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INTRODUCTION

As part of its mandate, the Nunavut Municipal Training Organization (MTO) provides Nunavut-specific training and development opportunities in order to enhance municipal operations across the territory. Municipalities across Nunavut have consistently indicated that they are interested in any additional materials the MTO can provide which can be used to increase professional development and staff retention.

MTO conducted consultations with municipal employees and their supervisors across Nunavut in 2019. These consultations aimed to identify the municipal positions that needed support the most. Eight positions were indicated during this process:

- Office Administrator
- Assistant Senior Administrative Officer/Assistant Chief Administrative Officer
- Bylaw Officer
- Community Economic Development Officer
- Finance Officer/Accounts Payable & Receivable Clerk/Payroll Clerk
- Director of Municipal Works/Foreman
- Planning and Lands Administrator
- Director/Coordinator of Recreation

Once these positions were identified, both one-on-one interviews and surveys were conducted to gather information on each position's key tasks and responsibilities, as well as identify what current staff in these positions felt they needed to become more efficient and successful (ranging from training programs to additional funding, among other factors).

As a result, MTO has developed job handbooks, including this handbook for **Director/Coordinator of Recreation** to help people in these positions better understand their tasks and responsibilities, as well as prioritize their workload and identify when their schedules will be busiest. The MTO hopes that these handbooks will help new employees get comfortable in their roles more quickly, while also helping established employees to operate more efficiently.

Disclaimer: This handbook is not a replacement of your signed Job Description. The handbook is designed to assist you in your day-to-day tasks and responsibilities. You may note, that some of the tasks listed in this handbook have not been assigned to you by your immediate supervisor. If you have any questions as to your duties, always consult your immediate supervisor.

KEY RESPONSIBILITIES AND TASKS

The following tables aim to clarify the key things normally done in your position and are based off of job descriptions collected from municipalities across Nunavut. The two things that most job descriptions indicate are your tasks and responsibilities. The following are definitions of these terms:

Responsibility: A responsibility is an overarching duty you must deal with, or goal that you must work towards, for your position to be effective and meet the needs of the hamlet. A responsibility is an obligation, or something you are accountable for, rather than an action, activity, or procedure.

Task: A task is a specific action, activity or procedure that must be taken to achieve your identified responsibilities and meet the requirements of your job description. The key difference is that a task is something you DO. You do a task in order to reach a certain goal or meet a responsibility.

For example, “keeping the hamlet clean” is a responsibility, while “pick up trash” or “organize a community clean up twice a year” are tasks or actions that would help to meet this responsibility. As previously noted, tasks and responsibilities in your job description may vary, and in the event of conflict, you should follow your job description. In some cases, tasks listed in the tables below may be referred to as “responsibilities” in your job description, or vice versa. However, the bottom line, regardless of what tasks or responsibilities you may be assigned or how they are defined, is to do your best to make sure that each item is addressed and completed. This will ensure that you are doing your due diligence and meeting the needs of your position and serving your community as effectively as possible.

Please note that the tasks and responsibilities listed in the tables are numbered to make them easier to reference; they are not numbered in terms of priority, or in the order of their importance.

Responsibilities

Small Municipality

Note: In a small municipality this position may have to cover all aspects of recreation.

RESPONSIBILITY		NOTES
1	Act as a resource person for recreation, sport, cultural, fitness, and community school groups.	
2	Act as ex-officio member of the local Recreation Committee, and provide leadership and advice as required.	<ul style="list-style-type: none"> An Ex-officio membership means that you could sit on a committee because of your position as Director of Recreation for the municipality. For example, you could sit on the local hockey association as a member, but do not have to be voted in, as other members would be forming it from the community.
3	Provide advice and assistance to hamlet council on recreation programs.	<ul style="list-style-type: none"> You may have to attend council meetings when required by the SAO to report on recreation programs.
4	Provide financial administration for community recreation programs.	
5	Resolve personnel issues and report them to the SAO/CAO. For issues which cannot be solved, forward them to the HR Manager (if such position exists) or the SAO/CAO.	
6	Ensure that all public buildings are cleaned after every event.	
7	Ensure that other groups wishing to run a lottery gaming event have their license in order and reports are up-to-date.	
8	Keep up-to-date with current support programs available by communicating with the Recreation Development Officer of the Government of Nunavut and other community recreation leaders.	
9	Contact and maintain communications with appropriate territorial sport governing bodies, such as Government of Nunavut's Sport and Recreation Division, Sport North Federation, and other sports organizations.	

RESPONSIBILITY		NOTES
10	Coordinate the recruitment and training of coaches and other volunteers.	
11	Educate the community on the importance of volunteering, as it relates to the delivery of community recreation programs.	
12	Assess the need for new recreation equipment (plan for the future).	
13	Coordinate with community groups to use the municipality recreation facilities.	
14	Listen to the recreation users as to what they feel is needed for the community.	
15	Develop appropriate recreation activities to meet community requirements.	
16	Assess what minor sports organizations should be developed.	
17	Continually take courses to stay up to date and current in your position	
18	Deliver community recreation and cultural programs.	
19	Prepare reports for the SAO/CAO and council on what is planned for events. Once the event is completed, report on how it was attended.	
20	Monitor local hockey (or volleyball, or other sports) registrations.	
21	Ensure recreation facilities staff establish and maintain an effective preventive maintenance program and provide janitorial services.	
22	Ensure all safety protocols are followed.	<ul style="list-style-type: none"> • Provide safety training for all recreation staff. • There must be a safety meeting at the beginning of every shift and/or community event. • Staff should be aware of how to guide the public out of a recreation facility in the event of an emergency. • Arena staff should have basic first aid. • Pool staff should have lifeguard training and be fully trained in the use of pool chemicals.

Large Municipality

Note: With larger municipalities the recreation coordinator would be the Director of Recreation overseeing a number of staff to cover many divisions within the recreation department.

RESPONSIBILITY		NOTES
1	Act as ex-officio member of the local Recreation Committee and provide leadership and advice as required.	<ul style="list-style-type: none"> An Ex-officio membership means that you could sit on a committee because of your role/position as Director of Recreation for the municipality. For example, you could sit on the local hockey association as a member, but do not have to be voted in, as other members would be forming it from the community.
2	Provide advice and assistance to hamlet council.	<ul style="list-style-type: none"> You may also have to attend council meetings when required by the SAO to report on recreation activities/ programs.
3	Keep up to date with current programs available by communicating with the Recreation Development Officer of the Government of Nunavut and other community recreation leaders.	
4	Liaise with the GN Sport and Recreation department and other agencies to distribute information about regional and territorial participation, competitions, volunteer and training opportunities and funding opportunities for local sports clubs and associations.	
5	Coordinate the recruitment and training of coaches and other volunteers.	
6	Educate the community on the importance of volunteering as it relates to the delivery of community recreation programs.	
7	Coordinate, plan and implement sport and recreation programs in order to ensure that activities and events are made available for community members.	
8	Source additional programs for the community at large.	

RESPONSIBILITY		NOTES
9	Develop appropriate recreation activities to meet community requirements.	
10	Act as a resource person for recreation, sport, cultural, fitness, and community school groups.	
11	To support existing community organizations and foster the development of new organizations in the delivery of Recreation services.	
12	Continually take courses to stay up to date and current in your position.	
13	Train and supervise program staff, elder assistants, camp staff, and other part-time/casual staff as required.	
14	Ensure community residents are aware of recreation programs/services, and conduct effective promotions and marketing activities.	<ul style="list-style-type: none"> Establish a practice where you send out timely notices of recreation events and programs. Use the radio, Facebook, text, bulletin boards, and any other methods you find effective.
15	Ensure an effective recreation communication information system for community residents. This includes responding to customer inquiries, coordinating monthly electronic newsletters, creating public service announcements and radio interviews, and the preparation of information for the municipal web page (if applicable).	<ul style="list-style-type: none"> Providing timely information regarding recreation events and programs is extremely important. Your department is here to serve the public and the best way to do that is to send out daily news bulletins via radio, email, Facebook, and posting on community bulletin boards.
16	Oversee the compilation and production of an annual Recreation and Leisure Guide.	
17	Organize fundraising events and activities as required.	
18	Assist in the administration of sponsorship programs; including event sponsorship, selling advertisement space in the Recreation and Leisure Guide, and other departmental advertising campaigns.	

RESPONSIBILITY		NOTES
19	Ensure all safety protocols are followed.	<ul style="list-style-type: none"> • Provide safety training for all recreation staff. • There must be a safety meeting at the beginning of every shift or community event. • Staff should be aware of how to guide the public out of a recreation facility in the event of an emergency. • Arena staff should have basic first aid. • Pool staff should have lifeguard training and be fully trained in the use of pool chemicals.
20	Ensure Workplace Safety training is given to all recreation staff, casuals, and volunteers.	
21	Stay informed of recreation program opportunities and financial support available through appropriate territorial and regional organizations and departments.	
22	Ensure recreation facilities staff establish and maintain an effective preventive maintenance program and provide janitorial services.	
23	Other duties as assigned.	

Tasks

Small Municipality

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
1	Supervise all Recreation staff, i.e., Community Hall Workers, Arena Workers, Pool workers, Outside Workers, Casuals, and Volunteers.	<ul style="list-style-type: none"> In a small municipality you might be the only one in your department except when there is an event and you hire casuals or volunteers. In a slightly larger municipality, you may have one staff member for each of your recreation facilities. Either way, supervision involves giving any additional staff or workers direction. 	Ongoing/daily
2	Complete grants and other funding proposals and applications.	<ul style="list-style-type: none"> Grants and funding are the key to a successful recreation program. Only so much is allocated from the municipal budget. Any additional funds come from your proactiveness in submitting applications. 	As needed
3	Develop an annual plan of all events that will occur in a given fiscal year, and prepare a budget for each event.	<ul style="list-style-type: none"> Your hamlet council will tell you what they think are the events you should run. However, your recreation committee or the community may request to run more. Once you have a list of events you plan to hold in a given year, sit down with your staff and committee to determine the extent and needs of each event. Draft a budget for each event and present it to the SAO/CAO for their approval. You may have to go back to hamlet council for their final approval of your budget 	Annually
4	Communicate with the maintenance department to ensure that the public facilities are maintained to the highest standard.		Weekly

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
5	Providing accurate payroll information to the Finance Officer.	<ul style="list-style-type: none"> This includes timesheets for part-time/casual employees. 	Bi-Weekly
6	Ensure that all public buildings are safe and accessible for all community members and outside users.	<ul style="list-style-type: none"> You and any recreation staff must conduct a daily inspection of the facilities being used by the public. In the winter, make sure all exits are clear of snow and ice. Ensure handicap ramps are in good condition and clear of debris. Ensure First-Aid kits are accessible. Ensure pool safety equipment is accessible and in working order. Ensure washrooms are clean and in working order. 	Daily
7	Apply for lottery licences for municipal gaming events and fundraisers.	<ul style="list-style-type: none"> The municipality must obtain a lottery licence for each bingo, 50/50, raffle, and Nevada sale. It is the Recreation Coordinator's responsibility to apply for these licenses and provide reports on the results of each event. 	As needed
8	Coordinate the bingo allocations for Non-Profit groups and for the municipality.	<ul style="list-style-type: none"> This may be done on a semi-annual basis or annually, depending on what council wishes. 	Annually
9	Provide training for all recreation staff, casuals, and community volunteers.	<ul style="list-style-type: none"> In addition to safety training, you must train your staff on how to run all recreation events and how to conduct themselves when in public. 	As needed
10	Send in yearly registration to Hockey North.		Annually
11	Access funding for recreation programs and services by conducting research on potential funding sources, writing proposals to access funding from these sources, and reporting on funding use if proposals are successful.		Monthly

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
12	Assess what minor sports organizations should be developed.		As needed
13	Expand the recreation services and programs as required by the community.		As needed
14	Plan, implement, coordinate, and evaluate community recreation programs.	<ul style="list-style-type: none"> • Listen to the community when they have recommendations related to an event or program. 	Ongoing/daily
15	Manage the operation and maintenance of all recreation facilities.	<ul style="list-style-type: none"> • As the supervisor of the recreation department you are responsible for the operation and maintenance of your building(s). You may have maintainers on your staff, or you may have to contact the Municipal Works Department to have repairs done. • Make sure repairs are completed before any event is held • Safety is a priority, for both health and legal reasons. The hamlet does not want to be liable for any accidents 	Ongoing/daily
16	Prepare operation, program, and maintenance budgets for all recreation facilities.	<ul style="list-style-type: none"> • Review your expenses against your budget to see if you need to make changes for the next event. 	Annually
17	Maintain office files.		Ongoing/daily
18	Prepare reports as necessary.		As needed

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
19	Prepare an annual resupply order for all recreation related materials, equipment, event supplies, and janitorial supplies.	<ul style="list-style-type: none"> Once you have set your event schedule for the year and it has been approved, then you are ready to draw up a list of items you need. Your annual resupply is extremely important, as some items are too expensive to fly in and it is best to have them come in by sealift. If you need new equipment, it must be approved by the SAO/CAO and hamlet council, as it might be considered a capital expense. 	Annually
20	Attend all community events.		As needed
21	Provide recreation opportunities for the general public, including assisting the Healthy Living Committee in the planning of events.		Ongoing/daily
22	Promote, advertise, and market activities to the general public.		Weekly
23	Work with youth, and (if available) youth centre staff, to develop youth programming.		Ongoing/daily
24	Work with elders and any staff who work with elders to develop programming for elders.		Ongoing/daily
25	Assist in the programming of the Community Arts Studio, where applicable.		As needed
26	Prepare work schedules for the recreation staff.		Weekly/Bi-weekly
27	Manage the recreation inventory through supervising the ordering of recreation supplies.	<ul style="list-style-type: none"> All of your equipment, canteen supplies, bingo supplies, and janitorial supplies are considered inventory and must be recorded when received and then used. Managing the inventory properly can reduce expenses and save you a lot of money. 	Monthly

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
28	Apply for funding for student and youth staff.	<ul style="list-style-type: none"> For example, through Canada Summer Job grants. 	As needed
29	Prepare training schedules for students or Training on the Job programming.		As needed
30	Complete reports for Nunavut Arctic College, and the GN's Department of Education (Career Development Officer) as needed.		As needed
31	Provide regular volunteer recognition programs through awards, ceremonies, newspaper stories, and radio announcements.	<ul style="list-style-type: none"> In the recreation field and providing recreation services, volunteers are a vital asset. Always find a way to recognize them for the time they have given to their community. Certificates, "Volunteer of the Month", or just a "thank you" at a public event are all methods to recognize volunteers. 	As needed
32	Collect recreation facilities entrance fees and canteen money, and keep daily and monthly records.		Ongoing/daily
33	Book all facility rentals, or work with the municipality on this task.		As needed
34	Inform the municipal Finance Department of invoices required for facility rental.		As needed

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
35	Purchase canteen supplies as needed.	<ul style="list-style-type: none"> When running a canteen, you must be aware of the cost of the various items and what you can sell them for. Knowing what items sell the most and how much profit you make off of them will help you determine what to focus on purchasing. Always try to look, and ask for, bulk discounts (buying lots of the same item for a reduced price). Bulk discounts can help you to make increased profits. The local stores (Co-Op, etc.) may be willing to give you bulk discounts for certain items. Storage of unsold items can be an issue. Make sure you have a secure location and keep an accurate inventory count. 	As needed
36	Coordinate and oversee the annual special events such as Canada Day, Terry Fox Run, Santa Claus Parade, Light Decorating Contest, Christmas Games, Volunteer Recognition Awards, and other assigned special events.		As needed
37	Organize fundraising events and activities as required.		As needed

Large Municipality

	TASKS: LARGE MUNICIPALITY	NOTES	FREQUENCY
1	Supervise all Recreation staff, i.e. Community Hall Workers, Arena Workers, Pool workers, Outside Workers, Casuals, and Volunteers.		Ongoing/daily
2	Complete grant and other funding proposals and applications.	<ul style="list-style-type: none"> Grants and funding are the key to a successful recreation program. Only so much is allocated from the municipal budget. Any additional funds come from your proactiveness in submitting applications. 	As needed
3	Communicate with the maintenance department to ensure that the public facilities are maintained to a high standard.		Weekly
4	Ensure that all public buildings are safe and accessible for all community members and outside users.		Weekly
5	Developing an annual plan of all events that will occur in a given fiscal year. Prepare a budget for each event.		Annually
6	Provide training for all recreation staff and community volunteers.		As needed
7	Expand the recreation services and programs as required.		As needed
8	Plan, implement, coordinate, and evaluate community recreation programs.		Ongoing/daily
9	Oversee the operation and maintenance of all recreation facilities		Ongoing/daily
10	Prepare operation, program, and maintenance budgets for all recreation facilities.		Annually

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
11	Pool operations and management. If your community has a swimming pool, ensure that the lifeguards are certified and the maintainer is fully training on the use of pool chemicals.	<ul style="list-style-type: none"> • It is a huge liability risk to operate a swimming pool. It is nice to have a pool, but there are many regulations that come with it. • Lifeguards are trained and continually upgraded. • The pool maintainer must be trained in the proper use of pool chemicals for the public's health and safety, and their own safety when storing and applying the products. • Only trained staff should monitor the pool chemical levels. 	Annually
12	Ensure Workplace Safety training is given to all recreation staff and volunteers.		Weekly
13	Maintain office files.		Ongoing/daily
14	Prepare reports as necessary.		As needed
15	Prepare an annual resupply order all recreation related supplies; equipment, events, janitorial.	<ul style="list-style-type: none"> • Once you have set your event schedule for the year and it has been approved, then you are ready to draw up a list of items you need. • Your annual resupply is extremely important, as some items are too expensive to fly in and it is best to have them come in by sealift. • If you need new equipment, this must be approved by the SAO/CAO and hamlet council, as it might be considered a capital expense. 	Annually

TIMELINE AND PRIORITY OF EVENTS

The following section aims to help you determine when you should focus on certain tasks over the course of the year, based on the list of tasks previously provided. It should again be noted; this is an example of common timelines for your position across Nunavut. You could use this to help you develop a tracking calendar; however, these timelines may not necessarily match your supervisor’s timelines or priorities. Be sure to check with your supervisor to ensure what tasks are of highest priority each month.

First Half of Year: January-June

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Sealift/Resupply	Conduct inventory count and ask dept. Heads for their wish list.	Compile all sealift requests and review. Make sure you have your event material for the entire year listed, including all lottery material. Remember canteen supplies.	SAO/CAO will send out the sealift tender call.			

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Mid-year or Annual Audit			Ensure that all lottery applications are complete and ready for the audit.			
Council Meetings	Meet with council to determine the special events for the new year.	Schedule all municipal events.	Prepare an annual report on all events run by the recreation department.			
Special events scheduled by the municipality		Valentine's Day Dance.	Hamlet/City day (when ever your community's date is).	Easter events.		Summer activities.
Municipal Financial Statements			Meet with finance department to review lottery file for year end.			

Second Half of Year: July-December

OVERARCHING TASK/ RESPONSIBILITY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Sealift/Resupply	Receive sealift order, inspect items, and sign off on invoice.	Receive sealift order, inspect items, and sign off on invoice.	Receive sealift order, inspect items, and sign off on invoice.	Enter items into your inventory system.		
Mid-year or Annual Audit			Meet with Finance Dept. to review what is required for a mid-year audit (if needed).			
Special events scheduled by the municipality	Summer activities	Summer activities	Coordinate activities with local schools.	Coordinate activities for Halloween.		Prepare for Christmas and New Year's events.
Council Meetings			Meet with council to determine how many community feasts will be held and what they want for food.			
Municipal Financial Statements					Confirm with the finance department as to what is available for event budgets.	

KEY RESOURCES

In addition to this handbook, the MTO has a number of resources available on its website (<https://www.nmto.ca/>) which may prove to be useful. MTO is always willing to support staff in all positions and in all municipalities across the territory.

In addition to these resources, MTO offers a variety of online training courses. These courses, offered as part of MTO's Municipal Government Certificate Program, can be taken online from your own hamlet office, meaning that you don't have to travel or be away for multiple days in order to access the training you need or want to pursue. The courses are self-paced, running three weeks, with online readings and activities, and two facilitator led conference calls each week to teach content and answer questions.

The main course categories are:

- Core Courses
- Assistant SAO (ASAO)
- Municipal Works Foreman
- Recreation Leaders
- Planning & Lands Administrator
- Finance Officer

Some examples of training courses for Recreation Coordinators include:

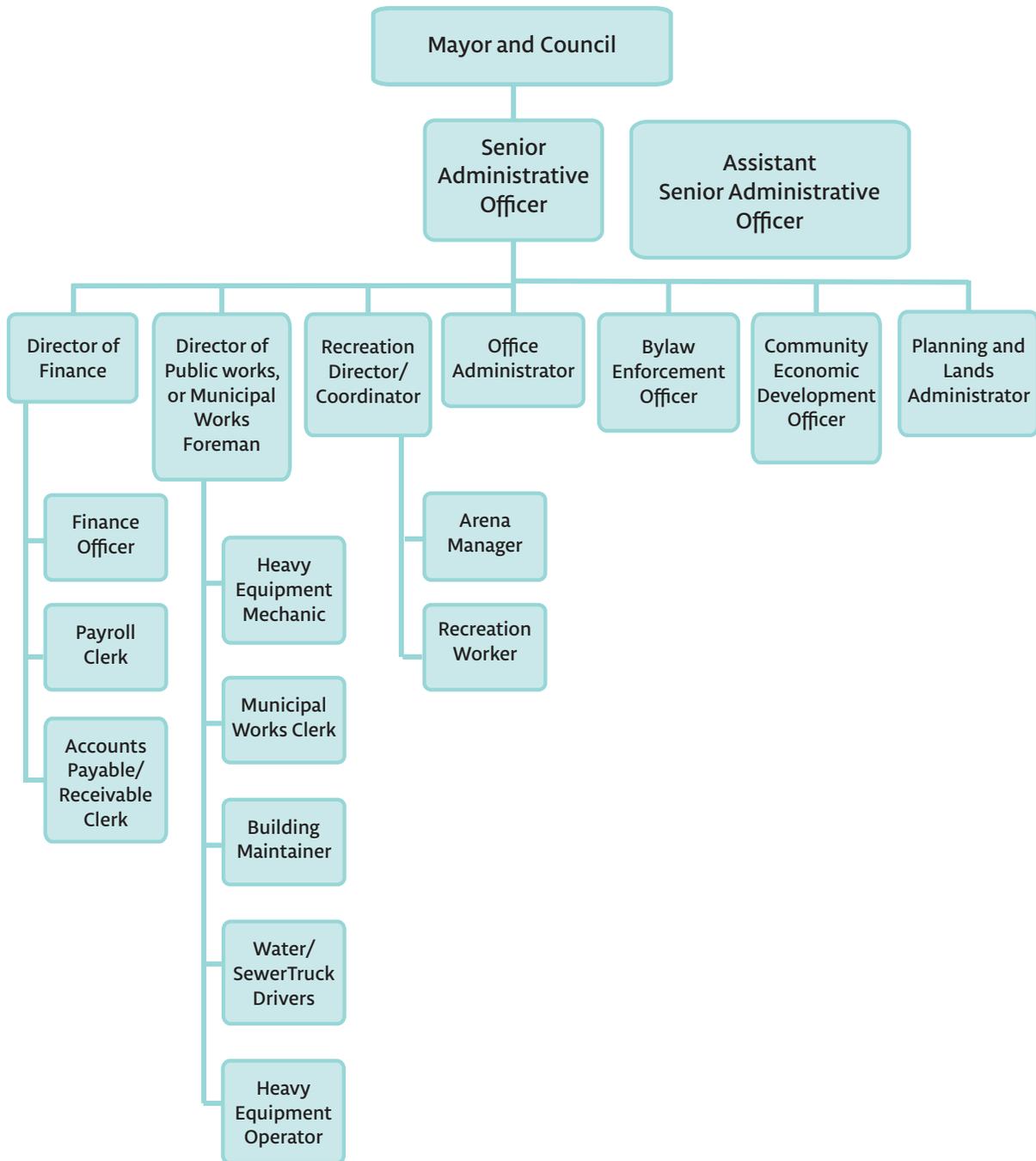
- Working with boards and volunteers
- Recreation programming
- Recreation activities
- Facility operations
- Risk management
- Nunavut radio broadcasters

There is also an online, self-paced course called **Customer Service**, available in both Inuktitut and English. Customer Service is open to Municipal Government employees and any other public servants. Participants can self-enroll in Customer Service (with an enrollment key) and complete the modules at their pace.

There are other targeted training programs in addition to these. Please check the MTO website to see what be of interest to you!

The Recreation and Parks Association of Nunavut may also have programs that are of interest to you : <http://rpan.ca/> as well as the Government of Nunavut's Department of Community and Government Services <https://www.gov.nu.ca/sports-and-recreation>, Department of Culture and Heritage <https://gov.nu.ca/culture-and-heritage>, and Department of Economic Development and Transportation <https://gov.nu.ca/edt>.

TYPICAL ORGANIZATIONAL CHART



ADDITIONAL JOB DETAILS

There may be additional details related to your job that this handbook may not have covered, but that you would like to record or track. This section provides a space for you to write down any important notes or instructions that you have received from your supervisor, fellow staff, or found within your job description.

Task/Responsibility	Details





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