

YUKON COMMUNITY RECREATION PLANNING TOOLKIT



SUPPORTING RURAL YUKON COMMUNITIES





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**SUPPORTING OUR
RURAL COMMUNITIES**

This toolkit was designed to help rural Yukon communities identify local recreation priorities and create a community recreation plan. A 5-step process as well as sample templates and tools make it easy to use and adaptable to the unique context of each rural community.



January 2016

Development of the Yukon Community Recreation Planning Toolkit was made possible through the Yukon Active Living Strategy with funding from Yukon Government Sport and Recreation Branch and in partnership with the Recreation and Parks Association of the Yukon.



For more information on the Yukon Community Recreation Planning Toolkit, please contact:

Yukon Government Sport and Recreation Branch
Tel: (867) 667-5254 or 1-800-661-0408 extension 5254
Email: sportrec@gov.yk.ca

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This 5-step, community-driven process will assist Yukon's smaller communities to develop community recreation plans.



INTRODUCTION

This toolkit can assist Yukon's smaller, rural communities to create their community-based recreation plans. A community recreation plan identifies how to allocate resources for recreation services, programs and infrastructure. A plan prioritizes actions based on the current state of recreation and a practical vision for the future. A good recreation plan connects to local government plans, reflects community values and interests, and considers the resources available. A community recreation plan answers three questions:

1. **Where are we now?** (the current state)
2. **Where would we like to be?** (future opportunities)
3. **How are we going to get there?** (strategies, actions and resources)

In Yukon, responsibility for recreation rests with each community. Annual funding for recreation is allocated through the *Municipal Act* and the *Recreation Act*. Municipalities receive block funding, support and services for recreation from Government of Yukon Community Affairs Branch. In unincorporated communities, the **local authority for recreation** receives this funding, support and services for recreation from the Sport and Recreation Branch. Depending on the community, the local authority for recreation may be an association or community club, or a First Nation government. A recreation plan provides an opportunity to demonstrate local ownership for recreation delivery and accountability to Yukon government (YG) for funding received.

The Sport and Recreation Branch “supports the development and delivery of sport, recreation and active living programs” (Department of Community Services, 2013). Although communities are responsible for recreation, sound planning considers the broader context of territorial and national priorities. The Yukon Active Living Strategy (Government of Yukon, 2012) explains how community recreation addresses these priorities by increasing physical activity levels, curbing childhood obesity, providing activities during the after-school time period, etc. The Framework for Recreation in Canada describes national priorities related to active lifestyles, inclusive recreation, the importance of nature and supportive environments, and recreation capacity (Interprovincial Sport and Recreation Council [ISRC] & Canadian Parks and Recreation Association [CPRA], 2015).

To encourage community-driven planning, this toolkit introduces the five-step planning process illustrated on the facing page. From beginning to end, the process involves 1) collect: preparing to plan, 2) connect: gathering current information, 3) collaborate: engaging the community, 4) create: creating a vision and goals, and 5) coordinate: designing an implementation plan. This toolkit describes each of these steps, suggests activities, and offers tips and templates to guide communities in their recreation planning efforts. Communities will want to adapt this process and tools for their own unique needs.

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

ISRC and CPRA, 2015

Pathways to Wellbeing - A Framework for Recreation in Canada was endorsed in February 2015 by Federal-Provincial-Territorial Ministers responsible for Sport, Physical Activity and Recreation.

As contributors to the Framework, Yukon Government Sport and Recreation Branch and the Recreation and Parks Association of the Yukon encourage communities to consider how some of these national priorities can be integrated into their local community recreation plans.

The Framework for Recreation in Canada can be accessed at www.lin.ca/national-recreation-framework.

KEY CONCEPTS

This toolkit is based on three, philosophical principles.

1. Recreation is an essential community service and contributes to personal, social, environmental and economic benefits that foster individual health and community well-being.
2. Effective recreation planning engages people from across the community, strengthens community connections and creates a shared vision that aspires to achieving benefits through recreation.
3. Recreation planning is a process that determines priorities, sets a course of action, and empowers residents to make decisions about, and be involved in delivering, the recreation experiences they most value.

The Benefits of Recreation

In Canada, we believe recreation is an essential community service that fosters personal, social, economic and environmental benefits, and improves our quality of life (Alberta Recreation and Parks Association [ARPA], 2010). According to Canada's national recreation framework, recreation is more than sport. It is the experience of individual and community well-being that results from choosing to participate in physical, creative, intellectual, spiritual and social pursuits (ISRC & CPRA, 2015).

Engaging and Planning with Community

Community recreation reflects the way a community works together. Although we find similar recreation facilities across the country (e.g., pools, trails, community halls and arenas), recreation experiences are diverse. Opportunities to participate in recreation are shaped by local residents, culture, geography, interests and resources.

How we plan for recreation is as important, and sometimes more so, than the activities delivered by the plan. When a community comes together to plan and support recreation, the benefits contribute to healthy, vibrant and sustainable communities. A benefits-based approach to recreation emphasizes the positive outcomes that are realized when people participate in recreation.

In the field of recreation, we tend to think of recreation planning as a process done by those responsible for funding and delivering recreation. We think of government's responsibility to collect and analyze information in order to make decisions about recreation infrastructure (e.g., facilities and open spaces) and recreation service delivery (e.g., staffing). We know that

Yukon municipalities and local authorities for recreation have a mandate and responsibility for community recreation and do need to plan appropriately and responsibly.

Community recreation planning is a process of learning and decision-making. To be relevant to the unique culture of each community, the process must engage the people who live there. Community recreation planning takes time because it is based on relationships, trust and honesty. It involves assessing a community's strengths and assets, making decisions about the future and determining a strategy of how to move forward.

Community conversations about recreation identify opportunities and strengthen participation in local recreation. Community conversations provide guidance for decision-making and the development of a recreation plan. A community-based approach is a process that gets the whole community involved rather than placing responsibility for recreation programs and services solely on the shoulders of local government or the authorities for recreation.

“Recreation planning is a people-oriented process that brings together information about the rational allocation of recreation and sport resources to meet the present and future requirements.”

Daly, as cited in Sport and Recreation Queensland, 2003

Community Recreation is a process by which communities identify their own recreation issues, interests and needs and are actively involved in developing outcomes and taking action in ways that support their well-being and celebrate their identity.

New Zealand Recreation Association, 2008

THE TOOLKIT

The Toolkit presents a five-step, community-driven process that can assist Yukon's smaller communities to develop a community recreation plan.



COLLECT Get organized. Form a team. Design the planning process.

- * Determine authority and accountability
- * Establish a planning team
- * Determine the purpose and scope of the recreation plan
- * Identify how to be inclusive and representative
- * Develop a work plan and a budget



CONNECT Learn about the community and the current state of recreation. Build awareness of the process.

- * Prepare a community profile
- * Review existing community plans
- * Inventory recreation facilities, programs and services
- * List community groups and associations
- * Identify opportunities for communicating with community



COLLABORATE Engage the community. Share dreams and ideas. Envision the future.

- * Communicate to be inclusive and strengthen relationships
- * Engage others using surveys, gatherings, meetings, etc.
- * Invite people to share their dreams and ideas
- * Envision the future of recreation in the community



CREATE Create a vision and goals. Identify values and priorities. Determine realistic strategies.

- * Review what was learned from engaging community
- * Identify values and principles to guide decisions
- * Write the vision
- * Develop several goals
- * Identify several objectives to achieve each goal



COORDINATE Identify the priority actions and available resources. Develop an implementation plan.

- * Identify viable options to implement the plan
- * Determine priority actions and available resources
- * Prepare an implementation plan

PLANNING TIMEFRAME

The Toolkit's planning process proposes a timeframe that considers the flow in Yukon's small and/or unincorporated communities. The following outline is a suggested timeframe for planning. It is possible to accomplish the process in less time. However, it may also take more time depending on who is involved and whether or not an outside facilitator is contracted.

Activity	Time	Sep	Oct	Nov	Dec	Jan	Feb	Mch	Apr	May	Jun
Step 1: Collect											
Meeting #1	2 hours										
Meeting #2	2.5 hours										
Step 2: Connect											
Meeting #2	0.5 hours										
Compile information about the current state of recreation	1 month										
Meeting #3	2 hours										
Step 3: Collaborate											
Meeting #3 – review activities	1 hours										
Prepare engagement activities	1 month										
Carry out community engagement activities (e.g., survey, meetings)	3 months										
Analyze and present information gathered from community	1 month										
Meeting #4	2.5 hours										
Step 4: Create											
Meeting #4	0.5 hours										
Meeting #5 (can be over two meetings)	6 hours										
Prepare draft plan and present to community	1 month										
Finalize recreation plan	1 week										
Step 5: Coordinate											
Meeting #6	6 hours										
Implement, Evaluate, Adjust											
Oversee implementation	Ongoing										
Capacity building and training	Ongoing										
Evaluation	Ongoing										
Annual review of progress	3 hours										



STEP 1: COLLECT

Tips and Tools for Step 1

Tool 1.1 Identify and Select a Planning Committee

Tool 1.2 Terms of Reference Template

Tool 1.3 Work Plan Template

Yukon Recreation Act - www.gov.yk.ca/legislation

Sport and Recreation System, Yukon Community Recreation Leaders Guide Module 2
www.yukonrecreationleadersguide.ca

A Framework for Recreation in Canada - www.lin.ca/national-recreation-framework

How to Choose a Consultant – Factsheet 98-053 from www.omafra.gov.on.ca

STEP 1 SUMMARY WORKSHEET

Use this worksheet to record ideas and decisions for Step 1.

Who is the local authority for recreation in your community?

What are the advantages and disadvantages of establishing an independent planning team? Will you establish a planning team? If so, who should be represented on the planning team?

How will you involve your recreation director?

What are the advantages and disadvantages of contracting an outside facilitator? Will you contract a consultant?

Complete Tool 1.1 Identifying and Selecting a Planning Committee

Complete Tool 1.2 Terms of Reference Template

Who will use the recreation plan? What for?

What are the main reasons for developing a plan? What will your plan need to address? What are the territorial and national priorities that you need to consider?

In order to be inclusive, who will need to be involved? How?

How much money is available for planning? What other resources do you need?

What are the key activities you want to accomplish for each step?

Collect:

Connect:

Collaborate:

Create:

Coordinate:

Considering your responses above, how much time in total will you need to develop your community recreation plan?

Complete Tool 1.3 Work Plan Template

STEP 1: COLLECT

During the first step, get organized and ready to begin the planning process. Use the Step 1 Summary Worksheet on the facing page to collect your ideas, discussions and decisions.

As you work through this step:

- Determine who has authority and accountability for developing and implementing community recreation plans.
- Establish a team to lead the recreation planning process.
- Review *Pathways to Wellbeing - A Framework for Recreation in Canada*
- Identify the purpose and scope of the proposed community recreation plan.
- Identify how to be inclusive and representative throughout the process.
- Develop a work plan and budget for the planning process.

Who needs to be represented during Step 1?

- Government and/or the authority for recreation (municipality or community club)
- A recreation advisory body (Recreation Board)
- A representative of local First Nations government
- A recreation director (if there is one)

You may want to ask Yukon Government (YG) Sport and Recreation Branch to help explain the sport and recreation system at your first meeting.

Approximately how long will Step 1 take?

- Meeting #1: 2 hours
- Meeting #2: 3 hours

Key Outcomes for Step 1

- Planning team
- Terms of Reference for the planning team
- Work plan and budget for the planning process

INFORMATION FOR STEP 1

Organize your planning approach at the first meeting. Invite representatives from the local authority or municipality, an advisory body, the local First Nation and recreation department (if there is one).

Authority

Determine under whose authority the recreation plan will be developed and implemented. Authority depends on whether your community is a municipality or is unincorporated with a local authority for recreation.

Authority for recreation rests with these local governments or organizations.

- Beaver Creek - Beaver Creek Community Club
- Burwash Landing - Kluane First Nation
- Carcross - Carcross Recreation Committee
- Carmacks - Village of Carmacks
- Dawson City - Town of Dawson
- Destruction Bay - Kluane Lake Athletic Association
- Faro - Town of Faro
- Haines Junction - Village of Haines Junction
- Keno City - Keno Community Club
- Mayo - Village of Mayo
- Marsh Lake - Marsh Lake Community Society
- Mount Lorne - Lorne Mountain Community Association
- Old Crow – Vuntut Gwich'in First Nation
- Pelly Crossing - Selkirk First Nation
- Ross River - Ross River Recreation Society
- Tagish - Tagish Community Association
- Teslin - Village of Teslin
- Upper Liard - Liard First Nation
- Watson Lake - Town of Watson Lake
- Whitehorse - City of Whitehorse

For more information about Yukon's recreation system and legislation, refer to Module 2 of the Yukon Community Recreation Leaders Guide (www.yukonrecreationleadersguide.ca) or contact YG Sport and Recreation Branch at 867-667-5254 or 1-800-661-0408 extension 5254.



Who has authority for recreation in your community? How will this influence the planning process?

Planning Team

In community planning, those with authority and accountability for recreation may be different to those tasked with leading the process. In small communities, a local association with authority for recreation, an internal working group appointed by elected officials, a committee representative of the community or a recreation board may be tasked to lead the planning process.



For your community, what are the advantages or disadvantages of establishing an independent planning team?

Small communities have dedicated volunteers. However, not all team members will have the skill or confidence to lead a community planning process. Sometimes community issues arise that make it difficult for community members to remain impartial and listen to all sides. Moreover, volunteer team members may not have the detailed knowledge of a recreation director.

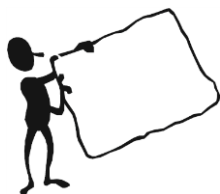
Consider who will be responsible for leading the planning process. Discuss the advantages and disadvantages of contracting outside help. Determine how the local recreation director or programmer will participate.



Decide:

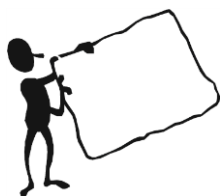
- | | | |
|--|------------------------------|-----------------------------|
| Will the recreation authority delegate the responsibility of planning to a team? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| If so, will individuals be appointed? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Will you accept expressions of interest to be a planning team member? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Will you contract an outside consultant? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |
| Will you involve the local recreation director? | <input type="checkbox"/> YES | <input type="checkbox"/> NO |

When convening a planning team, make sure it represents your community. Include a cross-section of people bringing a balanced perspective to the committee. If your community is divided over a particular recreation topic (e.g., motorized versus non-motorized recreation), include people who can respectfully represent both sides of the discussion. Determine to what extent elected officials (Chief and Council or Mayor and Councillors) and/or a local advisory committee will be involved with the committee and planning process.



Use Tool 1.1 Identifying and Selecting a Planning Committee to help you select your planning team.

Be concise and clear about the structure of the planning team, its purpose and responsibilities of its members. Provide direction to the team by developing a terms of reference.



Use Tool 1.2 Developing a Terms of Reference to provide direction to your planning team.

A second meeting will help you decide on the scope of your planning process and the activities required.

Plan-to-plan

Once you have a clear understanding of who has authority for recreation planning and who will lead the process, you can plan-to-plan. Determining the planning process requires an understanding of the intended purpose, the scope of the plan, the available timeframe and the budget.



Consider the reasons for developing a community recreation plan. Is it to?

- Engage more people in deciding about and participating in recreation? YES NO
- Provide direction for decision making about recreation infrastructure? YES NO
- Identify the current situation and future opportunities? YES NO
- Set goals and timeframes for achieving goals? YES NO
- Provide direction and resources for recreation programs and services? YES NO
- Or...?

What focus will your recreation plan have? Do you want a recreation plan that addresses community facilities, outdoor recreation or recreation for tourism? Or, do you want a plan that focuses more on recreation programming? Will your plan include a vision, goals and objectives? Or, do you require a more complex strategy for implementation?

Review **Pathways to Wellbeing - A Framework for Recreation in Canada**. Consider how your plan will connect to these national priorities for recreation.



Decide. What do you want to address through the recreation plan?

- Benefits of Recreation
 - Development of Volunteers
 - Recreation Facilities – Capital and Operational
 - Support for Special Events
 - Community Vision
 - Parks, Playgrounds and Trails
 - Recreation Programming and Services
 - Fee Collection Policies
- Or...?

Inclusive recreation strengthens the social fabric of a community. When local governments and community groups work together, and the planning process ensures fair representation, the results are a sense of community ownership for recreation delivery, and more effective and efficient use of resources.



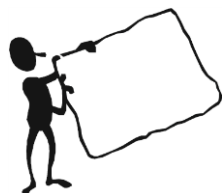
Who will use the plan and why?

- Citizens
- Recreation staff and board
- Municipal Council
- First Nations

Once the purpose and scope of your recreation plan is clear, start to collect your thoughts about how the planning process will take place. Browse through the Toolkit to get a sense of the activities involved in each step. Consider how each activity applies, or not, to your community. What actions will lead to a recreation plan that is created and endorsed by your community?

Be realistic about the length of time you need for recreation planning. Once you come up with a number of months, add half as many again to accommodate delays or interruptions. Consider seasonal influences on community participation in the planning process. Keep in mind that creating a community recreation plan will take up to a year as shown in the Planning Timeframe on page 6.

Capture the proposed actions and timeframes of the planning process in a work plan. Your work plan and terms of reference provide guidance and direction to your planning efforts.



Use 1.3 Work Plan Template to design a work plan with timeframes for your community's planning process.

My Notes

Tips and Tools

Step 1: Collect



Tool 1.2 Terms of Reference Template

The planning team is established under the authority of:

Team reports to this Authority: Monthly () Bi-monthly () Quarterly ()

Budget allocated to Team:

Name of Team:

Date established:

For timeframe:

Team Composition

Responsibilities:

Chair:

Other Members:

Outcome(s) and Deliverables:

What will be accomplished or produced?

Team Goal(s):

In broad terms, what will the team do?



STEP 2: CONNECT

Tips and Tools for Step 2

Community Profile – www.yukoncommunities.yk.ca and www.eco.gov.yk.ca/stats

Facility Inventory – www.community.gov.yk.ca/cd/rec_facilities.html

Active and Healthy Living Program Inventory – www.aicbr.ca

Tool 2.1 List of Community Groups and Associations

Tool 2.2 Recreation Program and Services Template

Tool 2.3 Community Engagement Mapping

Tool 2.4 Orton Family Foundation's Top Tips for Inclusive Community Engagement

Tool 2.5 Communications Plan Template

STEP 2 SUMMARY WORKSHEET

Use this worksheet to capture ideas and plans for Step 2.

This step requires a lot of information gathering. Assign responsibility for this work and a deadline. Put information collected in writing so it can easily be shared.

What needs to be done:	Who will do this?	By when?
Develop a written, one-page Community Profile.		
Gather and review official community plans. Prepare a written summary that lists these and identifies how they connect to recreation.		
Update your Community Recreation Facilities Inventory.		
Compile and/or update your List of Community Groups and Associations using Tool 2.1.		
Prepare and/or update your Recreation Programs and Services Inventory using Tool 2.2		
Review the information gathered. What are some of your community's strengths and assets? Prepare this information in an easy format for sharing with your community.		
Design a simple communications plan from the template (Tool 2.5). Use Tool 2.3 and 2.4 to identify strategies to engage the diverse groups and individuals in your community.		
Ask: What does our community need to know about the planning process? What types of messages and media will promote interest?		
What are different ways to share messages? What types of communication work well in our community?		
Who will be responsible for communicating? Can we do this without extra help?		
When will we start these activities? What time of year works best?		

STEP 2: CONNECT

During this step, gather information to help connect with your community. By the end of this step, you will clearly understand the current state of recreation in your community. You will also have a plan to encourage people to become involved in the process. Use the Step 2 Summary Worksheet to collect your ideas, discussions and decisions.

As you work through this step:

- Prepare a community profile describing the characteristics of your community.
- Gather and review your community's official plans and past recreation plans.
- Review and update, or compile, your recreation facilities inventory.
- Develop and/or update a list of community groups and associations involved with recreation.
- Compile and/or update an inventory of your recreation programs and services.
- Identify strategies for communicating and engaging with community.

Who needs to be involved during this step?

- The planning team
- The recreation director or organization in charge of delivering recreation
- An outside facilitator (if you have decided to work with one)

Approximately how long will this step take?

- Meeting #2: 30 minutes of Step 1 meeting
- Information Gathering: 1 month
- Meeting #3: 3 hours

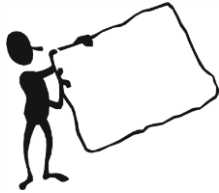
Key Outcomes for Step 2

- Community Profile
- Recreation Facilities Inventory
- List of Community Associations
- Recreation Programs and Services Inventory
- Communications Plan

INFORMATION FOR STEP 2

Step 2 involves gathering data and planning to communicate with your community. **Data** is the information you already have or information you need. Gathering data requires knowing where to get the information and how to collect it.

At the end of Meeting #2 (see Step 1), assign these data gathering tasks to team members.



Use Step 2 Summary Worksheet to assign responsibility for the preparation of:

- ✓ A one-page community profile
- ✓ Review of official community plans
- ✓ Community recreation facilities inventory
- ✓ A current list of community groups and associations
- ✓ Inventory of recreation programs and services

Not everyone is comfortable gathering and summarizing information. If you need help, ask for help from a local resident who is not on the planning team, from an outside consultant, or use what is available on websites and then have the team update the information or fill in the gaps.

Community Profile

A community profile includes demographic information about your community. At minimum, it should list the number of residents and the age distribution. You can include information such as the number of tax payers, income levels, education or ethnicity. Some community profiles describe social, economic and environmental characteristics.

Yukon Community Profiles (www.yukoncommunities.yk.ca) provide information about population, income, cost of living, quality of life, Yukon First Nations, community services, etc. Review this information and prepare a brief summary about your community to guide decisions about the delivery of recreation. Present the summary in a one-page format that can be shared with the community.



Decide what information is essential for recreation planning and needs to be included in your Community Profile.

- Number of residents
- Age distribution
- Income
- Ethnicity
- ?
- ?

Community Plans

Review current plans guiding decision-making and allocation of resources in your community. The Official Community Plan and the Integrated Community Sustainability Plan provide insight into local government priorities. Look for how these plans connect to recreation. The plans may prioritize renovation of a recreation facility or programming for a specific population group (youth). The plan may be based on values and principles that are relevant to recreation (outdoor lifestyle).

As you review each plan, prepare a brief summary that you can share with others.



Summarize the values and priorities related to recreation that you find in these plans.

- Official Community Plan (OCP)
- Integrated Community Sustainability Plan
- Community Recreation Plan
- Economic Development Plans

Community Recreation Facilities Inventory

A recreation facilities inventory lists your community's infrastructure (arena, pool, fitness room) as well as outdoor spaces (playgrounds, parks, trails). This information can help you understand the infrastructure available for recreation, whether or not new infrastructure or renovations are required, and how to make better use of existing facilities.

In 2009, and updated in 2016, YG Sport and Recreation Branch compiled an inventory and condition assessment of recreation facilities in Yukon's municipal and unincorporated communities. Download and update your community inventory at www.community.gov.yk.ca/cd/rec_facilities.html.

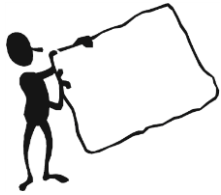


Consider the following questions as you update your community's facility inventory.

- Does the inventory list all community recreation facilities, indoor and outdoor?
- Is there a map showing location of facilities, playgrounds, parks and trails?
- Are any facilities used for recreation owned by First Nations, schools or other groups?
- What is the current condition of community facilities?
- Are maintenance and/or upgrades required? If so, what will this cost?
- On a scale of 1-10, how accessible are the facilities?
- On a scale of 1-10, how well used are the facilities?

List of Community Groups and Associations

You may already have a list of community groups and associations. Review and update this list using the template provided (Tool 2.1). Include government, non-profit and private sector groups, and organizations involved in recreation. As well as name and contact information, include a brief description of the group's mandate. You may also choose to identify the groups you want to participate in the planning process in Step 3.

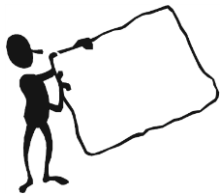


Complete Tool 2.1, a listing of community groups and associations.

Recreation Programs and Services Inventory

Using your list of community groups and associations, compile an inventory of recreation programs and services in your community. Capturing every program can require a lot of time and result in a long list. Instead, record those that are constant and have been delivered regularly over the past few years or longer (e.g., carpet bowling, Yoga, an after-school program).

In 2014, the Arctic Institute of Community Based Research (AICBR) compiled an inventory of active living and healthy eating programs in Yukon. This inventory can be viewed as an interactive, online map. Go to AICBR's website (www.aicbr.ca) and click on the map icon to view program inventories for communities in Yukon and Northwest Territories.



Use Tool 2.2 Recreation Program and Services Template for your inventory. Include details about who the program or service targets, when it is offered and the location where it is held.

Review your Information

At Meeting #3, review the information gathered. As a group, discuss what stands out as most important. What did you already know that is important to remember? What did you learn that you didn't know before?

As a planning team, take time to identify and summarize your community's recreation assets and strengths. When you begin to communicate with your community these strengths are a good starting point for positive conversations. If residents know about recreation opportunities and facilities in their community, and recognize the benefits these provide, it can help to minimize negative talk.

Communications Strategy

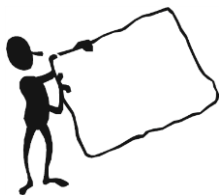
During Meeting #3, apply what you have learned to develop a communications plan. This plan should not be complicated, but when put into writing, it will be easier to understand how you will:

- ✓ Involve local residents in the recreation planning process;
- ✓ Encourage residents to participate in discussions where they can share ideas and help to identify recreation priorities; and
- ✓ Inspire residents to help implement the community recreation plan.

Beginning with Tool 2.3, map the community groups with whom you need to communicate. Then, respond to the Step 2 Summary Worksheet questions. As a group, ask:

- What does our community need to know about the planning process?
- What types of messages and media will promote interest?
- What are the different ways to get the message out?
- What types of communication work well in our community?
- Who will be responsible for communicating?
- Can we do this without extra help?
- When will we start these activities?
- What time of year works best?

Consider the tips offered by the Orton Family Foundation in Tool 2.4, Top Tips for Inclusive Community Engagement (Rosenbluth, 2014).



Summarize your discussion and create your plan using the Communications Strategy Template (Tool 2.5).

Identify your communications goal, key messages and target audience(s).

Identify a few activities, the medium, timing, cost and the person responsible.

My Notes

Tips and Tools

Step 2: Connect



Tool 2.1 List of Community Groups and Associations Template

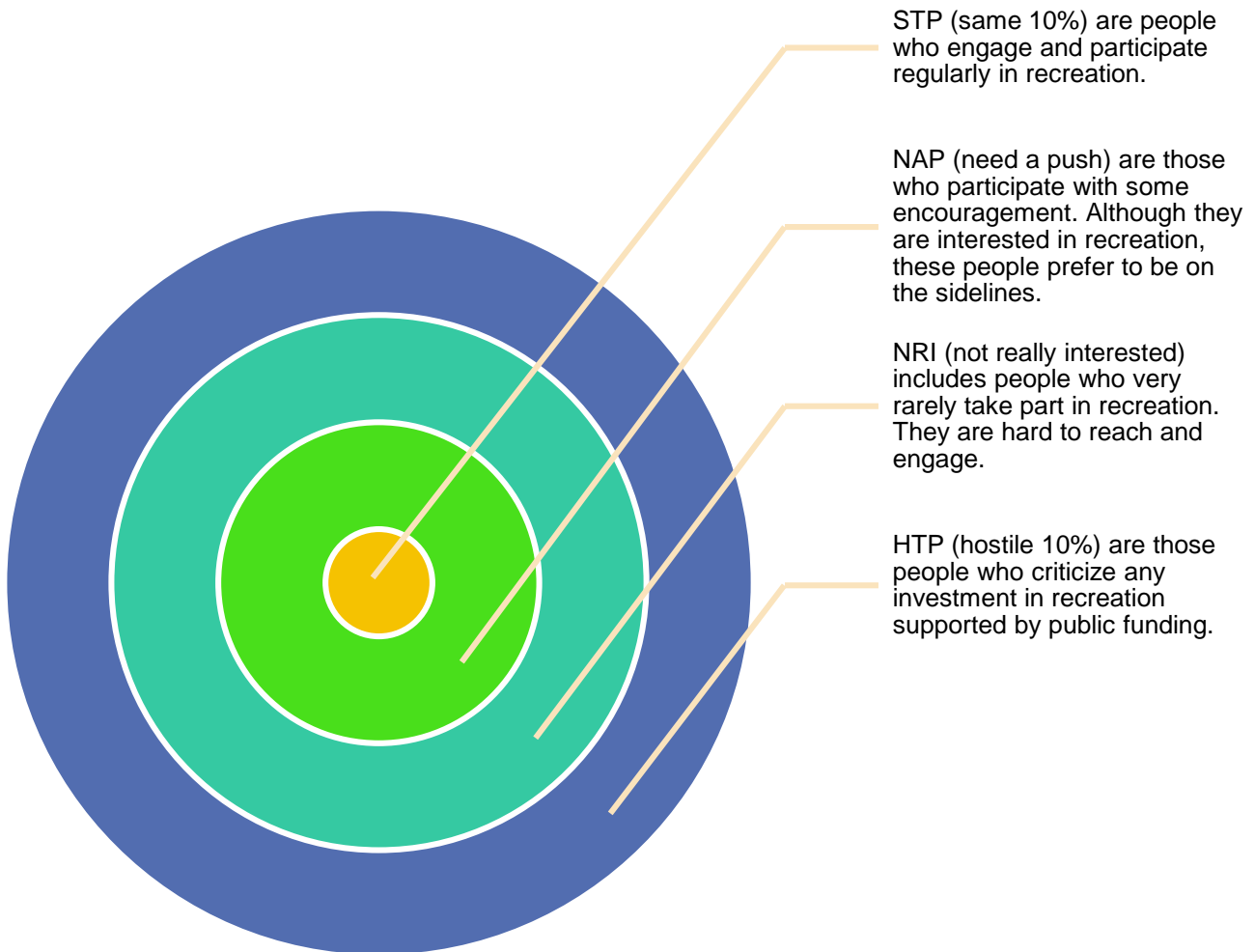
Name of group or association	Mandate	Contact	Participated in planning Y/N	If not, why not?

Tool 2.2 Recreation Program and Services Template

Who offers the program or service?	What is the name?	Who does it target?	When is it offered?	Where is it held?

Tool 2.3 Community Engagement Mapping

- Copy this diagram onto a flipchart. With sticky notes, “map” community groups and individuals.
 - Sticky notes placed in the centre represent 10% of your community. These are groups of people who already participate and volunteer.
 - The next two circles represents 50-80% of your community. These groups and people sometimes participate in recreation and rarely volunteer.
 - The outer edge represents the remaining 10%. These people and groups generally tend to be critical of any investment in recreation.
- When the team believes the map represents your community’s participation in recreation, identify strategies for each circle grouping that may encourage their interest and involvement in the recreation planning process.



Adapted from Orton Family Foundation (2015)

Tool 2.4 Top Tips for Inclusive Community Engagement **Heart&Soul**

- #1 There is no such thing as the “general public”.**
Know who your community is (demographics, stakeholders, networks) and how they get their information – this knowledge is the foundation for how you will design community engagement activities and communicate about your project.
- #2 Keep your “promise” to community members.**
Be clear about how resident input will be used and show how that information shaped project results.
- #3 Go to the people.**
Change up how you gather community input. Go to where people hang out whether it is a physical gathering space like a coffee shop or community center or an online space.
- #4 Spread the word.**
Create a communications strategy that includes project branding, messaging and tactics for talking about your project effectively.
- #5 Ask for people’s personal stories.**
Encourage people to express their experiences and opinions in their own words first. Don’t expect them to understand planners or technical jargon.
- #6 Understand local power dynamics.**
Design project activities in a way that provides dignity to everyone and where people feel safe talking about their concerns.
- #7 Engage around interests.**
Sometimes you have to participate in community issues that matter to others before making a connection to your own project.
- #8 Think about the details.**
When you hold a community event think through how you can make it more inclusive (e.g., time, location, child care, transportation, food, translators, facilitators, etc.).
- #9 Use technology...if it’s a fit.**
There are many great high tech *and* low tech ways to engage people so pick strategies that are a fit with who you are trying to reach.
- #10 Make it fun!**
When you bring people together for a project discussion think about how you can make it a social opportunity too.

Adapted from Rosenbluth (2014)

FOR MORE INFORMATION
Visit www.orton.org



ORTON FAMILY
FOUNDATION

Tool 2.5 Communications Plan Template

Goal:

Key Messages:

Target Group/Audience(s):

Activity:	Media:	Timing:	Responsibility:	Cost:
<i>Create a newsletter about the recreation planning process</i>	<i>Written and distributed through schools and the grocery store</i>	<i>End of September</i>	<i>Joe</i>	<i>photocopying</i>



STEP 3: COLLABORATE

Tips and Techniques for Step 3

Sample Yukon Community Recreation Survey – www.rpay.ca/pdf22

Tool 3.1 Conversation Starters

Tool 3.2 Community Surveys

Tool 3.3 Recreation Art Gallery Evening (Photovoice)

Tool 3.4 Community Wall of Fame (Community Stories)

Tool 3.5 What We Value (Benefits of Recreation)

Tool 3.6 Community Coffee House (World Café)

STEP 3 SUMMARY WORKSHEET

Use this worksheet to gather ideas and implement activities for Step 3.

What is the purpose that was identified in Step 1 for your recreation plan?

List broad topics that need to be explored (e.g., youth participation, facilities, accessible and affordable recreation, etc.).

In Meeting #3, review the work plan created in Step 1, the list of broad topics and the activities chosen for Step 3. Does the work plan need adjusting?

- No
- Yes. If so, what are the changes?

For the activities chosen, whether from Tools 3.1 to 3.6 or another activity, describe how each will be implemented.

Planned Activities:	For each activity chosen... What needs to be done? When? By whom?
Casual conversations (Tool 3.1)	Tasks: Timeframes: Responsibility:
A community survey (Tool 3.2) <input type="checkbox"/> Paper <input type="checkbox"/> Online <input type="checkbox"/> In-person (interview style)	Tasks: Timeframes: Responsibility:
Sharing perspectives and stories: <input type="checkbox"/> Art Gallery Evening (Tool 3.3) <input type="checkbox"/> Wall of Fame (Tool 3.4)	Tasks: Timeframes: Responsibility:
Community Gathering (meetings) <input type="checkbox"/> Benefits of Recreation (Tool 3.5) <input type="checkbox"/> Vision, common priorities and goals (Tool 3.6)	Tasks: Timeframes: Responsibility:
Other?	Tasks: Timeframes: Responsibility:

At Meeting #4, review what you learned. Ask questions that will help you understand your community's priorities. How do we sustain our community's strengths? What can we do differently to address the challenges identified? Given current resources, what can we accomplish in 10 years? How do we involve the community in this vision?

Prepare a simple presentation to share what was learned with decision-makers and the community.

STEP 3: COLLABORATE

During Step 3, reach out to the community, build relationships with a diverse range of people, create opportunities for discussion, and inspire excitement and passion for recreation. Use the Summary Worksheet on the facing page to gather ideas and implement activities for Step 3.

As you work through this step:

- Use the communication plan you prepared in Step 2.
- Provide several opportunities for people to share their opinions, ideas and dreams.
- Use surveys, meetings, coffee houses and/or school visits to gather varied perspectives.
- Share what you learn with the community to inspire their future vision for recreation.

Who needs to be involved during this step?

- As many community people as possible (children, youth, adults, families, Elders)
- The planning team
- The local organization with authority for recreation
- The recreation director or organization in charge of delivering recreation
- An outside facilitator (if you have decided to work with one)

Approximately how long will this step take?

- Meeting #3: 1 hour (at end of the Step 2 meeting)
- Prepare engagement activities (e.g., design survey): 1 month
- Community engagement activities (e.g., survey, gatherings): 3 months
- Analysis and presentation of information gathered: 1 month
- Meeting #4: 3 hours

Key Outcomes for Step 3

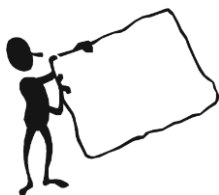
- Information gathering tools
- Community participation and engagement
- An analysis and presentation of what was learned

INFORMATION FOR STEP 3

Engage the community during Step 3. Provide opportunities for people to come together and discuss their values and priorities. Choose activities that build a collective understanding of recreation through:

- Casual conversations or dialogue
- Surveys or interviews
- Personal stories or photographs
- Gatherings with a specific focus

Invite people of all ages and backgrounds to share their hopes and ideas. This will help a community vision, common priorities and potential strategies for recreation to emerge.



Review the purpose for the community recreation plan.

List the broad topics you need to explore (e.g., youth participation, family activities, aging facilities, accessible and affordable recreation, outdoor spaces, etc.) making sure these relate to the purpose.

At the end of Meeting #3, revisit your work plan. Decide what changes, if any, are needed.



Ask:

Will activities chosen for Step 3 engage our community in productive discussion (e.g., public meetings, surveys, etc.)?

Will the activities help gather information about the broad topics relating back to the purpose of the plan?

Do we have the time and resources necessary for these activities?

Confirm your work plan and take time to identify who will do what and when.

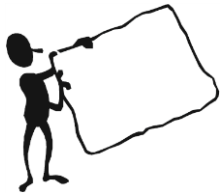


On the Step 3 Summary Worksheet, indicate:

- The activities chosen for Step 3
- The tasks necessary to implement these activities
- The proposed timelines or timeframes
- The person and/or people responsible

Beginning the Conversation

All conversations need to begin somewhere. The planning team and other volunteers can use Tool 3.1 Conversation Starters to encourage people to talk about recreation. Decide how to capture and summarize what you hear. For more detail about facilitating casual yet focused conversation, go to www.campusforcommunities.com/tools and download the City of London's resource, *Kitchen Table Conversations*.



Using Tool 3.1 Conversation Starters

Identify members of the planning team to initiate casual conversations.
List three to five community members for each team member to approach.
Choose a few key questions (see Tool 3.1) to start the conversation.
Summarize and share with the planning team what was heard.

Surveys

Surveys are a structured, information collection technique. A community recreation survey can gather information useful for planning. Survey responses may be written, oral and/or online, and can include open and closed questions, rating scales, etc. As not everyone is comfortable reading and writing, develop a survey that can be completed orally, on paper and electronically. Consider getting help from someone who has survey experience with:

1. Designing the survey,
2. Collecting information,
3. Organizing the data (information collected),
4. Making sense of the information, and/or
5. Presenting what was learned.

1.

Designing a survey

- Know what you want to accomplish before creating and distributing the survey.
- Shorter surveys with a blend of check boxes and spaces to write answers are recommended.
- Consider literacy levels in your community. Make it easy to respond.
- Start with easier questions about the present before you ask about the future.

Review the sample Yukon Community Recreation Survey (www.rpay.ca/pdf22) and adapt it to suit your needs. Or choose and modify questions from the Question Bank; A Compendium of Survey Questions for Recreation Practitioners (lin.ca/sites/default/files/attachments/question1.pdf).

2.

Collecting information through a survey

- Inform people about the purpose of the survey.
- Make sure to explain how their responses will be used.
- Set a deadline within a few weeks to submit responses. Extend the deadline if necessary.
- Consider draw prizes to encourage responses from people who do not usually participate.
- Set up several locations where people can leave written responses.

Not everyone likes surveys. In small communities, people may be worried about being singled out for their opinion. Maintaining anonymity (making sure individual respondents are not identified) and confidentiality (ensuring personal information is not made public) can be difficult. Avoid asking for names, age, address, gender, etc., or keep this information separate to the responses. Online surveys may provide more privacy than a survey conducted in-person by another community member. Tell people how you will respect their identity, opinions and privacy.

3.

Organizing the information

- Assign the task of organizing the responses to a maximum of two people.
- To organize, compile responses into one format (Excel spreadsheet).
- Separate quantitative information (information that can be counted) from qualitative data.
- Perform calculations on quantitative data (e.g., totals, averages, percentages).

Excel can help you to organize information and calculate quantitative data. Online tools such as Survey Monkey and Google Forms let you download responses into Excel. Qualitative data gathered through open-ended questions can be more challenging to organize.

4.

Making sense of the information

- Analyze the information you gathered as a team.
- Review the results you calculated. Look for what makes sense and for what is surprising.
- Read all responses to open-ended questions. Look for and record consistent themes.
- Determine what findings are most relevant to your recreation plan's purpose.

Making sense of (analyzing) information can be done by the planning team or a consultant. Using Excel, present quantitative data as charts and tables. To interpret qualitative responses, use flipcharts. As you review the responses, record the common themes that emerge. Present survey results and findings concisely so that both decision-makers and community can understand what you learned.

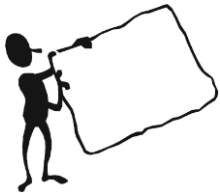
5.

Presenting the results

- Use visuals and brief statements to present your findings.
- Describe what was learned in groups of themes or topics.
- Simplify the presentation, if necessary, before sharing it with your community.

Sharing through Stories

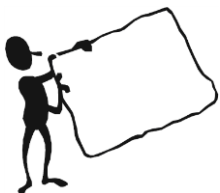
Stories can engage people who are harder to reach (e.g., children, youth, Elders) and whose voices are not always heard. Stories told through photographs and other media can address barriers to participating in the planning process—barriers such as literacy. Stories convey history, culture, values, challenges, successes and dreams. Stories strengthen relationships and help community members recognize what they can accomplish together. When used appropriately, stories about recreation told through video, photo, art and/or drawings can have a powerful impact on the community's vision for recreation.



Use Tool 3.3 Recreation Art Gallery Evening and/or Tool 3.4 Community Wall of Fame to explore community values and perspectives about recreation through stories, photographs and other media.

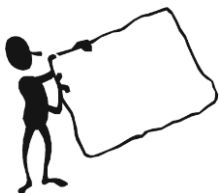
Learning Together

Learning from one another with the goal of planning for the future is not always an easy process. Likely, some of the work in Step 3 will be messy. People do not always agree. Some people have strong opinions about what is right or wrong for their community. If issues emerge, allow time for people to voice their concerns, but do not get bogged down in negativity. If this part of the process becomes challenging, arrange for a neutral person to facilitate one or more community gatherings.



Use Tool 3.5 What We Value to identify community values related to recreation. You can integrate this tool into a community survey, facilitate it at the beginning of a community meeting, or use it during your outreach to different groups (e.g., a high school class, a senior's centre, a pre-school parent meeting, etc.).

A new appreciation for recreation will emerge when people share their stories and perspectives, and explore common values and priorities. As the conversation shifts from the past and present to the future, encourage people to participate in creating a collective vision of recreation. Then, explore ideas and options that can make the vision a reality.



A Community Coffee House (Tool 3.6) offers a meeting format to help you develop a vision and goals for your community recreation plan.

Throughout Step 3, encourage community conversations and collaboration using meetings, discussions and/or forums such as a Community Café. Make sure you ask probing questions to uncover information that will help shape the community recreation plan.



Ask your community...

Given what we have learned from one another...

- What are the strengths of our community? What do people appreciate about recreation in our community?
- What are our challenges? What do residents want changed?
- Where do we want to be in 10 years? What is the change we want to see?
- What do we need to do to make this vision possible? What can we do together?

A New Understanding

At Meeting #4, consider the values and priorities the community expressed. Keeping an open mind, review the information that was gathered and prepared. In preparation for creating the community recreation plan, summarize the main themes, identify future goals and consider actions that may help to implement the goals.



In Meeting #4, search for themes and community priorities.

As the planning team, ask yourselves...

- How do we sustain our community's strengths?
- How do we continue to support the things people appreciate about recreation?
- What can we do differently that will address the challenges identified?
- Given our current resources, what can we accomplish in 10 years?
- How do we involve the community in making this vision possible?

Take time to prepare a simple presentation summarizing the key themes and priorities that emerged through Step 3 activities. The presentation might be in the form of a newsletter, a bulletin or a speech at a community potluck. Keep it short and concise. Capture key points, particularly those that will shape your recreation plan.

Understand it is not be possible for the recreation plan to address every priority. Make sure your community recognizes that the plan will be developed based on their priorities and with consideration to available resources.

Tips and Tools

Step 3: Collaborate



Tool 3.1 Conversation Starters

Decide who will facilitate or start casual conversations about recreation.

List three to five people in the community that each of these people will approach.

List the names of the each individual who will be a conversation-starter.	List the names of at least three people each conversation-starter will approach.
	* * *
	* * *
	* * *
	* * *

Review the questions below that encourage people to talk about community recreation. Choose one or two to start conversations, or develop your own.

- What is important to you about this community?
- What do you value about our community?
- What makes you proud to live here?
- What do you like about recreation in our community?
- What are your reasons for participating in recreation? If you don't participate, what would encourage you?
- If recreation and sport are important to you personally, can you tell me a story that would illustrate this?
- Can you tell me about a time when you and others in your community came together and made things better through recreation and sport?

Tool 3.2 Community Surveys

This worksheet will help you gather information through a community recreation survey.

1. Will the planning team design the survey? Will you get help from an external consultant?
2. List the topics you want to explore.
3. Explain the purpose of the survey in a few sentences.
4. How will you reassure people that their identity, opinions and privacy will be respected?
5. What is the best way to collect information about these topics from your community?
 - In writing
 - Online
 - In-person (verbally)
 - A combination of these
6. Review the sample survey at www.rpay.ca/pdf22. Can it be adapted to suit your purpose and community? What questions should be removed, changed or added?
7. How will you ask questions? Responses to closed questions can easily be calculated, whereas answers to open questions require more reading and interpretation.

Example of a closed question:

My favourite place to recreate is...

- in a community facility (arena, school)
- at home
- outdoors using trails and parks

Example of an open question:

What do you think of when you hear the word "recreation"?

8. When will you begin collecting responses? What is the deadline? If you can extend the deadline, what is the latest date?

9. Who will look after the distribution and collection of survey responses? How will this be done?

10. Who will organize the returned responses? What will you do with incomplete responses? What format will be used to organize your responses (e.g., Excel spreadsheet, paper tabulation)?

11. Will you explore, analyze and interpret the results as a team? Or, will you assign this task to a sub-committee or a consultant?

12. Review the results that were calculated. What do they tell you about the topics you wanted to explore? Are there any surprises?

13. Read through the qualitative responses one at a time. What themes stand out? Is anything surprising? What did you learn from your community about the topics you set out to explore?

14. How will you present the survey results? What information is most relevant to the purpose of the recreation plan? Do you need to simplify this presentation before sharing the results with the community?

Tool 3.3 Recreation Art Gallery Evening

Host an art gallery over an evening, several days or a few weeks. Feature photos, art, drawings and/or digital stories that show and describe recreation in your community.

Choose a theme(s) for the art gallery consistent with the purpose of your recreation plan. For example, you may want to display art on three walls where:

1. Art of the Strengths Wall shows “what we like about recreation”.
2. Art on the Improvements Wall illustrates “what we would like to change about recreation”.
3. Art on the Dreams Wall portrays “what we would like recreation to look like in the future”.

Review these tips to ensure a successful recreation art gallery activity.

- Agree on the purpose for the activity. What do you want to accomplish? How will this help you create a community recreation plan?
- Who will you engage? How will you engage harder to reach groups? What will you do to reduce barriers to participating?
- What forms of art do you want people to share? Do you want only photographs, or can children share drawings and youth create videos?
- What theme or question will guide the activity? Do you want to know what people like to do for recreation, where their favorite places are, or what changes would make the community a better place to live?
- Where, and for how long, will you host this activity?
- How will you encourage people to share and interpret the context or meaning of each piece of art? Will you ask for their story when they submit their art? Will you include an open discussion using probing and reflective questions such as:
 - What does this art tell us about our community’s strengths?
 - What are these photos telling us about recreation in our community?
 - What aspects of our community are missing?
 - What does this art convey about our community values?
- Who will record what is learned through this activity? How will this be shared with the community?

Photovoice is a technique that shares ideas, experiences and perspectives through photographs. To learn more about using Photovoice in your community, take a look at the Alberta Rural Development Network’s webpage www.ardn.ca/ardn-initiatives/photovoice/how-to or search for additional resources at photovoice.ca.

Tool 3.4 Community Wall of Fame

A key benefit of recreation is its potential to positively impact quality of life. Take a look at some Yukon evidence of these benefits in *Celebrating Our Stories; Building a Healthier Yukon Together* (www.rpay.ca/pdf42).

Success stories help create a meaningful community recreation plan. A community wall of fame is one way to gather and share success stories. Unlike a recreation art gallery evening, building this wall of fame takes time. Many communities have a permanent sports wall of fame, but very few have a recreation wall of fame. Once you establish a wall of fame, keep it as a reminder of individual and community achievements.

Collecting stories takes time. People need to be interested and willing to share. Stories need to be remembered and recorded. Try to begin this activity as early as possible in the planning process. You may want to continue collecting success stories while you implement the recreation plan.

ENCOURAGE your community to share their stories of success on a wall, through posters, on video or at a community dinner. Provide clear instructions, such as the following, to help community members share their stories.

Please share your story of how a recreation activity, event or experience positively impacted your life or the life of someone you know. Your story helps us understand how to plan for recreation so that it supports positive outcomes for you, your family and other community members.

Stories can be written on sticky notes or on a piece of paper.

Use these questions to help write your success story.

- What was the recreation activity, event or experience?
- What were the benefits and positive impacts?
- What would need to happen to make sure benefits like these continue?

ADAPT this activity by incorporating it into a community meeting. Place a table with large sticky notes and pens near the entrance. Post the instructions. Invite people to share their stories as they arrive for the meeting, during the break or as they leave.

Tool 3.5 What We Value

Review the Benefits Scanning tool (www.rpay.ca/pdf4); it includes ten statements to help identify what people value in your community.

1. Our community values active, healthy lifestyles.
2. Recreation in our community includes physical, creative, social, mental, spiritual and cultural opportunities.
3. Recreation is affordable and accessible for all members of our community; subsidies are available for children and youth at risk.
4. Community agencies value recreation as a positive influence in the lives of children, youth and young adults.
5. We help people learn how to use their leisure time constructively.
6. Community leaders understand the relationship between recreation, parks and quality of life.
7. Citizens understand that recreation helps to reduce crime.
8. Opportunities for family recreation are available.
9. Citizens are generally willing to invest their time, talent and resources in the community.
10. We are proud of our recreation facilities, parks and trails.

Choose five to ten value statements that have meaning for your community. Use those listed above, revise them or create your own. Then, following the layout below, set up one page per statement.

Insert statement here

This doesn't sound like our community



This sounds like our community

1	2	3	4	5	6	7

Provide one star sticker per statement and these instructions.

Place one star along the continuum by the number that best indicates your agreement.

- A star closer to #1 means you disagree strongly.
- A star closer to #7 means you agree strongly.

If you have no opinion or don't know, save your star!

This activity can be done on its own, at the beginning of a community gathering, in school classrooms or at meetings of community groups. How the stars are placed will quickly tell you what people feel about the community and identify where there is opportunity for change.

Tool 3.6 Community Coffee House

A Community Coffee House offers a structured format for community conversations. It can be used to encourage the conversation and collaboration needed to create a community vision for recreation and generate ideas of how to move towards the vision. A coffee house can be hosted as a one-time, evening event with potluck dinner or as a drop-in with afternoon tea.

The structured conversation format seats 4 to 5 people at small tables covered with paper and stocked with pens and large sticky notes. One to three questions are used to focus the conversation. Ideas can be recorded on paper tablecloths or on sticky notes. After 15 to 20 minutes people switch tables. One person may stay at the table as a host to summarize the previous conversation for newcomers. After several conversation rounds, the whole group may reconvene to discuss the recurring themes.

To host a Community Coffee House:

1. Learn more about World Cafés at www.theworldcafe.com and also at www.kstoolkit.org/The+World+Cafe.
2. Identify the purpose (explore how recreation can enhance quality of life).
3. Choose an appropriate location, time and setting. Extend the invitation to your community.
4. Design several questions to focus the conversation.
5. Encourage participation in the conversation through respectful listening and sharing.
6. Listen for diverse ideas and opinions as well as common themes.
7. Conclude by sharing new understandings.

Questions that guide the coffee house conversation should be broad and encompass topics that are meaningful to people who participate.

- What do you want this community to be like ten years from now?
- How can recreation help this vision become a reality?
- How can we work together to accomplish this?

A coffee house can also gather information about topics identified at the beginning of Step 3.

Set up one table per topic with a leading question. Provide pens, sticky notes and paper so people can record their ideas. Ask questions like:

- How can we make better use of existing recreation facilities?
- What can we do to engage children and youth in healthy activities?
- How can we encourage and support volunteers?



STEP 4: CREATE

Tips and Techniques for Step 4

Tool 4.1 Community Recreation Plan Template

Tool 4.2 Goal Rating Sheet

Tool 4.3 Decision-Making Matrix

A Framework for Recreation in Canada - www.lin.ca/national-recreation-framework

STEP 4 SUMMARY WORKSHEET

Use this worksheet to help create the community recreation plan in Step 4.

At the end of Meeting #4 (Step 3), confirm the process for creating the recreation plan. Will the planning team meet for two half-days or over one full day? Will you use a facilitator?

Prepare flipcharts, each with a recreation plan heading (values, guiding principles, vision, mission, goals and objectives).

Review national priorities and the summaries and/or presentations of the information gathered in Steps 2 and 3.

Identify your community's core **values**.

Identify and write **guiding principles**—principles that will guide development and implementation of the plan.

Write a **vision** statement consistent with the values that describes the future for recreation expressed by your community.

A **mission** statement for the organization tasked with implementing the recreation plan may already exist. If not, create a mission statement that describes 1) the benefit you deliver, 2) for whom and 3) how.

Create a reasonable number of **goals** that will move you towards the vision and address the plan's purpose. Use Tool 4.2 Goal Rating Sheet if necessary.

Turn ideas for reaching the goals into SMART, viable **objectives**. Use Tool 4.3 Decision-Making Matrix to select objectives that will have an impact without draining resources.

How will you present the draft recreation plan for the community's endorsement? Include sections 2 to 5 of the Community Recreation Plan Template (Tool 4.1) in your draft.

Finalize the plan by incorporating section 1 (background) and section 6 (acknowledgements).

STEP 4: CREATE

In Step 4, armed with a good understanding of community priorities and the current state of recreation, you are now ready to create your community recreation plan. The Summary Worksheet on the facing page is designed to support you through Step 4.

As you work through this step:

- Review national priorities and what was learned from the community in Step 3
- Confirm the values and principles guiding the plan
- Write the community's vision for recreation
- Develop several goals that will move your community towards its vision
- For each goal, identify several viable objectives
- Develop or confirm the mission of the organization responsible for implementation

Who needs to be involved during Step 4?

- The planning team
- The recreation director or organization in charge of delivering recreation
- An outside facilitator (if you have decided to work with one)

Approximately how long will this step take?

- Meeting #4: 30 minutes from meeting on Step 3
- Meeting #5: 6 hours (or two meetings of 3 hours each)
- Prepare draft plan and present to community for validation: 1 month
- Finalize Recreation Plan: 1 week

Key Outcomes for Step 4

- Presentation of the draft plan
- Community Recreation Plan

INFORMATION FOR STEP 4

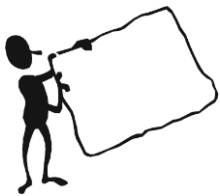
During Step 4, the planning team will create a draft community recreation plan, present it to the community for approval and prepare the final version. Confirm the process for Step 4 at the end of Meeting #4. Allow six hours to draft the recreation plan. Plan for a full day or two half-days. Drafting a plan does not always flow smoothly. Consider using a facilitator to keep the planning team on task.



Confirm the process for Meeting #5. Prepare flipcharts with these recreation plan headings.

- ✓ Values
- ✓ Guiding Principles
- ✓ Vision
- ✓ Mission
- ✓ Goals
- ✓ Objectives

Review the priorities outlined in *Pathways to Wellbeing - A Framework for Recreation in Canada*. Then, at the beginning of Meeting #5, review the information collected in Steps 2 and 3. Information presented in an easy-to-read, summary format will take about 20 to 30 minutes to review. Key words or themes that relate to the flipchart headings can be written directly on the flipchart or on a sticky note and then posted on the flipchart.



Use Tool 4.1 Community Recreation Plan Template to help you prepare and layout the different sections of the recreation plan.

Values and Guiding Principles

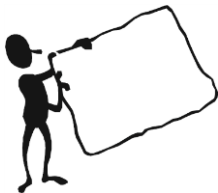
Values are words that characterize what is important and express an understanding about how a community functions (or aspires to function). Community values related to recreation may include respect, inclusion, equality, accessibility, etc.

Guiding principles are the behaviours that demonstrate values. Guiding principles describe how a value is acted upon. Values and guiding principles are the basis for deciding what to include in the plan, how to allocate resources, etc. A guiding principle might state that a local authority for recreation “actively seeks out and engages with existing and potential partners, and recognizes the contributions of others” (Village of Haines Junction, 2015).

Following the review of information collected in Steps 2 and 3, identify community values and guiding principles. Take up to an hour to create a list on each flipchart (one for values and one for guiding principles) then refine each list by selecting those that are most relevant and meaningful. Guiding principles will likely reflect your core values and should provide guidance for decisions you will make. Post the values and guiding principles so you can refer to them throughout Step 4.

Vision Statement

A **vision** statement paints a community's ideal picture of the future. This statement needs to be clear and compelling. A community's vision for recreation is not an organizational vision, but an expression of the hopes and dreams for the future. Select wording that will resonate with community members.



How did community members express their vision for the future?

Write a vision statement that describes the desired future for recreation.

Write the vision in the voice of your community and consistent with their values.

The Village of Haines Junction (2015) aspires to this vision.

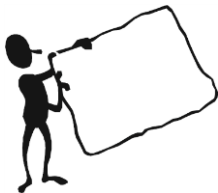
Haines Junction has a vibrant core where diverse recreation opportunities foster individual and collective health and wellness, people support each other, the land is enjoyed and cared for, and residents are connected through trails and common spaces.

Mission Statement

A community recreation plan is created and owned by the community. However, an organization needs to be responsible for its implementation. In Yukon, the local authority for recreation is usually responsible for public recreation delivery and its mandate is stated in its constitution. The mandate cannot be changed, but a mission statement may be developed at this point if desired.

A **mission statement** describes the organization's purpose related to recreation. For example,

The Tagish Community Association (2008) strives to foster a "sense of community" and enhanced quality of life for individuals through the delivery of recreation.



Try completing the sentence, "This organization exists to..."

Or, create a statement that describes:

1. The key benefit(s) the organization enables,
2. Who benefits from the organization's services, and
3. How the organization provides these benefits (ARPA, 2008).

Goals and Objectives

During the second half of Meeting #5, develop goals and objectives. **Goals** are broad, community priorities whereas **objectives** are specific strategies to achieve the goals. In planning, you may find that these terms are used interchangeably. The terminology is not important as long as planning moves from broad priorities (goals), to general statements of what will be accomplished (objectives), and then to the more specific action-oriented strategies (tasks) identified in Step 5.



Ask questions to brainstorm potential goals.

- What will help this vision become a reality?
- What is working?
- What needs to change?
- What would progress look like?

List potential goals on a flipchart.

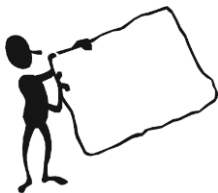
Draft goals that:

- Relate directly to the purpose of the recreation plan;
- Align with the broad topics identified in Step 3;
- Reflect priorities expressed by the community;
- Contribute to positive personal, social and environmental outcomes—the Benefits of Recreation; and
- Continue to engage the community as the plan is implemented.

Write a positive statement of intent for each goal. For example:

Support, empower and engage a vibrant volunteer community.
(Village of Haines Junction, 2015)

Select a reasonable number of goals for your vision and for the resources available to implement the recreation plan.



Use Tool 4.2 Goal Rating Sheet and Tool 4.3 Decision-Making Matrix to select the goals and objectives that are most relevant and will have the greatest impact.

Once goals have been selected, brainstorm ideas that can be turned into objectives. Make sure everyone understands that not every idea can or should be implemented. Developing objectives requires a shift in thinking from the big picture to strategies that are concrete and realistic. Viable objectives are essential for the successful implementation of the community recreation plan.



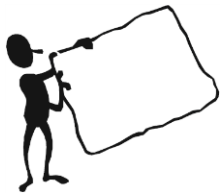
For each goal, brainstorm ideas in response to the question:

So, how do we do that?

Create objectives for each goal from these lists. Do a reality check to ensure the plan will be appropriate for your population and projections for future growth, for the current state of facilities, and most importantly, for your recreation budget and human resources.

The Tagish Community Association (2008) created this realistic objective for a goal about parks, playgrounds and trails.

The Board will identify priorities regarding Playground (cleanup and general maintenance) and Ball Field (fill holes and general maintenance).



Turn the list of ideas for each goal into objectives.

- Filter and remove ideas that are not realistic or viable.
- Combine several ideas into one broader objective.
- Sometimes an idea is not viable, but a preliminary action might be. For example, instead of an objective *to construct a new community hall*, the objective could be *to explore the feasibility of upgrading or replacing the community hall*.

Select a reasonable number of objectives for each goal. Use Tool 4.3 Decision-Making Matrix to select objectives that will sustain current strengths and that will demonstrate impact without placing a high demand on organizational and/or community resources.



Remember to write SMART objectives.

- Specific
- Measurable
- Achievable
- Realistic
- Timely

Completing the Plan

At this point, the priorities and dreams expressed by the community will be reflected in the plan's values, guiding principles, vision, mission, goals and objectives drafted by the planning team.



Before introducing the draft recreation plan to your community, ensure:

- The objectives are viable and connect to the goals and vision.
- The plan does not require more resources than you can access.
- How and where available resources will be allocated is generally evident.
- There is an understanding about who will be responsible for what.

Present the draft community recreation plan in a simple format—a poster on display at the library, a newsletter sent home through school, or presentation and validation of the plan at a community gathering. As the community contributed to the plan, aim for acceptance of the plan and avoid asking how it should be changed.

To finalize the plan, add the background and acknowledgements sections (see Tool 4.1 Community Recreation Plan Template).

The background is an introduction to the plan's purpose and scope. Include relevant information gathered during Step 2: the community profile; the listing of groups, associations, programs and services; the facility inventory; and priorities identified in other official community plans. Conclude this section by describing the process that was followed to create the community recreation plan.

Write the acknowledgements section. Recognize the contribution of community members to the planning process and thank the planning team for their commitment and dedication. You may want to recognize funding support for costs related to development of the recreation plan.

Once the plan is complete, hold a public celebration where the local authority for recreation, the community, elected Council, etc. formally adopt the plan. Post the plan in a visible community location.

Tips and Tools

Step 4: Create



Tool 4.1 Community Recreation Plan Template

The following are recommended sections for a community recreation plan.

1.0 Background or Context

- Explain the purpose and scope of the recreation plan.
- Provide an overview of the current community context. Include relevant information gathered during Step 2 from the community profile; the listing of groups, associations, programs and services; the facility inventory; and priorities identified in other official community plans.
- Describe the process followed to create the community recreation plan.

2.0 Values and Guiding Principles

- Community Values (e.g., respect, inclusion, equality)
- Guiding principles (e.g., accessible and affordable recreation) and other broad criteria that may be used for making decisions related to recreation planning and implementation.

3.0 Vision

- Introduce a clear and compelling vision statement based on the community's hopes and dreams for the future of recreation.

4.0 Mission

- Write the mission statement from the perspective of the local authority for recreation. Complete the sentence, "This organization exists to..."

5.0 Goals and Objectives

- Goals encompass broad priorities that relate to the purpose of the plan and state broadly what will be accomplished.
- Objectives or strategies are specific actions that when implemented will help achieve the goals.
- Tasks are the most detailed and explain how each objective will be undertaken. These appear in the implementation plan (see Step 5).
- Goals and objectives may be grouped under major areas such as facilities, human resources, programs and services, etc.

6.0 Acknowledgements

- Take time to recognize the contribution of community members to the planning process.
- Recognize any sources of funding that contributed to the creation of the recreation plan.
- Thank planning team members for their commitment and dedication.







Tool 4.2 Goal Rating Sheet

Reproduce this sheet to help select goals and/or objectives that most likely support the purpose and vision of the community recreation plan.

Write one **goal** (or objective) here in large letters:

Signatures:

Do you agree? Colour in one dot below then sign on the right.

					
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I'm Confused
○○○○○○○ ○○○○○○○	○○○○○○○ ○○○○○○○	○○○○○○○ ○○○○○○○	○○○○○○○ ○○○○○○○	○○○○○○○ ○○○○○○○	○○○○○○○ ○○○○○○○

Strengths and Opportunities

Concerns and Weaknesses

Potential Actions for Implementation

Sheet # _____ Date: _____ Organization/Event: _____

www.IdeaRatingSheets.org

Tool 4.3 Decision-Making Matrix

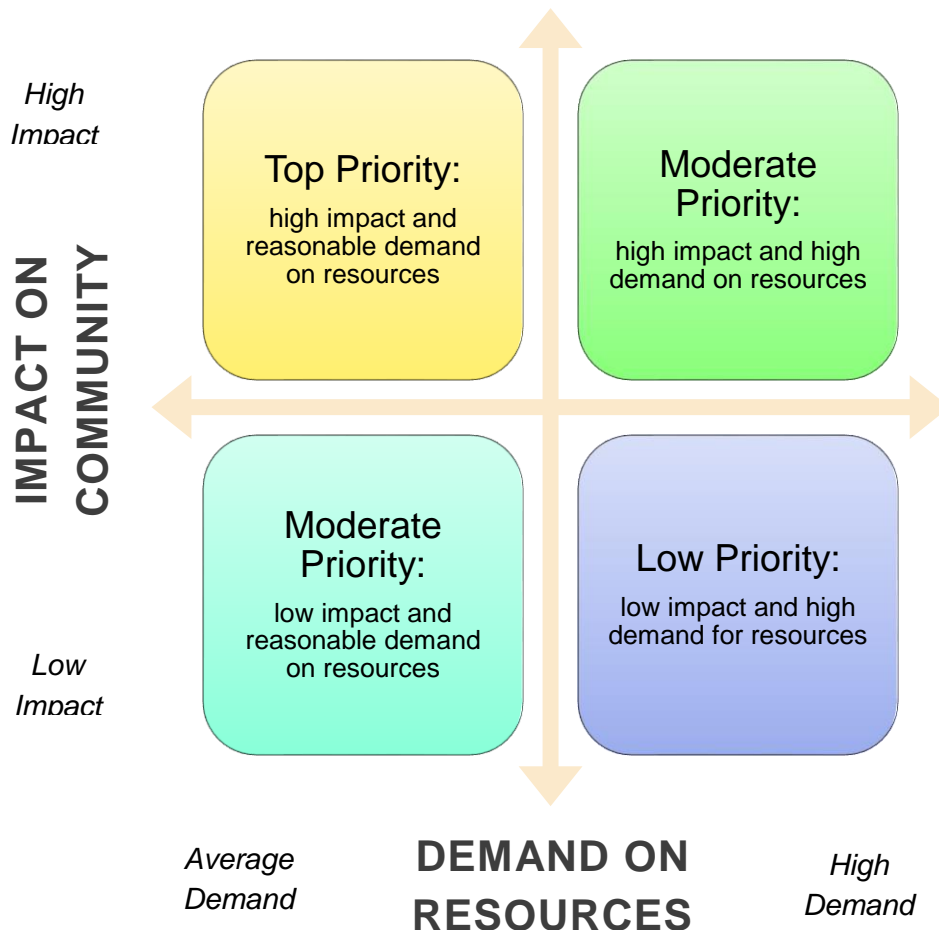
Use this activity to make decisions about one level or layer of your recreation plan. In other words, use the matrix for selecting goals. Or, use the matrix to choose objectives that will have a greater impact on the goals and vision. You can also use the matrix when making implementation decisions in Step 5.

Reproduce the chart below. On sticky notes, write the options or ideas under consideration. Discuss each option asking:

- What will be the **impact** on the community if we implement this option?
- What level of **resources** (money, people, time) are needed to implement this option?

Place the sticky notes on the chart according to the group's assessment.

Take a look at where your options are grouped. If they are all in one part of the matrix, be more specific about your assessment. High priority options should be included as goals (or objectives or tasks) in your plan. Consider the resources available for options that are a moderate priority. Balance the plan by selecting one or two options that are rated a moderate priority and one or two that are rated a strong priority.





STEP 5: COORDINATE

Tips and Tools for Step 5

Tool 5.1 Implementation Plan Template

Tool 5.2 Reviewing and Renewing the Plan

STEP 5 SUMMARY WORKSHEET

Use this worksheet to confirm decisions made during Step 5.

Plan to spend 5 to 6 hours developing your implementation plan during Meeting #6.
Tool 5.1 provides a template and process to develop the implementation plan.

For each objective in your recreation plan, identify:

1. The tasks (actions) that are necessary to achieve each objective.
2. The timing and timelines that describe when tasks will start and conclude.
3. The individual and/or organization assigned with responsibility for each task.
4. The resources needed—financial resources (budget) and other resources (people and time).

At the end of Meeting #6, determine how you will track and record progress.

Will you formally evaluate implementation of the community recreation plan? If so, what will this cost?

Decide if progress will be monitored by:

- keeping a record of activities
- collecting feedback following programs and events
- continuing to gather stories from the community
- other

Schedule the first annual review meeting for _____.

Tool 5.2 Reviewing and Renewing the Plan provides questions to guide this discussion.

STEP 5: COORDINATE

Step 5 involves the coordination of tasks, people and resources to support successful implementation of your community recreation plan. Use the Step 5 Summary Worksheet on the facing page to guide you through this final step.

As you work through this step:

- Identify viable actions to implement the plan
- Determine priority actions and tasks
- Prepare an implementation plan

Who needs to be involved during Step 5?

- The planning team
- The authority for recreation
- The recreation director or organization in charge of implementing the recreation plan
- An outside facilitator (if you have decided to work with one)

How long will this step take?

- Meeting # 6: 6 hours

Key Outcomes for Step 5

- Implementation Plan

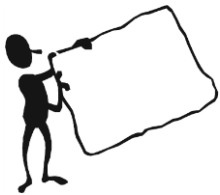
INFORMATION FOR STEP 5

Step 5 will help you operationalize your community recreation plan through the coordination of tasks (actions), people and resources. An implementation plan identifies viable activities to achieve goals and objectives, allocates resources, assigns responsibility and sets reasonable timeframes.

Consider scheduling Meeting #6 so that the timing of the implementation plan coincides with the beginning of your organization's fiscal year. Make sure to involve the recreation director and/or organization in charge of implementing the recreation plan.

The implementation plan will be used by the organization responsible for community recreation and by any staff to whom responsibility is delegated. Although it is not necessary to publicly share your implementation plan, it should be made available to funders, board members and, upon request, by community members.

An implementation plan is an action plan that describes how each objective will be accomplished. Be aware that this can be a lengthy process as you will be creating a mini-plan for each objective. Every action should be accompanied by a description of what (the tasks), who (the responsibility), when (the timeline) and with what (the budget). Given the amount of detail in this type of plan, you may want to create it in Excel or another spreadsheet program.



Use Tool 5.1 Implementation Plan Template during Meeting #6 to develop your implementation plan.

Use Tool 4.3 Decision-Making Matrix to select viable actions that will further your objectives and goals.

At the end of Meeting #6, decide how you will track, record, monitor and/or evaluate implementation of your community recreation plan. Keep a written record. Add two columns to your implementation plan. Use one to record successes and accomplishments related to an objective and its tasks. Use the other to record challenges and strategies to address these.

Monitoring and evaluation are outside the scope of this resource. However, simple activities can indicate the extent to which the recreation plan is positively impacting the community. Gather stories regularly from residents. Expand your wall of fame. Provide suggestion boxes. Collect feedback after a program or event. For more information on evaluation, refer to module 6 of the Yukon Community Recreation Leaders Guide (www.yukonrecreationleadersguide.ca).

Most importantly, celebrate success. Host an annual community dinner. Recognize accomplishments with community awards. Appreciate how implementation of your community recreation plan improves the health and well-being of your community. Promote the Benefits of Recreation and continue your good work.

Tips and Tools

Step 5: Coordinate



Tool 5.1 Implementation Plan Template

1. Set up Meeting #6 in a location with lots of wall and table space.
2. Write each objective from your community recreation plan on one piece of flipchart paper. Post the objectives in groups under the goal to which they relate. Have markers and sticky notes on hand.
3. For each objective brainstorm a list of actions and/or tasks that will lead you to accomplish the objective. Add notes about resources required, timeframes and person(s) responsible.
4. When each objective has its list of tasks, refine your implementation plan.
5. Use Tool 4.3 Decision-Making Matrix to select tasks that are viable. Viable tasks can be accomplished without a significant drain on resources and will have a noticeable impact in the community.
6. On a new piece of flipchart paper placed horizontally, list the tasks down the left-hand side.
7. Add a column to the right for the timing and timelines of each task (see example below).
8. Add another column to the right for the person and/or organization responsible for each task.
9. On the right-hand side of the paper, indicate the resources required for each task.
10. When you have completed this for all objectives, you have a draft implementation plan.
11. Now you need to examine your implementation plan from various perspectives. Ask the following questions and make adjustments as needed.
 - a. Are the tasks listed achievable?
 - b. Is the timing realistic? Do we have too much scheduled in one timeframe?
 - c. Is the workload reasonably distributed? Or will it overwhelm one individual or organization?
 - d. Are the resources (money, time, people, etc.) allocated to each task available?
12. Calculate the cost of your implementation plan. Is the amount within the scope of your community recreation budget? If not, adjust the implementation plan.

Objective: <i>Write one objective here</i>							
Tasks (actions)	Timing:				Assigned to:	Resources	
	Apr-Jun	Jly-Sep	Oct-Dec	Jan-Mch		Budget	Other
<i>Task #1</i>					<i>Board</i>	N/A	2 meetings
<i>Task #2</i>					<i>Board</i>	\$500	Facilitator
<i>Task #3</i>					<i>Rec Director</i>	\$2,000	+ 20 hours
<i>Task #4</i>					<i>Rec Director</i>	N/A	+20 hours

Tool 5.2 Reviewing and Renewing the Plan

Tool 5.2 has been adapted with permission from Campus for Communities. The original is available online at www.campusforcommunities.com/tools/facilitative-tools/item/evaluating-your-plan.

Review and renew your community recreation plan annually. Involve people and organizations who participated in creating the plan and who are responsible for implementing it. Together, reflect on the successes and challenges of the past year. Revise your implementation plan if necessary.

Use these questions to guide the review and renewal of your plan.

Objective Questions:

- What have we already accomplished from our community recreation plan?
- What has happened since we started implementing this plan (e.g., events, actions accomplishments)?
- What parts of our plan are underway but still need work?
- What parts of our plan have we not been able to start?
- What events or changes have affected our implementation of the plan?

Reflective Questions:

- What accomplishments are we pleased with?
- What strikes us as most important?
- What is exciting about implementing the plan?
- What concerns do we have about implementing our plan?

Interpretive Questions:

- What parts of the plan do we need to reconsider?
- What parts of the plan are most critical to complete?
- Given that we likely have limited time and resources, what parts of the plan can we reasonably complete?
- What new elements do we need to add to our plan?

Decisional Questions:

- What do we need to include in our revised plan?
- What steps can we take to ensure we reach our objectives?
- Who do we need to share these changes with?

My Notes

THE PLANNING CYCLE

Planning is cyclical in nature. Although this resource has introduced five steps in a community recreation planning process, community recreation goes beyond the creation of a plan. The process also encompasses implementation, resource allocation, capacity building, monitoring and evaluation.

Planning flows naturally into implementation. When evaluation is integrated throughout the planning process, it becomes easier to modify and adapt the recreation and implementation plans.

To successfully implement your Community Recreation Plan, continue:

- Overseeing the activities that will help you achieve your goals and objectives.
- Ensuring resources are available when they are needed.
- Enhancing capacity of staff and community volunteers to support implementation of the recreation plan.
- Tracking, recording and recognizing progress towards your goals and objectives.
- Reviewing the recreation plan regularly making adjustments as necessary.

This will require time and resources for:

- Ongoing oversight for implementation,
- Capacity building and training,
- Evaluation and monitoring, and
- An Annual Review of the Community Recreation Plan.

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ADDITIONAL PLANNING RESOURCES

Yukon Community Recreation Leaders Guide

Developed by the Yukon Government and the Recreation and Parks Association of Yukon, this Guide was designed to strengthen capacity for recreation in Yukon's rural and remote communities. It is based upon thirteen foundational competencies identified by Yukon's recreation leaders and deemed essential for the effective delivery of community recreation.

www.yukonrecreationleadersguide.ca

Community Heart and Soul™ Field Guide

This Guide, produced by the Orton Family Foundation, explains their approach to strengthening communities. The Guide describes a step-by-step process that will get people to participate in making decisions and taking action to improve the place where they live, work, learn, and play. The process focuses on getting everyone involved in finding ways to protect, restore, or enhance their community's identity—its heart and soul—over the long term.

www.orton.org/resources

Planning Recreation; A Manual of Principles and Practices

This manual was prepared for recreation professionals involved in planning and developing Ontario's recreation system. Although the manual was published more than 20 years ago, it offers relevant information for community-based recreation planning processes.

lin.ca/resources/planning-recreation-manual-principles-and-practices

Cultural Planning Toolkit

The Cultural Planning Toolkit is a guide for the process of cultural planning in a community. It includes an adaptable model and practical checklists for navigating and charting progress. The Toolkit has been developed to encourage community leaders, planners and local government staff to explore the potential of cultural planning. It demonstrates how cultural resources can support the delivery of a spectrum of community priorities.

www.creativecity.ca/publications/ccnc-toolkits.php