



DISTRICT FOR CULTURE,  
RECREATION & SPORT INC.

**SWDCRS 3-Year Strategic Plan**

**Year 1: 2019 – 2020**

**Year 2: 2020 – 2021**

**Year 3: 2021 – 2022**

**Extended**

**Year 4: 2022 – 2023**

## **INTRODUCTION**

On September 18, 2021, the SWDCRS Board and Executive Director met to review and revise foundational elements of their existing Strategic Plan, including vision, mission, and values.

## **BOARD MEMBERS**

**Emily Bamforth** (Chair)  
*Eastend*

**Bula Ghosh** (Vice-Chair)  
*Swift Current*

**Dana Dale** (Director of Finance)  
*Claydon*

**Lori Crighton**  
*Assiniboia*

**Rose Nord**  
*Bushell Park*

**Casandra Rushinko**  
*Gravelbourg*

**Rosa Vazquez**  
*Eastend*

## **DISTRICT STAFF**

Christie Saas, Executive Director

Anne Weisgerber, Community Consultant

Elizabeth Heatcoat, Community Consultant

Brennen Ronovsky, Community Consultant

## VISION STATEMENT

All residents of the South West District understand, value, and participate in culture, recreation and sport.

## MISSION STATEMENT

The South West District for Culture, Recreation and Sport Inc. advocates and supports culture, recreation and sport within the South West District

## MARKETING TAG LINES

Advocating Culture, Recreation and Sport  
Understand · Value · Participate.

## VALUES

<b>Adaptability</b>	We display flexibility by being responsive to the needs of our clients and the trends within our District.
<b>Collaboration</b>	We will work with others who have similar or complementary mandates and goals.
<b>Diversity</b>	We will work towards increasing understanding and respect for diverse cultures and their unique expression within our District.
<b>Inclusivity</b>	We will engage and respect all people, all ideas, and all sectors.
<b>Participatory</b>	We will increase access — identify and remove barriers to participation.
<b>Quality</b>	We strive for professional, effective, and purposeful programs and services.
<b>Transparency</b>	We will act with integrity and ensure transparency exists throughout our organization through openness, honesty, and reporting.

## STRATEGIC DIRECTIONS AND PRIORITIES

### Community Development

Districts build increased capacity in communities by enabling them to effectively engage their population in sport, culture and recreation and facilitating linkages to volunteer and leadership development opportunities, increasing awareness, access and participation, and supporting program development

Strategic Priorities	Performance Outcomes	Outcome Indicators
<b>1.0 Access and Participation</b> Increased community capacity for enhanced accessibility and participation by reducing barriers in sport, culture and recreation opportunities with an emphasis on Aboriginal peoples, new Canadians, seniors, individuals with a disability, women, and children/youth.	<b>1.1</b> Districts facilitate access to global programs and services on an ongoing basis.	<ul style="list-style-type: none"> <li>Global Specific Tracking...Please refer to 5.0 in the District Measurement Framework Document.</li> </ul>
	<b>1.2</b> Groups access District programs and services on an ongoing basis.	<ul style="list-style-type: none"> <li>Number of groups (communities, organizations, First Nations, and Metis communities) that access District services annually.</li> <li>List of programs and services offered.</li> </ul>
	<b>1.3</b> Barriers to sport, culture and recreation program implementation are reduced.	<ul style="list-style-type: none"> <li>Groups identify what barriers have been reduced in implementing programs.</li> </ul>
	<b>1.4</b> Communities have an increased capacity to develop, maintain and grow their programs.	<ul style="list-style-type: none"> <li>Groups agree that the district has made it easier for their group to start, run and/ or grow their sport, culture and/ or recreation program (s).</li> <li>Groups provide how the District helped the group to start, run and/or grow their program.</li> </ul>
	<b>1.5</b> <i>The District promotes a safe environment regardless of ethnicity, gender, sexual diversity, or culture.</i>	<ul style="list-style-type: none"> <li><i>Number of ways the District promotes a safe environment regardless of ethnicity, gender, sexual diversity, or culture.</i></li> </ul>
<b>2.0 Leadership Capacity</b> Increased community capacity to support and develop leaders in sport, culture and recreation, with an emphasis on Aboriginal peoples, youth and new Canadians.	<b>2.1</b> Participants attend District coordinated leadership training resources on an ongoing basis.	<ul style="list-style-type: none"> <li>Total number of participants attending leadership training resources annually.               <ul style="list-style-type: none"> <li>Breakdown of Aboriginal, Youth and New Canadian.</li> </ul> </li> <li>Participants agree that District leadership training opportunities have helped them increase their capacity to support and develop sport, culture, and recreation in their community.</li> <li>Participants provide examples of how District resources have helped them to increase their capacity to support and develop culture/recreation/sport in their community.</li> </ul>
	<b>2.2</b> Districts facilitate the increased participation of Aboriginal peoples, youth and new Canadians in leadership and volunteer opportunities.	<ul style="list-style-type: none"> <li>Total number of Aboriginal, youth and new Canadians in leadership and volunteer positions with the District organization.</li> <li>Number of leadership and volunteer opportunities promoted to Aboriginal peoples, youth and new Canadians.</li> <li>Groups agree that because of the help of the District their group has been better able to grow and support sport, culture, and recreation leaders.</li> <li>Groups agree that because of the help from the District their group has been better able to find and place people into leadership position.</li> </ul>
	<b>2.3</b> <i>The District helps clients towards self-directed financial sustainability</i>	<ul style="list-style-type: none"> <li><i>Groups report how the District helped support financial sustainability</i></li> </ul>

<b>3.0 Volunteer Development</b> Increased support for the essential role and development of community sport, culture and recreation volunteers, with an emphasis on board members, coaches and officials.	<b>3.1</b> Volunteers are recruited and engaged in the sport, culture and recreation system	<ul style="list-style-type: none"> <li>• Groups agree that because of help from the District their group is better able to find, support, and bring volunteers into sport, culture, and recreation.</li> <li>• Groups report where volunteers have been brought in to help with sport, culture, and recreation.</li> </ul>
	<b>3.2</b> The District supports a strong coach development system that supports new and advancing coaches	<ul style="list-style-type: none"> <li>• Total number of coaches' development opportunities offered by the District. (data to be prepopulated by CAS)</li> <li>• Total number of participants accessing coach development opportunities offered by the District. (data to be prepopulated by CAS)</li> </ul>

## District Network Coordination

Districts strengthen the network within their jurisdiction, by sharing information, collaborating and developing partnerships with clients and stakeholders, and advocating for the benefits of sport, culture and recreation.

Strategic Priorities	Performance Outcomes	Outcome Indicators
<p><b>4.0 Awareness</b> Increased community awareness of sport, culture and recreation benefits, opportunities and capacity-building resources available within the system (e.g. funding, information, training).</p>	<p><b>4.1</b> The District is aware of and services the needs of its clients</p>	<ul style="list-style-type: none"> <li>• The number of client consultations conducted</li> <li>• A client consultation is a process whereby by a District meets with a client, which could be a community or organization, to determine their sport, culture and recreation needs and how the district may be of assistance. This is the most basic qualification of a client consultation, a consultation may also gather other information such as facilities, resources etc.</li> </ul>
	<p><b>4.2</b> The District effectively communicates and promotes programs, services and benefits to its communities and the general public.</p>	<ul style="list-style-type: none"> <li>• District Self-Assessment on communications</li> <li>• Groups agree that they know and understand the services and programs provided by the District</li> <li>• Groups agree that the District does a good job making their services and programs known to groups</li> <li>• Groups agree that the services, programs and help offered by the District are useful to their group</li> <li>• Groups agree that because of the District, their group knows the benefits of sport, culture, and recreation.</li> </ul>
	<p><b>4.3</b> <i>The District uses social media to communicate and inform clients of programs, services, and benefits accessible to their communities.</i></p>	<ul style="list-style-type: none"> <li>• <i>Usage of social media.</i></li> </ul>
<p><b>5.0 Network Extension</b> Increased collaboration and partnerships that extend the sport, culture and recreation system, and build ownership within communities.</p>	<p><b>5.1</b> The District seeks partnerships and develops relationships</p>	<ul style="list-style-type: none"> <li>• The number of partnership development activities/ initiatives conducted during the current year</li> <li>• The total number of ongoing partnerships in the current year</li> <li>• The number of new partnerships developed in the current year</li> </ul>
	<p><b>5.2</b> The District is effective at partnering, collaborating and sharing with other stakeholders and in multiple sectors</p>	<ul style="list-style-type: none"> <li>• Groups agree that there is good communication between their group and the District</li> <li>• Groups agree that their relationship with the District is helpful for their group</li> <li>• Groups agree that they enjoy working with the District</li> </ul>

## Organizational Capacity

Districts increase their own capacity and effectiveness to govern and manage by engaging best practices in board and staff development, strategic and operational planning, monitoring and measuring organizational performance, and prudent oversight of human, material and information resources

Strategic Priorities	Performance Outcomes	Outcome Indicators
<p><b>6.0 Performance Measurement and Accountability</b> Increased District capacity to conduct organizational performance measurement and enhance accountability processes to members and funders.</p>	<p><b>6.1</b> The District demonstrates good governance and democratic controls</p>	<ul style="list-style-type: none"> <li>Organization development criteria. Please see 5.0 in the District Measurement Framework document</li> </ul>
	<p><b>6.2</b> The District practices good financial management</p>	<ul style="list-style-type: none"> <li>Fund Management Criteria. Please see 5.0 in the District Measurement Framework Document</li> </ul>
	<p><b>6.3</b> The District has a commitment to strategic and operational planning</p>	<ul style="list-style-type: none"> <li>The District reports that they engage in a regular cycle of strategic and operational planning</li> <li>Planning Criteria. Please see 5.0</li> </ul>
	<p><b>6.4</b> The District has an appropriate volunteer base and cultivates volunteer leadership development and involvement</p>	<ul style="list-style-type: none"> <li>The total number of active district volunteers (internal)</li> <li>The total number of volunteer and leadership development opportunities conducted for District volunteers</li> </ul>
	<p><b>6.5</b> <i>The District maximizes its reach with the resources it has.</i></p>	<ul style="list-style-type: none"> <li>Total # of programs and services</li> <li>Total # of residents accessing programs and services by demographics and geographic areas</li> <li>Total # of social media followers and website visitors</li> <li>District stakeholders report that they understand the value of, and participate in, culture, recreation, and sport</li> </ul>
	<p><b>6.6</b> <i>The District board strives to have a balanced representation of its demographics, geographic areas, and sectors.</i></p>	<ul style="list-style-type: none"> <li>The # of board members by ethnicity, age, gender, geographic area, community size, location, and sector (sport/culture/recreation/other).</li> </ul>

## GLOSSARY OF TERMS

A quick reference to ensure that all board members, staff and stakeholders have the same understanding of the terms that are commonly used within the industry and the organization.

<b>Aboriginal Participation</b>	Developing initiatives that facilitate Aboriginal participation in sport, culture and recreation programs and foster capacity building, partnerships and improved relationships through their inclusion in decision-making mechanisms within the District.
<b>Advocacy</b>	An organized way of speaking to and educating decision makers about a cause for equal or fair treatment.
<b>Brand</b>	A communication of characteristics, values and attributes that clarify the essential value of an organization, its products and services.
<b>Capacity Building</b>	Increasing the ability (whatever it takes) to get things done. <ul style="list-style-type: none"> <li>• Attitudes (can do vs. Can't do because ...)</li> <li>• Resources (people, equipment, facilities, money)</li> <li>• Involvement (active participation at the community level)</li> <li>• Leadership (champions, leaders, boards of directors, policies)</li> <li>• Skills/knowledge (generic and specific)</li> <li>• Programs and services (for a variety of interests)</li> <li>• Community development approach (inclusive, connected and empowering)</li> <li>• Motivation (the desire, pride and confidence needed to initiate and follow through)</li> </ul>
<b>Communication</b>	Enhancing interaction and communication among sport, culture and recreation organizations and promoting the value and benefits of these activities to communities.
<b>Community Engagement</b>	The planned evolution of sport, culture and recreation opportunities designed to improve the quality of life within a community, neighborhood or group. Community engagement is planned; principled; participatory; people-focused; and it is locally driven.
<b>Facilitation</b>	To encourage and foster a group or community processes along, to create the environment in which others (communities and different sectors) can make things happen, not the direct delivery of programs, services or events.



<b>Leadership Development</b>	Fostering the development of volunteer leaders in sport, culture and recreation through training opportunities across a district.
<b>Operational Planning</b>	Often called annual, implementation or action planning, the focus is on the immediate or one year window. It outlines what is to be done to reach the strategic goals and identifies what will be done, who will do it, when, and at what cost.
<b>Organization Development</b>	Supporting the effectiveness of organizations that are involved in the provision and/or operation of sport, culture and recreation programs and facilities.
<b>Partnerships</b>	Working together toward common goals where all parties benefit, normally beyond what could be accomplished separately.
<b>Program Support and Implementation</b>	Ensuring the coordination and implementation of accessible sport, culture and recreation programs for all age groups, including initiatives that have provincial or district significance. This includes the Saskatchewan games and other major competitive or recreational initiatives such as winter or summer games and community cultural festivals.
<b>Stakeholders</b>	All individuals, groups, clubs, organizations, etc., who have a vested interest in sport/culture/recreation.
<b>Strategic Planning</b>	Long range big picture planning. Undertaken every 3 - 5 years and reviewed annually. This planning sets the direction from which annual or operational plans can be developed.
<b>Youth Leadership Development</b>	Facilitating opportunities that engage young people into assuming leadership roles within sport, culture and recreation.

**District Map**

