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YUKON SPORTS, ARTS AND
RECREATION

LEISURE AND RECREATION
LINKAGE PROJECT

JANUARY, 1987

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January 5, 1987

Ms. Lynda Ehrlich
A/Manager
Sport, Arts and Recreation
Box 2703
Whitehorse, Yukon
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Dear Ms. Ehrlich:

I am pleased to enclose a first draft of the Leisure and Recreation Linkage Study. As a draft I would appreciate your (and your colleagues) critical review. Any additions or modifications you feel are needed are welcomed.

I will contact you again later in January. At that time we can discuss the need for an on-site visit to Whitehorse to discuss the paper. In the meantime - happy reading.

Yours truly,

RICHARD A. NUXOLL CONSULTING SERVICES LTD.

Per:



R. Nuxoll
President
RN:hc

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ABSTRACT

Leisure and recreation have their beginning with volunteers. Activities during non-work time, were first organized by families and community groups for fun, community spirit and social interaction. These reasons for leisure and recreation activities changed to ones that emphasized activities as a way to use non-work time more effectively in order to reduce social problems such as juvenile delinquency. Also, during this time, paid recreation programmers were hired. It has only been in the last 10-15 years that universities and colleges have been educating people in these areas.

As time progressed, the social importance of leisure and recreation increased. It soon became seen as a method for people to gain skills and participate in non-work activities that yielded social benefits (e.g., self esteem, a place where one could control the environment, a place to achieve recognition, etc.). Today, the social relevance of leisure and recreation is firmly in place with a new recognition of the economic role that leisure and recreation can play.

This paper will identify some of the major trends now emerging in leisure and recreation and relate these to the Yukon situation. It will show that while leisure and recreation have a firmly founded social base, it also has direct relevance to the economic state of affairs. Finally, the paper identifies some key linkages between (a) leisure and recreation, and (b) other sectors such as culture, tourism, education and health care. Actions needed to fully exploit these linkages and the social and economic objectives of leisure and recreation are identified.

SETTING THE STAGE

Back in the early sixties, the world was a fairly understandable and orderly place for leisure and recreation. We could all look forward with a high degree of confidence to increases in disposable income and leisure time that came with economic growth and prosperity. These twin engines (more money and time to spend on leisure) were driving us forward into the leisure age. Pressures such as inflation and high interest rates were mainly the concern of foreign countries. Natural resources were relatively plentiful and inexpensive and we had lots of them.

Much has happened on the national and international scene since these days. Perhaps the most significant difference is that the pace of change has quickened, whether from an economic, social, technical, cultural or informational perspective. 'Change writers' clearly point to the dramatic, even explosive, changes occurring in our environment. Everything from the traditional family structure, wide swings in the economy with attendant labour shortages to widespread unemployment, information overload, technical explosions and rising expectations have made life, all at the same time, dangerous and exciting, full of opportunities and pitfalls.

The Yukon 2000 project is very important. It has recognized that although change is occurring, Yukoners can choose to react to change pessimistically or with strength and affect change positively. As stated in the Public Discussion Paper:

'Today most Yukoners are looking to the future with renewed optimism and hope. People are recognizing that change and adjustment is possible; and that the future has within it a multitude of possibilities which if seized, can make Yukon a stronger, more secure, and stable society' (p.p. 11).

This report considers the above statement as the basic, critical underpinning of Yukon 2000. Although change is occurring, and it is important to fully understand trends and forces affecting the Yukon, it is essential to look for the opportunities, to rethink traditional approaches and to create an environment that meets the needs, desires and objectives of Yukoners as they see fit.

This report takes the position that:

1. conditions are changing that must be recognized and dealt with,
2. opportunities are available to Yukoners to influence their environment to a large degree, and
3. processes, methods, skills and leaders are available to identify the opportunities and translate these into actions.

This paper will:

1. identify the major leisure and recreation conditions that must be recognized and dealt with,
2. identify opportunities in the leisure and recreation sector, and
3. identify strategies to be considered for the opportunities to be realized.

MAJOR LEISURE AND RECREATION TRENDS

INTRODUCTION

In this section of the report the major leisure and recreation trends that are operative in Canada and internationally are presented. The trends are divided into three sections: social, economic and activities. Although there are overlaps among these three headings, the trends tend to be primarily aligned with one of three sections. In sum, the trends point to some overall directions; these are summarized in the last part of this chapter.

SOCIAL TRENDS

In this section, two subsections have been developed. The first deals with those trends that are of a social-demographic nature which are and will likely influence recreation and leisure. The second subsection deals with leisure and recreation specific trends that are of a social nature.

Subsection A: Social Demographic Trends Influencing Leisure And Recreation

Trend 1. Aging Of The Population

One of the most evident trends is that the population of Canada is and will continue to age with a growing proportion of people falling into older age categories. Leisure and recreation services will have to accommodate this population in terms of facility needs and design and program needs.

The Yukon is somewhat different from the national trend. Due to the mobility of non-natives responding to employment opportunities, the proportion of Yukon non-natives in the 25 to 44 year age group is very high in comparison to the Yukon Indians population and indeed the general Canadian population. The population of Yukon is relatively young (pp. 19 - Discussion Paper). As long as the Yukon is viewed as an employment area, as long as economic cycles entice in-migration and then out migration, the aging trend for non-natives will not be as significant as for the rest of Canada.

However, it is clear that the native population is more similar to the national average and is likely to impact on leisure and recreation as noted above.

Trend 2: Social Structure

There has been a marked change in the structure of society over the past decade. Specific trends such as the rise in the number of young singles, single parent families, working women, ethnic groups and the poor are likely to continue. The nuclear family will be less common and the traditional roles of males and females are shifting.

To leisure and recreation this will mean the need for programs and services that are sensitive to the needs of the various groups with perhaps special group programming (e.g. aerobics for singles) and special support services such as child care while single parents participate in an activity. It will also mean that leisure and recreation agencies will have to decide whether they should play a role in trying to meet/support nuclear families through family programming as opposed to programming for individuals.

Trend 3: Non-Work/Discretionary Time

Discretionary or non-work time will likely increase due to factors such as shorter work careers, longer vacations and underemployment. The situation in the Yukon is expected to show a similar pattern.

This trend will mean the leisure and recreation agencies will likely have to direct programs at helping people improve upon the time they have as well as strategies that ensure facility and program access is available especially during non-traditional hours.

Trend 4: Changes In Values

Personal values will continue to change. An emphasis on self-help, self-reliance, personal identity and responsibility, and individual choice and control will emerge. These changes will become more visible as (a) the concern for civil liberties and the protection of human rights increases, (b) preventative and holistic medicine enters mainstream society, and (c) the popularity of health and fitness maintains its level or grows.

Trend 5: Societal Stress

Statistics suggest that there has been a marked increase in levels of what can be best described as 'suicidal stress'. Suicides, alcoholism, drug abuse, child abuse and sexual assaults are all increasing. Furthermore, there is evidence, amongst young people, of a developing 'future phobia' or perception that the world is a very threatening place. There is little reason to expect that this will change in the future. The importance of the positive use of leisure will gain prominence in the future, striking more of a balance with work.

Trend 6: Natural Environment

There will be an increasing public acceptance of the doctrine of stewardship -- that man has a responsibility beyond his immediate self-centered needs, to respect and safeguard, in the long term, the resources of the world. There will be an increasing demand for and use of wildlands, natural environments and passive open space. It is also expected that demand for high quality outdoor experiences and near-urban outdoor recreation opportunities will increase. However, there will be a continued loss of natural environments. There will continue to be a growing concern about pollution and concern for the preservation and management of natural, cultural and historic environments.

Trend 7: Information and Technology

The rate of growth of information and knowledge will continue to increase placing more and more importance on computerized technology to manage this increasing amount of information. Better communication systems mean virtually no time delays in communicating between different corners of the world. Technological development will continue to provide major opportunities for streamlining administrative operations and improving productivity. Business and government systems will continue to look toward information management as a means to improve productivity and assist in improving economic performance. Health-related technology will increasingly promote good health and longevity. The meaning of the term 'global village' will become increasingly relevant in the future.

SUBSECTION B; Leisure And Recreation Trends

Trend 1: Recreation As Critical To Quality Of Life

Some major lifestyle changes are evident today. Our attitudes toward work and recreation are becoming more balanced with recreation seen as critical to quality of life. Recreation is seen as having a serious social purpose vital to personal growth. Recreation is seen as having the potential to contribute to the well-being and quality of life of individuals and society at large. It can challenge, stimulate, satisfy and reward. It can enrich and contribute in a real way to meaning in life in terms of psychological, social and physical well being.

Some of the psychologically-based needs that can be satisfied through recreation experiences include escape, challenge, relaxation, control, creativity and inner peace. These needs, when satisfied, often bring feelings of competence and self-determination, and thus enjoyment. Positive and enjoyable recreation experiences can ease physical and psychological tensions and stress.

Socially-based needs that can be met through recreation relate to interpersonal communication, social interaction and competition. Through recreation, people can gain an understanding of themselves, others and their environments, receive attention and recognition and attain social respect, a sense of belonging and improved self - concept.

Physically-based needs that can be met through recreation relate to an improvement in cardiovascular and respiratory functioning, and increased muscular and heart strength. Recreation can assist in the control of obesity and emotional stress. There is also a growing indication of a relationship between physical recreation and psychological well-being. That is, people exercise not only because it is good for them, but because it feels good.

Through the achievement of these objectives, recreation can address some of the more negative social trends that we wish to offset. The pursuit of substance abuse for example has been linked to a lack of purpose and meaning in life through traditional avenues (i.e. work related). Recreation can positively affect these feelings.

Trend 2: Lifelong Education

There is a clear trend toward lifelong education as evidenced by increasing enrollments in colleges and extension courses. People are retraining and enriching their knowledge base. General interest recreation programs are continuing to increase as people seek out new experiences.

Trend 3: Equity

The number of residents who are available and choose to participate in a program or use a facility in a small rural community will be much lower than in Whitehorse. Therefore, although the percentage of the population who want to participate in the small rural community may be higher than in Whitehorse (for example, 7 out of 250 or 2.8% vs. 200 out of 18,000 or 1.1%) the higher absolute number (i.e. 200) usually has more opportunity. The fact that the absolute numbers of participants is lower in the small rural community is a reason why these areas may receive fewer programs. In these instances, equity is not being achieved.

Equity is a concept of what is fair. Therefore, equity calls for equal treatment of equals and conversely, unequal treatment of unequals. Equity is critical to dealing with geographical differences in the Yukon, cultural differences and social structure. As our social structure continues to change, leisure and recreation providers will have to be more cognizant of equity. Facility and program design and operation will have to be more and more sensitive to equity.

ECONOMIC TRENDS

Two subsections are dealt with under economic trends. The first identifies those trends that are of a primary economic nature and will likely influence recreation and leisure. The second subsection deals with leisure and recreation specific trends that are of an economic nature.

Subsection A: Economic Trends Influencing Leisure And Recreation

Trend 1: Diversification

The future of the Yukon economy will continue to be linked to world economic events, particularly to the value of, and demand for, its resources. To offset the cyclical nature of world related resource demand, the need to diversify is apparent. The private sector and provinces across Canada recognize this and are investing heavily in diversification efforts.

The Yukon is in a similar position. Leisure and recreation can contribute to diversification through (a) support to the tourism industry, and (b) actions designed to improve upon the leisure and recreation industry.

The role that leisure and recreation can play in diversification becomes evident in a review of the TSE Index. One decade ago, of the top ten on the Index, eight were resource companies; today there are only two. The resource sector has been replaced by the service sector.

Trend 2: Service Sector

The importance of the service is evident from the above. In the Yukon, the service sector is the largest full-time employment sector, surpassing the government sector in 1984. Recreation and leisure is a component of the service sector indicating that it has the potential of contributing to the fastest growing sector of the economy.

Subsection B: Leisure And Recreation Trends

Trend 1: The Recreation Industry

The recreation industry is growing largely in response to the importance of quality of life, increases in leisure time and the availability of opportunities to a wider segment of society. There are three recognizable components to the recreation industry (a) the manufacturers (b) the retailers, and (c) the providers. It is expected that all three areas will grow in the future (For example, Amusement And Recreation Retail and Service Trade for 1979 - 1983 increased an average of 10% per year for Edmonton and 9% per year for all of Alberta).

The prime growth markets are expected to be:

- o travel
- o education
- o recreation
- o health

The prime consumer products are expected to be:

- o luxury items
- o home entertainment and fitness
- o specialty items
- o vacations

The current consumerism trend is seen in the collection of recreation paraphenalia as a measure of quality of life. When new recreation gadgets hit the market, the market is quickly saturated and people allocate a larger portion of their disposable income to recreation. This pattern requires a diversification of the recreation industry which adds economic strength. This trend will be modified somewhat due to:

- o sustained unemployment levels that lead many consumers to maintain high levels of 'rainy day' savings,
- o concern that current employment is no longer secure and therefore the need for financial buffering in the form of liquid assets, and
- o imposed income constraints that reduces the money available for savings or discretionary spending.

The growth of the recreation industry can be seen in the statistics regarding average family expenditures on recreation services and equipment. As is shown, these statistics indicate a strong growth in consumer spending with Whitehorse demonstrating one of the largest expenditure cities.

AVERAGE EXPENDITURES PER FAMILY ON
RECREATIONAL SERVICES AND EQUIPMENT

YEAR	AVERAGE EXPENDITURES PER FAMILY (\$000)		
	CANADA	YUKON	EDMONTON
1978	947.1	-	-
1982	1,261.4	2,193.1	1,642.7
1984	-	-	1,989.9

Source: Statistics Canada, Cat # 62 - 551

By referring to total sales in sporting goods stores a similar growth is evident as shown on the following chart.

SPORTING GOODS STORES SALES (\$000)

YEAR	SALES	% CHANGE
1980	6,644	-
1983	7,075	+ 6.5
1985	9,728	+ 37.5

Source: Statistics Canada Cat. # 63 - 005

The value of construction for work performed related to recreation in Canada shows a similar high growth pattern.

EXPENDITURES FOR SWIMMING POOLS, TENNIS COURTS,
AND OUTDOOR RECREATION FACILITIES

YEAR	VALUE (\$MILLIONS)	% CHANGE
1980	61.0	
1981	80.6	+ 32.1
1982	67.8	- 15.8
1983	92.2	+ 35.9
1984	134.4	+ 45.8
1985	146.0	+ 8.6

Source: 1986 Tourism And Recreation Statistical Digest, Ministry of Supply and Services Canada, pp. 217.

Trend 2: Employment In Recreation

Recreation activity tends to be labor intensive. This is especially true for specialty items. It deals with the growing service sector, easily adapts to changing work and leisure patterns, is portable and except for some areas, requires relatively low investment capital (as compared to other sectors). Therefore, it provides a wide range of employment opportunities to a wide variety of people, with a wide variety of skills at both local (cottage level) and major levels of investment and is relatively footloose.

The importance of recreation as an employment generator and its growth is demonstrated in the statistics from the Recreation and Leisure Employment Chart from Statistics Canada. As can be seen below, growth in employment in this sector has grown by 5% from 1983 to 1986.

RECREATION AND LEISURE EMPLOYMENT

YEAR	FULL TIME EMPLOYMENT	% INCREASE
1983	123,000	-
1985	124,800	1.5
1986	129,300	3.6

Source: Statistics Canada Cat. # 72 - 002

Similarly, statistics from the manufacturing sector indicate a consistent growth in sporting goods and toys/games industry over the past twelve years with exceptional growth from 1980 to 1984. The statistics also show that the recreation and leisure manufacturing sector has significant spin off benefits to other suppliers. Interestingly, there were no recorded establishments in the Yukon during this twelve year period.

SPORTING GOODS AND TOYS/GAMES MANUFACTURING

YEAR	NO. OF ESTABLISHMENTS	EMPLOYEES	WAGES	COST OF MATERIALS	VALUE OF SHIPMENTS	VALUE ADDED
1972	143	7,036	41,404	58,562	123,417	73,684
1975	143	6,880	57,048	90,731	190,166	107,954
1978	174	6,268	71,429	131,880	242,503	128,688
1980	196	7,461	98,417	209,248	398,911	210,668
1983	256	10,302	174,134	339,826	629,944	436,418
1984	298	11,219	192,690	460,280	864,040	503,746

Source: Statistics Canada: Cat. # 47 - 204

Trend 3: Major Recreation And Sports Events

Recently, the economic impact of recreation and sporting events are being viewed in a light similar to conventions. Events attract participants from outside communities who in turn expend dollars on lodging, food, gifts, etc. in the local community. Provincial and federal governments compete to attract and host events nationally and internationally.

Trend 4: Economic Impact Of Culture

A study recently completed for the Province of Alberta estimated:

- o economic impact - \$454m - \$555m
- o employment impact - full-time 2,300
 - part time 3,400
 - volunteers 8,800
 - salaries and benefits \$65m - \$70m

Culture, for the purposes of the study, excluded major areas such as movie theatres, video production, historic resources, bookstores and libraries. The study also identified that there was significant growth potential currently impeded by several barriers.

Trend 5: Economic Impact Of Recreation

A recent study regarding the economic impact of recreation in Alberta estimated:

- o economic impact - \$6.5B
- o employment impact - 83,113 (of which 45,860 is commercial sector, and 6,266 is in the public sector)

These estimates represent significant financial expenditures and employment opportunities.

Trend 6: Recreation And Job Performance

Research shows that employee fitness programs can improve health, reduce absenteeism and job turnover rates, change attitudes and feelings, improve energy levels and reduce fatigue. Many private sector employers provide facilities including parks for their employees. Governments are providing financial incentive to civil servants who join health and related clubs (e.g. YWCA, YMCA, etc.).

"More and more plants and offices are being built with activity rooms, gymnasiums, and swimming pools as a part of the working environment. Recreation specialists and physical directors are being employed to "operate and manage" these facilities and serve their employees as resource people. The office of tomorrow may be more akin to today's resort or club than it is to our present places of employment. And this will occur because we know that we are most productive, most in the flow, when our life is most integrated. Holism benefits the corporation, the society, and, most of all, the individual." (Source: Sessoms, D. Visions, A Paper Presented To The 1986 Alberta Recreation And Parks Conference, pp. 13)

Trend 7: Recreation As A Location Decision

The amenities of a community is an important criteria to businesses considering relocation or expansion. A recent survey in Alberta indicated that amenities were in the top ten reasons for businesses locating in a community. In this sense, recreation has a real and direct impact on economic decisions.

'In a survey of forty-one (41) manufacturing sectors (at the three digit Standard Industrial Classification Level), important site locational requirements were identified. Ranked by respondents in order of importance, they are:

1. Labour Availability
2. Transportation
3. Proximity to Markets
4. Proximity to Supplies and Services
5. Energy
6. Taxation
7. Community Attributes
8. Plant Site Characteristics
9. Water Supply'

Source: Rural Alberta's Potential For Manufacturing As It Relates To Industrial Site Location Requirements, Woods Gordon, 1982.

ACTIVITY TRENDS

In this section, two subsections are presented. The first deals with general activity trends; the second with specific activity trends.

Subsection A: General Activity Trends

Trend 1: Novelty And Change

Due largely to increased exposure through the media to a variety of lifestyles and recreation pursuits, there is a growing desire for novelty and change. Expectations have increased and people are seeking out a broader variety of activities. General interest activities (e.g. wine tasting, calligraphy etc.) are growing.

Trend 2: Spontaneous Vs Organized Participation

A good deal of recreation programs provided are organized as opposed to drop-in or spontaneous. However, there is a growing trend toward the spontaneous type of participation whereby the individual selects activity preferences on short notice and without leaders/technical programmers. Adults seemingly prefer games such as tennis, bridge and golf rather than those games played according to quarters, halves, periods and other time frames.

The following statement, taken from Report No. 2 on the Alberta Recreation And Parks Public Opinion Survey, indicates that the more popular recreation activities are of an unorganized nature:

"Those activities with the most participants tended to have several things in common. They had a high entertainment level, an element of social interaction, and required little or no support from a public recreation service. The top ten activities could be done on the spur of the moment or in one block of time and did not require the scheduling of a particular facility. These activities did not generally require specialized skills and required lower levels of physical exertion than activities found lower on the list. The availability of these activities was also generally unaffected by seasonal changes.

Emphasis on activities that do not require regular time commitments made in advance could indicate that the public might respond positively to a relaxation of formal program structures. Recreation departments could consider altering their style to provide a more flexible approach to participation.

Those activities in which fewer people participated are generally ones requiring special skills, equipment, facilities and large amounts of scheduled time. They frequently involve organized teams or groups as opposed to activities oriented towards individual participation. Many of these activities also tend to be seasonal in nature. The need to acquire skills or equipment plus accommodate the time demands of an organized activity all serve to limit participation and account for the lower ratings of these activities."

Trend 3: Home Based Recreation

Recent survey results regarding recreation pursuits suggests that a large amount of activities (50%) take place in the home environment. As home entertainment, fitness and education related equipment becomes more accessible and sophisticated and as recreation producers develop products for the home, this trend will increase.

"Much of our play will take place at home and will frequently involve the instruments of high technology. The personal computer will provide hours of unending joy of exploration and learning. Our tendency to organize and classify, our compulsion to set things right, will be fully accommodated. The home computer knows few limits and our children, our current devotees to Pac Man and other video games, will feel as much at home with it as is our generation at home with the telephone, the self-correcting typewriter, and the xerox machine. Video cameras will replace our more conventional movie and still cameras. Our television sets will be as flexible and as versatile as any home appliance we now possess. The combining of the television with the telephone and the home computer will have enormous consequences in our educational, employment, and recreational systems. For many, the home will become a place for doing one's work (earning one's living) as well as one's shelter and showplace." (Source: Sessoms, D. Visions, A Paper Presented To The 1986 Alberta

Recreation And Parks Conference pp. 9).

Subsection B" Specific Activity Trends

There is no Yukon wide recreation and leisure survey from which to identify activity trends. In the place of this preferred data source, an analysis was conducted of three other sources that will be used as proxy measures. These three sources are:

- o the 1983 City of Whitehorse general recreation survey (no information was available regarding the statistical reliability of the survey and several major social/recreation activities were not listed),

- o the 1984 Province of Alberta Public Opinion Survey On Recreation, and
- o a program review by the City of Whitehorse Recreation Department Staff prepared as a result of an interview with staff.

The 1983 City of Whitehorse Survey divided participation in activities into six areas: general interest, art, sports, outdoor recreation, fitness and special events. For the purposes of this paper, the responses to these activities were aggregated into activities that were similar in nature from a facility requirement viewpoint. Based on this assessment, the ranking of the top ten activity preferences was as follows:

- o swimming
- o trails (e.g. bicycling, cross country skiing, walking, hiking, horseback riding, etc.)
- o fitness (e.g. exercise to music, jogging, etc.)
- o ice related (e.g. skating, hockey, curling, etc.)
- o dry sports (e.g. volleyball)
- o outdoor recreation (e.g. camping, fishing, hunting, etc.)
- o cooking
- o movies
- o music lessons
- o first aid/C.P.R.

The 1984 Alberta Public Opinion Survey On Recreation was reviewed with YTG Recreation staff with a view to adjusting participation levels to the Yukon situation. This adjustment was based on the judgement and experience of the Recreation Staff. With this adjustment in mind, the following represents the ranking of activities:

SPORT AND OUTDOOR
RECREATION

Walking
Picnicking
Camping
Fishing
Fitness/Aerobics
Ice Skating
Hockey
Volleyball
Canoeing
Cross Country Skiing
Hunting
Curling

SOCIAL AND CULTURAL
RECREATION

Visiting Friends
Watching T.V.
Radio, Records
Playing Cards
Sport Spectator
Crafts, Hobbies
Home Improvements
Volunteering
Bingo
Shopping

The City of Whitehorse Recreation Staff identified the following current program trends:

- o increases in pre-school participation,
- o increases in outdoor education/recreation participation,
- o increases in adult general interest participation,
- o increases in cultural participation, and
- o stabilization or decreases in fitness participation.

SUMMARY

The many trends and expected conditions outlined above are moving toward a future that the recreation and parks system must work hard to understand to influence in a positive manner. At a general level, it appears to be a society that will be characterized by (a) rising psycho-social costs of living, (b) increasing alienation, (c) changing and unclear human values, (d) growing difference between individual and collective needs, (e) increasing choices or options, (f) greater emphasis on local initiatives and individual responsibilities, and (g) a need to re-think recreation from an economic viewpoint.

STRATEGY REQUIREMENTS

Without intensive research and discussions with the people of the Yukon and their representatives it is difficult to prescribe directions to be pursued. However, based on the research and interviews conducted in the preparation of this paper it is possible to outline some of the more important strategies that the people of Yukon should consider. Recreation and leisure can play a vital and critical role in the social and economic development of the Yukon. This section of the paper will describe some of these roles and their importance.

In order to address the social, economic and recreation trends identified, the Yukon should consider a three part strategy. The first part of the strategy is designed to ensure all key participants in recreation are focussed on the same issues. This will require a good deal of professional leadership. In this section of the paper this strategy area is dealt with under the sub-strategies of (a) professional leadership, (b) clarity of direction, and (c) integration.

The second part of the strategy deals with specific actions designed to capitalize on opportunities or offset negative trends. These sub-strategies are addressed under the headings of (a) tourism linkage, (b) education linkage, (c) cultural linkage, (d) health linkage, and (e) personal productivity.

The third part of the strategy deals with initiatives that are seen as essential supports to the realization of the specific actions related to tourism, education etc.. These are dealt with under the headings of (a) leadership development, and (b) collaboration.

PROFESSIONAL LEADERSHIP

Taking advantage of opportunities that the future offers depends to a large degree on the role of the parks and recreation professionals. If the contents of this report are to come about, the park and recreation professionals will have to modify their approach to the delivery of services. Rather than being a 'direct provider' or a 'facilitator' of services, professionals will have to be:

- o an influencer of public policy,
- o a partner in the provision of facilities, services and programs, and
- o a developer and disseminator of information.

In order to fulfill these roles, the professional must lead through support and information rather than control through legislation and proprietorship. It will be necessary to be more competent in use of high technology, more understanding of the political process, more willing to enter into contractual arrangements with the private and voluntary sectors and better communicators.

CLARITY OF DIRECTION

There are many individuals, organizations and agencies involved in the recreation and leisure delivery system. These include municipal and organized communities, territorial and local special interest groups, the territorial government and the private sector. In order to maximize resources (human, natural and financial) it is imperative that all partners in the recreation and leisure system clarify their mission, goals and objectives.

The need to clarify direction is recognized on another scale in the Yukon 2000 Discussion Paper

"What kind of place do we want the Yukon to be in the Year 2000? This question is fundamental and must be addressed, if the Yukon is to develop in the direction, and in the way, that people want" (pp. 4).

The Green Paper Committee On Recreation (1983) was a first excellent effort to set out direction. However, it is somewhat dated. A key requirement is to update the Green Paper, using a consultative process, and concentrating on the following strategy items.

INTEGRATION (LIFE AND ORGANIZATION)

Life is becoming more integrated. When Stan Parker, James Murphy and other colleagues wrote of the holistic lifestyle in the early 1970's as it related to leisure services, they were largely writing about a small segment of the population which was successfully integrating work and leisure in their normal routines. By 2000, many will have achieved that feat. The segmented life pattern of the past will give way to a more interdependent and integrated lifestyle (although there will continue to be specific time periods for certain types of activities such as holiday travel). Recreation will therefore have to be delivered in a way that is more integrated with our other life activities such as work, shopping etc.

One of the reasons why integration is so attractive and will become a more prominent lifestyle is it is natural. It has always been there; it was simply not recognized for what it was. Rather, credence was given to the sociologists, industrial engineers, and organizational specialists who arbitrarily divided our lives into dominant activity categories for their purpose of study, control, and management. It is much easier, from an organizational view, to have all students take recess at the same time or to give workers their lunch break at noon than it is to allow each of us to take our leave when we like.

Increasingly, our patterns do reflect an integration of work and play. The Japanese Management style, so popular now, acknowledges the reality that individuals do have different rhythms and should not have their lives arbitrarily structured too tightly by some artificial construct. In Japan, workers can leave the work bench whenever they need to in order to exercise, get a snack, or engage in some "non work activity" without regard to the time clock. What is important according to their industrial experts is the result of their workers' efforts, not the time frames in which the tasks are accomplished.

Computers, with their ability to store data which can be recalled at any time during the day, will further facilitate the integrated lifestyle. With them, workers can do their work when they wish, store it in the computer for others to use when they wish. The clock ceases to be the dictator. Interdependency and interaction is encouraged and these are key elements to the integrated lifestyle.

Organization integration has a similar intent to life integration. In order to understand needs and deliver services, the organization structure came into existence. Work is divided into manageable amounts and specific people held responsible for implementation.

A problem with this system is the often seen lack of integration. This also applies to a government bureaucracy such as the YTG or the City of Whitehorse. Tasks are divided into organizational units: the problem is where to divide tasks since some are so inter-linked and inter-dependent. This is the case for example in the separation of leisure/recreation from Tourism, from the Territorial Parks System from Education.

A more common approach to solving this organizational division is the creation of Inter Departmental Planning/Coordination Committees and the development of broad 'sector specific' policy or master plans. A broad 'sector specific' policy or master plan in this case could include the entire leisure sector. A formalized Committee and/or Plan would facilitate cooperative efforts, maximize resources and identify, on a continuous basis, cross linkages designed to create or implement economic and/or social opportunities. Several examples of linkages are presented further in this paper.

TOURISM LINKAGE

Tourism is an important part of the Yukon economy. Since recreation and leisure and tourism are very clearly tied, there is a natural linkage. The linkage between recreation and leisure and tourism has several dimensions.

1. Facilities: There are many recreation and leisure facilities that support tourism. These include swimming pools, health spas, water parks, tennis courts, golf courses, parks/beautification, campgrounds, and interpretive features/centres. From a territorial park viewpoint, the linkage is more readily apparent in terms of campgrounds

available for the tourist as well as natural features and opportunities such as trails and interpretive facilities. From a municipal recreation and leisure perspective, the facilities are generally designed and operated for residential use. However, with planning, these facilities could also be used for tourism support, as they are in the Scandinavian Countries.

2. Information: A major tourism activity is informing tourists of opportunities to (a) attract them to an area, (b) lengthen their stay and (c) encourage the expenditure of money. For example Watson Lake has developed a brochure for tourists regarding the recreation and private sector opportunities in the area.
3. Programming: Due to its local nature, and due to the variety of programs offered, recreation and leisure offers a unique opportunity to (a) help residents develop and enhance skills that can be used for tourism opportunities (e.g. canoeing, white water rafting, etc.), and (b) attract tourists to participate (e.g. photography lessons, crafts, etc.). There is also the opportunity to link traditional municipal recreation programs with territorial park system (e.g. photography in campgrounds etc.). All of these initiatives will encourage tourists to stay longer as they explore and participate in the services provided.

The recreation professional and the community recreation planning process (both 'in -place' in the Yukon) are logical vehicles to identify and encourage a closer link between tourism and recreation. Recreation and leisure can be a key pillar of the tourism industry if linkages are sought, identified and developed.

EDUCATION LINKAGE

The linkage between education and recreation takes three forms (a) education for leisure, (b) community schools, and (c) education for recreation skills to enhance the capability of people to capture tourism dollars.

1. Education For Leisure

The development and implementation of a leisure education concept should be encouraged. The concept should equip people with the awareness and knowledge required for the wise use of leisure and encourage a way of life that incorporates leisure pursuits as an integral component of modern living.

The leisure message communicated to adults and school children should deal with day-to-day life wherein leisure is rewarding and enjoyable and, above all, done by choice. Over the course of a number of years a leisure ethic should evolve within the mainstream of society. This is an essential consideration to the programs and services of recreation agencies and to other human service agencies as well (especially as it impacts the health care system).

Increasing awareness and knowledge about leisure through learning and educative initiatives should be accomplished in combination with persuasive initiatives designed to positively influence leisure attitudes and behavior. Initiatives designed to influence attitudes and behavior use a wide range of methods which must be based on well-formulated research that considers societal values and beliefs. These aims are not unlike the aims of agencies involved in other areas of the human experience. In Alberta, the Alberta Alcohol and Drug Abuse Commission has implemented a number of programs to educate and inform people and improve the public's awareness about a wide range of issues and problems related to alcohol and drug abuse. At the national level, Particip-Action has implemented a number of initiatives to affect the attitudes of Canadians about fitness and physical health.

It should be recognized that one line of concern may be raised against calling for leisure education. It may be interpreted as setting the groundwork for trying to influence people. There is only one answer to this concern: yes, that is what is being called for. Society should acknowledge its values, and if the positive use of leisure is one of its values, it should be promoted.

2. Community Schools

The basic operating principle for the community use school is that a sense of community is important and that people who live in a community should have substantial influence over the destiny of that community. This in turn means that a community school is a school where there is formal commitment to the use of the educational process for both individual and community betterment. There is also a formal commitment to consciously orient the school to the community it serves.

Key characteristics that a community use school ideally exhibit include the following:

1. It enhances basic educational competencies by relating them to real life situations in the community in which the school is located. It is the intent that intense study of the local community will become a springboard for study of life in other communities and the world, and study of the community, in the community as an integral aspect of this emphases. The presents obvious recreation and tourism training opportunities.

2. The community use school and designated community school will effect more involvement of parents and other interested people in helping to provide advice to develop the curriculum of the school and in helping teachers with the operation of the school through appropriate (voluntary) service. Again, this characteristic can lead to local resident education for a number of purposes including recreation and tourism.
3. While education of the young is the priority, all members of the community are potential students, including both the very young and adults, of all ages.
4. The school regards itself as an integral part of the total community education system. The school cooperates with other community organizations and agencies to assist in the delivery of comprehensive educational, recreational, cultural and social services to people in the school attendance area.
5. School facilities may be designed or modified with effective teacher and community input so that the building itself is different from the usual school. Ideally, the entire structure is designed to facilitate community use as well as to accommodate community education activities. Recreation professional staff should be involved in the design of schools.
6. The school facility is available for educational, recreational, cultural, social service and other community use on an extended time basis daily and yearly. Such community usage might be scheduled at any time during each operational day.
7. The school, by policy, encourages a constructive study of problems and issues of significance to the community, often in cooperation with other agencies and organizations in the community. This approach has community development implications.

3. Education For Recreation And Tourism Skills

The development of curriculum for recreation and tourism related skills is largely in place. Specific program courses exist for recreation skill development. Specific management/administration courses exist to help people set up businesses.

The delivery method can be through community schools, traditional schools, recreation facilities and/or mobile education units.

The infrastructure is largely in place. What is needed is the 'will' to make it happen.

Cultural Linkage

Perhaps one of the greatest intrinsic attributes of the Yukon is its cultural heritage. This includes both the native and white heritage. To many people outside of the Yukon, an image of romantic culture is apparent. The importance of this image for tourism is understood.

Recreation and leisure can play an important role in the creation of a cultural heritage program for the Yukon. It includes program development that is skill related such as crafts. It includes facility support such as the Skookum Jim Friendship Centre. It includes use of field recreation consultants to expose residents to the opportunities. It includes having recreation professionals act as a bridge/liaison for other initiatives to other agencies (e.g. native fishing camps operating similar to vacation farms, so familiar in the south).

In order for this linkage to contribute to the economy, the representatives of the agencies must first see and believe in the opportunity. Then, there is a need for specific opportunities to be identified followed by development and operation.

Health Linkage¹.

The rate at which changes are occurring in society can pose a serious threat to the social psychological and physical well-being and life satisfaction of people. As evidenced by the statistics shown on the next page related to alcoholism, suicide and mental illness, an increasing number of Canadians would appear to be having difficulty adapting to the changes.

The increasing significance of health care problems represent a growing financial burden to not only individual Canadians, but also to the national, territorial and provincial economies. Politicians, medically-related professions, and others have, on numerous occasions during the past decade, expressed deep concern about the rising cost of health care which has increased 141% from 1970 to 1978 for Canada and 197% in the territories. (National Health Expenditures, Health And Welfare Canada).

Health can be defined as not only the absence of disease, but also the physical, psychological and social well-being, and life-satisfaction of individuals. This definition has two primary implications. Firstly, such a definition places healthy within the broader context of people and their environments. Since only about one quarter of all illness and disease is biologically based, the promotion of health is concerned with strengthening the links between the health, environments and life-styles of people before health hazards reach people. Secondly, the definition emphasizes the positive aspects of health, and considers health to be much more than the absence of illness. In effect, it increases the importance and role of health as a major factor influencing the quality of life of individuals. Striving to attain one's potential and live one's life to the fullest are the motivators for existence, not mere survival and longevity.

1. This section of the paper is based on 'Recreation: A Major Vehicle For The Promotion Of Health, Alberta Recreation And Parks, 1985'.

STATISTICAL SUMMARY REGARDING
SELECTED SOCIAL ISSUES

1. Abuse of Alcohol - After a period of relative stability from 1955 to 1965, there has been a steady increase in the rate of alcoholism, and the number of alcoholics (as a percentage of the population) has doubled since the mid-sixties.
2. Suicides - The suicide rate for all ages has doubled since 1955. For the 15-19 age group, it has gone up seven times and is now 12.7 per 100,000 of people that age. The suicide rate for the 10-14 age group has increased 540% and is now 1.8 per 100,000 of people that age. In a joint publication of Statistics Canada and the Canadian Mental Health Association (1981), suicide was reported as the second most frequent cause of death among Canadians between the ages of 15 and 39. Further, it is generally believed that the ratio between those who attempt and those who commit suicide is ten to one.
3. Mental Illness - From 1955 to 1976 (the last date for directly comparable figures) there was over a three-fold increase in admissions per 100,000 of the population; a steady rise since 1955. In a joint publication of Statistics Canada and the Canadian Mental Health Association (1981), it was reported that one in every eight Canadians (based on 1978 figures) can expect to be hospitalized for a mental illness at least once during their lifetime, and between 10% and 30% of Canadians have some form of mental illness (depending on the perceptions and definitions of the various disorders).
4. The Rising Cost Of Health Care - During the period of 1970-78, the expenditures related to health care in Canada increased from \$285.44 per capita to \$688.77 per capita; an increase of 141.3% Per Capita Expenditures For Personal And Other Health Care, Canada and Provinces, 1970-78). In absolute terms, the national health care expenditures in 1978 totalled \$16.2 billion. The largest component of these expenditures and those of more recent years has been for hospital and other related institutional care - approximately 54% or 10 billion dollars in 1979. The second largest component, approximately 23% of total health care expenditures in 1979 and subsequent years, has been for professional care - i.e., physicians, dentists, chiropractors, and other traditional health-related professions.
5. Potential Impact Of An Aging Population - The preceding statistics and more recent documentation reflect the rapid rate at which health care costs are increasing in Canada. An uncontrollable factor which may accelerate this rate is related to the changing age structure of the Canadian population. Almost 7% of the total population (22.9 million) in 1976 was 65 years of age or older. This age group accounted for 38.1% of the total number of hospital patient - days. It is projected that, by the year 2001, this age group will comprise 11.9% of the total population, and account for 46.3% of the total number of hospital patient -days.

The relevance of recreation to the promotion of health lies in the fact that the recreation system is concerned with assisting individuals to find satisfaction during their discretionary time that enhance their health and life-styles. While its focus is on the individual, the recreation system is also concerned with developing the social, economic, and physical environments or infrastructures (i.e., recreation facilities, parks, programs and services) which are necessary for satisfying recreation experiences.

Today, recreation pervades almost every area of our society and involves tremendous energy, interest, and expenditure by the participating public. Recreation behavior can be explained by five determinants - an individual's biological make-up and early socialization experiences; the need for optimal arousal and incongruity; intrinsic motivation resulting in feelings of perceived freedom and competence; potential to satisfy psychologically based needs; and attitude. These are integrated with the concept of life-style, a primary factor influencing health. It is reasonable to suggest that recreation, more than any other set of activities, reflects an individual's life-style. This assertion is based on the evidence which indicates that through recreation, an individual is able to exercise some control and freedom of choice over his/her life, satisfy felt or perceived psychologically based needs, achieve a sense of accomplishment, express his/her individuality, and seek self-expression. Research demonstrates that recreation, as a major component of people's life-styles, can contribute to our social, psychological and physical well-being as well as significantly influence work satisfaction, family cohesiveness and the reduction of drug usage.

Recreation, work and family all contribute to quality of life. Research has shown that the relative contributions of these three major life-style components has shifted during the past two decades. Although family remains the most important, recreation has increased in importance while both work and family have declined in importance. However, not everyone in society has an equal opportunity to have a healthy life-style and satisfying life. That is, there are certain segments of the population (e.g., the unemployed, and the elderly/senior citizens) whose potential for leading healthy and satisfying lives is restricted because of their biological make-up, age, and/or the impacts of environmental influences, and not by their choice.

Attitudes are of critical importance in promoting health through recreation. The promotion of health through positive recreation behavior requires that people possess favourable attitudes towards recreation itself and towards one or more forms of recreation activity. The potential exists for the recreation delivery system to significantly impact the formulation of these attitudes, and the adoption and/or maintenance of positive recreation participation patterns. In the Yukon this can be accomplished through the development and implementation of a number of strategies, programs and/or actions which can influence people to adopt one or more forms of recreation behavior, and/or can further develop the social, economic and physical environments of infrastructures that would be conducive to satisfying recreation experiences.

Personal Productivity^{1.}

In the Yukon as elsewhere in Canada, there is a conflict between our beliefs and the realities that surround us. We believe that work is inherently good and worthwhile, and that involvement in the labour force brings dignity to the workers. While these beliefs are still strong, people live in a situation where many residents are not employed. This produces stress, anxiety and depression for many of those who, for whatever reason, are without work. This tension between the value placed on work, and our inability to provide employment for all, is coined in the term "the crisis of personal productivity".

The history and background of Yukon's work values, a set of beliefs Weber called the Protestant Work Ethic, are still very strong in the Yukon. There are various groups within the Yukon for whom these values are a difficult burden - groups for whom full employment is rarely an option at present. These groups include the young, the old, homemakers, natives, the disabled and those without employment because of technological change.

One potential solution has been described as one consisting of 'bread and circuses'. The existence of the unemployed is accepted as an economic necessity, required to keep costs down and to ensure the stability of the inflation rate. Those who are unemployed are supported through unemployment insurance, if they have been employed. Those whose unemployment insurance has run out can rely on welfare programs, or in the case of the disabled and the elderly, on a variety of pension schemes. The "bread" is provided, at least to the minimum extent consistent.

The "circuses", though, are only just beginning. We have mind numbing soap operas during the day, and equally mind numbing rock music for young people with access to a radio. For the elderly, the young and the disabled we are now developing recreation centres that provide entertaining but largely non-productive activities. The intention of a "Boys and Girls Club", a "Teen Centre", a "Golden Age Club" or a Y.W.C.A. is largely to provide activities that are less mind numbing than soap operas or rock music, and less destructive than vandalism, alcoholism or drug dependence. But even though the recreation opportunities are less destructive than their alternatives, they are still not as constructive as employment - as that activity we call "work". "Circuses" are not destructive (at least, not in the form presented by public recreation and leisure services), but they can not restore the damaged sense of personal productivity of those outside the workforce in our society.

1. This section of the report is based on the report 'Work And Leisure In Alberta For the 80's And 90's: Problems And Opportunities' by Leslie Bella, October 1984'.

If recreation and leisure services in our society are to provide "circuses" then we are performing a useful function. However, that is essentially a patchwork function to provide amusements for those whose non-involvement in the workforce is considered legitimate, or for whom work has become an alienating activity. These non-productive activities are not those that will restore a sense of personal productivity or the dignity of the participant.

These activities become particularly unhelpful for those who are able to work but are without employment. For the unemployed these activities seem frivolous, designed to kill time and to avoid thinking about the realities and indignities of being without work. The work ethic, still strong within the Yukon, will not permit the unemployed to substitute "circuses" for work, because circuses bring temporary pleasures but no sense of personal productivity. The sense of guilt and shame at being unemployed will not be reduced by the traditional form of recreation activity. The unemployed will not allow it to be so, and neither will their neighbours. There is something more that can be done.

Recreationists, who understand the issues surrounding the concept of "quality of life", have a major role to play in developing this second strategy. We need to promote "personal productivity", in the same way that we have promoted physical fitness and (though less effectively) mental health. We need a social marketing strategy, like that used to promote fitness, to remind all Yukoners that everyone can be personally productive.

There are many avenues to personal productivity - depending on your skills and capacity. We need to ensure that Yukoners recognize the dignity inherent in child rearing, in volunteer work, in learning a new skill or trade for use in the home or community, in teaching someone something or in producing a work of art or a short story. The alternatives are as numerous as the lifestyles and backgrounds of Yukoners.

The recreation delivery system in the Yukon has an important role to play in implementing a strategy for enhancing the personal productivity of Yukoners. Many people will need help in developing their own personal productivity program. There will be a need for counsellors to work with people to help them to develop such a program - counsellors that can look with a person at their whole lifestyle and the opportunities it provides for productivity. Someone who can work with a teenager, a homemaker, a newly retired person or someone facing a period of unemployment, and to look at the alternatives for continued challenge and productivity. We can provide "career counselling", and we have developed programs to test people's fitness and advocate activity programs. This second strategy will involve extending the concepts involved in both fitness and career counselling, and applying them to the design of a productive and satisfying lifestyle.

Also part of this second strategy is action to encourage participation in an expansion of the informal non-market economy. Marilyn Ferguson addresses this as the "transformation of values and vocation", and suggests that small businesses can be created by people who lack employment, to produce goods for sale. Unfortunately, although recreation programs may teach a new skill (such as soap making or calligraphy), the recreation delivery system does not help people to develop that activity into one that is economically productive. Cooperation between recreation and leisure services, on the one hand, and government agencies established to assist small businesses on the other, could help bridge the gap between a "recreation" activity and one that enhances a person's sense of personal productivity.

The recreation delivery system will have expended roles in lifestyle counselling, in marketing the idea of personal productivity and in bridging the gap between a recreation activity and one that is economically productive. However, traditional recreation programs will still be needed, particularly those programs which introduce people to new skills and activities. To ensure that these opportunities are used to best advantage by all those who need them, particularly by those who have a weakened sense of personal productivity, we need to provide something more. More than a brochure distributed by a municipal government twice a year, and more than an information aid with a list of course offerings.

What is required are professionals with experience, knowledge and sensitivity to work with a variety of people whose sense of personal productivity is threatened by a combination of life chances that has removed them from the work force. We also need opportunities for a recreation activity to become a source of personal productivity. Finally, we need to achieve a change in values, so that those without employment are not trapped between a work ethic on the one hand and the absence of work on the other.

For many Yukoners there is a conflict between their opportunity to work and their belief that they ought to be working. It is this crisis of personal productivity that must be a focus of the recreation delivery system to the year 2000. Expenditures on facilities and on expanded recreation programs will not meet this need. Lifestyle counselling, social marketing of the concept of personal productivity and a bridge between recreation activities and productive activities, these strategies together will all be needed to meet this challenge.

LEADERSHIP

1. Leadership Categories

There are two broad categories of leaders: technical and management.

Technical leaders are those individuals with specialized knowledge and skills. They are leaders involved directly with participants, such as program leaders, coaches and officials. They are specialists in particular areas, such as facility operators and sports medicine personnel.

Management leaders are those individuals involved in running organizations so that programs serve the best interests of the participants. These leaders are involved in such activities as administration, planning, goal setting, personnel development, accounting policy development, fund raising, marketing and communications.

2. The Volunteer

The volunteer is, and must continue to be, recognized as a key component of the leadership system. Through their involvement, the territorial recreation and parks system has evolved to its current level of development. Volunteering must continue to be viewed as a highly valued social activity and as a meaningful pursuit in, and of, itself.

Serious consideration must be given to the provision of training and skill development opportunities for leaders. The success of many programs is dependent on the abilities of the involved leaders.

3. Cooperative Leadership Planning

Effective leadership development can best occur through a cooperatively planned approach among the wide range of agencies involved in recreation and parks leadership in the Yukon. Local, territorial and national voluntary agencies, public agencies, professional organizations, educational institutions and other agencies involved in leadership development must promote cooperation for the mutual benefit and for the continued progressive growth of recreation and parks leadership initiatives in the Yukon.

4. The Paid Professional

Paid workers or paid professionals have, for the most part, completed a specialized program of study or have acquired practical experience through on-the-job training and participation in training sessions, workshops or advanced seminars. Paid professionals bring valuable knowledge and skills to the recreation and parks community. The importance of paid professionals in recreation and parks development has been recognized by the YTG which is encouraging recreation and parks agencies to hire paid professional staff.

A primary task of the paid professional worker is to guide, support and encourage voluntary initiative. In the recreation context, and particularly at the community level, paid leaders should be as a means to improve the effectiveness of the volunteer system, not replace it. Training in this cooperative area is needed as well.

5. Recruitment

Despite the number of leaders currently involved in recreation and parks development in the Yukon, others could contribute their skills and expertise to the recreation and parks area.

Leadership planning by recreation and parks agencies should: (a) consider the benefits that the individual will gain from becoming involved, (b) clearly articulate what will be expected of the individual (e.g. job descriptions), (c) evaluate the performance of leaders, (d) match potential leaders to functions where there are greater chances for success, and (e) show the potential leader a progressive path of involvement.

6. The Targets

Because disparities may exist in the territorial recreation and parks leadership system, specific initiatives that focus on particular areas of the leadership system that require additional attention should be considered. This could relate to communities that require leadership support particular groups of the population that may not be represented as recreation leaders or specialized areas that require assistance (e.g. crafts leaders, facility operators, tourism related management).

In some cases, the increased travel time and financial resources required to participate in training programs make leadership training opportunities unrealistic for residents of remote communities. To the degree possible, these special situations should be recognized and selected leadership development programs encouraged accordingly.

7. Retaining Leaders

The need to keep current leaders actively involved is also important and should be supported. In order to effectively retain leaders and meet their needs, a basic understanding of the motives of leaders is required. Although some leaders have expectations of personal gain, which may vary from the need for peer recognition and status to the desire to gain work-related experience, many leaders become involved because of the satisfaction of the experience. In the final analysis, the key is to create a positive experience, where leaders are motivated, enthusiastic and appreciated.

8. Comprehensive Leadership Training

Comprehensive leadership training to improve the performance of individuals in leadership roles is essential in order to ensure high quality leadership throughout the territorial recreation and parks system. Up-to-date and continuous leadership training programs, with appropriate supervision, are not only a strong motivation for leaders but also a primary means of increasing the effectiveness of organizations.

Leadership training builds upon and refines the knowledge, skills and expertise of individual leaders over a period of years. It is not short term or developed through a one-evening clinic or a two-day workshop. Recognizing that there is a clear need to take leaders beyond basic introductory courses to a full developmental learning program, support is needed. Also, there is a need to encourage knowledge and skill development through less formal means such as better communication, improved sharing of resources (e.g., manuals, audio visuals, etc.) and enhanced consultation.

Since volunteers and paid professions have widely varying training needs, there is a need to work toward ensuring that adequate leadership training opportunities are available on the widest scale possible.

COLLABORATION (With The Public, Semi-Public And Private Sectors)

Collaboration describes a process in which groups or individuals work together to ensure the needs of all parties involved are met. Collaboration is also referred to as a "win-win situation", and implies mutual assistance, sharing, cooperation, and collective action to achieve common aims.

To ensure that recreation programs, open space, and facilities are available, greater collaborative efforts are needed. Collaboration is important for several reasons.

First, a sense of community is encouraged when people work to improve the recreation opportunities available within their community. Social interaction, a feeling of control, and pride in accomplishment can strengthen and stabilize the community. Use and satisfaction can be greater when the community is directly involved in developing and managing their recreation opportunities.

Second, collaboration can be a learning process. The groups and people who become involved in joint efforts to meet recreation needs usually learn from the experience and develop an appreciation for the knowledge, opinions, and capabilities of the other parties. Collaboration can help to build networks of skilled and informed people as leaders in recreation and community affairs.

Third, resources are finite. The land, facilities, manpower, or financial resources required to satisfy all recreation needs are not always readily available. Better results could be achieved if all sectors worked with one another to ensure a full range of recreation opportunities are available. Collaborative efforts can use resources more beneficially and result in greater innovation and less duplication of services.

Finally, establishing collaboration as a requirement recognizes the contribution and supports the tradition of community involvement and cooperation that is a notable feature of recreation service in the Yukon.

CONCLUSION

There are many initiatives that can be undertaken by Yukoners to influence their own destiny. Changes are occurring in society that must be recognized, reacted to and taken advantage of.

This paper identified several major social, economic and recreation trends. The paper went on to discuss ways in which negative trends can be offset and opportunities created through recreation initiatives. Of particular importance is the clarification of joint goals and objectives and the requirement for leadership. A focus is needed if the potential that recreation offers is to be realized.

Potential opportunities exist in may areas. This paper has identified some of the more important ones. These opportunities include tourism, education, health, personal productivity (with its employment benefits) and culture. To achieve these requires leadership development, organizational integration, and collaboration.