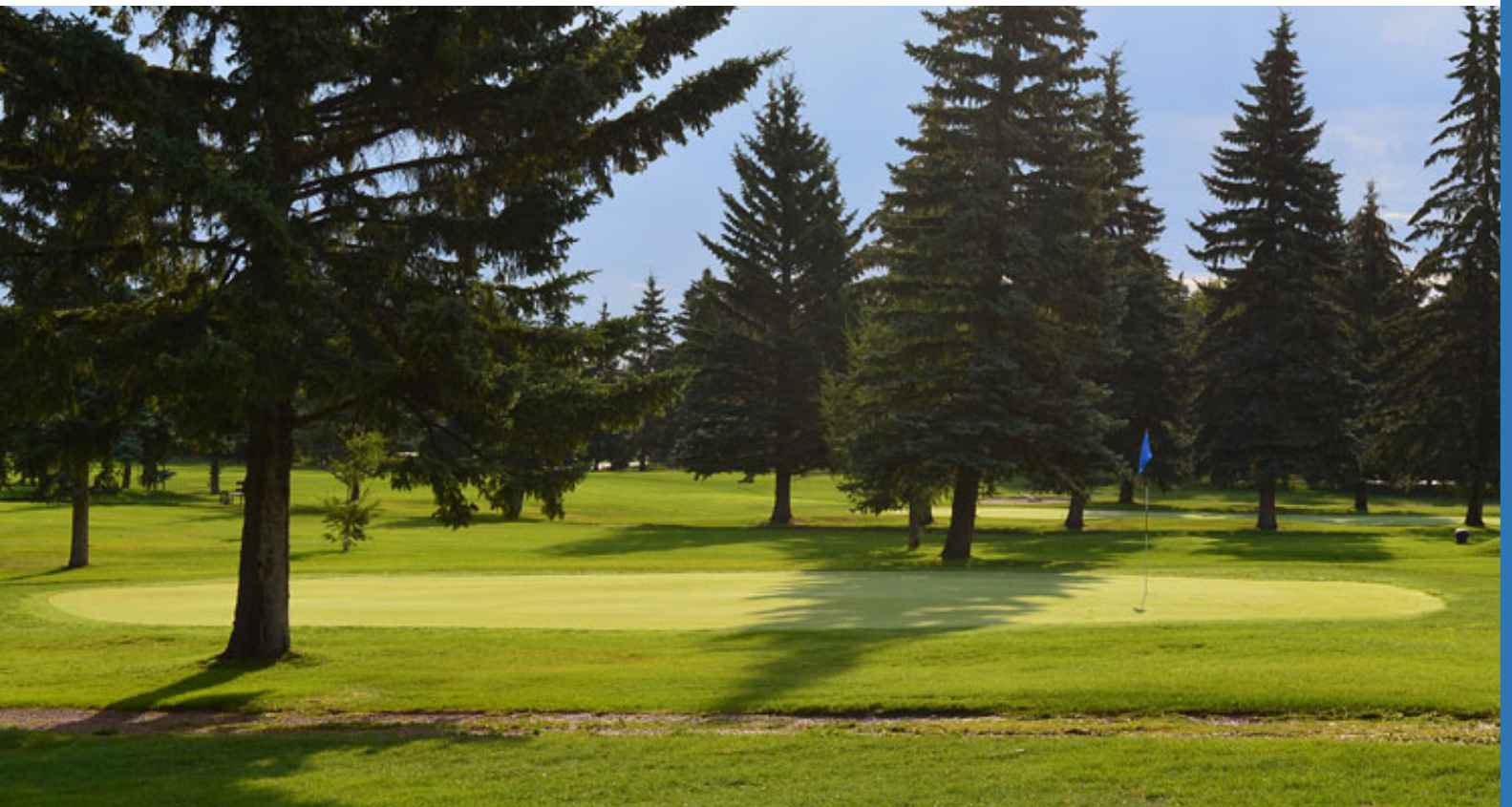




# TOWN OF SEDGEWICK RECREATION REVIEW

## Final Report

Prepared By: Transitional Solutions Inc.  
January 2019



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## Executive Summary

The Town of Sedgewick Council has identified recreation as a strategic priority due to its potential to drive success and growth in the community. This combined with recent concerns regarding the management of Town-owned recreation facilities and the Town's associated liability, prompted Council to approve hiring a consultant to complete a recreation management review for the Town. Transitional Solutions Inc. (TSI) was contracted by the Town in late November 2018 and was tasked with examining the operations and management of the Sedgewick Community Hall, Sedgewick Golf Course, Sedgewick Lake Park Campground, and the Wild Rose Co-op Recreation Centre.

TSI's consultant team took a multifaceted and consultative approach to this project by reviewing all background documentation, interviewing all key stakeholders (including the CAO, Council and each recreation society), completing a SWOT and financial analysis, and carrying out a best practices survey. From this process, TSI was able to gather the data needed to assess and develop recommendations for the management of recreation facilities in Sedgewick going forward. The following Report details all findings, analysis, and recommendations arising from this process. Also included are a draft Request for Decision for Council to enact the recommendations of this Report, and a Bylaw associated with the suggested level of recreation management.

The key theme heard in all feedback was that Town Administration, Council, and the recreation societies operating the facilities can do a lot more to improve collaboration and communication among all parties. This would help to improve organizational issues around event scheduling and marketing, increase volunteerism for big events such as concerts, attract more volunteers to sit on the recreation boards themselves, and achieve efficiencies in human resources, fundraising and more. In addition, it was clear that the societies' volunteers have a lot of pride in the services they provide their community and have been successful in generating sufficient revenues to offset their operating costs.

The Report presents five potential levels of recreation management for consideration in the management of the Town's recreation facilities moving forward, ranging from the Status Quo to full management of recreation facilities by the Town. At this time, TSI recommends proceeding with level two and level three. Level 2 envisions the hiring of a full-time or part-time permanent recreation coordinator position. This combined with Level 3, the transition of the Recreation Board from being operational to advisory and supporting all facilities, will allow the Town a greater level of oversight while still allowing the societies to play a major role in operating each facility. This recommendation is in line with the practices of other municipalities of a similar size.

However, prior to the implementation of any change to recreation management, TSI has recommended that a consultation process occur with the societies currently operating the facilities and with the public/facility users. This will necessitate releasing the TSI Recreation Review Report publicly as well as allowing time and approving additional resources for the implementation of a communications and engagement strategy. This step is critical to implementing a solution that will meet the community's needs, is well-received by key stakeholders, and has a smoother transition process.

# I. Scope & Methodology

## Background

In late November 2018, the Town of Sedgewick requested Transitional Solutions Inc. (TSI) to submit a proposal to conduct a recreation review of the operation and management of four different recreation facilities in the Town. The request for proposal was the result of concerns raised by the Town's Council regarding the overall management of these facilities, the Town's accountability/liability in their management, and how these facilities could better collaborate to achieve efficiencies and generate growth for the municipality. TSI was hired to complete a comprehensive review of the management of the recreation facilities that considered best practices in recreation from across Alberta, and placed importance on engaging all relevant stakeholders. The Project commenced in early December with a desired completion date and presentation to Council on January 24, 2019.

The recreation facilities included for consideration as part of the Project are the:

- Sedgewick Community Hall,
- Wild Rose Co-op Recreation Centre,
- Sedgewick Golf Course, and
- Sedgewick Lake Park Campground.

Each of the four facilities identified for the recreation review are owned by the Town of Sedgewick but managed and operated by a different non-profit society, including the:

- Recreation Board,
- Lake Park Board,
- Golf Club Committee, and
- Community Hall Committee.

The Recreation Board has been established by bylaw but the remaining organizations only have an informal association with the Town.

## Scope

The Project consisted of four phases:

1. Phase One – Project Initiation & Planning
2. Phase Two – Research & Consultation
3. Phase Three – Report Development
4. Phase Four – Presentation & Close Out

Within Phase Two three specific tasks were required:

1. Review background information and documentation;
2. Assess best practices; and
3. Seek input from Stakeholders.

Council elected to proceed with an engagement plan for the Project that involved interviews with:

1. The Chief Administrative Officer (CAO) for the Town,
2. Town Council, and
3. Each of the four Boards identified above.

Upon completion of these activities, a report was compiled outlining our findings and recommendations on the management of recreation in the Town of Sedgewick. In addition to these, TSI has provided a high-level communication & engagement strategy on how Council could proceed with implementation of the recommendations contained herein, as well as a draft Request for Decision and Bylaw for the recommended option. An electronic version as well as a printed version, of the Report are to be provided.

## Methodology

With the primary focus being interviews with Council, the four Boards, and the CAO, the consultants were dedicated to ensuring that each group interviewed had a fair and reasonable amount of time to respond to questions as well as share any thoughts they had on the management and operation of their facilities.

Interview questionnaires (Appendix A) were developed and used as the basis for the interviews. Different sets of questions were asked to the Boards, Council, and the CAO to reflect their different roles and perspectives. On December 20 and 21, 2018 the Consultants conducted six interviews involving 20 individuals from each of the three stakeholder groups.

In addition to the interviews, background documentation (e.g. Articles of Incorporation for the Boards; Strategic Plans; Master Plans; operational and capital budgets; financial statements; and organizational charts, previous recreation planning, etc.) were reviewed. TSI also completed a best practice analysis that surveyed other towns and villages in Alberta with populations of 700-1000 people. This analysis looked at how many facilities each community has, how many are owned by the municipality, and how they are operated.

## II. Findings & Analysis

### Themes

Our assessment of the operation and management of the Town-owned facilities is based on what we heard, what we saw, and what we reviewed. We have categorized our findings into five themes.

As part of our due diligence, TSI also reached out to one accountant who was involved in preparing various financial statements for one of the boards.

#### 1. Organizational Issues

- Lack of communication between groups is prevalent. Multiple events occur back to back to back. Many felt that it would be great if activities and events could be better coordinated. This is something the Town could help with.
- New people to the community do not know where to look for information or how to find out what is going on. Much more could be done to market community activities and events.
- Use of social media, Facebook accounts, a community program calendar, Town newsletters, creating new webpages, and linking existing ones would be very helpful for residents to see all community events in one location.
- There is little collaboration between groups. More could/should be done when scheduling special events. If all groups within the Town knew what the other groups were up to that would assist everybody in their annual planning.
- The Town is now hosting concerts in the Recreation Center. The concerts require a large amount of volunteer support. Currently, the Town offers funding to local groups to assist with the concerts, such as using volunteer firefighters as security. The boards would like to be more involved with the concerts. They feel they can add value to event planning and execution, if there were increased communications with the Town.

#### 2. Work Practices

- Efforts to share human resources that conduct the day-to-day operations has not been a priority. Employees at each facility require a different set of skills.
- The Town tried to hire someone to assist with workloads. This did not go over particularly well, and the person was released by the Town.
- The Town does assist in specified areas, including: the Lake Park Board as it relates to the pool/spray park with respect to water testing; and the Hall Board as it relates to bookings, filing financial returns.
- Job descriptions are not readily available or clear.
- It was not clear if Occupational Health and Safety and safety plans were created or used.
- Some workers do not have the necessary disposition and/or skills to effectively and efficiently discharge their duties. Employee orientations are something that volunteer boards struggle with.
- Grants constitute a major source of revenue for organizations. This is something that many volunteers do not do well. Many felt they could use help from the Town when it

comes to accessing different grant programs as well as putting together the applications.

- Fundraising and marketing efforts vary from group to group. Generally, this was heard to be a weakness of the Boards.
- The Town CAO has had little interaction/communication with the various Boards.
- The Boards are operating Town owned facilities with little to no Town oversight (the Hall is an exception to this).

### **3. Culture**

- There was a sense of ownership by the volunteer boards that the facilities they are looking after were theirs. They do not want or need any interference from the Town and their preference is for the Town to let the Board look after things.
- The relationship with the Town is not very good. The previous Administration were more of a hinderance than a help.
- The four recreation boards are a big cultural and social hub for the community. Many volunteers have served many years on their respective board. In fact, many individuals are serving on multiple boards and/or committees and are willing to continue to volunteer.
- The four boards take a lot of pride in their respective areas. They contribute a significant amount of volunteer hours to make sure they are successful.
- The recruitment of new volunteers is difficult. Some attributed this to volunteer burnout; others felt new people were discouraged because they were new to the community and/or did not have a lot of volunteer or subject matter experience.
- No support exists for the groups to function under one umbrella. Moreover, they feel it would be a mistake to remove the boards.
- Lack of communication between groups is common place and this is one area identified for improvement, along with better marketing and use of social media/webpages, and some additional financial support.

### **4. Financial**

- The Town has included within its insurance policy, coverage for the four facilities operated by the Boards.
- All four boards manage their own finances and provide audited financial statements to the Town.
- All four boards are operating within a balanced budget. They receive no funding from the Town.
- The Rec Board operates the arena and leases out other areas to user groups, such as the curling rink, bowling alley and playschool.
- Battle River Minor Hockey, the curling rink and the playschool all receive annual grant funding from the Sedgewick Agricultural Society which they use to pay for their lease space or facility fees within the Recreation Center. This helps ensure the facility has the funds to operate.
- The Sedgewick Agricultural Recreation Center group operates the Sedgewick Recreation Center. They hire their own staff and manage their own finances, banking, payroll and CRA accounts.

- Upon review, all four boards appear to be in stable financial operating position.
- The Sedgewick Agricultural Recreation Center operating group does have a capital fund (estimated at \$56K) in a separate account under a society named 'Friends of the Sedgewick Recreation Center'. These funds are for emergent issues such as the ice plant.
- The Lake Park Board are doing well financially and strive to have one full year of operating funds in the bank at all times. This is estimated at \$100K.
- The Lake Park Board, Golf Board and Community Hall Board do not have a dedicated capital fund for future capital replacements or upgrades.
- In the past, Flagstaff County requested that the regional volunteer group set up a "Friends of the Sedgewick Recreation Centre Society" to be able to receive grant funding and fundraise. Since then, this society has been treated as the capital account for the Recreation Center.
- An auditor (Shaunet Petiot) provides an annual audit engagement of Recreation Center accounts. It is not a formal audit, rather a review of the financial operations. In 2017 they received a positive review.

## 5. Vision of the Future

- While the day-to-day operations of the Town-owned facilities appear to be adequately addressed, plans for medium to long-term capital improvements or replacements were not heard. That said, the Lake Park Board did undertake the development of a new spray pool project in 2017 & 2018 through fundraising. The Community Hall Association also has a plan to upgrade the entrance and replace the flooring/carpet in 2019, and give a facelift to the main hall in 2020. Nothing of significance was heard in regards to the Golf Course or the Rec Centre.
- In 2018, Council updated its Strategic Plan that identifies its Mission & Vision as well as six strategic priorities. One of the priorities specifically addresses the issue of volunteerism. Entitled "Support Recreation and Volunteers" the priority states: "Council sees our abundance of recreational amenities as a key driver to the success and growth of our community. Council will attempt to put in place measures aimed at taking advantage of current amenities and offering increased support to our volunteer and non-profit communities".
- Board Members were unaware of the Town vision and what the revised Strategic Plan was about.
- There is no support for the Town to dispose of the Lake Park Campground.
- Various models for the delivery of recreation services have been reviewed however the Town has not reached a decision on how to proceed.
- The population of the Town has consistently declined since the 2001 Federal Census. (2001 – 937; 2006 – 865; 2011 – 857; and 2016 – 811).



## Analysis

As described above, there is a distinct preference from the perspective of the Volunteer Boards to continue functioning as they have in the past. The one thing that might help improve the delivery of overall recreation services from their perspective is for the Town to facilitate the coordination of information. The Town, on the other hand, has concerns with their level of risk and the associated liability if an unfortunate incident were to happen. With the various Boards responsible for the day-to-day operations of the Recreation facilities (with the Community Hall being the exception), the Town has little knowledge of whether the various facilities are being operated in accordance with all required standards and legislated practices.

The Boards believe they are discharging their duties and responsibilities in a responsible manner. The Town believes the various Boards have indeed done a commendable job in this regard. However, the Town also recognizes its fiduciary responsibilities and is examining how to best protect the interests of the Town, its residents and ratepayers.

## *SWOT Analysis*

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis involves looking at any internal strengths and weakness as well as any external opportunities and threats to each of the four recreation groups.

### **1. Sedgewick Recreation Board - Wild Rose Recreation Center**

#### *Strengths*

- Board knows what needs to occur.
- The Board has been able to generate the necessary revenue to meet operational costs.
- Dedicated volunteer board.

#### *Weaknesses*

- Volunteer burnout (many Board Members have been serving for many years).
- A disconnect exists between the Town and the Board (poor communications).
- Finding the right people with the right skills to work in the Rec Center.
- Recruitment of new volunteers.

#### *Opportunities*

- Generating more rental income vis-à-vis enhanced marketing and programming.
- With a K – 12 school in close proximity, increased facility utilization.
- Optimization of Human Capital (utilizing the same staff from other Town-owned facilities).
- Concert series have been successful in the past and there is optimism that future events will generate greater revenues.

#### *Threats*

- Competing facilities in nearby towns.
- A declining population resulting in a decrease in facility utilization.

## **2. Sedgewick Lake Park Association – Sedgewick Lake Park Campground**

### *Strengths*

- Board members work well together and are committed to the program.
- Finances are healthy.
- Staging a volunteer work bee every year.
- Very good usage, with most weekends 90-100% full. Many long-term rentals, large group rentals and regular rentals each year.

### *Weaknesses*

- Ability to comply with Provincial regulations with respect to the pool operational requirements.
- Finding qualified personnel to perform the day-to-day duties during the Campground season.
- No communication at all with Town Council
- Always a challenge finding new volunteers

### *Opportunities*

- Collaboration with the Town on marketing and promotion.
- Coordinating the timing of town events, festivals and concerts to avoid competing with each other.
- Collaboration with sharing recreation personnel.

### *Threats*

- Unable to recruit appropriate staff

## **3. Sedgewick Centennial Golf Club – Sedgewick Golf Club**

### *Strengths*

- Volunteers know what needs to be done.
- 250+ members represents very good usage numbers.
- A balanced operating budget.

### *Weaknesses*

- Finding new volunteers.
- Finding the right people to work.
- No capital funding for replacement equipment or course renovations.
- The course only has 9 holes.

### *Opportunities*

- Potential for synergies amongst community groups.
- Using the same staff from other organizations, seasonally.

### *Threats*

- Competition from other golf courses.

#### **4. Sedgewick Community Hall Association – Sedgewick Community Hall**

##### *Strengths*

- Able to closely monitor things requiring repair or replacement.
- Projects are completed in a timely fashion.
- Hall bookings are managed by the Town Office.
- New technology and sound system.

##### *Weaknesses*

- Lack of volunteers stepping forward.

##### *Opportunities*

- Collaboration/coordination with other community groups when a community event/activity occurs.
- Increased utilization of the hall by community members and groups.

##### *Threats*

- Too many community events occurring at the same time

A common thread among all four groups relates to volunteerism. With three of the four groups being not-for-profit organizations, their organizational model is totally dependent on ensuring sufficient people step forward to fulfill the organization's goals. In almost all instances volunteer burnout was identified, as was the need and challenge of backfilling vacant volunteer positions. While the Recreation Board operates under a different model (i.e. Town Bylaw), they too have the same volunteer issues. Notwithstanding the declining population and the pool from which to draw volunteers, all four groups continue to function and seemingly are able to have new/different people step forward, when needed. It was also noted that there are likely as many volunteers coming from the County as the Town.

##### *Financial Considerations*

The fact that all four groups and the corresponding facility they manage are generating sufficient revenues to offset at least their operating costs, without any financial assistance from the Town, is a testament to their resolve and dedication. Their ability to fundraise, chip in on a work bee, or do whatever is necessary to make things work is something that should not be taken lightly. Most other Towns and Villages operating similar types of facilities do provide taxpayer support for recreation services.

Not yet mentioned, but extremely important, is the role of the Sedgewick Agricultural Society. At the beginning of each year the County allocates \$750,000 in recreation funding to ten Agricultural Societies. Each Ag Society is then charged with distributing the funding to organizations within each community. The amount of funding is based on a formula that uses population as its main criteria. In 2017 the Sedgewick Agricultural Society received \$127,026. The Sedgewick Agricultural Society has determined that the distribution of its available funding is better suited for a Committee established by the Town of Sedgewick.

In 2017, the distribution of funds was as follows:

Battle River Minor Hockey	\$ 33,000
Sedgewick Curling Club	\$ 5,000
Central High Sedgewick Public School	\$ 2,500
Sedgewick Minor Baseball	\$ 14,526
Flagstaff Fusion Lacrosse	\$ 6,000
Killam Rec Board (Aquatic Center)	\$ 6,000
Valley Ski Club	\$ 6,500
Sedgewick Playschool	\$ 5,000
Sedgewick Lake Spray Park	
Operating	\$ 27,500
Capital	\$ 15,000
Total	<u>\$127,026</u>

Of the \$127,026, a significant portion of it went towards community groups using the Rec Center and Campground facilities. In other words, a significant portion of their income came vis-à-vis the Ag Society Grant provided by the County. A similar trend existed in previous years.

The Wild Rose Co-op Recreation Center is home to various recreation opportunities in the community, including minor hockey, rec hockey, public skating, curling, bowling and a playschool. Dedicated groups have annual leases in the facility along with day to day facility rentals. The facility also operates a concession that provides food and refreshments for customers.

The facility is operated by the Sedgewick Agriculture Recreation Center (SARC) group which is connected to the Sedgewick Recreation Board. SARC manages the facility and the financials. At their year-end in August 2017, the group provided a statement from an audit engagement. Below are the financials from that audit engagement.

<u>Sedgewick Agriculture Recreation Center Financial Information</u>						
	Facility	Bowling	Arena	Curling	Concession	Total
<b>Revenue</b>						
User Fees	-	2,933	97,877	-	-	100,810
Sales	-	-	-	3,365	108,405	111,770
Advertising	-	-	5,800	-	-	5,800
Lease / Rental revenue	15,250	30,000	-	5,000	-	50,250
Chargebacks from lessee	-	-	-	21,825	-	21,825
Grants	65,376	-	-	-	-	65,376
Fundraising & Donations	3,907	-	-	-	-	3,907
Other	2,329	-	8,571	-	-	10,900
<b>Total Revenue</b>	<b>86,862</b>	<b>32,933</b>	<b>112,248</b>	<b>30,190</b>	<b>108,405</b>	<b>370,638</b>
<b>Expenses</b>						
Wages	56,769	-	13,331	-	34,149	104,249
General Operating	23,521	800	5,302	-	200	29,823
Maintenance	12,747	642	24,577	5,277	3,913	47,156
Supplies	4,834	-	-	-	46,267	51,101
Utilities	31,005	3,406	34,866	17,382	-	86,659
Equipment	-	-	2,495	-	2,689	5,184
Capital	-	-	53,845	-	-	53,845
<b>Total Expenses</b>	<b>128,876</b>	<b>4,848</b>	<b>134,416</b>	<b>22,659</b>	<b>87,218</b>	<b>378,017</b>
<b>Net</b>	<b>(42,014)</b>	<b>28,085</b>	<b>(22,168)</b>	<b>7,531</b>	<b>21,187</b>	<b>(7,379)</b>
<i>* - From the 2017 Year end Financial Audit Engagement</i>						

The three other recreation boards all provided their most recent financials and all appear to be able to fund their annual operating expenses along with funding small capital projects each year. Below are the most recent financials from the three Boards.

<u>Sedgewick Recreation Societies</u>			
	Golf Course	Lake Park	Hall Association
<b>Revenue</b>			
User Fees	177,937	81,281	-
Sales (net)	152,268	5,202	-
Advertising	4,400	-	-
Lease / Rental revenue	12,995	50	5,621
Grants	2,500	8,992	-
Fundraising & Donations	11,125	24,176	14,942
Other	5,091	660	4,408
<b>Total Revenue</b>	<b>366,316</b>	<b>120,362</b>	<b>24,971</b>
<b>Expenses</b>			
Wages	181,019	49,791	3,390
General Operating	7,136	14,329	4,174
Maintenance	37,300	6,203	1,059
Supplies	11,095	8,740	469
Utilities	13,265	11,826	5,806
Equipment	-	3,020	-
Other	16	12,454	178
Capital	3,186	5,530	15,278
<b>Total Expenses</b>	<b>253,016</b>	<b>111,893</b>	<b>30,354</b>
<b>Net</b>	<b>113,300</b>	<b>8,469</b>	<b>(5,383)</b>
<i>* - From the most recent financial statements</i>			

### *Communications*

Concerns were expressed in regard to the level of communication with the Town. The Boards indicated this was lacking particularly with the CAO. Anything that could be done to enhance this was viewed as being an improvement.

## Best Practices

The consultants contacted all other municipalities with populations between 700 and 100 people in Alberta to assess best practices in recreation management across the province. Specifically, we asked what facilities they have, which facilities are owned by the municipality, and how these facilities are operated. Responses have been summarized and included as Appendix B.

Approximately half of Town-owned facilities in municipalities of this size in Alberta are operated by the municipality while the other half are operated by a not-for-profit organization. In many instances an Agricultural Society owns and operates the arena likely because they are eligible to receive an annual operating grant from Alberta Agriculture. When not-for-profits manage and oversee the operations of publicly-owned or utilized facilities there is evidence that these facilities are likely to require less taxpayer support than when the municipality is responsible for the operations.

## Recreation Strategies

Based on the above Findings and Analysis, TSI has identified five potential levels of recreation management for consideration in the management of the Town's recreation facilities moving forward. They include:

### *Level 1 – Status Quo*

The current model has four not-for-profit societies and a volunteer recreation board charged with the day-to-day operations and management of the four Town-owned facilities. The Status Quo would mean continuing with the current model (i.e. no changes).

### *Advantages*

- Means business as usual.
- The four boards are providing a valuable community service at no cost to the Town.
- This has been a successful operational model not only for Sedgewick but many other small towns and villages.
- Each group is dedicated to ensuring the services they oversee are fulfilling their organizational goals and the needs of the community.
- Each group is proud of their record and achievements.

### *Disadvantages*

- Volunteer burnout will continue to be an issue.
- Shrinking pool of people to draw new volunteers from particularly with a declining population.
- The volunteer boards may not possess the requisite skill sets to effectively provide management oversight on certain facility operations.
- The volunteer boards as employers have certain obligations and responsibilities which if not done correctly may expose the volunteer board members to being personally liable.
- Lack of collaboration between the four organizations will likely continue.
- This model does not adequately address the issue of the Town being in the loop with respect to how Town-owned facilities are being managed and operated.

### *Level 2 – Recreation Coordinator*

Level 2 contemplates maintaining the Status Quo with the exception that a permanent recreation coordinator position (part-time or full-time) would be established within the Town budget. This position would help meet the needs identified by the four recreation groups:

- Assistance in preparing grant applications,
- Coordination of collaboration among community groups,
- Assistance for not-for-profit organizations, as needed, and
- Building, implementing & maintaining a marketing/communication plan for recreation opportunities.

We also heard from other municipalities of a similar size that the creation of a position to help promote and market recreation assisted with community development and growth.

#### *Advantages*

- All four boards continue being responsible for the management and operation of their respective facilities.
- Helps address the issue of enhanced communications between the Boards and the Town.
- Enables the Town to have a dedicated person dealing with Recreation, concerts, promotion of town recreational and programming, assisting with financials including budgeting and reporting, grant applications, procurement and general administration and other related issues.
- The recreation coordinator could lead / prepare a facility infrastructure review of all Town owned recreational assets and develop a long-term capital plan for these facilities.
- Shows the Town means what it says as it relates to supporting recreation and volunteers in Objective #4 of the Town Strategic Plan.

#### *Disadvantages*

- This option will require the Town to dedicate resources in its budget to hire someone.
- Some boards may not welcome involvement with the Town.

### *Level 3 – Recreation Board*

Under Level 3, the Recreation Board would change from an operational board to an advisory board making recommendations to Council. This would mean that the Recreation Board no longer operates and manages the Rec Centre but is still responsible for recommending grant approvals and any other actions as they relate to the provision of recreation services to Council. In this scenario, the Town would become the employer of all required personnel at the Rec Centre.

The three remaining societies (Community Hall Association, Lake Park Association and Golf Club) would continue managing and operating their respective facilities. The Friends of the Sedgewick Recreation Centre Society would also continue to exist to provide and promote those objects contained in their bylaws. The Town Recreation Coordinator, as described in the Level 2 option could also provide administrative support to the Rec Board.

#### *Advantages*

- The Community Hall Association, Lake Park Association, Golf Club and Friends of the Sedgewick Recreation Centre Society would continue to operate and function with no change.
- The Town now has direct control and oversight of the Wild Rose Recreation Centre.



- Provides Town with the ability to attract new volunteers with new ideas and energy to potentially achieve the desired results contained in the Town Strategic Plan.
- The new Town staff and Rec Board could jointly promote and market recreational programming in the Town.
- Increased communication between the Boards and the Town.
- Allows these volunteers to refocus and perhaps “recharge their batteries.”
- Relieves the volunteer board members of any potential personal liability associated with operating the Rec Centre.
- Eliminates the need for the Recreation Committee who are assigned the task of recommending distribution of the Sedgewick Agricultural Society Grant.

#### *Disadvantages*

- May cause dissention amongst some volunteers
- Direct control means the Town now accepts liability for all operational costs associated with the facility
- Increased staffing levels for the Town
- Any operational deficits for the Rec Centre would become the responsibility of the Town
- Potential for duplication with the Recreation Committee

A draft bylaw for implementing a Level 3 transition has been included as Appendix C.

#### *Level 4 – Partial Transition*

The Town adopts a revised management and operation model for some (not all) Town-owned facilities whereby the Town contracts or hires their own staff to operate said facilities. As long as the volunteer organizations are able to attract volunteers and meet the expectations of the Town and the community at large, this level of change would not be necessary. However, as soon as one or two organizations are seen as being unable to fulfill expectations, the Town would then assume responsibility.

#### *Advantages*

- Allows the volunteer organizations to continue managing and overseeing Town facilities without feeling any pressure from the Town to wind-up or dissolve.
- Gives Town full control over the operation and management of some of its facilities.
- Allows volunteers to take a break and/or dedicate their time to other community endeavours.
- All issues of liability and risk associated with the operations of each facility now rest entirely with the Town versus the individual volunteers.
- Increased communication between the Boards and the Town.

#### *Disadvantages*

- Eligibility for grants may be adversely impacted (not-for-profit organizations qualify for various grants while the Town may not). E.g. Sedgewick Agricultural Society Grant.
- Fundraising efforts to support facility operations are not as prevalent.
- Perception that the Town may be pressuring not-for-profits to dissolve.

### *Level 5 – Full Transition*

The Town adopts a revised management and operation model for all Town-owned facilities whereby the Town contracts or hires their own staff to operate said facilities.

#### *Advantages*

- The Town now has full control over all of its facilities.
- Allows volunteers to take a break and/or dedicate their time to other community endeavours.
- All issues of liability and risk associated with the operations of each facility now rest entirely with the Town versus the individual volunteers.

#### *Disadvantages*

- The Town is now responsible for any operational deficits for all of its facilities.
- Fundraising efforts to support facility operations are not as prevalent.
- Increased costs for staff.
- Loss of committed volunteers and their pride of service.
- Likely increased costs for facility maintenance for areas that have fallen into disrepair.
- Perception that the Town may be pressuring not-for-profits to dissolve.

## III. Recommendations

Based on our assessment, and taking into consideration all the information at our disposal, TSI offers the following recommendations for moving forward so that the Town is on a path to achieve its goals and objectives, as contained in the 2018 Strategic Plan. A draft Request for Decision (RFD) for these recommendations has been included as Appendix D.

### Recommendations

#### **1. That Council release this Report to the four Boards as well as the Public.**

##### Rationale/Comments

- During the interview process it was requested by volunteer board members that they have full access to the consultants' Report.
- Is consistent with Town Policy #18-06 (Public Engagement Policy).
- Aligns with the Town 2018 Strategic Plan.

#### **2. That Council launch a communications program to educate the Public as to the contents of the Town 2018 Strategic Plan.**

##### Rationale/Comments

- While not specifically related to the Recreation Review it was heard on multiple occasions "we did not know anything about this Strategic Plan".
- If people do not know about the Plan, it will be difficult to achieve its goals and objectives.

**3. That Council embark upon a public consultation process prior to the adoption of Recommendations 4 through 6 contained in this Report.**

Rationale/Comments

- Is consistent with Town Policy #18-06 (Public Engagement Policy).
- Further commentary and actions are identified in the Communication & Engagement Section of this Report.
- Allows Council the opportunity to hear what the public have to say before Council makes a decision.
- Allows Council to provide information and details to residents on the reasons behind this initiative.

**4. That Council consider the implementation of at least a Level 2 and perhaps a Level 3 service change.**

Rationale/Comments

- All groups felt the Town could provide more assistance and that better coordination, marketing and overall communications would be well received.
- It is clear that better communication is required between the Boards and the Town. This would be a good first step to better relations and working together.
- Scheduling regular meetings between the Board presidents, the Recreation Coordinator and Town Council would increase communications and move the Town closer to achieving Objective #4 in the Town Strategic Plan.
- As an alternative, after the public engagement process is complete, Council may wish to consider only the adoption of the Level 2 option to start, and if over time the Boards and the Public are more supportive of Town involvement, then move to Level 3.
- Other similar sized municipalities have created a similar position.

**5. That Council consider the implementation of a Level 4 or Level 5 service change only if the respective not-for-profit society decides to wind-up operations and dissolve, or is no longer able to fulfill the expectations of the Town.**

Rationale/Comments

- There is a possibility of some boards reacting poorly to more involvement by the Town which may lead to the loss of some volunteers

**6. That the lines of communication with the volunteer boards be enhanced by having the Town CAO meet with each Board once or twice per year.**

Rationale/Comments

- Allows the CAO to develop a positive working relationship with each recreation board.
- As part of the new communication process the boards should attend Town Council meetings twice per year to share their budget, schedule and plans, once to share this information for the upcoming year and again later in the year to report on the year-end financial statement.
- Finding opportunities for greater communication between the CAO and the Boards would be helpful. Inviting the Town CAO to come to the Board meetings after the budget has been approved to share the Town's plans and budget would be beneficial to all.

## Communications & Engagement Strategy

Communication and engagement with all impacted stakeholders is vital to implementing any change successfully. The recommendations above will impact all those who own, operate, manage or use the Town-owned facilities in Sedgewick. Ensuring a plan is in place to help manage the transition to the new management structure can help all impacted parties feel involvement and ownership over the process, and provide them with the information and tools they need to understand, implement and support the change.

The following outlines high-level considerations for developing a communications and engagement plan to support the implementation of the above recommendations.

### *Engagement*

Engagement with all impacted stakeholders is required prior to Council making a decision on how recreation will be managed in the Town of Sedgewick going forward. In this regard, TSI recommends a multi-pronged approach to engagement, as follows:

#### **Step 1 – Recreation Groups**

The first step that should be taken in the implementation of this Report is to allow each of the four volunteer boards to review the Report and provide feedback. After the Report has been released for review, the Town can arrange a meeting with all four groups collectively to discuss the Report and any feedback the volunteer groups may have.

This discussion could be facilitated by a Town representative (we recommend that this not be the CAO) or an outside facilitator. It is important that all feedback be documented for consideration by the Town's Administration and Council as part of the decision-making process.

## Step 2 – Public

It is also important to hear back from the public and facility users in this process. The Town of Sedgewick’s Public Participation Policy states under Section 5.1.1.:

“To the greatest extent possible, the Town will involve all stakeholders who are potentially affected by an issue, in a transparent and equitable manner...” and

“Each issue, need, project or program will be assessed to determine those issues that require consultation, and where in the process the public should become involved and the potential impact of the public on the decision.”

Because the public are the primary users and beneficiaries of these facilities and will be indirectly impacted by any changes made to the management of these facilities, TSI recommends that the Town undertake a “consult” level of engagement with these stakeholders, as described in Section 3.1 of the Town’s Public Participation Policy.

Public consultation could include any or all of the following:

1. *Survey* – While surveys can be overused, they are beneficial for reaching a greater diversity of people who may not be able to attend engagement sessions in person. The survey should include a mix of quantitative (i.e. rating scale responses, multiple choice) and qualitative (i.e. open answer) questions that identify the public’s priorities in the delivery of recreation services in Sedgewick. To ensure the highest success with the survey, the following approaches should be undertaken in the survey’s delivery:
  - Visiting events at the recreation facilities and getting facility users to fill out the survey in person.
  - Posting the survey on the Town’s social media pages.
  - Identifying if each facility has a database of users and emailing the survey directly to them.
  - Advertising the survey on the Town’s website and in local papers.
2. *Workshops* – The Town can arrange and advertise 1-2 one-hour workshops with the public to solicit their views and ideas about the delivery of recreation services. To achieve the highest turnout, it is recommended that these workshops be scheduled before or after other events where facility users may already be coming together. Workshops can employ a number of tactics including brainstorming sessions, world café discussion tables, open discussions, etc. depending on the number of people in attendance.

When using any of these tactics, the Town should begin the engagement process by providing a high-level overview of the Report, including some background on why it was produced, the process undertaken in its development, the recommendations made, and any engagement completed to date. It is also important to develop a clear statement that defines what information the town is requesting from the public (see Key Messages, below).

TSI recommends implementing, at a minimum, the in-person survey at the facilities and with registered users. Workshops can provide more substantive feedback but often receive limited interest in attendance. Any or all of the engagement activities can be facilitated by Town employees or by a third-party engagement specialist.

### **Step 3 – Council Decision and Public Follow Up**

All feedback obtained through Steps 1 and 2 above should be compiled and provided to Council for review and consideration as part of the decision-making process. The recommendations provided in this Report should be reviewed together with this feedback prior to the adoption of Recommendations 4-6 or any changes to the current management structure of Sedgewick's recreation facilities.

Once the decision regarding recreation management has been made, the decision should be communicated back to the associations and the public along with a description of how their input was considered and used in the decision-making process. This step is crucial for demonstrating transparency in the engagement process and that Council is committed to truly considering input from their residents.

#### *Communications – Key Messages*

Key messages provide all community leaders (e.g. CAOs, elected officials, recreation facility employees, etc.) that will be speaking to the decision being made with the tools to communicate with confidence. Consistent messaging is vital for ensuring all interested parties are provided with the same information and to demonstrate that community leaders are working together in the process. Key messages should be developed in advance of any public engagement/communication and will form the basis of any questions/materials developed to support the engagement process, press releases, public notifications, etc. TSI has developed the following high-level key messages to support the engagement and implementation process. These messages should be reviewed, updated and added to as needed to support the overall process.

#### **Recommended Messaging**

- The Town of Sedgewick recently contracted a third-party consultant to complete a recreation management assessment on all Town-owned recreation facilities. This included the Wild Rose Co-op Recreation Centre, the Sedgewick Lake Park Campground, the Sedgewick Community Hall and the Sedgewick Golf Course.
- The purpose of the assessment was to address the Town's Strategic Goal to support recreation and volunteers by better understanding where there may be risks and opportunities in the current operating model, in addition to understanding how these facilities can better collaborate to achieve efficiencies and generate growth for the municipality.
- The results of the Report indicated that there were areas for improvement with recreation management in the Town of Sedgewick. Specifically, there is a need for better communication and collaboration among Town Administration, Council and the different recreation groups in the community.
- Because Sedgewick's recreation facilities are at the centre of the community's cultural and social life, we understand how important it is for recreation volunteers and facility users to be involved in this conversation. For this reason, we are asking for your input into how we manage these recreation facilities going forward to increase opportunity and reduce risk in our community
- Non-profit societies and volunteers are vital to the success of Sedgewick and will continue to play an important role in managing recreation. The goal of this process is to find a way for the Town to provide support to these groups to improve the quality of recreation services overall, reduce risk to volunteers, and generate growth for the community.

# APPENDICES

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Appendix A: Interview Questions

Appendix B: Recreation Management Survey

Appendix C: Draft Recreation Advisory Board Bylaw

Appendix D: Request for Decision

## Appendix A: Interview Questions



CAO Interview Questions  
December 19, 2018

1. Describe the history of recreation management in Sedgewick during your time as CAO that has resulted in this project.
  - a. What are the concerns?
  - b. What efforts have been taken to date?
  - c. What problem are you trying to solve?
2. What funding does the County provide to the recreation associations?
3. What funding does the Town give to the recreation associations?
4. What impact will the Flagstaff Intermunicipal Partnership Governance Model have on the management of recreation facilities in Sedgewick?
5. Can we get a copy of the bylaws for the societies?
6. Other?

Board Interview Questions  
December 20 & 21, 2018

1. Explain the relationship your Board has with the Town?
2. How does your Board function and what role does it fulfill?
3. Can you provide an overview of your operations and services?
4. How do you market and/or communicate to the Public in relation to the facilities you operate?
5. Where do your users come from? Do you track usage?
6. What do you believe are your Strengths & Weaknesses with your current operating model?
7. What challenges do you see moving forward with the Town's vision? Are you supportive of that vision?
8. How do you plan for and deal with capital replacement or expansion of capital assets?
9. Do you have a Capital Improvement Plan?
10. Do you receive Operational and/or Capital Funding from the Ag Society?
11. How well do the four Groups collaborate on the delivery of recreational services?
12. What ideas do you have on how to strengthen the delivery of recreation in Sedgewick?
13. Describe how strong you feel your Group is with respect to the recruitment of Volunteers for your Board?
14. Do you believe consolidation of all four Groups under one umbrella organization is a viable option?
15. What do you see as an alternative option for managing rec services more efficiently going forward?
16. Is there anything else you would like to provide to us? Or is there a question you thought we might have asked and did not?
17. How would you promote the Town?
18. Other?

Council Interview Questions  
December 20, 2018

1. What concerns do you have with respect to the provision/delivery of recreation services in the Town?
2. Do you think the Town should be responsible for the provisions of recreation services in the community? What does that look like?
3. Is there any interest in selling the lands the Lake Park Board manages?
4. Do you believe consolidation of all four Groups under one umbrella organization is a viable option?
5. The Recreation Center is a Town owned facility. Explain why you have a volunteer group being responsible for the management and operation of this facility? Is this not something that your Administration should be responsible for?
6. You have a Recreation Committee who recommend the allocation of the Ag Society funding from the County. Why would this not be something the Recreation Board dealt with?
7. Do you believe that the taxpayers of Sedgewick should be funding any recreation services in your community? It is our understanding you currently do not.
8. Other?

## Appendix B: Recreation Management Survey

**Recreation Management Survey**  
**Alberta Municipalities with Populations of 700-1000 People**

Municipality	Population	Recreation Facilities in the Municipality	Facility Ownership	Facility Operators	Municipal Recreation Staff
<b>Village of Clive</b>	715	Indoor Arena; Curling Rink; Outdoor Arena; Ball Diamond & Soccer Pitch	Ag Society - Indoor Arena; Curling Club- Culring Rink; Municipality - Outdoor Arena, Ball Diamond & Soccer Pitch	Nonprofits associations operate the arena and curling rink; Public Works department operates the municipal-owned facilities	Recreation is supported by Public Works
<b>Village of Consort</b>	729	Recreation Complex (arena, curling rink, bowling alley, community hall); Sports grounds; Outdoor Pool	All owned by municipality	All operated by municipality	Recreation Director; One full-time and one part-time person employed by Village; Pool staff in summer.
<b>Village of Alix</b>	734	Arena, Ag Grounds, Alix Lake Recreation Area, Community Hall, Golf Course; Baseball Diamonds; Campgrounds;	Municipality & Arena Board - Joint ownership of Arena Municipality - Campground Remainder owned by non-profit societies	Operation of Campground is tendered annually; Arena is operated by arena board; Remainder are operated by their respective non-profit societies.	2 Recreation Staff who provide recreation programming.
<b>Village of Warburg</b>	766	Arena, Curling Rink; Baseball Diamonds; Campground; Spray Park	All owned by municipality	All operated by nonprofits: Arena Board; Pioneer Society; Curling Club	Recreation Coordinator

**Recreation Management Survey**  
**Alberta Municipalities with Populations of 700-1000 People**

<b>Municipality</b>	<b>Population</b>	<b>Recreation Facilities in the Municipality</b>	<b>Facility Ownership</b>	<b>Facility Operators</b>	<b>Municipal Recreation Staff</b>
<b>Town of McLennan</b>	791	Arena, Golf Course, Fitness Facility	Recreation Board - Fitness Facility; Municipality - Arena & Golf Course	Arena - operated by Municipality Golf Course - operated by non-profit society, Fitness Facility - operated by Recreation Board	n/a
<b>Town of Rainbow Lake</b>	795	Arena, Community Hall, Curling Rink, Fitness Club, Golf Course, Baseball Diamond, Tennis/Basketball Court, Kid Play Park	All owned by municipality except the Golf Club House	Golf Club - operated by volunteer board; Town operates and maintains everything else	Recreation Director; two other full time recreation employees and two part-time positions that are seasonal
<b>Town of Sedgewick</b>	811	Recreation Centre (Bowling Alley, Curling Rink, Arena), Community Hall, Golf Course, Sedgewick Lake Park Campground. (Spray Park), Agricultural Grounds, Race Track & Rodeo Grounds	Municipality - Golf Course, Rec Centre, Community Hall, Lake Park Campground Ag Society - Race Track & Rodeo Grounds	Non-Profit Societies	n/a
<b>Village of Beiseker</b>	819	Arena, Community Center, Campground	All owned by municipality	Ag Society operates arena; Municipality operates everything else	Recreation Coordinator; seasonal campground manager
<b>Town of Daysland</b>	824	Arena, Curling Rink, Community Hall, Golf Course	Land owned by Town, Facilities owned by the societies	Non-Profit Societies	n/a

**Recreation Management Survey**  
**Alberta Municipalities with Populations of 700-1000 People**

<b>Municipality</b>	<b>Population</b>	<b>Recreation Facilities in the Municipality</b>	<b>Facility Ownership</b>	<b>Facility Operators</b>	<b>Municipal Recreation Staff</b>
<b>Town of Milk River</b>	827	Curling Rink, Golf Course, Outdoor Pool, Campground, Community Hall	Municipality - campground, golf course, swimming pool, curling rink	Community Centre operated by ag society; Pool operated by Municipality; Curling rink operated by the curling club; Golf Course and campground operated by Golf Club	Recreation is supported by Public Works
<b>Village of Hythe</b>	827	Arena, Curling Rink, Community Center	Arena, Curling Rink	Recreation Association	n/a
<b>Village of Linden</b>	828	Outdoor Skating Rink	Outdoor Skating Rink	Ag Society	n/a
<b>Village of Mannville</b>	828	Arena, Curling Rink, Community Hall, Fitness Facility in the Complex	All owned by municipality	Mannville Agricultural Society	Operations Manager
<b>Town of Bashaw</b>	830	Arena, Fitness Facility, Outdoor Exercise Park, Ball Diamonds, Curling Rink, Tennis & Pickleball Courts	All owned by municipality	Recreation Board with the help of local groups	n/a
<b>Town of Mundare</b>	852	Arena, Curling Rink, Bowling Alley	Bowling Alley and Curling Rink - owned by Municipality, Arena - owned by Ag Society	Bowling Alley & Curling Rink - municipality, Arena - Ag Society	n/a
<b>Village of Forestburg</b>	875	Arena, Curling Rink, Indoor Riding Arena, Golf Course, Pool, Fitness Facility, Tennis Courts, Ball Diamonds, Soccer Pitches	All owned by municipality	Non-Profit Societies	n/a

**Recreation Management Survey**  
**Alberta Municipalities with Populations of 700-1000 People**

<b>Municipality</b>	<b>Population</b>	<b>Recreation Facilities in the Municipality</b>	<b>Facility Ownership</b>	<b>Facility Operators</b>	<b>Municipal Recreation Staff</b>
<b>Village of Delburne</b>	892	Arena, Curling Rink, Golf Course, Spray Park, Skateboard Park, Gymkhana, Ball Diamonds	All owned by the municipality except the Arena which is owned by Ag Society	Spray park, skateboard park, ball diamonds - operated by the town, others are operated by non-profit societies	n/a
<b>Village of Boyle</b>	925	Arena, Community Centre, Curling Rink, RV Park, Ball Diamonds, Splash Park, Fitness Centre	Municipality, with the exception of the curling rink (owned and operated by curling club)	Municipality, except fitness centre run by volunteer board	n/a
<b>Town of Caster</b>	929	Arena, Curling Rink, Pool, Golf Course, Ball Diamonds, Campground	All owned by the Municipality	Arena, ball diamonds, campground, pool - operated by the municipality, all others run by non-profit societies	Recreation Director
<b>Town of Coronation</b>	940	Arena, Bowling Alley, Curling Rink, Fitness Center, Golf Course, Ball Diamonds, Pool, Soccer Field	All owned by the Municipality	Pool, bowling alley, fitness centre - municipality, others operated by non-profit societies	Recreation Director
<b>Town of Smoky Lake</b>	964	Arena, Golf Course, Curling Rink, Museum	Arena - land owned by municipality, building owned by Ag Society, Curling Rink - owned by municipality, Golf Course- owned by non-profit society, Museum- owned by Cultural Society	Arena - Ag Society, Curling Rink - Curling Club, Golf Course & Museum - non-profit society	n/a



**Recreation Management Survey**  
**Alberta Municipalities with Populations of 700-1000 People**

<b>Municipality</b>	<b>Population</b>	<b>Recreation Facilities in the Municipality</b>	<b>Facility Ownership</b>	<b>Facility Operators</b>	<b>Municipal Recreation Staff</b>
<b>Village of Kitscoty</b>	976	Arena, Curling Rink, Golf Course, Community Hall	Arena & Community Hall - land owned by municipality, building owned by Ag Society, Golf Course - 1/2 land owned by municipality	Arena & Community Hall - Ag Society, Curling Rink - Curling Club, Golf Course - non-profit society	n/a
<b>Town of Killam</b>	989	Arena, Pool, Fitness Centre, Indoor Playground, Ball Diamonds, Bike Park , Playgrounds	Facility (arena, pool, fitness centre, indoor playground)- owned by Ag Society, ball diamonds, bike park, playgrounds - owned by municipality	All operated by the municipality	Director of Community Services, Facility Coordinator
<b>Town of Spirit River</b>	995	Arena, Curling Rink, Community Hall, Pool, Ball Diamonds, Outdoor Rink	All owned by municipality	Hall, pool and ball diamonds - Municipality, others operated by non-profit society or volunteers	n/a

## Appendix C: Draft Recreation Advisory Board Bylaw

**TOWN OF SEDGEWICK  
BYLAW NO. XXX/19  
RECREATION BOARD BYLAW**

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**A BYLAW OF THE TOWN OF SEDGEWICK, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ESTABLISHING A RECREATION BOARD.**

**WHEREAS**, the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended authorizes the Council to pass bylaws in relation to the establishment, functions, procedure and conduct of Council committees and other bodies; and

**WHEREAS**, the Council of the Town of Sedgewick recognizes the value of committees and other bodies to support and facilitate the achievement of Sedgewick’s Strategic Plan;

**NOW THEREFORE**, the Council of the Town of Sedgewick, hereby enacts the Recreation Board Bylaw as follows:

**1. Definitions**

1.1 In this bylaw

- 1.1.1 “Act” means the *Municipal Government Act*;
- 1.1.2 “Agenda” is the order of items of business for a meeting and the associated report, bylaws, or other documents;
- 1.1.3 “Bylaw” is a Bylaw of the Town of Sedgewick;
- 1.1.4 “Chair” means the person who has authority to preside over the meeting;
- 1.1.5 “Committee” means a Council Committee, Board, Commission or other body established by Council under the *Municipal Government Act*;
- 1.1.6 “Council” means the Council of the Town of Sedgewick;
- 1.1.7 “Meeting” means a meeting of the Board;
- 1.1.8 “Member” is a Member of the Board duly appointed by Council;
- 1.1.9 “Member-at-Large” means a member of the public appointed by Council;
- 1.1.10 “Minutes” are the record of proceedings of a meeting recorded in the English language without note or comment;
- 1.1.11 “Municipal Representative” is a Town Staff person who is functionally responsible for the work and provides administrative and technical support to the committee chair and its membership;
- 1.1.12 “Public Meeting” means a meeting of board at which members of the public may attend, but which is not a public hearing; and
- 1.1.13 “Quorum” is a majority of those members appointed and serving on the Board.

**2. Establishment of the Board**

- 2.1 Council hereby establishes the Town of Sedgewick Recreation Advisory Board pursuant to the provisions of Section 145 of the Act.

**3. Purpose of the Board**

- 3.1 The purpose of the Board is to make recommendations to Council on matters pertaining to Parks and Recreation, Culture, and Family and Community Support Services.

#### **4. Composition of the Board**

- 4.1 The membership of the Board shall not exceed six (6) nor less than three (3) citizens-at-large of the Town of Sedgewick or Flagstaff County appointed by Council with not more than one (1) representative from Town Council. Members residing in Flagstaff County must reside within a reasonable distance from the Town of Sedgewick with “reasonable” to be determined at the discretion of Council.
- 4.2 It shall be the duty of the Municipal Representative to give notice of all meeting to all members of the Board, to attend, including an agenda and ensure accurate minutes are kept.
- 4.3 The Municipal Representative shall not be a member of a Committee and may not vote on any matter.

#### **5. Term**

- 5.1 Members-at-Large shall be appointed by Council for a two-year term.
- 5.2 Members-at-Large shall serve no more than three consecutive terms.
- 5.3 The Council Representative shall be appointed to the Board annually at the Organizational Meeting.
- 5.4 Where a Board position is left vacant for any reason, Council may appoint a replacement for the remainder of that term.

#### **6. Power and Duties of the Board**

- 6.1 The Board shall function in an advisory capacity and make recommendations to Council on matters pertaining to Parks and Recreation, Culture, and Family and Community Support Services.

#### **7. Meetings**

- 7.1 Regular meetings of the Board shall be held on a monthly basis except for the months of July and August, with the time and place of such meetings to be determined by the Board at its first meeting in each calendar year. The meeting dates and times may be changed by the Board from time to time, as the Board may deem advisable,
- 7.2 Special meetings shall be called by the Chair at his/her discretion or upon request of a simple majority of the members. Such special meetings shall be convened within forty-eight hours of receipt of the request by the Chair or at such other time as indicated through the request.
- 7.3 A quorum of the Board shall be a simple majority of the existing members of the Board. For purposes of determining a simple majority, vacant seats shall not be considered.
- 7.4 Each member present at a meeting, including the Chair, has the right to vote. Every member present shall vote on every matter unless:
  - 7.4.1 in a special case, that member is excused from voting; or
  - 7.4.2 that member is disqualified from voting by reason of a pecuniary interest.In the event of a tie, the motion shall be defeated.
- 7.5 Board meetings must be held in public.
- 7.6 The Board may close all or part of its meeting to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*, RSA 2000, Chapter F-25.
- 7.7 When a meeting is closed to the public no motion may be passed at the meeting, except a motion to revert to a meeting held in public.

- 7.8 In accordance with the MGA, all Members are required to keep in confidence matters discussed in-camera until the item is discussed at a meeting held in public.
- 7.9 All meetings of the Board shall be governed by Robert’s Rules of Order.

**8. General Provisions**

- 8.1 Any member may resign therefrom at any time upon written notice to the Chair to that effect. Council must be informed of all resignations.
- 8.2 Any member may, at any time, be required to resign by the authority of the Council, if reasonable cause exists. Council shall have sole discretion to determine what “reasonable cause” is.

**9. Chair**

- 9.1 The position of Chair shall not be filled by a Council member.
- 9.2 The Chair shall hold office for the calendar year.
- 9.3 The Chair shall be selected at the first meeting of year.
- 9.4 The Chair shall preside over all meetings for the Board and decide on all points of order that arise.
- 9.5 In the absence of the Chair, one of the other Members shall be elected to preside and shall discharge the duties of the Chair during the meeting, or until the arrival of the Chair.

**10. Severability**

- 10.1 If any term of this Bylaw is found to be invalid, illegal, or unenforceable by a court or tribunal having the jurisdiction to do so, that term is to be considered to have been severed from the rest of the bylaw, and the rest of the bylaw remains in force unaffected by that finding or by the severance of that term.

**11. Effective Date**

- 11.1 This bylaw shall take effect at the date of final passing thereof.

**12. Repeal of Bylaws**

- 12.1 Bylaw 532/17 is hereby repealed.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third and final time this \_\_\_\_\_ day of \_\_\_\_\_, 2019

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Mayor

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Chief Administrative Officer

Appendix D: Request for Decision



## **ISSUE NAME**

### **EXECUTIVE SUMMARY**

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N/A

### **BACKGROUND**

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TSI was hired to conduct a recreation review of how four town-owned facilities are managed and operated and whether any efficiencies could be gained by making any changes to service delivery. Interviews and conversations were held with various stakeholders, documents and materials were reviewed, and a province wide survey of other municipalities was conducted, resulting in the preparation of a Report containing six recommendations on how the Town might move forward.

### **BUDGET IMPLICATIONS**

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There have been costs associated with retaining the services of Transitional Solutions Inc. to undertake this Recreation Review. In addition, the potential for additional costs exists as it relates to Recommendation 3 regarding public consultation. Depending on the process Council wishes to adopt, public consultation will have costs associated with it. These costs are reflected in Alternatives, below.

Council may wish to have individual meetings with each Board or a single meeting with all Boards plus a public meeting to hear any concerns from those who use or support the use of the Town facilities.

The cost impact to the Town may well depend on how the Boards respond to any potential changes from the current situation. If there is a loss of volunteers, lost fundraising initiatives, and lost grant revenue, then the Town may be hit with significant budget increases.

Further to this, Recommendations 4 thru 6 also have cost implications which vary considerably depending upon what service delivery changes are incorporated.





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**ALTERNATIVES**

1. Separate meetings with each Board – Council would hear from each Board as to how they view the Report and what comments/concerns they have. Would involve four separate meetings. Council may conduct the meeting themselves or use a facilitator. The costs associated with Council being the facilitator are nil versus using a facilitator. A facilitator could range from a simple honorarium for someone local to hundreds of dollars using a professional facilitator/consultant four times. No facility costs are anticipated. *(Estimated cost for consultant is approximately ~\$6000.)*
2. One meeting with all four Boards – Council would hear from all four groups at the same time. This allows all those present to hear what everyone is saying. This option costs same as Alternative 1 except it would occur only once. *(Estimated cost for consultant is approximately ~\$3100.)*
3. One meeting with the public – a public meeting where Council hears from anyone in the community what comments/concerns they have. A public meeting can be hosted by Council at no cost to the municipality other than associated advertising costs. *(Consultant support not required.)*
4. A survey and one workshop with the public – Completing a survey of facility users in-person at each recreation facility or via email for seasonal facilities that are not currently open, in addition to a public meeting as described above. The costs of this alternative are the same as Alternative 3 with the additional costs of implementing a survey, if using an external consultant. *(Estimated cost for consultant is approximately ~\$6200.)*

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**RECOMMENDATIONS**

1. That Council release the TSI Final Report to the four Boards as well as the Public.
2. That Council launch a communications program to educate the Public as to the contents of the Town 2018 Strategic Plan.
3. That Council embark upon a public consultation process prior to the adoption of Recommendations 4 thru 6 in the Town of Sedgewick Recreation Review Report prepared by Transitional Solutions Inc.
4. That Council adopt Alternatives 2 & 4 as listed above. And further, that the services of a professional facilitator/consultant be used.

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**ATTACHMENTS**

1. Transitional Solutions Inc. Recreation Review - Final Report (January 2019)

REPORT PREPARED BY:



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#201, 236 – 91 Street | Edmonton, AB | T6X 0A9 | 587-583-4308

[www.transitionalsolutions.ca](http://www.transitionalsolutions.ca)