

# **Evaluation of Lotteries Yukon Funding Programs**

## **Final Evaluation Report**

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**Prepared for Lotteries Yukon,  
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**Prepared By:**  
*FWCO Management Consultants*

**FWCO MANAGEMENT  
CONSULTANTS LTD.**

## EXECUTIVE SUMMARY

### A. BACKGROUND

The Yukon Lottery Commission (Commission) is responsible for the conduct and management of inter-jurisdictional lotteries in Yukon and the allocation of profits from the sale of lottery tickets. Profits from the sale of lottery tickets are used to support arts, sport and recreation. In addition to allocating funding to the three Lotteries Yukon funding programs, the Commission also establishes methods for allocating lottery profits shared with Yukon government for arts, sport and recreation. Lotteries Yukon's three funding programs are:

- **Recreational Projects Program (RPP)** – provides funding assistance to projects in the areas of amateur level sports, physical fitness activities and recreation, and to performing, visual or literary arts.
- **Travel Assistance Program (TAP)** – provides funding assistance for travel to arts, sport or recreation competitions and adjudicated events.
- **Community Lottery Program (CLP)** - provides funding assistance for community arts, sport and recreation.

### B. EVALUATION SCOPE AND METHODOLOGY

The purpose of the Lotteries Yukon evaluation was to determine: 1) if intended immediate and intermediate outcomes of the programs are being met, and 2) whether there are gaps in the current Lotteries Yukon (LY) funding programs design or delivery. The evaluation was designed to focus on the immediate and intermediate outcomes of the programs over three years of programming (fiscal 2012-13 to 2014-15) due to a number of changes to the programs, primarily the RPP, that were made approximately three years ago.

The methodology used to conduct the evaluation involved a mix of primary data sources including interviews with 11 key informants and 12 CLP administrators, surveys of 65 Funding Recipients and 10 organizations that have not received LY funding, and three focus groups with 7 RPP recipient organizations, 4 TAP recipient organizations, and 5 CLP administrators. Secondary data sources included documents and files provided by LY such as program policies and guidelines, funding reports, strategic and operating plans, application forms, etc.

### C. MAJOR FINDINGS

The major findings of the evaluation are as follows:

**Given that there are numerous funding partners and a range of funding programs, some of which are very broadly defined, there is a potential for overlap in the scope of various programs and missed funding opportunities.**

Our internet search identified over a dozen funding programs supporting arts, sport and recreation programming in Yukon. While most of them are clearly defined and differentiated from LY funding, some categories of funding are broad enough in scope and may fund activities similar to those funded by LY. This can result in duplication of efforts but more importantly it creates a burden for clients who apply to several different funding programs for the same project and creates confusion around eligibility requirements.

Meanwhile, various gaps were identified related to the assistance available for arts groups traveling to competitive but non-adjudicated arts events, the level of funding available under TAP for rural communities and out-of-Yukon travel, the limited capacity of some communities to create and deliver programming and administer CLP funding, and limited access to funding, due to a lack of awareness, amongst organizations serving specific groups such as youth, immigrants, and the LGBTQ community whose primary mandate is not arts, sport or recreation.

**There appears to be a misunderstanding or lack of awareness of specific LY program requirements.**

Although most of the organizations surveyed (80%) that did not apply for LY funding were aware of the funding programs at the time of the survey, most believed they were not eligible for funding but could not explain what criteria made them ineligible. Given that most organizations apply to a range of funding programs, each with their own set of differing requirements, it is not surprising that some respondents misinterpret or are confused about the requirements for LY funding programs. In both the RPP and TAP focus groups, participants discussed different funding sources and sought clarification of various program requirements from each other.

**There are opportunities to improve application and reporting processes for LY funding programs.**

The applications and reporting requirements cause significant burden on organizations, particularly those that depend on volunteers for administrative support. This may be particularly challenging for organizations that apply to multiple programs and have to prepare reports for other funders. The LY applications and reporting requirements should be streamlined to include reporting on what has been done in previous years, where applicable. This could reduce the burden of reporting, and improve tracking of the type of projects and the diversity of activities and groups, individuals and organizations supported.

**The Lotteries Yukon funding programs have had a significant impact on the availability and diversity of arts, sport and recreation programming.**

The document and file review shows that, in just over three years, RPP supported 129 arts, sport and recreation projects, and TAP funding supported, on average, 43 non-profit organizations and approximately 1,000 individuals traveling to 81 competition or adjudicated events. The CLP is largely perceived as very effective in helping local governments respond to the needs of communities related

to arts, sport and recreation programming. Over 70% of the RPP and TAP funding recipients, and 90% of CLP administrators surveyed reported that LY funding programs have a high to moderate impact on increasing availability and diversity of arts, sport and recreation.

**The Lotteries Yukon funding programs contribute to increased access, participation and engagement of Yukon residents in arts, sport and recreation programming.**

Over 70% of funding recipients and all CLP administrators surveyed reported that Lotteries Yukon funding programs have a high to moderate impact on participation and engagement of Yukon residents in arts, sport and recreation activities. More athletes, artists and residents are able to discover and engage in a broader array of arts, sport and recreation activities as a result of LY funding programs. The programs contributed to increased number of art projects, increased exposure to competition, and better equipment resulting in improved skills and performance by athletes.

**Some aspects of the RPP, specifically equipment funding, contributed to increasing organizational capacity to deliver programming.**

RPP funding for equipment has impacted organizational ability to deliver arts, sports and recreational programming. It has allowed organizations to provide new and improved arts programming, and introduce new sports and recreational activities. Improved infrastructure contributes to sustainability and better quality of programming. The impact of LY funding programs on the sustainability of the recipient programming is inherently limited given that the intended priorities of Lotteries Yukon funding programs are more focused on filling the gaps in programming, ensuring diversity of activities and potentially expanding programs to increase access, and providing support for traveling expenses.

## **D. RECOMMENDATIONS**

The evaluation has identified potential areas for improvements and future consideration:

- **In collaboration with other funding partners, Lotteries Yukon should develop a more strategic approach to funding for arts, sport and recreation projects and activities in Yukon.** The strategy should include the following:
  - Allocating an appropriate level of funding for low risk, high impact, on-going events and projects under RPP;
  - Ensuring the travel assistance funding levels and other barriers to accessing funding are addressed;
  - Addressing issues related to the differing capacity of organizations and communities in creating relevant arts, sport and recreation programming, and utilizing LY funding;
  - Setting clear priorities for funding programs and ensuring that new and emerging arts, sport and recreation organizations and programs can access the support they need.

- **An online application and reporting system should be developed.** Providing an online platform for applicants could help reduce paperwork and administrative burden for organizations applying for funding.
- **The application forms for returning clients should be revised to collect data on the outcomes of previous year activities.** Over time, this would streamline reporting and allow for a more comprehensive understanding of both project and program impacts.
- **LY should continue and, if possible, strengthen its efforts to work more closely with funding partners to share information and enhance understanding of the longer-term impact of all Lotteries Yukon investments.**

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## I. INTRODUCTION

### A. BACKGROUND

The Yukon Lottery Commission (Commission) is responsible for the conduct and management of inter-jurisdictional lotteries in Yukon and the allocation of profits from the sale of lottery tickets. Profits from the sale of lottery tickets are used to support arts, sport and recreation. The Commission's mandate is derived from the *Public Lotteries Act* and the *Public Lottery Regulations*. The Commission carries out its mandate through its Secretariat, Lotteries Yukon.

As an arms-length body of Yukon government, the Commission is responsible for the design, implementation and evaluation of three funding programs administered by its Secretariat, Lotteries Yukon. In addition to allocating funding to the three Lotteries Yukon funding programs, the Commission also establishes methods for allocating lottery profits shared with Yukon government for arts, sport and recreation.

Lotteries Yukon's three funding programs are:

- **Recreational Projects Program (RPP)** –provides funding assistance to projects in the areas of amateur level sports, physical fitness activities and recreation, and to performing, visual or literary arts.
- **Travel Assistance Program (TAP)** –provides funding assistance for travel to arts, sport or recreation competitions and adjudicated events.
- **Community Lottery Program (CLP)** - provides funding assistance for community arts, sport and recreation.

### B. PURPOSE AND SCOPE OF THE EVALUATION

The purpose of the Lotteries Yukon evaluation was to determine: 1) if intended immediate and intermediate outcomes of the programs are being met, and 2) whether there are gaps in the current Lotteries Yukon (LY) funding programs design or delivery. It is expected that the evaluation results will allow the Commission and Secretariat to identify the strengths and challenges of the existing programs, and potential options for improvement. Specific questions that were assessed in this evaluation are presented in Table 1 below.

**Table 1: Evaluation Questions**

Key Areas of the Review	Evaluation Questions
Design and Structure	<ol style="list-style-type: none"> <li>1. Is the design of the funding programs effective in ensuring equitable access to funding?</li> <li>2. Does the current program design (scope, criteria, supports) contribute to achieving program objectives?</li> </ol>



Key Areas of the Review	Evaluation Questions
	3. Are there <b>gaps</b> in the programming available for arts, sport and recreational activities? 4. Is the program structure effective in ensuring <b>accountability</b> for the programs funding?
<b>Immediate Impacts</b>	5. To what extent have the programs had the intended impact on the recipient organizations in terms their <b>capacity to deliver</b> arts, sport and recreations activities? 6. Increasing local government <b>capacity to respond to the needs</b> of communities related to arts, sport and recreation? 7. To what extent have the funding programs contributed to <b>increased availability, diversity and access</b> to special projects and participation in adjudicated events and competition
<b>Intermediate Impacts</b>	8. To what extent have the funding programs contributed to <b>increased participation and engagement</b> of Yukon residents in arts, sport and recreation? 9. Are the arts, sport and recreation activities funded more <b>financially viable and sustainable</b> ? 10. What factors contribute to or constrain achievement of outcomes?
<b>Opportunities for Improvement</b>	11. How can the design, structure and approach to funding arts, sport and recreational activities be improved to better serve Yukon residents?

The evaluation was designed to focus on the immediate and intermediate outcomes of the programs with the understanding that long-term outcomes are more challenging to evaluate and will be considered at a later date through a different process. The evaluation approach is primarily outcome-based, although there is some focus on program design and delivery. The evaluation is focused on three years of programming (fiscal 2012-13 to 2014-15) due to a number of changes to the programs, primarily the RPP, that were made approximately three years ago.

### C. METHODOLOGY


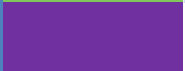


The methodology used to conduct the evaluation included a mix of primary and secondary data sources. This mixed approach is designed to balance the use of quantitative and qualitative data, and to ensure that findings and recommendations of the evaluation are based on more than one single data source. The methodology used to conduct the evaluation included:

- **Document and File Review.** Lotteries Yukon (LY) annual reports, briefing notes, program policy documents, strategic and operating plans and standards, project assessment documents, application forms, reports, and audits were reviewed. The documents and file review was used to develop a profile of the funding programs, stakeholders and other partners, and program users.
- **Interviews with 11 Key Informants.** Interviews were conducted with seven Lotteries Yukon staff and Commission members and four additional key informants, including representatives

from the Revenue Sharing Partners (Yukon government departments of Tourism and Culture, and Community Services), and a representative of the Community Development Fund (CDF). These key informants were invited to complete the interview by phone or online on their own time.

- **Interviews of 12 CLP administrators.** Out of 20 CLP municipalities and local authorities invited to participate in the interview (either by phone or online), 12 responded resulting in a 60% response rate. The respondents have various roles in their communities including sitting on a village or municipal council, board of directors of a local authority or recreation committee, recreation directors/managers, community coordinators, and municipal government representatives. Most of the respondents have been involved in CLP funding administration for a long time (apart from 2 respondents all have been involved in the CLP every year over the last 5 years). Half of the respondents administer CLP funding through an application driven process, while 3 use CLP funding to direct program delivery, and 3 have both an application driven process and direct program delivery.
- **Survey of 65 Funding Recipients.** The survey of funding recipients was conducted between April 18<sup>th</sup> and May 13<sup>th</sup>, 2016 using a customized online survey system. Invitations were sent to 129 individuals representing non-profit organizations that received Lotteries Yukon funding in the past 5 years. Of those, a total of 65 respondents completed the survey in full, resulting in a 50% response rate. As illustrated in Table 2 below, the non-profit organizations responding to the survey have participated in various LY funding programs, with the largest overlap between CLP and RPP programming. Only 8 representatives indicated applying for both RPP and TAP funding.

**Table 2: Participation in Lotteries Yukon Programs by Survey Respondents**

Response	Chart	Percentage	Count
Community Lottery Program (CLP)		52.3%	34
Recreational Projects Program (RPP)		52.3%	34
Travel Assistance Program (TAP)		33.8%	22
Both RPP and TAP		12.3%	8
<b>Total Responses</b>			<b>65</b>

Based on the feedback received from some of the organizations (approximately half of the respondents), the type of projects being delivered over the last three years, have been equally divided between sport and recreation. About 35% of respondents reported delivering arts related projects (e.g. music, theatre, performing arts, and equipment for these events, etc.), and 12% reported delivering projects related to specific groups (e.g. seniors, French-speaking Yukon women, special needs). About half of the respondents (49%) are regular LY funding recipients, having received funding almost every year over the last 5 years and about a quarter of recipients reported receiving funding for occasional, one-off projects only once in the last 5 years.

- **Survey of 10 Non-Recipients.** Out of the 55 organizations invited to participate in the survey, 10 responded resulting in an 18% response rate. Non-applicants are typically difficult to engage because they are usually not familiar with the organization or the funding and have little to no interest in improving organizations of which they are not associated or familiar with. Non-applicants received at least 3 e-mail reminders to participate in the evaluation, and some received follow up phone calls.
- **Focus Groups with RPP, TAP and CLP recipients.** A total of 16 funding recipients participated in three focus groups: 7 for RPP, 4 for TAP, and 5 CLP administrators. All focus groups were conducted in Whitehorse; one session was held on May 7th and the other two sessions were held on May 9th. Invitations were extended to recipients from outside of Whitehorse for all focus groups, with LY covering travel costs.

#### **D. LIMITATIONS OF DATA**

Although we were able to obtain high response rates for funded recipients, there is the potential of bias for those respondents who have received LY funding for some time and, therefore, have a vested interest in ensuring that the funding continues uninterrupted.

A challenge for Lotteries Yukon has been to secure an adequate system for collecting, tracking and reporting on program results. Most of the data collected is related to the funding amount, budget allocation and outputs of activities (e.g. number of athletes traveling). There is limited information being collected systematically on the outcomes of funded activities (e.g. some outcome indicators such as number of participants in the events, skills developed, and new arts programs implemented are not tracked). The outcome information collected as part of this evaluation is therefore mostly based on primary, self-reported data which should be interpreted with a degree of caution.

#### **E. STRUCTURE OF THE REPORT**

This report presents a summary of the findings from interviews, surveys and review of documents and files. Following this introduction (Chapter I), the report is structured as follows:

- Chapter II provides an overview of the main findings of the evaluation related to the design, structure and outcomes of the LY funding programs.
- Chapter III discusses implication of findings and potential future directions for the funding programs.
- Appendix I includes summarizes various funding programs available for arts, sports and recreation in Yukon, and Appendix II includes a master logic model developed for the purpose of this evaluation.

## II. MAJOR FINDINGS OF THE EVALUATION

This chapter summarizes findings from the document and file review, interviews, surveys and focus groups engaged over the course of the data collection phase of the project. Overall, these findings are organized by evaluation issue, first addressing the design and structure of the LY funding programs, followed by the achievement of outcomes. Within each of these areas, relevant findings and notable similarities or differences are identified for each of the RPP, TAP and CLP.

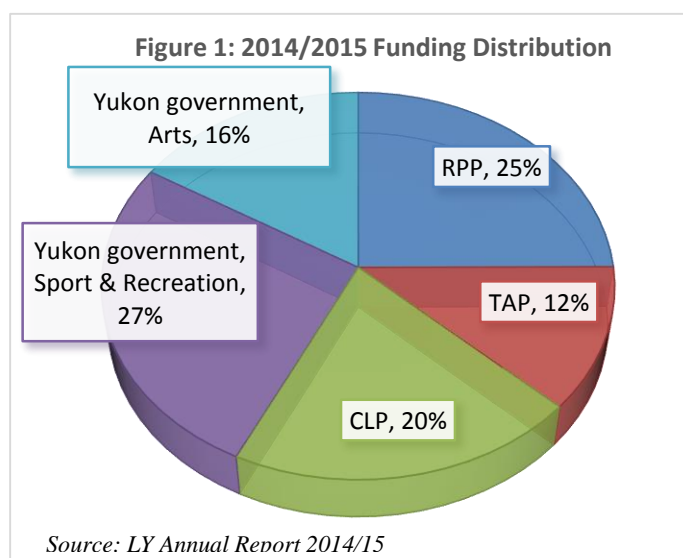
### A. DESIGN AND STRUCTURE

The following section describes the evaluation findings with respect to the design and structure of the Lotteries Yukon funding programs. Specifically, we discuss the strategic position of LY funding in relation to other partners, appropriateness of funding levels, awareness of LY funding programs, and potential gaps and appropriateness of the program structure with respect to the application and reporting requirements.

#### ***Yukon Lottery Commission Approach to Funding Arts, Sport & Recreation***

The Yukon Lottery Commission is mandated to provide for community-based programming and funding assistance for arts, sport and recreation in Yukon. The Commission fulfils its mandate through direct program delivery of three programs: Recreational Projects Program, Travel Assistance Program and the Community Lottery Program, and by sharing lottery revenues with Yukon government to supplement government programming for arts, sport and recreation. The sharing of lottery revenues is provided through:

- **Lottery Revenue for Arts** administered by the Department of Tourism and Culture, Cultural Services Branch. The funding is provided to the Yukon Arts Advisory Council that recommends funding applications to the Minister of Tourism and Culture. Lottery revenue is used to support the Arts Operating Fund and the Advanced Artist Award.
- **Lottery Revenue for Sport and Recreation** administered by the Department of Community Services, Sport and Recreation Branch. The funding is provided to the Yukon Recreational Advisory Committee that make recommendations to the Minister of Community Services. Lottery revenues contribute to funding programs for sport governing bodies,



recreation groups, high performance athletes and officials, and Sport Yukon.

As illustrated in Figure 1 above, the distribution of Yukon Lottery Commission revenue included \$1.13 million in total contributions to communities/applicants accounting for 57% of total funds, and \$0.85 million or 43% of total funds were transferred to revenue-sharing partners.

In 2014, the Yukon Lottery Commission/Lotteries Yukon established a Memorandum of Understanding (MOU) with the Departments of Tourism and Culture and Community Services. This MOU is a strategic tool intended to formalize the relationship between the three Yukon government departments with respect to revenue-sharing, collaboration, communication, recognition standards and reporting. The MOU also provides a basis for working together on strategic issues that benefit the arts, sport and recreation sectors in the territory.

**Apart from TAP recipients, most organizations receive support from other funders for the projects funded by RPP and CLP programs. The design and focus of various funding programs are perceived to be complementary.**

Organizations delivering arts, sport and recreation programming are generally required to secure funding support from other sources for the projects supported by RPP and some CLP supported programming<sup>1</sup>. It is not surprising then that 63% of RPP recipients and all CLP recipients reported receiving other sources of funding to support the same projects funded by LY, as opposed to only 19% of TAP recipients. For RPP, Government of Canada was the most commonly identified source of other funding (33% of surveyed recipients), followed by Yukon government's Arts Unit (30%) and Sport and Recreation Branch (26%). Other sources, mostly private sector sponsorships, were identified by 33% of respondents.

Commission members, LY staff, funding partners and other key informants interviewed were all familiar with several other funding sources for similar activities to those covered by LY programs. Overall, these are largely viewed as complementary rather than duplicative of Lotteries Yukon's programs.

Some of the most apparent differences between the LY funding programs and programming supported by LY funding partners is the focus of the support as expressed through eligibility criteria. For example, within the arts sector, Yukon Department of Tourism and Culture's Arts Operating Fund is used to support operational funding needs of organizations that LY programs do not cover, while RPP is more focused on equipment and special events. Likewise, the Department of Community Services' Sport and Recreation Branch provides the Community Recreation Assistance Grant (CRAG) core funding to local authorities, whereas CLP provides communities with capacity to deliver arts, sport and recreation projects or programs.

**63% of RPP  
funding recipients  
receive support  
from other  
funders while  
only 19% of TAP  
recipients do.**

<sup>1</sup> CLP - Local authorities and municipalities have the discretion to require or not require that projects leverage funding from other partners.

The table in Appendix I provides a detailed description of the funding programs available to communities and non-profit organization in Yukon through Lotteries Yukon and various Yukon government departments including, Tourism and Culture, Community Services and Economic Development. In total, excluding LY funding programs, there are about seven funding avenues and supports for organizations to obtain funding for arts programming through Cultural Services Branch. Similarly, Sports and Recreational Branch offers multiple funding programs to support organizations offering sport and recreation programming. In addition, Community Development Fund (CDF) provides funding to Yukon communities and various organizations for a wide range of projects and events that have social, cultural and economic benefits for Yukon residents and communities. Just over 10% of surveyed LY funding recipients reported receiving funding through CDF for the same project funded by LY.

**Given that, historically, the three LY funding programs largely support the same organizations as other funding partners, and that many LY supported projects are often supported by other funders, there is a risk of potential overlap. The absence of a strategic and collaborative approach to funding can result in missed opportunities and potential gaps.**

Many organizations are ongoing users of the LY funding programs and consider it a “core, integral part” of the success of their programming or events. According to the focus group results, close to half (46%) of RPP recipients received funding almost every year over the last 5 years. Similarly, half (55%) of the TAP recipients also received funding every year in the last 5 years. Another indicator that organizations are ongoing users of LY funding is that when asked how they first became aware of the LY funding programs, 63% of funding recipients surveyed said their organizations have been applying for this type of funding for a long time.

**There is a risk of potential overlap in funding for RPP and gaps in support for certain groups and activities. More strategic and collaborative approach to funding is needed.**

Most of organizations surveyed received funding through multiple LY funding programs (more than half of all RPP recipients, most of which are located in Whitehorse, also received funding from CLP through the City of Whitehorse) and other funders for the same projects. The level of financial support and involvement of various partners and agencies varies across the funding programs. For example:

- Lotteries Yukon funding, specifically the RPP, is largely perceived by key informants as a ‘top-up’ funding that helps organizations develop and implement specific projects or acquire appropriate equipment that will support program delivery. The funding data shows that LY funding indeed support a relatively small percentage of total RPP project costs. On average, LY funding supported 11% of total RPP project costs for recipients in 2012, 15% in 2013 and 17% in 2014. However, one organization received funding for events every year from 2012 to 2015 in total amounts of over \$50,000 while at least a few organizations receive over 45% of total funding for projects not related to equipment purchases. While this is not necessarily problematic in itself, it illustrates how the scope of the funding may transcend what would be



considered 'top up' funding. This is specifically the case in funding for larger events and festivals that require significant investment year after year, but are also supported by a wide range of partners and sponsors. Focus groups participants echoed that RPP funding is an essential part of delivering festivals and events as well as purchasing critical equipment.

Key informants identified potential overlap in funding scope between LY programs and funding partners. For example, CDF is quite broad in its scope and may fund capital projects that could also be funded through RPP, while RPP and the Arts Fund may provide support to similar arts projects. Some aspects of Community Recreation Assistance Grants may overlap with CLP funding (e.g. both programs target communities, are allocated based on population and while CRAG is mostly focused on operational and facilities funding, the discretionary funding category could be used for similar programming funding by CLP). Other key informants noted that specific projects rely heavily on LY funding (e.g. major events) which creates pressure on the LY funding scope. While there might be a need for LY to continue to fund certain projects at higher levels because of their reach and impact, such projects should be considered an opportunity for funding partners to work together and ensure that the funding falls more consistently within their respective scope and mandate.

TAP funding is largely used for sport and recreation travel. For example, in 2012-13 there were only two arts related recipients (one dance and one band group), representing 18% of total TAP funding. Some key informants, including LY staff and funding partners, and TAP recipients identified the gap in support for arts groups traveling to competitive but not formally adjudicated arts events.

- CLP funding is used to address specific community needs as they relate to arts, sport and recreation. A wide range of strategies and criteria are applied across communities to determine the funding needs under CLP. However, there is little variation in the type of projects or programming funded through CLP from year to year (50% of CLP administrators surveyed noted there are some variations in projects supported from year to year, and 25% reported little variations in projects supported), which indicates that a substantial portion of funding is used for on-going community needs. When deciding which projects to fund, most CLP administrators consider projects that have been historically funded, level of access to programming, benefits to communities although some communities apply rigorous application criteria and formal adjudication processes in decision making.

Overall, very few programming gaps have been identified that could be directly addressed by Lotteries Yukon funding programs (e.g. gaps related to operational and core funding). Only 18% of funding recipients identified gaps in programming while 67% said that they are not sure whether other organizations less successful in obtaining funding, may be facing funding gaps. For example, some key informants noted that barriers to accessing funds might exist for some organizations because of the difficulties in finding volunteers or volunteer burnout, and/or securing funding for operations that cannot be run by volunteers. A few respondents suggested that organizations serving specific groups such as immigrants, youth or LGBTQ community may not be accessing LY funding

because they are not considered arts, sports or recreation providers. Although RPP guidelines specifically indicate that “registered Yukon non-profits whose primary mandate is not arts, sport or recreation may be eligible for funding”, these organizations may not be aware of the eligibility criteria as discussed in the following paragraphs.

**Awareness of the Lotteries Yukon funding programs seems to be high, although understanding of specific program requirements across different funding agencies and programs may be low.**

As noted earlier, LY recipients receive funding from more than one LY funding program and multiple funding partners. Close to two-thirds of RPP recipients also receive funding through CLP, and 15% of all organizations surveyed receive funding from all three Lotteries Yukon funding programs. In addition, close to half of RPP applicants applied to two or more other funding sources for the same project. About a dozen other funding programs (e.g. YRAC funding categories, YS4L, Yukon Arts Fund, CDF, etc.) were identified by funding recipients through which they obtain funding. This caused some confusion over the specific programming and eligibility criteria evident by some respondents commenting on the programs other than Lotteries Yukon funding programs. Focus group sessions in Whitehorse for all three groups involved some degree of informal information sharing about what criteria were for LY’s RPP, TAP and other funding programs available in Yukon, highlighting both broad reliance on a range of funding sources, as well as some confusion related to requirements.

Most of the organizations surveyed (80%) who did not apply for funding were already aware of the Lotteries Yukon funding programs through word of mouth, or previous involvement in community

**Limited understanding of LY program requirements by recipients may stem from the number of different programs, categories of funding and partners to which organizations are applying.**

organizations. When asked why they never applied, most said they don’t fit the requirements or are not eligible for funding but were not able to explain why they are not eligible. It should be noted that a relatively small number of non-applicants was engaged for this evaluation, and further engagement is needed to better understand why they are not applying.

Nearly two-thirds of funding recipients are aware of Lotteries Yukon funding because their organizations have been applying for this funding for a long time. Other recipients became aware of LY programs through word of mouth, other funders and through community organizations. A few funding recipients noted that they did not apply for funding more often because they have forgotten about, or were not aware of TAP. Some RPP recipients did not apply for CLP funding (from municipalities and local authorities) as they were not sure if they would be eligible; how often an application can be submitted; or if they would be eligible for RPP funding if different activities were identified.

### ***Appropriateness of Funding Levels***

**The funding levels are perceived to be appropriate, although some limitations were identified**



**specifically with respect to TAP funding and overall funding options for arts.**

The funding approval rate (calculated as a percentage of funding approved over funding requested) or funding utilization rates (calculated as percentage of funding claimed over funding approved), are good indicators of appropriateness of funding allocation. Analysis of funding data shows that overall funding approval rates for RPP, and funding utilization rates for TAP and CLP are relatively high across the programs, with some expected variations over the years.

The evaluation findings with respect to funding levels and perceived appropriateness of funding are as follows:

- Recreational Projects Program** – The rate of approved funding as a percentage of amount requested is relatively high and consistent, ranging from 86% to 91% over the last three years. The approved rate for arts and sport was over 90% while approved funding for recreation was somewhat lower in 2014, dropping from over 90% in the previous year to 67%. With respect to the funding distribution across disciplines, the arts sector received the highest level of total RPP approved funding, between 44% to 51% across three years, followed by sport (17% and 24%) and recreation (26% to 36%). The RPP funding for equipment doubled over the three years, from about 20% in 2012 to over 40% in 2014<sup>2</sup>. Table 3 below summarizes RPP funding by discipline over three years for each year: 2012-2014.

**Table 3: RPP Funding Requested and Approved by Discipline over Years**

Fiscal Year	Discipline	Requested	Approved	% Approved	Distribution across Disciplines
2012	Arts	\$206,545	\$197,641	96%	51%
	Sport	\$71,930	\$66,908	93%	17%
	Recreation	\$148,253	\$122,516	83%	32%
	<b>Total</b>	<b>\$426,728</b>	<b>\$387,065</b>	<b>91%</b>	<b>100%</b>
2013	Arts	\$198,912	\$183,130	92%	44%
	Sport	\$94,391	\$82,815	88%	20%
	Recreation	\$161,511	\$146,901	91%	36%
	<b>Total</b>	<b>\$454,814</b>	<b>\$412,846</b>	<b>91%</b>	<b>100%</b>
2014	Arts	\$257,620	\$244,497	95%	50%
	Sport	\$119,350	\$118,356	99%	24%
	Recreation	\$193,021	\$129,304	67%	26%
	<b>Total</b>	<b>\$569,991</b>	<b>\$492,157</b>	<b>86%</b>	<b>100%</b>

Over 75% of RPP funding recipients surveyed perceive the funding to be appropriate, while 39% noted that funding is highly appropriate, and 37% noted the funding is somewhat appropriate. Close to a quarter of surveyed RPP funding recipients reported that they were

<sup>2</sup> Note that the percentages related to equipment funding are estimated numbers derived from the description of the funding projects in the RPP database.

not always able to use the full amount of funding allocated due to difficulties in estimating costs during planning the project and changes in project scope during the implementation. Other reasons for not fully expending approved RPP funding include unexpected additional in-kind support covering some of the expenses originally approved for LY funding and there being no flexibility to reallocate these funds as the RPP criteria sets specific thresholds on expenses.

- **Travel Assistance Program** - On average, 82% of TAP funding approved was claimed over the three years, ranging from 87% in 2012-13 to 75% in 2014-15. During this timeframe, a wide range of sport and recreation disciplines took advantage of TAP funding. The three leading disciplines, hockey, soccer and volleyball, accounted for 50% of total funding in 2012/13. Only 5% of TAP recipients surveyed said they were not always able to claim the full amount of funding approved, with the most common reason being fewer people travelling to an event than was originally anticipated.

**Table 4: TAP Funding Overview**

TAP	2012-2013	2013-2014	2014-2015	Average
Amount approved	\$198,961.87	\$203,471.08	\$223,570.64	\$208,667.86
Amount claimed	\$173,469.75	\$168,152.67	\$167,563.38	\$169,728.60
Amount unclaimed	\$25,491.00	\$35,316.00	\$56,008.00	\$38,938.33
<b>% claimed of funding approved</b>	<b>87%</b>	<b>83%</b>	<b>75%</b>	<b>82%</b>

Out of 49 TAP recipients surveyed, over half (55%) reported that the funding levels are appropriate, while 33% did not respond and 12% said the funding levels are inappropriate. Those who felt the funding levels were inappropriate described the following TAP limitations:

- *Amount is low relative to the actual travel costs* – The amount of funding should be closer to 50% of costs or should cover the entire cost of travel, particularly for youth that rely on TAP as the only source of funding for travel. Some issues were raised with respect to covering travel expenses for those traveling from rural communities. The concerns were that the coverage for mileage is too low and that those travelling from rural communities generally incur more expenses versus their Whitehorse peers, especially for out-of-territory travel.
- *Gaps in eligibility criteria* - The eligibility for one trip annually outside of Yukon should be expanded to two trips per year, and travel for non-adjudicated arts groups should be included in eligibility criteria. While many arts activities are juried and competitive at the selection stage, many festivals or showcase events themselves are not which eliminates travel for these activities from TAP consideration.

**Funding levels and eligibility for TAP funding should be expanded.**

- **Community Lottery Program** - For the timeframe of this evaluation, the CLP allocation was capped at about \$400,000 annually. As Table 5 illustrates below, the utilization rates dropped from 96% in 2012-13 to 81% in 2014-15. Of the 20 Yukon communities eligible for CLP funding, 8 are municipalities, while 12 are governed by local authorities<sup>3</sup>. Over the three-year period under review, 1 municipality and between 2 and 5 Local authorities were unable to claim their CLP allocation.

**Table 5: CLP Funding Overview**

CLP	2012-13	2013-14	2014-15	Average
Maximum amount	\$398,911	\$400,666	\$401,525	\$400,368
Amount Claimed	\$382,059	\$364,170	\$324,099	\$356,776
# of 8 municipalities claiming funds	8	8	7	-
# of 12 Local authorities claiming funds	10	9	8	-
<b>Overall % claimed of maximum amount</b>	<b>96%</b>	<b>91%</b>	<b>81%</b>	<b>89%</b>

While the funds disbursed via CLP are perceived by survey respondents to be proportional to the community's population and generally adequate, some challenges were noted with respect to the ability of local authorities to administer and fully utilize the CLP funding allocated. Unfortunately only one community that was not able to claim funding participated in the CLP interviews noting that they had difficulties in claiming funds one year due to a missed reporting deadline. Key informants perceive this to be an indication of a lower local capacity to administer the CLP funds among smaller communities. Some CLP focus group participants expressed a desire to work more closely with LY and other funding partners to increase their capacity to develop programming that is eligible for funding, or share best practices from others to encourage new and innovative arts, sport and recreation projects and activities.

### ***Application Requirements and Reporting***

**There are opportunities to improve application and reporting processes for LY funding programs.**

Although application and reporting requirements are generally perceived easy by both RPP and TAP funding recipients, 20% of all surveyed funding recipients reported difficulties completing funding applications and meeting the reporting requirements.

RPP focus group attendees were divided on their perception of application and reporting requirements. Some experienced, larger organizations reported that RPP application and reporting

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<sup>3</sup> 3 Yukon municipalities include Carmacks, Dawson City, Faro, Haines Junction, Mayo, Teslin, Watson Lake and Whitehorse. Local authorities include Beaver Creek, Burwash Landing, Carcross, Destruction Bay, Keno, Lorne Mountain, Marsh Lake, Old Crow, Pelly Crossing, Ross River, Tagish and Upper Liard.

requirements are reasonable compared to federal programs, while representatives from smaller organizations described challenges mostly related to the amount of time required to meet the LY application and reporting requirements. Despite some the challenges identified, RPP focus group participants unanimously expressed their gratitude to LY staff for ongoing support and help with both the application and reporting processes.

Overall, the most commonly identified difficulties were the time required and support necessary to complete applications. This is particularly difficult for volunteer run organizations that don't have the capacity or experience in completing funding applications. Issues related to specific funding programs were identified and are described below:

- RPP funding recipients reported that the application lacks clarity with respect to estimating expenses, specifically related to the forecasting of expenditures for projects. For example, RPP funding recipients reported having difficulties estimating specific expenses for festivals because the price may change after the application is submitted. There was also uncertainty regarding eligibility of certain expenses (e.g. wages). Some RPP focus group participants found the forms unclear and formatting difficult to use, and noted that application forms can't be saved online and then simply updated in the next cycle. A few key informants suggested that itemizing each expense seems to be too burdensome for some organizations. Surveyed RPP recipients also noted that sometimes the amount of funding received through LY does not warrant the amount of time and effort needed for the application and reporting requirements.
- Some TAP representatives reported difficulties with the reporting requirements, specifically related to gathering receipts from all of the athletes and coaches/chaperones traveling to an event. This can be particularly burdensome when there are large groups of teams attending more than one event. Lack of flexibility was also noted as problematic. For example, it can be difficult to add athletes not on a pre-approved travel list.
- Lotteries Yukon requires municipalities and local authorities to report on programs/projects or activities supported by CLP and those planned for the next fiscal and provide approved financial reports. CLP administrators that distribute funding to non-profit organizations through an application process are required to provide a copy of the guidelines and application forms. Information collected by the municipalities and/or local authorities on funded projects and activities varies between those that use more formal avenues to allocate the funding to organizations delivering the programming, and those who directly deliver arts, sport and recreation programming. For the latter, the CLP projects are commonly monitored through expenditure tracking (e.g. part of internal accountability), and the information collected is generally aligned to the LY reporting requirements. The CLP administrators that have an application based program collect a wide range of information some of which include brief reports about programming, number of participants, type of project, project budget, volunteer information, expense reporting, performance record of athletes supported by the funding, donation request. About half of CLP administrators

interviewed suggested that more standardized tracking and reporting systems could be implemented to reduce the burden on CLP administrators (municipalities and local authorities) and recipient organizations. Our review of a sample of CLP reports show that while the current level of information collected may be sufficient for Lotteries Yukon to approve CLP funding, the information obtained is limited in providing a clear understanding of the type of projects and the diversity of activities and groups, individuals and organizations supported.

Commission members expressed that the current reporting requirements work well at the secretariat level (staff), while Commission board members rely on financials and quarterly summary reports completed by staff. The level of information provided appears to be adequate for decision-making purposes both at the staff and board levels, however respondents also acknowledged that the current process and database does not have the capacity to track 'results' or provide overall understanding of the reach and success of the funding programs.

There is an opportunity to streamline the application and reporting processes by creating an online system that would capture information required for assessing applications and managing accountability including reporting on outcomes. For example, CLP reporting could be streamlined so that all 20 communities report on similar indicators (e.g. # of different projects funded, # of groups, individuals, or organizations funded, type of activities, refused projects/activities, issues and gaps identified, estimated number of Yukoners reached by those activities or expected benefits, etc.). This information could then be easily rolled up and used to approve funding as well as illustrate the impact. Some TAP respondents suggested that an online system for TAP could improve access to information and help them track and organize relevant information (e.g. confirming whether all trip have been used for specific athletes).

**Developing more effective systems will require working with funding partners to help minimize the application and reporting efforts for applicants accessing multiple funding sources.**

## **B. OUTCOMES**

As per LY program documentation, Lotteries Yukon delivers three different funding programs that are intended to:

- Increase organizational and community capacity in arts, sport and recreation;
- Increase access and participation of all Yukon people in arts, sport and recreation;
- Improve/provide more community arts, sport and recreation infrastructure; and
- Sustain and contribute to the growth of arts, sport and recreation for Yukon people.

The findings of the evaluation are presented in the following section as they relate to these areas of impact, with immediate impacts focused on the extent to which LY funding programs contribute to availability and diversity of programming, and respond to the needs of communities related to arts,

sport and recreation. In intermediate terms, the programs are intended to increase access and participation, and engagement of Yukoners in the programming, and contribute to more sustainable and viable arts, sports and recreation activities in Yukon. Ultimately, the LY funding programs are intended to contribute to healthy and active communities. Assessment of the long-term impacts is beyond the scope of this evaluation.

**The Lotteries Yukon funding programs have had a significant impact on the availability and diversity of arts, sport and recreation programming.**

The most immediate impacts of the LY funding programs are related to increasing organizational capacity to deliver diverse programming. As illustrated in the following paragraphs the LY funding programs have provided financial support to numerous non-profit organizations for a wide range of events, festivals, equipment and programming. The funds have also provided an opportunity for Yukon people to travel to a variety of competitive and adjudicated events. More specifically, over the three years under review:

- RPP provided a total of approximately \$1.3 million in funding for 129 arts, sport and recreation projects. The funding supported, on average, 41 non-profit organizations and 43 projects each fiscal year over the three-year period. The number of organizations applying for funding increased from 36 in 2012 to 46 in 2014.
- TAP funding supported, on average, 43 non-profit organizations and approximately 1,000 individuals travelling <sup>4</sup> to 81 competitions or adjudicated events. TAP focus group participants described the funding as being critical to improving and diversifying access to competition and the associated skills (sport-specific techniques, as well as race and tournament strategy) that are developed by competing with peers outside of Yukon.
- The CLP is largely perceived as very effective in helping local governments and local authorities respond to the needs of their communities related to arts, sport and recreation programming. The flexibility of CLP funding allows the community to offer a wide range of programs and events, and create programming that responds to the needs of specific groups (seniors, youth) and helps maintain cultural traditions. CLP administrators engage with the community through various means (community feedback and consultations, requests from community groups and in-demand programs) to determine their funding needs.

Over 70% of the RPP and TAP funding recipients, and 90% of CLP administrators surveyed, reported that LY funding programs have high to moderate impact on increasing availability and diversity of arts, sport and recreation in their communities. They reported that the funding has allowed them to create programming, offer events and productions, increase exposure for local artists, bring new artists to their communities, have better equipment and improve safety for sport and recreation activities.

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<sup>4</sup> Note that the number of individuals traveling may be slightly overstated as one person can receive travel assistance under more than one discipline and via more than one organization.



**The Lotteries Yukon funding programs contribute to increased access, participation and engagement of Yukon residents in arts, sport and recreation programming.**

All three LY funding programs are perceived as being impactful, in various ways; increasing access to arts, sport and recreation and as such contributing to increased participation and engagement of Yukoners in related events and activities. More athletes, artists and residents are able to discover and engage in a broader array of arts, sport and recreation activities as a result of LY funding programs. Over 70% of funding recipients and all CLP administrators surveyed reported that Lotteries Yukon funding programs have high to moderate impact on participation and engagement of Yukon residents in arts, sport and recreation activities. Examples of the impacts of each program are as follows:

- **RPP funding** contributes to increased access to programming by helping organizations create new and high quality events and activities and, in some cases, take their programs or events on the road to other communities in Yukon. The funding also contributed to increased membership for some organizations in sport and recreation activities and increased attendance at events. For example, survey and focus group participants noted an increased ability to offer reduced or free programming such as workshops, live music, community dances, youth camps, and other events that contributed to engaging more youth, families and community members. Other examples of the positive outcomes of RPP that were raised through the survey include:
  - Increased ability of arts organizations to stage a wider range of performers, increase marketing, and develop overall more appealing productions (e.g., larger facilities, costumes, instruments);
  - Increased remuneration for artists and staff involved in the events which in turn increased the quality and participation in programming;
  - Increased exposure for local artists to local and out-of-territory audience members. The increased number and quality of events supported by RPP gives local artists more performance opportunities, resulting in not only increased exposure but also valuable experience;
  - Increased exposure to competitions which in turn increased skill, motivation and subsequent participation in sports activities;
  - Increased organizational ability to offer better training to athletes, better equipment and access to competitions; and,
  - Increased skills and performance of athletes due to improved equipment (e.g. one RPP recipient surveyed noted their athletes have performed very well at national events and have achieved gold medals at competitions as a result of new equipment funded by LY).

**The LY funding programs have been successful in increasing diversity and access to programming and engaging Yukoners in their communities.**

Focus group participants and key informants validated these positive outcomes and further expanded on the role that LY staff play in supporting these outcomes by facilitating access to

LY's funding programs. One focus group participant specifically related to no longer needing to invest in advertising for their event, as LY funding previously received has resulted in a high degree of repeat participants in their event, which now sells out shortly after being announced each year.

- **TAP funding** was described by funding recipients and key informants as having contributed to increased access and engagement of amateur athletes in sport and recreation events. In many cases, TAP has been instrumental in funding travel for those who would not otherwise have the opportunity to travel due to their financial situation. Other examples of the TAP impact include:
  - Some participants continued pursuing professional opportunities, and are more involved in dance and sports because they were given an opportunity to compete;
  - Opportunities for individual growth in terms of cultural, and leadership experiences that will be valuable throughout their lives;
  - Exposure to higher quality competition; and,
  - Greater motivation to train, and participate in their sport.

TAP focus group participants highlighted longer-term unintended positive impacts as well. Individual athletes competing and succeeding outside Yukon return home and serve as role models, inspiring younger athletes to aim higher with their sport aspirations. Examples of Yukon out-performing other jurisdictions on a per-capita basis in cross-country skiing and biathlon were raised. Some TAP focus group participants feel that they have to act competitively over TAP dollars, to ensure their top athletes attend and participate in their respective tournaments before the athlete's TAP funding 'runs out'. This speaks to the misunderstanding of the program requirements, as the TAP funding is limited to one application for out-of-Yukon travel and two applications for in-Yukon travel *per discipline* rather than *per athlete*.

For the arts sector, accessing TAP is a challenge. Few arts organizations access the fund as they typically have fewer formally adjudicated events and competitions to travel to, so TAP is not directly improving access, participation and engagement of Yukon residents in arts as it is for sport.

- **CLP funding** is intended to increase access to arts, sport and recreation by responding to the unique needs of communities. CLP administrators surveyed provided numerous examples of funding impacting community engagement, social inclusion and interaction:
  - Seniors are able to access music programs like the Seniors' Christmas Gala in one community, while youth are able to participate in archery and fencing programs that would otherwise have difficulty getting funded in smaller communities;
  - Youth music programs, like the one in Teslin, have provided youth an opportunity to participate in a different art form than they would normally be exposed to in a rural



- Yukon community. This has created an opportunity for community gatherings to enjoy the programming, which further bolsters community spirit and engagement;
- CLP has been used in some communities to deliver specific programming over a longer time frame. In Carcross, a pottery program supported by CLP has been running for over 14 years, and the community has seen some participating youth move onto attend college programs in the arts, something they attribute directly to the presence of the program;
  - Some communities leverage CLP much like TAP to supplement the financial costs for travel and registration for competitive and non-competitive sports events outside of their community, thereby creating opportunities for community members to participate in these activities who might not otherwise be able to afford it.

Overall, the LY funding programs are perceived to have broader impact on community health and well-being by engaging community members in arts, sport and various recreational activities. Survey respondents also identified unintended, longer-term economic benefits of LY-funded programming via tourism for events, and programs' contributions to maintaining cultural traditions (e.g., hunting) by offering traditional activities that provide learning opportunities for youth.

The LY funding programs are perceived to have moderate impact in Yukon's smaller, more geographically remote communities. These communities generally have limited capacity to develop and administer arts, sport and recreation programming, and face challenges in accessing funding. An opportunity was identified through the focus group, to increase LY engagement and information sharing with these communities. CLP administrators would welcome more support on maximizing the uptake and impact of CLP in their communities.

**Some aspects of the RPP, specifically equipment funding, contributed to increasing organizational capacity to deliver programming. However, as a suite of funding programs, the LY programs are limited in their scope to have a significant impact on sustainability of the arts, sport and recreation in Yukon.**

Funding for equipment via RPP was most frequently identified by recipients as being impactful in increasing organizational capacity to deliver projects. Focus group participants described how organizations collaborate to share and maximize the impact of equipment such as race timing equipment, event tables and chairs, and larger musical instruments or recording equipment. These cases initiate a 'ripple effect' where other organizations benefit from sharing resources, or adapt them for use in different activities. Key informant interviews reinforced the notion that funding support for equipment such as Tae Kwon Do mats and other sports equipment have longer-term impacts on the recipient organizations' capacity to deliver programming in a sustainable manner.

Some key informants and funding recipients reported that overall LY funding programs are limited in the level of impact they have on ensuring sustainability and long-term viability of arts, sport and recreation. They noted that many recipient organizations remain highly reliant on funds to support ongoing events or programs, while some organizations and communities continue to struggle with developing capacity to create programming and access and administer funding. When these

organizations turn to LY year after year, there is no added incentive to build this capacity that would ultimately see them become less reliant on external funding. Focus group discussions reflected on the modest growth in organizational capacity and sustainability as there has not been much of a reduction in reliance on LY funds over time, or changes in the types of activities for which organizations apply for funding.

The impact of LY funding programs on the sustainability of the recipients programming is inherently limited given that the intended priorities of Lotteries Yukon funding is not providing core, on-going and essential funding for organizations that would contribute to 'financial viability and sustainability of those organizations. There are currently no policies that clearly indicate the level of LY investment in funding programs intended to contribute to sustainability of arts, sport and recreation programming. It is rather implicit in program guidelines that LY funding support is intended to fill the gaps in programming, ensure diversity of activities and increase access to programming and events related to arts, sport and recreation.

### III. RECOMMENDATIONS

The evaluation findings illustrate that the Lotteries Yukon funding programs are impactful, well utilized and appreciated by community organizations delivering arts, sport and recreation activities. The system in place is effective in delivering funding and helping the Commission members make funding decisions. Recipient organizations had high praise for LY staff and their crucial role in facilitating funding access throughout the application and reporting process.

The evaluation has identified potential areas for improvements and future consideration:

- **In collaboration with other funding partners, Lotteries Yukon should develop a more strategic approach to funding for arts, sport and recreation projects and activities in Yukon.**

The analysis of evaluation findings suggests that although LY programs are largely complementary with programming support from other funders, there is some overlap in the scope of various programming and potential missed opportunities to support innovative, new programming, and communities and organizations facing capacity challenges. Building on a collaborative approach developed in the Partnership MOU, Lotteries Yukon and funding partners should develop a strategic policy with clear priorities for funding arts, sport and recreation in Yukon. The policy should address the following:

- **Allocating an appropriate level of funding for low risk, high impact, on-going events and projects under RPP.** Most of these types of projects are heavily supported by other funding partners, and are likely to have multiple private sponsors. Such projects are also well-established and have a high impact with respect to sustainability and participation. Lotteries Yukon should set a clear policy for ongoing, future support for such events.
- **Ensuring the travel assistance funding levels and other barriers to accessing TAP funding are addressed.** The funding amount and scope of TAP should be increased from the \$200 limit, in particular for rural areas and for more expensive out-of-territory travel. The TAP eligibility requirements should be expanded so that arts organizations traveling to non-adjudicated events are eligible for funding.
- **Working collaboratively with revenue sharing partners, and other funders to address issues related to differing capacity of organizations and communities in creating relevant arts, sport and recreation programming, and utilizing LY funding.** The communities and non-profit organizations accessing funding are diverse geographically, and differ in their capacity and experience in developing and implementing programming and applying for funding. Some communities have difficulty utilizing their allocated CLP funds. There is an opportunity to work

collaboratively with other funders to develop a strategy for addressing the capacity issues of various communities and organizations (e.g. sharing best practices, developing innovative projects, encouraging local organizations to develop programming, etc.).

- **Working collaboratively with revenue sharing partners, and other organizations, to set clear priorities for funding programs and ensure that new and emerging arts, sport and recreation organizations and programs can access the support they need.** Newly established organizations typically have greater difficulties in accessing funding and meeting funding requirements. Some organizations are not accessing LY funding because they don't meet the program requirements (e.g. not incorporated or registered NGO in the last two years) while others are concerned about how their programming, as it evolves, fits with the eligibility requirements for funding or whether they can apply every year. Setting clear priorities for funding programs will help reduce overlap in the scope of the LY programs and other funding programs available, and set clear guidelines and more easily differentiate LY programs from other funders in Yukon. For example, a portion of the funding could be dedicated, with clear priorities, to support smaller and more innovative projects and targeted programming.

- **Develop an online application and reporting system.**

Providing an online platform for applicants could help reduce paperwork and administrative burden for organizations applying for funding. This would allow applicants to enter information about their organizations once, and only update that information in subsequent applications when necessary. An online system would provide organizations with easier access to information. For example, if privacy concerns were addressed appropriately, it could allow organizations applying for TAP to access information about level of travel assistance an athlete has received in a given year. Experienced organizations will be able to apply with minimal staff involvement, while others could continue using paper format until sufficient capacities are built. An online application system would also help Lotteries Yukon staff in tracking information, producing reports and ensuring accountability. In addition to reducing the burden for applicants, online applications could help generate better data and improve monitoring of programming and activities.

- **The application forms for returning clients could include data on outcomes, which over time would streamline reporting and allow for more comprehensive understanding of both project and program impacts.**

For example, returning clients could be required to provide relevant outcome data on the previous year's programming (e.g. new activities developed, estimated number of participants, number of artists engaged, funding leveraged etc.). This approach will help ensure accountability while improving understanding on outcomes generated over time. It is

worth noting that the Recreation and Parks Association of Yukon (RPAY) has a mandatory online evaluation tool that funding recipients are required to complete with each funded project. Establishing a similar process could help build a valuable core set of data on which to strengthen and improve funding decisions, bolster collaboration and information sharing with revenue-sharing partners, and facilitate future evaluations.

- **Work with funding partners to share information and enhance understanding of the longer term impact of all Lotteries Yukon investments.**

Efforts should be made to build on recent initiatives, such as the Partnership MOU with the Yukon government Departments of Tourism & Culture, and Community Services, to establish more formal channels of communication and information sharing processes. This is particularly important given that the funding partners serve, directly or indirectly, many of the same organizations, and it is very difficult to isolate the impacts and attribute them to one particular funding program. Some key informants have called for a review of the whole funding system for arts, sport, and recreation. It would be useful if a more holistic approach to assessment of long-term impacts could be initiated in the future. This approach could include joint evaluations or shared long-term outcome reporting systems.

## **APPENDICES**

## APPENDIX I: Description of Funding Programs for Art, Sports and Recreation in Yukon

Department	Funding Programs Description
<b>Lotteries Yukon</b>	
	<ul style="list-style-type: none"> <li>• <b>The Community Lottery Program</b> is intended to enable municipalities and local authorities to make local decisions relevant to their community's needs and create equitable access to lottery revenues for all Yukon people;</li> <li>• Funding is used to support a wide range of programming including: sports tournaments and events, community events, art and other classes, arts performances, support for local clubs and equipment and travel expenses for youth or teams to participate in competitions.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>The Recreational Projects Program</b> provides funding assistance for arts, sport and recreation in the areas of amateur level sports, physical fitness activities, and recreation; and performing, visual, and literary arts.</li> <li>• Funding is provided for projects, special events, and minor equipment or minor capital/infrastructure expenses that are not part of the organization's regular operating costs;</li> <li>• Major projects: applications for equipment, new construction or renovations where the total project costs exceed \$50,000 may be funded up to 40% of total eligible costs to a maximum of \$50,000;</li> <li>• The funding allocation is application driven process and applications are accepted twice per year; April 15 and October 15.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Travel Assistance Program</b> assist Yukon people with accessing opportunities to compete and/or participate in adjudicated events.</li> <li>• A maximum of \$200 per eligible participant or support person for in-Yukon, Alaska and out-of Yukon travel</li> <li>• 10¢/km for ground travel from the departing community return or actual costs for groups traveling by bus (whichever is less);</li> <li>• The funding is available for support persons (coaches, managers, and chaperones): one support person per 20 or fewer adults; one support person per three persons with disabilities and one support person per 10 or fewer youth</li> <li>• Two applications per participant per discipline for In-Yukon travel; One application per participant per discipline may be for travel to Alaska and out-of Yukon travel-</li> </ul>
<b>Tourism and Culture, Cultural Services Branch</b>	
	<p>Cultural Services Branch via Yukon Arts Advisory Council (YAAC) and with LY funds, provides two funding programs:</p> <ul style="list-style-type: none"> <li>▪ <b>Arts Operating Fund</b> provides support to operating and program costs for non-profit societies primarily engaged in literary, visual or performing arts activities with on-going and year round activities</li> <li>▪ <b>Advance Artist Award</b> - assists individual Yukon visual, literary and performing artists practicing at a senior level with innovative projects, travel, or educational pursuits that contribute to their personal artistic development and to their community</li> </ul> <p>Other supports and grants provided by the Department include:</p> <ul style="list-style-type: none"> <li>▪ <b>Arts Fund</b> supports arts-related projects from arts collectives, organizations, industry associations and all other eligible groups planning an activity related to the literary, visual or performing arts;</li> <li>▪ <b>New Canadians Event Fund:</b> Eligible activities or projects include Yukon public festivals or events that celebrate communities of new Canadians and their cultures, and that demonstrate community involvement;</li> <li>▪ <b>Touring Artist Fund:</b> fosters the development of the arts by supporting literary, visual and performing artists, ensembles and companies to present their work publicly at professionally curated national or international exhibitions, concerts, festivals, or showcases</li> <li>▪ <b>Culture Quest:</b> This program invests in projects such as events, training and development, partnerships, and commissions towards developing more cultural products for local and outside</li> </ul>

Department	Funding Programs Description
	<p>audiences. It is not a funding program, but a creation fund that is utilized to initiate new programming and advance the development of the arts and heritage in Yukon.</p> <ul style="list-style-type: none"> <li>▪ <b>Cultural Industries Training Fund</b> is intended to help the Yukon's cultural industry address training needs that allow for economic activity (e.g. employment) or to increase productivity and service in the <i>for profit</i> or <i>labour force</i> component of the arts or cultural industries sector.</li> </ul>
<b>Community Services, Sports and Recreation Branch</b>	
	<p>Sports and Recreation Branch, Yukon Recreational Advisory Committee (YRAC)</p> <ul style="list-style-type: none"> <li>▪ <b>YRAC grants</b> are intended to support basic sport development initiatives and are structured to allow Yukon sport governing bodies (YSGB) flexibility in their use of funds. YRAC funding for YSGB is available in five categories: Athlete Development (provides funding for Out-of-Yukon travel); Leadership Development Organizational Development (administration), Community Development (special projects), facility operations and maintenance (if applicable);</li> <li>▪ <b>Yukon Sport for Life (YS4L)</b> Funding grants are intended to support enhanced sport development initiatives and is project-based funding. YS4L funding is available in four categories: Enhanced Athlete Development; Rural and Aboriginal Participation; Coaching Enhancement; Coach Salary Subsidy.</li> <li>▪ <b>The High Performance Program:</b> provides funding for eligible athletes who have demonstrated performance beyond the territorial level with potential for improvement at the provincial, national, or international levels. The highest level of funding assistance under this program is \$7,000 per athlete per year.</li> <li>▪ <b>The Elite Athlete:</b> Yukon athletes who are carded by Sport Canada are eligible to receive Elite Athlete funding. Funding assistance for Elite Athletes ranges from \$8,500 to \$11,000 per year based on carding level.</li> <li>▪ <b>In-Territory Travel Fund:</b> provides a travel subsidy for authorized travel for participants and coaches from communities who incur costs for travel to Arctic Winter Games trials, Yukon representative team travel and coach training opportunities, as well as travel for all Yukon championships that are held in the territory.</li> <li>▪ <b>Community Recreation Assistance Grant (CRAG) Funding</b> is a legislated grant under the Recreation Act that provides funding to support recreation in unincorporated communities. The funding is distributed on an annual basis. The amount of the grant is determined by a formula based on population. There are four categories of CRAG funding: Discretionary Recreation Grant; Swimming Pool Operations Grant; Salary Grant; Facility Operation and Maintenance Grant. Under CRAG, a Special Grant may be approved to assist with unique circumstances.</li> <li>▪ <b>Capital Recreation Funding Program</b> a small fund to assist unincorporated communities with repairs and upgrades to community recreation facilities.</li> </ul>
<b>Economic Development</b>	
	<ul style="list-style-type: none"> <li>• <b>Community Development Fund (CDF)</b> gives Yukon community, industry and professional associations; non-profit and charitable organizations and municipal and First Nations governments money for projects and events that support community well-being, create jobs, generate spending on Yukon goods and services, and have measurable social, cultural and economic benefits for Yukon residents and communities;</li> </ul>



## FWCO Management Consultants

