

**CANADIAN YACHTING ASSOCIATION (CYA)  
PROPOSED PLANNING & EVALUATION TEMPLATE<sup>1</sup>  
29-Sep-02**

## **I. Sailing Development for Women and Girls**

The CYA offers programs tailored to the specific needs of many boaters, including youth, women and those with physical disabilities. With the guidance of the CYA's Racing Division and relying on input from female sailors across the country, a small committee advises the CYA and makes decisions supporting the sailing development of women and girls in Canada.

There are two national programs targeting women and girls. The *Women in Wind* program provides opportunities for women and girls who wish to advance their skills in racing, cruising, coaching and officiating. The *Canadian Women's Keelboat Championship* attracts teams from across the country to participate in a competitive regatta. In 2002, Kelly Hand, CYA National Team Coach led a training session to open the event, and coached during the weekend.

### **A. Purpose**

The purpose of this planning and evaluation template is to help the CYA:

- Plan and evaluate the effectiveness of its programs targeting women and girls,
- Increase the quality and efficiency of services provided to female athletes, and
- Identify "best practices" used by provincial associations, clubs and other organizing authorities that increase the participation of girls and women in the sport of sailing.

This template is designed to help the CYA Women's Sailing Committee streamline the application and evaluation process for the *Women in Wind* program, to ensure that it meets the performance targets of Sport Canada. It is also intended to clarify the approach used by the CYA for assessing the level and extent of funding allocated to applications received under the *Women in Wind* program.

### **B. 2002 Women in Wind Program**

In 2002, six *Women in Wind* initiatives were awarded financial grants from the CYA to help cover guest expert and on-water training expenses. To apply for funding, three pieces of information were required: goal of the proposed program, description of the program, and resources required (financial and other). Special emphasis was given to programs or events promoting club/keelboat racing, but

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<sup>1</sup> Christine Searle (Nepean Sailing Club) prepared this proposed template for the CYA Women's Committee

available funding was allocated evenly to all six applications. The deadline for applications was January 20, 2002. Decisions on awards were made at the beginning of the government's fiscal year, i.e. after April 1, 2002.

To receive awarded funding, the Women's Committee required a report from each applicant or host organization, after the program or event was completed, which answered 10 questions. The report submitted by Nepean Sailing Club on behalf of the Ottawa River Women's Interclub Fleet is attached for information (Annex 1). Questions from this report will be referenced under section II of this template.

During the year, the CYA Women's Committee reviewed the effectiveness of the current approach, and discussed possible performance measures, with a view to improve the application process, assessment, funding allocation and services provided to women and girls in 2003. The following section outlines proposed criteria that could be used to improve the process for measuring the success of the *Women in Wind* program in 2003.

## **II. Eligibility and Evaluation Criteria**

Three sets of eligibility and evaluation criteria are relevant for the *Women in Wind* program. These criteria, outlined below, are based on the applications and reports/completed questionnaires received in 2002, and other information relating to Canadian sport policy, funding and other accountability frameworks.

### **1. Priorities and Targets**

While the CYA has some discretion in determining annual targets<sup>2</sup> for its women's sailing program, Canadian Sport Policy<sup>3</sup> requires that these targets be developed in collaboration with athletes and participants. Both the *Women in Wind* application form and the questionnaire (Q#1) asks for a description of how the event, policy, or program meets specific goals or targets, serves specific group, or fills a gap relating to women in the sport of sailing.

To measure the level of funding and success of a specific program or initiative, the following criteria should be considered when reviewing descriptions of programs or events:

- Federal, Provincial/Territorial Vision & Priorities

By 2012, Sport Canada expects to have a national sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests, and *for increasing numbers*, to

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<sup>2</sup> A *target* is a quantifiable measures used to demonstrate progress towards the fulfillment of an objective.

<sup>3</sup> Sport Canada determines which National Sports Organizations (NSO) will be eligible for federal funding, at what level, and under what conditions. Sport Canada designates the CYA as the NSO or national authority on the sport of sailing, and measures its performance through a Sport Funding and Accountability Framework (SFAF).

perform consistently and successfully at the highest competitive levels. Therefore, the number of women participating in the event is a critical piece of information required in all *Women in Wind* initiatives.

In April 2002, Federal and Provincial/Territorial Governments agreed to *Priorities for Collaborative Action 2002-2005*, and will be reporting on the progress annually to Ministers responsible for sport policy. The launch of a *Canadian Strategy for Girls and Women through Physical Activity and Sport*, expected in November 2002, is the responsibility of the Canadian Association for the Advancement of Women in Sport (CAAWS). The CYA's *Women in Wind* program is an "innovative" initiative featured by CAAWS.

Provincial and Territorial Sailing Associations (PSAs) are the Sport Governing arms of the CYA, which in turn is a member of the International Sailing Federation (ISAF). Clubs, Sailing Schools, Camps, and Class Associations are members of PSAs and work closely with government agencies at all levels to improve safety and promote sailing and boating opportunities for all groups, including women and girls. PSAs are also responsible for the certification of Sailing Instructors and in association with CYA, publish many manuals and other instructional materials. PSAs are also responsible for coordinating various youth regattas, and for the training and certification of race officials who conduct competitions.

A *Women in Wind* event or program that contributes to federal and provincial/territorial objectives and priorities, and sets and meets its own goals or targets (i.e. increasing the number of women and girls participating in sailing events) should be awarded preferential ranking.

o Sailor Development Objective

The CYA works closely with PSAs in the area of Sailor Development. Sailor Development involves coordinating coaching, training, race officiating and event organization, as well as the development of the Canadian Sailing Team. The CYA's Women's Committee has three key goals<sup>4</sup> – all relating to sailor development, and consistent with the CYA's approach. These goals are:

- To increase exposure of the sport of sailing (sailboat racing) to women and girls who are most likely to make a further commitment to sailing as a result of this exposure.
- To increase the quality of sailboat racing for women through: mentoring programs, training camps, racing in competitive fleets

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<sup>4</sup> From an email by Katherine Knox to the Women's Committee, January 31, 2002.

including with and against men etc. and then giving them appropriate recognition for their accomplishments.

- To provide special funding and encouragement to those women who display interest and talent, but who may not have the resources to continue in the sport of sailing to a higher level. (The first two goals act as a bridge from entry level to Provincial and National Sailor Development Programs and funding.)

The *Women in Wind* program recognizes that the women and girls are more likely to get and stay involved in sailing, and perform consistently and successfully in competitions when they are mentored and coached, when race officials are qualified, competent and reliable, and when events are well run and organized.

A *Women in Wind* event or program that provides opportunities for mentors, coaches, guest speakers, and other sailing development opportunities should be awarded preferential ranking.

- Other Needs and Conditions

Clubs and municipal governments may have specific goals and guidelines for the kinds of activities that take place on or near local waters. Their policies and guidelines must be respected in order to receive support – financial and promotional (in-kind). Often, local or regional support is the most important criteria for success, as it demonstrates that the needs of the local or regional community are being met.

A *Women in Wind* event or program that involves local athletes and participants and considers their needs and conditions, as well as the regional and national sailing community should be awarded preferential ranking.

## **2. Efficiency Criteria**

An event, program or service that complements other activities and programs and is flexible enough to respond to unpredictable changes, is likely to deliver benefits to participants more efficiently than another option. An efficiently organized event, in terms of sharing information with other clubs, finding sponsorship, promotion and seeking other resources is more likely to be successful.

Q#2 to Q#6 inclusive of the CYA's 2002 *Women in Wind* questionnaire (Annex 1) indicates how resources were secured and mobilized by the event organizers to ensure that the event is implemented efficiently.

A *Women in Wind* event or program that demonstrates it has efficiently organized a variety of resources should be awarded preferential ranking.

### **3. Cost Effectiveness**

An event or program that provides more benefits than costs is considered to be cost effective. When evaluating an event or program, it is important to determine whether benefits such as increased visibility of the sport, increased membership, improved atmosphere and encouragement to women and girls is apparent.

In general, sailing contributes to the social and personal development of those who become involved in the sport. In return for the time contributed, volunteers gain collective pride by building their sailing community, as well as individual health and well-being, social and character development. By participating in a sailing event or program, people share stories and myths, and learn values, such as teamwork and fair play, and accepted behaviors. Sailing is also an entertaining spectator activity. Women and girls who participate in *Women in Wind* events gain access to the economic mainstream, and a culture that reflects the Canadian sailing community.

But sailing is also an expensive sport. The price of lessons, training, memberships and equipment is relatively high. Volunteers reduce the cost of the event or program while creating benefit for all participants. Volunteerism leads to cost effectiveness. Q#7 and Q#8 of the *Women in Wind* questionnaire addresses the criteria of cost effectiveness.

A *Women in Wind* event that indicates the number of participants and spectators, as well as the number of volunteers contributing to its implementation, should be awarded preferential ranking.

### **D. Future Plans**

To a large extent, each year's program objectives are defined in collaboration with the athletes and participants benefiting from the program and events during the year. There are many ways to get feedback from participants, but perhaps the best time to receive it is immediately after the event.

Feedback is effective however, when it is used to determine the targets and objectives for the following and future years. Feedback helps measure the progress of the program in attaining long-term objectives. Through Q#9 and Q#10 of the *Women in Wind* questionnaire, the CYA looked for feedback as well as an indication of long-term plans regarding the development of women and girls, in order to maximize its financial investment.

Based on feedback received in 2002, for example, the CYA Women's Committee recognizes that the participation of women and girls in sailing will increase if they have access to better information and resources about opportunities open to them. In conjunction with PSAs and other CYA committees, the Women's Committee will work to improve the delivery of the *Women in Wind* program through various actions, such as improving access to rosters of coaches,

speakers, and other resources. This may be done through promotion at various events and improving the Women's pages on the CYA and PSA's web sites.

A *Women in Wind* event that provides practical ideas for improvement and indicates that the organizing authority has a long-term perspective on the sailing development of women and girls, should be awarded preferential ranking.

### III. Proposed Approach

The assessment or evaluation of policies and programs is an important pre-requisite for identifying the **best practices** of Member Clubs, and other organizing authorities. Best practices illustrate what "works" despite local and regional differences in the implementation approach. A best practice cannot be determined solely based on an application form because this does not confirm the success of the program or event. For example, the CYA submitted 2002 *Women in Wind* program to the CAAWS conference in November 2001, and all six events were featured as "innovative" practices.

But to confirm a best practice, both applications and reports should be ranked according to its overall impact on the development and growth of Canadian sailing. A ranking scale could be developed using the evaluation criteria outlined in section II. In this way, progress can be measured and the CYA can provide objective evidence to government authorities that it has contributed towards established priorities and targets.

A possible approach for implementing this proposed evaluation template is outlined below:

1. By November 30, the CYA's Women's Committee could specify the annual goals for its *Women in Wind* program, and develop a scale using the appropriate evaluation criteria. Higher weighting could be allocated for those criteria considered relevant to the annual goals.
2. During December and January, the annual *Women in Wind* program could be promoted, through the CYA and PSA's web sites, the Canadian Women's Sailing Listserv, and other methods. Promotion should include a description of the ranking scale that will be used for awarding funding, and a timeline indicating when awards will be announced and funds disbursed. Consideration should be given to promoting the Canadian Women's Keelboat Championship in conjunction with the *Women in Wind* program. A recommended deadline for receipt of application is January 31.
3. During February and March, applications will be reviewed and assessed against the ranking scale. Funding can be awarded based on the degree that the event meets the criteria, and awards can be announced once the annual

allocations are confirmed by government, usually early in the fiscal year. To encourage events to secure other resources (see criteria II.2.), it should be clearly publicized that funding grants will not be disbursed until after a report relating to the event is received by CYA.

4. Events will normally take place during spring, summer and fall. By October-November, reports should have been received and funding disbursed. At the same time, the CYA's Womens Committee will review these reports, and develop program goals and key activities for the following year.