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YUKON
GOVERNMENT
SPORT AND
RECREATION
BRANCH

CANADIAN SPORT POLICY RENEWAL: YUKON REPORT



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1.0 Highlights

Almost one hundred Yukoners participated in the *Canadian Sport Policy* Renewal consultation process held during the spring of 2011. Prompted by a standard set of questions, participants, leaders and professionals from various sectors shared comments and perspectives at seven, in-person meetings hosted by Yukon Government's Community Services Sport and Recreation Branch throughout the territory. For those unable to attend a meeting, their input was gathered through an on-line survey hosted by the Sport Information Resource Centre.

Yukoners participating at in-person meetings described a quality sport experience as fun, inclusive and social. Quality sport experiences provide recreational and competitive opportunities, in structured and unstructured environments, with emphasis on participation and attaining personal and team goals. Quality sport experiences include opportunities to travel and meet new people, and opportunities for high performance training and competition.

Sport participation fosters both personal and social development. It encourages the pursuit of a healthy lifestyle and the prevention of chronic conditions. Sport participation leads to broader community benefits by increasing cultural awareness, promoting inclusion, and encouraging youth engagement. Participation in sport provides economic benefits through events, employment and tourism.

Yukoners are fortunate to have...

- Access to a variety of sport and recreation facilities in most communities; a number of facilities meet the standards required to host national competitions.
- Many residents who tirelessly volunteer as coaches, officials and board members.
- Consistent funding for sport programs and services from local, territorial and national sources.

Participation of Yukoners in sport could be enhanced by...

- Changes to the School Sport System such as introducing elementary school children to a variety of team and individual sports, ensuring each school has access to a physical education specialist, collaborating with sport governing organizations to expose children and youth to sport, providing incentives to teachers to offer extra-curricular sport activities, etc.
- Increased support for travel to competitions within and outside of Yukon through additional funding and the revision of existing funding policies.
- Investing in strategies which improve organizational capacity (e.g. board training, administrative support, encouraging cooperation and communication).
- Additional support to recruit, train and recognize coaches.
- Identifying solutions which would improve transportation for rural children and youth within their community.

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2.0 Introduction

2.1 Background

The *Canadian Sport Policy 2002-2012* is Canada's intergovernmental policy for sport. With the Policy nearing the end of its ten-year term, federal, provincial and territorial (F/P/T) governments committed to participating in its review and renewal. As part of the process to develop a successor to the Canadian Sport Policy, a consultation plan for the time period of March to June 2011 was designed to engage Canadians in dialogue about sport.

Dialogue with Canadians was to involve in-person consultation and input through an on-line survey. Sport Canada, with support from P/T governments, the writing team and various other stakeholders, developed questions and materials to guide the in-person meetings which would be held across the country. The Sport Information Resource Centre (SIRC) developed a page on its website with background information and a link for each province and territory to the e-survey (<http://sirc.ca/csprenewal.cfm>). Each jurisdiction agreed to follow the consultation strategy outlined in the April 2011 Consultation Guide.

2.2 Consultation Process in Yukon

In Yukon, consultation was conducted by Yukon Government's (YG) Community Services Sport and Recreation Branch (SARB). Upon approval from cabinet for the consultation process, a consultant was contracted to facilitate the in-person meetings and to prepare a report. Through phone, email and newspapers, SARB encouraged Yukoners to contribute to the *Canadian Sport Policy Renewal* by participating in one of six meetings scheduled in four Yukon communities and/or completing the e-survey on the SIRC website.

To ensure consistency across the country, a set of questions were provided for the in-person meetings. Of the fifteen questions (found in Appendix A), six were mandatory (1, 2, 8, 10, 13 and 14). A seventh optional question (9), pertaining to the high performance sport system, was included in the agenda for Whitehorse meetings.

The invitation to contribute to the *Canadian Sport Policy Renewal* was extended to all Yukoners. This included individuals such as competitive and recreational athletes, parents and guardians, coaches and officials, educators and volunteers. Stakeholders at the territorial and community levels representing sport governing organizations, community clubs, First Nations and recreation groups were strongly encouraged to contribute on behalf of their respective organizations. Invitations were also extended to government and non-governmental organizations (NGO) sectors related to health, education, tourism and economic development.

Although six in-person meetings were originally scheduled across the territory, a total of seven were held. These included Dawson City on May 31st, Watson Lake on June 2nd, Carmacks on June 6th and Whitehorse on June 9th and 16th. A meeting scheduled in Haines Junction on June 13th was cancelled due to the Stanley Cup Playoffs. Lunch-hour meetings were added in Whitehorse on June 14th and 16th. Additional meetings were held with the YG Women's Directorate on June 14th and with representatives from the Village of Mayo on June 20th.

At the time of writing, almost one hundred Yukoners had contributed their perspectives either through in-person meetings and/or the e-survey. As with any consultation process, several factors can influence

the level of citizen engagement. In this case, participation was impacted by the timing (early summer) of the consultation, by the challenge of identifying convenient meeting times for busy volunteers, and by the fact that citizen involvement is more likely when the topic involves significantly alarming issues .

3.0 Common Themes

As the number of individuals participating in the in-person meetings was small, it is not possible to attribute responses and comments to distinct groups or populations. However, as meetings were held in rural Yukon and in Whitehorse (urban Yukon); it is possible to identify common themes which emerged from the Whitehorse meetings and common themes which emerged from the rural meetings. However, it must be noted that there are differences amongst each of Yukon's rural communities. A theme which may be common across two or three rural communities may not resonate with a fourth.

3.1 Yukon

Themes commonly voiced across the territory include:

- Volunteers are needed to support opportunities for sport participation; volunteers to coach, officiate, plan, organize, fundraise, etc.
- The school sport system needs to provide positive, quality sport experiences which meet a variety of interests and abilities.
- Yukoners volunteer many hours each year supporting a wide range of activities and events.
- Cost, distance and travel time are barriers to gaining competitive experience for Yukon athletes.
- Yukon offers a range of sport and recreational facilities.
- Yukon provides consistent funding for sport programs and services.

3.2 Rural Yukon

- Volunteer capacity in rural communities is difficult to build and to maintain.
- Transportation within the community and within the territory is a barrier to sport participation.
- Many programs are offered for free or at a nominal cost. Equipment is often available to use free of charge.
- Small populations limit opportunities for team sports.
- Specialty instructors/leaders (e.g. yoga, canoeing) are often not available to rural communities.
- Cooperation and partnerships between schools, recreation departments, First Nations and community groups support the delivery of sport opportunities and builds community.

3.3 Urban Yukon (Whitehorse)

- There are many recreational and sport opportunities available.
- Participation costs are higher; particularly for some sports and the more competitive athletes.
- Access to school facilities for community groups is limited, especially during school holidays.
- Major sporting events bring economic benefits (e.g. Canada Winter Games, Yukon Quest).
- Most sport organizations focus on sport-specific outcomes rather than community-building.

4.0 Discussion by Question

Section 4.0 offers an overview of the discussions, thoughts and perspectives shared in response to each question during the in-person meetings. Although similar comments were made in response to different questions, every attempt has been made to capture the comments with the question to which they best relate.

Input gathered through the e-survey will be compiled and provided in a separate report by SIRC. However, it is worthwhile to note that the common themes of conversation captured during the in-person meetings, also appear as common themes in the draft e-survey report.

Question 1

1.0 What are the reasons for your organization's interest in promoting participation in sport?

During the in-person meetings there was lengthy conversation around the rationale for promoting participation in sport. Although a variety of perspectives were shared, the main reasons for encouraging and promoting sport participation are related to:

1. Personal Development,
2. Healthy Lifestyles, and
3. Social Interaction.

As well as developing sport-specific skills, sport is seen to play a key role in personal development. Sport participation fosters many transferable skills (e.g. problem solving and conflict resolution) which help individuals to function in a variety of contexts throughout their lives. Sport participation builds self-esteem and self-confidence; it increases coping skills and discourages risk-taking behaviours. Sport teaches positive work ethics and instils values of respect and fair play.

A number of comments referred to the relationship between sport participation and the promotion of healthy lifestyles. With physical literacy comes the ability to safely engage in activity demands at home, at school, at work and during leisure time. Physical literacy facilitates participation in active lifestyles, recreation and sport thereby increasing the likelihood that individuals will be active over their lifespan. Participation in sport and physical activity, whether structured or unstructured, promotes fitness, the prevention and management of chronic conditions, helps individuals to manage stress, and fosters lifelong health and wellness.

Organizations also choose to promote sport participation for its social benefits. Through sport, people of all ages can socialize, make new friends and have fun. Sport promotes social responsibility and citizenship, while team sport provides a venue to develop interpersonal communication skills and cooperative skills used to achieve a common goal.

Although emphasized to a lesser degree, benefits to the community and economy were noted as reasons for promoting sport participation. For example, as participation and membership in a sport increase, so does the human and financial pool of resources. Increased membership leads to increased volunteerism and revenue which in turn lead to better services and facilities. Strong participation in a sport can bring opportunities to host inter/national competitions (e.g. 2010 Haywood Ski Nationals). Local sporting events in remote communities (e.g. Mayo Midnight Marathon) may also bring economic benefit and promote tourism, albeit on a smaller scale.

1.1 What are the most important challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

Regardless of the reasons described, a variety of challenges are encountered when promoting, maintaining and increasing sport participation across the territory. The most pressing challenges and issues relate to:

1. Volunteer and organizational capacity,
2. Social attitudes and trends, and
3. Geography and population.

The need to enhance organizational capacity to serve the current level of demand was stressed at every in-person meeting. Particularly in rural communities, the need is for people more so than money. Even when funding is available, the challenge to obtain human resources remains. People are needed to coach, to officiate, to plan, to coordinate, to manage finances, and to maintain facilities.

In small communities, it is often the same people who volunteer for numerous activities. This may result in volunteer overload and/or volunteer burnout. In rural communities, volunteers may be recruited from those employed as RCMP or teachers. Often these volunteers leave the community after a few years making it difficult to replace their enthusiasm, commitment and expertise.

Recruitment, training and retention of coaches present a challenge. In some cases, untrained volunteers may be willing to coach. However, without a minimum number of registered participants, coaching certification courses cannot be offered. In other cases, sport organizations may have difficulty recruiting coaches and officials with the level of experience and certification needed for their high performance athletes.

Several societal trends, attitudes and issues impact sport participation. One of these is digitalization. Fifteen years ago, there were no cell phones or Internet access, and TV programming was limited. Now, the social norm is screen time (TV, Internet, gaming and texting) rather than a softball game. Other concerns include a declining interest in sports, negative peer pressure (i.e. sport is not “cool”), a limited number of role models, and high rates of alcohol consumption.

Yukon has one urban centre (Whitehorse) while all other communities have populations of less than 2,000 and are located up to six hours away. The most notable challenge is transportation and travel: transportation within or to a community primarily for practice sessions; and/or travel to other communities and outside the Yukon for competition. Amongst rural Yukon communities, the only option for transportation is through family, friends or feet, while travel to competition outside the Yukon is costly and prohibitive for many. Furthermore, sports such as hockey or volleyball may have rural athletes on a Yukon Team who are required to travel into Whitehorse for practices several times each week.

School and team sports face challenges in small communities. There may be too few participants for one full team, and grouping multiple ages on a team brings a broad span of physical abilities and maturity. Most Yukon schools do not have physical education specialists or the staff with the sport experience and training to offer a variety of sports through PE and/or intramurals.

During in-person meetings, information about the conditions that facilitate participation in sport was sought. Most frequently cited conditions—conditions which make it easy to encourage participation, include:

1. Volunteers - Yukon has one of the highest rates of volunteering across the country.

2. Accessibility - In rural Yukon, program registration or participation is often free and sports equipment (e.g. skates and protective gear) is usually available on-loan at no charge.
3. Facilities and infrastructure - Almost all communities have excellent facilities. Whitehorse has a range of sport and recreational facilities within close proximity to the downtown core.
4. Funding – Sport groups across the territory have access to funding from multiple sources (e.g. government, businesses, and grants such as Kids Recreation Fund).
5. Role models – Yukon is fortunate to have a number of well-respected, sport role models (e.g. Zach Bell in cycling, Jeane Lassen in weightlifting).
6. Travel – Living in Yukon offers athletes of all different calibres opportunities to travel to competition within the territory, in Canada and/or internationally (e.g. Arctic Winter Games).

1.2 What strategies have you identified to deal with the above challenges/issues/opportunities?

During the consultations several strategies that had successfully addressed some of these challenges were identified. For example, many rural communities subsidize the cost of participation and equipment, or facilitate access to equipment through loans or equipment swaps. Some communities adjust their programming for their smaller population by offering multi-age activities and/or sports that are not dependent on large numbers (e.g. tennis). To address capacity challenges, some organizations bring a coach from “outside” Yukon for a weekend or longer. They may also support their athletes to participate in training camps outside Yukon or coordinate training and championships with similar sports (e.g. freestyle ski and snowboard; cross country skiing and biathlon).

A few strategies were suggested that had not been attempted in Yukon. One was “See It; Try It” programming where sport governing organizations offer introductory sessions to their sport. It is believed that this type of programming would be most successful if it focused on lifelong sports and activities (e.g. orienteering), and if it was carried out in collaboration with schools as part of the PE curriculum. Another suggestion was to develop a youth coaching program where high school students are trained to an “apprentice” level and then apply their knowledge in a supervised coaching experience. Also described was a policy in Manitoba schools whereby teachers earn time off in return for volunteering to lead extra-curricular sports.

Social marketing was identified as an area where a concerted effort could increase participation in sport. Social marketing should create an atmosphere of positive peer pressure, emphasize the importance of active living and reduced screen time, and emphasize the connection between activity, nutrition and chronic disease. Yukoners who were consulted believe that strategies such as the ones described above can, and do, lead to increased participation in sport and to a better quality experience.

Question 2

2.0 How do you define a quality sport experience? (Prioritize if possible.)

The definition of a quality sport experience may vary depending on the person describing it. An elite athlete might offer a different definition than a parent, community coach or spectator. Discussion during the in-person meetings portrayed a quality sport experience as one which:

- is fun,
- provides opportunity for positive social interaction,

- builds self-esteem,
- rewards participation rather than winning,
- involves positive, supportive coaches, officials and volunteers,
- provides the opportunity for incremental skill development in a safe environment,
- supports lifelong participation,
- enables participants to set and attain their own goals,
- encourages personal best
- is based on a clear set of rules and the values of fair play,
- is athlete and coach-centred,
- can be either structured or unstructured; recreational or competitive,
- offers opportunities to travel,
- provides exposure to a variety of sports, and/or
- overcomes discrimination.

2.1 What barriers currently exist?

The most pressing barriers to a quality sport experience are perceived to be:

1. Limited exposure to quality sport experiences throughout school,
2. Cost to travel to training sessions and competition, and
3. Access to certified and experienced coaches.

School provides what is likely the first encounter with structured sport for many children. Without PE specialists or teachers who are supportive of sport and physical activity, children may have negative or limited experiences with sport. A positive, quality experience with a variety of sports, and the opportunity to develop physical literacy skills at an early age, promotes lifelong participation and enjoyment of sport. A negative experience in elementary school may result in the teenage girl who purposely forgets her shorts so she is not required to participate in PE.

Amongst all cost-related barriers, the cost of travel poses the biggest concern. A quality sport experience offers participants opportunities to do their best through games and competition. For Yukoners, this involves travel to neighbouring communities and Whitehorse, as well as travel outside the territory. In addition to the financial cost of travel, a significant time commitment on the part of athletes and their families is required to travel and gain competitive experience. The territorial travel fund is recognized as a source of support, yet does not sufficiently address this barrier for all participants.

For reasons noted earlier, certified and experienced coaches are not always available. Barriers to a quality experience may also stem from coaches who lack skill and expertise, coaches who are too competitive, coaches who are “old style”, or coaches who are not familiar with the Long Term Athlete Development model (LTAD).

Unique to Yukon is the reality that there are many available and accessible sport opportunities. Individuals, particularly children and youth, may often be registered in multiple sports during the same season. The experience becomes less than ideal when the choice is made to skip a game for another activity leaving the team without enough players. This reality also fosters the attitude that missing a practice or game is not important because “I’ll make the team anyway”. Thus, being over-committed, or making a team regardless of level of commitment or work ethic, reduces the quality of the sport experience for others.

Question 8

8.0 Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system. Please identify the top five values in order of importance (with 1 being the most important).

- Coaches and instructors
- Officials – referees, umpires, judges, etc.
- Facilities and equipment
- School sport system
- Parasport development – inclusion/integration
- Training and pathways to employment
- Capitalizing on international events
- Equity policies
- Organizational capacity
- Research and innovation

The following charts refer to the program and service areas (described in Appendix B) associated with Canada's sport development system. At each in-person meeting, participants ranked the top five in order of importance. Chart 1 shows the ranking from a territorial perspective, Chart 2 illustrates the ranking from an urban/Whitehorse perspective, and Chart 3 presents a rural Yukon perspective.

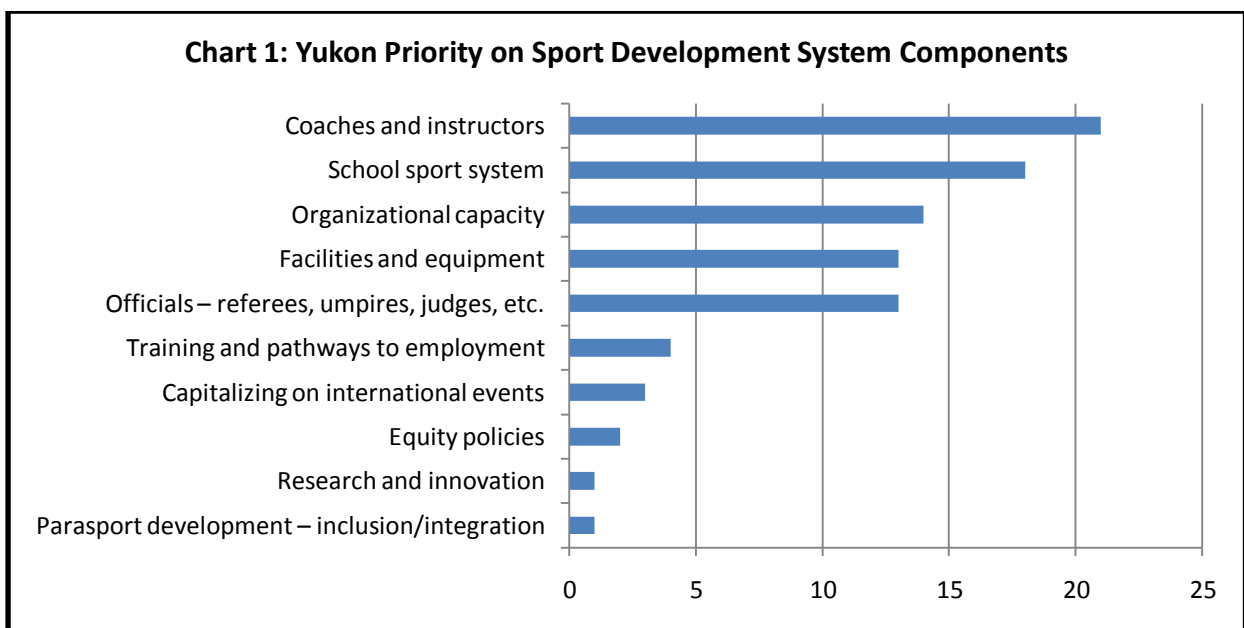
Across all three groupings, the top two priorities are consistent;

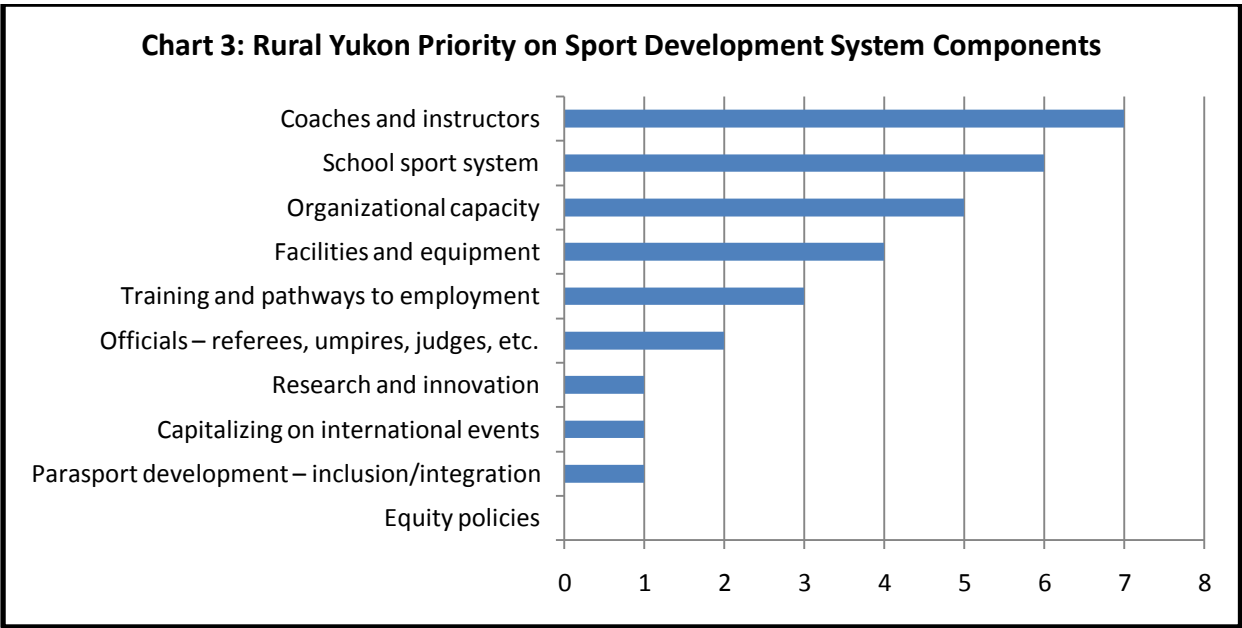
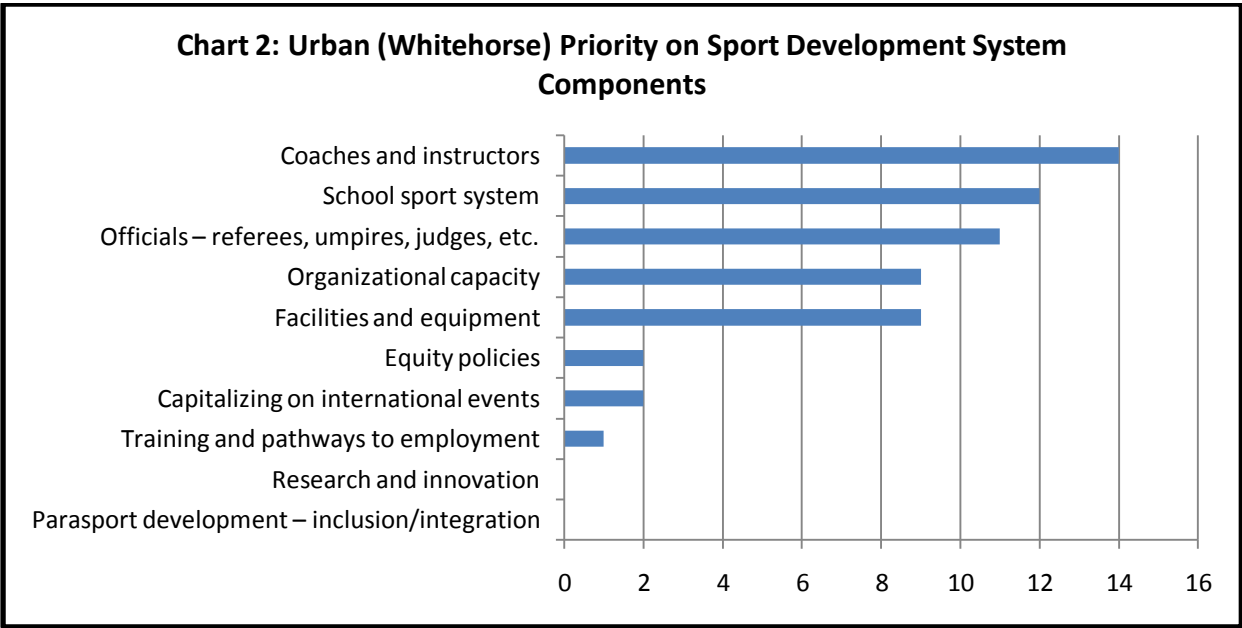
1. Coaches and instructors
2. School sport system

Also appearing amongst the five most important values are:

3. Organizational capacity
4. Facilities and equipment

Despite similarities, there are a few differences between urban and rural Yukon. In Whitehorse, a higher emphasis was placed on "officials - referees, umpires, judges, etc." and "equity policies", whereas in rural Yukon, greater priority was placed on "training and pathways to employment".





8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?

During the in-person meetings, the same sport development system components were assessed on the basis of whether programming is currently sufficient and appropriate or insufficient and inappropriate. The three components in which programming is deemed to be sufficient and/or appropriate are:

1. Facilities and equipment
2. Officials – referees, umpires, judges, etc.
3. Equity policies

8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

The three components in which programming is perceived to be insufficient and/or inappropriate are:

1. School sport system
2. Organizational capacity
3. Coaches and instructors

These three components generated much discussion during the in-person meetings. Detail regarding discussions on these components is integrated throughout this report.

Question 9

9.0 Following is a list of program and service areas that have been identified as important components of Canada's high performance delivery system. Please identify the top five values in order of importance (with 1 being the most important).

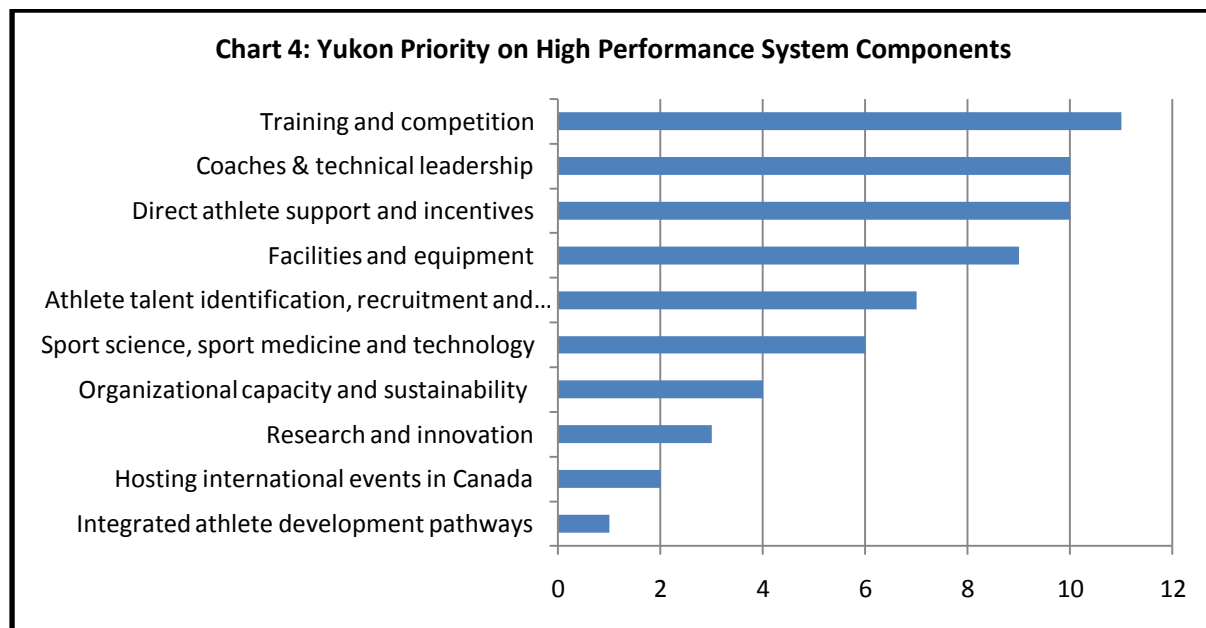
- Coaches and technical leadership
- Training and competition
- Sport science, sport medicine and technology
- Athlete talent identification, recruitment and development
- Integrated athlete development pathways
- Organizational capacity and sustainability
- Direct athlete support and incentives
- Research and innovation
- Facilities and equipment
- Hosting of international events in Canada

Question 9, an optional question, was included in the agenda for Whitehorse meetings. Although some high performance athletes reside in rural Yukon, most access services and facilities in Whitehorse (e.g. coaches, territorial sport organizations, swimming pools). As sport in rural Yukon tends to be recreational and entry-level, this question was not addressed during rural Yukon meetings.

As shown in chart 4, the program and service areas described in Appendix C and most valued as components of Canada's high performance delivery system are:

1. Training and competition
2. Coaches and technical leadership
3. Direct athlete support and incentives
4. Facilities and equipment
5. Athlete talent identification, recruitment and development





9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?

Within a high performance system, the components perceived to be appropriately and/or sufficiently programmed are:

1. Coaches and technical leadership
2. Facilities and equipment
3. Direct athlete support and incentives

These are followed closely by “sport science, sport medicine and technology”. Interestingly, “direct athlete support and incentives” and “facilities and equipment” were also identified as components needing improvement.

9.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

The top three priorities where programming is deemed to be insufficient and/or inappropriate include:

1. Integrated athlete development pathways
2. Organizational capacity and sustainability
3. Direct athlete support and incentives

“Facilities and equipment” emerged as the fourth priority despite being identified as one in which programming is sufficient. Discussion indicated that Yukon has excellent recreational and sport facilities. However, some sport governing bodies expressed that the facilities, although adequate for territorial competition, did not meet the criteria for national-level competition.

Question 10

10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?

Resources required to further enhance the delivery of sport programs and services were identified through the in-person meetings as:

1. Increased funding for:
 - athlete travel to competition within and outside of Yukon,
 - recreational and competitive programs,
 - elite athlete support,
 - participation costs (fees and equipment) in Whitehorse,
 - operations and maintenance (capital funding is adequate), and
 - liability insurance.
2. Access to multi-purpose space for activities like kick-boxing, aikido and aerobics, as well as access to facilities for dry-land training at minimal or no cost.
3. Administrative support for bookkeeping, paperwork, fundraising and general organizing.
4. Improved access to trained and qualified coaches, leaders and officials; and for rural communities, access to instructors/leaders trained in specialty areas (e.g. yoga, fitness, canoeing).
5. Strategies to better communicate funding opportunities with individuals, families and groups.

A number of comments were voiced expressing appreciation of current resources which contribute to the successful delivery of sport programs and services across the territory. For example,

- The Sport and Recreation Administrative Building was described as a “one-stop shop” and the “face-of-sport” in Yukon. As part of this structure, Sport Yukon houses and provides administrative support to a number of territorial sport governing organizations.
- Financial support from Yukon Government, federal government, Yukon Lottery Corporation and other funding sources assists sport organizations to deliver recreational and competitive programs and services.
- Yukon’s Kids Recreation Fund provides grants for participation and equipment for children and youth whose families are experiencing financial hardship. YG Department of Health and Social Services sponsors a large portion of the fund with additional support coming from local businesses, community clubs and individuals. Indirectly, this fund benefits sport organizations by increasing participation from a population that otherwise may not be able to afford it.

10.1 What are some of the current limitations?

Some of the current limitations to the effective delivery of sport programs and services were identified through the consultation process.

1. Transportation is an issue in communities where there is no bus service and where distances are too great for walking (e.g. Watson Lake, Dawson City). Several rural communities described the difficulty with providing programming when children did not have regular or reliable transportation to and from the venue. Several Yukon communities have sought funding to purchase a van and then have experienced the difficulty of hiring a driver.

2. Recreation staff, volunteer coaches and board members need access to regular training. However, appropriate training opportunities need to be preceded by a better understanding of coaching streams and where to involve volunteers in the process to become a certified coach. Moreover, there may be better uptake of training opportunities if they are offered during the off-season or shoulder season.
3. Regular review and revision when necessary of territorial sport funding policies and criteria would improve communication and understanding with sport organizations and athletes.
4. Joint use policies between schools and local governments appear to vary in effectiveness from community to community. Equitable access to these facilities and increased access during the summer and holidays would improve the delivery of sport programs.
5. Insurance consumes a significant portion of some organizational budgets. For example, the Watson Lake Ski Club averages 2,000 skier visits per year, yet pays \$18,000 annually in liability insurance with the end result of \$9.00 per skier per visit for insurance.

10.2 What can you do about them or what have you done about them?

Examples of how resources were acquired or how limitations could be overcome were shared during the in-person meetings. For example:

- Watson Lake established a volunteer centre with support from Yukon's Community Development Fund. Prior to each funding deadline, free sessions are offered teaching organizations how to fill out grants and application forms.
- One sport organization offers a Parent Day to introduce new parents to the sport and then recruits them as volunteers.
- To support participants in selecting and preparing their equipment, one ski club offers regular "Wax and Wine" evenings. Free sessions on selecting and sizing equipment are planned for the upcoming season.

Suggestions to overcome some of the resource limitations include:

- Develop a blanket insurance policy for all Yukon sport organizations.
- Identify private facilities that may be willing to provide space for non-profit sport groups outside of regular business hours.
- Improve federal tax incentives for sport and recreation participation by expanding the list of eligible activities and increasing the age limit.

Question 13

13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations?

For Yukon consultations, question 13 was expanded to include the benefits of improving linkages, not only with clubs, schools and recreation departments, but also with Yukon First Nations. Due to the close relationships between these groups and organizations in Yukon communities, the benefits of improving linkages amongst all, not only with territorial sport organizations, were explored.

Apart from improved communication, the most evident benefits are:

1. Minimizing the duplication of services, and
2. Maximizing scarce human and financial resources.

The perception is that improved linkages with territorial sport organizations will result in increased participation through exposure to a sport. One community commented on how the Yukon Soccer Association makes an effort to visit rural communities and offers introductory camps for athletes and coaches. This generates interest to participate as an athlete or coach. Regular communication with territorial sport organizations is acknowledged to increase participation in events such as Arctic Winter Games Trials. Furthermore, good communication between territorial sport organizations can minimize conflicts so that events such as soccer and softball championships are not held on the same weekend. This is particularly important for rural Yukon where there may only be enough participants for one soccer team, yet the same participants are also members of the softball team.

Within a community, improved linkages benefit all. For example, a soccer camp is most successful when it is offered by the recreation department, promoted at the local school, and transportation is provided by the First Nation. In Dawson City, the school uses the recreation facility during school hours for PE and the recreation department uses school facilities after-hours for community sport and recreation. Improving the connection across the territory between schools and sport governing organizations and clubs could result in increased exposure to a variety of sports during school hours and improve access to school facilities and equipment for community programming outside of school hours.

13.1 What are the challenges to improving these linkages?

Communication, time and resources pose significant challenges to improving connections between groups and organizations. Maintaining current information on sport governing organizations' websites can improve communication. However, allocating scarce resources to maintain a website often becomes a low priority. There may also be differing expectations or attitudes (e.g. "we've always done it this way") to overcome.

When there are few volunteers and limited resources, programs and information from national sport organizations may not reach local community clubs. Some sports have a better flow of communication from national to territorial to local and vice versa whereas other sports need support and resources to improve these channels of communication.

Within the Yukon, there is an element of competition between Whitehorse and rural communities. Rural communities often feel isolated and under-serviced while Whitehorse feels that time and resources are invested to reach out to rural communities. This perception of isolation, distance to services and being forgotten poses a hurdle for sport governing organizations as they strive to improve relationships with community groups.

When recreation department, school or First Nation employees and volunteers are passionate about sport and believe in the benefits of participation, it is easier to build connections and work together. Simply hiring an enthusiastic, dedicated PE specialist/teacher in a community school, or ensuring that the recreation director has relevant experience and training, improves communication and collaboration while counteracting some of the limitations described.

Question 14

14.0 Do you promote sport participation intentionally for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?

Organizations in rural Yukon are more likely to promote sport participation for community-building purposes than those in Whitehorse. A number of rural Yukon communities have Interagency Committees which meet monthly and bring together representatives from local government, education, health, social services, recreation and other community groups providing a venue to position sport in a broader context.

In Whitehorse, organizations are more likely to promote sport participation for the objectives of their sport. However, the benefit of sport participation to the economy was frequently noted and many Whitehorse groups recognize that sport participation contributes to the health of their community.

14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?

Pursuing non-sport outcomes demands time and energy. Non-sport outcomes are more likely when individuals are passionate about the benefits of sport and when staff are recognized as leaders within a community. As one individual stated in response to this question, “there is no shortage of good ideas; just a shortage of time and people.”

14.2 If yes, please share the positive outcomes from your efforts.

When sport participation is encouraged for community-building purposes, a range of positive outcomes can result. In some communities, sport participation has helped to break down cultural boundaries. In other communities, multi-use trail development fosters environmental awareness and stewardship.

Sport participation can engage youth in healthy behaviours. For example, two First Nations in southeast Yukon “sponsor” the participation of their children and youth in alpine skiing. Sponsorship covers the cost of equipment rental and lift passes. Participation rates as high as 90% have been achieved.

Sport participation can support people during difficult times. For example, women living in volatile home environments gained coping and communication skills, self-esteem and self-confidence through a sport and physical activity program likened to Outward Bound.

14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?

Across Yukon, the merits of partnerships are well recognized and organizations partner to pursue a range of objectives, some of which may be sport-related. In many cases, the success of these partnerships depends on the people and the organizations involved. However, as noted earlier, the shortage of time and people may hamper the best intentions.

14.4 What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives (where community-building is defined as outcomes related to youth development, health promotion, gender equity, social inclusion, and conflict resolution)?

During the in-person meetings, several benefits to partnering with non-sport groups for community-building purposes were identified. Firstly, non-sport groups may encourage increased participation of Aboriginal children and youth in sport. Secondly, non-sport groups can often provide a source of volunteers for sporting activities and events. Working with these groups may also enable access to a needed facility or space, and can potentially increase membership by attracting participation from the non-sport group. Lastly, non-sport groups may offer parallel programming, which may increase recreational opportunities (e.g. the Boys and Girls Club soccer program), and subsequently encourage participation at a more competitive level in the future.

Challenges to partnering with non-sport groups were also shared. Communication and the time required to communicate effectively may impede cooperation between groups. In small communities, newcomers may encounter difficulties building trust and rapport. Furthermore, overcoming pre-existing attitudes, such as those around competition for scarce resources, can pose challenges to partnering.

5.0 Concluding Remarks

Overall, it appears that there are many opportunities for Yukoners to participate in sport. Collectively, consistent funding, accessible facilities, and dedicated coaches and volunteers enable the delivery of sport programs and services across the territory. Improvements to the school sport system; increased funding for travel to competition and transportation to activities; and support to build organizational and volunteer capacity are challenges to address.

Moving through the next decade, sport has the potential to benefit communities by fostering personal and social development, promoting community cohesion, providing economic benefits, and encouraging population health. As Yukoners, it is our hope that the successor to the *Canadian Sport Policy* will provide guidance and direction for sport into the future.



Appendix A: Canadian Sport Policy Renewal Consultation Plan Questions

The questions in the shaded boxes are recommended as the basis of discussion for in-person consultations. Those, and the others, can be completed through the e-survey available on the SIRC-Canadian Sport Policy Renewal website.

1.0 What are the reasons for your organization's interest in promoting participation in sport? Prioritize the reasons. (See **background document** on participation trends, barriers, etc.)

1.1 What are the most important challenges/issues/opportunities affecting your organization's efforts to promote and increase participation in sport?

1.2 What strategies have you identified to deal with the above challenges/issues/opportunities?

2.0 How do you define a quality sport experience? (Prioritize if possible.)

2.1 What barriers currently exist?

3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).

4.0 Should efforts be made to increase the participation of under-represented groups in sport? (See attached **background document**.) Why or why not?

4.1 If yes, how should the targeted groups be identified?

* Need separate questions for traditionally targeted groups (women and girls, persons with a disability, Aboriginal peoples) and need to consult with these groups in design of consultations.

5.0 Does your organization offer programs and services in both official languages?

5.1 What are the current challenges in offering such programs and services in both official languages?

6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and responsibilities of the federal and provincial/ territorial governments with regard to high performance sport? Why, or why not?

6.1 What areas need special attention?

The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development.

7.1 What is the current impact of CS4L implementation?

7.2 What do you think will be the future impact of CS4L implementation?

7.3 What are the current barriers to successful implementation of the CS4L model?

8.0 Following is a list of program and service areas that have been identified to assess Canada's sport development delivery system. (Note: a related question focused on high performance delivery system follows.) Please identify the top five values in order of importance (with 1 being the most important).

1. Coaches and instructors
2. Officials – referees, umpires, judges, etc.
3. Facilities and equipment
4. School sport system
5. Parasport development – inclusion/integration
6. Training and pathways to employment
7. Capitalizing on international events
8. Equity policies
9. Organizational capacity
10. Research and innovation

8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?

8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

9.0 Following is a list of program and service areas that have been identified as important components of Canada's high performance delivery system. Please identify the top five values in order of importance (with 1 being the most important).

1. Coaches and technical leadership
2. Training and competition
3. Sport science, sport medicine and technology
4. Athlete talent identification, recruitment and development
5. Integrated athlete development pathways
6. Organizational capacity and sustainability
7. Direct athlete support and incentives
8. Research and innovation
9. Facilities and equipment
10. Hosting of international events in Canada

9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?

9.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?

10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services? (Note that a more detailed question with regard to human resources follows.)

10.1 What are some of the current limitations?

10.2 What can you do about them or what have you done about them?

(See **attached document** for an interpretation of sport used in the current CSP.)

11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?

11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?

11.2 What are possible solutions to these issues?

12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?

12.1 What are the challenges to improving these linkages?

13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations?

13.1 What are the challenges to improving these linkages?

14.0 Do you promote sport participation intentionally for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives? (See **attached document**.)

14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?

14.2 If yes, please share the positive outcomes from your efforts.

14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?

14.4 What are the benefits and challenges for sport organizations in partnering with non-sport groups who have a focus on community-building objectives (where community-building is defined as outcomes related to youth development, health promotion, gender equity, social inclusion, and conflict resolution)?

Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.

15.0 What should Canada's objectives be in international sport?

15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?

15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?

Appendix B: Components of Canada's Sport Development System

Canada's Sport Development System:

Coaches and instructors: In order to maximize the development of participants and athletes at all levels of sport, there is a need to enhance the development, implementation and updating of coaching certification programs, the training and certification of qualified coaches and instructors on a sport-by-sport basis, and the oversight of the overall coach development system.

Officials – referees, umpires, judges, etc: The sport system needs to encourage the development and certification of officials to ensure that adequate numbers of officials are available to provide fair, safe and enjoyable competition at all stages of development.

Facilities and equipment: Participants and athletes at all stages of development need easy access to suitable sport-specific facilities, and the ability to obtain suitable and safe sport equipment.

School sport system: The school sport system needs to encourage and enhance athlete development by making sport programs available in schools, colleges and universities, whether part of regular curriculum, intramural, or interschool programs.

Parasport development – inclusion / integration: The sport system should encourage the participation, to the fullest extent possible, of persons with disabilities in mainstream sporting activities at all levels; the opportunity for persons with disabilities to organize, develop and participate in disability-specific sporting and recreational activities and, to this end, encourage the provision, on an equal basis with others, of appropriate instruction, training and resources.

Training and pathways to employment: In order to encourage the systematic professionalization of sport support personnel, there needs to be a planned approach to developing and managing education and career programs to increase the numbers of qualified individuals actively pursuing careers in sport, whether in coaching, sport science, or administrative roles.

Capitalizing on international events: Hosting events in Canada via a planned and coordinated approach can lead the realization of direct and significant benefits in the areas of sport development, economic, social, cultural, and community impacts.

Equity policies: The Canadian sport system and its constituent groups and organizations should have suitable equity policies to ensure underrepresented groups have fair access to programming. Furthermore, these policies should be clearly articulated as part of sport organizations' strategic and operational plans.

Organizational capacity: Sport organizations at all levels of the sport system and in all regions of the country need to have adequate resources, governance, policies and management practices to successfully deliver the programs for which they are responsible.

Sport science, research and innovation: The Canadian sport system needs to support, encourage and develop sport science, research and innovation practices that in turn enhance the system's ability to deliver sport programs at all levels.

Appendix C: Components of Canada's High Performance System

High Performance System:

Coaches and technical leadership: In order to achieve significant and consistent international results, there is an ongoing need to increase the number of full-time coaches working in high performance sport and improve their working conditions, including professional development for high performance coaches, as well as high performance directors and other technical staff.

Training and competition: Athletes and coaches need to train in world leading daily training environments and have access to optimal competitive opportunities in order to deliver on short and long term performance goals.

Sport science, sport medicine and technology: In order to compete with the best in the world, athletes need to be supported by leading edge, multi-disciplinary and integrated support teams who work in coordination with the coach to provide a holistic approach to performance enhancement, health and well-being, injury prevention and applied sport research and innovation; leading edge practices and research in sport sciences, sports medicine, and performance technology.

Athlete talent identification, recruitment and development: According to the road to excellence business plan, there are three critical requirements for a robust talent identification plan: 1) extensive knowledge of sport-specific requirements for international success, 2) accurate assessment and monitoring of athlete capabilities in relation to these demands, and 3) the ability to predict future performance levels based on athlete characteristics.

Integrated athlete development pathways: The vision for CS4L and LTAD is that all Canadians have the necessary competencies to experience a positive life-long sport experience and excel in sport in an integrated and sustainable sport system. For high performance sport this vision can be translated to mean:

- More athletes at the highest levels of international competition;
- Better quality programs, development of talent, use of resources, and systematic development and retention of athletes leading to international success;
- Strategic use of resources and collaboration between sport and other sectors; and
- Sustainable sport-specific athlete pathways and integrated sport development leading to consistent and repetitive performances.

Organizational capacity and sustainability: Sport governing bodies at all levels need to have the leadership, resources, governance, programs, policies and management practices to be successful.

Direct athlete support and incentives: In order to meet increasing living and training costs, athletes need financial support to allow them to train and compete full-time. Sport Canada and a number of P/T governments operate programs that provide direct support to high performance athletes. These and other programs provide monthly tax free living and training allowances, and supplemental support for tuition and special needs support.

Research and innovation: Continue to lead the world in leading edge research in areas such as friction, materials, equipment, supplements and training techniques.

Facilities and equipment: World-class athletes need priority access to excellent training and competition venues with on-site sport science and sport medicine facilities. They need to train with state of the art equipment as well.

Hosting of international events in Canada: Hosting events in Canada via a planned and coordinated approach can lead the realization of direct and significant benefits in the areas of sport development, economic, social, cultural, and community impacts. They can also be strategic in preparation and/or qualification for Olympic and Paralympic Games and World Championships.