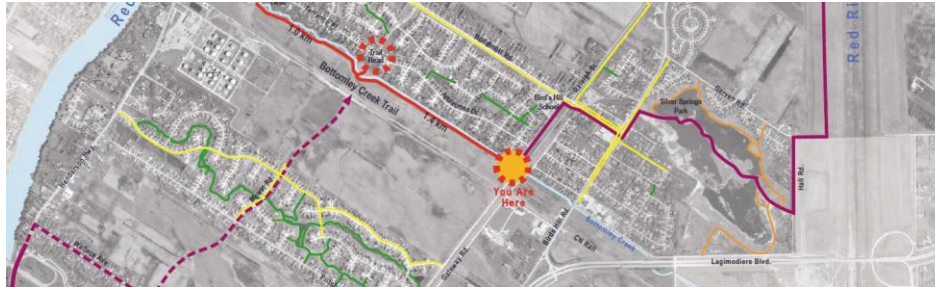
Council could formally recognize the importance and value of volunteers to South St. Clements' community service delivery by adopting a volunteer policy that is inclusive of all members of the community. Information workshops for user group coordinators, structuring smaller time commitments for busy people, welcome wagons for newcomers, recognition programs and inclusive events like community picnics and potlucks can all be organized to foster an enhanced sense of community in South St. Clements.

Potential volunteer support, appreciation and recognition ideas include:

- A volunteer e-newsletter, which highlights the work that groups and individuals are doing in the community, while including ads for volunteer needs;
- Host quarterly volunteer appreciation breakfasts;
- Enlist the recreation leader to actively recruit volunteers – having a steady stream of “substitutes” can help ensure that extremely dedicated volunteers get the time off that they need to prevent exhaustion;
- Establish a volunteer fund to reimburse their out of pocket expenses, supplies, or in some cases, travel costs; and,
- Provide volunteers with appropriate training and assist with funding any necessary courses.

8.10 Trail Development

Recommendation 10: Develop a network of paths for cyclists and pedestrians, centred along Henderson Highway and connecting community focal points.



Location:

Along Henderson Highway, connecting prime recreation features; or, along abandoned rail corridor (if not used as an off-road vehicle trail).

Description:

The most popular recreational activities tended to be those that involved the use of trails: Walking, hiking, cycling, and cross-country skiing. However, through our consultations, we've heard that the area is not pedestrian or cyclist friendly. We recommend that the RM develop a network of multi-user paths and trails, including:

- A walking and cycling trail along Henderson Highway;
- A hiking and cross-country skiing trail along Gunns Creek; and,
- A cycling trail along the abandoned rail line.

Actions:

- Begin negotiations with private landowners;
- Enact the aforementioned policy that enables the RM to purchase strategic network right-of-ways as they become available (this is consistent with the Development Plan);
- Begin developing the trail networks on land that the RM already owns;
- Build parkettes, benches, or rest areas along the length of the trails; ensure that the trails connect to community focal points (or future focal points); and,
- Connect to the existing Trans Canada network where possible

Examples:

- The neighbouring RM of East St. Paul has a well-established trail network that connects both recreation destinations and well-populated areas (see photo above).

8.11 Develop a Snowmobile and ATV Trail Network (and Policy)

Recommendation 11: Develop a snowmobile and ATV trail network that is clearly designated, and utilizes the existing natural features; develop an off-road vehicle policy.



Location:

Throughout the Community, on designated right-of-ways

Description:

Snowmobiling and ATVing are two of the most popular activities in South St. Clements. The recently enacted snowmobile ban is not popular with outdoor enthusiasts. The RM should review nearby East St. Paul's snowmobile by-law, in terms of designating areas for staging and trails for snowmobiling. The RM, in conjunction with landowners, should develop a series of multi-use trails for off-road vehicles (ATVs in summer/Snowmobiles in winter). Areas to look at include along the river, along Gunn's Creek, and on abandoned railway corridors.²⁷

Actions:

- Negotiate with private landowners to designate strips of their land as "off-road trail"; compensate them through a small property tax rebate;
- Incorporate land for snowmobile/ATV trails into the strategic acquisitions document;
- Develop a formal off-road vehicle by-law, which outlines the designated areas where snowmobiles and ATVs are allowed, necessary permissions from landowners, and safety regulations; and,
- Re-establish snowmobiling and ATVing on the Floodway.

Examples:

- East St. Paul has adopted a comprehensive snowmobile by-law which outlines designated routes, speeds, and staging areas.

²⁷ In some jurisdictions in Canada, snowmobiling and ATVing are permitted along the TransCanada Trail.

8.12 Tobogganing Hill Improvements

Recommendation 12: Expand the toboggan hill on the floodway, including the addition of a new slide and a central gathering place/ wind shelter at the top.



Location:

Along the Red River Floodway

Description:

Tobogganing is a very popular winter activity in the area. Due to its terrain, the Red River Floodway serves as a popular sledding and tobogganing destination during the winter months. There is an opportunity to tie into the floodway trail and have the hill serve as a recreation hub. A resting area and wind shelter would make it an informal gathering place and a more focal centre for the community.

Actions:

- Begin negotiations with the Manitoba Floodway Authority about building temporary structures on the hill;
- Build a wind shelter, gathering area, and potentially, a toboggan slide; and,
- The RM (or local organization) would be responsible for liability insurance, and ongoing maintenance costs (e.g. garbage collection and weed removal).

Examples:



8.13 Outdoor Hockey Rinks

Recommendation 13: Build more outdoor rinks for hockey and leisure skaters.



Location:

St. Clements Fire Hall or Old Donald School Site.

Description:

Skating and hockey are two of the most popular winter activities in South St. Clements. However, most residents have to travel to East Selkirk or East St. Paul for ice time (which is already heavily used by locals). Leisure skaters and those wanting to play pick-up games generally have no place to play. For this reason, we recommend creating at least one outdoor rink within the area, either near the Fire Station (easy access to water) or the old school site (as it would contribute to the potential recreation hub).

Actions:

- Review parking and truck requirements (as well as excess water capacity) at the fire hall to ensure a new rink would not cause any problems for emergency services;
- Purchase rink boards and the materials necessary to lay under the ice surface; and,
- Flood the rinks with water several times until a smooth ice surface is created.

Examples:



8.14 Boat Launch or Canoe Launch

Recommendation 14: Renew the community's relationship to the Red River and Gunn's Creek by increasing access through boat launches, fishing docks, and river pathways.



Location:

To be determined

Description:

A major theme during our consultations was the need for river access. Unfortunately, due to the river lot system of long, narrow, private parcels fronting the Red, there are very few public access points. The need for a public dock and boat launch is clear, as fishing and boating are both popular pastimes. Furthermore, any future public river access should be connected via the trail network.

Actions:

- Review municipally owned riverfront property (and strategic private holdings) to determine the best locations for boat launches (e.g. consider stability, susceptibility to flooding, and access);
- Add specific river lots to the aforementioned strategic purchase and acquisitions document; add river front land dedication as a condition of subdivision for especially large river lots;
- Build floating docks that can accommodate the volatile river levels; build at least one boat launch; and,
- Connect these river features via the trail network.

Examples:



8.15 Community Activity Centre

Recommendation 15: Undertake a feasibility study and pre-design planning for a phased approach to building a community recreation centre, which would serve as the focal point of the South St. Clements community.



Location:

Donald Road Site

Potential Amenities:

- Playground
- Gym , hall and meeting room
- Would host activities like dance, yoga, aerobics, and boot camp
- Outdoor Rink
- Either Fire Hall location or Old Donald School site
- Community barbeque or picnic shelter

Description:

Throughout the course of our consultations, the need for a central community gathering place was emphasized. Moreover, working out, exercising and fitness programming were consistently noted as some of the community's favourite activities. However, the lack of appropriate facilities to do these activities also serves as a barrier. Therefore, the RM should undertake a feasibility study to determine whether a recreation centre could be supported, as well as how to finance it.

Actions:

- Initiate a community-wide survey to determine local support for a recreation centre (and the appetite for the costs associated with it);
- Undertake a feasibility study to determine whether a building would be successful;

- Carry out pre-design planning for a phased approach to building a recreation centre;
- Review various financing options, including public-private partnerships and other alternative service delivery models; and,
- Begin building the facility through a gradual, phased approach (e.g. when each new phase becomes self-sufficient and the necessity for expansion becomes clear, then planning begins for the subsequent phase).

Examples:

- A few communities in the region have recently built recreation centres, including West St. Paul (Sunova Centre) and Beausejour (Sun Gro Centre).

8.16 Reconnect the Community to the Floodway

Recommendation 16: Reconnect the community to the Red River Floodway by reopening the access points which were recently removed; make it safe for pedestrians and cyclists.



Locations:

Donald Road, Ludwick Road

Description:

Upon completion of the Red River Floodway Expansion Project (and the extension of the Duff Roblin Parkway Trail), several access points to the trail were removed (due to unauthorized vehicular traffic). This has left the community with only one access point to the popular trail, (at Dunning Road). Residents have also expressed the desire to have the path paved along its full length (it is gravel north of Birds Hill Park), and to limit hunting within the Floodway (as it is dangerous to group of residents, pedestrians and cyclists who use the path).

Actions:

- Prohibit Hunting within the Floodway by creating a municipal bylaw banning hunting, as increased pedestrian traffic has made it unsafe;
- Lobby the Province to pave the path north of Birds Hill Park, so cyclists can use it;
- Reopen the access points to the Floodway, which may include small wooden pedestrian bridges over ditches. This would require approval from the floodway authority, insurance coverage, and adequate parking near the access points; and,
- The RM (and local organizations) should work collaboratively with the Floodway Authority to create recreational partnerships.

8.17 Playground

Recommendation 17: Develop a playground in the Narol or Old River Road Communities using innovative partnerships and fundraising.



Location:

Various locations within the municipality (on school division and park land)

Cost:

Anywhere from \$10,000 to \$100,000

Description:

Small children, although not currently a large demographic in South St. Clements, are a growing cohort with very few recreation options. Playgrounds are generally cost effective alternatives for providing recreation opportunities for these young children. We recommend looking at the old school site or for land within the Old River Road Community for a new installation (the idea being to develop a small playground first, with potential for expansion on an as-needed basis). Generally, a combination of fundraising efforts and municipal grants help to finance new play structure equipment. A large expense can be saved if volunteers can be recruited to build the actual structures.

Actions:

- Help initiate grassroots fundraising efforts within the communities that desire new play structure equipment;
- Create a matching grant program, whereby the municipality will contribute a dollar towards the structure for every dollar fundraised; and,
- When a serious proposal for a playground is developed, apply to the Province for funding under the Community Places Program or Neighbourhoods Alive.

Examples:

- Several recent playground projects have been successful in other Manitoba municipalities, due to the combination of grants, fundraising, and volunteers (e.g. Altona, Riverton, and Lorette).

9 IMPLEMENTATION AND FUNDING

This section identifies potential implementation timelines for the recommendations. They are grouped in three phases: Short Term, Intermediate Term, and Long Term. The implementation schedule could change, depending on council's priorities, the community's needs, and availability of financing.

9.1 Implementation Phases

The recommendation one-pagers have been written so that most of them could stand alone for implementation subject to agreement by Council. However, the project team suggests these actions logically fall into three distinct phases.

Short Term:

Short term recommendations generally fall within the administrative recommendations category. They involve council adopting high level policy, and changing processes (e.g. the way recreation is communicated in the municipality and more specifically, the area of South St. Clements). Although not always the case, these recommendations tend to be lower cost, and high value-added. Many are also tied to the hiring of a Recreation Director, who could help initiate and undertake these recommendations. Short term recommendations should be implemented within two years.

Intermediate Term:

Intermediate term recommendations fall primarily within the infrastructure recommendations category. These require planning by the municipality, and generally some form of capital budget expenditure. They tend to be more costly than the short term recommendations, and some will take precedence over others (depending on council and community priorities). Intermediate term recommendations would be implemented between three and five years.

Long Term:

Long term recommendations are all significant investments in terms of infrastructure, and generally can only happen once leadership, community support, a solid policy framework, and a comprehensive plan are in place. For example, the development of a trail network is a gradual process, and requires forethought in terms of strategic acquisitions and potential routes; similarly, as the community knows well, a major facility is a long-term undertaking. Long term recommendations will be implemented gradually, and are likely to take more than five years to materialize.

9.2 Implementation Schedule for Recreation Needs Assessment Recommendations

#	Recommendation	Implementation		
		Short Term	Intermediate	Long Term
Administrative				
1	Develop a two-pronged recreation communications strategy, including a dedicated webpage, and a regional, semi-annual leisure guide.			
2	Initiate the process of partnering with the RM of East St. Paul to share the costs of a full time Recreation Leader.			
3	Develop a market garden tour in the community as a tourist draw that honours the region's market garden and horticultural past.			
4	Look into alternatives for funding recreation infrastructure maintenance and program delivery, including public-private partnerships, partnerships with local businesses and land dedication.			
5	Partner with the River East Transcona School Division to provide community access to school division resources (in this case, land). Recent Provincial Legislation (Community Use of Schools) provides a framework for these types of partnerships.			
6	Balance programming and leagues southward and northward, with sensitivity to community impacts.			
7	Create a plan for strategic land acquisitions (specifically land with recreation potential), including land bordering Gunn's creek, potential trail right-of-ways, river access points, and abandoned rail corridors.			
8	Update the SDPA's Development Plan (and the South St. Clements Secondary Plan) to incorporate specific, detailed policies for parks and recreation. Introduce a recreation section to the Development Plan to ensure that recreation opportunities are fully integrated into development and infrastructure decisions in St. Clements.			
9	Develop a formal volunteer policy that includes concrete recommendations to help foster, support, and reward volunteerism in the community for recreation services. Implement the policy with a volunteer program, under the leadership of the recreation leader.			

#	Recommendation	Implementation		
		Short Term	Intermediate	Long Term
Infrastructure				
10	Develop a network of paths for cyclists and pedestrians, centred along Henderson Highway and connecting community focal points.			
11	Develop a snowmobile and ATV trail network that is clearly designated, and utilizes the existing natural features; develop an off-road vehicle policy for adoption by council			
12	Expand the toboggan hill on the floodway, including the addition of a new slide and a central gathering place/ wind shelter at the top.			
13	Build more outdoor rinks for hockey and leisure skaters.			
14	Renew the community's relationship to the Red River and Gunn's Creek by increasing access through boat launches, fishing docks, and river pathways.			
15	Undertake a feasibility study and pre-design planning for a phased approach to building a community recreation centre, which would serve as the focal point of the South St. Clements community.			
16	Reconnect the community to the Red River Floodway by reopening the access points which were recently removed.			
17	Develop a playground in the Narol and Old River Road communities using innovative partnerships and fundraising.			

9.3 Potential Funding Sources

Recreation and leisure projects can be funded in a variety of methods. The most common tend to be through provincial or federal grants, municipal funding (e.g. property taxes), user fees, and fundraising. Increasingly, recreation facilities are being funded through partnerships with businesses, public-private partnerships, and reserve funds built through lot levies. The vast majority of recreation facilities, particularly those in smaller, rural communities, are funded through a combination of the above.

9.3.1 User Fees

As discussed in the survey results, the majority (50%) of South St. Clements respondents indicated that user fees was their preferred method of financing recreation programs and facilities. A further 26.4% of respondents preferred a combination of user fees and property taxes. A combination of the two merits further discussion by council, with input from the community.

User fees can be handled by the RM in a several ways:

- The RM of St. Clements can choose to establish non-resident user fees for recreation facilities and services; those that reside within the municipality would pay a reduced fee compared to those that live outside. The fees collected will go towards capital, operating, and maintenance costs of the facility²⁸. Such a system would be familiar to St. Clements residents who use certain services in neighbouring East St. Paul.
- A second option is to charge the same fee regardless of residential status. Charging a set rate for all may attract residents from Winnipeg due to its close proximity. Attracting more users may help to generate a surplus.
- Finally, fees can be offered on a daily, monthly, quarterly, and yearly basis in order to attract users of different ages, incomes and lifestyles. Similar to the YMCA, there can be a one-time registration fee for those who would like to purchase a membership, in order to help cover the administration costs. The registration fees can also be used to subsidize low income families whom would like to use the facilities.

9.3.2 Government Grants

The Federation of Canadian Municipalities (FCM) is working to develop policies that encourage long term national funding for recreation infrastructure in distressed and rural areas, where municipalities do not have the means for developing and maintaining their own adequate infrastructure. This would ensure that all communities have access to adequate recreation opportunities, regardless of population size or location.²⁹ The Government of Canada, through the *Western Economic Diversification Canada* program, has established a partnership with the Province of Manitoba and its municipalities, to invest \$5,667,003 into recreation infrastructure throughout the province.³⁰

²⁸ Dillon Consulting (2007). *Town of Hampton Recreation Needs Assessment*. Saint John, New Brunswick.

²⁹ Federation of Canadian Municipalities. (2009). *Policy statement on socio-economic development*. Ottawa, Ontario

³⁰ Government of Canada (2009). *Western economic diversification Canada*. Retrieved from http://www.wd.gc.ca/eng/77_11604.asp.

9.3.2.1 Province of Manitoba

The Province of Manitoba also has several grant programs to assist municipalities and community groups fund recreation programs, facilities and infrastructure. These include the Neighbourhoods Alive program, the Open Doors program, the Community Places Program, Lighthouses, and Manitoba Culture, Heritage and Tourism branch.³¹ It should be noted that many of these programs are facing budget reductions, or are on hold indefinitely due to financial restraint.

Community Places Program

The Community Places Program provides both funding and technical planning assistance to community groups, to help with the construction or expansion of facilities. Projects that provide sustainable recreation and wellness benefits are eligible. The deadline for applications is December 15th of each year, and approvals are granted the following spring. Organizations can apply for grants for up to 50% of the project costs on the first \$15,000, and up to 33% over that amount. The maximum grant is \$50,000. The majority of South St. Clements falls within the Interlake Region, and the contact is Dave Cain (dave.cain@gov.mb.ca).³²

Neighbourhoods Alive

Neighbourhoods Alive provides community organizations with support to help rebuild and revitalize their neighbourhoods. The program, which has several branches, supports community ideas and goals with funding and planning assistance.

Lighthouses

A Neighbourhoods Alive initiative, Lighthouses is a youth crime-prevention program managed by the Province's Children and Youth Opportunities department. The Lighthouses program tends to be located in high priority neighbourhoods, but that has changed over the years. Most serve as youth drop-in centres, where youth can enjoy supervised, structured recreation activities on weeknights and weekends.³³ Up to \$12,000 yearly is available for approved programs.

Arts Development Project Support Program

This initiative's goal is to assist community based organizations in undertaking arts skills development in the performing, exhibiting or literary arts.

Recreation Feasibility Study Grant Program

In 2011, the Province introduced a program to support communities in planning recreation facility projects. The funding is provided to both community centres and non-profit community organizations.

³¹ <http://www.gov.mb.ca/cyo/recreation/funding.html#fund>

³² Application form found here: http://www.gov.mb.ca/housing/cpp/pdf/cpp_application_2013-14_web_print.pdf

³³ http://www.gov.mb.ca/cyo/crime_prevention/lighthouses/index.html, (2013)

The program provides 70% of the funds (up to a maximum of \$25,000) for feasibility studies. Should the RM decide to pursue a community centre further, this would be an appropriate source of funding.³⁴

Building Manitoba Fund

The Building Manitoba Fund is equivalent to one percentage point of the provincial sales tax (PST). These revenues are used to support roads, transit, and other infrastructure needs (including recreation facilities). Recreation facilities are supported through the Municipal Recreation Fund, which is used to enhance and upgrade recreation facilities around the province. The fund, administered through the Community Places grant program, has invested over \$26.5 M in recreation since 2006 – nearly \$10 M was provided in the 2012 Budget.

Designated Heritage Grants Program

The Designated Heritage Grants Program was designed to assist owners and lessees of historically significant buildings. The grants, up to \$35,000, would be particularly useful in the restoration of local heritage or historical sites which have recreational qualities (of which the area has many). The St. Clements Heritage Committee would be a great partner in deciding which buildings of significance would be worth seeking designations and funding for.

Community Support Festival Program

The Community Support Festival Program, sponsored by Manitoba Lotteries, was developed to help support rural communities with hosting their festivals, fairs, and rodeos. The program helps cover some of the costs for volunteers, by providing \$20 per volunteer to the event (between \$500 and \$2000 per successful application). Application deadlines fall on April 1st and October 1st of each year.

Hometown Manitoba

This program, under the Rural Economic Development Initiative (REDI), provides financial support to rural community initiated projects. Several of the program objectives fit with the theme of recreation, including enhancing and greening community gathering spaces, creating attractive outdoor spaces, and encouraging community use of main street areas.

In Motion Manitoba

In Motion is the provincial strategy to make physical activity a more important part of the daily lives of Manitobans. The Manitoba in Motion grants program is currently on hold while the program is reviewed. In the past, the grants have helped fund programs and purchase equipment throughout the province (in partnership with local Regional Health Authorities, schools, and non-profit organizations).

³⁴ <http://www.gov.mb.ca/ia/bldgcomm/rfsgp.html>, (2013)

9.3.2.2 Government of Canada

Grants for recreation programming and infrastructure are found primarily at the provincial level. However, there are a few federal funding programs available as well. As part of Canada's Economic Action Plan, the Recreational Infrastructure Canada program provided funding for facilities until October 31, 2011. The Municipal Rural Infrastructure Fund and National Recreation Trails, also stimulus programs, are also winding down. However, there are opportunities to apply for recreational infrastructure funding under the P3 Canada Fund (provided the project is a private-public partnership) and the Building Canada Fund (under the recreation category).

9.3.3 Other Grants and Resources

Manitoba Community Services Council³⁵

The Manitoba Community Services Council allocates both funding and bingo fundraising events to non-profit organizations in Manitoba. One of the eligible categories is recreation. The program has raised hundreds of thousands of dollars for projects in the Interlake Region over the past decade, including community centre improvements, day care facilities, park upgrades, arena renovations, skateboard parks, and equipment.

Interlake Municipal Recreation Association

The Interlake Municipal Recreation Association is a non-profit organization tasked with providing networking opportunities for recreation providers, while improving recreation opportunities and resources within the region. They have provided funding for recreation conferences, held workshops, and hosted annual recreation awards to recognize dedicated volunteers. They would be a good resource to find additional funding and grant opportunities for projects in the region.

³⁵ <http://www.mbcsc.ca/grants>, (2013)

10 CONCLUSION

In conclusion, recreation and leisure opportunities are integral to healthy, vibrant communities. Beyond promoting healthy and active lifestyles, amenities and programs can serve as focal gathering places in smaller communities. Recreation can attract visitors and tourism to a region, while increasing the quality of life of existing (and future residents).

Based on community input, demographic trends, and professional analysis, we feel as though the recommendations developed herein reflect residents' needs and wants for their community. Although implementation often faces challenges, hopefully this document serves as a foundation upon which the RM and Council can build. A strong network of recreation infrastructure and programming will serve both existing residents, as well as those who will eventually call South St. Clements home.

APPENDIX A
COMPILATION OF SURVEY RESULTS

South St. Clements Recreation Needs Assessment Survey Community Workshop – December 4th, 2012

Please take a moment to complete this comment form and leave it in the folder. We appreciate your participation and value your feedback.

1. Overall, how would you rate the information you received at tonight's workshop, based on a scale of 1 (not very good) to 5 (very good)?

1 2 (x 2 people) 3 4 (x4 people) 5 (x2 people)

Please explain.

- Work was previously done. Why did the RM and Strang kill it?
 - Personal/Political agendas are taking over the discussion
 - The info was categorized into smaller, understandable topics.
 - Lots of talk that will not go anywhere
 - Too often "off" topic at hand
 - Hope we are not chasing our tails
 - My chief concern is transportation to and from the proposal project, particularly at night. Secondly, the bottom line is finance for any project, public or private. Will this project be able to sustain itself against privatization? If so, how? Membership, etc.?
2. Are there any other comments you would like to share with us? Is there an important recreation issue that you didn't see tonight that should be addressed?
 - People did not focus on the needs of recreation for South St. Clements
 - Give the people the Donald School property back to them
 - Remove Pineridge Village from Municipality of St. Clements and Annex to Springfield Municipality
 - Lawn bowling for seniors. Card games, bird watching, astrological interest, writer's club, legal aid, income tax preparation assistance. Visiting medical reps for informational purposes
 - I would like to suggest a "park and ride" area – Big in the USA now. A parking area where commuters to Winnipeg can park their vehicles and "car-pool"
 - Let's not build a white elephant building that will not be used
 - The recreation issue that concerns me were mentioned at the meeting. Basically areas/trails for ATVs/snowmobiles, access to Trans Canada Trail and more areas (even one) for access to the river for ice fishing and boat launching



- We need a community centre now. Start small, pick 6 to 10 top choices of recreation and expand as needs increase in our area .This should have been in place and started the day Donald School went down.

3. Please provide any other input that you want to be considered as the recreation needs assessment is being drafted.

- The matter of land identification for community centre or community use wasn't known. There is 10 acres put aside but not known if it was still available
- Trails, pond hockey/skating, cross country ski trails. Utilize existing right of ways. Limit motorized off road vehicle with noise and air pollution interfering with the quiet enjoyment of our property.
- My vision for the future includes a community centre with one or two hockey rinks (indoor would be nice) and soccer/baseball fields. Specific ATV/snowmobile trails as well as walking trails need to connect every mile road to the centre as well as to the Trans Canada Trail. A community BBQ area (covered) such as the area by the Esso/Hydro lines on Henderson Highway (ESP) - Hyland Park. Could be used for family gatherings, birthdays, community get togethers, etc.
- Would be nice if we could have a community centre where space could be used with a leisure guide approach.
- M Hollingsworth (204-757-7878)
- River Access to the public. Picnic tables etc. for bike riders on Henderson Highway.
- Tell Merv Rolla not to not come to the meetings to campaign for the next election

4. How did you hear about this event? (please check all that apply)

- Notice in mailbox (x7)
- Posters around South St. Clements
- Word of Mouth (x2)
- Other (please specify): (x3) – email, from last meeting

5. What age group best represents you?

- 0 – 18 (x1)
- 19 – 30 (x1)
- 31 – 54 (x2)



55+ (x6)

6. In what community do you live?

Narol	(x6)	Lockport area
Gonor	(x1)	Old River Road
Pineridge Village	(x1)	Other _____

Please provide any additional comments on the workshop.

- Not clear if public has input after this process or if Council of St. Clements will decide
- Keep costs/taxes down. No left-wing tax and spend projects.
- Easy accessibility

7. Would you like to learn more about South St. Clements' Recreation Needs Assessment and be informed of any future events/workshops?

Yes (x3)

No

If you answered yes, please provide your email address, or contact information below:

- asiepman@yahoo.com
- lwjanssens@hydro.mb.ca
- 204-757-7878 (Margaret Hollingsworth)
- Dsimpson36@shaw.ca



South St. Clements – Survey Results:

1. In which community do you live?

Narol	56.3%
Gonor	28.1%
Old River Road	3.1%
Pineridge Village	0.0%
Rural/ Country Living	6.3%
Other	6.3%

2. If you live outside of the RM, do you work or go to school in RM of St. Clements?

Yes	25.0%
No	75.0%

3. What winter activities have you and your family participated in during the past year? (i.e. hockey, skating, curling, cross-country skiing, snowmobiling, tobogganing, etc.)

Tobogganing	(x15)
Cross Country Skiing	(x11)
Skating	(x10)
Hockey	(x7)
Snowmobiling	(x7)
None	(x3)
Curling	(x2)
Walking	(x2)
Snow shoeing	(x2)
Running/Jogging	(x2)
Ice Fishing	(x1)
Downhill skiing/snowboarding	(x1)
Tae Kwon Do	(x1)
Yoga/Pilates	(x1)

4. What summer activities have you and your family participated in during the past year? (i.e. golf, camping, basketball, baseball, soccer, field hockey, tennis, swimming, ATV, zip-line, picnics, skateboarding, waterpark, etc.)

Swimming	(x12)
Biking	(x9)
Camping	(x8)
Golf	(x6)

Running/jogging	(x5)
Waterpark/Splash pad	(x5)
ATV/quadding	(x4)
Soccer	(x4)
Hiking	(x4)
Picnic	(x3)
Walking	(x3)
Zip line	(x2)
Basketball	(x2)
Geocaching	(x1)
Hunting	(x1)
Skateboarding	(x1)
Martial Arts	(x1)
Yoga/Pilates	(x1)
Badminton	(x1)
None	(x1)
Baseball/softball	(x1)
Festivals	(x1)
Fishing	(x1)
Boating	(x1)
Canoeing	(x1)
Tennis	(x1)
Football	(x1)

5. What cultural activities have you and your family participated in during the past year? (i.e. dance, theatre, art, music, film, library, carnivals, etc.)

Carnivals	(x7)
Library	(x6)
Theatre	(x6)
Art (and galleries)	(x4)
Music	(x3)
Film	(x3)
Concerts	(x2)
Festivals	(x2)
Dance	(x1)
Fringe Festival	(x1)
Fairs	(x1)
None	(x1)

6. What social activities have you and your family participated in during the past year? (i.e. choir, church, Knights of Columbus, festivals, youth groups, daycares, Girl Guide, Scouts, etc.)

Church (groups/choir/classes)	(x4)
Festivals	(x4)
None	(x4)
Youth Groups	(x3)
Lockport Dam family festival	(x3)
Tae Kwon Do	(x2)
Day Camps	(x2)
Day Cares	(x1)
CWL	(x1)
Choir	(x1)
Scouts	(x1)
Firefighting	(x1)
PAC	(x1)
Selkirk Canada Day Celebration	(x1)
Santa Claus Parade	(x1)
Morris Stampede	(x1)
Scouts	(x1)
Volunteering	(x1)
Play groups	(x1)
Music Festivals	(x1)
Nature Festivals	(x1)
Nature Days	(x1)

7. What individual development activities have you and your family participated in during the past year? (i.e. walking, reading, cooking, yoga, etc.)

Walking	(x11)
Reading	(x11)
Cooking/Baking	(x10)
Workout/Fitness/Exercise	(x4)
Yoga	(x4)
Running	(x3)
Biking	(x3)
Pilates	(x2)
Hiking	(x2)
Horseback Riding	(x1)
Dog activities	(x1)
Triathlon	(x1)
Cross Country Skiing	(x1)
Crafts	(x1)
Mechanic Repair	(x1)

Snow shoeing	(x1)
Auto Restoration	(x1)
Beach	(x1)
Bootcamp	(x1)
Gardening	(x1)
Zumba	(x1)

8. What outdoor/nature activities have you and your family participated in during the past year? (i.e. geocaching, gardening, canoeing, bird watching, fishing, hiking, camping, bicycling, etc.)

Gardening	(x16)
Biking	(x13)
Hiking	(x9)
Camping	(x7)
Fishing	(x7)
Canoeing	(x4)
Boating	(x4)
Geocaching	(x3)
Bird watching	(x3)
Snowmobiling	(x3)
ATVing	(x3)
Cross Country Skiing	(x2)
Hunting	(x2)
Geocaching	(x1)
Mountain Biking	(x1)
Yard work	(x1)
Visiting Cottage	(x1)
Snow shoeing	(x1)
Walking	(x1)
Fishing	(x1)

9. Were any of these activities done outside of the RM of St. Clements?

Yes	90.0%
No	10.0%

If "Yes", please specify:

Birds Hill Park	(x4)
Elsewhere in Manitoba	(x2)
Winnipeg	(x1)
Neighbouring RMs	(x1)

Whiteshell	(x1)
East St. Paul	(x1)
St. Andrews	(x1)
Morris	(x1)
Hillside Beach	(x1)

10. List the activities/programs that you or your family members participate in regularly (at least four times per month) during the:

Winter Season:

Skating	(x5)	
Cross Country Skiing	(x5)	
Snowmobiling	(x5)	
Hockey	(x4)	
Workout/exercise/fitness	(x3)	
Tobogganing	(x3)	
Swimming	(x2)	
Walking	(x2)	
Snow shoeing	(x2)	
Running	(x2)	
Music Lessons	(x2)	
Pilates	(x2)	
None	(x2)	
Preschool activities	(x1)	*through Selkirk Library and RETSD
Dance	(x1)	
Scouts	(x1)	
Horseback Riding	(x1)	
Tae Kwon Do	(x1)	
Yoga	(x1)	
Church	(x1)	
Ice Fishing	(x1)	
Choir	(x1)	
Zumba	(x1)	
Film	(x1)	
Library	(x1)	

Summer Season:

Biking	(x6)
Walking	(x5)
Camping	(x5)

Swimming	(x4)
Soccer	(x4)
Running	(x4)
ATV/quadding	(x3)
Waterpark/Splash pad	(x3)
Hiking	(x2)
Pilates	(x2)
Fishing	(x2)
None	(x2)
Zumba	(x1)
Dance	(x1)
Exercise	(x1)
Baseball/softball	(x1)
Mountain biking	(x1)
Tae Kwon Do	(x1)
Zip line	(x1)
Bird's Hill Park	(x1)
Library	(x1)
Geocaching	(x1)
Basketball	(x1)
Football	(x1)

11. Are the activities/programs currently found in the RM of St. Clements adequate?

Yes:	28.6%
Somewhat:	23.8%
No:	47.6%

12. What activities or programs would you like to have in the RM of St. Clements/your community that are not already available?

Winter:

Outdoor rink (Narol); with lights	(x4)
Gym/workout facility	(x3)
Dedicated/ groomed ski trails	(x3)
Pool	(x2)
Designated snowmobile trails	(x2)
Skating	(x1)
None	(x3)
Designated walking/snowshoeing trails	(x1)

Snowmobile access to the floodway	(x1)	
Play groups	(x1)	
Wellness Centre	(x1)	
Arena	(x1)	
Hall rental	(x1)	
Zumba	(x1)	
Library	(x1)	
Pilates	(x1)	
Recreation Centre; Community club		(x1)
Organized Sports leagues	(x1)	
Family activities	(x1)	
Dance	(x1)	
Indoor track	(x1)	

Summer:

Dedicated bike paths	(x3)
Soccer (and fields)	(x3)
Baseball league/ diamonds	(x3)
None	(x3)
Dedicated hiking/walking trails	(x2)
Park	(x2)
“Destination” play structure	(x2)
ATV access to floodway	(x1)
Designated ATV trails	(x1)
Water slides	(x1)
Swimming pool/lessons	(x1)
Health/Welness	(x1)
Hall Rental	(x1)
Dance	(x1)
Sports leagues	(x1)
Gyms	(x1)
Family activities	(x1)
Fitness facility	(x1)
Play group	(x1)
Swimming	(x1)

13. If an activity you were interested in is offered elsewhere in the RM of St. Clements (outside of your own community), would you attend on a regular basis? (for example you live in Gonor, but the activity is in East Selkirk).

Yes: 85.0%

No: 15.0%

14. What barriers keep you from participating at / in recreation facilities & programs? (check all that apply)

Activity is not available	70.6%
No time/Too busy	35.3%
No childcare available	35.3%
Too expensive	35.3%
Unaware of what is available	29.4%
Program times are inconvenient	29.4%
Do not know how to join	23.5%
Facilities are too crowded	17.6%
No transportation	0.0%

Other:

Transportation time to the activity – e.g. most classes are in Selkirk

No interest in organized group activities

No facility in South St. Clements

Too old

15. In what type of venue are most of the activities and programs in which you participate?

Commercial Owned and Operated	52.9%
Municipally Owned and Operated	47.1%
School District Owned and Operated	29.4%
Church group	11.8%
Seniors Group	0.0%

Other:

Attend very few

East St. Paul Arena

Wellness Institute (Seven Oaks Hospital) – Provincial

Home

16. Are the type of recreation facilities currently found in your community adequate?

Yes	35.0%
Somewhat	20.0%
No	45.0%

If “No” or “Somewhat”, why?

not offered, not offered often

With a large property to look after and our other outdoor activities we don't really need or want to pay for infrastructure.

East Selkirk Rink needs a lot of "love" to make it comparable to other rec centres in area.

Almost all activities we participate in are in other municipalities: East St. Paul, Selkirk, Winnipeg

Indoor activities like swimming classes and judo are in Selkirk, a very long drive. No outdoor hockey rink near Herkness

Very little available.

there are no facilities that I know of close to Narol

there is none available

dont exist

Our council spends our money elsewhere. We don't exist down here in their eyes.

Yes - but distance is an issue. I would like to see activities at DR Hamilton or other schools/facilities north of the perimeter and south of Lockport

there are none

We do not have a fitness facility or pool

I very much enjoy where I attend now (Wellness Institute), and unless something of comparable quality was closer, I would not switch. I also would not want to pay higher property taxes. I would much rather pay directly to belong to a fitness centre.

17. What facilities or infrastructure would you like to have in the RM of St. Clements/your community that are not currently available?

Community centre/ spaces (x7)

Outdoor Rink (x5)

Playgrounds (x4)

Fitness facility/gym (x3)

Soccer fields (x3)

Pool (x2)

Designated walking path (x2) *along Henderson Hwy (x1)

Bike trails (x2) *along Henderson Hwy (x1)

Mini wellness centre (x2)

Library (x2)

Snowmobile/ATV trails (x2)

Arena (x2)

None (x2)

Boat Launch (x1)

Dance (x1)

Hall rental (x1)

Baseball diamonds (x1)

Senior's room (x1)

Daycare (x1)
Activities for young adults (x1)

18. If additional funds were needed to develop recreation programs and facilities, what is your preferred method of financing?

Property tax increase	0.0%
User fees	50.0%
Provincial/Federal Grants	13.6%
Combination of user fees and property tax increase	36.4%

Other (please specify)
And provincial/federal grants (x1)
Depends on the service (x1)
All of the above (x1)
User fees and grants (x1)

19. Overall, how would you rank the existing recreation & leisure services and facilities in the RM of St. Clements?

Great	0.0%
Good	13.6%
Neutral	27.3%
Adequate	9.1%
Poor	45.5%
No opinion	4.5%

20. Is there a specific recommendation you would like to make to the RM of St. Clements about recreation & leisure programs and facilities?

Build playgrounds for kids

Offer facilities so that private sector will open businesses

I don't want to lose the ability to snowmobile or ATV on my own property or access off my property.

I'd love access to the floodway to hunt and ride.

I don't know the children population but in my area it is young adults 18-21. They need an outlet too.

Make the RM more bike and walk-friendly

The recreation complex at East Sellkirk is great! Just need smaller satellite Infrastructure in the southern part of the RM and near Kirkness (e.g. occasional outdoor hockey rinks and at least one more community center with indoor programming).

Wherever possible locate infrastructure in a way that will also help the local economy– For example, a community center near Lockport would generate traffic that may use local Businesses. Even a few dollars a night from the purchase of a couple cups of coffee for parents watching the kids will add up over the years.

Please don't forget about all of the people that moved outside the city to be able to ride their ATVs and snowmobiles. I would hope that the RM would continue to allow old rail beds and Gunn creek to be used for these recreations.

Priority should always be given to children's activities. Adult facilities should be strictly user pay and never be allowed to become an unfundable liability for the tax payer. Spend the money and make it happen.

I moved to the area to get away from commercial programming. I access programming in the city and am satisfied doing so. I have two school age kids and have no problems accessing programs. I would like to see things left the same.

They should actually do something, instead of wasting money on consulting firms and surveys. We have been here for 25 years and they have done absolutely nothing. They spend our money in Lockport, the beaches and East Selkirk. The community has tried to get things here years ago, didn't happen.

There really isn't anything from Lockport to East St. Paul along Henderson Hwy and I think that if some space was made available at existing RM facilities like the fire hall there would be interest from participants and many parents would be willing to volunteer to organize activities. I would like my child to be exposed to programs and others, but the driving time limits my exposure.

There needs to be designated access routes for ATV / snowmobiles to get in and out of the RM. This would greatly reduce trespassing within the area.

The RM of St. Clements needs a pool and fitness facility.

I would very much like to see the floodway trail PAVED all the way into Bird's Hill Park. It is only paved for about 6 km (from Dunning Road to the town of Bird's Hill). It is impossible for most cyclists to use the unpaved section (from Dunning Road to Bird's Hill Park).

Non-motorized trails (no ATVs and No Skidoos)

21. How many people live in your household/does this survey represent?

One	0
Two	5
Three	4
Four	7
Five	3
Six	1

22. Including yourself, which age groups are represented in your household?

0-14 years	40.9%
15-24	22.7%
25-39	45.5%
40-59	59.1%
60+	18.2%

23. What is your total family income?

Less than \$24,999	0.0%
\$25,000—\$49,999	4.5%
\$50,000– \$74,999	13.6%
\$75,000 or more	54.5%
Prefer not to answer	27.3%

24. Are there any other comments or considerations you would like to share with us?

Have feedback on the workshops that were held in June 2006 and December 2004

Keep our taxes down. I don't need a lot of expensive arenas or community centres.

Is there anybody we can contact in the RM that we can share our ideas with or can ask questions to?

Thank you for the opportunity to comment.

Snowmobiling and ATving serves as recreation for lots of residents of St. Clements. Please do not restrict it, but promote it.

There are more pressing issues facing the RM than nature trails. When special interest groups want new facilities the first place they look is public funding. Tax payers are fed up with this attitude.

Since the old building was taken down, there is nothing. At least when it was there, people would gather in the community. Now there is no gathering place, no place for the kids, no outside play ground, it would be great if there was, as we do not have any in the south now.

This all sounds good, but I don't think anything will ever happen. It never does. This is hicksville, with a bunch of hicks running it. Good Luck!

I'm so happy that you are soliciting comments and really hope that you develop playground equipment or programs within the area south of Lockport.

If you build a facility please ensure that fitness options are available for the community for better overall health and wellness for all ages.

I don't like when suggested answers indicate that there is a choice if funding comes from property taxes, or the municipality, or the province or the federal government. Let's be clear that when that time comes the property owner will have no choice, and either way, there is only one tax payer and it is the property owner.

We need more activities that do not use internal combustion motors. We need to look at stopping the use and discharge of fire arms. The area is too populated to allow hunting.

APPENDIX B
COMMUNITY WORKSHOP FLIPCHART NOTES

Attendees: 45

Work to Date: Presentation by Darlene (notes in notebook)

Started off as the Narol Children's Centre, and when that moved, the group became the South St. Clements Activity Centre.

In 1998, Donald School was not meeting the needs of the community. The group did an expression of interest of user groups, and did a survey of 1200 homes using 23 volunteers (in 1999 and 2000).

Major findings of their study included the need for an activity centre with space for youth, seniors and other groups. It would have resources as well (e.g. library, computer courses, archives, and heritage tourism), and have approximately 12,000 square feet of space.

A resolution passed in 2002, 10 acres south of Donald Road (just east of Clarence) – the River East School Division owned the land, and there was the chance for a potential partnership (10 acres from the municipality, and 10 acres from the RESD).

There were also talks to partner with East St. Paul to hire a recreation director.

In 2007, the idea was to have a councillor representative on the board (of the South St. Clements Activity Centre). The group also needed to build their volunteer base (as the 8 to 10 person board were getting burnt out).

A few years ago, the school was demolished, the skating rink left, and the nursery school moved to East St. Paul. The group has been on hold since 2007, as there was no municipal support, and the group got burnt out.

***Is the 10 acre property still available? We'll check into it, as well as resolution 24 (2002)

Workshop portion of the evening (flipchart)

Activities:

- Snowmobiling
- Swimming
- Photography
- Used to have at Donald School:
 - Dance
 - Exercise classes
 - Martial arts
 - Knitting/sewing
 - Dog training
 - Fairs/parades

Events:

- Used to have fairs and parades

Programs:

- Used to have scouts and 4H
- Swimming (in private pools with private lifeguards)
- Bingo
- Skating
- Card Games
- Baseball

Vision:

- We need a meeting place
- We need the opportunity to congregate
- Sustainability in this context is defined as a building that is well used, continuous, self-supporting, and has a variety of activities that appeal to various groups
- Mission: It needs to be more concise
- Mission: We could remove the word “centre” and broaden in (e.g. use “activities” instead)
- We say we need a building, but what’s the willingness to fund it?

What do you and your family do for fun?

- UFC/Judo/Tae Kwon Do
- TV
- Cookouts/ BBQs
- Hiking
- Hunting/Fishing
- Cycling
- Gardening
- Pets
- Technology/Life Skills Courses
- ATV – Snowmobiling
- Show Shoeing
- Kite Boarding
- Biking
- Swimming
- Geocaching
- Hockey/Soccer/Baseball/Basketball
- Pond Hockey/Skating
- Ice Trails

- Cross Country Skiing
- Card Games
- Music/ House Concerts
- Choral
- Art Classes – at the Gordon Howard Centre (Selkirk)
- Scrapbooking
- Chess

Facilities:

- Floodway trail
- Gunn’s Creek (ATV/Snowmobiling/Walking/Biking)

Suggestions:

- Outdoor exercise centres (green gyms)
- Get school boards involved. Use their gym space
- Consider the social side of recreation too
- Have parkettes along the River or Henderson so bikers have a place to rest
- If you have a community centre, you need accessibility (walking/biking)
- Gunn’s Creek could be a major asset – keep it natural
- Talk to TransCanada Trail about putting it through South St. Clements (this was discussed before)
- Have a senior centre
- Put up a community billboard

Barriers:

- Basketball: Have to travel to Winnipeg, there is no gym facility
- Snowmobile ban
 - The floodway is a barrier (we’ll check into why the rules changed)
- People are hunting on the Floodway
- Needing special permission/having to pay more to play in different jurisdictions
- No river access makes water recreation hard
- No library access
- No bridge at Dunning (over Floodway)
- Would rather have leagues oriented towards the City than Interlake (which had been proposed in the past)
- The approaches to the Floodway Trail have been removed (only one now is at Dunning). Access is now difficult and connectivity is poor
- No public transit (someone mentioned that Handi-Bus is available)
- Can’t drive at night
- Communication is poor

- There are no facilities here
- There is no access to the Floodway

Overcoming the barriers:

- Snowmobile ban: Have areas set aside like in East St. Paul, use Gunn's Creek and abandoned rail corridors, look at the East St. Paul bylaw
- Have a rec centre for basketball like Gimli (where both teams and families can come play)
- Have portable basketball hoops
- Have a community billboard for communication
- Bring back the approaches to the Floodway (but don't allow trucks on them)
- Community needs to take responsibility, get organized, and communicate
- Public education is necessary
- Need support from private business
- Have a staged approach (or phased) for building

APPENDIX C
COMMUNITY EXIT SURVEY

South St. Clements Recreation Needs Assessment Survey Community Workshop – December 4th, 2012

Please take a moment to complete this comment form and leave it in the folder. We appreciate your participation and value your feedback.

1. Overall, how would you rate the information you received at tonight's workshop, based on a scale of 1 (not very good) to 5 (very good)?

1 2 3 4 5

Please explain.

2. Are there any other comments you would like to share with us? Is there an important recreation issue that you didn't see tonight that should be addressed?

3. Please provide any other input that you want to be considered as the recreation needs assessment is being drafted.



4. How did you hear about this event? (please check all that apply)

- Notice in mailbox
- Posters around South St. Clements
- Word of Mouth
- Other (please specify): _____

5. What age group best represents you?

- 0 – 18
- 19 – 30
- 31 – 54
- 55+

6. In what community do you live?

- | | |
|--|---|
| <input type="checkbox"/> Narol | <input type="checkbox"/> Lockport area |
| <input type="checkbox"/> Gonor | <input type="checkbox"/> Old River Road |
| <input type="checkbox"/> Pineridge Village | <input type="checkbox"/> Other _____ |

Please provide any additional comments on the workshop.

7. Would you like to learn more about South St. Clements' Recreation Needs Assessment and be informed of any future events/workshops?

- Yes
- No

If you answered yes, please provide your email address, or contact information below:

You may send your evaluation form directly to Dillon Consulting Limited by fax (204) 452-4412 or via email to bsalakoh@dillon.ca by no later than **Friday December 21st, 2012.**



APPENDIX D
COMMUNITY WORKSHOP PRESENTATION



Welcome to the Coffee House Discussion

South St. Clements'
Community Recreation Needs Analysis
December 4th, 2012

Agenda

1. Introduce the Project
2. Review Work to Date
3. Review Recreation Trends
4. Confirm Inventory Assets
5. Hear your Vision for Recreation
6. Assess Recreation Needs in St. Clements
7. Next Steps



Purpose of the Strategy

- ▶ To inventory and assess
- ▶ To identify gaps and barriers
- ▶ To identify future service requirements
- ▶ To present options to Council



Work to Date – 2000 Study

- ▶ A recreation survey was undertaken in 2000:
 - ~75% of respondents were between the ages of 30 and 60.
 - ~53% of respondents had moved to the area within the last 10 years.
 - The most common reasons for why people moved to the area: country living, small town feel, and the best place to raise children.



St. Clements

The place to be

Work to Date – General Findings

- ▶ 6% were satisfied with local recreation opportunities.
- ▶ ~70% agreed that the long term health of the community was tied to recreation.
- ▶ ~45% willing to volunteer to make recreation a reality.
- ▶ Opportunities for youth and young adults were thought to be most inadequate.




Work to Date – Funding

- ▶ Most supported a combination of tax revenues, user fees, and fundraising to support recreation facilities and programs.



Work to Date – Recommendations

2000	Today
<ul style="list-style-type: none">• Sports/Rec facilities and programs• Youth facilities and programs• Fitness/Wellness programs• Library access• Day care• Youth drop-in centre• Senior facilities and programs	



Recent Trends in Canadian Recreation

1. Informal Activities for Youth
2. Passive, Individual Activities for Adults
3. Multiple Use Facilities
4. Decline in volunteerism



Youth

- ▶ Skateboarding
- ▶ ATVing
- ▶ Video Games
- ▶ “Hanging out”
- ▶ Fishing
- ▶ Hunting



Adults

- ▶ Hiking
- ▶ Working out
- ▶ Health and wellness
- ▶ Dog walking
- ▶ Hunting/Fishing
- ▶ Cross Country Skiing



Multiple Use Facilities

- ▶ Large Facilities that have multiple uses
- ▶ Campus style
- ▶ Inter-municipal and private sector cooperation



Volunteerism

- ▶ People are not volunteering as often
- ▶ Those who do are getting burnt out
- ▶ Volunteers are key to recreation opportunities



Recreation Inventory and Assets

1. Activities
2. Programs
3. Events
4. Physical Infrastructure
(e.g. Facilities)

**Input
Requested!**



Inventory and Assets

Existing Activities

- ▶ Cycling
- ▶ Skating
- ▶ Running/Walking*
- ▶ Tobogganing*
- ▶ Canoeing
- ▶ Fishing*
- ▶ Snowmobiling/ATVing
- ▶ Camping*
- ▶ Sleigh Rides
- ▶ Horseback riding



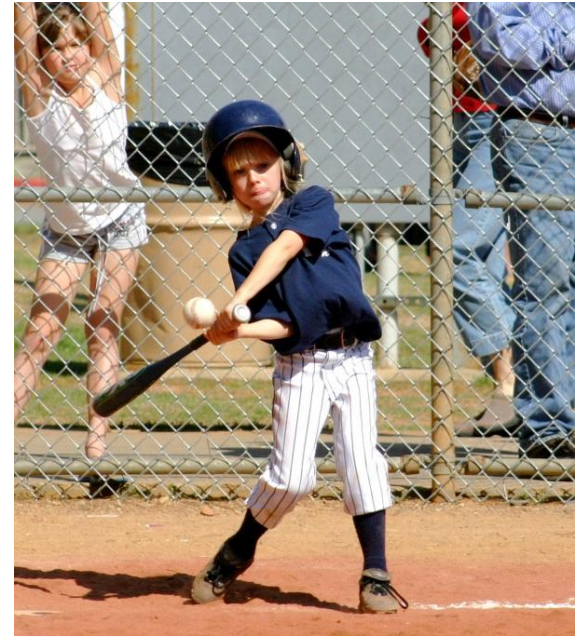
Input
Requested!

*prominent in 2000 study

Inventory and Assets

Existing Programs

- ▶ Golf League
- ▶ Curling leagues
- ▶ Hockey teams (ESP)
- ▶ Baseball teams (ESP)
- ▶ Music lessons
- ▶ Art Programs
- ▶ Soccer (ESP)
- ▶ Basketball (ESP)



Input
Requested!

Inventory and Assets

Existing Events

- ▶ Family Festival
- ▶ Rivers Edge Run
- ▶ Fishing Contests
- ▶ Folk Fest
- ▶ Ski Competitions
- ▶ Equestrian

LOCKPORT
Rivers Edge
RUN

5K/10K / **1/2** / **30K**
RUN/WALK MARATHON RUN



Input
Requested!

Infrastructure and Facilities

- ▶ Parks (Birds Hill, Lockport, River Road))*
- ▶ Camping (Birds Hill)
- ▶ Libraries (Gaynor Family Regional)*
- ▶ Community Centres
- ▶ Golf Courses (Heritage, Larters)
- ▶ Trails (Springhill Trailblazers)
- ▶ Skiing (Springhill)
- ▶ Farmer's Markets*
- ▶ Historic Sites*
- ▶ Schools



*prominent in 2000 study



Inventory and Assets



Vision

What do you do for fun? Your Family?



What programs and activities do you participate in?



Which facilities do you or your family use?



How do you find out about recreational opportunities?



What issues have prevented you from participating in recreation in your community?



How do we address the barriers?



Next Steps

1. Follow up to fill in details
2. Incorporate all input and feedback
3. Establish a temporary Advisory Group (3 to 4 people) to review the Draft
4. Incorporate relevant elements into the Secondary Plan
5. Discuss and submit the final report to Council



Thank you for your time and participation!

- ▶ For more information, please contact Brendan Salakoh or Jacquie East at Dillon Consulting Limited
- ▶ Email: bsalakoh@dillon.ca
- ▶ Phone: 204-453-2301 (ext. 4060)
- ▶ Email: jeast@dillon.ca
- ▶ Phone: 204-453-2301 (ext. 4048)

APPENDIX E
COMMUNITY WORKSHOP ADVERTISEMENT

COMMUNITY WORKSHOP

To discuss and get community input for the

South St. Clements Recreation Strategy

REFRESHMENTS
PROVIDED!

TUESDAY DECEMBER 4, 2012

6:30 - 9:00 PM

At Corpus Christi Church

5819 Henderson Highway



The Rural Municipality of St. Clements supports a vision for leisure and recreation, and wants to hear from you! This workshop is associated with the South St. Clements Secondary Plan.

The workshop will consist of a brief introduction to the project, followed by activities and discussion on the current and future needs for recreation activities and facilities within South St. Clements.

Kids Welcome!

For more information contact:

Brendan Salakoh

Dillon Consulting Limited

(204) 453-2301 (ext. 4060)

bsalakoh@dillon.ca



Please complete the Recreation Needs Survey at:

www.surveymonkey.com/s/St_Clements_Recreation_Survey

APPENDIX F
HIRING A RECREATION COORDINATOR DOCUMENT

Hiring a Recreation Director

A practical guide for Manitoba communities



Contents

**Determining the
Responsibilities and
Requirements of the
Recreation Director**

Recruiting for the Position

**Screening Applicants and
Conducting Interviews**

**Checking References and
Making the Job Offer**

**Job Orientation and
Ongoing Support**

Resources

- Contact Lists
- Templates
- Samples

Acknowledgments

The development of **Hiring a Recreation Director**, a *practical guide for Manitoba communities*, has been a collaborative effort between

Recreation Connections Manitoba

and

Manitoba Healthy Living, Youth, and Seniors

Thank-you to those individuals and groups who provided their expertise, input and feedback into development of this document.

Developed: January 2011

Disclaimer

All information provided is believed to be accurate and reliable. We will make changes, updates, and deletions as required and make every effort to ensure the accuracy and quality of the information provided. However, the Province of Manitoba and Recreation Connections Manitoba assume no responsibility for any errors and are not liable for damages of any kind resulting from the use of, or reliance on, the information contained herein.

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Purpose of this Guide

People are an organization's greatest asset. Effective recreation programs and services depend upon good leadership. Finding the right person to fill the role of recreation director will be a key decision that will shape the future of recreation in your community for years to come. With planning you will find the right candidate for your organization.

Recruitment of the recreation director is one of the most important responsibilities of the recreation authority. A strong partnership between the director and the recreation authority, based on mutual respect, clarity of roles and communication is essential to the success of the organization. Finding the right person can require considerable time and effort and organizations should expect the process to take up to three months.

This practical guide has been developed as a how-to tool to be used during the hiring process but can also be used as a means of evaluating your current human resource practices.

How to Use this Guide

The recruitment process can be broken down into five steps:

- 1. Getting Ready**
Determining the Responsibilities and Requirements of the Recreation Director
- 2. Recruiting for the Position**
- 3. Screening Applicants and Conducting Interviews**
- 4. Checking References and Making the Job Offer**
- 5. Job Orientation and Ongoing Support**

Each step is important. Take time for ample thought and planning at each point and your efforts will be rewarded with a successful outcome and a recreation director who will be your organization's greatest asset.

Recreation: All those things that a person or group choose to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying. (Canadian Ministers of Recreation, 1987)

Recreation Director: An individual employed by a recreation authority responsible for the delivery of recreation programs and services.

Local Government Council: A municipal council, community council or first nation council.

User Group: A local community group that utilizes recreation facilities and/or programs.

Recreation Authority:

Each community is unique and provision of recreation services will be handled in different ways depending on the organizations involved. These differences may include the language commonly used to describe the lead provider of recreation services. **Recreation Authority** will be used throughout this document and will refer to the following as applicable to your community:

Recreation Commission: An organization that is developed by local government in accordance with their bylaws to share resources and provide recreation leadership for the delivery of community recreation programs and services.

Recreation Department: A local government department responsible for the delivery of recreation programs and services to the citizens of their community.

Board of Directors: a group of persons chosen to be legally responsible for governing the affairs of the recreation commission. May also refer to local government council representatives responsible for recreation services.

An organization, no matter how well designed, is only as good as the people who live and work in it.

Dee Hock

Definitions

HELP AND SUPPORT

Hiring or replacing a Recreation Director can be a daunting task. To help you get started or for additional information and assistance along the way, contact:

Province of Manitoba

Recreation and Regional Services, a branch of Manitoba Healthy Living, Youth and Seniors, supports individuals and groups with their efforts to provide recreation opportunities in their communities. Planning tools, facilitation, advice and guidance are available by contacting RRS@gov.mb.ca or one of the eight offices located throughout the province.

See Appendix A for a complete listing of regional offices.

Aboriginal and Northern Affairs employs Recreation & Wellness Development Consultants who are available to assist organizations providing opportunities for recreation and active living in 50 northern and remote communities.

Contact anaweb@gov.mb.ca for more information.

Recreation Connections Manitoba

Since 1995, Recreation Connections Manitoba (RCM) has been paving the way as a provincial association in providing support to recreation professionals and practitioners through education, advocacy, communication, networking and partnerships. Their goal is to build an enabling and credible organization that benefits all recreation interests - individuals, municipalities, organizations, institutions and business alike . . . and are committed to enhancing the health and wellness of Manitobans. RCM provides a myriad of programs and services including:

- Posting and circulating job advertisements through an extensive email network and on their website.
- Networking, training and professional development opportunities (i.e. workshops, courses, annual conference) for recreation professionals, facility managers, facility operators, front-line and seasonal staff. Training opportunities are offered year-round.

For more information, visit www.reconnections.com or email reconnections@sportmanitoba.ca.

STEP 1: GETTING READY

Determining the responsibilities and requirements of the recreation director

1.1 An Interim Management Plan

Just because a key employee is leaving the organization doesn't mean that things will come to a stand still. The public will still expect the same level of service regardless of who is leading the way. In order to handle the transition period smoothly, an interim management plan should be developed as soon as notice has been received.

The plan should include:

Designation of authority:

- Who is in charge? Who does this person contact if a situation arises?
- Who do employees/volunteers contact for day to day matters?
- Who will sign cheques, make payments, do any banking, pick up and respond to mail?
- Has the alarm company, etc. been notified of any changes to the contact information for the recreation authority in case of an emergency?
- Have all passwords and user codes been changed?

Short term assignment of duties:

- Who will be responsible for fulfilling the duties of the recreation director position? Are the duties clearly listed and have they been communicated to the appropriate people?
- What duties or tasks can be postponed until a new recreation director is hired? Is there a record of current projects and critical deadlines?
- Who will be the liaison for committees and volunteer organizations?
- Who will assume responsibility for facility operations/scheduling, special events?
- Will recreation authority members be assuming any duties?
- Is there a collective agreement in place that may affect the distribution of duties?

1.2 Taking Stock

A change in leadership is a good opportunity for the recreation authority to take stock of how their organization fits into the recreation delivery system in their community.

Consider the following:

- What role does the recreation authority currently play in the provision of recreation services in the community and what is it's vision for the future?
- Does the community have a plan for recreation?
- What type of skills and support would a new recreation director need to meet the recreation vision and needs of the community?

If the recreation authority has not already done so, identifying it's priorities and developing a strategic plan to attain these goals is a good first step. Based on this planning, the recreation authority may determine that it wants to explore options for restructuring.

Restructuring can take many forms including:

- Changing the way services are designed and delivered.
- Amalgamating or working more closely with other organizations (i.e. arena boards, community centre boards, other volunteer boards).
- Examining staff needs to ensure the organization has the human resources required to meet it's goals. If necessary the recreation authority may consider hiring staff in addition to the recreation director (i.e. programmer, administrative support, facility personnel).

Remember...

The recreation delivery system in Manitoba is a partnership between community based organizations, that may or may not have a primary focus on recreation and regional and/or provincial based organizations that support the delivery of recreation opportunities in communities and throughout the province.

The recreation director must be able to effectively work with paid staff and volunteers from all these groups.

NEED MORE HELP?

The Province of Manitoba has consultants available to assist recreation authorities with:

- ✓ Visioning
- ✓ Planning
- ✓ Restructuring
- ✓ Developing Priorities

Services are provided free of charge

Contact information can be found in Appendix A.

Your recreation authority may benefit by re-evaluating how it does business if...

The recreation director was working in the position for 3 years or less?

Yes No

- Frequent employee turnover may be an indication that the organization would benefit from examining it's operation. Poor productivity, morale and inefficient communication may be other indicators that an organizational review is in order.

The board is unclear about their mandate and the goals of the organization?

Yes No

- Programs and priorities change over time. Have the recreation authority's responsibilities changed? Is the recreation authority having trouble meeting the public's expectations? Do members have conflicting priorities for the organization? Development of a strategic plan that accurately outlines the recreation authority's goals for the future is a good first step in dealing with these issues.

You or a neighbouring community is proceeding with development of a recreation complex and/or you are responsible for aging infrastructure?

Yes No

- Whether you or a neighbouring community is currently constructing a new facility, renovating an existing building or hoping to build something in the future, construction of a new facility is an excellent time to analyze your operation and identify partnership opportunities. New facilities may require your recreation director to have specialized skills and/or experience that should be incorporated into the job description.

The partnerships of the recreation authority have changed?

Yes No

- When a partner joins your recreation authority or when a current partner leaves the partnership, expectations will change. How these changes affect the duties of the recreation director should be identified and any adjustments made to the job description prior to starting the hiring process.

You lack the capacity to deliver services at a desired level and reasonable cost?

Yes No

- Several factors may impact a recreation authority's ability to operate at a desired level. Rising operational costs, an increase and/or decrease in population and the need for employees with specialized skills may require that adjustments be made to daily operations.

Other organizations are looking for support?

Yes No

- Does another organization have available funding but lack the leadership needed to meet their goals? Does your organization have the human resources available to assist other community groups? Are volunteer organizations looking for specialized skills and/or training (i.e. rinks)? Is there any other organization offering similar services in the community? Perhaps a partnership or amalgamation would serve both organizations' needs.

If you answered YES to any of the questions listed above, your recreation authority would benefit from re-evaluating how it does business before proceeding with hiring a new recreation director.

Call your local Recreation and Regional Services Office for assistance in determining your next steps (Appendix A).

STEP 2: RECRUITING FOR THE POSITION

2.1 Develop a Job Description

A job description that clearly outlines the duties and responsibilities of the recreation director is the foundation of the employment process. A well researched and developed job description can be used as the basis for personnel recruitment, job advertisements, candidate selection, training and future performance appraisals.

A job description usually includes the following components:

- A **general description of the job** including the purpose of the job and basic functions.
- Identification of the **immediate supervisor and reporting structure**.
- A list of specific **responsibilities and tasks**.
- **Knowledge, Skills and Abilities (Core Competencies)**: Job descriptions should outline the minimum qualifications necessary for the job including the core competencies of the position that could be gained through education and experience. Other qualifications could include specific licensure requirements (i.e. arena operator license) and completion of criminal record and child abuse registry checks.
- **Other: Hours of Work**. Due to the nature of the recreation business, it is very important that the job description identifies the recreation authority's expectations regarding evening and weekend hours of work. Also important will be identifying if the candidate will be required to use their personal vehicle for business purposes and any other **Working Conditions** the recreation authority may have.

Can one person do the job?

Preparing a job description and writing down the various tasks and responsibilities will reveal whether or not the job is realistic for one person.

Although a job description cannot outline every task assigned to a particular job, it should be an accurate summary of the position and should leave room for additional assignments if needed.

See Appendix B for sample job descriptions.

2.2 Job Description Template

When developing a new job description or reviewing the current job description the following template may be used. Organizations may also find it helpful to contact other communities for examples of job descriptions for similar positions.



Recreation Authority



Job Title: Fill in organization's job title.

Reports To: Fill in title that this position reports to.

Approved By: Job descriptions should be approved by the recreation authority.

Approved Date: Date job description is approved by the recreation authority.

Summary or Scope (*Basic purpose of the job*): Briefly outline the overall job responsibilities (50 words or less).

Duties and Responsibilities: List the top 8 – 10 major job duties in order of priority and frequency that must be performed by the employee. For ease of evaluating duties and responsibilities, these may be divided into functional areas such as Administration, Program Planning, Facility Operation, etc.

Other duties as assigned: Include expectations such as committee membership and/or involvement as appropriate.

Knowledge, Skills and Abilities (Core Competencies): List the educational requirements, knowledge, and technical skills required for satisfactory job performance. These should be measureable and, if well developed, can be used as the basis for future performance evaluations.

Working Conditions: The unavoidable, externally imposed conditions under which the work must be performed including the frequency and duration of occurrence of physical demands, environmental conditions, mental demands.

Signature:

A signed copy of the job description should be placed in the employee's personnel file as a means of recording that the employee understands their job duties.

Core Competencies

are the personal attributes or underlying characteristics, which combined with education and technical or professional skills, enable the delivery of a job.

Remember...

Job descriptions should be reviewed yearly to ensure they accurately reflect the job duties required and being performed.

Sample Job Description Wording

Listed below are options for each category. Recreation authorities may choose to select items that reflect the requirements of their position and should not select all choices listed but only their priorities.

Job Descriptions are typically 1 – 2 pages in length (See Appendix B).

Job Title:

- Recreation Director
- Leisure Services Manager
- Recreation and Wellness Coordinator
- Director of Recreation Services

Reports to:

- Chair, Recreation Authority
- Chief Administrative Office

Summary or Scope:

The *(Job Title)* is responsible for...

- planning, implementing, and managing a broad range of community recreation services and facilities; encouraging maximum community involvement and coordination with other community organizations.
- directing the development and implementation of recreation programs and the operation and maintenance of recreation facilities to fulfill community leisure requirements in accordance with policies set by the recreation authority.
- planning, organizing and promoting recreation activities and special events for the *(Name of Community or Recreation Authority)*.

Duties and Responsibilities (by functional area)

- Depending on the responsibilities of the recreation authority, the recreation director **may not** have duties in all areas.

Program and Special Event Planning

- Plans and develops recreation programs in order to ensure that activities and events are made available for all community members.
- Ensures the collection of data necessary for the assessment of sport, recreation, and leisure needs and interests in the community and recommends changes to programs or service provision and related policy.
- Facilitates and assists with the provision of recreation programs and special events by community organizations. *Note: organizations may wish to list specific committees that the recreation director is expected to be involved with.*
- Ensures the development and/or implementation of assigned special events such as Canada Day, etc.
- Ensures that all programs and activities are implemented according to relevant legislation, policies and procedures.
- Researches sport and recreation programs, trends, funding sources and project requirements.

Facility Operation

- Directs the construction, maintenance, upkeep, and repair of parks and recreation facilities.
- Ensures the provision of safe parks and recreation facilities including compliance with applicable statutes and regulations.
- Maintains inventory of operating supplies and equipment.
- Schedules parks and recreation facilities projects in accordance with annual plans and daily maintenance requirements.
- Conducts safety and maintenance inspections of facilities. Maintains maintenance logs as required.
- Coordinates and negotiates contracts with outside organizations servicing or using recreation facilities. Ensures payment is received or paid as required.

Financial Management

- Prepares capital and operating budgets for the provision of recreation facilities and services.
- Monitors approved expenditures within budget.
- Prepares statistical and costing reports as required.
- Evaluates and reviews budget reports as appropriate; creates yearly spending plan for all budget accounts; keeps appropriate records of organizational spending and tracks it against spending plan; reallocates resources as organizational change occurs.
- Regularly analyzes budget data to identify trends and improve cost effectiveness of organizational processes and practices; gathers and organizes credible data to make a business case for changes and additional resources.
- Reviews, approves and performs, where necessary, various account and financial control procedures.
- Establishes fees and honorariums for programs and events.

Human Resource Management (staff/volunteer)

- Directs and monitors staff in the performance of their tasks in accordance with policy and Manitoba labour laws. Carries out disciplinary action as necessary.
- Plans, assigns, supervises and evaluates the work of full, part time, casual and contract employees providing supervision, leadership and appraisal of job performance.
- Identifies and facilitates appropriate opportunities and support for leadership development of community volunteers and those involved in program delivery in the community.
- Develops and implements the recreation authority's volunteer management program; providing a comprehensive and coordinated approach to volunteer recruitment, orientation, training, retention, recognition and evaluation.

Duties and Responsibilities Continued

Relationship Building

- Receives and responds to inquiries and complaints from the public, recreation authority members, other communities, etc.
- Facilitates effective communication between community members and the recreation authority in response to changing needs.
- Develops and fosters relationships with all levels of government, community stakeholders and the public.
- Develops and maintains relationships with community, regional and provincial organizations to ensure coordination and for the optimum use of resources.
- Facilitates effective communication between municipal and regional organizations, the recreation authority and others to exchange information of mutual interest.

Funding Development

- Applies on behalf of the recreation authority for operating grants and other funding opportunities.
- Assists community groups to identify grants and resources and assists with the application process where needed.
- Researches available funding opportunities and prepares funding proposals.

• • •
**Don't forget to include
"other duties as assigned"**
• • •

Administration

- Maintains knowledge of current theory and practice of community recreation.
- Attends recreation authority meetings and other meetings as required.
- Coordinates the assessment of community needs to develop appropriate recreation services by staff, volunteers and outside agencies.
- Registers the public for recreation programs and special events and/or facility rentals by mail and in person.
- Responsible for daily operation of all components of the recreation offices (reports, files, correspondence, etc.).
- Keeps local government councils updated on recreation activity within the district.
- Prepares and presents policy recommendations to the recreation authority regarding facilities and services.
- Prepares monthly reports summarizing activity for the reporting period.
- Maintains database for customer service information ensuring proper safekeeping of records and personal information.
- Ensures proper safety standards for employees, facility users and program participants are maintained.

Promotion and Marketing

- Promotes recreation programs in order to ensure that residents are aware of available opportunities and activities.
- Prepares promotional material and develops marketing strategies to ensure the public is aware of the programs and services available.
- Promotes programs and services along with volunteer and leadership opportunities and provides training as required to meet the recreation needs of the community.

Knowledge , Skills and Abilities:

- These skills and knowledge can be gained from a combination of formal education, work or volunteer experience and personal characteristics.

Knowledge

The *(Job Title)* must have demonstrated knowledge in the following...

- Recreation and leisure program administration, management and delivery
- Relevant legislation, policy and procedures
- Special event planning
- Volunteer training, development and recognition
- Diversity awareness
- Financial management
- Recreation delivery system in Manitoba
- Management and operation of recreation facilities

Skills

The *(Job Title)* must demonstrate the following skills...

- Sound organizational skills
- Oral and written communication skills
- Analytical and problem solving
- Effective public relations and public speaking
- Stress management
- Decision making
- Time management
- Strategic planning
- Computer skills
- Facilitation and planning
- Leadership skills to empower others

Abilities

The *(Job Title)* must demonstrate the following personal attributes:

- Work with little supervision
- Display tact and discretion
- Maintain effective working relationships
- Ability to adapt to changing priorities
- Respond to situations as they arise with minimal supervision

Education and Experience:

- A degree or diploma in recreation and experience in a municipal recreation position is preferred.

Working Conditions:

- The *(Job Title)* is expected to supervise, oversee and monitor recreation programs and special events in all weather conditions. He/she will be expected to lift, carry and manage equipment and supplies as deemed appropriate.
- Travel using a personal vehicle is a requirement of the position.
- The *(Job Title)* will be required to exchange information requiring discussion and understanding with members of the public on a regular basis. Tact and discretion will be required to deal with or settle requests or complaints.
- The *(Job Title)* may work in a number of facilities and/or communities and may have to manage a number of people and projects at one time. He/she must be aware of all recreation programs and facilities in each community and any relevant operating policies and procedures in each area.
- The *(Job Title)* may have to work irregular or long hours at a time to complete special events or to participate in or coordinate evening and weekend activities. **Evening and weekend work is required on a regular basis.**
- The *(Job Title)* may find the working environment to be busy, noisy and will need excellent organizational, time and stress management skills to complete the required tasks. They may be interrupted frequently to meet the needs and requests of the community.

Need more help?

Contact the Recreation and Regional Service office nearest you.

See Appendix A

2.3 Hiring Committee

Each recreation authority should have a hiring or personnel committee. This committee may be an ad hoc committee formed only for the purpose of hiring the recreation director or may be a permanent standing committee responsible for ongoing human resource management.

This committee will be tasked with:

- Recruiting for the position
- Interviewing applicants
- Checking references

Once the committee has found a suitable candidate they will bring forward their recommendation for consideration and approval by all recreation authority members. When the hiring committee's selection has been approved by all members of the recreation authority the committee will:

- Negotiate the job offer
- Ensure the new director receives a thorough orientation to the job and community.

Remember...

The recreation authority's hiring or personnel committee is also responsible for ensuring the recreation director receives regular (yearly) performance reviews.

Successful Hiring Committees...

- ✓ Have a clearly defined mandate
- ✓ Are comprised of 3 to 5 members
- ✓ Do not have a conflict of interest or any *perceived* conflict of interest in the community.

Members may include:

- Recreation authority members/volunteers with human resource skills and experience
- Town/RM Chief Administrative Officer or Band Administrator
- Province of Manitoba Recreation and Regional Services staff member or Aboriginal and Northern Affairs Recreation and Wellness Development Consultant
- Community Elder

2.4 Advertise the Opportunity

Getting your job posting to the right people will be the key to your success in recruiting a suitable candidate.

Typically qualified candidates can be found

- **Within the organization:** Is there someone currently working or volunteering with the organization that has the skills and experience to assume the role of recreation director? Promoting from within the organization has several positive benefits and can be very motivating for other staff members.
- **Other recreation commissions or departments:** Qualified people may be recruited from other communities. These individuals have the experience and knowledge of the recreation sector and may be able to assume the duties easily.
- **Other Provinces:** Consider whether recruiting from a neighbouring or other province is an option.
- **The Private or Non Profit Sector:** Qualified individuals may include volunteer administrators, economic or community development professionals, public or business administration professionals, and university or college graduates working in the public or private sector.

● ● ●

Job Advertisements
An effective advertisement highlights the key responsibilities of the position and will encourage an interested person to apply.

● ● ●

The Job Advertisement

If the recreation authority has reviewed the job description and determined the priorities of the position, they should have a clear idea of their needs.

In addition to notifying potential candidates of the available position, advertisements will also be used as a decision making tool in the assessment making process. A well written job advertisement can be an excellent way of marketing the organization and will set the tone for the hiring process.

Job Advertisements should include information from the job description that is presented in a way that will appeal to prospective employees.

Consider including the following:

- ✓ **Job Title:** Include the title of the open position. Remember that job titles often help communicate the scope of responsibility.
- ✓ **Position Description:** Use this opportunity to outline the key duties of the position and excite the reader about what they will be doing if they are the successful candidate. It is important to note that job titles may differ from organization to organization for the same job functions, so the position description will assist prospective candidates in learning more about the position.
- ✓ **Knowledge, Skills and Abilities:** What skills, education, and experience would the hiring committee expect the successful candidate to have? What are the required and preferred qualifications that the hiring committee is willing to accept? Advertisements should include the required and preferred academic, professional and work experience that is required for the position.
- ✓ **What the organization offers:** What separates your recreation authority or community from the others and would entice someone to want to join your organization? Remember salary is only one factor individuals consider when pursuing career opportunities. Information could include the facilities, personnel or other areas that may be of interest to prospective candidates.
- ✓ **Salary:** Mentioning salary is important and may save the hiring committee valuable time. If the salary is competitive with other organizations, it may help to attract qualified candidates. If the recreation authority does not have flexibility in the wage it is able to offer, then stating the salary in the job advertisement will discourage potential candidates from applying who are not prepared to accept the position at the current rate of pay.
- ✓ **Respond To:** Include contact names, phone numbers, physical and e-mail addresses, and internet links for candidates to obtain more information about the position. Be sure the contact person included in the advertisement is familiar with the position and will be able to answer any questions received. If the recreation authority has specific requirements for candidates to follow (i.e., no phone calls, attach résumé, include references), this information should be included in the advertisement.

See Appendix C for sample job advertisements.

Salary and Benefits

The **Westman Recreation Practitioners Association** has developed an Employee Classifications and Wage Scale resource that may be used as a tool to determine appropriate compensation rates based on the job duties and experience of the recreation director.
See Appendix D.

Recreation authorities may also contact other communities to ensure that the compensation package offered is competitive with other centres.

The **Manitoba Municipal Employees Benefit Program (MEBP)** provides pension, insurance and disability income services to employees of Manitoba municipal and quasi-municipal organizations such as recreation authorities. For more information call toll-free 1-800-432-1908

Sample Job Advertisement



LOGO

Recreation Director XYZ Recreation Commission

The XYZ Recreation Commission is accepting applications for a Recreation Director. This management position reports directly to the Chief Administrative Officer.

The Recreation Director is responsible for planning, implementing, and managing a broad range of community recreation services and facilities; encouraging maximum community involvement and coordination with other community organizations.

A post-secondary education in recreation with a minimum of three years experience in a local government environment is required. This experience shall include personnel management, recreation facility management and program planning. Excellent leadership skills and an ability to effectively communicate with the public, council and staff are necessary. The use of a vehicle for business purposes is required.

Our Town is a progressive community with excellent educational, medical, professional, recreational, and commercial services. The XYZ Recreation Commission offers a competitive salary and full benefits and pension package.

Qualified candidates are invited to submit resumes by *(Date/Time)* stating experience, education, related work references, and all other pertinent data to:

XYZ Recreation Commission, Box 00, Our Town, Manitoba, R0H 0X0

More information about Our Town and detailed information about this exciting opportunity can be found at ourtownrecreation.ca.

We thank all applicants for their interest; however, only those candidates being considered for an interview will be contacted.

2.5 Where to Advertise

Advertising can be expensive so choosing a location to advertise that will result in the best pool of candidates to select from is important. Consider advertising in the following:

Newspapers: Local and regional newspapers as well as newspapers that have a large distribution such as the *Winnipeg Free Press*. The content may be adjusted based on cost. To maximize space, include a website address where the detailed advertisement can be found.

Websites: Posting the position on the recreation authority's website and the town, RM or band website is an excellent way to reach a large number of people very economically. By using targeted websites that are visited by recreation professionals, you can be sure that your advertisement is reaching qualified individuals. Suggested websites include:

- Recreation Connections Manitoba: www.reconnections.com
- Sport Manitoba: www.sportmanitoba.ca
- Manitoba Aboriginal Sport and Recreation Council: www.masrc.com
- Association of Manitoba Municipalities (AMM): www.amm.mb.ca
- Physical Activity Coalition of Manitoba (PACM): www.pacm.ca
- Manitoba Fitness Council: www.manitobafitnesscouncil.ca
- Other provincial recreation organizations such as:
 - Saskatchewan Parks and Recreation Association (SPRA): www.spra.sk.ca
 - Ontario Recreation Facilities Association (ORFA): www.orfa.com

Job Sites: Using the government of Canada jobbank (www.jobbank.gc.ca) or local job sites is another excellent way of reaching a wide range of people. Sites such as workopolis.com or monster.ca are another means of advertising openings.

Publications: Do you publish an e-newsletter, brochure, or other promotional materials? Can you post your opportunity in another organization's news bulletin?

Word of mouth: Talk to people in other municipalities, other recreation departments, your local regional recreation consultant, or other community organization. They may know of someone who is perfect for the job! Want to extend your reach? Try using Facebook, LinkedIn and Twitter.

Be sure to ask your local province of Manitoba regional recreation office and Recreation Connections Manitoba to advertise the opportunity for you.

Posters: Post the job advertisement in locations throughout the community. The recreation centre, library, or a popular restaurant may have a location to post items of local interest.

An **executive search company** may be an option if the budget permits.

STEP 3:

SCREENING APPLICANTS & CONDUCTING INTERVIEWS

3.1 Review the Applications

Once the application deadline has passed and the hiring committee is no longer accepting applications, all of the resumes will need to be reviewed to determine which applicants the committee would like to interview.

Applications should be assessed on the pre-determined core competencies (knowledge, skills, and abilities) that the committee has identified as being essential to the position. Only those individuals with these skills and applicable experience should be contacted for an interview.

Typically committees will interview the top 3 – 5 candidates. If a suitable applicant is not found after meeting with these individuals, then the committee can proceed to meet with the next candidates from the list.

Hiring Committees should not screen applicants based on their personal knowledge of an individual but should use the information provided in the application.

Sample Screening Checklist

Each hiring committee member should evaluate the applications based on the characteristics the committee has previously identified as important for the position. Development of a chart will ensure that the most promising applicants are contacted for an interview first. See example screening checklist below based on job advertisement from page 23.

Required Competencies <ul style="list-style-type: none">• <i>From job advertisement (pg 19)</i>• <i>Change to reflect job advertisement</i>	Applicant #1	Applicant #2	Applicant #3	Applicant #4	Applicant #5
Relevant Education/Certification					
Work/Volunteer Experience					
Personnel Management					
Recreation Facility Management					
Program Planning					
Leadership Skills					
Communication Skills					
Use of a Vehicle					

3.2 Develop Interview Questions

The job interview is a critical component of the hiring process. Well developed interview questions will provide the hiring committee with a basis to assess the candidate's ability to perform the job successfully. They will also assist in determining if the person will be a good fit for the organization and the community.

Extensive research has been conducted on the type of questions to ask and there are excellent resources available for those who wish to gain more knowledge in this area. All interview questions and/or processes should strive to reveal a candidate's technical skills, knowledge, behaviours, and key motivators.

Once the committee has determined the key priorities for the successful candidate and the skills, knowledge and experience needed, the hiring committee can develop interview questions that will allow the candidate to demonstrate their abilities. For example, if one of the key duties of the recreation director will be operating a recreation centre, then the hiring committee must ensure that questions specific to facility operation are asked during the interview. This will allow candidates to exhibit their knowledge, training, and experience in operating facilities.

The Canadian Human Rights Commission identifies some questions that are not permitted to be asked at the interview. These may include questions about an applicant's:

- Religion
- Age
- Marital or family status
- Physical handicaps or health problems that might reveal handicaps or health conditions that are not necessarily relevant to job performance.

See Appendix E for a complete listing.

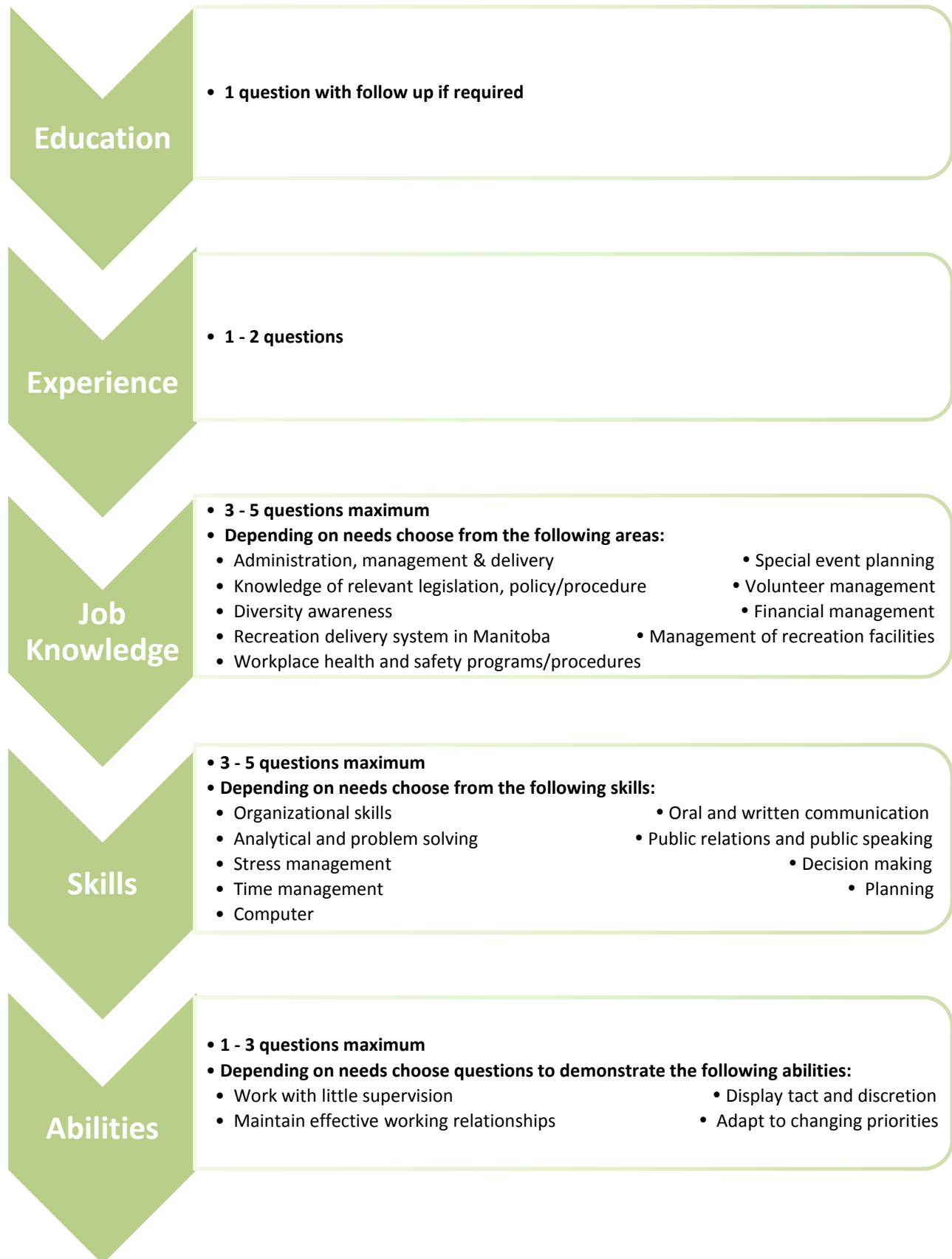
Interview questions should...

- relate to the core competencies identified as being important to the recreation authority in the screening questionnaire.
- allow the candidate to demonstrate their ability to perform the job duties outlined in the job description.

Interview schedules should...

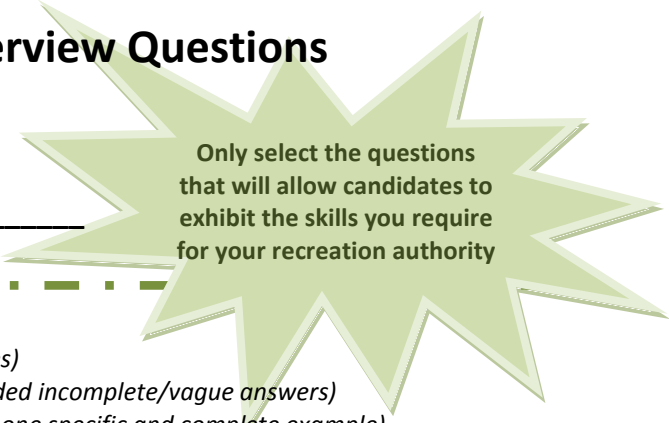
- be for 1 hour maximum.
- allow 10 – 15 minutes between candidates for committee review.

Interviews usually include questions about core competencies such as:



3.3 Sample Recreation Director Interview Questions

(with evaluation tool)



Candidate's Name: _____

Rate each core competency on a scale from 1 - 4.

- 1: *No Evidence of desired skill (could not provide specific examples)*
- 2: *Limited Evidence that candidate meets the desired skill (provided incomplete/vague answers)*
- 3: *Evidence that candidate meets the desired skill (provided only one specific and complete example)*
- 4: *Very strong evidence of desired skill (provided several specific and complete examples)*

Relevant Education/Experience	Score <input type="text"/>
<ul style="list-style-type: none">• Q1: Please tell us about your education in recreation or a related field. • Preferred Response:<ul style="list-style-type: none">• Preferred education: Bachelor of Recreation, Diploma of Recreation• Acceptable education: Bachelor of Physical Education, Bachelor of Arts, Bachelor of Administration, or equivalent combination of education and experience• Other Training: Volunteer Management Certificate, Event Management Certification, Arena Operator Certification	

Work/Volunteer Experience	Score <input type="text"/>
<ul style="list-style-type: none">• Q1: Please tell us how your work and/or volunteer experience has prepared you for this position. • Preferred Response:<ul style="list-style-type: none">• Specific experience in two or more job areas• Has worked for or has awareness of recreation authorities and their operations • Q2: Tell about an accomplishment in your last position you are most proud of and why. • Preferred Response:<ul style="list-style-type: none">• Responses will reflect attributes of a strong team player• Accomplishment has benefit to community	

Job Knowledge

Choose 3 – 5 questions that will allow the candidate to demonstrate the job knowledge critical for your position.

Recreation & Leisure Program Administration, Management and Delivery

Score

• **Q1: Please tell us about your experience in the municipal recreation environment.**

• **Preferred Response:**

- Has experience and provides specific examples of job duties, projects or responsibilities.

• **Q2: What do you see as opportunities in providing municipal recreation services in our community?**

• **Preferred Response:**

- Can provide examples specific to community. Answers may include changing population, funding, infrastructure, etc.

Knowledge of Relevant Legislation, Policy & Procedures

Score

• **Q1: Can you give one example of provincial or federal legislation that may impact a recreation authority? ...How?**

• **Preferred Response:**

- Privacy Laws, Employment Standards, Workplace Health and Safety, Power Engineers Act, etc.

• **Q2: Give an example of a how you made a change in a work-related procedure or process, why you made the change and the results.**

• **Preferred Response:**

- Can provide a specific relevant example.

Special Event Planning

Score

- **Q1: Can you tell us about a special event that you were involved with and your role?**

- **Q2: If you could do one thing differently at this event, what would it be and why?**

- **Preferred Response:**
 - Demonstrated leadership, planning skills.
 - Demonstrates creativity through awareness of ways event was successful and/or opportunities for improvement.
 - Can identify what attributes are needed for special event planning.

Volunteer Management

Score

- **Q1: Please tell us about your experience supervising volunteers.**

- **Preferred Response:**
 - Demonstrated experience and/or training.

- **Q2: Name two reasons why a volunteer may stop volunteering with the recreation authority and what steps the Recreation Director could take to keep this from happening.**

- **Preferred Response:**
 - Lack of interest, non challenging job duties, conflict with supervisor and/or other volunteer.
 - Recreation Director should find new experience and/or mediate conflict.



Remember...

In order to evaluate candidates fairly and accurately, each person must be asked the same series of questions



Recreation Delivery System in Manitoba

Score

• **Q1: What challenges and/or opportunities are there in recreation delivery in Manitoba?**

• **Preferred Response:**

- *Opportunities:* increased awareness of benefits of recreation, investment in recreation facilities.
- *Challenges:* low funding, lack of leaders, public expectations.

• **Q2: How do you stay attuned to new recreation trends, programs or operating procedures?**

• **Preferred Response:**

- Connect with professional association; Recreation Connections Manitoba.
- Attend local recreation director meetings, workshops and conferences.
- Contact local recreation and regional services staff (province of Manitoba).

Management & Operation of Recreation Facilities

Score

• **Q1: In your opinion, what is the most important consideration when operating a recreation facility?**

• **Preferred Response:**

- Public Safety, community access and use, capital and operating budget implications.

• **Q2: Tell us about the steps you would take to develop and implement a facility maintenance plan.**

• **Preferred Response:**

- Identifies required tasks and timeline, equipment required, budget and human resource implications.

• **All Responses:**

- Demonstrate knowledge of techniques, skills, equipment, procedures and materials.
- Candidate applies knowledge to identify issues/opportunities.

Diversity Awareness

Score

- **Q1: How do you value the differences that employees/volunteers bring to the job?**

- **Q2: How have you adapted your programs to the changing demographics in the community?**

- **Preferred Response:**
 - Treats all people with respect, values diverse perspectives, treats others fairly.
 - Seeks and considers diverse perspectives and ideas, consults with community.

Financial Management

Score

- **Q1: What steps do you take when developing an operating budget for an organization (or event)?**

- **Q2: What tools could you use to track expenses and income for your organization?**

- **Preferred Response:**
 - Analyzes budget data.
 - Provides specific examples of experience developing and tracking budgets such as spread sheets, cash flow statements, financial statements.

Workplace Health & Safety Programs and Procedures

Score

- **Q1: Please tell us your understanding of the role of the workplace health and safety committee.**

- **Preferred Response:**
 - Ensure that workers and workplace is safe; prevent accidents.

- **Q2: As the Recreation Director, what steps would you take to ensure that the required workplace health and safety procedures are developed and adhered to?**

- **Preferred Response:**
 - Contact provincial workplace health and safety, ensure compliance, lead by example, regular meetings and training.

Skills

Choose 3 – 5 questions that will allow the candidate to demonstrate the skills you require for your position.

Sound Organizational Skills

Score

- **Q1: Tell us about a time when you used your organizing and scheduling skills to create a productive work environment.**

- **Q2: Give us an example of a project you were given and how you accomplished it.**

- **Preferred Response:**
 - Anticipates obstacles and strategizes ways to overcome them.
 - Develops short and long range plans
 - Identifies resources (financial, people and other) needed to accomplish objectives

Oral & Written Communication Skills

Score

- **Q1: How do you communicate with others?**

- **Q2: Tell us about a time when someone returned one of your reports because they didn't understand it. What did you do?**

- **Preferred Response:**
 - Expresses oneself in a clear, concise manner.
 - Appears knowledgeable and confident in communicating information.
 - Is sensitive to the communication levels required by different audiences.

Analytical and Problem Solving Skills

Score

- **Q1: Tell us about a time you were asked to evaluate a situation and recommend a new approach. What factors did you take into consideration?**

- **Q2: Give me an example of a work problem that you anticipated and resolved.**

- **Preferred Response:**
 - Identifies the existence and cause of a problem.
 - Brainstorms potential solutions and evaluates alternative courses of action.
 - Identifies key people involved in evaluating solutions to problem.
 - Implements solutions and evaluates results.

Decision Making Skills

Score

• **Q1: Give us an example of a good decision you made in the last six months. What were the alternatives and why was it a good decision?**

• **Q2: Tell us about a time you involved others in the decision-making process.**

• **Preferred Response:**

- Weighs alternative courses of action and makes decisions that reflect factual information based on logical assumptions that take organizational resources into consideration.
- Is willing to take action, even under pressure, criticism or tight deadlines.
- Involves subordinates, recreation authority, and others in making decisions as appropriate.

Time Management Skills

Score

• **Q1: What methods or techniques do you use to manage your time?**

• **Preferred Response:**

- Utilizes 'to-do' list, calendar or some type of planning tool.

• **Q2: How do you prioritize your workload?**

• **Preferred Response:**

- Resolves conflicting priorities and accomplishes work on time without compromising accuracy. Asks for supervisor's input where needed.
- Maintains a balance and awareness of status of all projects.
- Able to determine project urgency in a practical way.

Public Relations and Public Speaking Skills

Score

- **Q1: What tools would you use to keep the public informed of the activities of the recreation authority?**
- **Preferred Response:**
 - Lists specific tools to be used (i.e. posters, newspaper, radio, newsletter, etc.)
- **Q2: Tell us about a time when a presentation did not go well and how you dealt with it.**
- **Preferred Response:**
 - Identifies opportunities for improvement.
 - Exhibits self awareness of strengths and weaknesses.
 - Shows sense of humour.

Stress Management Skills

Score

- **Q1: Give us an example of a work project or situation that you have been frustrated with and how you dealt with it.**
- **Preferred Response:**
 - Hiring committee will need to determine if example given will affect job performance significantly.
- **Q2: Describe what you do to maintain a healthy work-life balance.**
- **Preferred Response:**
 - Is sensitive to the impact the job may have on self.
 - Develops several approaches to dealing with issue such as scheduled time off, hobbies or exercise/wellness regime.

Abilities

Choose 1 - 3 questions that will allow the candidate to demonstrate his/her abilities you require for your position.

Work with Little Supervision (*Ability*)

Score

- **Q1: Explain a project you undertook on your own initiative that made a major impact on your organization. What prompted you to initiate it and what steps did you take to accomplish it?**

- **Q2: Give us an example of a time when you had to ask your supervisor for assistance on a situation or project.**

- **Preferred Response:**
 - Actively seeks solutions to problems/situations before being asked or directed.
 - Seeks additional job responsibilities and looks for new ways to contribute to the organization.
 - Implements decision and evaluates results.
 - Understands and operates within given authority.
 - Notifies supervisor of problems in a timely manner.

Display Tact & Discretion (*Ability*)

Score

- **Q1: Give me an example of a difficult situation you encountered with another staff member that you need to work with regularly and how you resolved it.**

- **Q2: Give an example of a performance issue in your organization and how you managed it.**

- **Preferred Response:**
 - Has awareness of impact of his/her behaviour on others. Open to constructive feedback.
 - Tactfully addresses issue with individual involved.
 - Able to define boundaries around work situation.
 - Proposes ways to work better together.
 - Able to present options that will move the situation forward positively.

Planning Skills (*Ability*)

Score

• **Q1: What kinds of project planning and administration are you involved in at your current position?**

• **Preferred Response:**

- Provides detailed examples of involvement in planning activities.

• **Q2: What steps would you take to develop a community recreation plan?**

• **Preferred Response:**

- Identifies key individuals to be involved with plan (i.e. recreation authority, council, health authority, user groups, etc.).
- Organize planning meeting to determine first steps.
- Contact Province of Manitoba Recreation and Regional Services (See Appendix A) for assistance and/or use of the Community Recreation Planning Resource.

Computer (*Ability*)

Score

• **Q1: Describe your previous experience working with computer applications. Please specify what software packages you have used and how you have used them in your work.**

• **Q2: What computer courses/training have you taken?**

• **Preferred Response:**

- Provides specific, current examples:
 - Word: preparation of letters, minutes, basic posters
 - Excell: spreadsheets
 - PowerPoint: presentations
 - Outlook: email/calendar
 - Extra: website/web page design, Publisher or other design software, electronic newsletters.

Maintain Effective Working Relationships (*Ability*)

Score

- **Q1: Tell me about a time you were able to adapt to a difficult-to-deal-with volunteer, co-worker or employee.**

- **Q2: Explain a situation where you adapted your behaviour and communication style to gain co-operation on a team project.**

- **Preferred Response:**

- Remains open-minded and changes opinions on the basis of new information.
- Exercises a professional approach, listens well, explains reasoning behind own opinions, asks questions to gain understanding.
- Displays tact and discretion in answers.

Adapt to Changing Priorities (*Ability*)

Score

- **Q1: How do you handle interruptions to ensure that you complete your projects on time?**

- **Q2: Describe a time in your current job when your boss assigned you a rush project even though you had other important priorities at the time. How did you feel and what was your response?**

- **Preferred Response:**

- Controls interruptions, prioritizes daily work schedule.
- Recognizes and responds to unanticipated events and requirements. Willing to do what is necessary to get the desired results.
- Copes successfully with unexpected events; able to manage transition from task to task effectively.
- Exhibits a “can-do” approach.

Other Possible Interview Questions

- **Q1: If you were the successful candidate, when would you be available to start?**
- **Q2: Do you have a valid driver's license and access to a vehicle that can be used for work purposes?**
- **Q3: If you were the successful candidate, what priorities would you set for yourself during the first 6 months in this position?**
- **Preferred Response:**
 - The hiring committee will need to determine if the candidate's responses will meet the recreation authority's needs.

**The Hiring Committee
should meet in advance to
determine how they will
conduct the interview**

3.4 Conducting the Interview

A well organized interview ensures that the hiring committee gets the information they require to make a decision and makes the best use of the committee's time.

Typically, interviews are divided into the following components:

Introduction

(5 – 10 minutes)

- **Build Rapport (2-5 minutes):** Introduce yourself and the other committee members and try to make the candidate comfortable and relaxed. Make “small talk” as you settle into the interview setting.
- **Provide Background Information (3-5 minutes):** Give the candidate background information about the position and the recreation authority.
- **Communicate Expectations (1 minute):** Review the interview process that the committee has agreed upon. Inform the candidate that you will be asking questions first and will be recording their answers. Explain that there will be time for the candidate to ask questions at the end of the interview.

Interview Questions/Answers

(15 – 40 minutes)

- Based on the core competencies identified, ask questions to get the candidate to demonstrate their knowledge, skill and abilities.
- Ask open ended questions to encourage the candidate to do most of the talking. If necessary, ask the candidate to clarify and/or elaborate on a question. **Remember your objective is to find evidence that a candidate has the skills needed to do the job.**
- Be sure to take good notes as they will be used to evaluate the candidates later.

Interview Close

(5 – 10 minutes)

- **Communicate Next Steps:** Candidates will want to know the next steps of the interview process and when they will hear from you. Let them know your process and, if necessary, ask them for references. If the successful candidate will be required to successfully complete a criminal record and/or child abuse registry check as a condition of employment this is a good opportunity to share this information.
- **Candidate's Questions:** Leave enough time to answer any questions the candidate may have. This is an excellent time to sell the organization and will ensure each candidate leaves with a positive impression of the recreation authority.

STEP 4: Checking References & Making the Job Offer

4.1 Evaluating the Interview

During each interview, hiring committee members should take detailed notes of each candidate's responses. This information can be transferred to an interview evaluation sheet that will allow the committee to accurately assess each person's suitability for the position. Each committee member should complete the evaluation separately and then review the results as a group.

Master Interview Evaluation Tool

After each committee member has submitted their interview scores as recorded on the interview question sheet, all scores should be tabulated. Based on the highest score of all candidates, the hiring committee should proceed to the checking references stage of the interview process for that candidate.

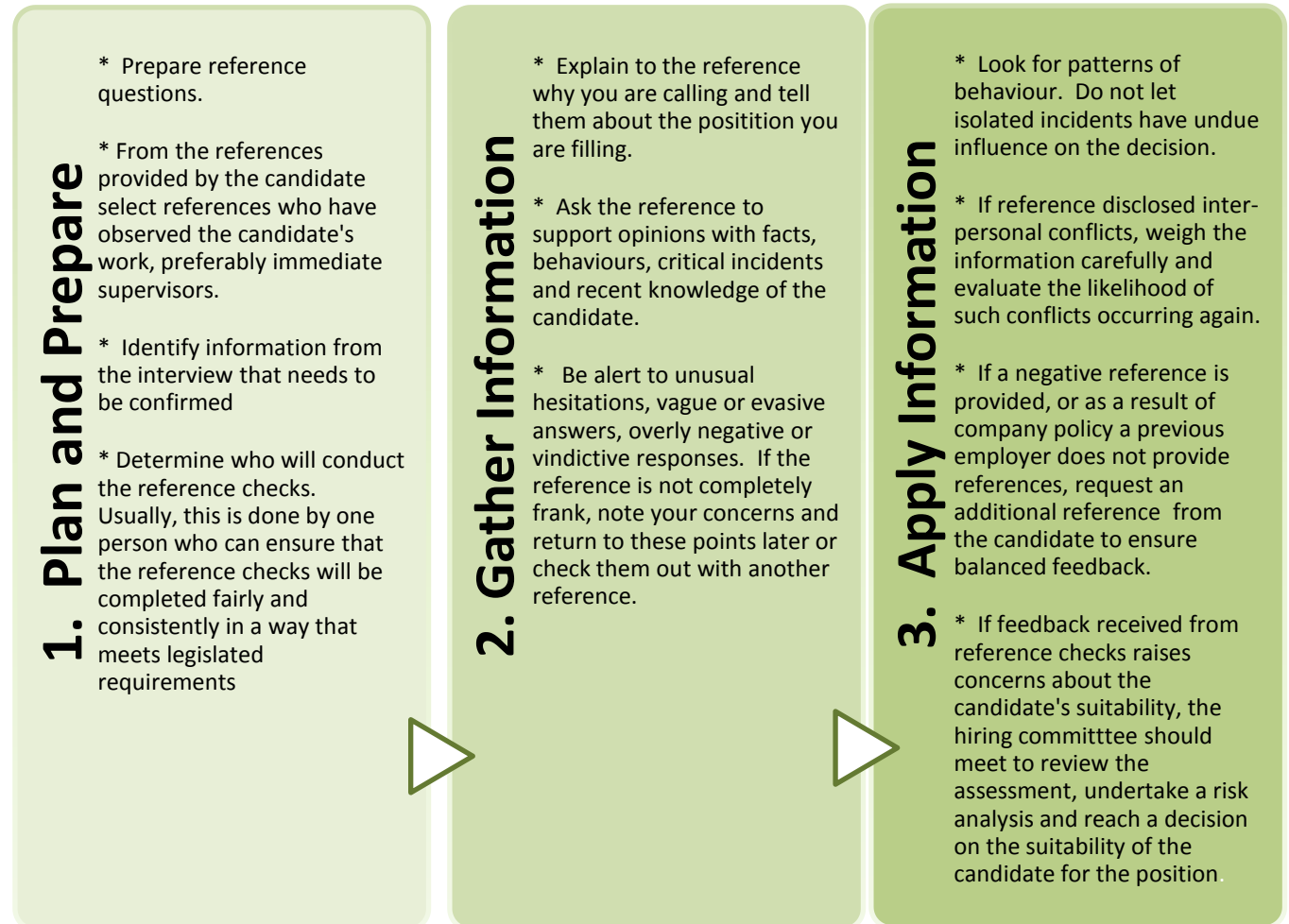
Enter Candidate's Score

Selection Criteria	Applicant #1	Applicant #2	Applicant #3	Applicant #4	Applicant #5
<ul style="list-style-type: none"> • From job advertisement (pg 23) • Change to reflect job advertisement/job description 					
Required Knowledge Skills and Abilities					
<i>Relevant Work/Volunteer Experience</i>					
<i>Personnel Management Knowledge</i>					
<i>Recreation Facility Management Knowledge</i>					
<i>Program Planning Skills</i>					
<i>Leadership Skills</i>					
<i>Communication Skills</i>					
<i>Use of a Vehicle</i>					
Preferred Knowledge Skills and Abilities					
<i>*As determined by committee prior to interview</i>					
<i>Ability to adapt to changing priorities</i>					
<i>Financial Management Skills</i>					
<i>Knows Manitoba's Recreation Delivery System</i>					
Total Score					

4.2 Check References

Checking references is an opportunity for the hiring committee to verify the information provided at the interview. Candidates should be prepared to provide three references; two of which should be from previous employers. Typically, family members are not considered appropriate references.

Process for Conducting Reference Checks




Did you know?

- *The Manitoba Personal Investigations Act mandates that the candidate's consent is required before conducting reference checks with persons other than those listed on the candidate's resume.*
- *References are a matter of **record** and must be documented in the competition file. Under the Freedom of Information & Protection of Privacy Act, a candidate can access this record and obtain a copy of reference information.*

Sample Reference Questions:

Not all of the questions will apply to each candidate

1. In what capacity do you know *(name of candidate)*?
2. What is your opinion of *(name of candidate)*'s skills in terms of their ability to deliver recreation programs within their current position?
3. Did *(name of candidate)* supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe *(name of candidate)*'s management style?
4. How did *(name of candidate)* handle conflict? How about pressure? Stress?
5. Did you evaluate *(name of candidate)*'s performance? Can you speak to his/her strong and weak points? What was noted as needing improvement during this performance review?
6. What was *(name of candidate)*'s biggest accomplishment while working for your organization?
7. Can you describe his/her experience working as a member of a team?
8. Is there anything I haven't asked that you would like to share with me?
9. If you had the opportunity, would you re-hire *(name of candidate)*?



Remember...
document the
reference results!

Criminal Record and Child Abuse Checks

Completion of criminal record and child abuse checks are not a requirement of the hiring process. However since the recreation director, through their work responsibilities, is frequently in contact with children and is responsible for public resources, it is recommended that candidates be required to complete criminal record and child abuse checks as a condition of employment.

Contact your local RCMP or police detachment for more information.

4.3 Negotiate the job offer

Now that you have determined which candidate you would like to hire, making the offer of employment is the final step. The successful candidate should be contacted by phone or in person and a formal letter of offer should be sent to the candidate once they have accepted the position. Unsuccessful candidates should be informed of the committee's decision as soon as possible after the successful candidate has accepted the position and signed the letter of offer.

The committee should be prepared to negotiate the following as their authority permits:

- Salary and benefits
- Vacation allowance
- Overtime and mileage rates
- Start date
- Hours of work
- Work location

The **Letter of Offer** should include the following details:

- Start date; including time and work location
- Starting salary and hours of work
- Immediate supervisor
- A place for the candidate to sign and formally accept the position

Included with the letter of offer should be a copy of the recreation authority's current personnel policy that outlines the specific conditions of employment.

Sample Letter of Offer:

**Make two copies on organization letterhead*



XYZ Recreation Authority

Date

Candidate's Name and Mailing Address

Dear (Name of Candidate):

Re: (Job Title) Position

This will confirm your selection to the position of (Job Title) with the XYZ Recreation Authority. Your start date will be (m/d/yr) under the following terms of employment:

- *Start date of employment: Date, time, location*
- *Probation: Six months from your start date subject to extension by the recreation authority at their sole discretion.*
- *Salary: _____*
- *Benefits as outlined in the enclosed personnel policy.*
- *Your supervisor will be (Name of Supervisor and Title).*

If you are in agreement with the above terms of employment, please sign both copies of the letter and return one to the undersigned as soon as possible.

If you have any questions concerning this offer, please contact me at (Phone Number and/or Email address).

Yours truly,

Chair of Recreation Authority


I HEREBY AGREE TO THE TERMS OF EMPLOYMENT AS OUTLINED ABOVE.

Signature: _____ **Date:** _____

4.4 Sample Letter to Unsuccessful Candidate

**On organization letterhead*

While letters to unsuccessful candidates should be sent in a timely manner, recreation authorities should ensure that they have received a signed letter of offer from the successful candidate prior to notifying unsuccessful applicants of their decision.



The image shows a sample letter template on a light green background with a white border. In the top left corner, there is a green oval containing the word "LOGO". To the right of the logo, the text "XYZ Recreation Commission" is centered. Below this, the letter content is as follows:

Date

Candidate's Name and Mailing Address

Dear (Name of Candidate):

Re: (Job Title) Position

Thank - you for your interest in the (Job Title) position for the XYZ Recreation Commission.

We enjoyed meeting with you and discussing your interest in the position. In considering all candidates , we felt that the qualifications of another candidate more closely suited the needs of our organization at this time.

We wish you success in your job search.

Yours truly,

Chair of Recreation Authority

The bottom right corner of the letter template has a folded corner effect.

The hiring committee should keep all correspondence, interview questions, and score sheets for a period of seven years.

STEP 5: Job Orientation & Ongoing Support

The final and equally important step of the hiring process is ensuring that the new recreation director receives a thorough orientation to the recreation authority, the community, and their job duties. Successful employees are given the tools they need to achieve the goals of the recreation authority. The orientation and ongoing support are essential tools that recreation authorities can provide to their new employees.

Orientation Checklist

The orientation checklist provides recreation authorities with a tool that can be used to ensure the new employee has received all the information required to perform the job satisfactorily. Once completed, the orientation checklist should be placed in the employee’s personnel file. In the future, this form may be used to address any employee performance issues and/or during the annual performance review process.

Recreation Authority New Employee Orientation Checklist

Employee Name: _____ Date of Hire: _____

Position: _____ Immediate Supervisor: _____

Prior to Employee Arrival	Person Responsible	Date Completed
Prepare new employee’s workspace. Ensure all supplies are available (i.e. computer, telephone, stationary).		
Ensure the new employee is set up with telephone number/voicemail computer log in, access to appropriate buildings, keys and access codes.		
Announce the selection of new employee to all existing employees/recreation authority board members.		
Inform the community of the new employee using press release, media interview, letter to user groups as appropriate.		
Contact payroll department to set up meeting or to get required employment forms.		
Ensure the personnel policy is up-to-date (i.e. contract, job description, annual report, orientation manual).		

First Day/Week	Person Responsible	Date Completed
<p>Introductions:</p> <ul style="list-style-type: none"> ▪ Co-workers located in work area ▪ Provide a list of contacts and phone numbers ▪ Advise who “go to” people are for different items (i.e. payroll, administration, facility maintenance, etc.). <p><i>If the employee is required to work from more than one office, this should be done at each location.</i></p>		
<p>Job Requirements</p> <ul style="list-style-type: none"> ▪ Review job description. ▪ Explain probationary period. ▪ Review organizational chart and reporting structure. ▪ Identify regularly scheduled meetings or special events the employee is expected to attend. ▪ Provide employee with a copy of all organizational policies and procedures (hard or electronic copy). 		
<p>Office Practices (personnel policy)</p> <ul style="list-style-type: none"> ▪ Dress code ▪ Hours of Work – lunch, break times and over time, flex time ▪ Travel – mileage ▪ Appointment policy ▪ Sick/Family related leave ▪ Vacation scheduling ▪ Record keeping ▪ Mail and banking practices (if necessary go to bank and post office) ▪ Voicemail set up ▪ Timesheets/Attendance record keeping ▪ Issue keys, security codes, etc. ▪ Media policy – who speaks to the media on behalf of the recreation authority ▪ Forms 		
<p>Advise new employee of the date/time of any pre-arranged meetings (i.e. payroll, committees, deadlines, special events, etc.)</p>		
<p>Payroll Requirements</p> <ul style="list-style-type: none"> ▪ Ensure all necessary payroll forms are complete and sent to appropriate person (i.e. federal income tax, direct deposit etc.). ▪ If applicable, discuss benefit information and ensure appropriate forms are complete. ▪ Advise of any collective agreements. 		
<p>Tour of Immediate Work Area</p> <p><i>Highlight the following:</i></p> <ul style="list-style-type: none"> ▪ Photocopier, fax machines ▪ Office supplies ▪ Washrooms ▪ Lunch room ▪ First Aid Kit, fire extinguisher and exits ▪ Janitor room and/or storage areas ▪ Designated smoking areas ▪ Parking ▪ Security/fire panels, light switches ▪ Garbage/recycling 		

Within First Month	Person Responsible	Date Completed
Tour of All Work Areas <ul style="list-style-type: none"> ▪ Tour all facilities employee will work in. ▪ Introduce employee to staff/volunteers in each work area. ▪ Ensure employee has keys/access to all areas. ▪ Provide working overview of each location. ▪ Ensure employee has contact information for each location. 		
Job Requirements <ul style="list-style-type: none"> ▪ Review current projects and priorities ▪ Review policy and procedures ▪ Review financial procedures and financial signing authority ▪ Provide copy of Recreation Opportunities Program annual report <i>(if applicable)</i> 		
Introductions <ul style="list-style-type: none"> ▪ Introduce employee to external client groups, user groups, key community contacts (ie. library, arts council, arena, chronic disease prevention committee, etc). ▪ Introduce employee to local Province of Manitoba Recreation Consultant 		
Feedback <ul style="list-style-type: none"> ▪ Schedule time to meet with the employee to discuss the job and provide support as needed 		
Provide contact information for regional, provincial, and national organizations.		

Certification:

I acknowledge receipt of the above information and agree to comply with the related policies and provisions.

Employee Signature

Date

I confirm that the above employee has received all of the material specified, with appropriate explanations provided, and all applicable forms have been returned.

Supervisor Signature

Date

Resources

Manitoba Aboriginal and Northern Affairs. (June 2008). Recreation Directors Handbook.
Manitoba: Author

Manitoba Civil Services Commission. (2011). Principles and Policies for Managing Human Resources. Manitoba: Author

Manitoba then department of Intergovernmental Affairs and Trade, Municipal Finance and Advisory Services. (June 2006). A Guide to Hiring Your Chief Administrative Officer. Manitoba: Author

Saskatchewan Association of Recreation Professionals (July 2000). The Benefits of Hiring a Recreation Professional. Donna Hudson and Ginny Carpenter: Authors

Skills Program for Management Volunteers (1992). Effective Organizations. Judy Kent: Author

Skills Program for Management Volunteers (1988). Role of Board. Strachan Associates: Author

Other Sources and Recommended Web Sites

Beyond Excellence Inc.

Phone: 204.489.7333 Cell: 204.291.3696

Email: ll@beyond-excellence.ca

Website: www.beyond-excellence.ca

Canadian Human Rights Commission

at 344 Slater Street, 8th floor, Ottawa, Ontario K1A 1E1

Telephone: 1-613-995-1151, or toll free 1-888-214-1090

E-mail: info.com@chrc-ccdp.ca

Website: www.chrc-ccdp.ca

Manitoba Human Rights Commission

700- 175 Hargrave Street, Winnipeg, MB R3C 3R8

Phone: 1-888-884-8681

Website: www.gov.mb.ca/hrc

Recreation Connections Manitoba.

Room 317 – 145 Pacific Avenue

Winnipeg, MB R3B 2Z6

Phone: (204) 925-5748

Fax: (204) 925-5703

Email: reconnections@sportmanitoba.ca

Website: www.reconnections.com



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Appendix A: Contact List

Province of Manitoba Recreation and Regional Services

Winnipeg (Main Office)

310, 800 Portage Ave.
Winnipeg, MB R3G 0N4
Phone: 204-945-3766
Fax: 204-945-1684
Email: RRS@gov.mb.ca

Central Region

225 Wardrop St.
Morden, MB R6M 1N4
Phone: 204-822-5418
Fax: 204-822-2915
Toll-free: 1-866-346-5219

Eastman Region

20-1st St., South
P.O. Box 50
Beausejour, MB R0E 0C0
Phone: 204-268-6018
Fax: 204-268-60670
Toll-free: 1-800-665-6107

Interlake Region

62 Second Ave.
P.O. Box 1519
Gimli, MB R0C 1B0
Phone: 204-642-6006
Fax: 204-642-6080
Toll-free: 1-866-259-5748

Province of Manitoba Aboriginal & Northern Affairs

Box 33, 59 Elizabeth Drive
Thompson, MB R8N 1X4
Phone: 204-677-6794
Fax: 204-677-6525
Email: anaweb@gov.mb.ca

Norman Region

59 Elizabeth Drive
Thompson, MB R8N 1X4
Phone: 204-677-6784
Fax: 204-677-6862

79 3rd St. West
Box 2250
The Pas, MB R9A 1M4
Phone: 204-627-8213
Fax: 204-627-8236

Parkland Region

27-2nd Ave., S.W.
Dauphin, MB R7N 3E5
Phone: 204-622-2022
Fax: 204-638-6558

Westman Region

146, 340-9th St.
Brandon, MB R7A 6C2
Phone: 204-726-6066
Fax: 204-726-6583
Toll-free: 1-800-259-6592

Recreation Connections Manitoba

Room 402-145 Pacific Avenue
Winnipeg, MB R3B 2Z6
Phone: 204-925-5748
Fax: 204-925-5792
Email: reconnections@sportmanitoba.ca

Appendix B: Sample Job Description

■ Recreation Authority Job Description

Position Title: Recreation Director

Reports To: Chief Administrative Officer

Subordinate Positions: Program Leaders, Pool Staff

Position Summary: The Recreation Director is responsible for planning, organizing and promoting recreation activities and special events. This position is directly responsible for operation of the outdoor pool. This position works closely with the Town Operations Manager and community volunteers to ensure quality and effective programs and services.

Approved: ■ Recreation Authority Board of Directors, January 2009

Responsibilities:

1. Coordinates the assessment of community needs to develop appropriate recreation services by staff, volunteers and outside agencies.
2. Responsible for the daily operation of all components of the recreation office including but not limited to reports, files, correspondence, etc.
3. Prepares promotional material and promotes recreation programs in order to ensure that residents are aware of available opportunities and activities.
4. Applies on behalf of the recreation authority for operating grant and other funding opportunities.
5. Attends recreation authority meetings and other meetings as required.
6. Prepares monthly and annual reports as required.
7. Develops and maintains relationships with community, regional and provincial organizations to ensure coordination and optimum use of resources.
8. Plans, assigns, supervises and evaluates the work of full, part-time, casual and contract employees in accordance with policy and Manitoba labour laws.
9. Monitors approved expenditures within budget.
10. Establishes fees and honorariums for programs and events.
11. Plans and develops recreation programs in order to ensure that activities and events are made available for all community members.
12. Registers the public for recreation programs and special events and pool rentals.
13. To ensure the development and implementation of the annual Canada Day celebration.

Other:

1. Acts as the Recreation Authority's representative on the Winterfest and Healthy [REDACTED] Committees.
2. Other duties as may be assigned.

Qualifications:**Skills:**

The Recreation Director must demonstrate the following skills:

- Sound organizational skills
- Oral and written communication skills
- Effective decision making

Knowledge:

The Recreation Director must have demonstrated knowledge in the following:

- Recreation and leisure program administration, management and delivery
- Special event planning
- Management and operation of an outdoor aquatic facility

Ability:

The Recreation Director must demonstrate the following personal attributes:

- Ability to work with minimal supervision
- Ability to maintain effective working relationships

Education and Experience:

- Grade 12, G.E.D., or Mature High School Diploma
- Post secondary degree or diploma in recreation or a related field
- Previous experience in a municipal recreation position

Working Conditions:

- Travel using a personal vehicle is a requirement of the position.
- The Recreation Director may have to work irregular or long hours at a time to complete special events or to participate in or coordinate evening and off hour activities. **Evening and weekend work is required on a regular basis.**

Appendix C: Sample Job Advertisements

Example #1

Lead leisure programs for all ages and interests in a
gorgeous and growing community
Town of [REDACTED]
Director, Recreation

If you are looking for an exciting opportunity and an improvement in your quality of life, the *Town of* [REDACTED] offers you a safe, active and environmentally conscious community that's close to [REDACTED] but far away from the hustle and bustle. With abundant greenspace, historical landmarks, rural settings and recreation, the Town of [REDACTED] is one of the most coveted places to live in [REDACTED]. Robust economically and committed to a sustainable balance of community, environmental and development initiatives, the Town blends urban and rural lifestyles with progressive planning and municipal stewardship.

Reporting to the CAO, you will be responsible for the direction, general management, and overall administration of the Recreation Department. Developing the goals, objectives, and practices required for the effective operation of the Department, you will plan programs which provide balanced recreation/leisure services for the residents of [REDACTED]. Cultivate strong relationships with other departments within the municipality, partners and user groups and communicate regularly with municipal, provincial, and government agencies.

You are an accomplished leader and manager of programs, facilities and people. Communicating with partners, users and other departments is an essential part of your managing skills. A degree or diploma in recreation/leisure studies would be an asset. At least five (5) years' experience in managing an organization is essential. Essentially a manager with knowledge of budgeting, planning, project management and funding opportunities, you are ready to take on a key role with a community that truly recognizes the importance of recreation.

Example #2

The [REDACTED] and the Rural Municipality of [REDACTED]
invites applications for the position of

Leisure Service Manager

We are seeking a professional, outgoing individual to manage the Recreation Department. The Manager will be responsible to ensure that the policies and procedures of the Recreation Department are carried out.

Qualifications:

- Ability and experience working with the public;
- Strong written, verbal and interpersonal skills;
- Strong management skills;
- Strong marketing and organizational skills;
- Experience working with youth;
- Experience working with a Board of Directors;
- Post secondary education in a related field or satisfactory combination of education and work experience.

Resume including references and cover letter must be received no later than noon on Thursday, September 30, 2004. Submit by mail to: Town of [REDACTED], P.O. Box 10, [REDACTED], Manitoba, [REDACTED], by fax (204) [REDACTED] or by email to [REDACTED]

A job description is available at the Civic Office at [REDACTED], Manitoba

We thank all applicants for their interest; however, only those being considered for an interview will be contacted.

[REDACTED], CMMA
Chief Administrative Officer
Town of [REDACTED] / Rural Municipality of [REDACTED]

Appendix D: Employee Classification & Wage Scale

WESTMAN RECREATION PRACTITIONERS ASSOCIATION EMPLOYEE CLASSIFICATIONS and WAGE SCALE (2010)

BACKGROUND:

The Westman Recreation Practitioners Association (WRPA) is made up of Professionals who plan, implement and manage a broad range of community recreation and leisure services. They provide a multi-faceted social and economic service that maximizes community involvement and coordination towards community capacity building. Staff has a wide range of skills related to community social and economic development, program administration, staff management, facility management and the management and operation of volunteer boards. The inability of individual Recreation Professionals to address the inequity of salaries relative to similar positions impacts on both the ability of districts/communities to retain existing staff as well as attract qualified staff.

Recreation Professionals are under an increasing amount of pressure to develop partnerships that lead to more initiatives and services being delivered for the communities. Recreation Professionals have become an invaluable resource within their communities and are asked to assist with a wide variety of community projects and initiatives. This includes assisting communities and groups in accessing other government programs; programs that are not their direct responsibility but will provide assistance to the community. This willingness to provide whatever assistance is necessary to ensure community sustainability and social growth has created a confidence from the community. Recreation Professionals have become the primary resource for community and social development within the region and continue to be utilized by a variety of Provincial Government departments for specific needs.

COMMITTEE BACKGROUND:

An Adhoc committee from the Westman Recreation Practitioners Association was formed to look into the wage scales and job functions for existing RP staff. The committee was tasked to come up with a job classification and salary scale, general job description, and code of ethics.

THE REPORT:

The following document provides a classification system for Recreation Professionals. This classification/rating system provides each Community Board/Council with an objective tool that can be used to evaluate the skill, experience and responsibilities of a new position or an existing position who has received new job responsibilities or has significantly upgraded their education and/or skill level. It also provides a starting salary range, 4 classifications within the profession and 5 levels within each classification. Utilizing this system will allow the Community Board to identify its long-term salary commitment for an employee and it will allow the employee to identify their long-term earning potential and goal setting within their position.

Tools and Definitions for the use of the Employee Classification System.

Use of the Classifications System:

Hiring Tool:

The wage classification system is best used as a hiring tool or as a one-time use classification system. If you feel that you require the skills and qualifications of a Recreation Professional I, then you should post for such a position. The starting salary would be negotiated between employer and employee. As an added benefit, when the board uses the system to set a minimum level of skills (minimum standards) required for the position, they can often prevent hiring a person whose skills are not suitable or adequate for the position.

PRESENT STAFF EVALUATION TOOL:

In terms of present employees, the tool is best used to verify existing staff qualifications, confirm current wage status and determine if any inequities exist. Once a base wage is determined, staff would then be able to progress along the wage matrix based on positive annual evaluations and or cost of living. The employee wage scales and classification must be used in concert with an annual evaluation and be a part of the annual budgeting of the district. All staff should receive an annual evaluation with reference to the job classification system.

JOB RECLASSIFICATION:

A person hired as a recreation professional i will remain a rpi unless that person's job changes significantly (added responsibilities) and is therefore redefined, or the board is prepared to pay for additional qualifications. This allows the board to manage its budget. While the positions are not all inclusive of every district, it can still be used to classify most positions.

Recreation Professional Classification/Rating System

The following classification/rating system is to be used to assess the skill and experience level of new RP employees or to reclassify an employee who receives new job responsibilities and/or training.

The Recreation Professional position is divided into four sub-classifications, Recreation Professional I, II, III and IV. The following is the point scale and pay scale for each classification.

<u>Sub-Classification</u>	<u>Points</u>
Recreation Professional I	10-50
Recreation Professional II	51- 100
Recreation Professional III	101-150
Recreation Professional IV	151+

Education	Details/Evidence of Completion	Maximum Points	Points Awarded
Relevant College Diploma in a related field		50	
Relevant University Degree in a related field		60	
Relevant Masters Degree		70	
PROFESSIONAL DEVELOPMENT COURSES (Max. 15 points; 3pts per certified course. Minimum 30 hrs or 3 education credit hours) <ol style="list-style-type: none"> 1. Arena Mgt 2. Pool Mgt 3. Playground Cert. 4. Human Resource/Vol Mgt. 5. Computer Cert. Course 6. Administration-Financial 7. Planning & Research 8. Rec. Specialized Courses 9. Marketing Courses 10. Program Planning Courses 11. Consult./Facilitation Courses 12. Other Workshops, Conferences or Re-certs to be determined by some type of recreation panel or assoc. 		15	

¹Points for education, with the exception of Professional Development, are not cumulative. For example, a relevant Masters Degree will receive 70 points and will only be eligible to accumulate points for professional development to achieve the 80 point maximum.

Recreation or Related Experience	Details/Evidence of Completion	Maximum Points	Points Awarded
No Years of Experience		0	
1 Full Year Experience		5	
2 Full Years Experience		10	
3 Full Years Experience		15	
4 Full Years Experience		20	
5 Full Years Experience		25	
6 Full Years Experience		30	
7 Full Years Experience		35	
8 Full Years Experience		40	
9 Full Years Experience		45	
10 Full Years Experience		50	

* Based on full time permanent position experience

Responsibilities		Point Breakdown	Maximum Points	Points Awarded
<u>Population</u>				
0 – 2,000		5	25	
2,001 – 4,000		10		
4,001 – 6,000		15		
6,001 – 10,000		20		
10,0001 + Over		25		
<u>Budgeted Expenditures</u>				
0 - \$100,000		5	25	
\$100,001 - \$250,000		10		
\$250,001 - \$500,000		15		
\$500,001 - \$700,000		20		
\$700,001 + Over		25		
<u>Staff Supervision</u>	<u>Full Time</u>		30	
	1-5 employees	10		
	6-10 employees	20		
	Over 10 employees	30		
	<u>Part Time</u>		10	
	1-5 employees	3		
6-10 employees	6			
Over 10 employees	10			
<u>Added Administrative Responsibilities To be determined by Recreation Commission/ Council</u>		3 6 9 12 15	15	

*Budgets refer to all budgets you are in control of or responsible for.

**Definition of Added Admin. Resp.: Any administrative services delivered to the community in addition to those outlined in your job description, (i.e.) secretary/treasurer to Arts Council, Economic Development, tourism, etc.

Scoring Summary

CATEGORY	POINTS AWARDED
EDUCATION	
EXPERIENCE	
RESPONSIBILITIES	
TOTAL SCORE	

RECOMMENDATION FOR PAY INCREASE:

Each year of successful performance and positive evaluation within the classification will move the candidate up one income level. In exceptional circumstances it may be possible to move up two levels in a year. Increases will be based on performance and merit

Based on the annual review, has the Recreation Professional:

Criteria	Yes	No
Fulfilled his/her obligations with respect to his/her job requirements.		
Accomplished the activities as outlined in the strategic plan.		
Has he/she maintained or expanded his/her qualifications within the job classification. (NOTE: based on improvements here, a classification review may be warranted and may move employee into next classification.)		
Wage Options: If all yes, recommend for 1 (or if extraordinary, 2 levels of wage increase. If one no, then wage remains the same. If two or more no, consider wage reduction and/or disciplinary action.		

WESTMAN RECREATION PRACTITIONERS ASSOCIATION'S EMPLOYEE WAGE SCALE (2011)

Wage Matrix for 2011				
Year	Recreation Professional I 10-50	Recreation Professional II 51-100	Recreation Professional III 101-150	Recreation Professional IV 151+
Level 1	\$27,593.04	\$35,216.49	\$44,946.15	\$57,363.95
Level 2	\$28,972.69	\$36,977.31	\$47,193.46	\$60,232.15
Level 3	\$30,421.33	\$38,826.18	\$49,553.14	\$63,243.75
Level 4	\$31,942.39	\$40,767.49	\$52,030.79	\$66,405.94
Level 5	\$33,539.51	\$42,805.86	\$54,632.33	\$69,726.24

These wages are base wages and do not include any additional benefits such as medical plans, pension contributions, special training allowances, northern allowance, additional holidays or any other additional wages or contributions.

The wages are based on a standard work week of 37.5 hours and may need to be adjusted for longer work weeks or to adjust for hourly paid staff.

Your classification is dependant on an annual evaluation. Level advancement is dependant on an annual evaluation and combination of the two or to meet the cost of living increases

The cost of living increases is not included but should be reflected every year (wrpa to determine this yearly).

Appendix E: Interviewing Questions Guidelines

The Canadian Human Rights Commission has developed the follow guidelines to be used when conducting interviews to ensure all individuals have equal employment opportunities. More information may be found on the Commission’s website: www.chrc-ccdp.ca.

Manitoba: Interviewing Questions Guideline			
Subject	Acceptable Questions during Hiring Process	Questions to be Avoided	Acceptable After Hiring
Name	Previous name under which applicant has been educated or employed	Inquiry into previous name for purposes other than education or employment, e.g., maiden name.	
Address	Present address and length of residence in the province or country, previous address in Canada.	Inquiry into foreign addresses which may indicate national origin.	
Age	May ascertain if applicant is under the age of majority, or if the applicant is 16 years or under in accordance with The Employment Standards Act.	May inquire about age for purposes of employee benefit plans, income tax deductions, etc.	Request birth certificate or baptismal record or any other information regarding age.
Sex	For purposes of addressing the applicant, an inquiry as to whether the applicant is 'Mr., Miss, Mrs., Ms.' will be acceptable, provided it is clearly designated as 'optional'.	Request to indicate gender on the application form. Different application forms for males and females, e.g., filed separately, color-coded, computer coded, coded in any way.	
Marital Status	For purposes of addressing the applicant, an inquiry as to whether the applicant is 'Mr., Miss, Mrs., Ms.' will be acceptable, provided it is clearly designated as 'optional'.	Is applicant single, married, remarried, engaged, divorced, separated, widowed, living common law? Inquiries about applicant's spouse, e.g., 'Is spouse subject to transfer?'	May inquire about dependents for purposes of employee benefit plans, emergency contacts, etc.
Family Status	'Are you willing and able to travel or be transferred to other areas of the province or country?'	Number of children or dependents. Child care arrangements. Is applicant pregnant, on birth control or does person have future child-bearing plans?	May inquire about dependents for purposes of employee benefit plans, income tax deductions, etc.
Birthplace Nationality Ethnic or National Origin		Any inquiry as to birthplace. Applicant's nationality, or nationality of parents, grandparents, relatives, or spouse. Any other inquiry as to ethnic or national origin, e.g., birth certificate, mother tongue.	

Subject	Acceptable Questions Hiring Practices	Questions to be Avoided	Acceptable After Hiring
Citizenship	'Are you legally entitled to work in Canada?'	Questions about citizenship which would tend to divulge applicant's nationality, ethnic or national origin.	
Military Service	Prior <i>Canadian</i> military service.	Inquiry into <i>all</i> military service.	
Race or Color		Any inquiry which would indicate race, color, or complexion, including color of eyes, hair or skin.	
Photographs		Request photograph.	May be required for identification purposes.
Religion	Willingness to work shifts or required work schedule.	Willingness or availability to work on a specific religious holiday. Any inquiry that may reveal religious denomination, affiliation or preference. Church attended, religious holidays, customs observed or religious dress. Request reference or recommendation from pastor, priest, minister, rabbi or other religious leader.	May inquire about religion to determine when leave of absence might be required for religious observances.
Political Belief		Any inquiry as to political belief, affiliation or preference.	
Education	Academic, professional, vocational or technical schools attended, nature and level of education received.	Any inquiry pertaining to the dates of graduation from elementary or high schools.	
Previous Experience	Previous work experience.	Requiring 'Canadian experience' is considered to be discriminatory on the grounds of racial or ethnic origin.	
Physical or Mental Handicap	Has applicant any physical handicaps or health problems affecting the job(s) applied for? Physical handicaps or health problems that applicant wishes to be taken into consideration when determining job placement. <i>Note: While an inquiry into any physical handicaps or health problems affecting employment generally will not be considered unlawful, the alternatives suggested above are preferable. This is to discourage applicants from volunteering information on handicaps which may not be relevant to the job applied for and could possibly be used to discriminate.</i>	Request that applicant list all physical handicaps or health problems. (This might reveal handicaps or health conditions which are not necessarily relevant to job performance.)	

Appendix F: Sample Employment Agreement

AGREEMENT

BETWEEN

THE [REDACTED] RECREATION COMMISSION
under the laws of the Province of Manitoba
(hereinafter referred to as the "Commission")
OF THE FIRST PART

AND

[REDACTED]
of
in the Province of Manitoba
(hereinafter referred to as the "Employee")

OF THE SECOND PART

WHEREAS the Commission desires to engage the services of the Employee as its Recreation Director upon the terms and conditions herein contained;

AND WHEREAS the Employee desires to accept the Commission's engagement upon the terms and conditions herein contained;

NOW THEREFORE this Agreement witnesseth that the parties hereto, in consideration of the mutual covenants and agreements hereinafter set forth, covenant and agree with each other as follows:

PART 1

Position

1. The Commission appoints the Employee to the full-time position of Recreation Director of the [REDACTED] Recreation Commission.

Recreation Director Responsibilities

2. The Employee shall well and faithfully perform all the duties of the Recreation Director (attached hereto as Schedule "A", "B" and Job Description) and such additional duties as may from time to time be prescribed by the [REDACTED] Recreation Commission.

Remuneration

3. The Employee's employment by the Commission as Recreation Director, the Commission shall pay the employee the gross annual salary of [REDACTED] together with such benefits as are hereinafter set forth. There shall be a six month probationary period. If the Employee's performance is unsatisfactory during this six month probationary period, employment can be terminated with or without cause.
4. The Employee shall participate in all standard benefit plans as may be prescribed from time to time for the non-union employees, including but not restricted to:
 - a) Blue Cross Extended Health Plan (employee pays total cost)
 - b) Group Life Insurance Plan (cost shared)
 - c) Long-term Disability (employee pays total cost)
 - d) Group Registered Retirement Savings
 - e) MAST Pension Plan (upon completion of one year of employment)
5. The Employee authorizes the Commission to make all necessary payroll deductions and to convey all necessary confidential information for the Employee's participation in the above plans or in any other benefit agreement.

Associations and Continuing Education

6. The Employee, at the expense of the Commission, shall attend such professional development courses and seminars as may be recommended or approved by [REDACTED] Recreation Commission at the expense of the Commission and as approved in the Annual Budget of the Commission.

Expense Allowance

7. The Commission shall reimburse the Employee, as approved by the Commission, for all disbursements reasonably and directly incurred in the discharge of his duties under this agreement.
8. The Employee is entitled to use his own vehicle for the purposes of attending to normal Commission business and is to be reimbursed rates as otherwise established by resolution of the Commission.

Vacation, Statutory Holidays and Sick Leave

9. The Employee shall be entitled to two weeks vacation with pay on completion of one year of service and three weeks vacation with pay on completion of three years of service.
10. The Employee shall be entitled to a paid statutory holiday for the following days:

New Year's Day	Good Friday	Victoria Day
Canada Day	August Civic Holiday	Labour Day
Thanksgiving Day	Remembrance Day	
Christmas Day	Boxing Day	

and any other days that are authorized by the Commission. Where a holiday falls on an assigned day of rest, an additional day off shall be granted, being either the Friday preceding or the Monday following the holiday.

11. The Employee shall be entitled to sick leave at the rate of one (1) day of sick leave for every nine (9) days of actual service with such sick leave accumulating to a total of 100 days.
12. a) The Employee shall be granted up to a maximum of four (4) working days leave without loss of salary or wages in the case of death of a parent, child, spouse, sister, brother, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparents, grandchild, common-law spouse or fiancé(e).

b) The Employee shall be granted up to a maximum of one (1) working day compassionate leave without loss of salary or wages in the case of a life-threatening illness of the employee's parent, child, spouse, sister, brother, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparents, grandchild, common-law spouse or fiancé(e).
13. Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Commission to terminate the services of the Employee at any time, subject only to the provisions set forth in Clauses (15) and (16) below.
14. In the event that the Employee's employment as Recreation Director is terminated by the Commission prior to the expiry of this agreement (subject to Clause 3 above) for any reason, the parties mutually agree that the Employee shall be entitled to receive an amount equal to one (1) month of salary for each year of service by the Employee with the Commission in lieu of notice and the parties agree that this compensation is reasonable in all respects and that neither party shall have any claim against the other with respect to any additional notice or compensation.
15. Notwithstanding the foregoing, should the Employee be terminated from his employment for just cause, and in particular, without restricting the generality thereof, should the Employee commit any act of fraud or breach of trust with respect to his duties as Recreation Director during the term of his employment, then the Commission shall be entitled to terminate his employment forthwith and no compensation shall be payable to the employee after his employment is terminated.
16. The Employee acknowledges the right of the Commission to promote and support policies and procedures governing its employees and agrees to be bound by all such policies and procedures save and except where they specifically contradict the terms of this Agreement.
17. The Employee shall devote his full time and attention to the discharge of his duties under this Agreement in that he shall devote that amount of time and attention normally expected of the Recreation Director of a Recreation Commission. The Employee undertakes and agrees not to commence any employment for or with any other person during the term of this Agreement without the consent of the Commission of which approval should not be unreasonably withheld by the Commission. Notwithstanding the foregoing, the Employee may accept part-time engagements, to chair or present panels, seminars and speeches and to keep all fees and honoraria wherefrom, provided that he has received prior approval from the Commission as represented by the Chairman. The Employee acknowledges that this is a reasonable restriction on the part of the Commission.
18. The Employee acknowledges that any trade secrets or confidential information that he becomes aware of or develops in the performance of his duties under this Agreement shall be held by him in the strictest of confidence and not released without the express prior approval of the Commission. The Employee acknowledges that any benefits arising from the development of such trade secrets shall be the sole property of the Commission. The Employee further

acknowledges that this restriction is reasonable on the part of the Commission and shall survive the termination of this Agreement.

19. Any notice under this Agreement shall be deemed to be valid if given in writing and delivered by hand or 7 days after mailing as follows:

a) To the Commission

Name
Address

b) To the Employee

Name
Address

or such other residential address as the Employee shall provide by letter to the Commission through the Chairman.

20. The Employee acknowledges that his performance of the duties and obligations pursuant to this Agreement, is subject to written evaluation by the Commission on the following time frame:

6 months, 12 months, and annually after commencement of Agreement. The Commission will establish objectives which will be completed by the Commission.

21. It is acknowledged by the Commission that not providing the evaluations, scheduled in Clause 20 above, will be an acknowledgment of satisfactory performance by the Employee in the performance of the duties and obligations pursuant to this Agreement for the period immediately preceding the scheduled but unperformed evaluation.

22. This Agreement is not assignable, either in whole or in part.

23. This Agreement shall be governed by the laws of the Province of Manitoba.

24. This Agreement, Schedules "A" and "B" and the Job Description constitutes the entire Agreement between the parties and there are no other collateral representations or warranties.

IN WITNESS WHEREOF the Employee has hereunto placed his hand and seal and the Commission has hereunto affixed its seal as witnessed by the hands of its proper signing duly authorized in that behalf the day and year first above written.

SIGNED, SEALED AND DELIVERED

PER: _____
Chairman

PER: _____

WITNESS as to the signature of

PER: _____

DECLARATION OF OFFICE

I, _____, do solemnly declare;

1. That I will truly, faithfully, and impartially, to the best of my knowledge and ability, execute the office of the Recreation Director to which I have been appointed by the Commission.
2. That I have not received, and will not receive, any payment or reward, or promise of such, for the exercise of any partiality or malversation or other undue execution of that office.
3. And I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath by virtue of the Canada Evidence Act.

DECLARED before at the _____ in the Province of Manitoba this _____ day of _____, 20 .

Commissioner for Oaths in the
Province of Manitoba

My commission expires _____

APPENDIX G
EAST ST. PAUL SNOWMOBILE BY-LAW

RURAL MUNICIPALITY OF EAST ST. PAUL

By-Law No. 2008-26

BEING a By-law to regulate the operating of snowmobiles within the limits of the Rural Municipality of East St. Paul.

WHEREAS "The Off-Road Vehicle Act" S.M. 1987-88 c. 64 Cap. 031 (the "Act") provides as follows:

- 32 (1) No person shall operate an off-road vehicle;
- (a) on private owned land without the express or implied consent of the owner or lawful occupier of the property; or
 - (b) on Crown land allocated by lease or permit, without the express or implied consent of the lawful occupier of the property, unless the operator is otherwise lawfully authorized to enter such land; or
 - (c) within 30 meters of a dwelling between the hours of twelve midnight and seven o'clock in the morning, unless the dwelling is located on the operator's own property or property under the operator's control or as an invited guest; or
 - (d) within 30 meters of a playground, or area set aside for other recreational use, unless the area is enclosed or fenced or unless the off-road vehicle is required for the maintenance or operation thereof.
- 33 (1) Except as may be authorized by subsection (4) or any other provision of this Act or regulation thereunder, no person shall operate an off-road vehicle
- (a) upon or across a roadway or the shoulder thereof; or
 - (b) on or across the median of a divided highway; or
 - (c) on the right-of-way of an interchange; or
 - (d) on or across a sidewalk.
- 38 (1) Notwithstanding any other provision of this Act, where a storm or blizzard renders a roadway impassable to vehicular traffic, a local authority may authorize, for a fixed period, the operation of designated off-road vehicles on the roadway or shoulder or designated portions thereof; and during that period, operators may operate off-road vehicles on the roadways or shoulders.
- (2) For the purpose of subsection (1), "local authority" means;
- (a) the council of an incorporated city, town, village, community

- as defined in "The Northern Affairs Act", or rural municipality;
or
 - (b) the resident administrator and council of a local government district; or
 - (c) the Minister of Northern Affairs with respect to Northern Manitoba
- 46 (l) Rules supplementary to, or in addition to, but not contrary to any other provision of this Act or regulations made under this Act;
- (a) prescribing the periods of the day, or the year, during which designated off-road vehicles shall not be operated;
 - (b) prescribing areas in which the operation of designated off-road vehicles shall be permitted or prohibited; and
 - (c) fixing penalties for violation of by-laws passed under this section;
may be made
 - (d) in respect of a municipality, by the council thereof."

AND WHEREAS "The Highway Traffic Act", S.M. 1985-86, c.3, Cap H60, provides, inter alia, the council of a municipality may, by By-Law, fix the maximum speed at which a vehicle may be driven on a highway of which the municipality is the traffic authority;

AND WHEREAS the Council of the Rural Municipality of East St. Paul deems it advisable to pass a By-law regulating the use of snowmobiles within the limits of the Rural Municipality of East St. Paul;

NOW THEREFORE the Council of the Rural Municipality of East St. Paul, in meeting duly assembled, enacts as follows:

1. THAT Unless the context specifically indicates otherwise, the meaning of the terms used in this By-law shall be as follows:

Definitions

(a) Highway means any place or way, including any structure forming part thereof, which or any part of which the public is ordinarily entitled or permitted to use for the passage of vehicles, with or without fee or charge therefor, and includes all the space between the boundary lines thereof; but does not include any area designed or intended, and primarily used for the parking of vehicles and the necessary passage-ways thereon;

Intersection means the area embraced within the straight projection of the lateral

- (b) boundary lines of two or more highways that join one another at an angle, whether or not one of the highways crosses another;
- (c) Operate means to drive or to be in actual physical control of an off-road vehicle;
- (d) Operator means a person operating or driving an off road vehicle or a person in actual physical control of an off-road vehicle;
- (e) Owner includes a person, in possession of an off-road vehicle under a contract providing that the ownership, title, and property therein is to vest in the person at a subsequent time upon payment of the whole or part of the price or the performance of any other condition;
- (f) Right-of-way means an area of land acquired for a public thoroughfare including any other facility incidental thereto;
- (g) Roadway means the portion of a highway that is improved, designed or ordinarily used for vehicular traffic, and includes that portion thereof that, but for the presence of a safety zone, would be ordinarily so used, but does not include the shoulder; and where a highway includes two or more separate roadways, the term "roadway" refers to any one roadway separately and not all the roadways collectively;
- (h) Shoulder means the portion of a highway contiguous with the travelled way for accommodation of stopped vehicles for emergency use and for lateral support of base and surface courses;
- (i) Sidewalk means footpath, whether or not paved or improved that is intended primarily for the use of pedestrians and that either
 - (i) forms part of that portion of a highway that lies between the curb line or if there is none, the lateral boundary line, of the roadway and
 - 1) the adjacent property line; or
 - 2) the straight production of the adjacent property lines to the curb line or if there is none, to the lateral boundary line, or an intersecting highway; or
 - (ii) although not part of a highway is a publicly maintained right of way, set aside for pedestrian traffic only and for the purpose of giving access to property adjacent thereto.
- (j) Snowmobile means a vehicle that has a gross vehicle weight not exceeding 454 kilograms, and;
 - (i) is not equipped with wheels, but in place thereof is equipped with tractor

- treads alone or with tractor treads and skis, or with skis and a propeller, or is a toboggan equipped with tractor treads or a propeller,
- (ii) is designed primarily for operating over snow or ice, and is used primarily for that purpose, and;
- (iii) is designed to be self-propelled.

2. **THAT** no person shall operate a snowmobile within the limits of the Rural Municipality of East St. Paul except as permitted in this By-law or under the Act.

3. **THAT** no person shall operate a snowmobile:

- (a) in a careless manner or without due care and attention; or
- (b) without reasonable consideration for other persons and property or in a manner likely to cause damage or injury to other persons and property,

4. **THAT** a person who is qualified under the Act to operate a snowmobile may, when reasonable snow conditions exist, operate a snowmobile in the Rural Municipality of East St. Paul only on the approved designated routes as set out in Appendix "A". These routes shall be used to provide access to and from the area outside of the limits of the Rural Municipality of East St. Paul.

5. **THAT** the municipality shall provide the necessary signs to mark the designated routes for the information of the operator of a snowmobile in compliance with "The Off-Road Vehicles Act".

6. **THAT** no person shall operate a snowmobile within the Rural Municipality of East St. Paul at a speed that is greater than 25 kilometers an hour when within 200 meters of residential development.

7. **THAT** where a snowmobile is being operated on a roadway or shoulder as permitted in this By-law the operator shall:

- (a) drive the snowmobile as close to the right hand edge of the roadway or shoulder as possible; and
- (b) drive in single line with other snowmobiles.

8. **THAT** notwithstanding any other provisions of this By-law and the Act, where a storm or blizzard renders a roadway impassable to vehicular traffic, the Mayor of the Rural Municipality of East St. Paul may authorize, for a fixed period, the operation of snowmobiles on the roadways within the Rural Municipality of East St. Paul.

9. **THAT** where an offence, resulting from the violation of any provision of this By-law;

(a) is committed by means of, or with respect to, a snowmobile; or

(b) occurs by reason of, or with respect to, the ownership, use, or operation of a snowmobile:

the owner of the snowmobile may be charged with the commission of the offence and if the judge or justice before whom the charge is tried, is satisfied that the offence was committed, the owner is guilty of the offence and is liable, on summary conviction, to the penalty herein provided, unless the owner satisfies the judge or justice that, at the time of the violation, the snowmobile was in the possession of a person without the consent of the owner.

10. **THAT** nothing in subsection (9) relieves the operator of a snowmobile from any liability for any offence or violation of any provision of this By-law.

11. **THAT** any person who violates, contravenes, or disobeys or refuses, omits, neglects, or fails to observe, obey or comply with any provision of this By-law is guilty of an offence and liable, on summary conviction, to a fine of not less than \$100.00 or more than \$1,000.00 or, in default, to imprisonment for a period not exceeding thirty (30) days.

DONE AND PASSED as a by-law of the Rural Municipality of East St. Paul, at East St. Paul, in Manitoba, this 19th day of November, 2008.

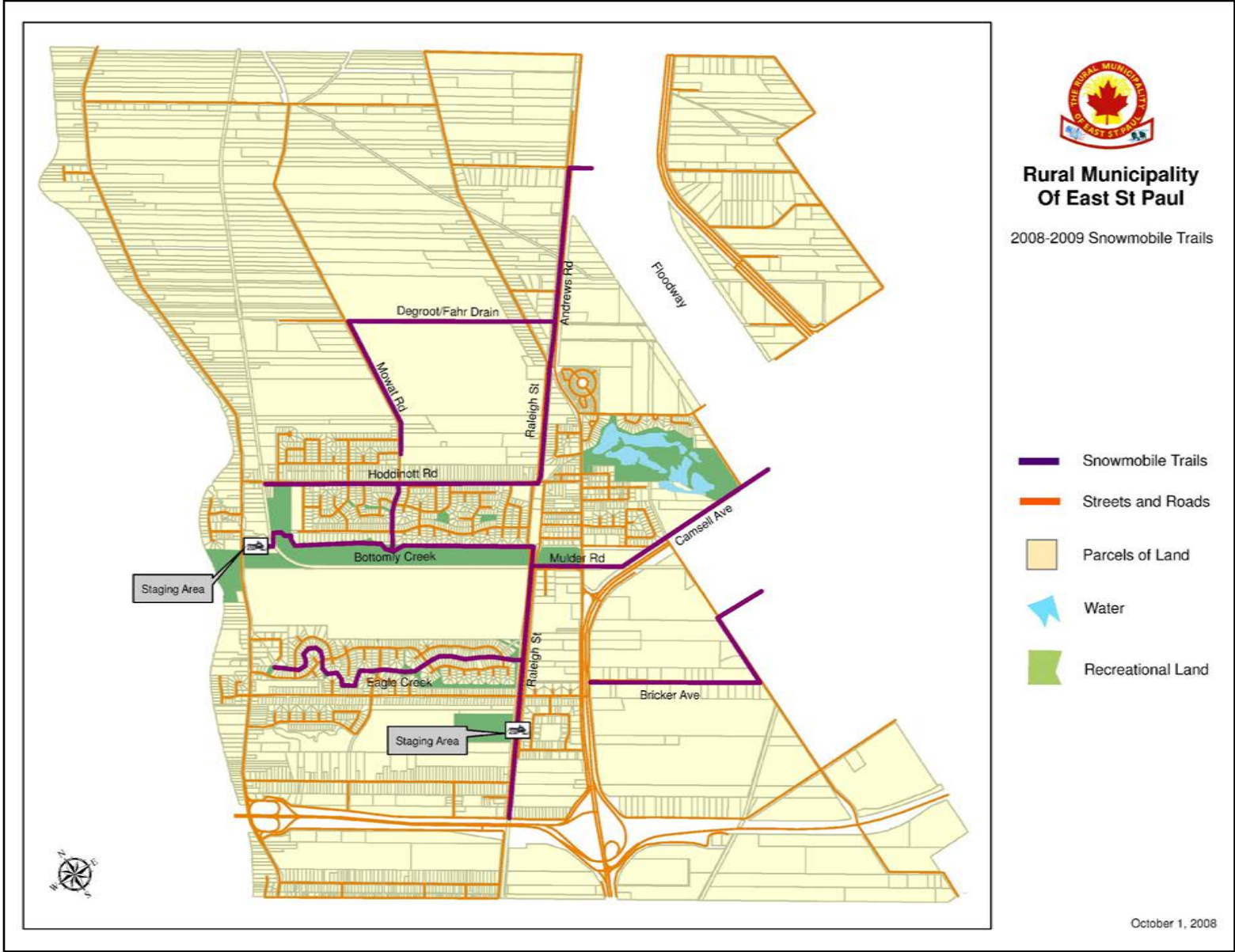
Originally Signed by Lawrence Morris

Mayor

Originally Signed by Jerome Mauws

Chief Administrative Officer

Read a first time this	5 th	day of	November	A.D. 2008
Read a second time	19 th	day of	November	A.D. 2008
Read a third time	19 th	day of	November	A.D. 2008



Appendix "A"
Map

APPENDIX H
COMMUNITY USE OF SCHOOLS DOCUMENTS



COMMUNITY USE OF SCHOOLS
AND SCHOOL USE OF COMMUNITY
FACILITIES

A Handbook for Reviewing and Developing Facility-Use
Policies, Procedures, and Agreements for Schools,
School Divisions, Municipalities, and Recreation
Commissions

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1.0 Foreword

In 2004, the Province of Manitoba created the Healthy Kids, Healthy Futures All-Party Task Force to consult with Manitobans on issues affecting children's health in the areas of nutrition, physical activity, and injury prevention.

The task force recommended increasing access to recreation facilities through the community use of schools, promoting the innovative design of new facilities, and encouraging activities that are less dependent on facilities, such as walking, cycling, and skiing. Specifically, it was recommended that

19. the provincial government work with school divisions and local governments to develop standards for community use agreements. These standards should help increase the shared use of community and school facilities by minimizing user fees, while allowing for flexibility based on local context and needs.

20. the provincial government work with school divisions to determine and address the financial costs of such agreements.

21. the provincial government require that designs for new schools, recreation facilities, and community centres include options for recreation, including things like tracks, walking trails and playgrounds. These facilities should be developed in consultation with communities and be open to all residents, including children, families and seniors.
(Healthy Kids, Healthy Futures All-Party Task Force 25)

The above three recommendations led to the creation of the Advisory Committee on Joint Use of School and Community Facilities (ACJUSC) with a mandate to consider ways of maximizing the joint use of community and school facilities and to provide advice with respect to implementing the recommendations made by the Healthy Kids, Healthy Futures All-Party Task Force. In turn, the ACJUSC recommended that:

The Province conduct a survey of school divisions and municipalities on user fees and policies related to community use of schools and school use of community facilities. The results of this survey would be used as a foundation for future policy development related to user fees and joint use agreements. (Manitoba Education, Citizenship and Youth 9)

This recommendation led to a call for proposals issued by Manitoba Education, Citizenship and Youth* in 2009. The contract to conduct the survey was awarded to the Canadian Council on Learning. The overall purpose of the survey was to gather information in connection with current user fees and policies related to the community use of school facilities and school use of community facilities. The survey was administered to all school divisions and municipalities in Manitoba between December 2009 and February 2010.

* Now Manitoba Education.

The ACJUSC further recommended that

the Province publish a handbook of recommended components to be considered for inclusion in community and school joint use agreements. One of the elements of the handbook could be a summary of existing joint use agreements that have proven successful. (Manitoba Education, Citizenship and Youth 9)

The present document is the direct result of this recommendation and focuses not only on joint-use agreements, but on all policies, procedures, and agreements related to community use of schools and school use of community facilities.

2.0 Purpose of the Document

This handbook has been created as a resource for the review, development, and implementation of facility-use policies, procedures, and agreements for community use of schools and school use of community facilities by schools, school divisions, municipalities*, and recreation commissions**. Many facilities are used quite extensively and a number of jurisdictions have policies and procedures in place for granting access, including joint-use agreements. Consultations and discussions with various stakeholders through the Task Force, the ACJUSC, and other platforms combined with the results of the aforementioned survey, support the need to review current practices to ensure the optimal use of facility spaces in all communities.

This handbook is founded on the following statement:

The Province of Manitoba believes that the use of public school and community facilities needs to be maximized to support the educational, recreational, social and cultural programming that can be offered during school hours as well as outside the regular instructional day. Consequently, the province strongly encourages and values partnerships between schools/school divisions, municipalities and recreation commissions with members of the greater community to promote wide and optimal use of facilities.

This handbook is intended to support school divisions, municipalities, and recreation commissions as they review, develop, and implement policies that establish procedures and agreements for facility use, particularly for joint use, that align with the information provided in this resource. Furthermore, the handbook reminds recreation commissions that ROP (Recreation Opportunities Program*) funding guidelines require that corresponding school divisions/districts (within a recreation commission) sign a formal

* In this resource, the term *municipality* can also refer to a city or a town.

** In Manitoba, a recreation commission is an authorized body established by participating municipal authorities and corresponding school divisions to provide recreation leadership, programs and services for their residents.

* For more information about the ROP program, please consult the Manitoba Healthy Living, Youth and Seniors website at www.gov.mb.ca/healthyliving/recreation/partners_in_leisure.html.

agreement with the participating municipal authorities, outlining their respective roles and relationships and terms of reference for joint use of facilities.

Certain barriers stand out in regards to community use of schools and school use of community facilities. It is recognized there is often more school need and community demand than can be accommodated by school facilities. Availability is further reduced for community users during school breaks and holidays. School use of community facilities is also a challenge for schools due to the costs related to usage fees, transportation, time conflicts, and availability of space. In addition, facility-use policies, procedures, and agreements are often not well understood or consistently implemented, particularly in the application of usage fees and facility costs. There is considerable variability in the fees and costs both charged and incurred in the use of school or community facilities, and these fees and costs are often barriers both in the community use of schools and school use of community facilities. Finally, staffing (whether for supervisors, security personnel, or custodians) is an added burden of responsibility and cost carried by schools, community users of schools, municipalities, and recreation commissions.

There is therefore a significant need for harmonized policies around facility use and the implementation of formal facility-use agreements, particularly joint-use agreements between schools/school divisions and municipalities/recreation commissions. These policies must contain clear procedures around key issues such as usage fees and costs, prioritization of users, booking procedures, supervisory requirements, liability, and insurance. However, these also need to reflect the needs of the schools and communities they represent, allowing for flexibility.

To help youth and community members to gain access to local facilities in their pursuit of physically active and healthy lifestyles, it is important that policies, procedures, and agreements that maximize the use of school and community facilities are implemented along with cost-effective measures. This, however, requires the commitment and collaboration of the stakeholders involved. This handbook supports this vision and presents several of the principal elements that require attention in regards to facility use, such as local policies, the types of agreements used, and the main items to consider in establishing facility-use procedures and agreements that promote optimal use. A self-assessment tool has also been provided along with two sample joint-use agreements to support this process. These samples are provided as examples adapted from existing agreements for planning purposes, and represent agreements between a city recreation department and a school division and between a town and a school division.

3.0 Local Policies Related to Facility Use

Both schools and communities benefit from harmonized facility-use policies and procedures that are supported by formal agreements. Both parties also benefit when clear lines of communication are established to ensure that information is accessible and made

available to key stakeholders, with an aim to ensure maximum and optimal use of available facilities.

School boards in Manitoba generally have policies and procedures regarding the use and rental of school facilities, which may include references to joint-use agreements with the local municipality or recreation commission. These may need to be reviewed to align with the recommendations made in this handbook. School division policies and procedures, which are included in school division policy handbooks, may be viewed online through school division/district websites (see www.edu.gov.mb.ca/k12/schools/sb_contacts.html).

School board facility-use policies might include a number of the following:

- a general philosophy for determining use of school division buildings, schools, and facilities
- a priority order of groups having potential access to schools and facilities, with school programming for students having priority unless contractual obligations are in place, such as for daycare lease agreements
- operational guidelines for users, which may be centralized at the school board level or decentralized at the school level and might refer to the following: application, cancellation, and renewal procedures; responsibilities regarding communications among the school division, school, and community users; liability and responsibility for personal injuries and damages to facilities and equipment; the fee schedule for different group categories and time slots; and requirements regarding supervision and maintenance of facilities and activities
- leasing options, such as for daycares
- limitations as to the types of activities that are allowed or disallowed

Recreation commissions and other community organizations may also have policies and procedures regarding the use and rental of community facilities and the incorporation of joint-use agreements into their operations. Policies need to be developed through a consultation process with community members and/or groups, and other stakeholders, and through best practice guidelines, program requirements, or government regulation. For example, as previously mentioned, the creation of joint agreements is a condition for funding under the Province of Manitoba's ROP program. Policies will confirm the commission's procedures regarding facility allocation, user fees, supervision, and other items applicable to facility use.

4.0 Facility-Use Agreements

The granting of access to schools by community users and to community facilities by schools is achieved through a process that is consistent with local policies, procedures, and contractual agreements, which stipulate the terms and conditions for the use of these facilities. The design of the facility-use agreement will depend on the type of agreement

required, and the elements it contains will be specific to each school and community facility based on local needs and resources. The two main types of agreements are

- *two-way or joint-use formal agreement*: A formal agreement between the municipality, recreation commission, or other publicly owned/operated facilities and a school or school board stipulating joint access to facilities between school and community users.* This may also involve one *master agreement* and a number of *school-specific agreements* that are consistent with the terms and conditions of the master agreement.
- *one-way formal agreement*: A signed formal agreement between the municipality, recreation commission, or other community group organization and the school or school board regarding school use of municipal/community facilities or municipal/community use of school facilities (e.g., rental agreement). In place of a formal one-way agreement, jurisdictions commonly issue a *facility-use permit* that is consistent with existing policies and procedures.

Each school and community will have to determine what works for them – there cannot be a one-size-fits-all template. The Province, however, strongly advises all jurisdictions to formalize the use of facilities while still allowing for flexibility. Clear and timely communication is a key factor in promoting clear expectations and ongoing collaboration between parties. This includes appropriate consultation with all stakeholders (e.g., teachers, students, parents, and community members at large) in the development of policies, procedures, and agreements that promote wide and optimal use of facilities and, as recommended in the *Healthy Kids, Healthy Futures Task Force Report*, increased opportunities for physical activity and healthy lifestyle practice.

For larger jurisdictions, a master joint-use agreement at the school board or community level can be used to further develop specific school or community facility agreements. If a master agreement does not exist, a committee of representatives from schools, divisions, municipalities, and recreation commissions can be formed to develop key items needing to be included in a standard agreement. Issues such as programming or facility needs, costs, supervision requirements, and so on, should be discussed and agreed upon prior to being made formal in an agreement. This committee could then meet as part of an annual review process once the agreement is in place.

If key policies at the school/school board and/or community level have been established, success can be achieved by designating a lead person, such as a school division facility manager or a community recreation director who is specifically responsible for providing guidance and support to schools and communities in developing joint-use agreements. This person can also be responsible for ensuring that policies are implemented as decided and that procedures are followed. Additionally, this individual can provide in-person information or instruction where required.

* See Section 7.0 for two samples of joint-use agreements.

5.0 Developing Facility-Use Procedures and Agreements

Establishing facility-use procedures and formal joint-use or one-way agreements will be specific to each school/school board and community, municipality, and/or recreation commission based on local policies, needs, and resources. Through a collaborative approach between schools and communities, the review, development, and implementation of comprehensive facility-use procedures and agreements can be achieved while paying particular attention to the following areas, which are further discussed and outlined in this section of the document:

- 5.1 Prioritization of User Groups
- 5.2 Availability of Facilities
- 5.3 Formal Application Procedure
- 5.4 Communications (Booking, Scheduling, Cancellations)
- 5.5 Rental Fees and Costs
- 5.6 Staffing and Supervision
- 5.7 Safety and Security
- 5.8 Liability and Insurance
- 5.9 Provision of Equipment
- 5.10 Damages to Facilities and Equipment
- 5.11 Formalization of an Agreement

5.1 Prioritization of User Groups

School division policies need to indicate the order of priority for which school facilities are allocated for use both during and outside of school hours. School programming naturally has first priority unless otherwise indicated by a contractual agreement with outside groups, such as through daycare leasing agreements. The prioritization of user groups may also include categories such as youth groups, service clubs, division residents, and the general public. A collaborative approach between schools and communities will assist jurisdictions in providing equitable access to groups, even with extensive school programming.

In the case of community facilities, non-prime-time hours, which often fall during normal school hours, offer an opportunity for access by schools through a joint-use or one-way agreement. By clearly determining procedures around priority access, municipalities, recreation commissions, and community organizations can help encourage the use of these facilities by schools.

Facility-use agreements must be consistent with local policies, specifying priority as well as conditions and procedures for certain circumstances (e.g., pre-empting permits when

unforeseen or emerging needs arise, which would then also include provisions for an alternate location or time). The prioritization of users must also be subject to a regular review process, allowing fair access to new or emerging groups.

5.2 Availability of Facilities

Along with scheduling conflicts, the availability of space is regarded as a major barrier in meeting the demand for community use of schools and school use of community facilities. When school and community partners collaborate to develop a flexible plan, they are better able to address some of the barriers or concerns related to the availability of space. Because schools often provide extensive programming, it is helpful to determine when gaps in scheduling might occur. Schools could be made more available during winter, spring, or summer breaks. After-school programming prior to 6:00 p.m. in both schools and other community facilities, such as libraries, may also be considered to meet the needs of local at-risk students. In smaller or rural communities, the best available option to maximize the use of facilities is to share them among the user groups. Other concerns related to availability that need to be addressed through a collaborative process include under-equipped facilities, lack of access for individuals with disabilities or other limitations, and insufficient or inadequate resources needed to support desired recreational programming. Some solutions might include the provision for equipment rental services, access to changing rooms and on-site staff, or having proximity to public transportation in certain urban settings.

With regard to planning and operational procedures, a number of factors need to be considered that might work to increase availability and could be reflected as part of facility-use procedures and agreements. Some of these are addressed further in this section.

5.3 Formal Application Procedure

A formal application procedure needs to be in place and specified to ensure consistency and fairness in granting access to schools by community groups or access to community facilities by schools. Applications are submitted and reviewed according to a procedure that can include a review by an assigned group or individual and a clear communication process, including deadlines and timelines for responding. The decision to grant use of a facility is also subject to local policy regarding priority use.

An application form that includes the following can be used as part of the process:

- name of group requesting access (names and addresses of group members may be required if residency is a factor)
- name and address/phone number of group leader/supervisor
- name of school or community facility granting access
- time and date of rental for occasional use
- time and dates for regular use
- activity to take place
- all facilities to be used
- all equipment to be used

The permit issued would also include the following, along with a list of conditions of use:

- rental fee, if any
- acceptance of requirement to comply with conditions of use as set out in the agreement and school or community facility-use policy
- address/phone number of signature authorization

The application form can also serve as a reservation notice, allowing for the scheduling of the group into a regular requested time slot. In addition, the procedure for re-applying should be specified for further occasional use, as part of an annual process or if the activity changes.

5.4 Communications (Booking, Scheduling, Cancellations)

Clear and timely communication is a key factor in promoting clear expectations and ongoing collaboration between parties involved with facility-use agreements and permits. The following suggestions will ensure more effective communication:

- *Booking control:* Have a centralized booking system, and, for joint-use agreements, have one contact person (e.g., school principal and recreation commission director) in charge of booking facilities. The party responsible for booking then communicates the schedule to the other party on a regular basis.
- *Advanced scheduling:* Systematize the scheduling process by starting with regularly scheduled/annual events and working down to short notice/one-time-only events. Plan all special events and recurring events together at a convenient time and consider implementing a time rule for cancellations (e.g., 48 hours' notice), which permits time to consider late requests and/or reschedule.
- *Time encroachment:* Include a procedure in the agreement/permit for occasions when one group's scheduled activity spills over into another group's allotted time. Effective approaches include keeping the facility open longer than planned, proportionately reducing user fees for the affected group based on time used, or providing the affected

group with time on an alternate date. In some instances, this would also involve penalties or loss of rental privileges.

- *Booking restrictions:* Restrictions on access need to be limited but made clear to parties involved. These restrictions need to be based on the safety and suitability of the activity in the facility. Holiday restrictions and scheduled maintenance procedures need to be minimal in order to ensure that access is uninterrupted as much as possible during holiday and seasonal breaks. A confirmation for every booking should be required, and the cancellation of events should require a notice period.

5.5 Rental Fees and Costs

The rental or user fees to be charged as part of a facility-use agreement or permit need to be clearly outlined and consistently applied for all groups involved. These fees may tend to vary from one location to another due to a number of factors. Local policy may exempt certain community groups from paying fees to use schools, such as those within a joint-use agreement, non-profit groups, or groups with a majority of division residents. Reciprocally, rental fees paid by schools for community facilities may vary depending on the facilities used or may be waived during regular school hours, possibly as part of a joint-use agreement. Fees may need to be charged to offset the cost of operations, which may include facility maintenance, operation of grounds, equipment repair and replacement, as well as costs related to staff wages (e.g., supervisor, caretaker, security personnel, and where additional costs are incurred for specialized personnel such as lifeguards).

A detailed cost analysis related to facility use is necessary to establish a fee structure that is both fair and sustainable. It is critical to note that for schools and municipal facilities, the goal is not to generate funds for profit, but to offset the actual costs incurred and to determine who is responsible for their payment. The determination of the actual costs for operations, therefore, also needs to take into account the funding received for programming and facility development or maintenance. For a joint-use agreement, this would also include a comparison of the expenditures incurred in providing facility access to the partner to those saved in gaining cost-free access to the partner's facilities.

The Financial Reporting and Accounting in Manitoba Education (FRAME) system provides school divisions with a standardized method of accounting and financial reporting. The FRAME report (see www.edu.gov.mb.ca/k12/finance/frame_report/) contains facility operations information, such as the school division's maintenance costs per square foot, which can provide a baseline for calculating maintenance costs related to community use of schools.

Factors determining usage fees charged within a facility-use agreement/permit will include one or a combination of the following:

- fees waived for certain groups
- reciprocal use where the school has access to recreation facilities and the commission has access to school with no fees paid

- hourly rate according to time of day and group
- flat rate per group
- fees charged based on a lease agreement (e.g., daycare)
- general annual maintenance fee
- fees for use during school breaks
- actual costs for use (e.g., weekend custodial wages)
- payment required for all additional custodial costs incurred by granting access to the facility
- reduced cost of purchasing or repairing equipment through joint sharing (e.g., the recreation commission could take responsibility for certain outdoor sports equipment at no cost or at a greatly reduced fee to the school while the school could do the same for sound equipment owned by the school)
- payment by users of a percentage of the actual maintenance and utility costs, or specifically those incurred by opening the facility during non-prime-time hours

5.6 Staffing and Supervision

Experienced and well-trained supervisors during programs and events may be required, which could also include training to ensure the safety of users as well as the proper use of equipment. As a rule, custodians are not responsible for the direct supervision of the group or individual use of the facility. Procedures and agreements need to be explicit and clear regarding supervisory staff requirements and responsibilities, such as the following:

- number, age, type, and qualifications, which may vary according to the nature of the activity, age of the participants, and other circumstances
- time of arrival prior to event and conditions allowing departure (e.g., all participants have been picked up)
- duties, such as facility preparation, protection of equipment and facilities, monitoring of users and/or adjacent spaces, cleaning, maintenance, lock-up, and post-event report
- responsibilities and procedures for staff and supervisors as part of an emergency plan

The following provisions for additional staff will also be considered under certain conditions:

- assigning a custodian to provide access to facilities when a designated individual or staff member is unavailable
- assigning other alternate personnel/individuals to allow access during holiday breaks

5.7 Safety and Security

Provisions need to be made as part of the facility-use agreement/permit to ensure the safe and secure use of the facilities and their equipment. Issues to be addressed include the following:

- development of an emergency plan with clear responsibilities and procedures
- sufficient insurance and liability protection
- partial versus full access to the school or community facility (the facility spaces to be made available need to be identified along with provisions to limit or control access to other areas of the facility or building)
- reasonable access to those parts of the facility that would reasonably be expected to be provided for the health and well-being of facility users (e.g., washrooms)
- access to safety equipment and telephone when required
- protection of facilities and equipment
- proper levels of supervision during events or programs organized and offered by outside users
- safety of local students when providing access to school facilities by outside groups during regular instructional hours
- the decision whether or not to allow the sale of alcohol during events organized and run by outside users

5.8 Liability and Insurance

The Manitoba School Boards Association (MSBA) provides comprehensive general liability insurance protection of \$40 million* to all school divisions across the province. This coverage includes formally identified school programs, extracurricular activities, students using community facilities for school-related programming, and community organizations using school facilities outside regular school hours. Municipalities and recreation commissions outside of Winnipeg carry protection of up to \$20 million.

Where they do not already have coverage, school divisions are encouraged to offer information about insurance programs providing coverage (e.g., \$2 million) to community organizations when booking school facilities. Premiums are nominal, ranging from \$25 to \$150 per day and \$75 to \$500 per season for programs and events without alcohol, depending on the number of participants and the event/program itself.

Mechanisms need to be in place to allow for the proper assignment of liability for all uses made of facilities by a given user group over a determined period of time. The agreement/permit needs to clearly define the scope of the liability to which parties are

* The amounts of coverage quoted here are based on information received in January 2011.

being exposed and what liability outside users could and should reasonably be expected to assume when using school-based facilities. Other requirements that can be included as part of the agreement/permit include the following:

- public comprehensive liability insurance that covers injury, death, and property damage
- a statement that each party of a joint-use agreement will supply to the other an insurance certificate satisfactory to the other
- a statement that school insurance does not extend to cover recreation groups or that municipal insurance will extend to groups that are designated as parties that participate in activities sanctioned by the recreation commission
- a reminder to renters outside of recreation commission or school programming that they should be aware of their insurable status (A list of those programs operated by the recreation commission and therefore covered by the commission's insurance should be kept up to date.)

MSBA also provides an option to school divisions to purchase universal first-party student accident insurance. Every student within a division who chooses this option is covered without regard to fault, 24 hours per day, every day of the year, for all school activities (including out-of-class activities that have been approved for his or her physical activity practicum). Families may also obtain first-party student accident insurance coverage, which provides insurance coverage for students without regard to fault for any activity, whether school-related or not, 24 hours per day, every day of the year. Members of user groups in general may also consider accident insurance coverage, depending on the type of activity they are engaged in.

It should be noted that while waivers may be used and addressed by parties involved, the use of these should be avoided when participants are minors, as such waivers may go against the rights of participants and could therefore be unethical. The use of an informed consent form may offer a more suitable alternative. Ultimately, reasonable supervision, planning, and safety measures should be in place to help prevent accidents and injuries.

5.9 Provision of Equipment

Certain collaborative efforts must be made to support facility-use agreements/permits to ensure proper use of equipment or use of alternate equipment for community groups.

With the impact on financial resources needed to cover the costs of maintaining and/or replacing equipment over time as a result of added wear and tear due to use by school/community groups or users, the imposition of small fees or rental fees may help reduce the cost burden on schools. Misuse of equipment by community users may require detailed instructions as part of the agreement/permit or adequate supervision to reduce damage or excessive wear and tear on facilities or equipment. Provisions for storage of equipment reserved for school/community use may also be a consideration.

Access to community facilities by schools can also be impeded by equipment purchase or rental costs (e.g., life jackets for the use of a community pool) that place an excessive burden on schools. Once again, some collaborative planning or provisions within the agreement/permit can address this issue.

The facility-use agreement needs to specify whether or not the use of equipment is part of the agreement/permit and should specify exceptions to the rule. Other questions to consider include the following:

Will joint use extend to the use of each other's equipment?

- Will there be separate locked storage for equipment?
- Who will have responsibility for lock-up?
- What are the rules/conditions concerning the use of equipment?
- How will damage to the equipment or facility be reported?

5.10 Damages to Facilities and Equipment

The use of facilities and equipment by multiple users will inevitably lead to wear and tear, which may sometimes occur as a result of misuse. A provision in the agreement/permit should be included with regard to damage through normal wear, negligent wear, theft, and vandalism. A detailed procedure for reporting damages should be developed as well, including an assessment of the nature of the damage, a record of the date of occurrence, and the identity of the responsible party. A sign-out procedure before use with an equipment inspection after each use could also serve as a preventative measure. In general, the burden for repairing or replacing damaged equipment should be shouldered by the group or individual that is responsible for those damages. Obtaining comprehensive liability insurance that covers property damage should be encouraged.

5.11 Formalization of an Agreement

A number of elements will be included in a facility-use agreement to make it a formal, binding contract between parties. An effective formal agreement will

- identify all parties involved, such as the school division, school, municipality, recreation commission, or community group entering into the agreement
- identify the purpose of the agreement, which can be outlined using "whereas" statements to describe the context of the agreement
- include definitions of specific terms used in the agreement
- indicate relevant dates, such as when the agreement is signed and takes effect, as well as the agreed-upon duration when the agreement is to be reviewed
- include a listing of all the facilities and spaces to be used or shared under the agreement (entranceways and common areas may be taken for granted)
- include amendment and dispute resolution procedures as well as terms for termination

6.0 Self-Assessment Tool in the Granting of Access to Schools and Community Facilities

This self-assessment tool is intended to assist jurisdictions in a process of reviewing and developing facility-use policies, procedures, and agreements that ensure optimal use.

Indicate the extent to which your facility-use policies, procedures, and agreements include the following elements:	A Strongly Agree	B Agree	C Disagree	D Strongly Disagree	N/A Not Applicable
1. The granting of access to facilities is formalized and based on a collaborative process of development and implementation.					
2. The agreement or permit identifies the following: <ul style="list-style-type: none"> a. type of agreement/permit b. names of parties involved c. purpose of the document d. relevant definitions e. duration of agreement f. terms of termination 					
3. The prioritization among user groups is clearly outlined.					
4. Facilities and spaces available for use or to be shared are identified, including time of use.					
5. A formal application procedure is in place and includes the following: <ul style="list-style-type: none"> a. name of group requesting access b. name of school or community facility granting access c. time/date of rental d. activity to take place e. all facilities to be used f. all equipment to be used g. rental fee, if any h. acceptance of requirement to comply with conditions of use as set out in the agreement and school policy i. address/phone number of signature authorization j. application form that can serve as a reservation notice, allowing for the scheduling of the group into a regular requested time slot k. re-application procedure, possibly on an annual basis or if the activity changes 					
6. A centralized booking system is in place and includes the following: <ul style="list-style-type: none"> a. a clearly outlined chain of communication b. restrictions on access that are limited but clearly indicated c. time encroachment and cancellation procedures 					

(continued)

Indicate the extent to which your facility-use policies, procedures, and agreements include the following elements:	A Strongly Agree	B Agree	C Disagree	D Strongly Disagree	N/A Not Applicable
7. Scheduling is systematized and ensures maximum use of facilities.					
8. Usage fees are based on actual operating costs and revenue received through funding or joint use (in kind).					
9. Rental fees and costs are clearly outlined and consistently applied.					
10. Accommodations are made to allow access to facilities during normal school breaks.					
11. Staffing and supervision requirements and qualifications are specified and include procedures to ensure compliance.					
12. Responsibilities of users are specified as needed in relation to the following: a. supervision requirements b. facility preparation c. cleaning up d. return of equipment e. locking up					
13. Provisions for safety and security are made as needed in relation to the following: a. users, guests, and spectators b. facilities and equipment c. theft and vandalism d. partial or full access to school or facility e. alcohol sales f. emergency procedures					
14. Liability and insurance requirements for all groups are specified and verified.					
15. Provisions for equipment are clearly indicated as needed in relation to the following: a. equipment supplied to users b. equipment not included or to be supplied by users c. storage d. proper use e. replacement due to wear/tear or misuse					
16. Responsibility and procedures for damages to facilities or equipment are clearly outlined.					

7.0 Sample Joint-Use Agreements

The joint-use agreements in this section are intended as examples only. They have been adapted from existing agreements and are provided for local planning purposes. The first represents an agreement between a city's recreation department and a local school division. The second sample is an agreement between a town and a school division that are partners within a recreation commission. These agreements can be tailored to local needs and situations, such as for a district recreation commission that includes multiple municipal partners (e.g., one or more towns, rural municipalities, and school divisions). The references in the right column link the content of each agreement to the elements listed in the Self-Assessment Tool in section 6.0. These agreements presuppose that appropriate legal consultation has been received and that policies and procedures are in place to support their implementation.

1. DEFINITIONS	2
a. “Additional Services” shall mean those services beyond that which are regularly or normally provided to any group or individual using a facility, and shall include equipment rental and overtime staffing costs.	9, 11
b. “Excluded Areas” shall mean those areas of the facility that the Local Authority or Facility Manager feel should not be made available to the public.	4
c. “Local Authority” shall mean the legislative body responsible under the Province of Manitoba <i>Education Administration Act</i> or Activille for the physical assets under this agreement.	
d. “Normal School Hours” shall mean the hours between 8:30 a.m. and 6:00 p.m. on Monday to Friday of each week.	
e. “Normal School Year” shall mean from January 1 to June 30 and September 1 to December 31 of each year.	
f. “School Break Hours” shall mean from 8:00 a.m. to 1:00 a.m. on all days excluding statutory holidays when students are away for normal winter, spring, or summer breaks.	
g. “Normal Leisure Hours” shall mean from 4:00 p.m. to 1:00 a.m. on Monday to Friday of each week, plus 8:00 a.m. to 1:00 a.m. on Saturday and Sunday.	
h. “School Facilities” shall mean only SSD buildings and grounds used for teaching purposes plus that equipment that has been listed through normal facility reservation procedures as available to the public for leisure purposes.	4
i. “ARD Facilities” shall mean buildings and grounds managed by the ARD and developed for sport and leisure purposes, plus that equipment that has been listed through normal facility reservation procedures as available to SSD for leisure purposes.	4
2. ARD PROVISIONS	4, 6, 9
a. The ARD shall provide to the SSD, at no cost, ARD Facilities under the following conditions:	
i. That the facilities requested are booked through the normal facility reservation procedures used by the ARD;	5
ii. That the hours of use are during Normal School Hours;	4
iii. That the hours of use requested have not been previously reserved by other clients of the ARD as per ARD policy for priority use;	3, 6, 7
iv. That the booking does not require the ARD to assign additional personnel to the facility for the purposes of maintenance or to ensure the safety of the participants;	6, 13
v. That all supervision or instruction is provided by the staff of the SSD;	11

iv. That the booking does not require the SSD to assign additional personnel to the facility for the purposes of maintenance or ensuring the safety of the client;	6, 13
v. That all supervision or instruction is provided by the ARD or leisure group booking the facility;	11
vi. That the booking shall not require the SSD to pay overtime costs for its personnel;	6, 8, 9
vii. That the ARD or leisure group booking the facility adhere to all conditions as indicated through the normal facility reservation procedures of the SSD.	12, 15
4. GENERAL	
a. The SSD reserves the right to cancel an ARD or leisure group booking of a School Facility for a school activity by providing to the ARD or leisure group a minimum of five (5) days' notice of the cancellation.	3, 6
b. The SSD shall agree to provide, at cost to the ARD or leisure group, all necessary staff supervision in the event there is a legislative requirement for specialized personnel in the facility during use.	8, 9
c. The SSD shall agree to provide, at cost to the ARD or leisure group, all Additional Services requested by the ARD or leisure group in support of their planned activity.	8, 9
d. The SSD shall agree to provide, at cost to the ARD or leisure group, the use of School Facilities during School Break Hours as per the fee schedule established through the normal facility reservation procedures of the SSD.	10
e. The SSD shall agree to provide all facilities in a healthy and safe state and at a level of service consistent to that provided for the purpose of use by students.	13
f. The SSD shall agree to pay for damages to ARD Facilities by students, during their reservation, under the following condition:	16
i. The ARD can provide evidence that the damages occurred during a reservation of the SSD.	
5. JOINT PROVISIONS	
a. Program Additions and Substitutions. SSD and ARD agree that provisions shall be made for adjustments and accommodations to programs in consultation with appropriate personnel. Such changes may reflect curriculum needs on the part of the SSD or recreational programming needs on the part of ARD as they relate to the use of facilities. All such adjustments will be made jointly and cooperatively on the part of both parties.	1

<p>b. Resolution of Conflicts. In the event of conflicting views on the use of facilities, the SSD and ARD agree to resolve such conflicts via progressive protocol. All attempts shall be made to resolve situations at the most base level initially, progressing through levels (support/personnel, management, board) only upon finding that a satisfactory resolution cannot be found at the initial or previous levels.</p>	1
<p>6. INSURANCE AND LIABILITY</p>	14
<p>a. Both parties agree that SSD and ARD are each responsible to carry independent liability insurance in an amount sufficient to protect themselves during their own participation in any facility.</p>	
<p>b. The SSD agrees it shall indemnify and save harmless the ARD from and against all claims, losses, costs, damages, and suits arising out of or related to the SSD's activities.</p>	16
<p>c. The ARD agrees it shall indemnify and save harmless the SSD from and against all claims, losses, costs, damages, and suits arising out of or related to the ARD's activities.</p>	16
<p>7. REVISION</p> <p>All the provisions and terms of this agreement shall be effective from the date of signing, and shall continue unless either party gives to the other party notice in writing of its desire to negotiate revisions in any given year. If such notice is received from either party, the parties agree to commence negotiations within 15 calendar days after such notice is received and make every effort to conclude a revised agreement.</p>	2
<p>IN WITNESS WHEREOF the parties have executed this agreement as attested by the hands of the proper officers in that behalf this _____ day of _____, 20_____.</p>	1
<p>FOR THE CITY OF ACTIVILLE</p> <p>_____</p> <p>Date</p> <p>_____</p> <p>Date</p>	<p>_____</p> <p>Deputy Mayor of Activille</p> <p>_____</p> <p>Director of the ARD</p>
<p>FOR THE SUNNYLANE SCHOOL DIVISION</p> <p>_____</p> <p>Date</p> <p>_____</p> <p>Date</p>	<p>_____</p> <p>Chair of the Sunnyslane School Board</p> <p>_____</p> <p>Superintendent</p>

7.2 Sample Joint-Use Town/School Division Agreement*

Joint-Use Town/School Division Agreement	References to Self-Assessment Tool
<p>This agreement made in duplicate this _____ day of _____, 20__.</p> <p>BETWEEN:</p> <p style="text-align: center;">CENTRAL SCHOOL DIVISION (Address) hereinafter called "the Division"</p> <p style="text-align: center;">- And -</p> <p style="text-align: center;">THE TOWN OF OUR PLACE (Address) hereinafter called "the Town"</p> <p>The Governing Bodies to this Agreement are: the Division and the Town. The signatories to this Agreement represent that they have authority to bind their respective principals. This Agreement is entered pursuant to <i>The Municipal Act</i>, Section 232 (1)(b) and 250 (2) (d) (iv) and <i>The Public Schools Act</i>, Section 48(1)(r).</p> <p>WHEREAS, the Governing Bodies of the Town and the Division are mutually interested in an adequate program of community recreation.</p> <p>AND WHEREAS, said Governing Bodies are authorized to enter into agreements with each other, and to do any and all things necessary or convenient to aid and cooperate in the cultivation of the community's health and vitality by providing for adequate programs of public recreation;</p> <p>AND WHEREAS, said Governing Bodies are mutually interested in assuring public facilities and accessible and available for Division students and the Town community; and</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">1</p>

* Adapted with permission from an anonymous source.

<p>AND WHEREAS, in the interest of providing the best service with the least possible expenditure of public funds, full cooperation between the Town and the Division is necessary;</p> <p>AND WHEREAS, a joint-use concept can best provide for the usage, maintenance, and operation of existing public facilities for utilization by both Governing Bodies;</p> <p>AND WHEREAS, a joint-use agreement would also allow and encourage the Town and the Division to work together in planning and developing public facilities for joint use;</p> <p>AND WHEREAS, the Governing Bodies agree that coordinated and cooperative scheduling of public facilities is the best way to maximize the beneficial use of these facilities while ensuring that they are maintained as sustainable community assets.</p> <p>NOW THEREFORE, in consideration of the mutual promises contained herein, the Town and the Division do agree as follows:</p>	
<p>1. DEFINITIONS</p>	<p>2</p>
<p>a. “CAO” shall mean the individual appointed by the Council of the Town of the position of Chief Administrative Officer.</p> <p>b. “Designated Representative” shall in the case of the Division mean the Secretary-Treasurer or such other individual so designated by the Secretary-Treasurer and in the case of the Town shall mean the Director of Community Services or such other individual so designated by the Director of Community Services.</p>	
<p>c. “Division Facilities” shall mean tangible Capital Assets owned by the Division including land and buildings plus such other disposal assets deemed by the Division to be usable for Community Program purposes.</p>	<p>4</p>
<p>d. “Governing Bodies” shall in the case of Division mean the Board and in the case of the Town mean the Council.</p>	
<p>e. “Superintendent” shall mean the individual appointed by the Board of the Division to the position of Superintendent of Central School Division.</p>	
<p>f. “Town Facilities” shall mean tangible Capital Assets owned by the Town, including land and buildings plus such other disposal assets deemed by the Town to be usable for School Program purposes.</p>	<p>4</p>
<p>2. THE DIVISION FACILITIES AND PROMOTIONAL MATERIALS</p>	
<p>a. It is recognized that Division properties are intended primarily for Division purposes and for the benefit of individuals of school age. The Division will have priority use of all Division Facilities during school hours.</p>	<p>3</p>

<p>b. The Division will make available, at the request of the Town’s designated representative(s), and will have access to and be given priority use of the Division Facilities when the Division does not require the area for student use. First priority will always be for Division purposes and student use.</p>	<p>3</p>
<p>c. It is therefore agreed that, in planning programs and scheduling activities on Division grounds, the needs and opportunities of such individuals will be provided for.</p> <p>i. The Division shall make available to the Town any facilities that are suitable for community programs. Use of said facilities shall be in accordance with the policies and procedures of the Division for the use of Division Facilities, by the laws of the Province of Manitoba, and as otherwise provided for in this Agreement;</p> <p>ii. The Division shall allow distribution of the Town’s District Recreation Commission Guides four times per year to at least one child per family within each elementary school. All other requests for distribution of materials should be made through the Superintendent.</p>	<p>4, 7, 10</p>
<p>d. Division Facilities or portions thereof, under lease to third parties, are excluded from this agreement.</p>	<p>4</p>
<p>3. THE TOWN FACILITIES AND PROMOTIONAL MATERIALS</p>	
<p>a. It is recognized that the Town properties are intended for utilization by and benefit to residents of all ages. It is therefore agreed that, in planning programs and scheduling activities on Town property, the needs and opportunities of all age groups will be provided for.</p>	<p>3</p>
<p>b. The Town, at the request of the designated representatives of the Division, shall make Town Facilities, suitable for Division programs, available to the Division. Use of said facilities shall be in accordance with the policies and procedures of the Town in granting permits for the use of its facilities, and as otherwise provided for in this Agreement.</p>	<p>4, 10</p>
<p>c. Town Facilities or portions thereof, under lease to third parties, are excluded from this agreement.</p>	<p>4</p>
<p>4. ADDENDA</p>	
<p>a. The Governing Bodies may develop addenda to the Agreement to provide supplemental terms for specific facilities, which must be approved by each Governing Body, dated, and signed by both Governing Bodies and attached to this agreement.</p>	<p>11, 12, 13, 15</p>

<p>5. SCHEDULING</p> <p>a. The Division and the Town, through their designated representatives, will engage in joint and cooperative scheduling of facilities. For this scheduling, staff members will keep foremost in their thoughts and actions the needs of our youth. So that the taxpayers’ investment is fully realized, every attempt will be made to maximize the use of public facilities.</p> <p>b. The Division and the Town shall designate representatives responsible for scheduling facilities. These representatives shall meet regularly as necessary to coordinate the scheduling of these facilities for use and maintenance activities in order to maximize the public benefit from these facilities while ensuring that the condition of these facilities is not degraded. In addition, these representatives shall develop standard use policies (e.g., facility development and maintenance standards) that can be applied to the facilities of both agencies.</p> <p>6. STAFFING</p> <p>a. The Governing Bodies of the facilities shall be responsible to ensure the provision of personnel to oversee the general access and security of their facility. The qualifications of these personnel shall be as per the minimum requirements of the Governing Body of the facility as outlined within the policies of the facility Governing Body and /or the laws of the Province of Manitoba.</p> <p>b. The Town shall ensure the provision of adequate adult supervision to supervise Town and Town-sponsored activities held in/on Division Facilities. The qualifications of the adult supervisors shall be determined by the Town or the governing authority for a Town-sponsored activity.</p> <p>c. The Division shall provide adequate personnel to supervise school activities held in/on Town Facilities. The qualifications of the personnel shall be as determined by the Division.</p> <p>d. The personnel, whether volunteer or employed by each Governing Body, shall act under the supervision, rules, and regulations of that Governing Body. The personnel of each party engaged in the performance of this Agreement shall not be considered employees or agents of the other party. Each Governing Body shall be responsible for the acts and omissions of its own officers, employees, and agents. Neither Governing Body is responsible for the acts and omissions of any person or entity not a party to this Agreement.</p>	<p>5, 7</p> <p>6, 7</p> <p>11</p>
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<p>7. FEES</p> <p>a. The facilities of the Division and the Town shall be made available at no charge during regular hours of operation (hours during which building maintenance or appropriate supervisory staff is usually scheduled). However, when additional staff is required or if a request for use falls outside of the regular hours of operation, a fee may be assessed to cover the actual cost of additional staffing or staffing the facility outside of regular hours.</p>	<p>8, 9</p>
<p>8. DISPUTE RESOLUTION</p> <p>a. In the event that a dispute arises as a result of the implementation of this Agreement, resolution shall be addressed by the Governing Body identified below in the following sequential order (as needed):</p> <ul style="list-style-type: none"> i) Site-Based Supervisors ii) Designated Representatives of the Division and the Town iii) The Superintendent and the CAO iv) Division Board of Trustees and the Council of the Town v) An Arbitration Committee in accordance with the provisions of <i>The Arbitration Act of Manitoba</i> 	<p>2</p>
<p>9. REPLACEMENT OF MATERIALS/EQUIPMENT</p> <p>a. The Town shall furnish and supply all expendable materials and equipment necessary for carrying on the Town-sponsored activities in the Division Facilities unless otherwise agreed.</p> <p>b. The Division shall furnish and supply all expendable materials and equipment necessary for carrying on the Division-sponsored activity in the Town Facilities unless otherwise agreed.</p>	<p>15</p>
<p>10. IMPROVEMENTS, MAINTENANCE, OPERATION, AND REFURBISHMENT</p> <p>a. Subject to the written approval of the Superintendent or his/her designated representative, the Town may improve school grounds, athletic fields, and playground areas (including the installation of recreation equipment). Ownership and maintenance of such equipment or enhanced facilities will be addressed in separate addenda to this Agreement.</p> <p>b. Subject to the written approval of the CAO or his/her designated representative, the Division may improve the Town Facilities (including the installation of school equipment). Ownership and maintenance of such equipment or enhanced facilities will be addressed in separate addenda to this Agreement.</p>	<p>8</p>

<ul style="list-style-type: none"> c. It is further agreed that the plans, specifications, and standards for the placement of all equipment, facilities, and improvements upon said premises (whether permanent or temporary), and the type, design, and construction thereof, shall be approved in writing by the Governing Body owning the premises prior to any installation thereof, for which approval shall not be unreasonably withheld. d. The cost of maintaining, operating, and refurbishing specific improved areas shall be addressed in separate addenda to this agreement. e. The Town shall be responsible for litter control during scheduled or sponsored activities by the Town. Other users scheduled through the Town will have the same responsibilities. f. The Division shall be responsible for litter control during school-scheduled or school-sponsored activities. 	
<p>11. AGREEMENT DEVELOPMENT</p> <p>Representatives of the Division and the Town shall meet as necessary, but not less than once annually, to address the issues that may arise, and to discuss scheduling and maintenance issues, equipment replacement schedules, and potential co-funded capital projects. This Agreement and any addenda thereto shall be reviewed at least annually by these representatives.</p>	<p>2, 7, 15</p>
<p>12. EMERGENCY OPERATIONS</p> <ul style="list-style-type: none"> a. In an emergency situation where the Town requires use of the Division Facilities, assets, and personnel, all costs will be the responsibility of the Town. b. In an emergency situation where the Division requires the use of the Town facilities, assets, and personnel, all costs will be the responsibility of the Division. 	<p>9, 13</p>
<p>13. FACILITIES DEVELOPMENT</p> <ul style="list-style-type: none"> a. The Governing Bodies will involve each other in the planning and design development of new construction or a significant remodel of existing facilities. Upon request, the Superintendent or the Town CAO shall designate a representative of their respective Governing Body to participate in the project planning process of the other. The purpose of this participation shall be to provide input on facilities development, to explore opportunities to create multipurpose facilities, to avoid unnecessary duplication of facilities, and to facilitate construction project permits. 	<p>1</p>

<p>14. SUPREMACY OF ADDENDUM</p> <p>a. Should the conditions of any addendum to this Agreement conflict in part or in total with the terms hereof, then the conditions of the addendum shall control in relation to the specific properties and/or activities identified in the scope of such addendum. In addition, if the conditions of this Agreement or an addendum to this Agreement conflict in part or in total with Provincial laws or other governing statutes, then the other governing statutes shall control.</p>	<p>2</p>
<p>15. FORCE MAJEURE</p> <p>a. Neither Governing Body shall be held responsible or be considered in breach of this Agreement based upon events beyond their control or which could reasonably be considered unforeseeable including, but not limited to, natural disasters, mechanical or structural failures, or unusual athletic success.</p> <p>b. Each Governing Body shall endeavour to notify the other as early as possible should such an event occur or should the likelihood of such an occurrence increase. The Governing Body shall work to minimize the impact of such rare events on the rights and obligations articulated in this Agreement.</p>	<p>2</p>
<p>16. TERMINATION</p> <p>a. Either Governing Body may terminate this Agreement, as to any or all facilities, upon giving to the other party twelve (12) months' advance written notice of intention to terminate.</p>	<p>2</p>
<p>17. INDEMNIFICATION/HOLD HARMLESS</p> <p>a. The Division shall indemnify and hold harmless the Town, its officers, officials, employees, and volunteers from and against any and all claims, suits, actions, or liabilities for injury or death of any person, or for the loss or damage to property, which arises out of the Division's use of the Town's facility or from the conduct of the Division's business, or from any activity, work, or thing done, permitted, or suffered by the Division in or about the Town's facility, except only such injury or damage as shall have been occasioned by the sole negligence of the Town.</p>	<p>14, 16</p>

<p>b. The Town shall indemnify and hold harmless the Division, its officers, officials, employees, and volunteers from and against any and all claims, suits, actions, or liabilities for injury or death of any person, or for the loss or damage to property, which arises out of the Town’s use of the Division’s facility or from the conduct of the Town’s use of the Division Facilities or from the conduct of the Town’s business, or from any activity, work, or thing done, permitted, or suffered by the Town in or about the Division’s facility, except only such injury or damage as shall have been occasioned by the sole negligence of the Division.</p>	
<p>18. INSURANCE</p> <p>a. The Division and the Town shall purchase and maintain for the duration of this Agreement general liability insurance.</p> <p>b. The insurance policies shall contain, or be endorsed to contain, that the insurance coverage of the party using the other’s facility shall be primary insurance for liability arising from such use of facility responsibility.</p>	<p>14</p>
<p>19. COMMON MAINTENANCE FUND</p> <p>a. The governing bodies in this agreement agree to establish a fund of \$10,000.00 annually for the purpose of common maintenance or improvements. Each Governing Body will provide \$5,000.00 to this fund.</p> <p>b. On an annual basis, on or before the 1st day of September, a meeting will occur to determine what projects will be approved with these funds.</p>	<p>8</p>
<p>20. NON-DISCRIMINATION</p> <p>a. No person shall be denied or subjected to discrimination in receipt of the benefit of any services or activities made possible by or resulting from this Agreement on the grounds of sex, race, colour, creed, national origin, age (except minimum age and retirement provisions), marital status, or the presence of any sensory, mental, or physical handicap.</p>	<p>2</p>

<p>21. NOTICES</p> <p>a. Any notice required under this Agreement will be in writing, addressed to the appropriate Governing Body at the address that appears below (as modified in writing from time to time by such Governing Body), and given personally, by registered or certified mail, return receipt requested, by facsimile, or by a nationally recognized overnight courier service. All notices shall be effective upon the date of receipt.</p> <p style="text-align: center;">The Division</p> <p style="text-align: center;">Central School Division (Address)</p> <p style="text-align: center;">The Town</p> <p style="text-align: center;">The Town of Our Place (Address)</p>	2
<p>22. SEVERABILITY</p> <p>a. Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken and all remaining provisions shall continue to be valid and binding upon the Town and the Division, who agree that the Agreement shall be reformed to replace such stricken provision or part therefore with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.</p>	2
<p>23. ENTIRE AGREEMENT</p> <p>a. This Agreement, including addenda, contains the entire Agreement between the Governing Bodies hereto and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or bind any of the Governing Bodies hereto. Either Governing Body may request changes in the agreement. Proposed changes that are mutually agreed upon shall be incorporated by written amendment or addenda to this Agreement.</p>	2

IN WITNESS WHEREOF, the Governing Bodies hereto have caused this agreement to be executed on their behalf:

The Town of Our Place

Central School Division

Mayor

Board Chair

Chief Administrative Officer

Superintendent

8.0 References

Healthy Kids, Healthy Futures All-Party Task Force. *Healthy Kids, Healthy Futures Task Force Report*. Winnipeg, MB: Manitoba Health and Healthy Living, 2005. Available online at www.gov.mb.ca/healthykids/.

Manitoba Education, Citizenship and Youth. *Advisory Committee on Joint Use of School and Community Facilities. Final Report*. Winnipeg, MB: Manitoba Education, Citizenship and Youth, 2008. Available online at www.edu.gov.mb.ca/k12/docs/reports/use_facilities/index.html

Websites:

Manitoba Education, Financial Reporting and Accounting in Manitoba Education (FRAME) report: www.edu.gov.mb.ca/k12/finance/frame_report/

Manitoba Education, list of school division/district websites: www.edu.gov.mb.ca/k12/schools/sb_contacts.html

Manitoba Healthy Living, Youth and Seniors, information about the Recreation Opportunities Program (ROP): www.gov.mb.ca/healthyliving/recreation/partners_in_leisure.html

APPENDIX I
SSCAC POWERPOINT PRESENTATION

SOUTH ST. CLEMENTS ACTIVITY CENTRE

Community Meeting

May 7, 2007

BACKGROUND

- Expression of Interest by User Groups
- Initial Survey 1998
- Positive Community Support
- Accepted Challenge
- Established —South St. Clements Activity Centre”
- Consulted with Culture Heritage Recreation
- Applied CHR’s Planning Framework

—NEEDS ASSESSMENT” SURVEY

- 1999 – 2000
- 23 volunteers
- Door to Door , 1200 homes in the South St. Clements area including the Pine Ridge Trailer Park
- Responses Professionally Analysed
- **Outstanding Response of 60%**

—Needs Assessment” Survey Responses

- **“We Support the Sensible Development of Wellness and Recreation Facilities”**
- 87.9% Agreed
- 10.2% Neutral
- 1.9% Disagreed

SOUTH ST. CLEMENTS ACTIVITY CENTRE INC.

MISSION STATEMENT

The South St. Clements Activity Centre Inc. is a non-profit, multi-use community activity centre. The mission of the Centre is to develop a sustainable cultural, social, educational, and recreational MEETING PLACE that links the past, the present and the future of the community; that promotes the protection of the environment; that fosters the growth and well-being of children, youth, seniors, families, and other organizations; and that builds the spirit of community.

SOUTH ST. CLEMENT'S ACTIVITY CENTRE

CHILDREN

YOUTH

**SPORTS/
RECREATION
PROGRAMS**

GENERAL USE

COMMUNITY MEETING PLACE

FUNCTIONAL SPACE PROGRAM

ARTS/CULTURE

SENIORS

**RESOURCE and
HERITAGE CENTRE**

**SERVICE/SOCIAL
AGENCIES**

CHILDREN

- Nursery School
- Daycare Centre
- Before/After School Care
- Enclosed Play Yard
- Parent/Child Drop- In

YOUTH

- Drop-In Centre
- Programs for Youth
- Bike/Skateboard Track
- Outdoor Activity Area

SENIORS

- Drop-In Centre
- Active Living Programs
- Wellness Programs
- Health/Therapy Clinics
- Congregate Meals

SPORTS/RECREATION PROGRAMS

- Fitness/Wellness
- Self Improvement
- Summer/Winter Sports
- Summer/Winter Recreation
- Storage/Change/Shower
- Link to Floodway Activities, Trans Canada Trail
- Meeting Place for —or the move” groups

COMMUNITY RESOURCE HERITAGE CENTRE

- Library Access
- Community Archives
- Computer Resources
- Culture/Heritage Resources
- Link to Heritage Tourism Opportunities

ARTS/CRAFTS

- Classroom/Studio Space
- Visual Arts and Crafts
- Gallery Space for Display
- Performing Arts
- Portable Stage
- Crafters/Farmers Market

SERVICE/SOCIAL AGENCIES

- Service Clubs ie. Knights of Columbus
- Meeting/Office Space
- Public Health
- Child and Family Services
- Community Policing

GENERAL USE

- Board Room/Meeting
- Office Space/Storage
- Coffee Shop/Café/Canteen
- Kitchen
- Multi-purpose Hall/Gym
- Washrooms/Cloakrooms

STRATEGIC PLAN

- Developed in Collaboration with Facility Consultants
- Analysed space/programs requirements
- Estimated Approx. 12,000 sq. ft.
- Followed Guidelines for Sustainability
- Applied information gathered to Building Concept
- Conceptual Design Competition

CONCEPTUAL DESIGN COMPETITION

- Established Selection Committee
- Put out Call for Proposals and Established Criteria
- Interviewed 12 Firms
- Based on Criteria, Selected 3 Finalists
- Finalists Presented Conceptual Designs at Community Forum
- Conceptual Designs provide Opportunities to Bridge Dreams to Reality

MOVING FORWARD

- Retained Ownership of Conceptual Designs and Models
- Displayed at Community Open House
- Invited Feedback and Comments
- Affirmed Conceptual Vision at PATH

R.M. OF ST.CLEMENTS INVOLVEMENT

- Philosophical support
- Financial support of the upkeep of Donald School
- Financial support for Needs Survey and Analysis
- 10 acres of land on south side of Donald Rd. (Resolution #24 Passed on March 12, 2002)

RECENT RM INVOLVEMENT

- Established Recreation Committee
- Land Dedication Fees and Lottery Funds towards Community Recreation
- Review of Financial upkeep of Donald School
- Decision to subdivide Donald School land and re-allocate assets to building a new community use facility

RECENT RM INVOLVEMENT (con't)

- Council partnering with RM of East St. Paul to hire a Recreation Director for the Municipality
- Council representation on South St. Clements Activity Centre

NEXT STEPS?

- Re-establish time line as recommended by CHR – review completed steps and work towards completion
- Strengthen Existing Partnerships
- Establish New Partnerships
- Build Volunteer Base
- Form 5 Major Working Committees—Capital Fundraiser, Community Relations, Promotions, Building, Special Events

CAPITAL FUNDRAISING

- Special Events
- Individual Giving
- Corporations and Foundations
- Government grants/proposals

COMMUNITY RELATIONS

- Recruiting
- Training
- Scheduling
- Acknowledging
- Retaining Members and Volunteers

COMMUNICATIONS AND PROMOTIONS

- Writing, editing, formation newsletters, news releases, articles
- Designing, maintaining website
- Networking and Building Partnerships
- Designing/producing brochures, pamphlets, posters, signs

BUILDING RESEARCH AND PLANNING

- Facility planning – design, use and activities
- Business planning
- Physical/construction planning

SPECIAL EVENTS PLANNING AND COORDINATION

- Planning
- Coordinating
- Marketing
- Involving Community

IN SUMMARY

Goals of Presentation

1. Informed community of South St. Clement's Activity Centre history and progress to date
2. Shared exciting new developments which will assist in making a new community facility obtainable
3. Created interest to generate community volunteers to make this vision a reality

THANK YOU

Questions?

Comments?