



Community Lottery Program Review

FINAL REPORT

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Executive Summary

The Community Lottery Program is an allocation-based fund that supports arts, sport and recreation in 19 Yukon communities. It is one of three direct funding programs delivered by Lotteries Yukon. A 2019 review found that the Community Lottery Program (CLP) currently meets, for the most part, the immediate and intermediate outcomes identified in the Yukon Lotteries Commission Funding Programs Logic Model. The review found, as did an evaluation in 2016, that the CLP encourages local decision-making and responsive programming for community arts, sport and recreation.

Through the Community Lottery Program, a wide-variety of arts, sport and recreational opportunities are possible. Section 2 explains that there is a reasonable balance in the availability of activities across the three categories of arts, sport and recreation. Differences in the use of CLP funds were observed during the review. For example, rural municipalities tend to invest more on sport, special events, and “one-offs” such as tournaments and workshops, while local authorities use their funds for ongoing programs and the purchase of small equipment, supplies, materials, and food. Three allocation-based programs fund arts, sport and recreation. Of these, CLP is most likely to be used for special events, small facility upgrades, and small equipment.

The Community Lottery Program review addressed five questions. Its analysis found that:

1. Due to the program’s flexible nature that encourages local decision-making, CLP funds appear to be equitably distributed across the Yukon.
2. The program supports a balance of arts, sport and recreation activities.
3. The variation between the type of activities taking place in Whitehorse, rural municipalities, and local authorities, demonstrates that decisions about how CLP funds are spent are informed by each community’s context and characteristics.
4. Minor revisions, such as improved accountability and reporting, may lead to a better understanding of ways to reduce barriers and increase participation.
5. There may be opportunities to increase coordination with other funding programs and, in turn, coordination may maximize the CLP’s impact.

In conclusion, the review recommends that the Community Lottery Program:

1. Maintain its flexible nature allowing communities to direct funding based on local priorities.
2. Improve accountability to ensure reports collect consistent information in a timely manner.
3. Make minor changes to the reporting template and develop an online tool.
4. Determine whether an increase to the 2015 CLP funding allocation is warranted.
5. Identify strategies that may reduce participation barriers related to travel costs.
6. Explore opportunities for a more coordinated approach between the CLP, CRAG and YLAP funding programs.

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1. Introduction

1.1 Background

Yukon's interjurisdictional lottery contributes greatly to the development and delivery of arts, sport and recreation throughout the territory. As shown in the Yukon Lottery Commission's Funding Programs Logic Model (Figure 1 on the following page), revenues make it possible for Yukoners to access and participate in arts, sport and recreation opportunities that foster healthy, active lifestyles.

The Yukon Lottery Commission is mandated to provide for community-based programming and funding assistance for arts, sport and recreation. Its administrative arm, Lotteries Yukon, oversees retail sales of lottery tickets and supports the Commission to carry out its mandate. Approximately one third of lottery revenue is shared with Government of Yukon Sport and Recreation Branch and Cultural Services Branch to supplement their programming; while almost half is distributed through three direct funding assistance programs.¹

1. The Projects Fund offers four funding streams to assist non-profits with arts, sport and recreation projects within Yukon. These include scheduled intakes for projects that vary in scope; ongoing intakes for small projects; multi-year funding for low risk and high benefit projects; and strategic partnerships between Lotteries Yukon and external partners with broad reach across the territory.
2. The Travel Assistance Program assists non-profits and high school groups to participate in competitions or adjudicated events within or outside Yukon.
3. The Community Lottery Program distributes funds to municipalities and local authorities. Communities decide how to use the funds in ways that best support local arts, sport and recreation initiatives.

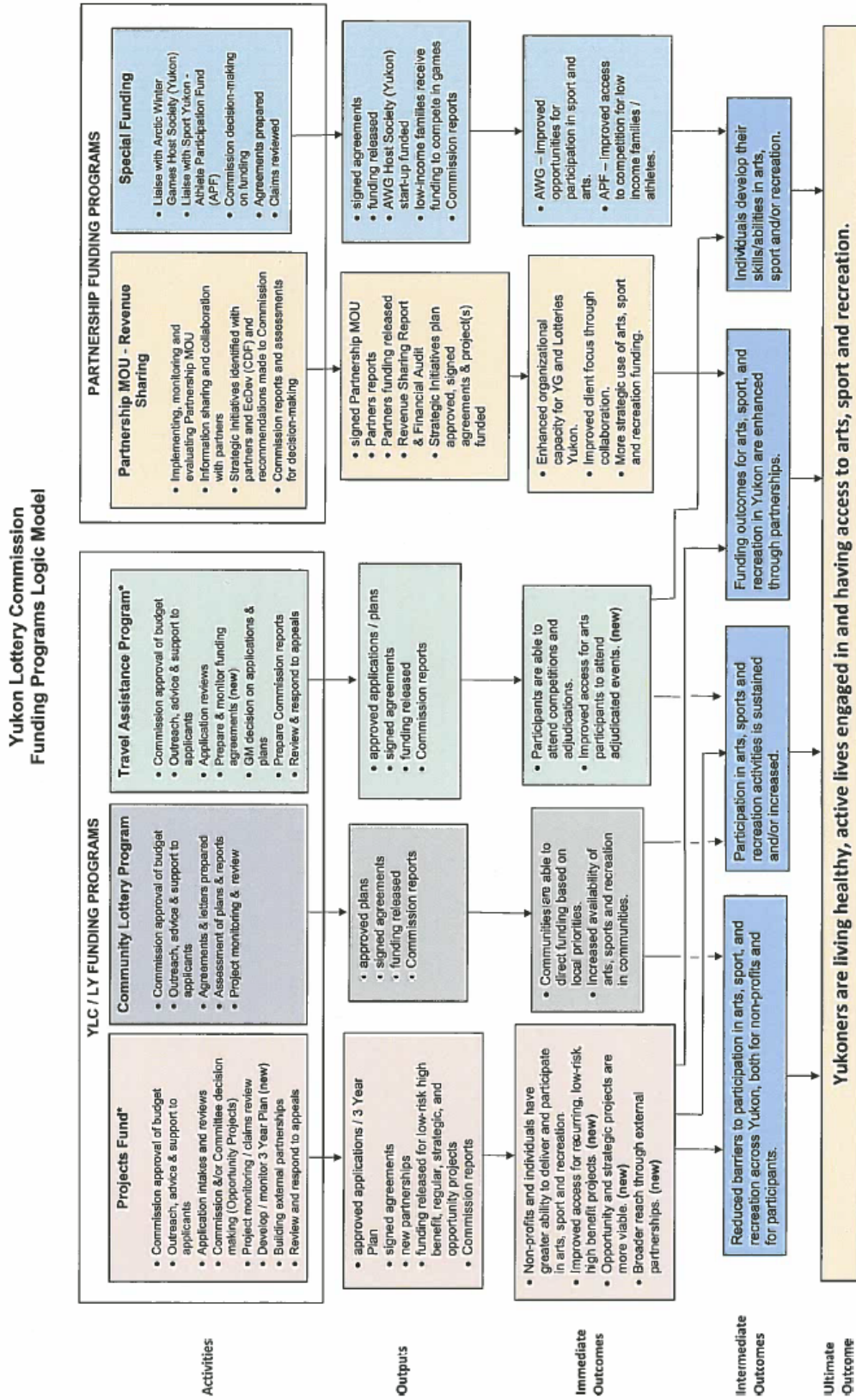
In 2016, FWCO Management Consultants conducted an independent evaluation² of these three funding programs. The report's recommendations were, for the most part, agreed to by the Yukon Lottery Commission³ in 2017. Since this time, new guidelines have been implemented for the Projects Fund and for the Travel Assistance Program; these were implemented on April 1, 2018. With new guidelines in place for two of the three direct funding assistance programs, Lotteries Yukon undertook a review of its Community Lottery Program.

¹ http://www.lotteriesyukon.com/sites/default/files/files/annual_report_2017_18.pdf

² http://www.lotteriesyukon.com/sites/default/files/files/funding_programs_evaluation_2016.pdf

³ http://www.lotteriesyukon.com/sites/default/files/files/ylc_funding_programs_evaluation_response.pdf

Figure 1: Yukon Lottery Commission Funding Programs Logic Model



Approved: Yukon Lottery Commission

Motion #9/Jan. 2018

January 28, 2018

1.2 Purpose

The Community Lottery Program (CLP) distributes a maximum amount of \$410,000 to eight municipalities and eleven local authorities for arts, sport and recreation. The population-based allocation methodology uses a flat rate sliding scale and strives to ensure equitable access to Yukon communities. (See Appendix A for more detail.) The CLP encourages local decision-making in order to increase availability of arts, sport and recreation that reflect local priorities.

An internal review of the CLP was conducted to assess the effectiveness of the funding program and to identify strategies to potentially increase the impact of and outcomes associated with the Community Lottery Program. Five specific questions guided the review.

1. Is the CLP distributed equitably across Yukon communities?
2. Does the CLP promote balance in the availability of arts, sport and recreation programs and projects?
3. Does local decision-making inform how communities spend their CLP funds?
4. Can revisions to the CLP further reduce barriers and increase participation?
5. Are there other strategies that could maximize the CLP's impact on the lives of Yukoners?

1.3 Process

Lotteries Yukon contracted a Yukon consultant, with significant knowledge and experience in sport and recreation locally, territorially and nationally, to conduct the review. Together, the consultant and Lotteries Yukon developed a process that involved research, discussion, analysis, presentation, and recommendations.

Research initially sought information from past reports. The purpose was to find data to provide evidence of local decision-making and of how CLP funds were being spent. Due to the volume of reports (almost 80 over four years), research was limited to those submitted for the 2017-18 fiscal year.

During the initial research, it became apparent that there are other, 'complementary' programs funding arts, sport or recreation activities in a similar fashion to the CLP. The Community Lottery Program is one of three programs that allocate funding to communities based on a formula. With some exceptions, the Community Recreation Assistance Grant (CRAG)⁴ and the Youth Leadership and Activities Program (YLAP) provide grants to the same community organization or government body that receives funding through the CLP.

⁴ CRAG funding enables local authorities to support recreation in Yukon's unincorporated communities.

To account for similarities across these three, allocation-based funding programs additional research was included in the review. Reports for 2017-18 year were requested from the Sport and Recreation Branch and the Youth Directorate. This permitted a comparison between CLP, CRAG and YLAP reports of the same year. (Appendix A presents more detail on each of these funding programs.)

After collecting and analyzing data, the findings were presented to the Yukon Lottery Commission Board. The Board reflected upon what had been learned, then provided feedback on the findings. These findings and the analysis are found in the next two sections of this report.

Overall, the CLP review encountered two issues. First, variation in the level of detail in reports made it difficult to determine how CLP funds were spent. For example, some communities re-distribute their CLP funds through a local recreation grant. Their reports consisted of a list of recipients and/or projects and the amount granted. Detail showing how, or for what purpose, the funds were spent was scarce. Second, as the boundaries between arts, sports and recreation are fluid, categorizing activities as one or the other can be difficult. An art activity (e.g., making Christmas ornaments) is also recreation. Similarly, a sports activity (e.g., cross country skiing) may be considered sport and/or recreation. Although challenging from an analytical perspective, the overlap in how arts, sport and recreation are defined simply means that communities are able to better determine their local needs and respond appropriately.

The structure of this report mimics the review process. It begins with an introduction and background. Section 2 presents the findings beginning with what was learned about the types of projects and programs CLP supports (2.1) and then identifying the ways in which communities use their CLP funds (2.2). The latter part of Section 2 introduces the complementary funding programs (CLP, CRAG and YLAP) and ways in which these funds are used to support arts, sport and recreation (2.3). The Analysis (Section 3) provides a response to the specific questions that guided the review. Recommendations or next steps for the Community Lottery Program to consider are presented in Section 4. Appendix A provides additional detail about the three complementary funding programs through several tables and figures. Appendix B offers some examples of questions that could be added to CLP reports to further clarify one of the recommendations.

2. Findings

This section presents what was learned from the research. It highlights the ways in which communities use their CLP funding is highlighted, illustrates the differences observed across communities as to their use of CLP, and presents the ways in which the complementary funding programs (CLP, CRAG and YLAP) are used by communities.

It is important to understand which communities receive funding from the Community Lottery Program and how much is allocated. The Recreation Act⁵ identifies municipalities and local authorities as eligible recipients of community arts, sport and recreation funding. According to the Act, a local authority may be registered under the Societies Act or be a First Nation. The CLP distributes funds to eight Yukon municipalities (Carmacks, Dawson City, Faro, Haines Junction, Mayo, Teslin, Watson Lake, and Whitehorse) and 11 local authorities representing 12 communities (Beaver Creek, Burwash Landing, Carcross, Destruction Bay, Keno, Mount Lorne, Marsh Lake, Old Crow, Pelly Crossing, Ross River, Tagish, and Upper Liard). Although the Recreation Act identifies 12 local authorities, the Burwash Landing Recreation Committee receives the allocation for both Burwash Landing and Destruction Bay. Figure 2 (below) lists the 2017-18 CLP recipients and the amount allocated.

Figure 2: Distribution of CLP fund in 2017-18

<u>2017-18 Community Lottery Program</u>	
Beaver Creek Community Club - \$9,818	Village of Mayo - \$15,968
Burwash Landing Recreation Committee - \$9,818	Vuntut Gwitchin First Nation - \$11,868
Carcross Recreation Board - \$15,968	Selkirk First Nation - \$11,868
Village of Carmacks - \$15,968	Ross River Recreation Society - \$11,868
City of Dawson - \$32,368	Tagish Community Association - \$11,868
Town of Faro - \$11,868	Village of Teslin - \$15,968
Village of Haines Junction - \$20,068	Liard First Nation - \$9,818
Keno Community Club - \$5,718	Town of Watson Lake - \$24,168
Lorne Mountain Community Association - \$11,868	City of Whitehorse - \$147,176
Marsh Lake Community Society - \$15,968	

⁵ <http://www.gov.yk.ca/legislation/acts/recreation.pdf>

2.1 Community Lottery Program Activities

The Community Lottery Program supports Yukon communities to deliver a wide-variety of arts, sport and recreational activities and projects. Figure 3 attempts to illustrate the diversity of activities; larger font indicates a greater incidence or frequency of that activity. Interestingly, as Figure 4 shows, the activities most common in municipalities are not the same as those most commonly in communities where local authority is responsible for programming. Regardless, the diversity of activities across the Yukon attests to the ability of communities to make decisions about how to use their CLP funds in ways that are both meaningful and relevant.

Figure 3: In 2017-18, the CLP supported many types of arts, sport and recreational activities. Larger font represents a higher frequency of a particular activity.



Figure 4: Some activities are more common than others depending on the community.

Common CLP Activities ~ Municipalities	Common CLP Activities ~ Local Authorities
<ol style="list-style-type: none"> 1. Christmas activities 2. Hockey tournaments 3. Soccer tournaments 4. Festivals (arts, culture, music) 5. Fitness 6. Music programs 7. Run-Race competitions and events 8. After-School programs 9. Pre-School programs 10. Summer-Camp programs 	<ol style="list-style-type: none"> 1. On-the-Land Camps 2. After-School programs 3. Christmas activities 4. Coffee & Chat programs 5. Gardening programs 6. Hockey programs and tournaments 7. Music programs 8. Performances (drama, music, literature) 9. Sewing groups 10. Mt Sima Trips

Figures 5 and 6 demonstrate that there is a reasonable balance in the activities supported by the CLP across the three categories of arts, sport and recreation. In Section 1, it was explained that activities cannot always be classified into one of these three categories. However, the 2017-18 reports indicate a fairly equitable distribution or balance across all three categories with slightly more activities being recreational in nature. Further analysis of the CLP report data showed that most activities encouraged and/or included physical activity. In other words, very few sedentary, recreation activities (e.g., coffee houses, chess, bridge, Sunday breakfasts) were reported.

Figure 5: The CLP supports access to a balance of arts, recreation and sport activities.

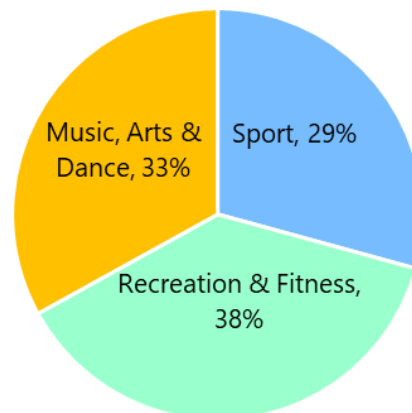


Figure 6: CLP funds support different types of activities.



Limited detail in the CLP reports made it difficult to classify activities on the basis of the target group. Most rural communities used their CLP funding for activities that benefitted groups, associations, or the broader community. However, Dawson City’s reports showed funds being used for both group and individual activities (e.g., hockey camp fees, race registration).

Excluding Whitehorse, it was found that rural programs and projects were more likely to target a) youth through programs and trips, b) elders and seniors through programs, or c) the community as a whole through intergenerational programming and special events. Examples of CLP funds used for adult-only or pre-school programming were difficult to find.

2.2 Differences across Yukon

From the 2017-18 CLP reports, differences in how communities use their CLP funding were apparent. Although differences could be attributed to the limited detail provided in reports; it is more likely they are a result of:

1. the way in which each community administers/uses its CLP funds;
2. community demographics;
3. local capacity for arts, sport and recreation programming; and
4. community governance (i.e., a municipality as compared to an unincorporated community).

As a result of these differences, this part of the report separates the findings into three groups: urban municipality (Whitehorse), rural municipality, and local authority.

URBAN

The City of Whitehorse supports recreation, parks, arts, and cultural facilities through its Recreation Grant program. The City's CLP allocation makes up approximately 70% of the \$200,000 made available through their Recreation Grant program. In their 2017-18 CLP report, the City listed the Whitehorse-based groups or organizations who received funding and the amount that was granted. From this list, it appears that the City balances its grants between sports, recreation, arts, and cultural activities. The City's Recreation Grants also fund organizations that serve specific target populations (e.g., Boys and Girls Club, Special Olympics, Victoria Faulkner Women's Centre). Further analysis of the CLP's impact in Whitehorse is not possible because the City does not report on the purpose of each grant or its intended use.

RURAL MUNICIPALITIES

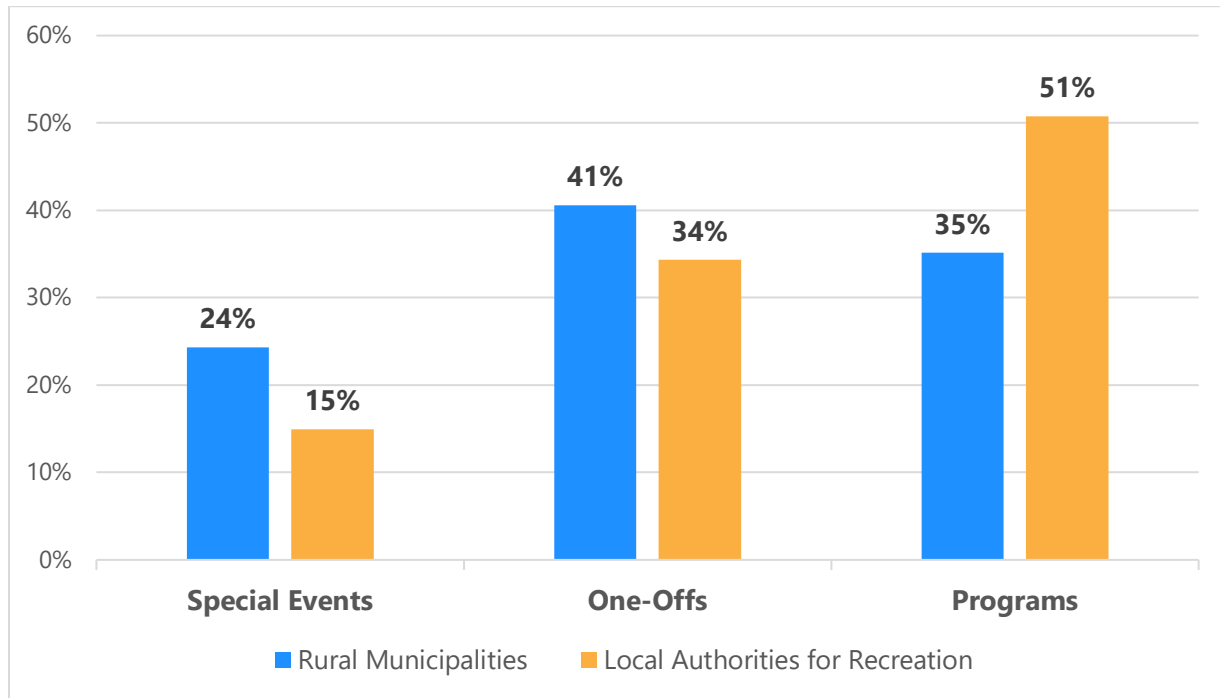
The Community Lottery Program encourages recipients to direct their funding based on local priorities. As a result, not all rural municipalities use their CLP funding in the same way. Some communities administer a municipal recreation grant program through a local committee (e.g., Haines Junction). Other communities consolidate CLP funds into their recreation department's budget and programs (e.g., Watson Lake). Still other communities use a combination of both approaches (e.g., Dawson City). Although details vary, the CLP reports from rural municipalities tend to offer more information than the City of Whitehorse report.

Reports from rural municipalities show that spending is fairly well distributed between arts, sport and recreation. In contrast to unincorporated communities, rural municipalities spend more of their CLP funds on sport, special events, and "one-offs" such as tournaments, workshops and registration fees (see Figure 7). Dawson City is more likely than other rural municipalities to fund individual and extra-curricular school activities. In Faro, CLP funds sometimes help schools and community groups pay the facility rental fees required of user-groups (e.g., arena, recreation centre).

LOCAL AUTHORITIES

Reports submitted by local authorities tended to offer more detail. As compared to rural municipalities, local authorities were more likely to use their CLP funds for ongoing programs (see Figure 7), for small equipment, supplies, materials, and food, and for instructor fees. On occasion, funds were used for small facility upgrades or improvements (e.g., fitness room flooring, putting in ice) or for larger, weight room equipment (e.g., treadmill).

Figure 7: There are differences in how rural municipalities and local authorities use CLP funds. "One-Offs" include activities like workshops and tournaments.



In summary, a review of the 2017-18 CLP reports highlighted variations in how funding was used from Whitehorse, to rural municipalities, to local authorities. These differences are significant as they demonstrate that the local context and community characteristics do influence decisions as to how the Community Lottery Program funds are used.

2.3 Complementary Funding Sources

During the review, it became evident that communities access funding for arts, sport and recreation from multiple sources. Funding sources can be classified as application- or allocation-based. Some of Yukon's application-based funding programs (e.g., Community Development Fund, Arts Fund, and Youth Investment Fund) are listed in Table 1 (Appendix A). Three allocation-based funding programs—the Community Lottery Program, the Youth Leadership and Activities Program (YLAP), and the Community Recreation Assistance Grant (CRAG)—are briefly described and compared in this section. Further detail on each of these programs can be found in Table 2 (Appendix A).

The Community Lottery Program (CLP) provides funding to municipalities and local authorities for arts, sport and recreation. The program encourages local decision-making regarding community priorities and creates equitable access to lottery revenues for all Yukon people. As noted earlier, eligible recipients include 11 local authorities for recreation and eight municipalities. Funding is based on population using Yukon healthcare statistics and a flat rate sliding scale. This program offers a total allocation capped at \$410,000 and was last updated on April 1, 2015.

Yukon Government Sport and Recreation Branch distributes the Community Recreation Assistance Grant (CRAG) annually.⁶ CRAG funding helps to offset costs related to the delivery of recreation (e.g., staffing, facilities operations and maintenance, pool operations, and programs). It is the only program that allows expenditures for operations and maintenance. Funding is distributed to local authorities for recreation⁷ and is calculated using several factors (see Appendix A for more detail. CRAG has a total program allocation of \$817,861 and was last updated April 1, 2015.

The Youth Leadership and Activities Program (YLAP)⁸ was established on April 1, 2015 from an amalgamation of three older funding programs.⁹ Delivered by Yukon Government's Youth Directorate, YLAP prioritizes activities that strengthen the 40 Developmental Assets, create youth employment, and support youth programs and training. Sixteen rural Yukon communities and Kwanlin Dun First Nation¹⁰ receive funding allocated from one of three tiers. The total program allocation of \$320,00 is distributed based on community size and other factors noted in Table 2 found in Appendix A.

⁶ http://www.community.gov.yk.ca/cd/rec_funding.html

⁷ Municipalities receive territorial funding for recreation through Municipal Block Funding Agreements.

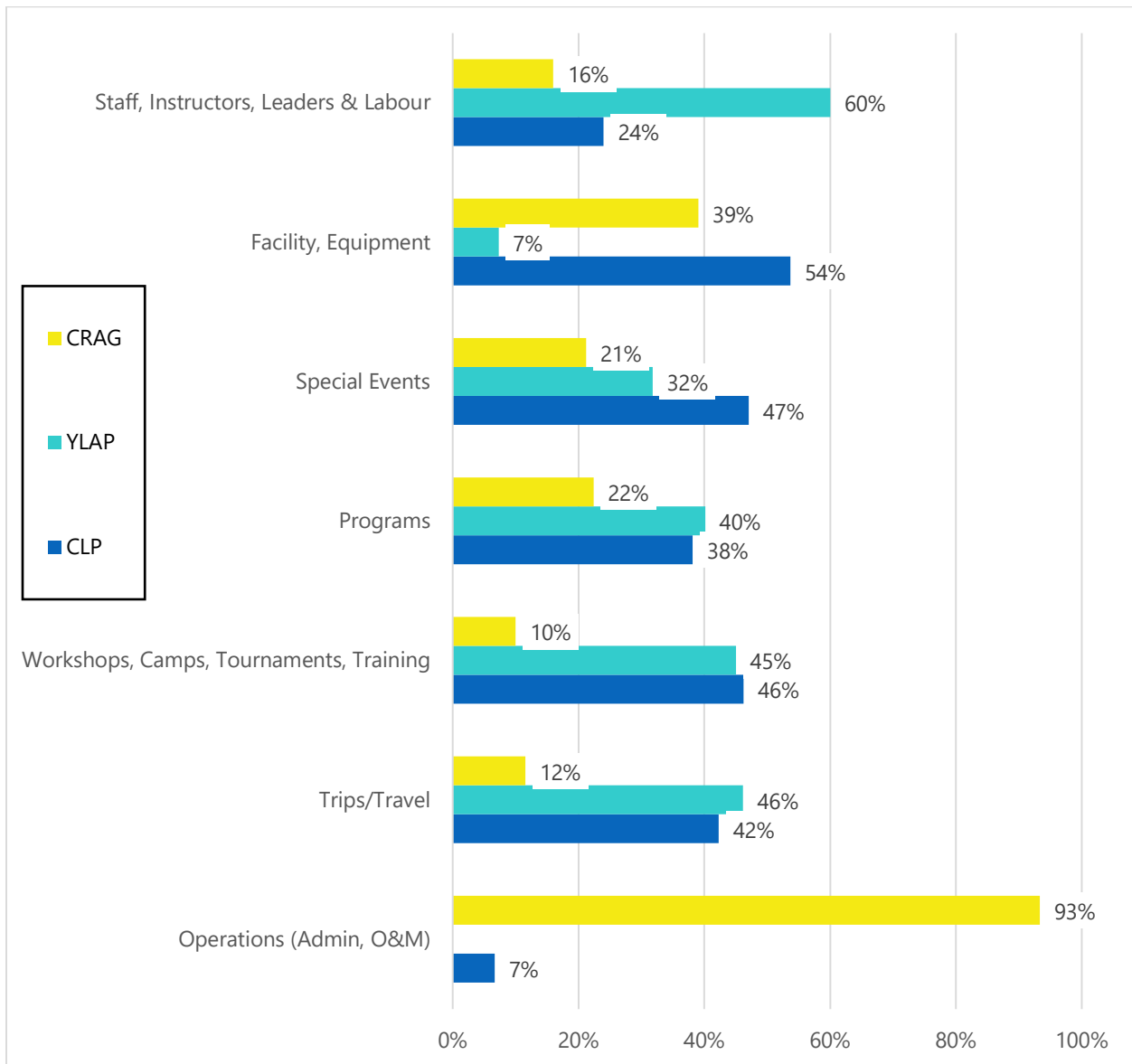
⁸ <http://youth.gov.yk.ca/> - There is no description of this funding program available on the website.

⁹ YLAP is an amalgamation of the Youth Leadership Program, Community Youth Activities Program, and the Winter Youth Activities Program.

¹⁰ YLAP recipients are usually the lead recreation body in the community (e.g., First Nation, Municipality, Community Association, etc.).

Upon analysis of data gathered from the CLP, CRAG and YLAP reports, patterns emerged that showed the complementary nature of these funding programs. For example, Figure 8 illustrates that Yukon communities are more likely to use YLAP funds to employ program staff and leaders and more likely to use CLP funds for special events, small facility upgrades, and small equipment. Appendix A provides an analysis of the use of these complementary funding sources for rural municipalities (Figure 9) and for local authorities (Figure 10). As noted later in the report, it will be prudent to consider the interaction or overlap of these allocation-based funding programs as there are similarities in the ways in which community arts, sport and recreation are supported.

Figure 8: A comparison of how three, complementary funding sources support arts, sport and recreation.



3. Analysis

Five questions guided the review of the Community Lottery Program.

1. Is the CLP distributed equitably across Yukon communities?
2. Does the CLP promote balance in the availability of arts, sport and recreation programs and projects?
3. Does local decision-making inform how communities spend their CLP funds?
4. Can revisions to the CLP further reduce barriers and increase participation?
5. Are there other strategies that could maximize the CLP's impact on the lives of Yukoners?

This section of the report offers a response to each question. The discussion incorporates findings of the review, conclusions presented in the Lotteries Yukon Funding Programs Evaluation (FWCO Management Consultants, 2016), as well as perspectives shared during discussion with the Yukon Lottery Commission Board. Where page numbers appear, these refer to the Funding Programs Evaluation.¹¹

3.1 Is the CLP distributed equitably across Yukon communities?

CLP funding is allocated on a population-basis. This provides an objective and unbiased formula for distributing funding. However, the territory is diverse. Geography, distance from Whitehorse, local culture and governance, and capacity are factors that influence each community's ability to deliver arts, sport and recreation programs and services. For some communities, these differences result in higher costs as well as lack of access to facilities and to human resources. Despite differences, it is not possible to create a funding formula that accounts for multiple factors. Rather, equitable access to lottery revenues is achieved through the Community Lottery Program's flexibility that enables communities to direct funding based on local priorities.

3.2 Does the CLP promote balance in the availability of arts, sport and recreation programs and projects?

During the review, activities described in the 2017-18 CLP reports were assigned one of three categories. As shown in Figures 5 and 6, the CLP does enable balanced availability of arts, sport and recreation opportunities, with a slight preference towards recreation.

Unfortunately, this finding may not be entirely accurate due to the level of reporting detail. In the absence of "a clear understanding of the type of projects and the diversity of activities and groups" (p. 15), flexibility and local decision-making are essential. Balance may not necessarily be as important provided each community is able to freely determine the activities, programs or

¹¹ http://www.lotteriesyukon.com/sites/default/files/files/funding_programs_evaluation_2016.pdf

projects that best suit local culture and interests at the time. The ability to direct funding based on local priorities is a stated program outcome (see Figure 1 for the Logic Model).

3.3 Does local decision-making inform how communities spend their funds?

The ability to make decisions based on local priorities is a desired outcome of the Community Lottery Program. Flexibility and local decision-making are apparent in the “wide range of programs and events... that respond to the needs of specific groups (seniors, youth)” (p. 16). Many communities use their CLP funds to support regular and ongoing programming (p. 9) year after year. Programs that are successful in one community, may not be in another because success results from consistent funding, local knowledge of community interests, and the ability to make decisions locally. The variations between Whitehorse, rural municipalities, and local authorities demonstrate that decisions are being made based on local context and community characteristics. In turn, local decisions help to reduce barriers and sustain/increase participation in arts, sports and recreation.

3.4 Can revisions to the CLP further reduce barriers and increase participation?

For the most part, it is evident that the Community Lottery Program is achieving its stated goals and objectives. However, some minor adjustments (e.g. better accountability, more reporting details) may lead to a better understanding of the program’s outcomes and its benefits for Yukoners.

Improved accountability would enable better understanding of the extent to which the CLP influences the availability of arts, sport and recreation in communities. While recipients do report on their activities of the previous year, most reports contain insufficient detail to describe how funds are being spent, on what, and for whom. Accountability does not necessarily require longer reports, but it does require all recipients to report on how funds are used and to do so in a timely manner. Improved accountability would make it easier to determine the extent to which the CLP is achieving immediate and intermediate outcomes.

Currently, a lack of detail in submitted reports makes it difficult to draw conclusions about the strengths or weaknesses of the CLP. Although smaller communities may have limited capacity to prepare reports, tools and templates can be simplified through the use of checklists (see Appendix B for an example) and an online system where recurring responses are auto-filled. Small changes to reporting are consistent with the Lotteries Yukon Funding Programs Evaluation (2016) which recommended the development of indicators as well as online systems (see p. 15 & 22). Minor modifications to the reporting process would make it easier to assess the extent to which the Community Lottery Program sustains or increases the availability of arts, sport and recreation in communities.

Reducing barriers to participation is a key outcome of the Community Lottery Program. When barriers are reduced, there tends to be increased participation in arts, sport and recreation.

Therefore, it is important to recognize where barriers, such as cost, need to be addressed. The last update to the CLP was in 2015. Four years later, it is not known whether the amount of annual CLP funding reflects the current Consumer Price Index and the higher cost of goods, travel and wages encountered in rural Yukon. Although warranted in the near future, such an assessment is outside the scope of this review.

The cost of travel is a common barrier to participation, and is more significant in rural Yukon. CLP reports show that, on occasion, funds are used to support travel within the territory. Despite the existence of a number of Yukon funds that subsidize the cost of travel (see Appendix A), the fact that CLP funds are being used for travel indicates the significance of travel costs as a barrier to participation. In particular, travel costs are barriers for youth, high performance athletes, and accomplished artists. It is unlikely that the CLP can effectively address this issue alone. Rather, the cost of travel as a barrier to participation is an issue that requires cooperation among funders and better coordination across multiple funding sources.

3.5 Are there other strategies that could maximize the CLP's impact on the lives of Yukoners?

A number of Yukon government programs fund arts, sport and recreation; most are identified in Table 1 in Appendix A. Of these programs, three distribute funds based on allocation rather than granting funds through an application process (see Table 2).

As most Yukon communities are small, many are limited in their ability to access adequate funding for arts, recreation and sport through multiple sources. Grant applications, requests for funding, and reporting on funding sources received, requires people and time. Administrative processes can be time consuming, especially when multiple sources of funding are received within a fiscal year. The administrative burden may detract from programming and ultimately reduce the availability of arts, sport and recreation in these communities.

Better coordination across arts, sport and recreation funding programs could improve the potential impact of each fund within Yukon communities. One example of successfully coordinating several funding programs is the Youth Leadership and Activities Program. This program resulted from the amalgamation of three, older funding programs administered through two different departments. As shown in the sidebar on the following page, coordination led to greater flexibility and stability of funding and streamlined administration.

At the territorial level, coordination among multiple funding programs (such as those listed in Table 1) would require a significant commitment. Amalgamation, as in the case of YLAP, is not necessarily desirable. However, discussions with Sport and Recreation Branch and Youth Directorate may help to identify strategies that could potentially increase coordination across the three allocation-based funding programs.

3.6 Conclusion

In conclusion, this review found that the Community Lottery Program is meeting its objective which is to “provide municipalities and local authorities with funding to support programs / projects that sustain and contribute to the growth of arts, sport and recreation within their communities.”¹² Local decision making is evident in the variety of arts, sport and recreation activities that Yukoners can access. Moreover, the ongoing nature of many of these activities (e.g., the Carcross pottery program has been running for ten years) illustrates the flexibility and responsiveness of the CLP to community priorities.

The review identifies several opportunities through which the Community Lottery Program could further impact the lives of Yukoners. Improved accountability and reporting, coordination with other funding programs, and a review of cost-related barriers are several recommendations presented in Section 4. If implemented, these recommendations serve to better engage Yukoners in arts, sport and recreation and thereby lead to healthier, more active lifestyles.

Youth Directorate

Youth Leadership & Activities Program Backgrounder

April 1, 2012

Since the late 1990's three seasonal youth funding programs (Youth Leadership Program, Winter Youth Activities Program and Community Youth Activities Program) have evolved, expanded and become a stable funding source for 16 rural Yukon communities and Kwanlin Dun First Nation. The activities, employment and training offered through these programs are focused on leadership and provide life and work skills for youth up to 25 years of age.

For the last few years, the Youth Leadership Program was administered by the Department of Justice while the Winter Youth Activities Program and Community Youth Activities Program were administered by Youth Directorate.

Since these programs were so similar in nature, an options paper was created in the spring of 2011 and representatives from the Department of Justice and Executive Council office met to discuss the possible amalgamation of these programs into one, annual funding program.

Rationale prompting the creation of an options document came from program administrators and community project sponsoring organizations. Stakeholders believed an amalgamation would be an improvement and would:

- Create more flexibility by allowing the community to allocate funds to the time of years when there is the greatest need for youth programming
 - Provide funding stability for a longer term
 - Create less administrative burden through one application process, one transfer payment agreement, and one final reporting cycle.
 - Provide more consistency having one stable administrator.
-

¹² http://www.lotteriesyukon.com/sites/default/files/files/Programs/clp_guidelines.pdf

4. Recommendations

It is recommended to:

1. Maintain the flexible nature of the Community Lottery Program which allows communities to direct their funding based on local priorities. This flexibility contributes to stable programming, balances opportunities to participate in arts, sport and recreation, and ensures equitable access to lottery revenues.
2. Improve accountability to ensure reporting provides consistent information in a timely manner. Better accountability will make it easier to describe ways in which the Community Lottery Program achieves its intended outcomes.
3. Make minor modifications to the reporting process, specifically to the report template and tool. Incorporate several simple checklists into the template (Appendix B offers several examples). Develop an online, reporting tool to ensure consistency and to allow auto-fill of recurring responses. Such modifications will make it easier to assess the extent to which the Community Lottery Program sustains or increases the availability of arts, sport and recreation in communities.
4. Determine whether an increase to the 2015 CLP funding allocation is warranted. Revisit the formula to identify where cost-related barriers may exist. Consider the current Consumer Price Index and the additional cost of obtaining goods and services in rural communities due to their distance from Whitehorse.
5. Encourage communication with other funders in order to identify strategies that may reduce participation barriers related to travel costs. Approximately ten funding programs shown in Table 1 (Appendix A) subsidize or cover travel. Through discussion, opportunities to maximize the benefits of travel grants/funding may become evident.
6. Engage Sport and Recreation Branch and Youth Directorate Explore to determine whether or not a more coordinated approach between the CLP, CRAG and YLAP programs could minimize duplication and maximize impacts. Better coordination may also reduce the administrative burden communities experience, and thereby increase the time available for arts, sport and recreation programming.

5. Appendix A: Complementary Funding Sources

Notes to Table 1 (on the following page):

Funding Sources included in the table are for arts, sports and/or recreation and are administered directly or indirectly by Yukon Government. There are other sources of support for arts, sport and recreation, such as funding programs offered by Sport Yukon or the Recreation and Parks Association of the Yukon. Non-government funding sources are not included in the table.

Allocation-based funding is distributed on an annual basis. The amount is determined by a formula that is usually based on population and may include other factors.

Application-based funding is distributed through grants and usually on an intake schedule. Eligible recipients prepare and submit an application form or similar request.

Local Authorities for Recreation are identified in the Recreation Act. In some cases, the local authority is a non-profit organization or a First Nations government. A local authority may be an eligible recipient under more than one category.

Schools, in some cases, refers specifically to extra-curricular high school groups.

Other includes athletes and artists.

Table 1: Complementary funding sources

Distribution Method	Funding Sources (listed alphabetically)	Eligible Recipients				
		Local Authorities for Recreation	Municipalities &/or First Nations governments	Non-Profit Associations	Schools / School Councils	Other
Allocation-based funding	Community Lottery Program (CLP)	X	X			
	Community Recreation Assistance Grant (CRAG)	X				
	Youth Leadership and Activities Program (YLAP)	X	X			
Application-based funding	Advanced Artist Award					X
	Arts Fund		X	X	X	X
	Arts Operating Funds			X		
	Capital Recreation Funding Program	X				
	Community Development Fund (CDF)	X	X	X		
	Crime Prevention and Victim Services Trust Fund		X	X	X	
	Elite Athlete Funding					X
	In-Territory Travel Fund (Sport)					X
	Liability Insurance Reimbursement Funding	X				
	Lotteries Yukon Projects Fund			X		
	Lotteries Yukon Travel Assistance Program			X		
	New Canadians Event Fund			X		
	Touring Artist Fund					X
	Youth Investment Fund		X	X	X	
	YRAC Funding for sport and recreation			X		
	Yukon High Performance Athlete Assistance Program					X
Yukon Sport for Life (YS4L) Funding			X			

Table 2: A comparison of three, allocation-based funding programs

Program	Purpose	Recipients	Allocation	Updated
Community Lottery Program (CLP) ¹³	<ul style="list-style-type: none"> Provides municipalities and local authorities with funding to support art, sport and recreation in their communities. Enables local decision making to meet community needs. Creates equitable access to lottery revenues for all Yukon people. 	<ul style="list-style-type: none"> Local Authorities for Recreation Municipalities 	<p>Total program allocation capped at \$410,000.</p> <ul style="list-style-type: none"> Based on population and a flat rate sliding scale. Uses Yukon healthcare statistics to calculate population. Base rate of \$8,000 per community plus \$12/per capita up to 2,000 population OR plus \$3.25 per capita over 2,000 population with adjustments for Whitehorse. 	April 1, 2015
Community Recreation Assistance Grant (CRAG) ¹⁴	<ul style="list-style-type: none"> Helps to offset costs related to the delivery of recreation (e.g., staffing, facilities operations and maintenance, pool operations, and programs). Allows funds to be spent on operations and maintenance 	<ul style="list-style-type: none"> Local Authorities for Recreation according to the Recreation Act 	<p>Total program allocation of \$817,861 is based on these factors:</p> <ul style="list-style-type: none"> 50% of Facility O&M expenditure (average calculated from financial statements submitted from previous three years). \$20,000 for pool operations. Base salary of \$50,000 factored by population. Inflation (as of August 2013). Spatial Index (Yukon Bureau of Statistics). 	April 1, 2015

¹³ <http://www.lotteriesyukon.com/programs/community-lottery-program>

¹⁴ http://www.community.gov.yk.ca/cd/rec_funding.html

Program	Purpose	Recipients	Allocation	Updated
Youth Leadership and Activities Program (YLAP) ¹⁵	<p>Prioritizes activities that strengthen the 40 Developmental Assets, create youth employment, and support youth programs and training</p> <p>Emphasis is on youth leadership development that includes employment, training, and youth programs/activities.</p>	<ul style="list-style-type: none"> • 16 rural Yukon communities and Kwanlin Dun First Nation¹⁶ • One organization, municipality, or First Nation per community with the exception of Dawson City.¹⁷ 	<p>Total program allocation of \$320,000 has three funding tiers: \$14,000, \$20,000, \$25,000 and is determined by:</p> <ul style="list-style-type: none"> • Youth population in each community based on data provided by the Yukon Bureau of Statistics. • Other factors include proximity to Whitehorse, historical funding and available funding. 	<p>April 1, 2012 with the amalgamation of three older funding programs.¹⁸</p> <p>In 2020, name change is proposed to the Youth Asset Development Program.</p>

¹⁵ <http://youth.gov.yk.ca/> - note that there is no reference to this funding program available online

¹⁶ Recipient is usually the lead recreation body in the community (e.g., First Nation, Municipality, Community Association, etc.).

¹⁷ The allocation of \$25,000 for Dawson City is split between the City and the local First Nation as per the community's request.

¹⁸ Youth Leadership Program, Community Youth Activities Program, and the Winter Youth Activities Program

Figure 9: The ways in which local authorities use complementary funding sources for arts, sport and recreation.

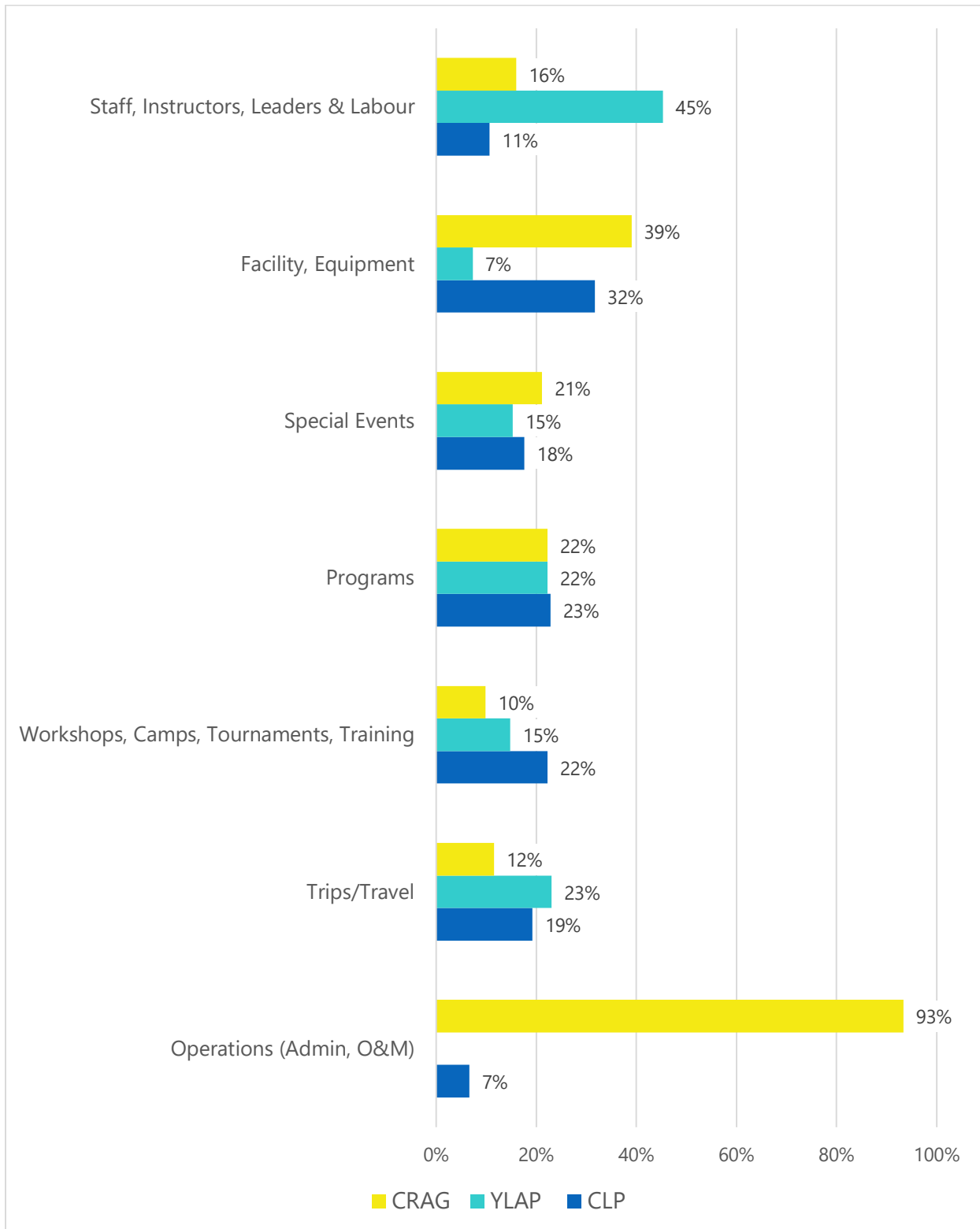
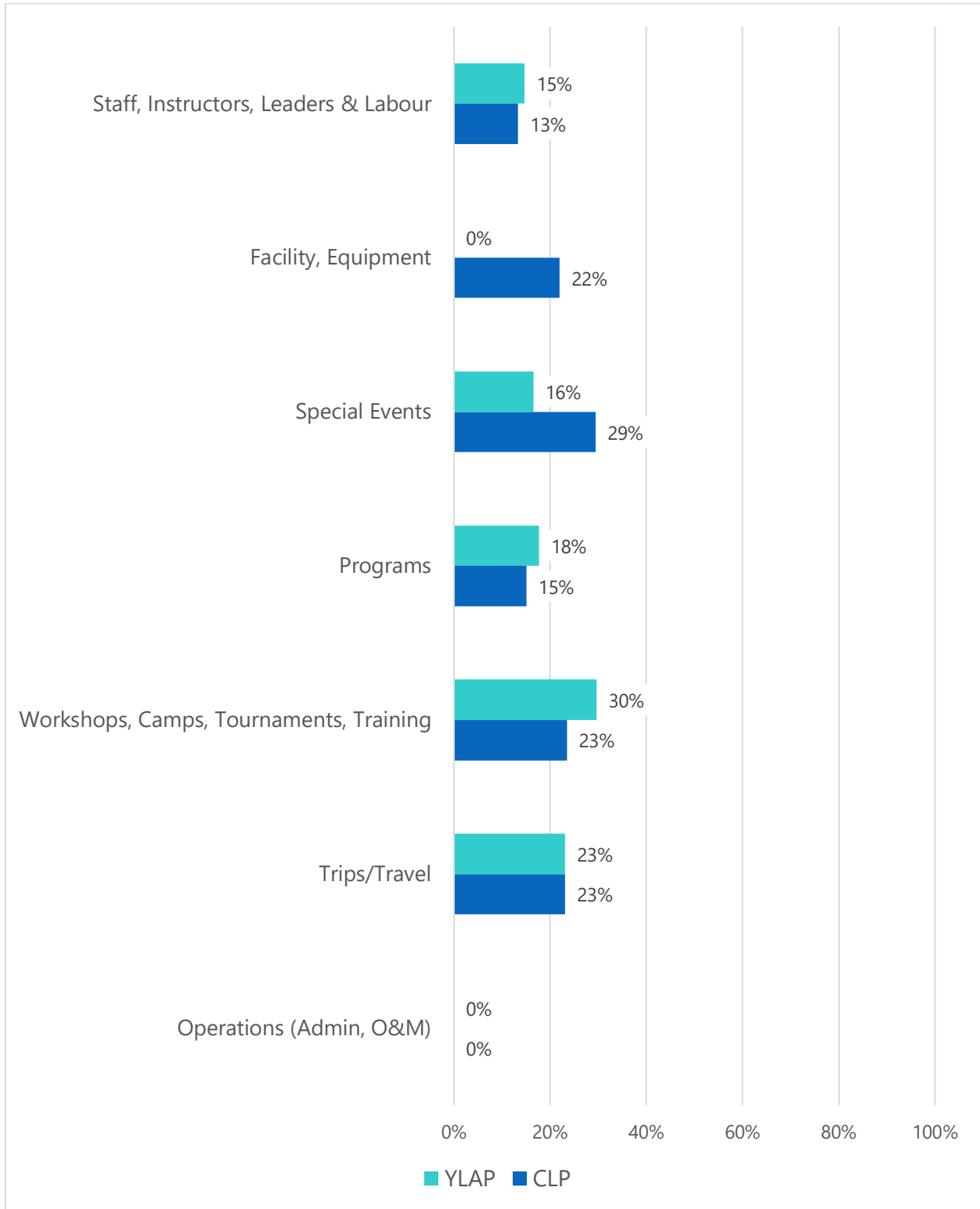


Figure 10: The ways in which municipalities use complementary funding sources for arts, sport and recreation.



6. Appendix B: Suggested Checklists for Reporting

Using an electronic reporting form makes it easier to gather consistent information from each funding recipient. Questions, such as the following, would make it easier to describe how the CLP is used and benefits Yukoners.

Categorize this activity as:

- Arts
- Sport
- Recreation

Characterize this activity as a:

- Program (over a longer period of time)
- Workshop / Training (over a shorter period of time)
- Special Event / Festival
- Competition

The target group was:

- Children under 5
- School-aged children and youth
- Youth / Young adults
- Adults
- Families
- Elders / Seniors
- All

Funds were spent on:

- Wages / Contract
- Equipment (that will last beyond the activity)
- Supplies / Materials / Food (for the activity)
- Facility Rental (for the activity)
- Travel / Accommodation
- Registration Fees
- Other (please describe)

What other funding sources supported this activity?

- Other Lotteries Yukon funding program
- Youth Leadership and Activities Program
- Community Recreation Assistance Grant
- Other: _____