

SPORT FOR LIFE POLICY

draft for discussion purposes only

IMPORTANT NOTE TO THE READER: *This document has been drafted based on the findings from the Civic Sport Policy Review, Sport Lens (Compendium to the Recreation Facility Development & Enhancement Study), and Sport Policy general population study. This draft has been created to engage stakeholders in conversation. **This is not a final draft.** Please also note that there are several sources from which key concepts were derived which may not be cited in this draft. In other cases, endnotes are included to provide context for the reader. The recommended draft policy shall fully and appropriately acknowledge sources. Finally, where a word is capitalized, please reference section 3, Draft Definitions, for further context.*

1 DRAFT POLICY STATEMENT

- 1.1 The City of Calgary (The City) acknowledges that Sport is a fundamental human need and right in all ages and stages of lifeⁱ.
- 1.2 Municipalities are widely viewed as the primary supplier of direction Recreation servicesⁱⁱ.
- 1.3 The City recognizes its shared responsibility and the critical role of Partners, public agencies, and the private sector to provide all Calgarians with the opportunity to freely participate, experience and enjoy Sport to the extent of their abilities and interest.
- 1.4 The City's *Municipal Development Plan* acknowledges that Sport, as a key component of Recreation, plays an important role in:ⁱⁱⁱ
 - i. building complete, strong and great communities;
 - ii. adding to the cultural vitality of the city;
 - iii. contributing to economic development and prosperity;
 - iv. fostering active and vibrant neighbourhoods; and
 - v. sustaining healthy communities by promoting active living.

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2 DRAFT PURPOSE

- 2.1 This Council Policy defines The City's role and responsibilities within the Sport System and guides its investment in Sport services and infrastructure and how these investments will contribute to the health, well-being and quality of life of Calgarians. The investment priorities balance demands for Sport services and infrastructure that are important and valued by Calgarians with financial sustainability.

3 DRAFT DEFINITIONS

- 3.1 ACTIVE FOR LIFE^{iv}: means individuals who have a desire to be physical active.
- 3.2 ACTIVE START^v: means learning FUNDamental movements and links them together in play.
- 3.3 ACCESSIBLE: TBD by Calgary Neighbourhoods (Fair Calgary update)
- 3.4 ALLOCATION: refers to effectively managing participant demand by maximizing use of facilities through efficient access to bookings data, scheduling processes, a reliable tracking system and accurate facility utilization data.
- 3.5 AWARENESS^{vi}: promotes an understanding of opportunities for participants to get involved in sport and physical activity. It highlights opportunities for persons of all abilities to participate in sport, become an athlete, and go as far as their ability and motivation will take them.

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- 3.6 **BARRIERS^{vii}**: refers to environmental, structural, systemic, social and personal realities that prevent participation in sport, or make such participation difficult to achieve (e.g., building design, transportation, attitudes, etc.). Barriers may be socio-economic (e.g., poverty, poor health) or may be characteristics of the sport system that prevent or limit the sport participation (e.g., lack of awareness programs, lack of specialized coaching or adapted equipment, etc.).
- 3.7 **COMMUNITY^{viii}**: a geographic area that was planned comprehensively and developed over a period of time. The boundaries of a community are typically used to delineate community associations and statistical data collection boundaries.
- 3.8 **COMMUNITY HUBS**: refer to the combination of Recreation services and infrastructure such as library, education, health and social services which facilitate connections among residents and help support individual, family and community resiliency.
- 3.9 **EQUITABLE**: Equity means equitable outcomes for all. It requires the removal of systematic Barriers and accommodation of differences whereby individual and groups may benefit equally. Different treatment, rather than treating everyone the same is necessary to obtain equal results.
- 3.10 **FIRST INVOLVEMENT^{ix}**: refers to the first experiences participants have in sport. In this phase, it is critical to ensure participants have a positive first experience in an activity as negative first experiences can lead to non-participation.
- 3.11 **FUNDAMENTALS^x**: means participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity. These experiences will result in Calgarians developing a wide range of movement skills along with the confidence and desire to participate.
- 3.12 **HIGH PERFORMANCE SPORT^{xi}**: means Calgarians are systematically achieving world-class results at the highest levels of competition through fair and ethical means.

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- 3.13 INTRODUCTION TO SPORT^{xii}: means Calgarians have the fundamental skills, knowledge and attitudes to participate in organized and unstructured sport.
- 3.14 INDICATORS^{xiii}: refers to a measure of well-being which helps quantify the achievement of the Outcome.
- 3.15 LEARN TO TRAIN^{xiv}: means understanding basic rules, tactics and strategy in games and refinement of sport specific skills. There are opportunities to participate in multiple sports; games and activities are inclusive, fun and skill based.
- 3.16 LEGACY^{xv}: is the intentional extension of the benefits of bidding and hosting beyond the delivery of a specific event, to build sustainable capacity for the local Sport System. Legacies:
- i. are planned for, operationalized and measured; and may occur prior to, during, or following an event.
 - ii. include programming for athletes, coaches, officials, leadership or community development, new or improved infrastructure (inclusive of ongoing operating and programming), distribution of physical assets or equipment, sharing of intellectual property or transfer of knowledge, and the establishment or management of trust funds.
 - iii. may be linked to an event's wind-up, surplus, or include contributions specifically for legacy activities.
- 3.17 LOCAL SPORT ORGANIZATIONS: A registered not-for-profit, non-restricted membership organization registered with its governing national, provincial or regional organization.
- 3.18 OUTCOME^{xvi}: refers to a specific condition of well-being of whole populations such as children, adults, families, communities and businesses. Outcomes may include the positive benefits generated by the activities carried out by The City or its Partners.
- 3.19 PARTICIPATION^{xvii}: refers to athletes or participants practicing sport. It does not refer to leaders, volunteers, coaches, officials, or administrators.

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- 3.20 **PERFORMANCE MEASURES^{xviii}**: refers to how well a program, agency or service system is working in terms of quantity, quality, and effect on Calgarians' lives.
- 3.21 **PARTNER^{xix}**: means an independent organization that agrees to collaborate with The City to deliver positive Outcomes for Calgarians.
- 3.22 **QUALITY SPORT EXPERIENCE^{xx}**: refers to the planned, progressive, inclusive learning experience that acts as the foundation for lifelong engagement in sport. The learning experience offered through lessons should be developmentally appropriate to help participants acquire the psychomotor skills, cognitive understanding, and social and emotional skills needed to lead a physically active life.
- 3.23 **RECREATION^{xxi}**: refers to the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being. Recreational experiences include participation in physical activity and sport, and in artistic, cultural, social and intellectual activities.
- 3.24 **RECREATIONAL OPEN SPACES^{xxii}**: city-owned land primarily used to provide spaces for accessible, public recreation that aligns with other uses. Examples include continuous pathways, sport fields, athletic parks, regional parks, outdoor multi-sport courts (racket-specific, basketball, volleyball, etc.), wheeled sport parks and golf courses.
- 3.25 **RECREATIONAL SPORT^{xxiii}**: means Calgarians have the opportunity to participate in Sport for fun, health, social interaction and relaxation.
- 3.26 **REGULAR^{xxiv}**: means at least once a week during the season or for a certain period of the year.
- 3.27 **SOCIAL CONDITIONS**: TBD by Calgary Neighbourhoods (Fair Calgary update)

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3.28 **SPORT:** consists of Organized Sport and Unstructured Sport.

- i. **ORGANIZED SPORT^{xxv}:** refers to activities which involve training or competition with some level of physical intensity or organization. It does not include activities in which the performance of a motorized vehicle is the primary determinant of the competitive outcome. Games of skill such as billiards and board games, and electronic games are not included.
- ii. **UNSTRUCTURED SPORT^{xxvi}:** refers to sport-like activities that are often spontaneous in nature and participant led with a low level of organization which may include games with rules. Unstructured Sport provides participants with numerous learning opportunities and a context to be physically active while having fun, often without a formal club structure.

3.29 **SPORT CENTRES:** refers to facilities built, designed and operated to achieve a core objective of training and competition for the development of competitive and high-performance athletes. Sport Centres commonly deliver equally on recreation needs to the general public, as well as, excellence as a dual mandate. Sport Centres are typically located on city-owned land, operated by The City or a Partner and may be tax-supported.

3.30 **SPORT FOR DEVELOPMENT^{xxvii}:** Sport is used as a tool for socio-economic development that builds respect, tolerance and fosters inter-cultural awareness and relationships, assists in the integration of new Canadians, and provides opportunities for youth at risk.

3.31 **SPORT SYSTEM:** refers to the members of the community indirectly or directly involved in Sport, how they interact, and their contributions to the development and delivery of Sport. Includes national, provincial, local sport and multi-sport organizations and sport councils, all levels of government, communities of interest and other sectors including health, recreation, education and the private sector.

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- 3.32 TRAIN TO COMPETE^{xxviii}: means athletes are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.
- 3.33 TRAIN TO TRAIN^{xxix}: means athletes have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). A progression from local to provincial competition occurs over the course of the stage.
- 3.34 TRAIN TO WIN^{xxx}: refers to world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups or top professional leagues). These athletes have highly personalized training and competition plans and have an Integrated Support Team of physical therapists, athletic therapists, and sport psychologists providing ongoing support.
- 3.35 UNDERREPRESENTED GROUPS^{xxxi}: refers to groups of Calgarians that do not participate in Sport at the same rate as Calgarians as a whole. These groups commonly include some:
- i. women and girls;
 - ii. socio-economically disadvantaged Calgarians;
 - iii. Indigenous peoples;
 - iv. persons with a disability;
 - v. newcomers which include recent immigrants, refugees and new Canadians
 - vi. older adults; and
 - vii. members of the LGBTQ+ community.

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4 DRAFT APPLICABILITY

4.1 This Policy applies to:

- i. all City departments and business units that directly or indirectly impact the delivery of Sport; and
- ii. Partners as a key component of the continuum of service delivery and integral to leveraging expertise, experience and resources.

4.2 This Policy recognizes:

- i. Sport Calgary, as the voice for sport in The City.
- ii. The Calgary Sport Tourism Authority role to provide advice, due diligence and strategic direction in the proactive process of evaluating and attracting international and national events.

4.3 This Policy does not apply to the sports entertainment and professional aspects of the Sport System which is a valued part of the system but managed separately.

4.4 In case of any conflict between this Policy and any prior Policy or Council decision respecting matters covered in this Policy, this Policy shall prevail.

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5 DRAFT PROCEDURES

5.1 DRAFT INVESTMENT PRIORITIES – SPORT PROGRAMS AND INITIATIVES

5.1.1 The City will contribute, in collaboration with Partners to the:

- i. Health, well-being and quality of life of all Calgarians by directly delivering:
 - a. Introduction to Sport and Recreational Sport programs and initiatives.
 - b. Long-term athlete development stages of Awareness, First Involvement, Active Start, Fundamentals, Learn to Train and Active for Life.
 - c. Quality Sport Experiences.
- ii. Equitable and Inclusive access to Introduction to Sport and Recreation Sport opportunities.
- iii. Identification and removal of Barriers that prevent Underrepresented Groups from participating and enjoying Sport.
- iv. Activation of Recreational Open Spaces through the delivery of affordable Unstructured Sport programs to Calgarians that support Calgary's Play Charter.

5.1.2 The City will leverage partnerships with the education sector in the delivery of Introduction to Sport and Recreational Sport opportunities.

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5.1.3 Where resources to deliver Sport programs at a Community level is limited, The City will balance:

- i. demand for quality, sustainable programs with social and community benefits;
- ii. a Communities readiness for action with Communities experiencing the most pressing needs based on social, physical and economic indicators such as:
 - a. Social Conditions;
 - b. participation in Organized Sport and Unstructured Sport;
 - c. concentration of:
 - i. publicly accessible Recreation facilities and Recreational Open Spaces
 - ii. Calgarians who are physically active enough to experience the health benefits;

5.1.4 The City will implement and harmonize municipal bylaws and policies to promote the health, well-being and active lifestyles of all Calgarians.

5.2 DRAFT INVESTMENT PRIORITIES - SPORT INFRASTRUCTURE

5.2.1 In alignment with the City's capital program for Recreation facilities, The City will:

- i. develop and enhance Accessible sport infrastructure;
- ii. work toward the targets set out in Schedule A, while:
 - a. contributing to operational efficiency and site optimization;
 - b. balancing investment into ancillary infrastructure that extends available play time;
 - c. considering amenities designed for activities with smaller levels of participation or are emerging; and
 - d. designing facilities that allow for suitable use by Organized Sport and associated events, while maintaining public access in alignment with the Public Use Policy CSPS031.

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- iii. support the objectives set out in the event strategy as outlined in Clause 5.4.1 by:
 - a. contributing to the requisite infrastructure that enables Sport Centres to deliver on Train to Train, Train to Compete and Train to Win stages of long-term athlete development; and
 - b. developing and enhancing City-owned and operated Recreation facilities to accommodate sanctionable Sport events and practices.

5.2.2 The City will invest in the development and enhancement of Recreational Open Spaces that support Unstructured Sport. Investment will focus on:

- i. unbookable Unstructured Sport spaces, but not at the detriment of Organized Sport;
- ii. connected, convenient and obstruction-free access to Recreational Open Spaces by way of cycling and walking as year-round and safe modes of transportation; and
- iii. alignment with clause 5.1.3. of this Policy

5.2.3 The City will reflect, challenge and transform how we think and experience the diverse representations of sport as culture through public art.

5.3 DRAFT INVESTMENT PRIORITIES – ALLOCATIONS

5.3.1 To make fair, Equitable, transparent and consistent allocation decisions for City-owned and operated sport amenities, the City will:

- i. maintain prototypical schedules which includes City programs and services;
- ii. consistently track usage, maintenance time, recovery time, and availability;
- iii. report the times during which the amenities are not being fully utilized; and

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- iv. establish priority levels and procedures to administer requests for sport amenity use and space Allocation in alignment with the following guiding principles:
 - a. Sport user groups will be allocated space based on the number and age of regular season participants and in alignment with long term athlete development standards for game, practice and warm-up time as established by governing provincial or national sport organizations or an equivalent.
 - b. Sport user groups serving children and youth regular season will take priority over sport user groups serving adults and seniors regular season followed by out of season or extra practices, private users and commercial users.
 - c. As defined in the event strategy (clause 5.4.1.) sporting, arts or cultural events may take priority;
 - d. Introduction to Sport and Recreation Sport opportunities designed for Underrepresented Groups will be considered first in the use of unallocated time;
 - e. Amenity optimization and economic sustainability of resources are a priority without limiting the social, environmental and community benefits.
 - f. Audits of statistics submitted to The City will be conducted as required to maintain the confidence of sport user groups that data is current and accurate.

5.3.2 The City will collaborate with Partners to align Allocation best practices.

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5.4 DRAFT INVESTMENT PRIORITIES - SPORTING EVENTS

5.4.1 The City will enable the success of Partners and members of the Sport System:

- i. through the continuous evaluation and improvement of City policies, processes and grants that are important to the streamlined delivery of Sport events in Calgary.
- ii. by establishing an event strategy:
 - a. in alignment with the Festival and Events Policy (CSPS032);
 - b. that sets the vision, objectives and guiding principles for sporting events in Calgary; and
 - c. which considers the following sport interests:
 - i. A balanced approach to enabling the success of:
 - a. one-time and recurring events;
 - b. recreational and High Performance events;
 - c. multi-sport and sport-specific events; and
 - d. events that combine arts, culture and sport.
 - ii. Legacy from events, which is an important contributor to the delivery of affordable and accessible introductory to arts, cultural and recreational opportunities.
 - iii. Clear roles and responsibilities within The City and its Partners.
 - iv. Engagement with arts, culture and sport Partners.
 - v. Events designed to respond to the needs and participation of diverse communities, which in turn, supports the *Cultural Plan for Calgary*.
 - vi. Allocation and rates of City-operated facilities to support and encourage events.
 - vii. Funding support, risk assessment and criteria for considering new events and removal of duplicate or less desired events.

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5.5 DRAFT ADMINISTRATIVE PROCESSES

5.5.1 A management framework will:

- i. outline areas of focus, accountability strategy, and governance.
- ii. be developed and stewarded by Calgary Recreation and supported by an implementation plan.

5.5.2 Calgary Recreation will:

- i. report to Council on the Policy Outcomes, Indicators and Performance Measures within 12 months prior to the end of each budget and planning cycle.
- ii. conduct a comprehensive stakeholder engagement and sector wide review within ten (10) years of the effective date. Policy relevance and alignment will be assessed based on Policy Outcomes, Indicators and Performance Measures and reported to Council in compliance with the Council Policy Program CC046.
- iii. invest in accurate and regular measures and research of Policy Outcomes, Indicators and Performance Measures.

6 DRAFT SCHEDULE

Schedule A: Sport Infrastructure Targets

7 DRAFT AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description

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8 DRAFT REVIEWS(S)

Date of Policy Owner's Review	Description

DRAFT ENDNOTES

- ⁱ As identified in the 1987 National Recreation Statement. [accessed 2017 November 06]. <http://lin.ca/sites/default/files/attachments/statemen.htm>. And, reaffirmed in A Framework for Recreation in Canada 2015: Pathways to Wellbeing. [accessed 2017 November 06]. <http://lin.ca/sites/default/files/attachments/framework-for-recreation-in-canada-2016.pdf>. As adopted in 1987 and revised on 17 November 15, the UNESCO International Charter of Physical Education, Physical Activity and Sport. [accessed 2017 November 06]. http://portal.unesco.org/en/ev.php-URL_ID=13150&URL_DO=DO_TOPIC&URL_SECTION=201.html.
- ⁱⁱ As identified in the 1987 National Recreation Statement. [accessed 2017 November 06]. <http://lin.ca/sites/default/files/attachments/statemen.htm>. And, reaffirmed in A Framework for Recreation in Canada 2015: Pathways to Wellbeing. [accessed 2017 November 06]. <http://lin.ca/sites/default/files/attachments/framework-for-recreation-in-canada-2016.pdf>.
- ⁱⁱⁱ Recreation Master Plan. 2010. [accessed 2017 November 06]. <https://lin.ca/sites/default/files/attachments/RecreationMasterPlan.pdf>
- ^{iv} Definition adopted from Sport for Life. Long Term Athlete Development. [accessed 2017 October 25]. <http://sportforlife.ca/qualitysport/long-term-athlete-development/>
- ^v Definition adopted from Sport for Life. Long Term Athlete Development. [accessed 2017 October 25]. <http://sportforlife.ca/qualitysport/long-term-athlete-development/>
- ^{vi} Definition adopted from Sport for Life. Long Term Athlete Development. [accessed 2017 October 25]. <http://sportforlife.ca/qualitysport/long-term-athlete-development/>
- ^{vii} Definition adopted from stakeholder engagement and Government of Canada. Policy on Sport for Persons with a Disability. 2006. [accessed 2017 September 22]. <http://canada.pch.gc.ca/eng/1414513635858/1414513676681>
- ^{viii} Definition adopted Plan It and the Facility Development Enhancement Study, Recreation Facility Development Continuum and Criteria Matrix. 2014.
- ^{ix} Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.
- ^x Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.
- ^{xi} Canadian Sport Policy 2012. Endorse by Federal, Provincial and Territorial Ministers. 2012 June 27. [accessed 2017 October 03]. http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en.pdf
- ^{xii} Canadian Sport Policy 2012. Endorse by Federal, Provincial and Territorial Ministers. 2012 June 27. [accessed 2017 October 03]. http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en.pdf
- ^{xiii} Results Based Accountability 101 Slides. Fiscal Policy Studies Institute. [accessed 2017 November 17]. <http://resultsaccountability.com/results-based-accountability-101-2013-slides/>
- ^{xiv} Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.
- ^{xv} Definition is adapted from stakeholder engagement and the Government of Canada. Federal Policy for Hosting International Sport Events. [accessed 2017 September 09]. <http://canada.pch.gc.ca/eng/1426532459308>.
- ^{xvi} Results Based Accountability 101 Slides. Fiscal Policy Studies Institute. [accessed 2017 November 17]. <http://resultsaccountability.com/results-based-accountability-101-2013-slides/>
- ^{xvii} Definition is adapted from the General Social Survey (2010) as outlined in Sport Participation 2010. Canadian Heritage. [accessed 2017 November 06]. http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf
- ^{xviii} Results Based Accountability 101 Slides. Fiscal Policy Studies Institute. [accessed 2017 November 17].

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^{xix} Investing in Partnerships Policy (CP2017-01). The City of Calgary. [accessed 2017 September 22].

<http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/CP2017-01-Investing-in-Partnerships-Policy.pdf>.

^{xx} Definition is adopted from stakeholder engagement and Quality Physical Education: Guidelines for Policy-Makers. UNESCO. [accessed 2017 November 06]. <http://unesdoc.unesco.org/images/0023/002311/231101E.pdf>

^{xxi} A Framework for Recreation in Canada 2015: Pathways to Wellbeing. [accessed 2017 November 06].

<http://lin.ca/sites/default/files/attachments/framework-for-recreation-in-canada-2016.pdf>.

^{xxii} Definition is adapted from The City of Calgary. As Amended 2003. The Open Space Plan. [accessed 2017 September 25].

<http://www.calgary.ca/CSPS/Parks/Documents/Planning-and-Operations/open-space-plan.pdf>

^{xxiii} Canadian Sport Policy 2012. Endorse by Federal, Provincial and Territorial Ministers. 2012 June 27. [accessed 2017 October 03]. http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en.pdf

^{xxiv} Definition is adapted from the General Social Survey (2010) as outlined in Sport Participation 2010. Canadian Heritage. [accessed 2017 November 06]. http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf

^{xxv} Definition is adapted from Statistics Canada. General Social Survey. Sport Module. 2010. Heritage Canada. 2010. Sport Participation. [accessed 2017 September 22]. http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf.

^{xxvi} Definition is adapted from stakeholder engagement and ParticipACTION. 2016. The 2016 ParticipACTION Report Card on Physical Activity for Children and Youth. [accessed 2017 September 22].

<https://www.participaction.com/sites/default/files/downloads/2016%20ParticipACTION%20Report%20Card%20-%20Full%20Report.pdf>

^{xxvii} Canadian Sport Policy 2012. Endorse by Federal, Provincial and Territorial Ministers. 2012 June 27. [accessed 2017 October 03]. http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en.pdf

^{xxviii} Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.

^{xxix} Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.

^{xxx} Fair Calgary Policy (CSPS019). The City of Calgary. [accessed 2017 October 03]. <http://www.calgary.ca/CA/city-clerks/Documents/Council-policy-library/csps019-Fair-Calgary-Policy.pdf>.

^{xxxi} Definition is adapted from stakeholder engagement and Cragg, S., C. Costas-Bradstreet, J. Arkell & K. Lofstrom. *Policy and program considerations for increasing sport participation among members of under-represented groups in Canada*.

Interprovincial Sport and Recreation Council, Ottawa, Ontario, Canada. 2016. [accessed 2017 September 22].

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