



GUIDE TO DEVELOPING POLICY AND PROCEDURES FOR SPORT, CULTURE AND RECREATION

South East Sport, Culture & Recreation District

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Policies versus Procedures

Policies	Procedures
Are written statements that tell people “what is to be done” and “why it is done”	Tell people the, “when to do it”, “how to do it” and sometimes “who will do it”
Are developed by an organization’s top management (Board of Directors or Senior Staff)	Are developed by lower-level management and those involved in procedure
Are in broad terms	Are detailed steps or actions
Change Infrequently	May change often

i-Reference-Sample Policies and Procedures for Community Based Literacy Organizations

Policy

A policy is a principle/written plan that is intended to guide decisions to achieve outcomes.

Policies provide the framework for the rules under which the organization conducts its daily work and are generally formulated and adopted by the governing body.

Having written policies will assist to ensure:

- a consistent approach to the delivery of services by staff and volunteers
- that volunteers and staff are protected in their rationale for decision making through documented and up to date policies

Many organizations have policies that are contained within the board meeting minutes where the actual resolution was made to adopt them. Once policies are adopted they need to be entered into a consistent format and organized so they can be easily accessed and referred to by members of the organization. Having this organized system will also promote regular review and updating of policies by the Board.

What are Policy Areas?

Policy areas are key factors of quality for the organization. Some policies are common to most human service organizations, i.e. safety and confidentiality, for example, while other policies reflect the unique nature of the organization's service. For example, a policy for a local recreation board that states- *'All programs delivered by the Board shall include an educational component on the Saskatchewan In Motion Movement'*.

Examples of Policy Types that an Organization may have are:

- Governance (G)
- Financial Management (FM)
- Human Resources Policies (HR)
 - Volunteer safety policy
 - Swimming pool staff hiring policy
- Program Policies(P)
 - Public skating policy
 - Program registration fee policy
- Facilities and Equipment Policies (FE)
 - Ball diamond usage policy
 - Skating arena board advertising policy
- Administration Policies (A)
 - Electronic data system email policy
 - Staff/volunteer expense reimbursement policy

Writing a Policy

When writing policies keep the language as simple and as straight forward as possible. Policies should be written in a standard format to comply with the community requirements.

A standard policy header should include:

- Name of the organization
- The name of the policy area/type (HR; PP; FE; AP)
- The name of the policy
- The issue date/date last reviewed
- Issue number
- The page number as part of the document

Procedure

A procedure is a command or instructions on how to achieve a desired outcome. Instructions flow from policies to procedures with the procedures stating exactly what it is that will be done to implement the given policy.

Unlike a policy, which is general in nature, procedures specifically state what will be done, by whom and how.

A procedure:

- Identifies all the people who are to act
- Describes the precise actions required
- States when the actions are to occur
- Reflects the sequence of events
- Is written in plain English, using short familiar words
- May be written or pictorial (for example, flow charts, and photographs)

Because procedures stem from policies the same procedure category types would be used. (Human Resources-HR, Program-P, Facilities & Equipment-FE, Administration-A).

To write a procedure:

- Ask yourself why you are writing the procedure, check that is fundamental to your quality of service and builds on an existing policy.
- Consider the format of the text that will best convey the procedure (written, diagram, photograph, flow chart). Keep the language as simple and as straight forward as possible.
- Use the standard procedure format.
- Identify any gaps in the procedure by trialing the procedure with a user who was not involved.
- Procedures should be written in a standard format to comply with the community requirements.

A standard procedure header should include:

- Name of the organization.
- The name of the procedure area/type (HR; P; FE; A).
- The name of the procedure.
- The issue date/date last reviewed.
- Issue number.
- The page number as part of the document.

In its development:

- Redraft the procedure on the basis of the trial.
- Refine and forward it to the relevant person for authorization and distribution.

Putting it all Together

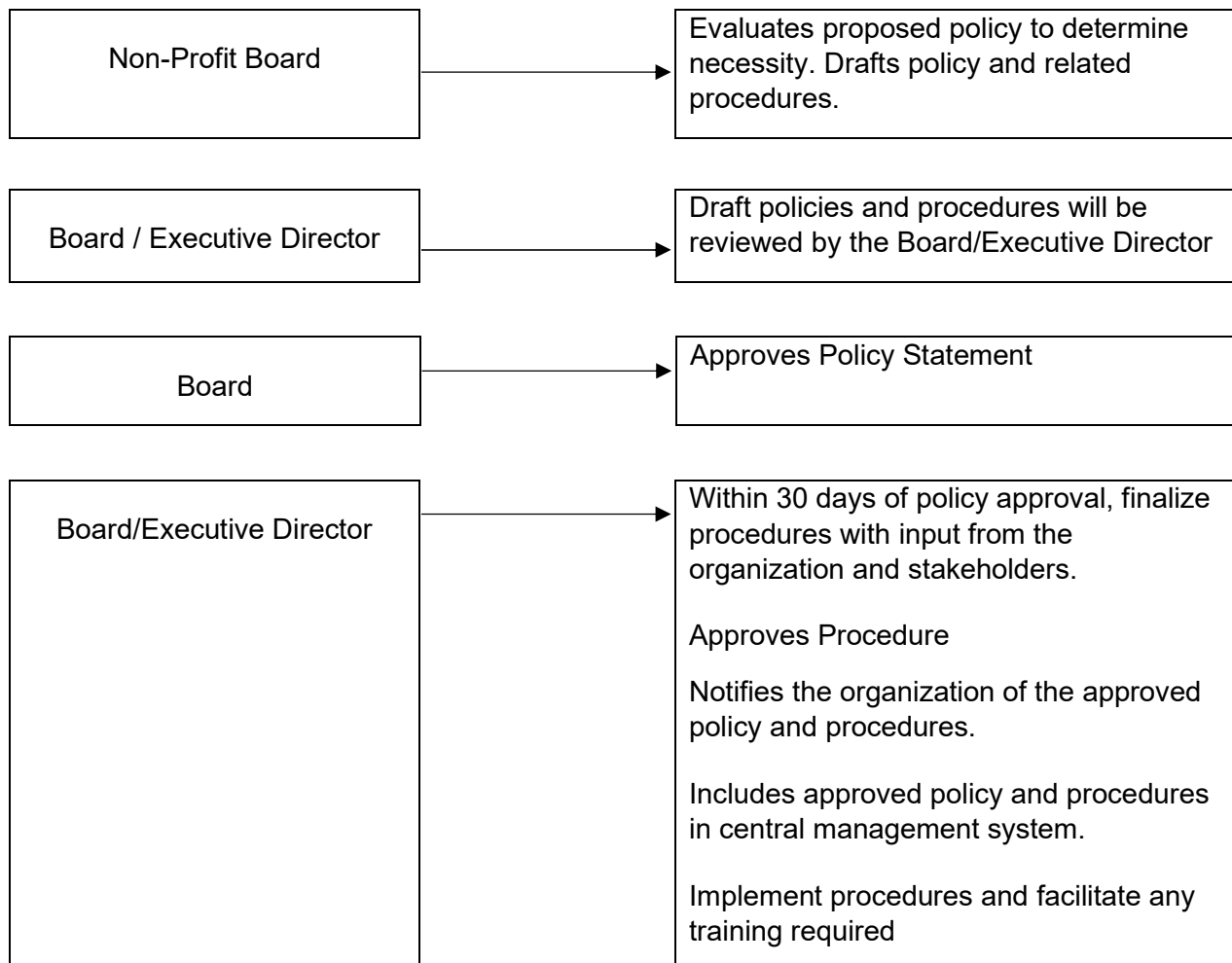
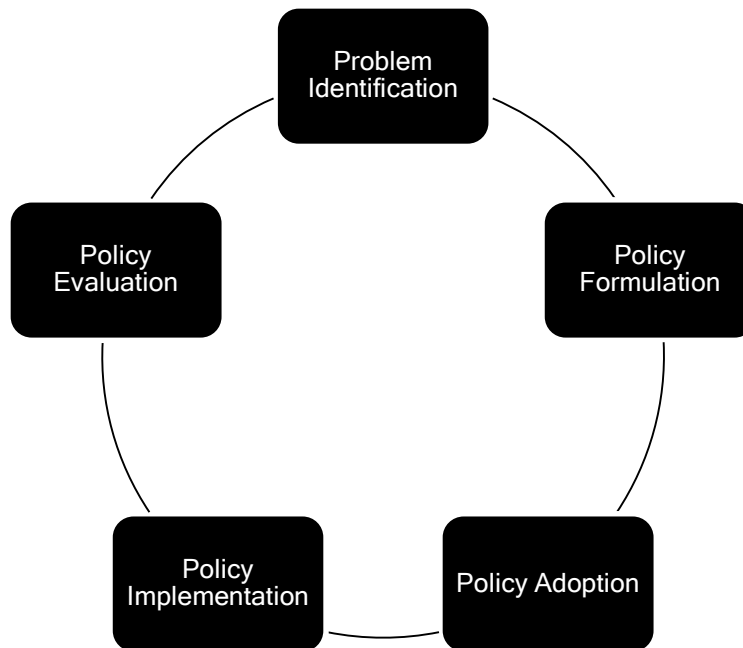
Key to effective policies and procedures is keeping them current once organized. Setting up a process for regular review of the Policies and Procedures Manual and designating one person to control the entries and amendments to the manual will contribute to its efficient use.

To document your organization's policies and procedures:

- Identify the category types for your organization.
- Use these category types to generate the list of policies and procedures needed in each area (performing a search of the Board's past meeting minutes will also produce policies so they can be put into the accepted format and organized).
- Use the standard format and document your policies.
- Use the standard format and document your procedures.
- Decide if one Policy and one Procedure Manual will serve the whole organization, or if more than one manual for each is required for various areas. (i.e. rink, swimming pool, office, etc.)
- Prepare title page(s).
- Prepare table(s) of contents.
- Prepare statement(s) of confidentiality requirements.
- Prepare a distribution list. (staff and volunteers)
- Prepare a review and amendment sheet.

Reference-Provincial Recreation Board Development Manual-2015-Sask Parks and Rec Association

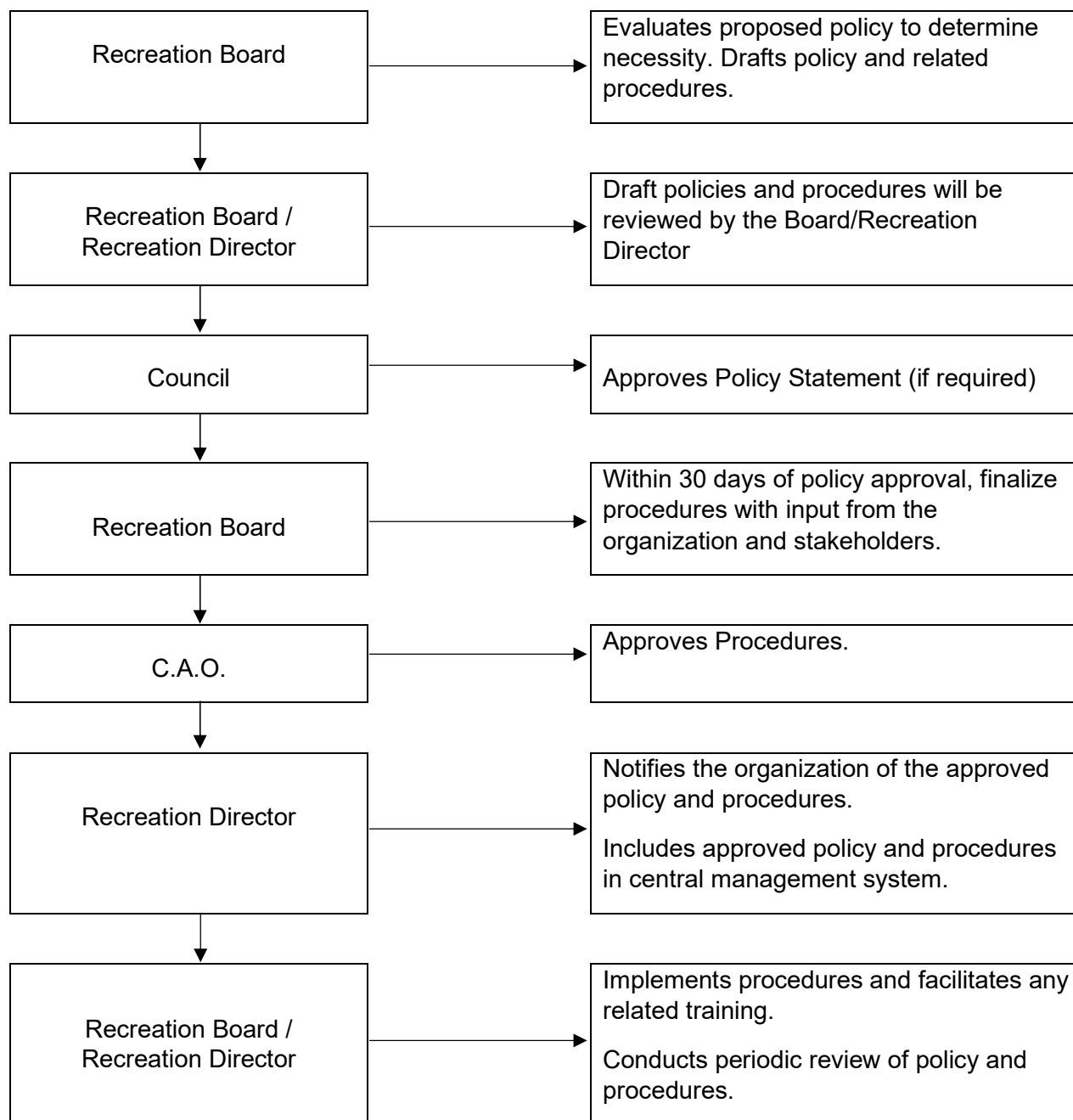
Policy/Procedure Development Process



Review policy and procedure

Policy/Procedure Development Process for Municipal Boards

Need for Policy/Procedure: *Anyone can identify issues that may require a policy and procedure, but every policy should have a consistent process for development, approval and review.*



Writing Tips

Because policies are written for a diverse audience, they must be complete yet simple and easy to read. A policy is NOT a law and a lawyer should not be needed to interpret it.

Select your words carefully. Words like should and may imply a choice. For example, “**Staff should not smoke in the Town Hall**”.

This means they should not smoke but it is acceptable if they do. Always attempt to use as few words as possible to state a case. For example, “**All staff must....**”

The word “all” is redundant. Simply using “staff” implies all unless an explanation is given.

Do not use long words when short words will do.

Don't Use	Use
accomplish	do
attempt	try
utilize	use
construct	build
deficiency	lack
equitable	fair
infrequent	rare
occurrence	event
terminate	end
requisite	required

Do not use extra syllables.

Don't Use	Use
discontentment	discontent
experimentalize	experiment
irregardless	regardless
orientated	oriented
preventative	prevent
administrate	administer

Use compact substitutes for wordy phrases.

Don't Use	Use
in the nature of	like
in view of the fact that	since
give encouragement to	encourage
make an adjustment in	adjust
is equipped with	has
a majority of	most
large number of	many

Avoid the use of words that duplicate the meaning of a word or words already used.

Don't Use	Use
basic principles	principals
mutual cooperation	cooperation
personal opinion	opinion
consensus of opinion	consensus
past history	history
ask the question	ask

Policy Template

Organization: Anywhere Museum Association

Policy Name: Partnerships

Policy Type: Program

Policy NO.: P-1

Issue Date: January 1, 2012

Last Reviewed: February 10, 2014

Date for Review: January 2016

Purpose

To enhance and sustain all Museum Association programs & services through the maximum use of all potential resources

Policy

All approved programs and services of the Museum Association shall endeavour to secure a partner(s) to collaborate with in the delivery of the said program/services

Partners may be (but are not limited to) non-profit, public sector, and/or private sector organizations

Responsibility

It is the responsibility of the Association Executive Director Members to ensure that all reasonable efforts to partner on programs/services are made by volunteers and staff acting on behalf of the association

This policy shall be reviewed by the Museum Association Directors as a whole –every two years

Review /Amendment Comments

Policy Reviewed by Association in 2014 and no changes

Organization: _____

Policy Development

- Human Resources Policies (HR)
- Program Policies(P)
- Facilities and Equipment Policies (FE)
- Administration Policies(A)

Policy Template

Organization: _____

Policy Name: _____ Policy Type: _____

Policy Number: _____

Issue Date: _____

Last Reviewed: _____

Date for Review: _____

Purpose

Policy

Responsibility

Review /Amendment Comments

Procedure Template

Organization: Anywhere Museum Association

Procedure Name: Staff/Volunteer Expenses Procedure Type: A Procedure NO.: A-1

Issue Date: January 1, 2014 Last Reviewed: January 2016

Date for Review: January 2018

Procedure Outlined

Staff and/or Volunteers who have been previously approved to represent the association AND who incur expenses while representing the association, shall be eligible for financial reimbursement as per the following:

Eligible Expenses:

-Vehicle Mileage shall be paid at a rate of .45 cents per KM

-Meals shall be paid for at the following rate:

-Breakfast-10.00

-Lunch-15.00

-Supper-20.00

-Hotel Accommodation shall be reimbursed for the exact amount paid-receipts shall be submitted

Payment:

-A written list of expenses shall be submitted by the Staff/Volunteer to the Association Sec/Treas. within one month of the date of the event that the approved expenses were incurred.

- A request for reimbursement shall be submitted to the Association Directors meeting by the Sec/Treas. and payment made to the respective staff/volunteer upon approval

Responsibility

The Sec/Treas. Of the Association shall review this procedure every two years

Review /Amendment Comments

Reviewed in 2016 and the Vehicle Mileage rate increased from .40 to .45 cents per KM-other expenses and procedures remain the same

Appendix A: High Five® Policy for Youth Programming Example

POLICY STATEMENT:

(Town Name) is committed to providing activities and environments which encourage the healthy physical, emotional, social and cognitive development of children. This policy represents a commitment to providing quality programs and is based on HIGH FIVE® best practices. HIGH FIVE® is Canada's only comprehensive quality standard for children's sport and recreation programs, and is based on research involving child development experts, recreation and sport professionals, families and leaders.

PROCEDURE:

1. (Town Name) employees will follow the "Procedures for Children's Recreation/Culture Programs" which is based on the "High Five® Guide to Best Practices".
2. The manager, Recreation & Culture or his/her designates, will be responsible for implementing and keeping these policies up to date.

Chief Administrative Officer

Date

Mayor

Date

Appendix B: Code of Conduct Policy Example

Purpose

The (Town Name) recreation facilities such as arenas, swimming pools, parks, sports fields and associated parking lots exist to provide residents with opportunities to participate in sport and other recreational activities in a safe and positive environment.

It is imperative for the town to ensure that deterrents are in place to ensure that incidents of unacceptable behaviour do not occur in the recreation facilities. Every visitor to the (Town Name) recreational facilities is expected to behave or act in a manner that respects the rights of others so that they may use and enjoy the facility.

Included in the commitment is an understanding that organizations that utilize (Town Name) facilities must take PRIMARY responsibility for the behaviour of all individuals associated with them including players, official and spectators.

Policy Statement

That the Municipal Council of the (Town Name) adopts the following conditions on conduct in recreational facilities.

Goals of the Policy

1. To ensure that everyone involved should act in a respectful and sportsmanship like manner.
2. To eliminate violence and anti-social behaviour within the facilities.
3. Ensure a safe and encouraging environment.
4. Give facility staff and volunteer organizations the authority to deal with unruly and violent behaviour with appropriate sanctions.

For the purpose of this policy the focus is on the behaviour of any participant within the (Town Name) recreational facilities. Inappropriate acts and / or violence includes, but are not limited to, the following behaviours:

- Loud verbal assaults, profanity
- Physical violence
- Physical vandalism to the facility
- Refusal to follow the rules within the specific facility
- Intimidation directed towards any individual attending the facility or Staff
- Throwing articles in a deliberate or aggressive manner
- Purposeful damage to property
- Attempt to incite violence
- Participation of any illegal act in the facility (i.e. drinking, smoking)

Regulations and Procedures for Carrying out the above Policy

(Town Name) staff is authorized to take the following steps in Town recreation facilities if inappropriate behaviour or activities are observed or reported. Staff is expected to act as the situation warrants.

1. Witness or receive a report on unacceptable behaviour
2. Assess the situation
3. Address individual(s) in a courteous, but firm manner
4. Verbal request to cease inappropriate behaviour.
5. Verbal warning to co-operate with request.
6. Verbal direction to leave the property, as a result of refusing to co-operate with request to cease the inappropriate behaviour.
7. Upon refusal to leave the facility staff are to immediately contact police.
8. Advise Recreation Coordinator.
9. Complete Incident Report with as much detail as possible. Include activity, actions, first and last names and any other identification.
10. Letter of sanction (issue notice of trespass to offenders – carbon copied to police detachment) to be sent out by Recreation Coordinator.

Consequences

Individuals who engage in any of the above behaviours will be subjected to the identified sanction in the Classification/Sanction chart. Any sanction imposed on an individual will be followed by a written report by the organization or staff involved and the Recreation Coordinator will send out a written notice.

Class	Examples of Behaviour	Sanctions
Class 1	Inappropriate verbal or non-verbal disrespectful behaviour not covered in class 2 or 3.	Could result in immediate ejection.
Class 2	Open disputing or arguing with the decision of an official, coach, staff or administrator. Obscene or vulgar language or the use of a physical act, which is vulgar or obscene, or swearing.	Could result in suspension of membership and use of facility for up to 3 months
Class 3	Physical violence, threat of violence or any behaviour deem to warrant class 3 sanctions	3 months to permanent loss of facility use

Appeals may be heard by the Leisure Services Committee only if violators, accompanied by their parents or guardians, if applicable, present themselves before a quorum of the Leisure Services Committee.

Appendix C: Ice Helmet Policy Example

Preamble

The (Rink/Arena Name) is committed to the safety of all individuals and groups while utilizing the (Rink/Arena Name). Therefore, the mandatory wearing of a Canadian Standard Association (CSA) approved protective helmet on ice for all participants is for their protection and safety during ice activities at the (Rink/Arena Name).

Policy Statement

This policy was implemented for the safety and wellbeing of all users while participating in ice skating activities at the (Rink/Arena Name).

Policy

CSA approved protective helmets are mandatory for all individuals (enter age if applicable) while enjoying ice activities at the (Rink/Arena Name). This policy will be clearly posted with the other established regulations for activities and placed at the entrance of (Rink/Arena Name).

Procedures

All individuals and groups (enter age if applicable) are to wear a CSA approved helmet during on-ice events. The chinstrap of the helmet shall be securely fastened under the chin. The failure to wear a helmet by an individual (enter age if applicable) will result in the removal of the individual from the ice surface until a helmet is available for wear.

Exemption

Exemption to this policy may be requested on the basis that the wearing of a helmet would interfere with the observance of a religious custom or the user group assumes liability coverage, as follows:

- Application for such exemption must be made to the (Rink/Arena Name) in writing.
 - Granting of such an exemption will require the applicant to provide a signed (Rink/Arena Name) Helmet Policy Waiver prior to the participation in any on ice activity.

Appendix D: Arena Policy Example

STATEMENT:

The (Town Name) requires a policy to formalize a process to set out, as clearly as possible, the guidelines and regulations which shall govern the operation of the Town Arena.

1. Purpose

1.1 To provide the (Town Name) arena users with maximum quality services with an optimum of safety.

2. Administration

2.1 The administration of the Arena shall be the responsibility of the Town's CAO working in co-operation with the Town Foreman and the Recreation Director.

2.2 The Council may make revisions of this policy from time to time, upon consideration of a written submission from the public or recommendation of the Town Foreman, and/or Recreation Director, through the Town's CAO.

3. Arena Opening & Closing

3.1 The Arena will be available from the beginning of October to the end of March of each year, at the discretion of the Recreation Director in co-operation with the Town Foreman.

3.2 Should a user group request that the facility be available before October 1st or after March 31st, the Recreation Director in co-operation with the Town Foreman may approve this request. If approved the user group will be invoiced for the actual operational cost per day for the full amount of days requested.

4. Staff

4.1 The (Town Name) Arena shall be operated under the supervision of the Recreation Director, who shall be directly accountable for operation and maintenance of the arena.

4.2 The Recreation Director and his staff shall have the authority to enforce these policies contained herein with diligence and provide quality customer service to the public attending and using the facility.

4.3 During the regular season no one shall use the Arena without Arena Staff being present on the premises, except for use according to Section 10.2 of this policy.

4.4 During off season rentals, a staff member from the Town will be provided on an "on call" basis.

5. Maintenance & Equipment Operation

5.1 Any major repairs or renovations not included in the current budget approved by Town Council shall be reviewed and evaluated by the Town's CAO and the Recreation Director and referred to Council for approval.

5.2 Only arena staff are to be allowed in work areas or to operate any Town- owned arena equipment, unless permission is otherwise given by the Recreation Director or delegates.

6. Operational Procedures

6.1 Following is a list of the minimum ice maintenance standards to be followed by the Public Works Staff:

- (a) The differential for refrigerant shall be held at 18 to 21 degrees Fahrenheit.
- (b) The recommended ice thickness is a minimum of 1" to a maximum of 1½" over the whole ice surface.
- (c) Water for flooding should be approximately 120 degrees Fahrenheit.
- (d) Ice surfacing blades should be changed at least once every three weeks.

6.2 No one is allowed on the ice surface until the arena staff have completed ice maintenance and have left the ice surface.

6.3 Skaters must leave ice surface immediately, once the time of allotment has expired.

6.4 Skaters are allowed in the stands and mezzanine with skates equipped with guards, but the mezzanine and the stands must not be utilized as change areas.

6.5 Dressing room keys will only be issued to the coach or manager at the discretion of the Arena Staff in charge.

6.6 Dressing rooms should be kept locked at all times. For user's own security, the dressing rooms are to be locked while on the ice.

6.7 Patrons are asked to report damages immediately to the arena staff.

6.8 The p.a. system and the time clock may not be used without permission of arena staff in charge.

6.9 No more than one person is to be in the goal judge's position.

7. Discipline

7.1 Anyone found on the premises with liquor in his/her possession without proper authorization will be asked to leave. Law Enforcement Officers may be called upon if necessary.

7.2 Smoking will not be allowed in the arena building.

7.3 Profane or obscene language will not be tolerated on the arena premises.

7.4 Vandalism shall be severely dealt with. All facilities of the arena premises are to be used with respect by everyone and the arena staff are expected to enforce this policy. Names of offenders are to be reported immediately to the Recreation Director, Town Foreman or Town's CAO for disciplinary action.

7.5 Conduct in the arena that is deemed objectionable to the other patrons or employees will not be tolerated. Offenders will be asked to leave.

7.6 The arena staff in charge shall have the authority to ban offenders. The duration of suspension of use of facilities is at the discretion of the arena staff in charge.

7.7 A fine as established in the Town Rates and Fees Bylaw, plus cost of damage will be charged to an individual or group responsible for damage and the whole group may also be suspended from the

arena for a period of time determined by the Recreation Director, Town Foreman and the Town's CAO.

8. Arena Safety

8.1 Where there are programs scheduled in by the (Town Name) and District Recreation Department all patrons of Minor Hockey age eligibility and under must comply by wearing CSA governed helmets and face masks.

8.2 The Town of (Town Name) recommends all patrons using the ice surface wear a CSA governed helmet.

9. Bookings

The booking of any and all arena facilities shall be the responsibility of the Recreation Director or designate.

9.1 All booking applications must be made online at the Recreation Department website, or at the office of the Recreation Director.

9.2 The Recreation Director will follow the terms of the (Town Name) Joint Use Agreement regarding school use of the arena between 7:00 a.m. and 4:00 p.m. on school days, that stipulates:

"All school activities in Town facilities shall be adequately supervised by School personnel. Under no circumstances will Town employees, with the exception of Life Guards and their specific duties, act or be expected to act as supervisors."

9.3 The Recreation Director will call a meeting, prior to the beginning of the winter season, of all local groups making seasonal use of the arena to establish blocks of time to be allotted.

9.4 Public skating shall be scheduled prior to block bookings. No changes shall be made unless they are submitted to the Recreation Director by Monday of that scheduled week.

9.5 All local youth groups shall have priority until 9:30 p.m. of each day, unless prior arrangements have been made to change time or give up ice time.

9.6 Organized recreation hockey shall have priority to a maximum of three evenings per week, subject to Item 9.5 above.

9.7 All other local groups shall have equal opportunity for at least one booking per week.

9.8 In case of a conflict within that one booking per week, the following criteria shall be used for the final decision of the designated booked time:

- (a) Local league play (team using (Town Name) as home ice)
- (b) Recreation hockey

9.9 Block booking time that is required weekly and/or for tournaments, clinics or special events, by specific user groups, shall be requested prior to September 1 of each year. All block bookings shall be made for the entire season.

9.10 The Recreation Director shall be responsible for allotting time blocks to specific user groups, in consultation with the user group representative.

9.11 Specified time blocks of the user groups may be exchanged within the same user groups. The Recreation Director shall be notified of such changes.

9.12 Cancellations:

- (a) When the arena is booked, prior notification of cancellation is required within five business days, to permit rescheduling the use of the arena during the cancelled time period.
- (b) If notification of cancellation has not been received by the Recreation Director, five business days prior to the time booked, the user shall be charged for one-half of the time booked. There shall be no charge for the time cancelled, if the cancelled time period is rescheduled for use.
- (c) If notification of cancellation is received by the Recreation Director five business days or more prior to the time booked, there shall be no charge for the time cancelled. All groups must give two weeks notification of cancellation for tournaments only.

9.13 The arena's hours of operation shall be posted each week in the arena lobby and on the Recreation Departments website.

9.14 All bookings for special events and off season rentals shall be arranged as per Policy C02 the Facilities Rental Policy.

10. Arena User Fee Schedule

10.1 The arena user fee schedule shall be established as part the Town of (Town Name) Rates and Fees Bylaw, and will be approved by Town Council annually.

10.2 The rental fee schedule as outlined in the (Town Name) Joint Use Agreement regarding fees for school use of the arena shall apply for the term of the agreement.

11. Arena Non-Ice Rental

11.1 The Town and responsible party for the renter shall have an inspection before and after function.

11.2 An adequate damage deposit, as established in the Rates and Fees Bylaw shall be required to ensure damages and/or clean-up are covered.

11.3 Any persons requiring alterations to building, such as display booths or materials for floor surface, shall do so at their own expense.

11.4 An agreement shall be drawn up by the Recreation Director reflecting the above conditions and shall be signed by both parties.

12. Rental Agreement

12.1 A standard Rental Agreement has been provided as part of Policy C-02 the Facilities Rental Policy.

13. Conclusion

13.1 This policy has been formulated to enhance efficient and effective use, operation, and maintenance of the (Town Name) Arena.

13.2 Should a situation arise which is not covered by this policy, wherein some individual or group has met with an unresolved dispute, it is the responsibility of the party concerned

to present written recommendation to the Town's CAO to be presented to Town Council for consideration.

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