

# The Partnership Protocol

Principles and Approach for Successful Private/Not-for-Profit  
Partnerships in Physical Activity and Sport

October 2010

Dear Colleagues:

As the voice of physical activity and sport participation in Canada, ParticipACTION has had the opportunity to engage in a number of partnerships with private sector organizations for the advancement of our overall mission—a future in which Canadians are the most physically active on earth. Simultaneously, we have witnessed an increased need for partnerships between private companies and the sport and physical activity sector overall. Given the current scarcity of government resources and the potential benefits to both partners, it seems that partnerships are not only here to stay, but that they can advance our common interest: to increase the health and physical activity of a population that is increasingly at risk from its sedentary lifestyle.

In the summer of 2009, ParticipACTION assembled a group of leaders from several sectors to discuss the creation of guidelines for successful public-private partnerships. The aim was to assist not-for-profits in the fields of sport and physical activity to find, implement and sustain responsible, effective partnerships with the private sector, while simultaneously supporting individual missions and mandates.

This original group (comprised of representatives from academia, government, private corporations and not-for-profit organizations) completed a detailed literature review of public-private partnerships in the physical activity and sports world and created a Steering Committee to guide the process to develop the protocol itself.

Following completion of their background research and internal consultations, the Steering Committee launched a multi-stage consultation process. This included inviting input into four strategic partnership questions from fifty MBA students at the Stanford University Graduate School of Business and an invited group of thirty industry leaders and experts in Toronto. Their contributions served as the basis for a series of draft guidelines that were then presented to sixty-five delegates at the 2010 Canadian Sponsorship Forum in Whistler, B.C., for further feedback. Finally, the resulting guidelines were presented at the International Congress on Physical Activity and Public Health (ICPAPH) Conference in Toronto in May 2010.

*The Partnership Protocol* is a culmination of the advice of a broad cross-section of experts and interested parties who came together to offer their stories, experience and best practices to the community of not-for-profit organizations in the sport and physical activity sector. We hope you will find it useful in securing, building and strengthening positive partnerships that will enable your organization to continue to do its good work.

Sincerely,



Kelly D. Murumets  
President and CEO, ParticipACTION  
Chair of the Partnership Protocol Steering Committee

## Overview:

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*The Partnership Protocol* doesn't aim to answer the question of what is right for your organization, but rather to give you tools and information to help you find the best solutions possible for your needs.

Finding, developing and maintaining responsible and effective partnerships can be one of the most important aspects of work in the not-for-profit field. Successful partnerships can allow your organization to expand its programs, and broaden its audience and influence—in short, to do more of what you do, and to do it better. But partnerships can also present challenges. An unsuccessful partnership can jeopardize your organization, just as a successful one can advance it. So how do you make sure that the fit is right?

*The Partnership Protocol* is designed to help your organization answer that question, using the advice and best practices of a wide variety of experts from the world of academia, business and not-for-profit organizations. *The Partnership Protocol* focuses on three key areas of interest. Section 1, **Why Partnerships?** addresses the increasing need for not-for-profit organizations to enter into partnerships; Section 2 provides **Guiding Principles for Partnerships**; Section 3 suggests how to put those principles into practice in your organization's **Approach to Effective Partnerships**.

When considering these recommendations, it is important to remember that no two organizations have identical needs or concerns. Each organization is unique—in mission, leadership and aspirations—which means that each organization will have its own definitions for responsible and effective partnerships. *The Partnership Protocol* doesn't aim to answer the question of what is right for your organization, but rather to give you tools and information to help you find the best solutions possible for your needs. In the process, *The Partnership Protocol* provides an opportunity to debate, discuss and learn from other groups' partnerships. The ultimate goal of *The Partnership Protocol* is to increase capacity in the physical activity and sport sector.

# 1. Why Partnerships?

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**NFPs are increasingly exploring and entering private sector partnerships as a means to generate additional resources and to provide for the long-term viability of the sector overall. An effective partnership requires both partners to have a vested interest in the partnership and to agree to work together in the best interests of the partnership.**

The challenges facing not-for-profit (NFP) organizations that focus on physical activity are at an all-time high. Resources are few and the need is high. But from these increasing challenges come increasing opportunities. NFPs are increasingly exploring and entering private sector partnerships as a means to generate additional resources and to provide for the long-term viability of the sector overall.

## **Mutually Beneficial Outcomes for Partners**

Sharing resources can allow both partners to achieve their individual goals. Mutual benefits may include enhanced value for investment in achieving objectives; sharing human resources, assets and expertise; improvements in productivity; improved distribution of products/programs and ideas; reduced risk or shared risk; and growth<sup>1</sup>.

## **The Growing Physical Inactivity Crisis**

Physical fitness levels of youth aged 6 to 19 years, both male and female, have been declining dramatically for three decades.<sup>2</sup> Similarly, fitness levels of adults aged 20-69 years have also declined.<sup>3</sup> Sport participation rates in Canadian youth aged 15-18 declined from 77% to 59% between 1992 and 2005 and declined in Canadian adults from 45% to 28% during the same period.<sup>4</sup> Physical inactivity leads to a host of chronic degenerative conditions and premature death.<sup>5</sup> The economic burden of physical inactivity in Canada is estimated at \$5.3 billion annually and the annual burden to the healthcare system is estimated at \$2.1 billion.<sup>5</sup> Regular physical activity, including sport participation,

is associated with as much as a 30% reduction in all-cause mortality rates<sup>6</sup>.

## **Scarcity of Government Resources**

In many countries, government support to NFP organizations is dwindling. This decrease in support has generally stemmed from cutbacks in government spending on physical activity and sport, and/or an increase in the proportion of tax dollars required for core health care and education services.<sup>6</sup> Governments also expect the organizations that they do support to generate additional funding from other partners.

## **Escalating Competition for Resources**

As Western society begins to recognize the severity of the physical inactivity crisis, more organizations are being formed to deal with specific and important causes. In addition, some NFPs are using increasingly sophisticated strategies and technological tools<sup>7</sup> for getting the attention of government funders. This has created a competitive environment in which NFP organizations vie for limited government dollars.

As a result of these factors, NFPs are increasingly considering partnerships with the private sector. At the same time, the private sector is increasingly interested in the business and branding opportunities offered by NFP physical activity and sport organizations. While there are many motivating factors that establish such partnerships, developing and activating these partnerships raises both philosophical and practical questions.

Given the current government funding climate and the potential benefits of positive partnerships with the private sector—and with the strong agreement of our consulted experts—we have concluded that partnerships are essential to advancing the aims of the physical activity and sport sector, and to working toward our shared goal of a healthier, more physically active society.

### What is an Effective Partnership?

When discussing partnerships, it is important to first reach a shared definition. A NFP/private sector partnership is a strategic alliance between two parties in which one partner is a not-for-profit physical activity or sport organization and one partner is a for-profit corporate organization which operates independently of government and has a goal for the partnership of providing a positive return to shareholders.

*The Partnership Protocol* bases its understanding of *effective* partnership on key underlying views of partnership in the physical activity and sport context.

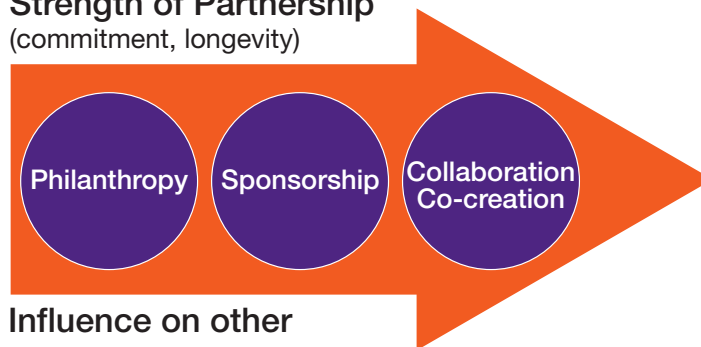
An effective partnership requires both partners to have a vested interest in the partnership and to agree to work together in the best interests of the partnership.

Partnerships should be conceptualized as on a continuum. The position on the continuum depends on the strength of the partnership (i.e., commitment and longevity of the partnership) and level of influence on the other partner's goals, objectives and actions.

At one end of the continuum, we find the most effective partnerships—strong, mutually beneficial partnerships, often grown from an initial sponsorship in which both organizations are mutually supportive and contributing to the partnership equally. In the physical activity and sport sector, these ideal partnerships typically involve pooled financial, product and human resources to create facilities, events, products and programs.

At the other end, there are weaker partnerships. These partnerships are typically donations or grants made to an NFP by an individual or an organization with little ask and engagement from the private sector organization in the NFP and its work.<sup>1</sup>

### Strength of Partnership (commitment, longevity)



### Influence on other partner's goals, objectives, and actions

## 2. Guiding Principles for Partnerships

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The success of your partnership is dependent on shared goals and vision and an understanding of how the partnership will unfold through each stage of your joint project.

In order to support NFPs in the sport and physical activity field to find, establish and grow effective and responsible partnerships with the private sector, *The Partnership Protocol* endorses the following Guiding Principles.

### Share Each Other's Equity

Share and value the assets that each partner brings to the table. An effective partnership will leverage and extend each partner's assets, so that the partnership's scope is greater than either organization's individual potential. Ensure that the partnership will further your own mission, but will also offer a return on investment for your partner organization and will contribute to the overall societal goal (e.g. increased awareness and/or behaviour change in physical activity and sport participation).

### Stay True to Who You Are

Your equity and your brand are your organization's most important assets and cannot be sacrificed for attractive amenities in a partnership. Seek a partner who will be able to offer an equity that is equal to your organization's equity. A partner should be able to help you establish credibility and garner incremental recognition. The corporate "match" must be compatible with your values, goals and branding. Safeguard your organization's credibility and reputation: stay true to who you are.

### Acknowledge and Manage Risk

Consider the risks and rewards of each potential partner and understand the implications of working with that organization. Is the reward of the partnership's possibilities equal to, or less than, the risks to your NFP organization?

If you acknowledge upfront any real or perceived disconnects between your cause and your potential private sector partner, you will be able to plan for possible problems and consider how you will deal with them in order to maintain the integrity of your projects. Remember that many businesses are interested in making a more positive societal impact, and working with credible NFP organizations can help companies to achieve these altruistic goals, as well as their business objectives.

### Create Compelling Communications

An effective partnership needs to be built on a legitimate and relevant platform. A successful partnership ensures that all stakeholders hear this story and both parties share the societal recognition.

Be a storyteller before, during and—most importantly—after the partnership. This will increase the learning for the partners and for others, informing future partnerships and helping to address potential criticism and negative or inaccurate perceptions. Your storytelling must show how the partnership supports the public interest. If you cannot articulate the societal benefit of the partnership, seriously consider whether the partnership is viable.

Be sure that both partners take an active role in communicating the partnership to government, so that governments continue to recognize their role in addressing the societal need for increased physical activity. By creating successful campaigns and compelling communications, you and your partner organization can help entice the public sector to join the cause or continue its support.

### **Inspire, Motivate and Activate Your Stakeholders**

Talk to all the parties that the partnership touches—government, bloggers, media, consumers, donors, volunteers, members, supporters and advocates—to further the understanding of the partnership and to generate excitement about the possibilities it creates. Remember that those parties are not merely entities, but are made up of real people. Cultivate relationships with key individuals in each of these areas. Make each of these people understand that they have a definite role in the partnership's success and the societal benefit it creates. Stakeholder engagement should be sought at each stage of the partnership, from design and implementation, right through to your final evaluation.

### **Be Clear**

The success of your partnership is dependent on shared goals and vision and an understanding of how the partnership will unfold through each stage of your joint project. You and your partner must clearly define success, measurable objectives, expectations and roles. Ensure that a process is in place for clear, regular communication, coordination, accountability, reporting, approvals and conflict resolution. It is also important to recognize how external factors may impact the individual partners and their shared projects (e.g. recession, Olympics). Ensure that the partnership builds and maintains the elements of any good personal or business relationship: honesty, trust, respect and transparency.

### **Measure and Evaluate**

Good measurement is essential to good partnerships. Evaluate your partnership from initiation and on through major milestones, to assess whether the association is having a positive impact—on your organization, your partner's business, and society. Use reliable and accurate evaluation techniques, metrics and interpretations to continue to identify what is working, realize opportunities for improvements and determine a suitable course of action for the future.

### 3. Approach to Effective Partnerships

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Be flexible to the needs of your partner and communicate often and openly—informally and at established check-in points.

*The Partnership Protocol* has identified the following steps, strategies and recommendations to help your organization facilitate responsible, effective and enduring partnerships with the private sector.

The Approach is organized into three phases: **Assessing, Building and Managing the partnership.**

#### **Phase 1: Assessing Potential Partners**

Choosing the right private sector organization to partner with can make all the difference to your NFP organization, affecting the success of your projects, your organization's brand and your ability to fulfill your mandate. Here are some things to consider when making your choice:

- 1) Do the organizations share a common interest or a shared goal in advancing sport and physical activity? Your potential partner should have an understanding of the measures of success for both partners, the desired social health and wellness benefits of the partnership and the process to achieve outcomes.
- 2) Develop a profile of the potential partner and review internally. Does this private sector partner offer opportunities for a successful, long-term partnership?
- 3) Identify the expertise, resources, reach and assets that the prospective partner would bring to your partnership and to your organization. Assess the partnership opportunity by considering what else might be accomplished with the time and resources your organization will invest in the partnership.
- 4) Identify or validate champions for the prospective partnership—one at your NFP and one at the partner organization. These people can ensure ongoing high level dialogue and commitment to the partnership's objectives.
- 5) Review your potential partner's target audiences, considering points of crossover with your organization's audiences—current and desired. How might this partner help you broaden your organization's communication to new audiences or improve your reach into current audiences?
- 6) Evaluate the relative risks and rewards and understand the implications of working with potential partners. Can the value of the partnership be communicated and defended?
- 7) Consider the overall brand of your potential partner and its current partner mix. How will your partnership fit?
- 8) Assess both parties' capacity to fulfill partnership promises. Do you both have the will and the means to deliver? Is there shared accountability and responsibility to partnership outcomes?
- 9) Consider how the partnership will align with your organization's values, brands and cultures. If you identify disconnects, consider how these might be balanced. Note that some potentially controversial companies are interested in partnering with the sport and physical activity sector in order to offset the disconnects between their reputation and our sector's positive

public image. Are there ways to build the partnership so that these disconnects work to the advantage of your NFP, such as making sure that the company's contribution represents a fair and equitable value for the risk? Could this partnership prevent other partnerships or harm your organization's potential activities in the future? If the controversy is unwarranted, consider how best to overcome opposing viewpoints and be prepared to defend these viewpoints in the public domain when challenged.

### Phase 2: Building Partnerships

Building a partnership involves discovering suitable evaluation metrics and solidifying the relationship with an agreement. This stage lays the groundwork for building an effective, enduring and fair partnership that will allow both partners to pursue their objectives.

#### THE RELATIONSHIP

The nature of the relationship between an NFP and its private sector partner is fluid, and real conflicts and problems can easily arise. But there are things your NFP organization can do to help mitigate these potential difficulties:

- 1) Work to achieve internal support for the partnership in both organizations, working at the levels of the board/ownership, management and staff, but note that even in a signed partnership agreement, it is unlikely that any partner will have 100% support.
- 2) Work with your partner organization to determine the controllable elements of your partnership and its projects, and decide how these will be managed and communicated, internally and to your stakeholders and the public.
- 3) Establish clarity in the partnership by developing and achieving collaborative agreement on the shared vision, goal(s) definition of success, expectations, rules of engagement, and measurable objectives.
- 4) Understand that individual relationships are as important as organizational ones. Encourage members of your NFP to take time to develop these relationships with their counterparts in the private sector organization.
- 5) Be flexible to the needs of your partner and communicate often and openly—informally and at established check-in points.
- 6) When conflicts arise or when your organization's interests and those of your partner diverge, be clear and upfront about the nature of the disagreement.
- 7) Manage the relationship in a way that the public will understand and communicate it effectively to your wider audience. This management might include the creation of a crisis management plan to handle any possible large-scale objections to the partnership. This plan would outline key messages and Q&As, and specify (and educate) a potential spokesperson to counter negative perceptions, internally or externally.
- 8) When dealing with a private sector corporation, consider the use of a "less risky" brand within their corporate family or the corporate brand as the label for the partnership. Consider both product brands and the overall corporate brand that reflects the partnership. However, as stated earlier, you must ensure that the partnership builds and maintains honesty, trust, respect and transparency. To that end, the partnership must never hide or deny the identity of the corporate parent.
- 9) Establish a process of accountability and follow it, delivering as promised.
- 10) Remain mindful of the culture of each partner and work to respect them.
- 11) Be honest and transparent with your private sector partner in all aspects of the partnership.
- 12) Remember that long-term partnerships are more desirable than short-term sponsorships or partnerships. Build the partnership in a positive manner, with a view to extending any successful project or re-engaging your partner for future collaborations.

## THE AGREEMENT

Partnership agreements can take many forms. The length of the document should reflect the nature of the relationship and the scope of the partnership. The agreement needs to be comprehensive, drafted by the people who will implement it, reflect the partners' relationship and be reviewed and approved by legal experts—preferably by lawyers who specialize in sponsorships.

Regardless of length or style, all partnership agreements should be ethical, purposeful, thorough, principled, transparent, legally viable and enforceable.

When drawing up the partnership agreement, your NFP should also consider:

- 1) Clearly outline each partner's role, responsibilities and deliverables. This should include the internal, as well as the external, roles of each partner.
- 2) Clearly outline the granting of rights (e.g. use of logo or trademark), copyrights, confidentiality, ownership of products developed (including product life after partnership).
- 3) Note in detail jurisdiction, termination/exit clauses, definitions (what is "contract", who is "partner", what is "category", etc.) and related terminology, dispute resolution plan (e.g. third party), force majeure and signing authority.
- 4) Lay out responsibilities for insurance, liability, resources contributed (cash and/or in kind), communications commitments, controls on the post-contract behaviour of both parties and exclusivity.
- 5) Ensure that the resources to be invested by the private sector partner will allow the partner to meet both your partnership's objectives and their own business objectives.
- 6) Articulate the amount of resources that both partners will allocate towards the fulfillment of the partnership, resulting in a turnkey approach to the partnership.

- 7) Develop a Legacy Plan and decide what enduring benefits will remain for both partners, after the partnership concludes.
- 8) Detail the plan, resources and timing for evaluation.
- 9) Solidify a clear process to approve changes to the agreement.

## Phase 3: Managing the Partnership

The goal of the Partnership Management phase is to ensure that the partnership 'lives' as it was planned in the agreement and is communicated effectively to all stakeholders.

## PROJECT MANAGEMENT

It is imperative to reach an agreement about the vision, goals and measurements of success for your partnered project. Participants in this agreement should include the project team, your NFP's management and your partner's representatives on the project. To ensure that the plan stays on track, you will need continuous and effective communication between both parties and all the individuals involved from the two organizations, along with a controlled scope of activity. Management at both partner organizations must be verbally and practically supportive of the project and the staff carrying out the project. Designating a senior champion for the project from both organizations sets the tone and helps showcase the partnered project as a priority for the organizations.

Key steps for an effective project management in an NFP/private sector partnership include:

- 1) Project Initiation:
  - Agree at the outset, and include in the Agreement, the shared vision, goal(s), intended outcome and success criteria.
  - Articulate clearly project ownership, accountability and decision-making processes.
  - Approve partnership agreement.
- 2) Project Definition:
  - Engage all relevant internal and

external stakeholders in initial consultation and incorporate their feedback and previous lessons learned.

- Confirm concept and budget.
- Identify project team from within both partner organizations, ensuring representation from all departments critical to the project's success.
- Agree on project objectives and how objectives will be measured and reported.

### 3) Project Planning:

- Develop and approve a detailed Work Breakdown Structure that defines key milestones and deliverables
- Develop an activity plan that outlines key activities, responsibilities and timelines for both partners. Depending on the project, the activity plan should include plans for content development, creative development, production and fulfillment, a website, internal and external communications and risk management (including planning for a potential negative response from media), evaluation, financial management, reporting and approvals. Include a Gantt chart to make it easy to follow progress and detailed budget.
- Establish regular project team meetings, both for the core team for ongoing project implementation, monitoring and co-ordination; and for the senior team members to ensure enduring strategic alignment to the vision, goals and direction of the project.

### 4) Project Execution:

- Implement the project according to the plan, with regular status updates and adjustments to the plan as needed.
- Monitor progress regularly by reporting agreed metrics against objectives to determine if project is on track or if course correction is needed.

- Monitor budget against actual expenditures regularly and adjust forecasts as needed to ensure project is delivered within budget.

### 5) Project Close:

- Complete evaluation and project reporting.
- Debrief with project team to identify successes, challenges and lessons learned.
- Implement strategy to renew agreement, if appropriate, or execute a smooth and respectful exit strategy, should either party decide to terminate the relationship.
- Create an exemplary ending. Ensure that the partnership is completed in a positive and respectful manner, laying the groundwork for both partners to create future relationships between other parties in the NFP and private sectors.

## EVALUATION

Evaluation of the project must occur from three separate perspectives: 1) the perspective of your NFP organization; 2) the perspective of the private sector partner, and 3) the sport and physical activity cause itself. Within each of these evaluations, a measurement must be taken both of the outcomes of the project and of the processes followed.

Evaluation is not simply a tool to employ at the end of a project. To create an effective final evaluation, baseline measures should be taken or established before the partnership is even launched and appropriate metrics should be adopted for the active partnership and for the post-partnership measurement. The evaluation can be carried out internally by each partner, or by an external third party, according to the project agreement.

### 1) What to Measure:

#### **Intended/Unintended Benefits and**

**Consequences:** Gauge these benefits and consequences through the lens of both partners achieving their objectives as well as the partnership's impact on society through behaviour change or increased awareness.

**Contract Fulfillment:** Were all stated deliverables achieved?

**Success of Project (Business):** Note achievement of business objectives for each partner, externally (sales, reach, brand effects, credibility, reputation, awareness, impressions, return-on-investment, corporate responsibility) and internally (employee engagement, employee satisfaction with partnership, impact on employee turnover).

**Success of Project (Societal):** Gauge partnership's impact on health and wellness cause (what results can be seen in behaviour change and/or awareness?).

**Partner Satisfaction:** Measure the following types of factors:

- Overall Satisfaction (i.e. trust, respect, quality of collaboration, budget, etc.).
- Adherence to Planned Investments (Did either partner invest more resources than planned for in the agreement?).
- Impact of United Efforts (Did the partnership allow the parties to accomplish something they could not have achieved on their own?).
- Willingness to Continue Partnership (through renewal or expansion).

2) How to Measure:

Be transparent and comprehensive in the methods you are using to measure the partnership. Incorporate:

- Quantitative measurement (e.g. surveys, comparisons to similar situations/ industries)
- Empirical measurement
- Qualitative measurement (e.g. interviews and testimonials)

Plan for longitudinal studies, establishing benchmarks, using repeatable methods, etc.

Use 360° Analysis: Obtain evaluations from third-party stakeholders (e.g. expert interviews,

value assessments), the sector and the public (e.g. community surveys) including at the grassroots level.

Undertake independent third-party partnership evaluation to:

- Determine if partnership has impacted ability of either partner to attract new partners
- Conduct opportunity cost analysis for partnership

### COMMUNICATING THE PARTNERSHIP

The final stage of the Approach to Effective Partnerships is communicating the outcomes of the NFP/private sector partnerships—telling the story of the partnership and its benefits to both internal and external audiences.

**Internal Storytelling:** Stories from past and current partnerships should be communicated widely within your organization. This storytelling helps your organization to avoid past failures, learn from past challenges and build on past successes. This storytelling can be achieved through blogs, articles in newsletters, presentations at meetings and conferences, postings in staffrooms, website reports, etc.

**External storytelling:** Partners should jointly communicate their successful experiences (“best practices”) and unsuccessful experiences (“learnings”) to other NFPs and private sector organizations, with an aim to improve sector-wide understanding of partnerships, benefitting the shared cause of sport and physical activity. Methods to communicate these stories include industry publications and websites, scientific journals, professional society websites, direct mail or e-mail, trade reports and conferences.

Corporate partners will also want to tell a story about the positive societal impact they achieved through their NFP partnership (within their own industry and to their customers and stakeholders). It is essential that these communications include objective, independent data that clearly indicates how both parties contributed to the partnership's success. Ensure that your NFP organization's role in the partnership is effectively presented in their stories.

# Moving Forward Together: Putting *The Partnership Protocol* to Work

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This document is designed to help your NFP organization to find, implement and sustain responsible, effective partnerships with the private sector while supporting your mission and mandate. It is also a record of an ongoing dialogue of combined resources, counsel and best practices. This dialogue will be strengthened by further input—from experts, from the sport and activity sector, and also from NFPs with other mandates. The more NFPs use and discuss these issues, the more we strengthen our ability to create good partnerships with the private sector, so that we can effect positive change in the society we share. Here are a few ways you can continue the conversation:

- Share with your board, staff and colleagues
- Consider sharing it with your current partners
- Audit your existing partnerships against the guidelines, score how you are doing and identify things to change when you renew
- Discuss with your own social networks and share ideas
- Use when assessing and establishing new partners
- Use this document as a template for other sectors (e.g. nutrition, health)
- Ask questions. Use *The Partnership Protocol* as a template that you can customize to suit the needs of your organization, adding and changing it based on your own experience.
- Learn, challenge and share this and other resources and your evolving best practices with others in the sport and activity sector and with NFPs with other mandates. Continue the dialogue.

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- Elio Antunes, COO and VP of Partnerships, ParticipACTION
- Mark Harrison, President, TrojanOne
- Dr. Peter Katzmarzyk, Associate Executive Director for Population Science, Pennington Biomedical Research Center
- Chris Lowry, Vice President, Nutrition & Corporate Affairs, Kellogg
- Paul Melia, President and CEO, Canadian Centre for Ethics in Sport
- David Moran, Director, Public Affairs and Communications, Coca-Cola Canada
- Kelly Murumets, President and CEO, ParticipACTION
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- Dr. Art Salmon, Team Leader, Ministry of Health Promotion, Government of Ontario
- Dr. Mark Tremblay, Director, Healthy Active Living and Obesity Research, Children's Hospital of Eastern Ontario Research Institute

## End Notes:

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