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Government of Northwest Territories:
Review of Multi-Sport Games
FINAL REPORT – Executive Summary
March 2009

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Introduction

The review was conducted to identify the appropriate level of investment in Multi-Sport Games in the Northwest Territories as well as to seek a basis for making decisions about allocation of resources within the sport and recreation sector thus maximizing benefits to the greatest number of citizens of the Territory. The review was to examine issues related to:

- Mandates of organizations involved
- Team selection processes
- Host community responsibilities
- Discipline and appeals policies and procedures
- Access to events by athletes in smaller communities
- Human resources requirements to manage process and events
- Communication among organizations and with athletes, coaches and the general public

The review was to recommend a more efficient and effective approach to Games participation and delivery.

The approach included a literature review, a survey of six provinces and two territories' expenditures on and selection processes to Multi-Sport Games, key informant interviews with 34 individuals and a consultation held in conjunction with the Sport North Federation's (SNF) Semi-Annual meeting attended by 27 Territorial Sport Organizations (TSOs), five (5) SNF Board members, and others. These data were collected between August and November, 2008.

It should be noted that TSOs and SNF did not meet to "debrief" the 2008 Arctic Winter Games (AWG) before this review was commenced. The 2008 AWG, hosted in NWT, reflected a number of anomalies including earlier than usual Regional Trials and re-opening of the Regional Trial selection process.

Review of literature on benefits of investment in Multi-Sport Games

In all, 58 documents, including peer-reviewed journals, conference proceedings, consulting reports, books and journal articles were reviewed. It was learned that the impact of participation in physical activity and sport has several benefits:

- As a preventive tool for serious diseases and illnesses
- Social benefits (leadership, role modeling and volunteerism)
- Economic spin-offs through creating healthy and productive businesses and communities

Hosting multi-sport games can:

- Generate economic benefits for the community
- Result in social benefits (volunteer legacy, employment)
- Create cultural benefits (traditions and education of community, participants and visitors)
- Increase health benefits for a community.

Other Provinces & Territories

A comparison of the cost per athlete selected to the Arctic Winter Games team among the other two Territories and Northern Alberta showed a range from \$50 per athlete (Yukon) to \$3,571 (Nunavut). Team NWT's cost was \$0 as funding is not provided for sport development, only for travel. The selection process for the AWG team in Yukon does not involve regional trials; instead, Yukon TSOs and Sport Yukon select the teams sport by sport, two to five months prior to the AWG. Nunavut uses a process similar to NWT, while in Northern Alberta the Provincial Sport Organizations (PSOs) manage the entire process, sport by sport.

Governance of Games delivery varies across the other provinces and territories surveyed. Three of six provinces (BC, SK, NS) have established "games councils" separate from their sport federation; two (MB and YK) contract their sport federation to manage the Games program outside government; while three governments manage the process internally (AB, NB and NU). In all cases (six provinces and two territories) the delivery of a team to the North American Indigenous Games (NAIG) was conducted by the aboriginal sport and recreation association within their jurisdiction.

Interview Findings

Access to events by athletes from small communities: Most key informants reported that from their perspective, youth across the Territory did not have equal access to try-out for multi-sport Games teams. Barriers to equal access included distance and cost of travel, an unsupportive community attitude that focused on issues other than sport and recreation opportunities for youth, lack of communication between recreation coordinators in communities and TSOs/SNF, lack of effective communication links between TSOs, SNF and schools, lack of facilities and coaching in communities, poor communication from Sport North about AWG try-out opportunities, and lack of sport development opportunities at the community level such as no fitness or nutrition training and few competitive opportunities.

When asked whose job was it to advise about and provide equal opportunities for NWT youth to try-out for a Games' team, in essence everyone identified another party. Recreation coordinators, Municipal and Community Affairs (MACA) Advisors, Regional Recreation Associations (RRAs), TSOs and Sport North were all identified as responsible and having a role to play, but not necessarily filling that role effectively.

Access to coaching: Most key informants reported that coaching is not equally available to all NWT athletes; this challenge is related to the development of coaches. Barriers to the development of coaches include lack of community capacity and willingness to volunteer (burn-out with "bureaucracy" of selection, appeals, paperwork, registration, affiliation fees, etc), coaching not identified as a community priority, transient population in leadership roles in communities (teachers, police, government, oil workers), Sport North's NCCP Theory A and B and TSOs' sport specific clinics not being offered in small communities because of too few registrants, literacy levels, distance/travel costs, value of NCCP certification not recognised and lack of mentors.

As with athlete development, there was no consensus about who was responsible for coach development, although there was agreement that coach development is not coordinated, and needs to be.

The Aboriginal Sport Circle of the Western Arctic (ASCWA) described an approach to NAIG team selection that focused at the community level, with individual visits to communities to connect with athletes and potential coaches and extensive community outreach described (youth development program, radio program).

Communities and community recreation coordinators are members of the NWT-Recreation & Parks Association (RPA) and in theory possess leadership development expertise. There is the potential for joint planning between NWT RPA and the two Regional Recreation Associations (RRAs). The NWT Sport and Recreation Council (SRC) could take a leadership role in coordinating planning and making sport (athletes and coaches) development a priority; sport development needs could be identified through strengthened connections among RPA, RRAs and TSOs/SNF. As the Recreation Leadership program in Aurora College has ceased intake, the gap in leadership development could be filled by re-focusing the MACA School of Community Government into recreation and sport programming.

Potential Coaching Solutions: Given that ASCWA and NWT-RPA already develop leaders at the community level, there is a potential to partner with Sport North and the TSOs to identify and develop coaches in small communities. This would address the issue of coach development which would in turn, assist with the problem of athlete access to training opportunities.

To facilitate this focus on the community, SRC could engage all partners in leadership development. Critical to this is enhanced communication between Sport North and ASCWA and NWT-RPA, Sport North and TSOs, TSOs and Regional Recreation Associations, RRAs and community recreation coordinators, TSOs and community recreation coordinators, TSOs and schools and in fact among all of the above. Such enhanced communication might result in a more cooperative and comprehensive approach to coach identification, development and mentoring with the attendant impact on athlete development and training.

Human resource requirements: The development of a Territory-wide sport development strategy, consistent with Canadian Sport for Life (Long-Term Athlete Development model), including identifying roles of different organizations (MACA, SRC, SNF, RRAs, TSOs, ASCWA, schools, RPA, recreation coordinators) and sources of existing funding would assist communities in knowing where they could go to access assistance to support sport (athlete and coach) development. TSOs could provide development camps (skill building) in communities and work with recreation coordinators to ensure that follow-up development is taking place.

Capacity within TSOs needs strengthening to allow them to connect with communities' recreation coordinators. The recreation coordinator's role needs to be expanded to include sport development and that when they are contacted by a TSO, they should respond. A strengthened connection between RPA and SNF could support this link as RPA's members are the recreation coordinators and RPA can help reinforce the messages.

Communicating with athletes: Key informants reported that coaches or the TSO inform the athletes at the Territorial Trials (AWG), and at selection process for Canada Games and Western Canada Summer Games that they have been selected for the team. For NAIG, the athletes are informed by the coaches and their names are publicized through newspaper ads, radio profiles and the ASCWA website. For AWG, Sport North reported that they publish the athletes' names on their website, but key informants were not agreed on the method of publication.

However, after selection to Team NWT, key informants advised that Sport North did not support TSOs to the extent needed. Coaches in the TSOs need to continue to communicate with athletes, by providing a training program and supports to help them carry it out, and with their parents to explain the training, financial commitments, timing, and key dates.

Preparation levels of athletes to Canada Games, Western Canada Summer Games, NAIG:

Key informants reported that teams attending the Canada Summer Games and the Western Canada Summer Games were not competitive with teams from other similar sized jurisdictions. However, athletes were better prepared to compete in individual sports in the Canada Winter Games. Barriers to participate in training (and achieve the expected level of preparation) included money for travel to train and compete, access to facilities in which to train and competitive opportunities. There were some suggestions that NWT should consider focusing on individual sports as opposed to team sports, for which it would be easier to coordinate training. Key informants noted that athletes attending NAIG were better prepared, but noted that there is a lower level of competition expected at these Games.

Preparation level of athletes to the Arctic Winter Games: Key informants reported that NWT Teams were better prepared (than for high performance Games), but other jurisdictions are becoming more competitive and NWT Teams are being challenged. There was reported lack of clarity on the purpose of the Arctic Winter Games—whether they were “participatory” (encouraging more youth to become involved in sport, with more emphasis on enjoying participation and less on winning) or “high performance” (where athletes are trained to be their best and the focus is on winning). Key informants reported that the message they heard from MLAs—“how many medals did we win?”—suggested that the Government confirmed a high performance emphasis. TSOs reported that they believe the focus of the AWG is high performance, noting that “once you’re on a team, the point is to win”.

Key informants noted that the current deadline for selection of the Team through the Territorial Trials is too close to the actual Games to permit appropriate team and strategy/tactics development prior to the Games competition. The change in deadlines for the Regional Trials in 2007 (for the 2008 Games) also caused confusion. Deadlines passed and were re-opened causing sports/teams that had complied with the deadlines to be upset.

Organizational Mandates and AWG Trial Roles: Key informants reported that roles, funding, decision making, and responsibilities for the different organizations and individuals involved in delivery of the Games are not clear in the AWG Team Handbook. It was reported that TSOs are responsible for selecting the community for the Territorial Trials in their sport but it was noted that in some cases the TSO did not obtain agreement from the Mayor/Senior Administrative Officer in that community. This resulted in some cases in double booking and other conflicts. TSOs were also not always aware of the lack of capacity in the community selected for the trial, thus communities were selected that may not have been up to the task of hosting a Territorial Trial leading to problems with meals, accommodation, transportation, chaperoning, etc. TSOs did not in all cases keep Regional Trials Coordinators fully aware of all their plans, but RTCs were often the community contact who was approached for information. As well, the different selection criteria for Territorial Trials and Regional Trials caused

confusion amongst athletes and parents who may have made it past the Regional Trials but be met with a much more exacting standard at the Territorial level.

Key informants reported that the host communities' role was not clear especially with regard to their financial obligations. A written hosting agreement is needed between the TSO and the community, with all responsibilities set out, and the document is signed by SAO or Mayor¹. Volunteers need training in their roles and need to understand the scope of the Trial and their responsibilities, including off-field-of-play athlete supervision and accountability. In some cases appropriate supervision was not provided, because the volunteers were not familiar with their responsibilities.

It was reported that the Regional Trial Coordinators role was carried out by both volunteers and paid positions, and that the responsibilities of each needed to be clarified. The volunteer RTCs needed administrative assistance from paid RTCs, but it is not always available. Regional Recreation Associations' role involved the initial planning for regional trials, host community selection, management of logistics, ensuring that fees are paid and providing funding for the trials.

Key informants reported that Recreation Coordinators' role focused on communicating information within communities about trials opportunities, and that the remainder of their role was administrative with responsibility for application forms and fees collection. Information about dates, performance expectations, equipment requirements and the like were not in all cases effectively communicated to the recreation coordinators by the TSOs. Within the community, the volunteers were critical to the delivery of the trials, with their role involving meal production, facility preparation, security, and even the being minor officials. Again, they are not in all cases made aware of all that is expected of them, by the TSOs.

Key informants reported that Sport North's role involves delivery of the Territorial trials as well as overall responsibility for delivery of the AWG. SNF key informants when asked about development of athletes and coaches for the Games reported that their focus is support to the TSOs and ensuring that agreements with hosts for Territorial Trials are signed, in addition to completing the AWG Team Handbook and overall supervision of the AWG Games process. TSOs, communities and others saw SNF as responsible for communication about Regional and Territorial Trials, but reported that this role was not well filled.

Responsibility for team selection: Key informants were asked to indicate who they believed was responsible for team selection and who they felt should be responsible for team selection for the different multi-sport Games. There appeared to be agreement amongst key informants about who is and who should be responsible for selecting the teams for Canada Games and Western Canada Summer Games. There was less certainty about NAIG which may be attributable to lack of communication between some stakeholders and ASCWA. On the other

¹ This may already have been addressed by SNF.

hand, there was very little agreement either who was responsible for team selection for the AWG or who should be reflecting a much more complex process.

Team Selection - Canada Games, Western Canada Summer Games and NAIG: Key informants reported that team selection is clearer for Canada Games and Western Canada Summer Games as responsibility rests with TSOs. Timing of team selection for these Games was appropriate. For NAIG, ASCWA reported that they work with TSOs whose sports are represented in the Games and the selection process appears to achieve desired results.

Team Selection - Arctic Winter Games: Key informants reported that the current process of team selection for the AWG is not effective. The selection process is not evident in all sports and needs to be written and published. Ideally, athletes who are competing in a sport already should have opportunity to try out for AWG, however, it was reported that in reality, the AWG trials process is used in some cases as an opportunity for an athlete to try a sport and to travel outside their community.

Some sports don't have sufficient entries at the regional trials level, resulting in an automatic entry to the territorial trials and sometimes to the Arctic Winter Games themselves. TSOs do not support this approach as they feel that it by-passes the opportunity for team and strategy/tactics development to take place in the time between the regional and the territorial trials. For team sports it was the collective view that the camp format is the best way to select the best team.

Most observed that team selection (Territorials) is not done far enough in advance of the Games. Concern was expressed that TSOs are not in all cases implementing the sport development plans they propose in their funding application to SNF and are not monitored by SNF. The move of the AWG Regional Trials to the spring of the year before the Games was seen as a good move for team sports (except for problem of people missing the deadline) in that it allowed time for team development. This view was not supported by individual sports as the peak time varied for each sport. Key informants noted the need for consultation with TSOs about the appropriate deadlines for regional and territorial trials that are consistent with athlete development in their sport.

Yukon holds TSOs responsible for trials— regional/territorial trials are not held on a fixed dates. Athletes are selected through an open process to a "training squad" within a sport and then the coach responsible for team training and selection works with the athletes over a period of up to six months to develop their skills and ultimately selects AWG team from this squad.

Consideration should be given to cancelling NWT's Regional and Territorial Trials process and diverting funds into sport development at the community level and to TSO capacity to provide sport development, train coaches and select teams. TSOs could then conduct trials on a sport by sport basis. Funding from the Trials process could be used both for a sport development strategy and TSO support.

Discipline and Appeals Process: Key informants reported that some TSOs have their own policy and procedures for discipline while others use Sport North's policy and procedure. At the Regional Trials, the Regional Recreation Associations have their own off-field-of-play policies about athlete supervision and accountability, but TSO volunteers selecting athletes are unaware of these policies and may not follow them. This is not well defined in the AWG Team Handbook.

Key informants reported that a process for appeals of selection decisions is reported to exist in most TSOs. Appeals were most likely to take place at the Territorial Trials. Amongst those interviewed, there was no consensus on the effectiveness of the appeals process that did exist. In some cases the process was seen as too "legalistic" for a process involving volunteers (TSOs' representatives are all volunteers). Observers noted the need to establish principles of fairness and a decision that is in the best interests of the athlete for AWG. Others reflected on the lack of clarity on the different organizations' roles involved in the appeal, so that grounds for appeal were unclear.

Final comments from key informants

Key informants were asked for their final comments after each interview. Some of their observations follow:

- Spend more money on sport development (recruiting, training and supporting coaches in communities, and consider a focus on individual sports) as opposed to selection and competition, and hold organizations accountable for delivering results
- Ensure effective planning and communication
- Participation in NAIG and AWG should be limited to one opportunity; athletes should move up (to Canada Games/Western Canada Summer Games) or out (to recreational participation) after one multi-sport Games experience. This would allow more people a chance to participate and develop to a higher level.
- Focus on volunteer development to support athletes at the community level
- Clarify all organizations' roles, including MACA and connect parts of the sport system: schools, TSOs, communities, RTCs, RRAs, SNF, RPA, MACA, SRC to enhance communication among these parties and for the benefit of the athletes and coaches.
- Limit political involvement in team selection (decisions about team selection should stay within the sport system where organizations should be held accountable for their decisions, and not involve MLAs)

Conclusion

There is clarity within the Territory about high performance Multi-Sport Games (Canada Games, Western Canada Summer Games) where TSOs are responsible for recruitment, selection, training and support to the teams, while SNF plays the Mission Staff role. On the other hand, everyone is responsible for delivery of the Arctic Winter Games, but no-one is held accountable for deliverables. Responsibility and roles around NAIG are clearer because

ASCWA has defined NWT's NAIG team as "participatory" and works within that framework to support some TSOs in recruiting athletes and coaches. ASCWA defines their mandate as "promoting sport and recreation and cultural awareness" and some feel this can include a focus on community delivery because SNF does not go to small communities.

Recruitment of and support to athletes and coaches from smaller communities is limited by SNF's and TSOs' capacity. Significant support is needed at the community level if NWT's sport system is to be developed to its full potential and resources effectively maximized. These resources exist within the sport system at present; they just need to be re-directed. This process of re-directing funds to support community sport development can and must be accomplished collectively, with the fully involvement and commitment of all the partners. The following recommendations will assist in that process.

Recommendations

Multi-Sport Games

1. Continue involvement in all multi-sport Games (MSG) for the cultural, health, economic and social benefits that participation brings to the people and communities of the Northwest Territories.
2. Re-establish balance within the sport system by continuing investment in MSG but strengthening sport development at the community level through support to TSOs (adequate funding to support human resources with accountability for deliverables).
3. Consider the support system required for Games (Chef, Mission) and scale it back or create an organization / division with sole responsibility for Games. This would allow SNF to focus on supporting TSOs with athlete and coach development through delivery of programs and holding TSOs accountable.

Mandates

4. Clarify the roles and responsibilities of the various organizations/positions involved in multi-sport Games delivery, fund them adequately to deliver on those roles and responsibilities, and hold them accountable for delivery. These organizations/positions include:
 - Sport North Federation
 - TSOs and ASCWA
 - NWT Recreation and Parks Association
 - Regional Recreation Associations
 - Community Recreation Coordinators
 - Schools
 - NWT Sport and Recreation Council
 - MACA Senior Recreation Development Officers and Regional Superintendents

Clarifying the roles/responsibilities is a task that should take place collectively—that is, everyone should be involved—so that there is buy-in from all that are affected, and everyone knows what everyone else is supposed to be doing. This may take a little time, and will involve “checking back” (e.g.: not all TSOs can be part of the discussion) but will be worth the time invested.

5. Confirm these roles and responsibilities in writing, publish them and review them annually.
6. Ensure clarity of roles and strengthen the connection among SNF, TSOs, ASCWA, Recreation and Parks Association, schools, Regional Recreation Associations and community recreation coordinators as it relates to the successful development and implementation of a sport development strategy and selection processes for all multi-sport Games.

Team selection

7. Assign responsibility for team selection from the community level to Team NWT to the TSOs for all multi-sport Games including NAIG and fund them to deliver on that task. This will involve provision of extensive support to TSOs and new working relationships with ASCWA for NAIG and developing a special approach to dealing with sports without TSOs (e.g.: Dene Games).
8. For AWG (and all other multi-sport Games), require the TSOs to publish the athlete selection process for each sport, and then allow TSOs to determine the most appropriate time and method to select teams and ensure the dates and processes are well published.
 - Engage Centre for Sport and the Law to outline the selection principles that should be included in written policies and procedures
 - Require that TSOs post the athlete selection process and dates on their website by a certain date, or SNF's website if the TSOs don't have their own website; publish in newspapers, radio and other effective means of communication
 - Engage out-of-territory expertise to conduct selection for each TSO for Team NWT to each Games
9. Eliminate direct entry to the AWG. Provide support to the TSOs to travel to communities both for sport development (identification, recruitment, training) and selection of athletes.
10. Limit athletes to accepting only one offer of entry to AWG. Once an athlete has received an offer, s/he should be precluded from continued consideration for Team NWT.
11. Limit athletes to only one trip to NAIG or AWG for an athlete. The next step should be up to the Western Canada Summer Games or Canada Games or out to recreational sport and coaching/officiating.
12. Create a new position of a Regional Sport Development Officer with strong linkages up to SNF and the TSOs and down to the recreation coordinators and a purpose to support community sport development.
13. Recruit NWT RPA to assist in orienting recreation coordinators to sport development, to the role and function of TSOs, and to make a link with Regional Sport Development Officers. Modify the focus of MACA's School of Community Government to include recreation leadership and sport development.

Host community

14. Describe in writing the responsibilities for hosting a skills development of selection camp and confirm an agreement to host in writing with the community's SAO/Mayor.
15. Develop and post on the SNF website the host community template agreement and ensure that all responsible parties sign, including Senior Administrative Officer/Mayor

16. Ensure that TSOs and others involved in athlete selection understand host community's role by making it clear in the AWG Team Handbook, developed collectively and updated annually.

Appeals & Discipline

17. Engage the Centre for Sport and Law in developing model appeals and discipline policies that can be adapted by each TSO to their own sport.
18. Ensure each TSO's appeals' and discipline processes are clear, comprehensive, consistent with the Centre for Sport and Law's template and published prior to try-outs / team selection at any level.
 - Ensure each party's (to the appeal/discipline) role is clarified
 - Reinforce mediation and link to the national program, Sport Dispute Resolution Centre of Canada

Sport Development

19. Develop an Sport Development Strategy for NWT that focuses on athletes, coach and officials development:
 - Ensure the strategy is consistent with Canadian Sport for Life (LTAD) by using LTAD/CS4L as a foundation
 - Incorporate roles of recreation coordinators to support athletes/participants in small communities, linked with a new position of Regional Sport Development Officers
 - Develop continuum of multi-sport Games consistent with LTAD showing progression; position CS/WG, WCSG within LTAD's Training to Compete stage; position AWG and NAIG within Training to Train
 - Emphasize progression for sport development—athletes attend one set of Games and then move up to the next set of Games or out to recreational participation and/or coaching/officiating/administrative sport leadership.

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Acronyms and Glossary

ASCWA	Aboriginal Sport Circle of the Western Arctic, primary organizer of NAIG for NWT
ASRA	British Columbia Aboriginal Sport and Recreation Association
ASRPWF	Alberta Sport Recreation Parks and Wildlife Foundation
AWG Regional Trials Coordinators	Individuals across the NWT who played a key role in organizing the regional trials process, at times fulfilled by a sport volunteer, at times fulfilled by MACA Senior Recreation Development Officers. For the 2008 Arctic Winter Games there were five volunteer Regional Trial Coordinators (RTCs) and four MACA staff RTCs.
Centre for Sport and Law	Organization that exists to provide leadership and support to sport organizations on the effective governance of sport
CRLP	Community Recreation Leaders Program, training program offered through the School of Community Government, intended to replace the former Recreation Leaders Program delivered through Aurora College
Excel NT	High performance funding program for the NWT, provides funding to TSOs that put forward multi-year high performance development programs
FSIN	Federation of Saskatchewan Indian Nations - Saskatchewan organization that manages Saskatchewan's participation in NAIG
GN	Government of Nunavut
ISCA	Indigenous Sport Council of Alberta - organization that manages Alberta's participation in NAIG
LTAD/CS4L	Long Term Athlete Development model, also known as Canadian Sport for Life
MACA	Municipal and Community Affairs, Government of NWT
MASRC	Manitoba Aboriginal Sport and Recreation Circle - organization that manages Manitoba's participation in NAIG
Mission	Chef de Mission, Assistant Chef de Mission and Mission Staff fulfill the role of overall management and responsibility for Team NWT at any multi-sport games

MLA	Members of the Legislative Assembly
MSG	Multi-sport Games (Provincial/Territorial Games, AWG, NAIG, WCSG, CSG, CWG, 55+ Games, Aboriginal or First Nation, Francophone, Atlantic Canada)
NAIG	North American Indigenous Games
NCCP	National Coaching Certification Program
NGO	Non-governmental organization
NWT RPA	NWT Recreation and Parks Association, has a partial mandate for recreation leadership
PSO/TSO	Provincial Sport organization, Territorial Sport Organization
Recreation Coordinators	Employees of community governments
Regional Trials	First level of selection for athletes for AWG, successful athletes advance to Territorials
RRA	Regional Recreation Association - in this case refers to Mackenzie Recreation Association and the Beaufort Delta Sahtu Recreation Association.
RTC	Regional Trials Coordinator - please see AWG Regional Trial Coordinator above
SAO	Senior Administrative Officer, highest non-elected person in a community, leads community government
School of Community Government	Leadership and training division within MACA
Senior Recreation Development Officers	Regional employees of MACA who have fulfilled the role of AWG Regional Coordinator in the past
SDRCC	Sport Dispute Resolution Centre of Canada is an independent national organization established by federal legislation whose mission is to provide to the sport community a national alternative dispute resolution service for sport disputes.
SNF	Sport North Federation

Sport Development Officers Positions that formerly existed within the Sport North Federation

SRC NWT Sport and Recreation Council

Territorials Final selection event for Team NWT for the AWG

WCSG Western Canada Summer Games

YASC Yukon Aboriginal Sport Circle - organization that manages Yukon's participation in NAIG

YTG Yukon Territorial Government