

Minister of Sport  
and Persons with Disabilities



Ministre des Sports  
et des Personnes handicapées

Ottawa, Canada K1A 0M5

JAN 15 2018

The Honourable Dr. Hedy Fry, P.C., M.P.  
Chair, Standing Committee on Canadian Heritage  
House of Commons  
Ottawa, Ontario  
K1A 0A6

Dear Dr. Fry:

Pursuant to House of Commons Standing Order 109, the Government of Canada (the Government) is pleased to respond to the Seventh Report of the Standing Committee on Canadian Heritage (the Committee), entitled “Women and Girls in Sport” (the Report), tabled in the House of Commons on September 27, 2017.

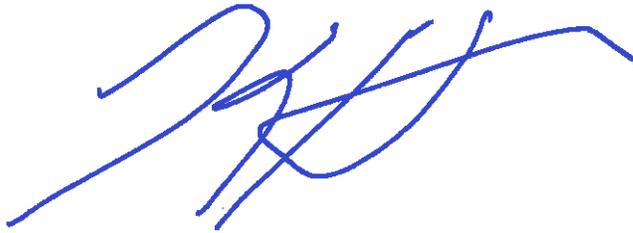
I wish to sincerely thank the members of the Committee for their interest in and the time they spent examining the status of sport for women and girls in Canada, and for their hard work in developing the Report and crafting the recommendations. I am grateful as well to the stakeholders and individuals who appeared before the Committee to express their views and provide evidence and expert advice.

The Government has carefully considered the Report. The Response, contained herein, addresses the recommendations put forward by the Committee by grouping them into six themes: 1) Sport Canada’s legal and policy framework; 2) research and data; 3) amateur sport participation, infrastructure and international hosting; 4) female sport leaders, coaches and officials; 5) communications and engagement; and 6) sexual harassment and transgender inclusion in sport.

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Gender equality is a priority for the Government. The Government is committed to ensuring that all Canadians, including women and girls, have the opportunity to benefit from positive sport experiences. To do so, we need to better serve the needs of women and girls in sport and close the gender gap for athletes, leaders, coaches and officials. This will benefit the entire sport system.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

The Honourable Kent Hehr, P.C., M.P.

**GOVERNMENT RESPONSE TO THE REPORT OF THE STANDING COMMITTEE ON CANADIAN  
HERITAGE ENTITLED: “WOMEN AND GIRLS IN SPORT”**

Since the 1998 release of the Standing Committee on Canadian Heritage’s Sub-committee report entitled *“Sport in Canada: Everybody’s Business,”* the Canadian sport landscape has changed considerably, including for women and girls. Human rights cases have clearly validated that women and girls are entitled to participate in sport, prompting improved access to sport programs. There are now more competitive opportunities for women in more sports, including at the highest levels. Canadian female athletes are increasingly participating in high performance sport and regularly achieving podium success at Senior World Championships and Olympic and Paralympic Games. At the 2016 Rio Olympic Games, an impressive 16 of the 22 medals awarded to Canada were won by women. At the 2016 Rio Paralympic Games, 11 of the 29 medals for Canada were earned by women athletes.

Sport organizations are no longer segregated on the basis of gender. This integration has seen more women taking on leadership positions within National Sport Organizations (NSOs) as Chief Executive Officers and Presidents.

Canada is recognized internationally as a leader in sport for women and girls. The achievements of our female athletes and sport leaders are indicative of how far Canada has come. Decades ago, the challenges were about access. Now, it is a question of reaching our full potential both for the betterment of sport and of society. The benefits of sport participation by women and girls have been well studied and documented. Sport has important health and psychosocial benefits. Sport participation provides the opportunity to experience and develop lifelong skills and positive attributes.

Sport also helps create social cohesion and build more inclusive communities. An inclusive sport system is the reflection of an inclusive society. A society that fosters the full participation of all women and girls also fosters the participation of persons with disabilities, members of visible minority groups, and Indigenous peoples. Promoting gender equity and inclusion in sport has benefited and will continue to benefit countless women and girls of all backgrounds and abilities and, in turn, society as a whole.

Central to this work is the rejection of the homogenous female experience. No two girls experience sport in the same way. Gendered sport experiences are rich and complex in their diversity and are intertwined with other dimensions of identity. Those dimensions (socio-economic, ethno-cultural, ability, Indigenous, etc.) present intersectional amplifiers to participation in sport. In order to develop effective solutions that meet the needs of diverse women and girls, we must reject the separation of sport from other sectors (economic, health, environment, education, housing, etc.). Policy and program solutions for sport require both intersectoral understanding and collaboration in order to achieve sport outcomes as well as advancing larger social capital and sustainable development goals. The voices and stories of all women and girls, particularly those that reject sport, need to be embraced. It is these non-engaged women and girls that the sport sector understands the least.

The future of sport in Canada depends on strong leadership, partnerships and accountability. As evidenced by the Committee's recommendations, the need to create and facilitate opportunities for women and girls throughout this country is greater than ever. The Government acknowledges the realities of the sport sector that are outlined in the Committee's Report and recognizes the need for greater pan-governmental consultation, co-operation and partnership. For instance, the Government is now building on existing intergovernmental work to improve sport experiences for women and girls. This includes the work of the Federal-Provincial/Territorial Sport Committee (FPTSC) aimed at increasing participation of women and girls in all facets of sport and the interdepartmental work underway between the Public Health Agency of Canada (PHAC), Sport Canada, and P/T governments to develop *A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (A Common Vision)*.

The Government is committed to build on these achievements and the broader integration of gender and diversity considerations in Government policy-making. This requires partnerships between all sections of society, including government, civil society, business and the media, to change the cultural norms that perpetuate gender inequality in sport. These are systemic issues that no single individual or group can solve alone. Solutions will be found by working together and forming new, creative partnerships.

## **Theme 1**

### **Sport Canada's legal and policy framework (Recommendation 1)**

The Government is committed to ensuring an inclusive sport system for all Canadians—a sport system where women and girls are actively engaged and equitably supported in a full range of roles; a system where women and girls have meaningful opportunities to become involved in and develop in sport according to their interests, abilities, talents and choices, throughout their lifespan.

The *Canadian Sport Policy (CSP) 2012*, signed by all fourteen F-P/T ministers responsible for sport, physical activity and recreation, supports the vision of a dynamic and innovative culture that promotes and celebrates participation and excellence in sport. While gender is not expressly addressed in the CSP, women and girls are included as 'underrepresented groups' to which a number of the policy objectives respond. These policy objectives set the stage for targeted, collaborative work across jurisdictions and have been translated into priorities for collaborative action.

The Government, through Sport Canada, continues to take steps to address issues relating to women and girls in sport. The objectives of *Actively Engaged: A Policy on Sport for Women and Girls*, along with increased federal requirements for gender-based analysis, have been incorporated into Sport Canada programming. Sport Canada programs incentivize NSOs to benefit both men and women and to demonstrate that their policies and initiatives are equitable. Through Sport Canada's *Sport Funding and Accountability Framework (SFAF)* eligibility assessment, organizations' program and service offerings are scored using a number of gender-specific elements such as: the number (and percent) of female members, coaches and board of directors; the degree to which the organization exhibits a commitment to gender

equity via policies and initiatives; and whether the organization delivers programming specific to the needs of women and girls.

Sport Canada requires that all funded organizations have policies on discrimination, harassment and abuse in sport, as well as equitable access, in order to be eligible for federal funding. These policies provide the foundation against which national team athletes can dispute improper policy implementation through the Sport Dispute Resolution Centre of Canada (SDRCC). The SDRCC helps to ensure the transparency and accountability of sport organizations by clarifying their responsibilities to athletes, coaches and other stakeholders, in a way that is commensurate with the NSO's internal policy suite.

This combination of policy requirements and accountability process has gone a long way in making sustained improvements in the gender parity of national teams, and Sport Canada is committed to ensuring an equitable sport system for all Canadians, including women and girls. For example, Sport Canada's Athlete Assistance Program (AAP) provided \$13.4 million to female high performance athletes in 2015-2016. The AAP funded 1,965 athletes, of which 1,002 (51 percent) were female.

Despite advancements in high performance sport, more can be done to increase the participation rates of women and girls in sport. The Government agrees with the Committee's recommendation to review *Actively Engaged: A Policy on Sport for Women and Girls*. Sport Canada will develop a new action plan for the Policy from within existing resources and in collaboration with funding recipients and provincial and territorial partners. This includes a review of Sport Canada's SFAF to formalize Gender-Based Analysis Plus (GBA+) in decision-making and better link an organization's funding to the degree to which they are meeting the needs of women and girls.

## **Theme 2**

### **Research and data (Recommendations 3 and 6)**

The Government agrees with the intent of these recommendations. Some of the data called for in the recommendations is already provided by organizations as part of Sport Canada's funding evaluation process. Additional research is required to better understand how women and girls experience or reject sport, as well as the magnifying impacts of belonging to more than one underrepresented group.

Research and data collection is a shared responsibility involving all organizations in the sport sector from federal, provincial/territorial and local governments to sport organizations to academics.

Currently, Sport Canada is involved in research and data collection pertaining to women and girls in sport in several ways. For instance, Sport Canada holds a vast collection of qualitative and quantitative data from and about the sport sector. The data are primarily used to:

i) administer Sport Canada programs; ii) track and report on program delivery which, in turn, is published through departmental results reporting; and iii) inform program and policy development, evaluation and research.

Sport Canada is also developing research and policy partnerships to create meaningful and lasting collaboration between academics and policy analysts. For instance, Sport Canada, through the Social Sciences and Humanities Research Council of Canada has been providing approximately \$750,000 annually to the Sport Participation Research Initiative (SPRI) since 2005. Many SPRI-funded research projects have addressed issues related to the participation of women and girls in sport.

In addition, Sport Canada is involved in knowledge translation and dissemination to ensure that emerging research is communicated to practitioners. For instance, through the annual Sport Canada Research Initiative conference, a community of academics has been supported in their efforts to better understand gendered sport experiences and the diverse needs of women and girls in sport.

Sport Canada is actively working on several knowledge-gathering projects through its involvement with the F-P/T Sport, Physical Activity and Recreation Committee (SPARC):

- A Policy Implementation and Monitoring Work Group ensures the appropriate evaluation of the CSP, making recommendations on necessary knowledge investments in order to complete a meaningful summative evaluation that effectively measures policy impacts.
- A Sport, Physical Activity and Recreation Surveillance and Monitoring Work Group cyclically reviews and revises the approach to data collection to ensure data exists to inform SPARC members' program and policy development.
- On a case by case basis, SPARC conducts stand-alone reviews of evidence and leading-edge approaches (including drawing on international examples) to increase sport participation of underrepresented populations (including women and girls).
- SPARC also provides funding to the Canadian Fitness and Lifestyle Research Initiative's (CFLRI) Physical Activity and Sport Monitoring Program. CFLRI data provides a picture of physical activity and sport participation in Canada, which includes a gendered analysis.

Thanks to this coordinated, long-standing investment in knowledge gathering, a model of sport participation determinants is taking form. Sport Canada will continue to use established mechanisms to address pure and applied research gaps to understand and respond better to the needs of women and girls in sport.

A lack of applied research for women and girls in sport has been a significant barrier for coordinated action and the alignment of funding frameworks across sectors. As correlations become clearer, sport as a sector can transition into a new period of evidence-informed innovation in program design and delivery. To facilitate progress and innovation, Sport Canada will ensure that information is available to the public through Open Government or other means, as is currently the case with emerging evidence from Sport Canada's SPRI.

### **Theme 3**

#### **Amateur sport participation, infrastructure and international hosting**

##### ***3a) Amateur sport participation (Recommendations 2, 4 and 7)***

The Government agrees with the intent of these recommendations and has been working with P/T governments to develop a vision, priorities and goals to increase sport participation for all Canadians, including women and girls.

The benefit of sport participation by women and girls is well studied and documented. Sport participation provides the opportunity to experience and develop lifelong skills and positive attributes. From a health perspective, women and girls that participate in sport significantly reduce their risk of osteoporosis, breast cancer, depression, suicide, and adolescent pregnancy. From a psychosocial perspective, sport provides a viable tool for addressing gender inequity. Women and girls who participate in sport experience increased feelings of self-esteem, self-worth, efficacy, empowerment, and personal freedom. (Sport Matters Group, 2009)

Women and girls often lack the necessary social support, encouragement, role models, self-confidence and money to participate fully. Top issues to address include: i) the availability of quality programming (needs-based); ii) access to facilities and equipment; and iii) low confidence and/or poor body image (fear of judgment).

In order to address these gaps, F-P/T governments have committed to increase the number and diversity of Canadians participating in sport. More specifically, one of the CSP objectives is to provide opportunities for persons from traditionally underrepresented and/or marginalized populations to actively participate in all aspects of sport, including leadership roles. Implicitly, that commitment extends to women and girls. Currently, the Government encourages sport participation and physical activity among children and youth by supporting sport participation projects and activities through bilateral agreements with provinces and territories. The F-P/T bilaterals aim to introduce sport through programming that supports physical literacy at the early stages of athlete development and increases opportunities for underrepresented groups to participate actively in sport as athletes, coaches, officials or volunteers.

Another effort has been the joint development of *A Common Vision* by F-P/T governments. F-P/T Ministers Responsible for Sport, Physical Activity, Recreation and Sport have acknowledged the importance of a common vision on physical activity for governments, organizations and leaders from across sectors to help ensure all Canadians are active and to reduce sedentary living. Physical Literacy is an underpinning foundation of *A Common Vision*; which recognizes that women and girls experience notable barriers to physical literacy and physical activity throughout the life course. *A Common Vision* encourages providers to offer programs and services that allow and encourage women and girls to acquire movement skills in the early stages of development in order to set the stage for a lifetime of movement, including the ability and interest to participate in sport.

F-P/T Ministers are committed to the principle of gender equity in sport and acknowledge that

governments have a key role to play. Ministers identified four key priorities to address participation of women and girls, including as leaders and coaches: increasing participation, supporting leadership, addressing gender-based violence and more balanced media approaches. Recommendations in each of these four priority areas will be developed for Ministers to consider at the 2019 F-P/T Ministers' Conference. The recommendations will be based on an interjurisdictional scan of efforts already underway and an assessment of information and data gaps. A FPTSC Work Group on Women and Girls in Sport has been formed to conduct this work.

### **3b) Infrastructure (Recommendation 5)**

The Government agrees with the intent of this recommendation and will continue to work with partners to ensure that all sports and recreational infrastructure projects will benefit and promote the participation of women and girls.

Sport and recreation facilities are important community gathering places that provide spaces for all Canadians to be active and pursue sport and physical activity. The Government has previously committed funding support to refurbish and upgrade community facilities – from trails to multisport facilities. These investments contribute tangibly to the quality of life of all Canadians by providing access to sport and recreation, from coast to coast to coast.

In the past, while sport infrastructure was eligible for funding, these needs were subject to prioritization against all other forms of built infrastructure. Now, all federal infrastructure investments will primarily support public infrastructure, defined as capital assets primarily for public use or benefit. Infrastructure Canada is the lead department responsible for managing the Government's *Investing in Canada* Plan. In this regard, a culture and recreation funding commitment of \$1.347 billion over 10 years is to be provided to provinces and territories through integrated bilateral agreements (IBAs) negotiated with Infrastructure Canada. Ten year IBAs are expected to be in place beginning in 2018-2019 for cultural and recreational infrastructure.

### **3c) Hosting (Recommendation 15)**

The Government accepts the Committee's recommendation. By continuing to pursue opportunities to host international sport events for women and girls, Canada may continue to build upon the legacy of prior successes such as the 2015 FIFA Women's World Cup of Soccer, the 2017 Women's World Rugby Sevens Series, and the International Ice Hockey Federation (IIHF) Ice Hockey Women's World Championships (which Canada will host for the eighth time in 2020).

The Government supports hosting international sport events under the umbrella of the *Federal Policy for Hosting International Sport Events* (Hosting Policy) and the Hosting Program, which applies an equitable approach to attracting international sport events. The Hosting Policy stipulates that the hosting of events must contribute to: sport benefits; Canada's leading role as a sport nation; and promoting equitable social, cultural, community and economic benefits.

This includes the introduction of GBA+ principles as considerations for decision-making related to the support for the bidding and hosting of events, requiring organizations to frame bidding and hosting proposals accordingly.

#### **Theme 4: Female leaders, coaches and officials** (Recommendations 8, 9, 10, 11 and 12)

The Government agrees with the intent of these recommendations and will take them into consideration as Sport Canada continues its work with sport organizations.

A fully inclusive sport sector is one where women have equitable representation across leadership roles as coaches, referees, officials, volunteers, administrators, and board members. While this has improved in recent years, women are still underrepresented in decision-making roles in sport in Canada. The participation of women in sport leadership positions is about one-third the rate of men, and significantly lower in coaching.

Sport Canada will work with sport organizations and P/T partners to encourage and attract more women to leadership positions. Together, the sport system must consider the differing priorities for women along the life course and their needs for progression-oriented support. Like other sectors, thought must be given to women's needs around training/education, recruitment, early career, working conditions, career choices, and career progression. The Government will continue to support sport organizations that offer mentorship opportunities and will apply GBA+ to funding decisions, encouraging sport organizations to look beyond mentorship and education to the other life course factors that could lead to improvements in the working conditions and trajectories for women in leadership positions.

To date, Sport Canada's focus on leadership has been positioned primarily around high performance technical leadership, coaching, staff and board membership (both domestic and on international). Investments have been provided to those positions that most directly impact athletes and athlete development.

Sport Canada provides support for the recruitment, training and professional development of women coaches through the Sport Support Program with: the Coaching Association of Canada (Women in Coaching Program); the Canada Games Council (Canada Games Women Coaching Apprenticeship Program); and the Canadian Collegiate Athletic Association (CCAA Women Coaching Apprenticeship Program). In addition, Sport Canada supports the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS), which provides leadership training through its Women and Leadership Program and Network, and Female Coach Mentorship Program.

#### **Theme 5: Communications and Engagement**

Media messages about women, femininity and sport present a major challenge to retaining women and girls in sport. Overall, male athletes receive greater media attention, focussed on skills and performance, than female athletes. For instance, while there has been a relatively strong focus on female sport at Olympic and Paralympic Games, there has been little coverage

of women and girls in sport otherwise. Furthermore, sports media often report on female athletes in ways that reinforce stereotypes and outdated gender roles, instead of prioritizing athletic achievements.

### ***5a) Broadcasting (Recommendation 13)***

The Government recognizes that the CRTC is an independent public authority responsible for the regulation and supervision of the Canadian broadcasting system under the *Broadcasting Act*. Recommendations directed at the CRTC will be forwarded to the Commission for its consideration.

The *Broadcasting Act* establishes a number of policy objectives, which include that programming provided by the broadcasting system should be varied and comprehensive, providing a balance of information, enlightenment and entertainment for men, women and children of all ages, interests and tastes.

Canada – as with the rest of the world – is experiencing a transition from the days when the success of a sport event was measured by the numbers it reached across traditional broadcast media. Now Canadians have access to sport broadcasting through a host of digital media that can attract highly targeted – and wide ranging – audiences.

### ***5b) Engaging Canadians (Recommendation 14)***

#### Sport Canada

The Government supports this recommendation. There is growing public interest in the participation of women and girls in sport, and the Government is exploring more proactive communications strategies to demonstrate to Canadians the actions it is taking to encourage the participation of Canadian women and girls in sport.

For example, Sport Canada will use social media to: i) promote women and girls' participation and achievements in sport and encourage partners, such as P/Ts and sport organizations to do the same; ii) highlight the Government's and partner organizations' efforts to increase women's participation in leadership roles; and iii) take advantage of the visibility and exposure of events such as the Olympic and Paralympic Games to showcase female athletes' participation with a view to highlighting their performances and inspiring young Canadian athletes, particularly girls.

Sport Canada continues to support partner organizations, such as CAAWS, to provide essential, focused content, expertise and related services to the sport sector – tools which may be leveraged to increase engagement, creating a coalition that can achieve a collective impact.

#### Public Health Agency of Canada (PHAC)

As the federal lead on physical activity for health, PHAC is supportive of this recommendation

that aims to encourage women and girls to engage in physical activity in an inclusive and safe environment.

The PHAC Multi-sectoral Partnerships Approach (MSPA) has invested \$73 million and leveraged an additional \$57 million from partners since its launch in 2012, to promote healthy living and prevent chronic disease and injury, and to address the common risk and protective factors (e.g., unhealthy weight, physical inactivity, unhealthy eating, and tobacco) that underlie the major chronic diseases of diabetes, cancer, and cardiovascular diseases. Several key projects are focused on women and girls and/or participation in physical activity, including sport and could represent an opportunity to work with Sport Canada to address Recommendation 14. These include the National Ballet School of Canada: Sharing Dance; CAPSANA: Défi Santé; and Canadian Soccer Association: Injury Prevention Program FIFA 11. Many MSPA funded projects are accessible to and include Indigenous women and girls, who are more at risk of developing chronic diseases such as Type 2 diabetes.

## **Theme 6: Sexual harassment and transgender inclusion (Recommendation 16)**

### **6a) Sexual harassment**

The Government fully agrees with and is committed to fulfilling this recommendation. Sport needs to be safe for all participants and all levels. The sport sector, as a whole, has a responsibility to make every sport experience safe and welcoming. The Government believes, without exception, that all Canadians should have the opportunity to participate in a sport environment that is safe, secure and free of discrimination, harassment and harmful behaviour. To this end, the Government is committed to build on initiatives to eradicate harassment and abuse from Canadian sport and to continue to support activities that make sport safer and more accessible.

The Government agrees that systemic changes are needed to bring about the necessary changes in behaviours, attitudes, and outcomes. In this regard, Sport Canada is – as part of its funding agreements – working with recipient organizations to ensure they have policies in place that make sure that sport is fair, safe, welcoming and equitable for all.

Currently, all federally funded sport organizations must have a discrimination, harassment and abuse policy in place in order to receive financial support from Sport Canada. Such policies are to include a formal process to report and investigate discrimination, harassment and abuse complaints.

Going forward, the sport sector is taking steps to make sport safer, particularly for children and vulnerable individuals. The Responsible Coaching Movement (RCM) is a campaign co-led by the Coaching Association of Canada (CAC) and the Canadian Center for Ethics in Sport (CCES). Sport Canada has been an active member of the advisory committee for this initiative since 2015 and indirectly supports the initiative through core funding to the two organizations. The RCM is a call to action for all sport organizations to enact realistic change based on their individual states of readiness.

Even with these examples of leadership and progress, gender-based violence (including discrimination, harassment, sexual assault and homophobia) in sport still persists. There continues to be a lack of awareness in recognizing the extent to which it effects the sport experience and retention of women and girls. Attitudes of leaders, coaches and teachers can make a big difference in preventing gender-based violence. As well, governance practices and program design can be enhanced to promote inclusive environments for all participants.

As part of an ongoing commitment, Sport Canada is working with P/T partners to create an FPTSC Work Group on Safety, Integrity and Ethics in Sport. This Work Group will be tasked with tracking and addressing ongoing and emerging issues to protect the integrity of sport and the safety of all participants on and off the field. This will include a review of best practices and the development of a pragmatic approach to improve the design and delivery of safe sport.

### **6b) Transgender inclusion**

In recent years, an increasing number of national, provincial and local sport organizations have sought support from the Canadian Centre for Ethics in Sport (CCES) and other groups to understand and improve their policies and practices as they relate to trans participants.

This has been driven both by an increasing number of trans participants choosing to participate in sport at all levels, as well as organizations proactively making their policies more inclusive in anticipation of trans participants.

The Government is an advocate for sport that is fair, safe and inclusive. In concert with partners such as CAAWS, U SPORTS, and others, Sport Canada supports this advocacy, in part through the development and promotion of resources for the Canadian sport community that provide information and guidance on the inclusion of trans athletes and on making Canadian sport a positive space for all athletes.

In April 2016, the CCES released a new policy guidance document entitled *Creating Inclusive Environments for Trans Participants in Canadian Sport*. The document was developed through extensive consultation with the Trans Inclusion in Sport Expert Working Group, a group with a wide range of experience and expertise, comprised of elite athletes, medical experts, and representatives from academia and sport organizations, including Sport Canada. It has since been provided to all sport organizations in Canada, as well as being made available to the public.

Sport Canada will continue to work with P/T and sport partners to provide mechanisms for participants, coaches, and others to seek help when sport is not safe, and that clear protocols for action are established, understood, and used.

### **Conclusion**

The Government would like to reiterate its thanks to the members of the Committee for the work that they completed. The Government is fully committed to ensuring that all Canadian

women and girls have the opportunity to benefit from sport through both governmental actions as well as collaborative actions with the sport sector and other sectors. This builds on existing federal investments directed at the Canadian sport system. It also builds on intergovernmental and intersectoral policy work, notably the work of the FPTSC Work Group for Women and Girls in Sport and the work underway between PHAC, Sport Canada, and P/T governments to develop *A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada*. Together, this will help us better understand how women and girls experience sport and will help practitioners respond to the diverse needs of women and girls as participants, coaches and leaders.