

DISTRICT FOLLOW-UP

Annual Funding Follow-up

2023-2024

This Annual District for Sport, Culture and Recreation Funding follow-up will ask for reports of all data included within the measurement framework. For further detail please refer to the document titled “*District Measurement Framework*” dated January 2017. This follow-up represents the data sets which were agreed upon by Districts and the Globals as a mechanism to account for District service and success.

This document has been designed as a tool to track your data on an ongoing basis throughout the course of the fiscal year. Please feel free to use this document or create your own tracking system that will best suit the needs of the district. However, please pay careful attention to the information asked within the follow-up to ensure that your data collection process will indeed capture the requested information.

Please direct any questions you may have about the follow-up or data collection process to your District Liaison.

Name of Organization	South West District for Culture, Recreation and Sport Inc.
Non-Profit Corporation Number	101128128

Contact Information

Primary Contact and Position	Christie Saas, Executive Director		
Full Mailing Address	PO Box 2234 STN MAIN Moose Jaw, SK S6H 7W6		
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Chairperson	Rebecca Anderson
Daytime Phone Number	306-741-6649
Email Address	reb.anderson17@gmail.com

Grant Information

Total Funds Granted	\$290,500
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Additional Submissions

Please submit the following documents in electronic format.

Forms Required	Date the forms were reviewed and approved by the board
Budget Summary from District Annual Global Funding Form (follow-up column complete)	May 07, 2024
Audited Financial Statement (Signed by two members of the board)	May 07, 2024
Annual General Meeting Minutes	AGM minutes are not formally approved until next year but have been included.

Forms Required (These forms are required if they have been revised within the last year)	Has the policy been reviewed in the last year? (yes/no)
Human Resource Policy	No
Abuse and Harassment Policy/ Dispute Resolution	No, pending district version from Sask Sport, as per email from Nathan Cole, January 30, 2024.
Financial Policies	Yes, Governance Policies March 13, 2024

Saskatchewan Lotteries Trust Fund Impact Indicators	
# of paid staff that self identify as First Nations or Métis; Full Time, Part Time and Contract	0
# of self identified First Nations or Métis individuals on boards or key committees within Lottery Funded Organizations	2 One of the two Indigenous board members is not Canadian Indigenous.
# of paid positions within the organization; Full Time, Part Time and Contract	3

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Sport Specific Tracking

For the following section please input all data as reference in the document "*Measurement Framework for Districts*" section 5.0.

Sport Development- A sport opportunity facilitated is where the district plays a role in connecting, informing, relationship building, partnering or advocating for a sport opportunity on behalf of or in collaboration with a community group, member, or organization.

Number of Sport Opportunities Facilitated (please insert number)

15 opportunities were sport only
45 opportunities covered multiple sectors

What sport opportunities were facilitated? For example: Were local communities connected to Provincial Sport Governing Bodies? Did the District assist communities in their sport development plans? Were local leaders assisted in starting sport programs (making connections, providing advice on starting a program) Were relationships with the local sporting community built? **Please detail below**

Sport (only) Opportunities

- Indigenous Community Sport Development Grant, Administration
- Indigenous Community Sport Development Grant, Swift Current Titans Wrestling (Partnership)
- Meetings with Stakeholders
 - Sask Sport
- Ogema Senior Games (Partnership)
- Saskatchewan Games, Non-Games Year
- Sport Medicine and Science Council (Partnership)
 - Concussion Education
 - Mental Performance
 - Self-Massage and the Athlete
 - Sleep and Performance
 - Sport Injury Prevention
 - Sport Nutrition
 - Sport Supplements
- Sport Wrapping and Taping Workshop (Partnership)
- Survey, Sport Development
- Women in Sport, Moose Jaw Multicultural Council (Partnership)

Sport (overlap sectors) Opportunities

- Advocacy
- Annual General Meeting
- Communication, E-Newsletter
- Community Asset Mapping, Eastend (Partnership)

- Community Asset Mapping, Ogema (Partnership)
- Community Asset Mapping, Youth Volunteer, Frontier (Partnership)
- Community Engagement (22)
- Community Engagement, Data Base Development
- Consultations
 - Day-To-Day
 - Face to Face
 - Indigenous
 - Newcomer
- Governance
 - Board Recruitment
 - Board Training
 - Strategic Planning
- Grant Writing Workshop, In Person, Tompkins
- Grant Writing Workshop, Nekaneet (Partnership)
- Grant Writing Workshop, Shaunavon (Partnership)
- Grant Writing Workshop, Virtual
- Grant Writing Workshop, On Demand
- Grant Writing, Budgets, On Demand
- Grant Writing, Conversation with a Grant Writer, On Demand
- Human Resources (HR) Workshop
- Insurance Q & A
- Meetings with Stakeholders
 - District Consultants
 - District Executive Directors
- Non-Profit Webinar (Partnership)
- Sponsorship Workshop, On Demand
- Staffing
 - Executive Director, x1
 - Community Consultant, x2
 - Operations Planning
- SUMA/SARM (Partnership)
- Survey, Year End

Advocacy, General, Year-Round

- Coaches Week
- Community Grant Program
- Culture Days
- June is Recreation and Parks Month
- National Indigenous History Month
- National Indigenous Peoples Day
- National Truth and Reconciliation Day

- Pride Month
- Recreation Professionals Week
- Regional Park Pass
- Sask Sport programs, services, funding
- SaskCulture programs, services, funding
- SPRA programs, services, funding
- Volunteer Week

Promotion of

- South West District programs and services
- Sask Sport programs, services, funding
- SaskCulture programs, services, funding
- SPRA programs, services, funding
- Other culture/recreation/sport programs, services, funding

Were the results as expected?

- No, we would like to reach more sport groups during community engagement visitations. We are encouraged to engage with recreational sport groups.
- Yes, we recognize that linkages to sport groups often comes from connections to the recreation centres, recreation directors, and municipal councils, who are responsible for sporting facilities and local initiatives.
- Yes, we are pleased with the community groups that are engaging with the PSO's to bring sport clinics to rural areas. Many community groups would pursue this partnership, but not all PSOs are willing to travel. We feel the PSOs that DO travel, are making strong rural sport development connections.
- No, we are unsure why rural sport groups are hesitant to join workshops or gatherings. There is a possibility for sport groups to meet funding criteria by attending.
- Yes, we did have 2 competitive sport groups participate in our on-demand workshops.
- Yes, we are making connections to sport groups through youth leadership and volunteerism.
- Yes, participant numbers for sport medicine workshops were strong from the southwest.
- We are always a little surprised that many community groups feel the district offers too much sport programming.
- Yes, sport contacts in our client data base have increase 10%.

Do you have any concerns in supporting sport development?

- PSO membership fees can pose barriers to participation.
- The ongoing upkeep and maintenance of sport fields and facilities is challenging for communities with limited budgets. They are not a welcoming space when compared to larger communities and cities.
- We are seeing a confusion in municipalities that have become special service areas, about who handles the sport grounds/facilities upkeep.
- We are hearing that the Tony Cote Games are the priority for First Nations athletes because the Sask Games are considered not an inclusive experience. We are unable to determine what is causing this perception.
- There often seems more enthusiasm from upper-level sport facilities to run a sport workshop than we see in general participation interest. This suggests a disconnect between facilities and the athletes/coaches they serve.
- More information is needed to understand the barriers for newcomers to participate in sport.
- When a sport group attends our programs, they tend to be an urban sport group or a PSO, not rural.
- We have noticed a youth desire to break away from the very traditional top-down structure leadership of sport groups, replaced with leading from within, or as a team.
- The Sport Medicine workshop delivery model has become dated. There is a strong desire for an online, on-demand library, that can be accessed when needed, and with an instructional model that is more entry-level, and not as elite sport in focus. The current 1-hour webinar is too long for on-demand, and there is a desire for shorter, 10-15-minutes micro learning.
- There is a strong desire to engage women and girls in sport, but it is from groups who want to fully administer the program themselves, not simply attend a district event. We are happy to support the capacity of these groups but cannot provide funding for their programs.
- Communities often don't have the critical mass to support stand-alone sport programs and experience difficulties embracing sport development at the recreational level.
- There is a municipal mindset that sport is inherently risky. Surprisingly, there is a lack of risk management practices in local sport groups.
- Newcomers are experiencing barriers in applying to KidSport. They often can't produce the previous year's income paperwork, which prevents access to the program.
- Volunteer coaches are sharing they are feeling stretched in too many ways.

Are there enhancements that are needed to increase the outputs in this area?

- Clarity is needed about PSO membership, fees, sanctioned sport participation, etc. There is a need for PSOs to close this gap.
- The district will be pushing groups to run sport taping (etc.) workshops on their own, to build capacity, rather than offer the workshop ourselves.
- Not an enhancement, per se, but a commitment to extend personal invitations to sport groups, particularly volunteer sport leaders, to attend district workshops and events and a watchful eye for grant opportunities to share with sport groups.
- Perhaps develop a one-pager in how to start a sport club. Sometimes having a few written details makes all the difference for an emerging sport group.
- Continue to explore the new youth sport leadership model.
- Highlight sport groups at recreation gatherings.
- Ensure *regional parks* are well informed of PSOs and potential for sport camps. During the summer, regional parks have a strong population of rural users.
- Ensure *recreation directors* are well informed of PSOs and potential for sport camps.
- Opportunities for smaller sport development niches, where a team is not required.
- Ensure sport and sport groups are included in asset mapping workshops.
- There is a need for an easy-to-use PSO contact list for community groups who do have the time or team to sort through individual PSO listing.
- Try to make more consultation connections with sport groups at sport events.

Recreation Specific Tracking

For the following section please input all data as reference in the document "*Measurement Framework for Districts*" section 5.0.

Recreation development- A recreation opportunity facilitated is where the district plays a role in connecting, informing, relationship building, partnering or advocating for a recreation opportunity on behalf of or in collaboration with a community group, member or organization.

Number of Recreation Opportunities Facilitated (please insert number)

12 opportunities were recreation only
45 opportunities covered multiple sectors

What recreation opportunities were facilitated? For example: *Please detail below*

Recreation (only) Opportunities

- Community Recreation Gathering
- Community Recreation Gathering, Aquatics Chat (Partnership)
- Forever in Motion, City of Swift Current (Partnership)
- Forever in Motion, After the Training, Cabri (Partnership)
- Meetings with Stakeholders
 - SPRA
- Playground Safety (Partnership)
- Recreation Board Development (Partnership)
- Recreation Round Table, Risk Management (Partnership)
- Recreation Round Table
 - Virtual (3)
 - In Person (1)

Recreation (overlap sectors) Opportunities

- Advocacy
- Annual General Meeting
- Communication, E-Newsletter
- Community Asset Mapping, Eastend (Partnership)
- Community Asset Mapping, Ogema (Partnership)
- Community Asset Mapping, Youth Volunteer, Frontier (Partnership)
- Community Engagement (22)
- Community Engagement, Data Base Development
- Consultations
 - Day-To-Day
 - Face to Face
 - Indigenous
 - Newcomer

- Governance
 - Board Recruitment
 - Board Training
 - Strategic Planning
- Grant Writing Workshop, In Person, Tompkins
- Grant Writing Workshop, Nekaneet (Partnership)
- Grant Writing Workshop, Shaunavon (Partnership)
- Grant Writing Workshop, Virtual
- Grant Writing Workshop, On Demand
- Grant Writing, Budgets, On Demand
- Grant Writing, Conversation with a Grant Writer, On Demand
- Human Resources (HR) Workshop
- Insurance Q & A
- Meetings with Stakeholders
 - District Consultants
 - District Executive Directors
- Non-Profit Webinar (Partnership)
- Sponsorship Workshop, On Demand
- Staffing
 - Executive Director, x1
 - Community Consultant, x2
 - Operations Planning
- SUMA/SARM (Partnership)
- Survey, Year End

Advocacy, General, Year-Round

- Coaches Week
- Community Grant Program
- Culture Days
- June is Recreation and Parks Month
- National Indigenous History Month
- National Indigenous Peoples Day
- National Truth and Reconciliation Day
- Pride Month
- Recreation Professionals Week
- Regional Park Pass
- Sask Sport programs, services, funding
- SaskCulture programs, services, funding
- SPRA programs, services, funding
- Volunteer Week

Promotion of

- South West District programs and services
- Sask Sport programs, services, funding
- SaskCulture programs, services, funding
- SPRA programs, services, funding
- Other culture/recreation/sport programs, services, funding

Number of recreation contacts in the district database (please insert number)

Recreation Specific = 353
 Community Shared = 1053
 Guests Shared = 273
 E-News Contact = 654
(e-news contacts cannot be sorted by sector)

Number of ways recreation grants (including the Opportunities Booklet) are promoted (please list number and reference ways)

18

1. Attending community organization/volunteer Information Nights
2. Community Engagement.
3. Digital copy of Opportunities Guide (or grants) made available.
4. District e-news.
5. District social media (FB, X, IG).
6. District web site.
7. Facilitating partnership.
8. Facilitating the successful submission of a SLCGP follow-up.
9. Facilitator/Guest/Global rep highlighted a specific grant.
10. Follow-up emails with resources shared.
11. Hard copy of Opportunities Guide (or grants) made available.
12. Information Table.
13. Liaise with PSO/ECO/PRA.
14. Linking to a Global web site.
15. Matching a community/group need to a specific grant.
16. Networking/conversation.
17. Responding to questions (in person, email, phone calls).
18. Sharing about communities/groups that were successful in receiving a specific grant.

Were the results as expected?

- Yes, recreation as a community builder is strong.
- Yes, recreation in rural communities is diverse and growing.
- Yes, recreation volunteers, leaders, and youth are many. There is significant participation at district workshops and events.
- Yes, Forever in Motion continues to grow in communities, and with trained leaders.
- Yes, we exceeded expectations in preventing a community group from dissolving.

Do you have any concerns in supporting recreation development?

- Perception that fees, bureaucracy, and organizational structure are barriers to community-based recreation.
- Regional parks, while having a strong desire for recreational programming, have limited staff.
- Communities may not have a playground safety protocol in place, but still operate playgrounds.
- General hesitation about incorporation, insurance, risk management, and the administrative burden of operating a recreation group – resulting in inaction.
- Shrinking populations and volunteer numbers.
- The burden of ‘heavy’ training.
- Taking community recreation ideas through visioning and collaboration to implementation.
- Some communities struggle to make partnership connections with neighbouring communities.
- Preventing recreation programming from becoming stale.
- Supporting community recreation when there are municipal administrative changes and/or challenges.
- Understanding how to prepare an entire program, in theory, for a grant application that might not be approved.
- There seems to be a group/individual in many communities that acts as a divider, rather than a unifier, for community recreation.
- Maintaining recreation grounds and facilities.
- A guide is needed to connect community recreation facilities with the needs of user groups.
- Concerns when a community recreation collection of groups, intentionally excludes their local library.
- There is a general need of roles and responsibilities protocols, rental agreements, partnership agreements, etc.

Are there enhancements that are needed to increase the outputs in this area?

- We need to undertake a ‘libraries as recreation providers’ survey and learn more.
- Continue to build relationships with First Nation recreation providers.
- We want to learn more about Indigenous governing and funding structures to help us build linkages and better understand.
- We will continue to offer the playground safety workshop virtually.
- We will be making connections to new recreation directors (or adjacent positions) to join our recreation roundtable sessions.
- We’d like to explore more partnerships when hosting an in-person workshop such as grant writing, to encourage groups to work together.
- We’d like provincial assistance to make connections with schools and athletic districts.

- We are considering a regional park networking session.
- We are learning more about municipal special service areas.
- We are repeating specific community engagement visitations to build on growing relationships.
- We would like to see bite-sized resources for recreation board development developed.
- We are encouraging recreation leaders to refer groups to the district and district resources.

Culture Specific Tracking

For the following section please input all data as reference in the document "*Measurement Framework for Districts*" section 5.0.

Number of ways Culture grants are promoted

1. Attending community organization/volunteer Information Nights
2. Community Engagement.
3. Digital copy of Opportunities Guide (or grants) made available.
4. District e-news.
5. District social media (FB, TW, IG).
6. District web site.
7. Facilitating partnership.
8. Facilitating the successful submission of a SLCGP follow-up.
9. Facilitator/Guest/Global rep highlighted a specific grant.
10. Follow-up emails with resources shared.
11. Hard copy of Opportunities Guide (or grants) made available.
12. Information Table.
13. Liaise with PSO/ECO/PRA.
14. Linking to a Global web site.
15. Matching a community/group need to a specific grant.
16. Networking/conversation.
17. Responding to questions (in person, email, phone calls).
18. Sharing about communities/groups that were successful in receiving a specific grant.

Number of cultural funding agencies promoted (SC, SAB, Heritage Foundation, Canadian Heritage, etc.)

This is a full list of funding agencies promoted, and admittedly, includes more than cultural agencies. We don't always know if a group will be using the information for purely cultural programming.

- Agriculture Canada
- Business/Arts – Arts Vest Saskatchewan
- Canada Saskatchewan Job Grant
- Canadian Tire JumpStart
- Communities in Bloom
- Community Initiatives Fund – Community Grant
- Community Initiatives Fund – Summer Grant
- Creative Saskatchewan – Filmmakers Grant
- Creative Saskatchewan – SaskTel Max Equity Fund
- Farm Credit Canada – General Funding Opportunities
- Government of Canada
- Government of Canada – Employment and Social Development Canada
- Government of Canada – Employment and Social Development Canada – Canada Summer Jobs
- Government of Canada – Wage Subsidy
- Government of Canada – Employment and Social Development Canada – Enabling Accessibility Fund
- Government of Canada – Employment and Social Development Canada – New Horizons for Seniors
- Government of Canada – Indigenous Services Canada – First Nations and Inuit Summer Work Experience
- Government of Canada – Rural Transit Solutions Fund
- Green Municipal Fund – Capital Project: Construction of new sustainable municipal and capital buildings
- Harold Johnson Memorial Sponsorship
- Help Age Canada
- Help Age Canada – Men Shed's
- Mosaic Community Investments
- Museums Association of Saskatchewan
- Museums Association of Saskatchewan – Networks
- Museums Association of Saskatchewan – Small Project Grant
- National Coaching Certification
- Office of the Treaty Commissioner
- ParticipACTION
- Red River Mutual – Spruce Up Your Story
- Sask Games

	<ul style="list-style-type: none"> • Sask Lotteries • Sask Lotteries – Community Grant • Sask Sport • Sask Sport – CAS Coach Development Grant • Sask Sport – Indigenous Coaches and Officials • Sask Sport – Indigenous Community Sport Development Grant • Sask Sport – KidSport • Sask Sport – Member Assistance • Sask Sport – Spark Ideas Grant • Sask Sport – Women in Sport Grant • Sask Tourism • SaskArts – Artists in Communities • SaskArts – Artists in Schools • SaskArts – Indigenous Peoples Art and Artists • SaskArts – Microgrant • SaskArts – Professional Arts Organization • SaskArts – Sask Festivals • SaskArts – Share and Connect Indigenous Community Arts • Saskatchewan Arts Alliance • Saskatchewan Economic Development Alliance (SEDA) • Saskatchewan Film Pool Cooperative • Saskatchewan History and Folklore Society • Saskatchewan Indian Gaming Authority • Saskatchewan Library Association • Saskatchewan Liquor and Gaming Authority – Charitable Gaming Grant • Saskatchewan Seniors Mechanism — Age Friendly Saskatchewan • SaskCulture • SaskCulture – Aboriginal Arts and Culture Leadership Grant • SaskCulture – Annual Global Funding • SaskCulture – Community Cultural Engagement and Planning Grant • SaskCulture – Creative Kids • SaskCulture – Culture Days • SaskCulture – Culture Days Hub Funding • SaskCulture – Métis Cultural Development Fund
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	<ul style="list-style-type: none"> • SaskCulture – Multicultural Initiatives Fund – Annual • SaskCulture – Multicultural Initiatives Fund – Project • SaskCulture – Museum Grant • SaskCulture – Small Grant Accessibility • SaskEnergy – Community Contributions/Financial Support • SaskTel – SaskTel Cares • South Saskatchewan Community Foundation • South West District – FIM After the Training Funding Opportunity • South West District – Indigenous Community Sport Development Grant • South West District – Partnership • South West District – Travel Support • Sport Medicine and Science Council of Saskatchewan • SPRA • SPRA – Community Cultural Diversity Inclusion Grant • SPRA – Community Rink Affordability Grant • SPRA – First Nation Recreation Development Grant • SPRA – Forever...in motion Grant • SPRA – Framework in Action Grant • SPRA – Grant and Funding Guide • SPRA – Leadership Development Grant • SPRA – Métis Recreation Development Grant • SPRA – Parks for All Action Grant • TC Energy – Community Giving • Tourism Saskatchewan • Tourism Saskatchewan – The Marketing and Events Partnership • Walmart – Community Grant
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Number of ways Culture Days was promoted

24 ways Culture Days promoted.

1. Annual Report.
2. Answering questions in person.
3. Community Engagement Visitations.
4. Consultation.
 - a. Visitations
 - b. Consultations
 - c. Consultations Face to Face
 - d. Recreation Round Table
 - e. Indigenous and Newcomer Engagement
5. Discussion/networking/conversation.
6. District e-newsletter.
7. District social media (FB, X, IG).
8. Grant Writing Workshop.
9. Grant Writing Workshop Follow-up.
10. Guest speaker at event.
11. Information Table.
12. Linking to SaskCulture or Culture Days website.
13. Matching a community/group need to a specific grant.
14. Matching to a specific need.
15. Networking/conversation.
16. Responding to questions (in person, email, phone calls).
17. Shared a one-pager in information package.
18. Shared at event or meeting.
19. Sharing Culture Days promotional materials.
20. Special mention.
21. SPRA Grants and Funding Guide.
22. Stakeholder sharing.
23. Suggesting partnerships/hubs.
24. Word of mouth.

Number of Culture Days activities supported or promoted

31 Culture Days activities were promoted.

We only have access to Culture Days activities that are registered.

1. CARFAC SASK, *The Art of Framing Artwork I & II with Heather Cline*
2. Climax Community Museum, *Explore Books by Indigenous Authors*
3. Climax Community Museum, *Multicultural Food Festival*
4. Climax Community Museum, *Tipi Raising, Cree Beading & Stories*
5. Gull Lake, *African Drum Workshop*
6. Gull Lake, *Art Workshop*
7. Gull Lake, *Poetry Workshop*
8. Gull Lake, *Winnie Brave Concert*
9. Hazlet Economic Development, *Harvest in Hazlet*
10. Moose Jaw Museum & Art Gallery, *Exhibition Opening & Artist Talk for Katherine Boyer: How the Sky Carries the Sun*
11. Moose Jaw Museum & Art Gallery, *Exhibition Opening for Ross Melanson: Life Drawings*
12. Shaunavon Branch Chinook Regional Library, *Author Reading with Suzy Krause*
13. Shaunavon Grand Coteau Heritage & Cultural Centre, *Art Gallery Exhibition - The Flower People: Melanie Monique Rose*
14. Shaunavon Grand Coteau Heritage & Cultural Centre, *Coffee Chat: Pop-Up Museum*
15. Shaunavon Grand Coteau Heritage & Cultural Centre, *Cultural Games & Activities*
16. Shaunavon Grand Coteau Heritage & Cultural Centre, *Film Screening Event: Bones of Crows*
17. Shaunavon Grand Coteau Heritage & Cultural Centre, *Gallery Exhibition: We Were Taught Differently: The Indian Residential School Experience*
18. Shaunavon Grand Coteau Heritage & Cultural Centre, *Morning Sing-Along*
19. Shaunavon Grand Coteau Heritage & Cultural Centre, *Red River Cart Building Presentation & Workshop*
20. Shaunavon Grand Coteau Heritage & Cultural Centre, *Shaunavon's 2nd Annual Multicultural Festival*
21. Shaunavon Library, *Cultural Story Circle and Crafts for Kids*

	<p>22. Swift Current Agricultural and Exhibition Association, <i>Ranchman's Ridin' & Recitin'</i></p> <p>23. Swift Current Museum, <i>Lunch N Learn</i></p> <p>24. Swift Current, <i>ArcheoCaravan with Gabriel Lamarcha</i></p> <p>25. Swift Current, Art Galley of Swift Current, <i>Judy Anderson: ...Indigenized</i></p> <p>26. Swift Current, <i>Henna Tattoo Artist</i></p> <p>27. Swift Current, <i>Make and Take Kite Building</i></p> <p>28. Swift Current, <i>Orange Shirt Day Craft</i></p> <p>29. Willow Bunch Museum & Heritage Society Inc., <i>Indigenous Culture Foods</i></p> <p>30. Willow Bunch Museum & Heritage Society Inc., <i>Willow Bunch National Day for Truth & Reconciliation 2023</i></p> <p>31. SaskCulture Hub Sponsorship Funding</p>
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<p>What culture opportunities were facilitated? For example: <i>cultural awareness/competency training, arts programming, heritage activity, cross cultural engagement, responses to TRC, Eligible Cultural Organization (ECO) engagement, local cultural organizations/groups engaged.</i> Please detail below</p>	<p>6 opportunity was culture only 45 opportunities covered multiple sectors</p>
<p>Culture (only) Opportunities</p> <ul style="list-style-type: none"> • Community Cultural Gathering • Managing Change, Flo Frank and Windscape Kite Festival (Partnership) • Meetings with Stakeholders <ul style="list-style-type: none"> ○ Prairie Trails Museum Network ○ South Central Museum Network ○ SaskCulture • Treaty 4 (Partnership) <p>Culture (overlap sectors) Opportunities</p> <ul style="list-style-type: none"> • Advocacy • Annual General Meeting • Communication, E-Newsletter • Community Asset Mapping, Eastend (Partnership) • Community Asset Mapping, Ogema (Partnership) • Community Asset Mapping, Youth Volunteer, Frontier (Partnership) • Community Engagement (22) • Community Engagement, Data Base Development • Consultations 	

- Day-To-Day
- Face to Face
- Indigenous
- Newcomer
- Governance
 - Board Recruitment
 - Board Training
 - Strategic Planning
- Grant Writing Workshop, In Person, Tompkins
- Grant Writing Workshop, Nekaneet (Partnership)
- Grant Writing Workshop, Shaunavon (Partnership)
- Grant Writing Workshop, Virtual
- Grant Writing Workshop, On Demand
- Grant Writing, Budgets, On Demand
- Grant Writing, Conversation with a Grant Writer, On Demand
- Human Resources (HR) Workshop
- Insurance Q & A
- Meetings with Stakeholders
 - District Consultants
 - District Executive Directors
- Non-Profit Webinar (Partnership)
- Sponsorship Workshop, On Demand
- Staffing
 - Executive Director, x1
 - Community Consultant, x2
 - Operations Planning
- SUMA/SARM (Partnership)
- Survey, Year End

Advocacy, General, Year-Round

- Coaches Week
- Community Grant Program
- Culture Days
- June is Recreation and Parks Month
- National Indigenous History Month
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- Pride Month
- Recreation Professionals Week
- Regional Park Pass
- Sask Sport programs, services, funding
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- SPRA programs, services, funding
- Volunteer Week

Promotion of

- South West District programs and services
- Sask Sport programs, services, funding
- SaskCulture programs, services, funding
- SPRA programs, services, funding
- Other culture/recreation/sport programs, services, funding

<p>Number of culture contacts in the district database (please insert number)</p>	<p>Culture Specific = 338 Community Shared = 1053 Guests Shared = 173 E-News Contact = 7654 <i>(e-news contacts cannot be sorted by sector)</i></p>
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Were the results as expected?

- There is an interest to offer more Indigenous-led programs.
- There is a lot of expression of culture through recreation and sport, such as participating in the File Hills Qu’Appelle Jays Care League
- Yes, there is strong representation from cultural groups at workshops and events.
- Yes, communities are different. Some have strong cultural assts and some do not.
- Nice to see museum and libraries with representation on community recreation boards.

Do you have any concerns in supporting culture development?

- We do not have the capacity to support individual artists.
- Newcomer populations want to be involved but are typically waiting to be asked because they feel uncertain about joining, which can lead to no involvement.
- There is not a strong connection between youth and cultural groups outside of crafts and the school play.
- Regularly hear concerns about hiring and retention of youth.
- The Federal summer student grant program is harder and harder to access each year.
- There is a need to support the working boards and their governance/operations roles, especially those working to 'keep the lights on'.
- Some museums, even if only open for two months over the summer, struggle with capacity to operate/govern.
- Recruitment, attention, and attraction of experienced cultural professionals to rural Saskatchewan.
- Not all museums are part of the Museums Network.
- There can be a lack of understanding of the amount of planning needed to run a major event, especially when there is only one paid coordinator, and all others are involved as volunteers.
- There is a growing interest in kits for cultural programming, and very little available.
- Many museums feel the Museums Association of Saskatchewan is not meeting their needs.
- There is a growing feeling that culture has become a catch-all term, and its value is being diluted. (e.g., heritage, Indigenous awareness, performing arts, artists, museums, etc.)

Are there enhancements that are needed to increase the outputs in this area?

- We are considering a regular cultural round table, like the recreation round table meetings.
- Continue to build relationships and support capacity development.
- Finding the best way to support Culture Days hubs.
- Pre-packaged Culture Days programming.
- Support the connection of Indigenous knowledge keepers with community groups.
- Ensure future asset mapping includes newcomer participation.
- Build relationships with regional library leaders.
- Ensure community engagement visitations include cultural groups at the conversation.
- Repeat community engagement visitations when cultural groups are excluded by community host.

Quantitative Data Measures

For the following section please input all data as referenced in the document "Measurement Framework for Districts" section 5.0.

1.1 Access and Participation

1.12 Groups access District Programs and services on an ongoing basis.

Number of Groups (communities, orgs., First Nations, Métis Communities) that access District services annually.

- **213**
- The groups that access District services *changes every year.*
- For the 2023-2024 year, the District connected with 213 groups.
- We've included the full list of groups because it demonstrates the reach we have with our work. The District has a very strong impact.

1. Abbey - Abbey Curling Rink
2. Abbey - Abbey Recreation Board
3. Abbey - ABC Centre
4. Assiniboia - Mental Health and Wellness Team.
5. Assiniboia - Assiniboia and District Library
6. Assiniboia - Assiniboia & District Historical Society (Museum)
7. Assiniboia - Assiniboia & District Historical Society (Museum) Board
8. Assiniboia - Assiniboia & District Public Library.
9. Assiniboia - Assiniboia and District Chamber of Commerce
10. Assiniboia - Assiniboia Aquatic Centre
11. Assiniboia - Assiniboia Gymnastics Club
12. Assiniboia - Assiniboia, Town of
13. Assiniboia - Early Childhood Coalition.
14. Assiniboia - Friends of the St. Victor Petroglyphs Co-operative Ltd
15. Assiniboia - Shurniak Art Gallery
16. Assiniboia - South Central Museums Association
17. Avonlea Museum
18. Aylesbury - Aylesbury Recreation Board
19. Bengough - Bengough Municipal Parks, Recreation and Cultural Authority
20. Bengough - Bengough Public Library
21. Big River - Country at the Creek Music Fest
22. Biggar - Biggar Museum and Gallery
23. Bracken - Bracken Corner Library
24. Bracken - Bracken Rec Soccer Program
25. Bracken - Village of Bracken

26. Briercrest - Briercrest & District Museum Corp
27. Bushell Park - Canadian Forces Morale and Welfare Services
28. Cabri - Town of Cabri
29. Caronport - Town of Caronport
30. Carry the Kettle First Nation - Band Member
31. Central Butte - Central Butte Recreation Board
32. Central Butte - Town of Central Butte
33. Central Butte - Wishes and Wonder Childcare
34. Claybank - Claybank Brick Plant
35. Climax - Climax Aquatic Centre
36. Coronach - Coronach Museum
37. Coronach - Coronach Recreation Board
38. Coronach - Town of Coronach
39. Eastend - Archery
40. Eastend - Cemetery
41. Eastend - Eastend and District Historical Museum and Cultural Centre Inc.
42. Eastend - Eastend Art Walks
43. Eastend - Eastend Arts Council
44. Eastend - Eastend Branch Library
45. Eastend - Eastend Historical Museum & Culture Centre Inc
46. Eastend - Eastend Library
47. Eastend - Eastend, Town of, Tourism and Economic Development
48. Eastend - Eastend Library Board
49. Eastend - Lighthouse
50. Eastend - Sports groups
51. Eastend - Wilkinson Memorial Observatory
52. Ernfold - Ernfold Community Hall
53. Ernfold - Village of Ernfold
54. Eston - Prairie West Historical Society
55. Frontier - Community Development Committee
56. Frontier - Frontier High School SRC
57. Frontier - Light Horse 4-H
58. Frontier - Town of Frontier
59. Frontier - Town of Frontier, Community Development
60. Grandview Beach - Resort Village of Grandview Beach
61. Gravelbourg - Gravelbourg Golden Seniors Game Club
62. Gravelbourg - Gravelbourg Library
63. Gravelbourg - Gravelbourg Museum
64. Gravelbourg - Gravelbourg Sports, Recreation and Culture Advisory Committee
65. Gravelbourg - Gravelbourg, Town of, Sport, Culture & Recreation
66. Gravelbourg - Town of Gravelbourg
67. Gull Lake - Autumn House Auxiliary
68. Gull Lake - Gull Lake Legion
69. Gull Lake - Gull Lake Museum and Tourist Centre

70. Gull Lake - Gull Lake Rink Board
71. Gull Lake - Gull Lake School Student Community Council
72. Gull Lake - Gull Lake Seniors
73. Gull Lake - Town of Gull Lake Recreation
74. Herbert - Town of Herbert
75. Herbert - Town of Herbert (Maintenance)
76. Heritage Heartland Museum Network
77. Kincaid - Kincaid, Village of
78. Lancer - Lancer Culture Ag Society
79. Leader - Dandelion Art Studio
80. Leader - Leader and Area Little Friends
81. Leader - Leader and District Chamber of Commerce
82. Leader - Leader Branch Library
83. Leader - Leader Composite School
84. Limerick - Village of Limerick
85. Maple Creek - Jasper Museum and Cultural Centre
86. Maple Creek - Maple Creek Seniors
87. Maple Creek - Town of Maple Creek
88. Moose Jaw - BARfive Centre
89. Moose Jaw - City of Moose Jaw
90. Moose Jaw - City of Moose Jaw Recreation Department
91. Moose Jaw - Curl Sask
92. Moose Jaw - Golden Ticket Sports Centre
93. Moose Jaw - Kinsmen Flying Fins Swim
94. Moose Jaw - Moose Jaw Cultural Centre board of directors
95. Moose Jaw - Moose Jaw Multicultural Council
96. Moose Jaw - Moose Jaw Pavers Cycling Club
97. Moose Jaw - Moose Jaw Soccer Association
98. Moose Jaw - Sask Polytech
99. Moose Jaw - Seniors Centre Without Walls Saskatchewan
100. Moose Jaw - Vanier Viking Football
101. Moose Jaw - Wakamow Aboriginal Cultural Association
102. Moose Jaw - Western Development Museum
103. Moose Jaw Museum and Art Gallery
104. Morse - Morse Branch Library
105. Morse - Morse Museum & Cultural Centre
106. Morse - Morse Seniors
107. Morse - Park & Recreation Board
108. Morse - Reed Lake Golf Course
109. Morse - Town of Morse
110. Mossbank - Mossbank & District Museum Inc.
111. Mossbank - Town of Mossbank
112. Nekaneet First Nation - Nekaneet First Nation Band Office Administration
113. Nekaneet First Nation - Nekaneet First Nation Council

114. Nekaneet First Nation - Nekaneet Prevention Services
115. Ogema - Ogema Curling Club
116. Ogema - Ogema Deep South Pioneer Museum
117. Ogema - Ogema Grandstand Committee
118. Ogema - Ogema Heritage Hall
119. Ogema - Ogema Kitchen Fund
120. Ogema - Ogema Library
121. Ogema - Ogema Museum
122. Ogema - Ogema Recreation
123. Ogema - Ogema Seniors
124. Ogema - Ogema Southern Prairie Railway
125. Ogema - Town of Ogema
126. Ogema - Town of Ogema Recreation
127. Pense - Craven Elks
128. Pense - Pense Curling
129. Pense - Pense Dance Club
130. Pense - Pense Gymnastics
131. Pense - Pense Junior Ball
132. Pense - Pense Recreation Board
133. Pense - Pense Skating Club
134. Prairie South School
135. Provincial - Museums Association of Saskatchewan
136. Provincial - Saskatchewan Games
137. Provincial - SaskCulture
138. Provincial - SPRA
139. Provincial - Sask Sport Inc.
140. Regina - Gymnastics Adventure
141. Regina - Pickleball Regina
142. Regina - Priority Accounting
143. Regina - Queen City Kings Lacrosse
144. Regina - Regina Rogues Rugby Club
145. Regina - Regina Rugby Union
146. Regina - Saskatchewan Arts Alliance
147. Regina - SaskCulture
148. Regina - YWCA
149. Richmond - McClaren Lake Regional Park
150. Riverhurst - Riverhurst Recreation Board
151. Rockglen - Lakota Art Studio and Gallery
152. Rockglen - Rockglen Community Rinks
153. Rockglen - Rockglen Library
154. Rockglen - Rockglen Recreation Board
155. Rockglen - Rockglen Visitor Centre, Museum and RV Park
156. Rockglen - Town of Rockglen
157. Saskatchewan Games Council

158. Saskatchewan History & Folklore Society
159. Saskatoon - Marian Gymnastics Club
160. Shaunavon - Age Friendly Shaunavon
161. Shaunavon - Grand Coteau Cultural and Heritage Centre
162. Shaunavon - Shaunavon and District Fire & Rescue
163. Shaunavon - Shaunavon Branch Library
164. Shaunavon - Shaunavon Courtesy Van
165. Shaunavon - Shaunavon Elks #338
166. Shaunavon - Shaunavon, Town of
167. St. Victor - Friends of St. Victor Petroglyphs
168. Stewart Valley - Happy Valley Seniors
169. Stewart Valley - Stewart Valley Branch Library
170. Success - Success Community Hall Cooperative
171. Swift Current - Alzheimer Society of SK - Cypress Resource Centre
172. Swift Current - Art Gallery of Swift Current
173. Swift Current - Blenders
174. Swift Current - City of Swift Current
175. Swift Current - City of Swift Current - Communications & Stakeholder Relationships Team
176. Swift Current - City of Swift Current Community Services
177. Swift Current - FilCan Community
178. Swift Current - Inclusion Sask
179. Swift Current - Jump Start
180. Swift Current - Lii Bufloo Métis Local #35
181. Swift Current - Natural Wonders Early Learning Centres
182. Swift Current - Safe Places
183. Swift Current - Southwest Multi Cultural Association
184. Swift Current - Swift Current and Area Truth and Reconciliation Committee
185. Swift Current - Southwest Homes
186. Swift Current - Southwest Newcomer Welcome Centre
187. Swift Current - Sundogs Volleyball Club
188. Swift Current - Swift Current Ag & Ex
189. Swift Current - Swift Current Arts Council
190. Swift Current - Swift Current Christian Taekwondo
191. Swift Current - Swift Current Early Years Family Resource Centre
192. Swift Current - Swift Current Fencing
193. Swift Current - Swift Current Judo
194. Swift Current - Swift Current Quilters
195. Swift Current - Swift Current Titans Wrestling Club
196. Swift Current - Swift Current Tourism
197. Swift Current - Windscape Kite Festival
198. Swift Current - Canada Revenue Agency
199. Thomson Lake - Thomson Lake Recreation
200. Tompkins - John Woodward Campground (Village of Tompkins)

201. Tompkins - Tompkins Branch Library
202. Tompkins - Village of Tompkins
203. Tourism Saskatchewan
204. Unity - Special Olympics
205. Val Marie - Val Marie Heritage Elevator Committee
206. Vanguard - Vanguard & District Recreation Board
207. Vanguard - Village of Vanguard
208. Waldeck - Waldeck Rec Board
209. Western Development Museum
210. Wilcox - Athol Murray College
211. Willow Bunch - Willow Bunch Métis Local #17
212. Willow Bunch - Willow Bunch Museum
213. Wood Mountain - Wood Mountain Historical Society

Are there groups or areas that have been very active with the district this year?

1. Bengough - Bengough Municipal Parks, Recreation and Cultural Authority
2. Eastend - Community Economic Development
3. Eastend - Eastend Arts Council
4. Eastend - Eastend Historical Museum & Culture Centre Inc
5. Frontier - Community Development Committee
6. Gravelbourg - Gravelbourg Sports, Recreation and Culture Advisory Committee
7. Gravelbourg - Town of Gravelbourg
8. Gull Lake - Town of Gull Lake
9. Moose Jaw - Moose Jaw Multicultural Council
10. Moose Jaw - Senior Centre Without Walls
11. Moose Jaw - Western Development Museum
12. Morse - Morse Parks and Recreation Board
13. Nekaneet First Nation - Nekaneet First Nation Band Council
14. Ogema - Town of Ogema
15. Pense - Pense Recreation Board
16. Riverhurst - Riverhurst Recreation Board
17. Shaunavon - Grand Coteau Heritage and Cultural Centre
18. Swift Current - City of Swift Current, Community Services
19. Swift Current - Windscape Kite Festival
20. Thomson Lake - Thomson Lake Regional Park
21. Vanguard - Vanguard & District Recreation Board
22. Vanguard - Village of Vanguard

Groups become very active for several reasons:

- Repeat attendance at district workshops and events.
- Became a partner in helping the district plan and host a workshop or event.
- New to the district community and excited to learn as much as possible.

- Are already familiar with the district and seeking more senior support or express an interest to partner.
- Rely on the support of the district to keep them front-line connected to the culture/recreation/sport sectors.
- Groups that are experiencing extreme challenges in relationships with other groups or with municipal leaders and are seeking guidance and support.

Are there communities that the district has not been able to connect with or have had difficulty building a relationship with?

- While we are seeing interest from local sport groups, and there is a willingness in the community to include these groups, we struggle to make these connections.
- Sometimes we learn that a workshop/training/gathering is wanted by a group or community and expect them to attend. We are surprised when they don't attend.
- We have been trying to several years to build stronger connections with the Wakamow Aboriginal Cultural Association but have not been successful.
- We would like to connect with more newcomer groups in communities.
- We had a few disappointments where one community leader neglected to include any other groups in a community engagement visitation. Some leaders feel they should be the only primary contact for their community. This is very frustrating and means we need to repeat a visitation to make connections with the other groups.

Was the number of groups that accessed District services manageable and reasonable (consultants did not have enough groups to service or too many groups to service)

- Overall, yes.
- On occasion, we find we need more than one staffer to run a program.
- Online live, but virtual, workshops often require the full staff team.
- Yes, but we are very cautious in our own capacity to offer support. We are a very small team and simply cannot provide the full breadth of community support without prioritizing our time. We could easily employ 2-4 additional Community Consultants if we had increased core funding.
- To extend our capacity, we are introducing on-demand programming, and more informational handouts.

<p>List of programs and services offered. A service or program is defined as: a funding program, community visit, training workshop, networking event, AGM.</p>	<p>Please list the programs:</p> <ul style="list-style-type: none"> • Advocacy • Annual General Meeting • Communication, E-Newsletter • Community Asset Mapping, Eastend (Partnership) • Community Asset Mapping, Ogema (Partnership) • Community Asset Mapping, Youth Volunteer, Frontier (Partnership) • Community Engagement (22) <ul style="list-style-type: none"> ○ Abbey ○ Art Gallery of Swift Current ○ Aylesbury ○ Bracken ○ Central Butte ○ Coronach ○ Frontier ○ Gravelbourg ○ Gull Lake ○ McLaren Lake Regional Park ○ Morse ○ Nekanee ○ Ogema ○ Riverhurst ○ Rockglen ○ Senior Centre Without Walls ○ Shaunavon ○ Stewart Valley ○ Success ○ Swift Current Community Connections ○ Thomson Lake ○ Tompkins • Community Engagement, Data Base Development • Community Cultural Gathering • Community Recreation Gathering (Partnership) • Community Recreation Gathering, Aquatics Chat (Partnership) • Consultations <ul style="list-style-type: none"> ○ Day-To-Day ○ Face to Face ○ Indigenous ○ Newcomer • Forever in Motion, City of Swift Current (Partnership) • Forever in Motion, After the Training, Cabri (Partnership) • Governance
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	<ul style="list-style-type: none"> ○ Board Recruitment ○ Board Training ○ Strategic Planning ● Grant Writing Workshop, In Person, Tompkins ● Grant Writing Workshop, Nekaneet (Partnership) ● Grant Writing Workshop, Shaunavon (Partnership) ● Grant Writing Workshop, Virtual ● Grant Writing Workshop, On Demand ● Grant Writing, Budgets, On Demand ● Grant Writing, Conversation with a Grant Writer, On Demand ● Human Resources (HR) Workshop ● Indigenous Community Sport Development Grant, Administration ● Indigenous Community Sport Development Grant, Swift Current Titans Wrestling (Partnership) ● Insurance Q & A ● Managing Change, Flo Frank and Windscape Kite Festival (Partnership) ● Meetings with Stakeholders <ul style="list-style-type: none"> ○ District Consultants ○ District Executive Directors ○ Heritage Heartland Museum Network ○ Prairie Trails Museum Network ○ South Central Museum Network ○ SaskCulture ○ Sask Sport ○ SPRA ○ Select ECOs, PRAs, and PSOs ● Non-Profit Webinar (Partnership) ● Ogema Senior Games (Partnership) ● Playground Safety (Partnership) ● Recreation Board Development (Partnership) ● Recreation Round Table, Risk Management (Partnership) ● Recreation Round Table <ul style="list-style-type: none"> ○ Virtual (3) ○ In Person (1) ● Saskatchewan Games, Non-Games Year ● Sponsorship Workshop, On Demand ● Sport Medicine and Science Council (Partnership) <ul style="list-style-type: none"> ○ Concussion Education ○ Mental Performance ○ Self-Massage and the Athlete ○ Sleep and Performance ○ Sport Injury Prevention
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	<ul style="list-style-type: none">○ Sport Nutrition○ Sport Supplements● Sport Wrapping and Taping Workshop (Partnership)● Staffing<ul style="list-style-type: none">○ Executive Director, x1○ Community Consultant, x2○ Operations Planning● SUMA/SARM (Partnership)● Survey, Sport Development● Survey, Year End● Treaty 4 (Partnership)● Women in Sport, Moose Jaw Multicultural Council (Partnership)
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Please let us know a bit more about the programs and services.

Are there programs and services that communities or groups were particularly interested in accessing?

- The district's own programs and services.
- Pre-packaged Culture Days, June is Recreation and Parks Month, NSTRC, orange shirt day, Indigenous Storyteller Month, and other popular programming that a community might not have prior experience running. Include full press kits.
- Workshops that bring in Saskatchewan artists to work with the community. There is a desire to access a data base of artists that will travel and teach.
- Asset management.
- Learning best practices for operating a hall board, rink, etc.
- A library of documents, such as hall rental agreements, waivers, permits, how to start a culture days steering committee, inspection forms, templates.
- Board of directors education. We are seeing an emphasis on operating board education right now.
- Sport 'try it' clinics.
- Information on charitable gaming.
- Alternate funding to pay for summer students. There is a need for rural youth summer employment. There is a need for funding that is announced early enough to attract students.
- Connections to local/regional Indigenous artists and knowledge keepers, as well as Indigenous protocols.
- Planning for large-scale festivals that are predominantly volunteer led.
- Office in a box plan for grant writing record keeping.
- SLCGP explanatory details such as program eligibility, timelines, ideas to use the funds.
- Funding. Always funding.
- Funding for libraries.
- Funding that is extremely beginner-level, and with a very easy follow-up.
- Maintenance of a small-town green space.
- How to start a FiM program.
- Anything truly new on volunteer engagement. Not generational awareness.
- How-To guide for partnering with a neighbouring community.

In addition to the programs and services communities and groups suggest, we have observed a need for the following.

- How to use Canva and other DIY marketing tools.
- How to develop partnerships.
- Learning about the different types of playgrounds.
- A session on the consequences of not filing an annual return with ISC, or not submitting a follow-up report.
- Advanced HR.

- Meet and greet with regional community development officers, economic development, chambers, intersectoral committees, immigration partners, interagency, OSAC, Globals,
- Travel assistance and travel support.
- Grant writing administration.
- Community program development.
- Strategic planning and strategic budgeting in the most efficient way that can fit into the work you are doing.
- Forever in Motion equipment and supplies lists.
- Forever in Motion networking.
- Helping libraries develop community culture/recreation/sport programming.
- Equine coach training.

Were there requests for services that the districts could not provide?

- Software instruction
- Support to write a business plan.
- Asking for partnership support based on personal connections rather than district connections.
- Writing municipal bylaws.
- Understanding the nuances of PSO membership fees and restrictions.
- Mediation.
- Understanding the nuances of Indigenous funding qualifications.
- Requests to make the sport medicine workshops easier to understand and easier to access.
- Certification.
- We don't provide the next steps for a community after an asset mapping workshop. That is something they need to work out on their own. However, we are developing a system to help them do that more easily.
- We are not currently providing document organization management as part of our grant writing workshops. However, we are seeing a common issue with the turnover in grant writers, that documents can go missing. We may incorporate this into future workshops.
- Rural event planning.
- Not a clear understanding of SLCGP grant program funding cycles. For example, the follow-up does not release a reimbursement but rather it triggers eligibility for next year's funding.
- Very specific grant information, beyond what is provided by the grant program documents.
- We chose not to be the grant holder and apply for the Forever in Motion grant this year. We've done this in the past in partnership with the City of Swift Current. Our experience with FiM is that there is a strong ebb and flow for program interest. Right

now, we are in a low interest period, and we'd like to explore supporting senior fitness leaders in a different way.

- Settlement support.
- We are unable to provide advanced facilitation support. However, we were able to partner with a consultant who provided the support.
- Nuanced insurance questions.
- Sponsorship. Funding. Significant funding.
- We are still learning how to support special service areas.
- We have more requests for programming than we can provide.
- Facilitation services outside of visitations, district programs, and general support.
- Supporting cultural development but not going too far into tourism.
- Funding for sport teams or sport competitions.
- Providing Safe Places support. Providing Safe Places PSO-type funding support.
- Subscription access to Grant Connect.
- We continue to welcome participants from Regina and Saskatoon culture/recreation/sport groups but are not able to travel outside the district to provide community engagement support.

Are there any trends within communities and groups regarding programming and servicing that Globals should be aware of?

Governance Training

- There is a strong demand for any kind of governance training. Specifically, we've noticed a trend of governance and the operational board.

Staffing and Volunteer Management

- There is a long delay in learning a summer student grant is successful (e.g., results received in April) which makes it very hard for groups to hire quality candidates.
- There are challenges in planning for, and onboarding, summer staff.
- The human resources side of volunteer organization: challenges, excess time commitment, volunteer burnout, engagement, job descriptions, onboarding, and training.
- Volunteer capacity.

Funding and Financial Challenges

- There is a significant lack of summer student funding and a lack of successful summer student funding amongst organizations that noted they had frequently received funding in the past.
- Requests for capital funding.
- Fundraising for, and replacement of, playground equipment.
- Libraries and their lack of access to funding, but their sky-rocketing role in providing community programming.

- The significant travel costs for sport teams to compete in competition.

Program Development and Sustainability

- Reducing minor sport registration fees to increase participation.
- Some culture/recreation/sport groups are at high risk for dissolving.
- Desire to keep rural programming new. To diversify beyond just big fundraising events.
- Increasing requests for on-demand learning.
- The lack of risk management with local sports groups.
- We are seeing a trend in artist-run small-town art galleries.
- No notable uptake in the new high school volunteer credit program.
- Communities that have become special service areas.
- Guidance on ways to connect seniors to youth.
- Disconnect between rural culture/recreation/sport programming and the communication or promotion of that programming.
- There is a growing and strong interest in cultural programming within recreation departments.
- Significant increased interest in Indigenous programming.

Infrastructure and Maintenance

- Outdoor infrastructure maintenance. Both summer and winter.
- Fundraising for, and replacement of, playground equipment.

Demographic and Social Trends

- We are seeing a bit of a baby boom in some areas. This will change demographics over the coming years.
- Rural programming that actively embraces newcomer populations, including leadership roles.

1.2 Leadership Capacity

1.21 Participants attend District coordinated leadership training resources on an ongoing basis.

(Youth refer to 13-18 years of age).

<p>Total number of participants accessing leadership training resources annually</p>	<p>Total 625</p>	<p>What leadership training was provided within this fiscal year?</p> <ul style="list-style-type: none"> • Annual General Meeting = 16 • Communication, E-Newsletter = 31,849 • Community Asset Mapping, Eastend (Partnership) = 20 • Community Asset Mapping, Ogema (Partnership) = 14 • Community Asset Mapping, Youth Volunteer, Frontier (Partnership) = 15 • Community Engagement = 64 • Community Cultural Gathering = 31 • Community Recreation Gathering (includes Aquatics Chat) = 23 • Forever in Motion, After the Training, Cabri (Partnership) = 7 • Forever in Motion, City of Swift Current (Partnership) = 13 • Grant Writing Workshop, In Person, Tompkins = 2 • Grant Writing Workshop, Nekaneet (Partnership) = 4 • Grant Writing Workshop, Shaunavon (Partnership) = 7 • Grant Writing Workshop, Virtual = 35 • Grant Writing and Sponsorship Workshops, On Demand = 15 • Human Resources (HR) Workshop = 10 • Indigenous Community Sport Development Grant, Swift Current Titans Wrestling (Partnership) = 3 • Insurance Q & A = 14 • Managing Change, Flo Frank and Windscape Kite Festival (Partnership) = 20 • Non-Profit Webinar (Partnership) = 9 • Ogema Senior Games (Partnership) = 75 • Playground Safety (Partnership) = 7 • Recreation Board Development (Partnership) = 3 • Recreation Round Table, Risk Management (Partnership) = 22 • Recreation Round Table = 35 • Sport Medicine and Science Council (Partnership) = 36 from SW • Sport Wrapping and Taping Workshop (Partnership) = 25 • SUMA/SARM (Partnership) = 105 total, 20 from SW / 150 total, 8 from SW
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		<ul style="list-style-type: none"> • Survey, Sport Development = 4 • Survey, Year End = 18 • Treaty 4 (Partnership) = 2 • Women in Sport, Moose Jaw Multicultural Council (Partnership) = 48 <p>We haven't included Consultation numbers in this list, but leadership development is often provided through our consultation work.</p>
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Were there any new training or resources offered this fiscal year?

- Community Asset Mapping, Eastend (Partnership)
- Community Asset Mapping, Ogema (Partnership)
- Community Asset Mapping, Youth Volunteer, Frontier (Partnership)
- Community Engagement
 - Aylesbury
 - Central Butte
 - Coronach
 - Gravelbourg
 - McLaren Lake Regional Park
 - Ogema
 - Riverhurst
 - Rockglen
 - Senior Centre Without Walls
 - Thomson Lake
- Grant Writing Workshop, In Person, Tompkins
- Grant Writing Workshop, Nekaneet (Partnership)
- Grant Writing Workshop, Shaunavon (Partnership)
- Grant Writing Workshop, On Demand
- Grant Writing, Budgets, On Demand
- Grant Writing, Conversation with a Grant Writer, On Demand
- Human Resources (HR) Workshop
- Indigenous Community Sport Development Grant, Swift Current Titans Wrestling (Partnership)
- Insurance Q & A
- Managing Change, Flo Frank and Windscape Kite Festival (Partnership)
- Ogema Senior Games (Partnership)
- Recreation Round Table, Risk Management (Partnership)
- Sponsorship Workshop, On Demand
- SUMA/SARM (Partnership)
- Survey, Sport Development
- Women in Sport, Moose Jaw Multicultural Council (Partnership)

Were there any issues or trends that arose from the leadership training that Globals should be aware of?

Board and Governance

- Providing guidance when an operational board transitions to a governance board and needs to onboard their first employee without micromanaging.
- Insurance, liability, and risk management has been a trend.

Youth and Senior Engagement

- Youth hiring and retention is a trend.
- Onboarding in general, is a trend.
- Working with seniors was a trend from the year. It might be supporting senior living or senior fitness, but there were strong participation numbers from people who work with seniors.

Education and Training

- Learning about sport science is growing in popularity but it goes beyond coaches, parents and athletes themselves.
- We have noticed many people don't know where to start with grant writing. Simply applying for that first grant has huge mental barriers for people new to the role.
- There is a learning trend where people want training that they can put into practice immediately.

Community Dynamics and Communication

- A desire for communication systems between groups in the same community is a trend.
- This year we noticed significant tensions and lack of collaboration between community groups, volunteer leadership, including recreation boards and councils.
- Community demographics are changing.

Are there any gaps in available training opportunities or resources that are needed?

Governance and Strategic Planning

- How to transition from an operational board to a governance board.
- Strategic planning. Forward visioning.
- Training board members on their responsibilities.
- Understanding the Non-Profit Act.
- Developing an operational 'supervisory' flow for volunteer run organizations.

Community Engagement and Partnerships

- Partnership building for community groups. Breaking down silos between community organizations.

- Attracting youth to community boards.
- Helping communities understand how to support their libraries.
- Identifying newcomer community needs and reasons for/against participating in community programming.

Financial and Operational Management

- Non-profit budget management, and project budget planning. Financial literacy.
- General office administration and organization. Grant writing administration and organization. Bookkeeping.
- There is a never-ending need for grant writing training, proposal writing, and learning how to identify/articulate the 'why' for a project.
- Understanding the culture/recreation/sport community ecosystem.
- Understanding the SLCGP: how it works, what the community is doing now, other options for consideration, the application process, and the connection to a community's recreation board.

Technology and Record Keeping

- Shared cloud computing systems (MS365, Google Drive) to keep records available to many users.

Training and Development

- Staff retention. Employee training and HR policies.
- Coaching and coaches training for equestrian athletes.
- Sport medicine and science training with resources that are more introductory and user-friendly.
- Sport medicine and science training on the different dietary requirements for different sports.
- A next-step program for online Forever in Motion training.

Risk Management and Compliance

- Risk management for organizations that are facing both board apathy and executive director inexperience.
- How a group, or rec board, can effectively communicate at council meetings.

Event Planning and Marketing

- Festival and event planning.
- Marketing.

Green Space and Facility Maintenance

- Drought-focused green space management.
- Ice repair and Zamboni maintenance.
- Training for recreation facilities that is held in more locations around the province.

<p>Number of self-identified Indigenous participants who accessed leadership training resources</p>	<p>19</p>	<p><i>Did the District feel satisfied with the number of Indigenous participants who accessed training? If so, why do you feel you were successful in this area? If not, what enhancements can be made to improve outcomes?</i></p> <ul style="list-style-type: none"> • Yes, our partner organizations are actively working towards Indigenous engagement, connection, and consultation. • No/yes, earlier in the year, our work to connect with the Métis locals was not as advanced as it is now. • Yes, personal invitations and special promotional efforts were made, and will continue to be made, to join Gatherings/events/training. • Yes, Indigenous presenters were, and will continue to be, included. • Yes/no, connections to Indigenous and Métis groups have increased over the past year but we would still like the participation numbers to be higher. • We will continue to support Indigenous and Métis engagement and leadership development at the local level. It is critical that we are available to support and consult. • There is potential to connect current clients to Indigenous and Métis groups for partnership programming. • It is important to know the Indigenous and Métis populations of our communities, and ensure inclusive invitations are made when planning a community visitation. • We are looking for opportunities to host our events in partnership with, or on site at, Nekaneet First Nation. • We want to strengthen our list of Indigenous and Métis facilitators. • Continue to respect protocol for inviting Indigenous and Métis elders and knowledge keepers. • It would be helpful to have a sport science workshop series, in partnership with NAIG, to attract more Indigenous and Métis athletes, coaches, and managers. • We are interested in learning how we can revise our programs like asset mapping and grant writing, to better align with our Indigenous and Métis clients. • We are considering clearer wording for promotion, to specifically attract Indigenous and Métis participants.
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<p>Number of self-identified New Canadians who accessed leadership training resources</p>	<p>13</p>	<p><i>Did the District feel satisfied with the number of New Canadian participants who accessed training? If so why do you feel you were successful in this area? If not, what enhancements can be made to improve outcomes?</i></p> <ul style="list-style-type: none"> • No, we'd like to better connect with participants of English language classes. We may explore this as part of community visitations in the new year. • Yes, we have strong connections to the South West Newcomer Welcome Centre (Swift Current) and Multicultural Council (Moose Jaw). Staff from both groups are regular participants at district events. • While we are seeing an increase in newcomer leaders in communities, we still need to intentionally ensure those leaders are invited to visitations. • We would like to see more newcomers in community culture/recreation/sport leadership roles. • Communities are well aware, and very intentionally welcoming, of newcomer residents. • There is potential to connect current clients to newcomer groups for partnership programming. • It would be helpful to have a sport science workshop specifically focussed on newcomer athletes, coaches, and managers. There would likely be a need for translators and computer access. • We would like to explore/promote newcomer summer playground programs, including how to use the equipment beyond swings and slides. • Ensure newcomer groups/leaders are invited to events/gatherings/training. • We will continue to grow our consultations and engagement with newcomer networks. • Identify speakers and panelists to give newcomers a voice and input at events such as gatherings. • Respect that newcomer participation varies and sometimes will be in participants, sometimes presenters, and sometime in planning. • Ensure newcomer populations are included in asset mapping discussions. • Always ask if there are newcomer groups to include in community visitations. • Consider a translated version of the grant writing workshop.
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<p>Number of Youth who accessed leadership training resources</p>	<p>U18 = 24 U19-25 = 8 U26-29 = 10</p>	<p><i>Did the District feel satisfied with the number of Youth participants who accessed training? If so why do you feel you were successful in this area? If not, what enhancements can be made to improve outcomes?</i></p> <ul style="list-style-type: none"> • No, we would like to connect with summer students a bit more in our community visitations. • We were surprised to learn a cultural group, on the verge of dissolving, did not embrace more youth in their succession work. • Sport medicine does not appeal to youth participants. There is a disconnect in the instruction method, what we hear as ‘high level’ material, and a lack of on-demand availability. • Yes, we are seeing a growth of young recreation professionals. We want to support the development of youth leadership. • Yes, we are learning that our grant writing workshop is viewed as professional development for youth leaders, new to their positions. • Yes, this was the first year we had youth lifeguards attend our Recreation Gathering. • Yes, we included a youth keynote speaker at our Cultural Gathering. • Yes, we adapted our Asset Mapping workshop to focus on youth. • No, there is a widespread decline in summer student funding. • There is a need for youth (summer student) recreation training. • Youth, of many ages, need to be an asset included in the Asset Mapping workshop.
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1.22 Districts facilitate the increased participation of Aboriginal Peoples, youth and new Canadians in leadership and volunteer opportunities

<p>Total number of Indigenous people in leadership and volunteer positions with the district organization</p>	<p>2 Board</p>	<p>Does the District feel that the Indigenous community within your service area is adequately represented in leadership or volunteer positions within the district organization?</p> <ul style="list-style-type: none"> • Yes, 2 board members have self-declared as Indigenous. • Yes, the Indigenous community is adequately represented on the board. • One of the two Indigenous members of the Board is not Canadian Indigenous.
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<p>Total number of Youth in leadership and volunteer positions with the district organization</p>	<p>0</p>	<p>Does the District feel that the Youth community within your service area is adequately represented in leadership or volunteer positions within the district organization?</p> <ul style="list-style-type: none"> • No board members have self-declared as youth. • It is important to note, the Non-Profit Corporations Act of Saskatchewan does not allow youth under age 18 to hold a board position. • We recognize that each Global has a different definition of youth.
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<p>Total number of New Canadians in leadership and volunteer positions with the district organization</p>	<p>0</p>	<p>Does the District feel that the New Canadian community within your service area is adequately represented in leadership or volunteer positions within the district organization?</p> <ul style="list-style-type: none"> • No board members have self-declared as new Canadian. • No, the new Canadian community is not represented on the board.
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<p>Number of leadership and volunteer opportunities promoted to Aboriginal peoples, youth, and new Canadians</p>	<p>9</p>	<p><i>What opportunities were promoted?</i></p> <ol style="list-style-type: none"> 1. Board orientation. 2. Board buddies. 3. Governance training. 4. Board meetings. 5. Governance policy review. 6. Board committees. 7. Board officer positions (Chair, Vice-Chair, Director of Finance). 8. Planning meetings. 9. Board recognition. <p><i>Did the District feel satisfied with the outcomes in this area?</i> <i>Are there enhancements that can be made?</i></p> <ul style="list-style-type: none"> • Yes, we feel satisfied with the outcomes in this area. • The board would like to improve its board buddy program. • Board members are satisfied with the annual planning session and governance retreat. • Board members are satisfied with the number of opportunities to meet in person. • No, the board would like to reduce budget dollars for the annual planning session and retreat. • Individual board members come from 7 sectors: culture, recreation, sport, heritage, tourism, municipal, and community development.
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1.4 Awareness

1.42 The District is aware of and services the needs of its groups

Total number of group consultations conducted

We used these definitions to determine numbers.

Consultation: Any contact we have with clients about culture/recreation/sport.

Visitation: Travel to a community for the purpose of a discussion with multiple groups.

Consultations = 1386 *separate* Consultations (not including event attendees)

- Representing 213 groups
- From 56 communities
- Sector breakdown:
 - Culture = 35%
 - Recreation = 42%
 - Sport = 22%
 - Other = 1%

Visitations = 22

- Abbey
- Art Gallery of Swift Current
- Aylesbury
- Bracken
- Central Butte
- Coronach
- Frontier
- Gravelbourg
- Gull Lake
- McLaren Lake Regional Park
- Morse
- Nekaneet
- Ogema
- Riverhurst
- Rockglen
- Senior Centre Without Walls
- Shaunavon
- Stewart Valley
- Success
- Swift Current Community Connections
- Thomson Lake
- Tompkins

Of the group consultations conducted were community profiles created?

- Yes, the district maintains a comprehensive community profile data base.
- The data base includes:
 - All communities in the district.
 - All organizations/groups in each community.
 - Key contacts segmented by sector/type, further broken down by 25 sub-segments, and noting group associations.
 - Membership history.
 - Population statistics.
 - Event and facility information.
 - Community infrastructure details.
 - Historical notes from community visitations, or consultations.
 - Soon to be loaded, participation stats for each individual contact.

Are there areas within your District where there are unique opportunities for sport, culture, or recreation development?

- Niche gatherings that help us reach into more remote communities and bring together people with shared interests. (regional and micro networking)
- Sport clinics in rural communities and regional parks.
- Connecting FiM to regional parks.
- More Culture Days hub funding partnerships.
- Local partnerships.
- The development of a culture/recreation/sport official community plan.
- Playground safety kits.
- Hybrid playground safety workshop.
- Risk management overview document and education tool.
- Youth asset mapping leading up to hiring of lifeguards and summer staff.
- Asset mapping with sport groups, youth groups, community partnerships, regional parks.
- Expanding the core grant writing workshop to explore niche topics, pre-workshop homework, break-out sessions, and success stories brainstorming.
- Success stories from capital development committees.
- Having an in-person FiM gathering component with the online training.
- Mini recordings of sport medicine workshops. Grassroots level. YouTube access.
- Bringing back participants from gatherings as guest presenters the following year.
- Cultural gathering to assess trends.
- A basic event planning checklist.
- Risk management in aquatics.
- Partnership with regional libraries for Grant Connect access.
- Reviewing SLCGP history prior to community visitations.

What were some of the issues that arose out of the consultations?

- Use of technology is a barrier for seniors.
- Timing of training needs to pay more attention to seasonal availability, to be successful. City scheduling rarely aligns with rural preferences and is usually poorly received.
- Community not using their full SLCGP funding allotment. An overall lack of understanding of how the SLCGP works.
- Chamber of Commerce spearheading art initiatives, but not considered a recognized arts organization and can't access any sort of grant funding.
- It has become outdated to presume which groups do, or should, offer community programming. Communities want far more flexibility for all groups, not just 'C' culture, 'R' recreation, or 'S' sport groups.
- The Saskatchewan Arts Alliance has little connection to the district system. The SAA and its connection to individual artists, could be a very successful support for communities and the districts.
- Special service areas are new, and additional information is needed to understand how to provide support.
- There is a significant lack of understanding of a board's governing role, the nuances of governing an organization with/without employees, and how to avoid micromanaging the activities of an organization which ultimately leads to staff turnover.
- Groups want to partner with other groups in the community but are seeking special funding to support collaborative projects.
- The lack of funding programs for collaborative projects sometimes means two groups in the same community offer the same type of events.
- There is a need for general guidelines on how to start a community partnership; something very introductory, and beginner-level. There is a distinct difference between partnerships to unite a community and partnerships to simply get started working collaboratively.
- Demographics are shifting significantly in the district.
- Some groups look to the district to 'do the work for them' when offering training programming, which does not build capacity.
- There is a trend of questioning the role of the recreation board in a community; thinking the recreation board has become stale. Residents are growing tired of the municipal administrative process and interference. Residents are growing tired of raising funds only to have to turn it over to the rec board or council, and having little input on how the funds are used.
- There is a parallel trend of wanting to build private recreation facilities that are not linked to the municipality in any way.
- Employee turnover is a recurring trend, and the loss of capacity for the organizations experiencing these changes.
- Individual community residents feel left out of, or not included in, larger discussions such as program development, asset mapping, partnerships.

- Risk management and safety checks are sometimes intentionally skipped because that's the history of how it's always been handled.
- Rural communities are filled with artists who want to share their knowledge but want to feel included in programming discussions, and not simply needing to 'submit' a proposal to share their talents.
- Communities struggle to consistently promote events.
- There is a need to re-energize Kid Sport and Jump Start in communities. Some long-serving volunteers create a very unwelcoming group, which turns away applications. A provincial push for re-energizing these groups is needed.
- Some communities have a 'gate keeper' who will not allow information in the community unless it flows through them.
- Wages of library senior staff are very low and puts the future of rural libraries at risk.
- There is a need for very beginner, very introductory level, grant writing training.
- Rural communities are very welcoming of newcomer settlement but indicate a significant language barrier, and have experienced dismissive responses, when reaching out to newcomer organizations for help.

What are some of the unique successes uncovered through the consultation process?

- People seek out district support - first. 😊 Rural culture/recreation/sport leaders value being able to work with district staff.
- Culture/recreation/sport is strong in the district.
- Groups are learning from each other, and actively seeking partnerships.
- There are some former district staff working with provincial culture/recreation/sport organizations, which helps us make connections.
- Individual artists are running their own cultural programming.
- Individual artists are active in their communities.
- Rural sport clinics are happening.
- Sask Polytech has become a partner and will provide a student (paid contract) to act as Assistant Chef de Mission for the upcoming Games.
- We have a new recreation director in the district.
- Participants at district events are coming back and volunteering.
- Newcomer growth in rural communities is strong and is welcome.
- The district developed and implemented a full year of asset mapping workshops.
- A group has emerged to create province-wide international winter sport development.
- Groups are getting creative in finding alternate revenue sources, using existing facilities.
- Libraries continue to grow their programming despite low wages, funding cuts, and being considered irrelevant by cities and politicians.
- Daycares and childcare centres are growing and turning to the district for support and training.

- MAS is offering summer student training days, taking significant pressure off small town museum volunteers. MAS is one of the only provincial organizations we are aware of offering this training.
- ICSDG was successful this year!
- Senior groups are growing/thriving.
- Groups that received micro grant funding from the district in past years are still operational and growing.
- Truth and Reconciliation programming continues to grow and expand.
- We were able to impact the sustainability of a long-standing collective of culture groups, by connecting them with a trained facilitator when they were struggling.
- Southwest museums received over ¼ of the Museum Grant Program funding.

1.5 Network Extension

1.51 The District seeks partnerships and develops relationships

<p>Total number of partnership development activities/ initiatives conducted during the current year</p>	<p>22 partnerships events with 25 partners (not including duplicates)</p>	<p>What partnership development activities were conducted this fiscal year?</p> <ul style="list-style-type: none"> • Community Asset Mapping, Eastend (Eastend Community Economic Development and Tourism, Saskatchewan History and Folklore) • Community Asset Mapping, Ogema (Town of Ogema, RM 70 Key West) • Community Asset Mapping, Youth Volunteer, Frontier (Town of Frontier Community Development) • Community Recreation Gathering (Town of Assiniboia Recreation) • Community Recreation Gathering, Aquatics Chat (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Forever in Motion (City of Swift Current Community Services) • Forever in Motion, After the Training (Town of Cabri) • Grant Writing Workshop, Nekaneet (Nekaneet First Nation) • Grant Writing Workshop, Shaunavon (Town of Shaunavon) • Indigenous Community Sport Development Grant (Swift Current Titans Wrestling, Sask Sport) • Managing Change (Windscape Kite Festival, Blenders, Flo Frank) • Non-Profit Webinar (Parkland Valley District) • Ogema Senior Games (Ogema Drop-In Centre) • Playground Safety (Lakeland District, Northern District, Prairie Central District, Rivers West District) • Recreation Board Development (SPRA) • Recreation Round Table, Risk Management (South East District)
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		<ul style="list-style-type: none"> • SARM (Lakeland District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Sport Medicine and Science Council (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Sport Wrapping and Taping Workshop (Golden Ticket Sport Centre) • SUMA (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Treaty 4 (Parkland Valley District, Prairie Central District, South East District) • Women in Sport (Moose Jaw Multicultural Council, Sask Sport)
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<p><i>Was the District satisfied with the outcomes in this area?</i></p> <ul style="list-style-type: none"> • Yes, the partnership connected us to the group and provides the opportunities for the group to explore future programming. • Yes, our work with the community will lead to many next steps of culture/recreation/sport development. • Yes, the partnership provided connection to new organizations. • Yes, the partnership provided the district with the information needed to further help the group/community. • No, some partnerships start as collaborative, but end up being nothing more than promotional. • Yes/no, some partnerships do help the district reach minimum numbers to ensure a training proceeds, but don't provide any additional benefit to either the district or the other group. • Yes, some partners truly want to see the development of the sector and work with the district as collaboratively as possible to see a program succeed. • Yes, some partnerships make the difference between a group continuing to operate or dissolving. • Yes, partnership help the district build its toolkit to serve communities.
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What are some of the successes that arose out of these partnership development activities or initiatives?

- Developed and piloted a new core community workshop, Community Asset Mapping. District was able to offer its first in-person SMSCS session since COVID. New sport-specific contacts were made, which has been a challenge in the past.
- Strong connection with new community recreation director and the community itself.
- An opportunity to try the district’s new program, Community Asset Mapping.
- Opportunity to offer a niche workshop at a reduced cost.
- In-person grant writing workshops are very similar to community engagement visits, which increases connection to the community in general, and additional specific groups in the community.
- Deliver our new Asset Mapping Workshop with a youth development focus.
- The opportunity to identify and spotlight local and regional successes. Support with local planning, outreach, and set-up.
- An opportunity to build on a strong anchor organization to connect with rural communities, supporting travel and accommodation.
- Strengthened communication with a struggling regional cultural organization. Developed a working relationship with the facilitator to provide guidance, feedback and emerging trends discussions for the group.

<p>Total number of ongoing partnerships in the current year</p>	<p>6 ongoing partnership events with 9 partners</p>	<p>What ongoing partnerships did the district spend time maintaining this fiscal year?</p> <ul style="list-style-type: none"> • Forever in Motion (City of Swift Current Community Services) • Non-Profit Webinar (Parkland Valley District) • Playground Safety (Lakeland District, Northern District, Prairie Central District, Rivers West District) • Recreation Board Development (SPRA) • Sport Medicine and Science Council (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Treaty 4 (Parkland Valley District, Prairie Central District, South East District)
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Was there any successes or challenges in maintaining these partnerships?

- Successes
 - Partnership makes the workshop viable and qualifies for funding support.
 - Shared costs for provincial networking opportunities (SUMA, SARM) helps us reach new people.
 - Forever in Motion marketing, outreach, and education met both the objectives of a city such as Swift Current and also the objectives of the South West District.
 - Sport Medicine partnerships reached beyond district borders, supporting participation from Regina and Saskatoon.

- Challenges
 - Different budgets, timelines, and response to emergent needs are not always aligned when working with other districts and Globals.
 - The district strives to enter partnerships with an eye on capacity building. This can be challenging if partners have a different objective.
 - Sport Medicine is not evolving as a program which means participants are not as interested.
 - Partnerships require more lead time to allow for communication.
 - Partnerships do not always align with the district’s forward-thinking plans.

<p>Total number of new partnerships developed in the current year</p>	<p>15 new partnership events with 23 partners</p>	<ul style="list-style-type: none"> • Community Asset Mapping, Eastend (Eastend Community Economic Development and Tourism, Saskatchewan History and Folklore) • Community Asset Mapping, Ogema (Town of Ogema, RM 70 Key West) • Community Asset Mapping, Youth Volunteer, Frontier (Town of Frontier Community Development) • Community Recreation Gathering (Town of Assiniboia Recreation) • Community Recreation Gathering, Aquatics Chat (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Forever in Motion, After the Training (Town of Cabri) • Grant Writing Workshop, Nekaneet (Nekaneet First Nation) • Grant Writing Workshop, Shaunavon (Town of Shaunavon) • Indigenous Community Sport Development Grant (Swift Current Titans Wrestling, Sask Sport)
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		<ul style="list-style-type: none"> • Managing Change (Windscape Kite Festival, Blenders, Flo Frank) • Ogema Senior Games (Ogema Drop-In Centre) • Recreation Round Table, Risk Management (South East District) • Sport Wrapping and Taping Workshop (Golden Ticket Sport Centre) • SUMA (Lakeland District, Northern District, Parkland Valley District, Prairie Central District, Rivers West District, South East District) • Women in Sport (Moose Jaw Multicultural Council, Sask Sport)
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<p><i>What was the outcome of these partnerships?</i></p> <ul style="list-style-type: none"> • New sport-specific contacts created. Potential to work together on other sport opportunities. • An opportunity to build on initial partnership and explore additional programs to help communities (e.g., in person grant writing, asset mapping for youth). • Significant engagement from many groups in one community. • An opportunity to engage youth in the community and develop an understanding of all the people involved in running a community. • Promotion of local programs. Extension of the district’s network. Opportunity to identify priority topics for a local community in connection to a district gathering event. • Provided needed funding to start a rural fitness program specifically for seniors. • Struggling cultural organization was able to complete a new strategic plan, organizational overview document, work towards a more concise governance model while engaging new board members in the planning process, and ultimately work towards a stronger organization for the future. • Opportunity for the district to develop and refine a new program.

1.6 Performance Measurement and Accountability

1.64 The District has an appropriate volunteer base and cultivates volunteer leadership development and involvement.

<p>Total number of active District volunteers.</p>	<p>7 board members</p>	<p>What roles do volunteers occupy with the district organization?</p> <ul style="list-style-type: none"> • Volunteer Board of Directors • Board committee member. • Board officer. • District authorized signer. <p>Does this District feel that they are providing a quality experience for District volunteers?</p> <ul style="list-style-type: none"> • Yes, training is provided annually for the whole board. • Board members are encouraged to participate in open sharing and discussions. <p>Are there any successful ways the district recruited or retained volunteers?</p> <ul style="list-style-type: none"> • Personal conversations. Talking to people is the most effective. • Engagement at meetings. • Posters and social media can raise awareness but are not particularly effective. • Using in person training and events to link faces and names to experience.
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<p>Total number of volunteer and leadership development opportunities conducted for District volunteers.</p>	<p>9</p>	<p><i>What volunteer and leadership development opportunities were conducted this fiscal year?</i></p> <ol style="list-style-type: none"> 10. Board orientation. 11. Board buddies. 12. Governance training. 13. Board meetings. 14. Governance policy review. 15. Board committees. 16. Board officer positions (Chair, Vice-Chair, Director of Finance). 17. Planning meetings. 18. Board recognition. <p><i>Were District volunteers satisfied with the development opportunities provided?</i></p> <ul style="list-style-type: none"> • Yes, board members indicate they have been given an opportunity to learn. • Yes, board members indicate they have been given and opportunity to practice their leadership skills. <p><i>Are there any unique needs being requested by District volunteers?</i></p> <ul style="list-style-type: none"> • Time to learn the role. • Time to balance the SWDCRS board commitment with other commitments. • Desire for new ideas. • Desire for a fresh facilitator perspective.
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Qualitative Data Measures

For the following section please input all data as reference in the document "*Measurement Framework for Districts*" section 4.0

Please indicate the number of surveys administered by group.

General Public Communities: **39**

Individuals: **179**

Aboriginal Communities: **2**

1.0 Access and Participation

Data Set Requested	Actual Outputs	Comments
1.1 <i>What difficulties with sport, culture and/ or recreation was your program able to overcome?</i>		
Total number of barriers related to finances	32	<ul style="list-style-type: none"> • Gained knowledge of grants, fundraising opportunities, gaming grants, Sask Lotteries Community Grant Program. • District paid for facilitator consultation and support. 4X value if the group paid on their own. • Increase likelihood of being successful with grant applications.
Total number of barriers related to volunteerism/ capacity	69	<ul style="list-style-type: none"> • Developed board governance, strategic planning, board role and responsibilities. • Provided leadership skills. • Increased understanding of hiring and onboarding student workers. • Increased understanding of risk management for programming. • Learned best practices. Built skills.
Total number of barriers related to access	37	<ul style="list-style-type: none"> • Learned necessary skills to develop safe sport for athletes. • Providing training/programs outside of 9-5 work hours, so everyone can participate. • Provided a low-stress networking/learning space.
Total number of barriers related to awareness	82	<ul style="list-style-type: none"> • Learned new information and provided a space to discuss and ask questions. • Provided an opportunity for community groups to learn and plan together. • Get to know the district better and how we can help. • Learn about all the culture/recreation/sport programs available. • Gained knowledge.
Total number of barriers related to transportation	1	<ul style="list-style-type: none"> • Offered training virtually, so travel not required.
Total number of barriers related to other reasons	23	<ul style="list-style-type: none"> • Help develop organizational skills.

1.2 Please tell us how the district helped your group start, run and/or grow your program?

<p>Total number of answers related to financial assistance</p>	<p>29</p>	<ul style="list-style-type: none"> • Provided information about travel support, funding opportunities, link to SPR Funding Guide. • District was a partner. • Provided ideas to help find funding.
<p>Total number of answers related to capacity assistance</p>	<p>86</p>	<ul style="list-style-type: none"> • Provided community asset mapping. • Explained/suggested different funding programs. • Shared resources the group could use immediately. • Provided ongoing contact and support. • Proof-read grant application. • Provided ideas and acted as a sounding board. • Provided letter of support.
<p>Total number of answers related to access assistance</p>	<p>64</p>	<ul style="list-style-type: none"> • Shared information that was specifically matched to the group. • Provided introductions/connections. • Introduced potential funding partners. • Provided hybrid participation opportunity. • Provided guidance, • Shared opportunities.
<p>Total number of answers related to awareness assistance</p>	<p>112</p>	<ul style="list-style-type: none"> • Provided context for questions and topics. • Shared opportunities. • Provided promotion. • Explained district programs and services. • Explained connections to help groups take advantage of programs. • Provided resources. • Provided networking opportunities. • Provided training opportunities, and places to learn. • District staff are always available and ready to help. • Helped to brainstorm ideas and provided general problem solving.
<p>Total number of answers related to other forms of assistance</p>	<p>26</p>	<ul style="list-style-type: none"> • Provide a connection to a mentor. • Provided onboarding information. • Helped guide network extension. • Supported succession planning process. • Being available to provide general culture/recreation/sport explanation. • Chaired a meeting.

2.0 Leadership Capacity		
Data Set Requested	Actual Outputs	Comments
2.1 How did the district help you or your group to grow and <u>support leaders</u>?		
Total number of answers related to financial assistance	19	<ul style="list-style-type: none"> • Provided information about funding and funding providers. • Taught how to apply for grants and sponsorships. • Explained how to organize grant funding records.
Total number of answers related to capacity assistance	83	<ul style="list-style-type: none"> • Taught the steps to prepare for grant writing. • Provided training opportunities to increase skills. • Explained the Sask Lotteries Community Grant Program. • Provided best practices for many topics. • Provided a place to get started when learning a new skill.
Total number of answers related to access assistance	29	<ul style="list-style-type: none"> • Provided a letter of reference to help group apply for funding. • Brought the community together so many groups and individuals could learn, plan, and grow together. • District staff were accessible to help provided information.
Total number of answers related to awareness assistance	115	<ul style="list-style-type: none"> • Learned new skills, and gained knowledge, that directly translates to be a better leader. • Provided templates, agreements, and examples. • Leading a discussion that community leaders can then take to the next level. • Brought in instructors that taught how to use specialized tools. • Provided opportunities for leaders to be together, to network, and to learn. • Shared information, specifically funding-related, that was the right fit for a community group.
Total number of answers related to other forms of assistance	20	<ul style="list-style-type: none"> • Provided facility tours. • Provided validation and encouragement.

2.2 How did leadership training help you to become a better leader?

***Please provide a sample of survey responses. Please demonstrate the full spectrum of responses.**

- Learned new skills that can be used right away and with multiple groups.
- Feeling empowered to pursue partnerships.
- Provided an opportunity with other community leaders to plan together.
- Provided suggestions to be more organized.
- Encouraged new leaders to join and become more involved in their community.
- Linked leaders to experts, to improve processes and skills.
- Learned tools for long-term planning.
- Provided encouragement and support.
- Developed ideas for future programming.
- Increase understanding of the culture/recreation/sport sectors.
- Helped leaders develop policies and procedures.
- Insured leaders to take action.
- Helped provide a neutral ground between leaders in conflict.
- Valued youth as leaders.
- Helped leaders gain information they can take back to their groups.
- Provided guidance on how to evaluate current programs and offerings.

3.0 Volunteer Development

Data Set Requested	Actual Outputs	Comments
<p><i>3.1 Please tell us how the district was able to help you find, support, and bring volunteers into sport, culture and/or recreation?</i></p>		
<p>*Please provide a sample of survey responses. Please demonstrate the full spectrum of responses.</p> <ul style="list-style-type: none"> • Discussing with our group, about the roles and responsibilities of a governance board. • Brainstormed volunteer recruitment wording. • Shared successful initiatives in other communities. • Helped identify ways to lessen volunteer red tape and travel expense. • Discussed training programs volunteers could attend. • Discussed partnerships to grow volunteer numbers and pool volunteers. • Provided training in a specific topic, that allowed volunteers to increase understanding. • Identified a need for non-social media communication with volunteers. • Identified a need to search for volunteers in new ways. • Discussed the need to provide volunteers with answers about why a group uses a specific process. • Identified a need for development of budgets, task lists, and goals. • Identifying the reasons to volunteer. • Identified the need to include youth in volunteer pools. • Discussed how to make the group more attractive to volunteers. • Providing training/tools volunteers need to do their jobs. • Developing diverse programming to attract new volunteers and keep them engaged. • Discussed better disbursement of volunteers. • Protecting volunteers with the right insurance coverage. • Discussed providing organized community hubs for volunteers to serve through. • Seeking input from volunteers of all ages and other demographics. • Recognizing volunteers for their efforts and achievements. • Discussed alternative methods to attract volunteers, including shoulder-tapping and sign-up apps. • Discussing the need to always thank volunteers for their time. 		

4.0 Awareness and Promotion						
Data Set Requested	Actual Outputs				Comments	
4.2 For the following section please provide the number of responses in each of the six scale columns. Please note that each survey should only have one box checked.						
Scale	5 - YES	4	3	2	1 – NO	UN
Our group knows and understands the services and programs provided by the district	52	42	30	16	22	17
The district does a good job making their services and program known to groups	66	42	37	8	5	23
The services, programs and help offered by the district are useful to our group.	96	27	25	5	0	24

4.3 What do you think are the benefits of sport, culture, and recreation?

Total number of answers related to physical benefits (health and wellness)	31	<ul style="list-style-type: none"> • Physical health. • Staying active and connected. • Overall well-being.
Total number of answers related to physiological psychological benefits (self-esteem, confidence)	16	<ul style="list-style-type: none"> • Better mental health. • Fun and joy. • Healthy lifestyle. • Health, wellness, and a wholistic approach to living life fully. • Keeping a community strong during hard times.
Total number of answers related to educational benefits (better attendance)	19	<ul style="list-style-type: none"> • Learn and share knowledge with others. • Provide quality community programming. • An opportunity to learn.
Total number of answers related to social benefits (less antisocial behavior)	47	<ul style="list-style-type: none"> • Supporting others. • Staying engaged in the community. • Meeting new people, visiting, volunteering. • Makes stronger communities.
Total number of answers related to other benefits	46	<ul style="list-style-type: none"> • History and tradition. • Competitiveness. • Following family history. • Obligation to volunteer. • It is the backbone of society. • Keep community growing.

5.0 Community Relationships

Data Set Requested	Actual Outputs					Comments
5.2 For the following section please provide the number of responses in each of the six scale columns. Please note that each survey should only have one box checked.						
Scale	5	4	3	2	1	UN
There is good communication between our group and the district.	11	0	0	0	0	0
Our relationship with the district is helpful for our group.	11	0	0	0	0	0
Our group enjoys working with the district.	11	0	0	0	0	0

Self-Assessment

Instead of tracking number of promotional/awareness initiatives this section has turned to a self-assessment.

1.4 Awareness

1.4.1 The District effectively communicates and promotes its programs, services and benefits to its communities and the general public through diverse mediums.

The district uses the following internal and external communication and promotion methods.

Please check all that apply:

- ~~Annual Handbook or Manual (Printed or Electronic)~~
- ✓ Annual Report
- ✓ Brochures / Pamphlets
- ✓ Media Conferences
 - Newspaper interview
- ~~Membership Meetings (Other than the AGM)~~
- ✓ Merchandise Items
- ✓ Newsletters (Printed or Electronic)
- ✓ Presentations/Tradeshows/Conferences
- ~~Public Service Announcements~~
- ✓ Signage / Banners
- ✓ Social Networks
 - Facebook
 - Twitter
 - Instagram
- ✓ Website
- ✓ Other
 - Community Engagement (visitation, follow-up, follow-up requests)
 - Consultations (included in-person)
 - District events (workshops, gatherings, roundtables)
 - District logo on partnership programs
 - District facilitation
 - Email
 - Hard copy poster / mail-out
 - Individual contact
 - Meetings with Stakeholders (Museum network Meetings)

- Networking
- Partnerships and collaboration (include with communities, community groups)
- Personal invitations (phone, email, Zoom)
- Phone calls.
- Promotion through PSOs
- Recreation Roundtable
- Referral
- Relationship building
- Travel and accommodation support
- Word of mouth

Email is the most popular way participants find out about a workshop/meeting.

Please assess your District’s overall approach to communication and promotion.

Your assessment should be based on the following factors:

- Key communications are comprehensive, up to date, and well-maintained.
- Website includes:
 - Meaningful content
 - Information is easy to access
 - Resources, documents and key policies
 - Contact information
 - Saskatchewan Lotteries Trust Fund and Global links.
- Variety of internal and external communication and promotion initiatives.
- Effectiveness of internal and external communication and promotion initiatives.
- Promotes the benefits of sport, culture and recreation participation.
- Regularly promotes Saskatchewan Lotteries and Global programs and services.

Self-Assessment:

60% of programs and services	Exceeding
35% of programs and services	Meeting
2% of programs and services	Beginning to Meet
2%	Not Yet Meeting
0%	Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- The SWDCRS's programs/services are 95% meeting or exceeding communication and promotion methods.
- Each ranking was determined by individual assessment by the SWDCRS staffer responsible for administering the program or service.
- Relationship building is the foundation of all the programs/services offered by the district. Consultants work diligently to make connections, and stay connect, to communities, groups, and culture/recreation/sport leaders.
- The district team is very skilled at adapting to changes, on very short notice. Programs can be easily adjusted to run virtually if weather impacts the ability to meet in person.
- When warranted, promotion includes non-social media promotion, such as hard copy posters and individual invitations.

1.6 Performance Measurement and Accountability

1.6.1 The District demonstrates good governance and democratic controls.

Bylaws

Bylaws must not contradict the Non-Profit Corporations Act and should contain, but are not limited to the following: (**Note:** A copy of the Bylaws may be requested)

- ✓ Objective/Purpose of the Organization
 - The objective and purpose of the SWDCRS is primarily addressed through its Vision and Mission, which are *included in Governance Policy, not Bylaws.*
 - There is no contradiction with the Non-Profit Corporations Act.
- ✓ Fiscal Year End

Membership

- ✓ Types or classes of membership
- Membership Benefits
- ✓ Members' rights and obligations
 - Voting
- Procedure for determining members' fees
 - No, this is included in Policy.

Meetings of Members (AGM Requirements)

- ✓ Appropriate notice given to members (not less than 15 days or more than 50 days before Annual Meeting)
- ✓ AGM held within 4-6 months of fiscal year end.
 - To meet SLTF Follow-Up requirements, AGM held within 3 months.

Board Meetings

- ✓ Number of Board Meetings or special Board meetings
- Quorum for Board Meetings or special Board meetings
 - *No, this is included in Governance Policy, not Bylaws.*

Voting

- ✓ Voting Eligibility
- ✓ Tie-breaking procedures
- Resolutions instead of Meetings

Directors and Officers

- Minimum or maximum number of directors
 - *Included in Governance Policy, not Bylaws.*
- ✓ Board Composition
 - *Included in Governance Policy, not Bylaws.*

- ✓ Election procedures
- Duties and powers of the board and of individual members of the board
 - *Included in Governance Policy, not Bylaws.*

Financial Disclosure

- Appointment of Auditor for next fiscal year
 - *Included in Governance Policy, not Bylaws.*
- ✓ Financial reporting to members
- Payment deadline for fees
 - *Included in Governance Policy, not Bylaws.*
- Signing Officers
 - *Included in Governance Policy, not Bylaws.*
- Record Keeping
 - *Included in Governance Policy, not Bylaws.*
- ✓ Amending of Bylaws
- ✓ Liquidation and Dissolution of Organization

For more information on Bylaws please see:

<https://www.isc.ca/CorporateRegistry/FormingaNonProfitCorporation/Bylaws/Pages/default.aspx>

Please assess your District's overall approach to Bylaws.

Your assessment should be based on the following factors:

- The district's Bylaws are comprehensive and provide the district with the structure it requires to carry out its activities.
- The Bylaws help prevent disagreements and conflicts.
- The district board ensures that bylaws are current and relevant to the needs of the organization through regular reviews and updates, if necessary.
- The district operates within its bylaws.

Self-Assessment:

- Exceeding
- ✓ Meeting
- Beginning to Meet
- Not yet Meeting
- Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- The SWDCRS's Bylaws are comprehensive and provide the structure required to carry out activities.
- The SWDCRS's Bylaws help prevent disagreements and conflicts only in that they outline voting procedures. Comprehensive conflict resolution is covered in the Board Governance Policy as well as the District's Dispute Resolution Policies (as required by Sask Sport).
- The SWDCRS's Bylaws are kept intentionally minimal to create maximum adaptability in Governance Policies, which is more empowering for a Policy Governance Board of Directors
- Bylaws are evaluated annually, or more often if needed, to ensure they are current and relevant to the needs of the organization.
- The SWDCRS operates within its bylaws.

Policy Development

The organization has the following policies currently in place. Please check all that apply:
(Note: document copies may be requested)

Required Policies

- ✓ Dispute Resolution (pending new district version from Sask Sport)
- ✓ Harassment
- ✓ CASL
 - Within the District's Privacy Policy

Organizational Development Policies

- ✓ Committee Terms of Reference
- ✓ Risk Management
 - *Built into each policy.*
 - *Monitored at each board meeting.*
- ✓ Conflict of Interest
- ✓ Employment
 - Part of Governance Policies and Human Resources Policies.
- ✓ Financial
 - Part of Governance Policies
- ✓ Personal Information Protection and Electronic Documents Act (PIPEDA).
 - Handled through the district's email service provider.
- ✓ Screening
- ✓ Social Media Guidelines
- ✓ Others:
 - Bylaws, Governance Policies (which include financial policies and executive limitations), plus 20+ operational policies.

Participant Policies

- Voluntary Aboriginal Self Declaration
- Others: [Click here to enter text.](#)

Please assess your District’s overall approach to Policies.

Your assessment should be based on the following factors:

- Clarity and Understanding- Policies are comprehensive, well-documented and well-communicated- low number of formal complaints/disputes regarding policies.
- Approval- A formalized approval process is in place for new policy development or changes to current policies.
- Policy Evaluation- Formalized annual evaluation is in place. Policies are updated, or additional policies are put in place.
- Adherence- the organization operated diligently within approved policies and actively manages risk.

Self-Assessment:

- Exceeding
- Meeting
- Beginning to Meet
- Not yet Meeting
- Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- The SWDCRS’s governing and operating policies are comprehensive, well documented, and well communicated. There have been no complaints or disputes regarding policies.
- The district has not updated its dispute resolution policies. The new district version from Sask Sport, as referenced in the email from Nathan Cole on January 30, 2024, has not been provided to the districts.
- Policy development or changes to current policies is scheduled annually.
- The SWDCRS’s Policies are easily revised by the Board of Directors.
- The SWDCRS’s governing and operating policies are evaluated annually but can be revised more often if needed.
- The SWDCRS seeks legal advice, when necessary, for strong policy development.
- The SWDRCS operates within policy limitations and actively manages risk.

Meeting Management

The District manages meetings appropriately.

- The organization completes the required practices for each Annual General Meeting (AGM) in compliance with the Non-Profit Corporations Act:
 - Appropriate Notice Given (not less than 15 days or more than 50 days before the annual meeting)
 - AGM held within 4-6 months of the fiscal year end
 - Distribution of the board approved audited financial statements to memberships (not less than 15 days or more than 50 days before the annual meeting)
 - Approval of Annual Report
 - Appointment of Auditor for next fiscal year
 - An election for the Board of Directors.
- Board/ Committee Meetings- Frequency of Board meeting (at least 4 times per year, high attendance of Board/ Committee members at meetings, frequency of Committee meeting, meets the needs of the organization)
- Meeting procedures- well prepared and timely agendas, well documents minutes and policies (copies must be made available upon request)

Self-Assessment:

- Exceeding
- Meeting
- Beginning to Meet
- Not yet Meeting
- Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- The SWDCRS adheres to the requirements outlined by *The Non-Profit Corporations Act* for required practices for each Annual General Meeting.
 - Notice of the AGM is given to the membership 28 days prior (SWDCRS Bylaw).
 - Due to SLTF Follow-Up requirements, the AGM is held withing 3 months of the fiscal year end.
 - Audited financial statements are made digitally available to the membership as outlined by *The Non-Profit Corporations Act*.
 - An Operation Year in Review (like an Annual Report) is presented at the Annual General Meeting but is not required in *The Non-Profit Corporations Act*

- Appointment of the auditor for the next year is made at the AGM.
- Election of the board of directors happens at the AGM.
- Board meetings are held approximately every second month.
- Meeting procedures include planned agenda items for the year, reference reading distributed 2 weeks prior to the meeting, following *Roberts Rules of Order*, concise but thorough minutes, and policies which are up to date.

1.6.2 The District practices good financial management

Please identify the following forms of self-help in which your organization engages.

Check all that apply:

Internal:

- ✓ Programs and Services
- ✓ Other: membership fees

External:

- Sales
- Donations
- Sponsorships
- Fundraising
- ✓ Interest
- ✓ Non-Saskatchewan Lottery Trust Fund Grants
- ✓ Other: grants, work placements

Factors for consideration of good financial management:

- Revenue generation- Variety of internal self-help vs. external self-help, level of self-help (compared to overall revenues)
- Approach to long-term financial sustainability (surplus/ net assets)
- Internal financial controls:
 - Financial Policies are articulated and reported to the Board on how they are carried out.
 - Budget processes in place:
 - Development- Board involvement/ input
 - Monitoring- Board monitors budget to actual at every meeting
 - Revising- have a process to revise budgets
 - Balancing and reconciling financial documents
 - Regularly reviewing financial statements
 - Comparing budget to actuals or current expenditures to previous year's expenditures.

Self-Assessment:

- ✓ Exceeding
- Meeting
- Beginning to Meet
- Not yet Meeting
- Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- Self-help revenue is limited to membership fees, interest, and miscellaneous revenue.
- Sponsorship, fundraising, and donation solicitation are beyond the human resources capacity of the organization and can not be pursued unless core funding allows for hiring additional employees.
- Grant funding is monitored and pursued when warranted.
- Most self-generated revenue is retained and added to the accumulated surplus.
- Financial policies (part of the Governance Policy) are clear, reported, and monitored.
- Budgets are developed annually and monitored monthly to best maximize resources.
- Policies are in place to allow for budget revisions and reporting.
- Accounts are reconciled monthly and audited annually.
- Financial statements are reviewed (as per policy) monthly by the Finance and Audit Committee and audited annually.
- Comparative budget/actual for the current operating year is reviewed at each regular Board meeting.
- Comparative current year to previous year is reviewed twice yearly, during planning and during the annual audit.
- Ongoing communication is maintained with the Auditor for advice and support during policy or procedural changes.

1.6.3 The District has a commitment to strategic and operational planning.

The district reports that they engage in a regular cycle of strategic and operation planning.

Factors for consideration into strategic and operational planning:

- Development process - Engages stakeholders in planning process, encourages feedback, planning process includes all of the performance areas (Access and Participation, Leadership Capacity, Volunteer Development, Awareness, Network Extension, Performance Measurement and Accountability).
- Approval process - Formalized and board approved
- Planning Evaluation - Formalized, board/ staff involvement, frequency of evaluation (reviewed regularly)
- Decision Making - Strategic and operational plans are used in decision making process for your organization.

Self-Assessment:

- Exceeding
- Meeting
- Beginning to Meet
- Not yet Meeting
- Insufficient Evidence

Please use the space below to provide comments or rationale regarding your 2023-2024 Self-Assessment.

- Stakeholder feedback is collected:
 - Throughout the operating year and incorporated into the annual strategic and operations planning processes.
 - Through board representation and staff data collection/reporting.
- Planning recognizes, and uses, all the provided/required SLTF performance areas for the structure of the Strategic Plan, Operational Plan, and Budget. Should the Board choose to add additional Outcomes, they are added within the provided performance areas.
- Strategic planning is a facilitated meeting to ensure quality results. The strategic planning process is evaluated annually by the Board and revised as needed.
- The Strategic Plan, Operational Plan, Budget, SLTF application, and audit are formally approved annually by the Board of Directors.
- Annual strategic and operations planning are carefully structured to flow as easily as possible from one to the other and between board and staff.

- Annual strategic and operations plans are monitored monthly at staff meetings and at each Board meetings.
- Annual strategic and operations plans guide all decision making.

Summary

Were there any additional highlights that were not covered within the information provided above?

- District membership numbers are very high. Communities and groups see the value in our services. We attribute our success to the strong relationships our Community Consultants build with communities and groups.
- Through consultation and community engagement we leaned more deeply into a consultative role. We significantly increased our repeat connections to clients during the past year.
- We are more grassroots than we've ever been, which is critical in understanding our clients needs.
- We are attending, participating, and have a general connection with Indigenous groups this past year.
- This year we saw more tangible increases in capacity with our communities and groups.
- Our own capacity to deliver virtual or in person programming, and to confidently switch between the two with little notice, was strong over the past year.

Did you have any major issues, challenges, or concerns over the past year?

- Rural Saskatchewan has driven, motivated, and intelligent people leading their culture/recreation/sport grassroots level initiatives. We've noticed a perception that urban-based provincial programmers and organizations want to dictate or prescribe administrative processes for rural programmers and organizations. This is burning out, and destroying, the beauty of rural programming and organizations.
- True consultation takes time and understanding. We want our connections to be meaningful.
- Requests to manage grants or programming in the extremely busy last 1-2 months of the operating year forces the district to choose between declining the administrative pressures and providing funding that a community group truly needs.
- Sport Medicine and Science Council programs reach mostly participants in Regina and Saskatoon. The delivery model for rural participation needs to be revamped. A stronger connection to the PSO needs to be developed.
- There is a significant challenge when partners have a difference interpretation of capacity building, leadership development, and direct program delivery.

Are there any changes or adjustments will be made in the coming year?

- We are pursuing a new direction for administration of Team South West at the Saskatchewan Games. Our new program will expand volunteer reach and, in partnership with Sask Poly Tech, build post-secondary youth sport leadership development.
- We are strengthening our definition of partnerships to focus more carefully on capacity building.
- We have reduced our district sector gatherings to a once yearly multi-sector gathering due to timing conflict with provincial initiatives.

Additional Comments

- We are very grateful to the Saskatchewan Lotteries Trust Fund for the continued funding.
- We feel our report shows the reach of our programs and the impact of our services.

Signature

I, [Christie Saas](#) understand by signing this Annual Global Funding Follow-up, that I agree the follow-up is a correct representation of our organization's objective and that all information submitted is correct and true.

June 25, 2024

Signature

Date

(Follow-up must be signed by signing officer of the organization)