



This document identifies the primary roles and key responsibilities for each level of governance within the sport of triathlon in Canada, as well as a glossary of terms used in the materials. All of this is provided to better understand the role of each stakeholder in accomplishing the objectives of the triathlon in Canada Strategic Plan. (see *Triathlon Canada 2017-2020 Strategic Plan*)

## **VISION, MISSION AND MANDATE OF TRIATHLON IN CANADA**

### **Our shared VISION:**

- *To be a world leading nation in triathlon*

### **Our Collective MISSION:**

- *To achieve excellence in all aspects of triathlon in Canada*

### **Our MANDATE:**

- *To provide leadership for triathlon in Canada by setting overall vision and strategic guidance relevant to the key roles and responsibilities of each governance body through engagement and partnership with Provincial Sport Organizations, Clubs, athletes, coaches and officials and key external stakeholders*
- *To build collaboration, alignment and an effective organizational structure to support the achievement of Triathlon Canada's strategic plan and those of each member PSO.*
- *To build a cohesive triathlon eco-system touching on all elements of our sport across Canada which is an investment by everyone in the system to ultimately see us grow and perform at all levels.*

## NSO ROLE

### ORGANIZATIONAL EXCELLENCE

- Govern triathlon nationally respecting the vision, mission and values of Triathlon Canada and in accordance with requirements of national sport governing agencies and its member PSO's.
- Respect and adhere to accountability-based requirements as necessary (eg Safe Sport and Not-For-Profit institutions and legislation)
- Deliver and support programs and services that promote the growth and sustainability of the sport in Canada
- Deliver and support volunteer development, engagement, recruitment

### ATHLETE DEVELOPMENT

- Design/develop, communicate, evaluate and revise in an on-going manner Athlete development pathways and programming (ie LTAD pathway)
- Develop and manage athletes and teams to represent Canada at the international level.

### QUALIFIED TECHNICAL OFFICIALS & COACHES

- Design/develop, communicate, evaluate and revise in an on-going manner Technical Official and Coach development pathways and programming

### MARKETING & EVENTS

- Design and deliver a triathlon marketing and communications program focused on the promotion of the sport in Canada
- Host National and International competitions and other events and market those in conjunction with the LOC.
- Ensure nationally sanctioned competitions meet minimum safety standards and fairness guidelines

### REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of triathlon

## NSO KEY RESPONSIBILITIES

### ORGANIZATIONAL EXCELLENCE

- Provide a framework that ensures triathlon is delivered by organizations that plan, evaluate and monitor their operations and programs with identified measures and accountability—including financial statements and reporting.
- Provide sufficient organizational structure including a National Board of Directors, National Office staff and committees to support the work of the organization—including sport development and sustainability
- Develop, monitor, review, revise and communicate as applicable bylaws, rules, regulations, policies, and procedures to deliver the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the NSO to enable adequate delivery of national programs and events for athletes/coaches/officials and volunteers
- Provide a National membership database using class leading technology at market rates
- Maintain archival and historical records to preserve the history of the sport
- National recognition/awards programs and external nominations
- Develop volunteer education programs and materials when required (eg Board governance training.)

### ATHLETE DEVELOPMENT

- Develop, implement and evaluate an inclusive long-term athlete development (LTAD) model for the sport defining the athlete pathways and programs for participation/recreational and performance athletes.
- Organize and offer National Team programs including all selection criteria and processes and select/nominate/approve athletes to represent Canada at Pan Am, Olympic, Paralympic, World and other major international competitions
- Organize and offer Age Group World Championship team opportunities and experience.
- Build and execute a High Performance plan to develop world-class athletes
- In partnership with PSO's, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development in the high performance stream (where possible)
- Review and approve International participation of all athletes competing at the ITU level. (eg Continental Cups/PATCO, World Cups)

### **QUALIFIED TECHNICAL OFFICIALS & COACHES**

- Develop and communicate standards of professionalism and certification, ensuring the sport is led by appropriately trained and certified coaches and technical officials
- Design, develop, evaluate and revise as necessary the components of the National Coaching Certification Program as it relates to coaches across the sport of triathlon
- Design, develop, evaluate and revise as necessary the components of the Technical Officials Program as it relates to officials across the sport of triathlon
- Define criteria for talent identification of coaches and build succession planning for national and provincial programs
- Approve technical officials for higher-level ITU technical training

### **MARKETING & EVENTS**

- Provide standardized, nationally branded resources to support marketing triathlon in Canada (eg KITCan, coaching, media releases, etc)
- Design, develop, evaluate and revise as necessary sanctioning and event guidelines for provincial triathlons
- Sanction and host National and International Competitions
  - Manage the bid process for national and international events
  - define the format, standards, protocols, and competition calendar
  - partner with stakeholders in the organization of these events
  - ensure safety and fairness of events through event sanctioning, assignment of officials and host agreements
  - ensure hosting of annual National Championships
  - oversee assignment of Technical Officials at national or international events
- Build the public profile of the sport through events, media coverage, broadcast opportunities across multiple platforms and a comprehensive social media campaign

### **REPRESENTATION & LOBBYING**

- Position and represent the sport of triathlon through international liaisons with ITU and other International associations and stakeholders
- Influence public and government policy through domestic liaison with PSOs, Sport Canada, Own the Podium (OTP), Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC) and other partners/funding agencies

## PSO PRIMARY ROLE

### ORGANIZATIONAL EXCELLENCE

- Govern triathlon provincially respecting the vision, mission and values of Triathlon Canada and the Province in accordance with requirements of sport governing/funding agencies
- Respect and adhere to accountability-based requirements as necessary (eg Not-For-Profit institutions and legislation)
- Deliver and support programs and services that promote the growth and sustainability of the sport in the province
- Deliver and support volunteer development, engagement and recruitment

### ATHLETE DEVELOPMENT

- Support and deliver participation/recreational and performance athlete development pathway programs. (eg age group and development series)
- Provide opportunities provincially for performance pathway talent identified athletes in alignment with national framework.
- Develop and manage athletes and teams that compete in provincial and national multi-sport games.

### QUALIFIED TECHNICAL OFFICIALS & COACHES

- Ensure triathlon programs and competitions are conducted by qualified Technical Officials and Coaches
- Provide opportunities provincially for talent identified coaches and technical officials

### MARKETING & EVENTS

- Design and deliver a triathlon marketing and communications program focused on the promotion of the sport in the province consistent and aligned with the national sport marketing/branding
- Host, Provincial, National and International competitions and other events such as world qualifiers (where applicable).
- Ensure provincially sanctioned competitions meet minimum safety standards and fairness guidelines

### REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of triathlon, in alignment with NSO and with consistent message.

## PSO KEY RESPONSIBILITIES

### ORGANIZATIONAL EXCELLENCE

- Ensure the sport is delivered by organizations that plan, evaluate and monitor their operations and programs with identified measures and accountability against sport delivery best practices (eg report card—including financial statements and reporting.)
- Provide sufficient organizational structure that includes a Provincial Board of Directors, Provincial Office (where applicable) staff and standing committees to support the work of the association—including sport development and sustainability
- Develop, monitor, review, revise and communicate as applicable bylaws, provincial rules, regulations, policies, and procedures to support the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the PSO to enable adequate delivery of provincial programs and events for athletes/coaches/officials and volunteers
- Maintain the provincial membership using the National database
- Maintain provincial archival and historical records to preserve the history of the sport
- Provincial recognition/awards programs and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Offer volunteer education programs and materials for PSO/club Board volunteers

### ATHLETE DEVELOPMENT

- Implement, administrate and evaluate the athlete pathways and programs for participation/recreational and performance athletes developed Nationally using the long-term athlete development (LTAD) model for the sport
- Organize and offer enhanced programming including regional and provincial team programs and competitions

- In partnership with the NSO, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development in the high performance stream.

### **QUALIFIED TECHNICAL OFFICIALS & COACHES**

- Deliver and administer components of nationally developed technical officials training and development pathway of all officials in the sport of triathlon
- Deliver and administer the components of the National Coaching Certification Program as it relates to coaches in the sport of triathlon
- Define criteria for talent identification of coaches and build succession planning for provincial programs
- Recommend to the NSO, technical officials for national level training
- Access and deliver recruitment tools to attract new coaches and technical officials

### **MARKETING & EVENTS**

- Deliver standardized, nationally and/or provincially branded resources to support marketing triathlon in the province (eg KITCan, coaching, media releases, etc)
- Sanction and host local and Provincial competitions
  - Define the format standards, protocols, and competition calendar giving consideration to National rules and calendar
  - Partner with stakeholders in the hosting and organization of these events.
  - Ensure hosting of annual Provincial Championships and Age Group World Qualifier events, and manage the bid processes for those events (where applicable)
  - Ensure safety and fairness of events through event sanctioning, adherence to nationally and provincially developed standards, assignment of provincial technical officials and hosting agreements (where applicable).
  - oversee assignment of Technical Officials at provincial or local events
- Host and sanction National & International Competitions in partnership with Triathlon Canada
  - Partner with the LOC and Triathlon Canada to host National events within the province.
  - Support the LOC and Triathlon Canada to bid for and host International events
- Build the public profile of the sport through events, media coverage, broadcast opportunities across multiple platforms and a comprehensive social media campaign

**REPRESENTATION & LOBBYING**

- Position and represent the sport of triathlon through national liaison with Triathlon Canada
- Influence public and government policy through domestic liaison with provincial and municipal governments and various facilities/funding agencies
- Where applicable, provide support, advice and guidance to Clubs seeking assistance with grant writing and/or not for profit development.
- Assist in lobbying for adequate facilities in local communities with standard list of requirements



## LOCAL/CLUB PRIMARY ROLE

### ORGANIZATIONAL EXCELLENCE

- Govern triathlon at the local/club level respecting the vision, mission and values of Triathlon Canada, the Province and Club in accordance with requirements of the respective governing sport agencies
- Respect and adhere to accountability-based requirements as necessary (eg SafeSport and legislation)
- Deliver and support programs and services that promote the growth and sustainability of the sport in the community
- Support volunteer development, engagement and recruitment
- Support participant/member and sport recruitment

### ATHLETE DEVELOPMENT

- Deliver athlete programming including participation/recreational and performance pathways in compliance with NSO/PSO implemented pathways/programs
- Offer/encourage enhanced opportunities to promote optimal athlete development

### QUALIFIED TECHNICAL OFFICIALS & COACHES

- Support Technical Officials/Coach development and programming
- Ensure compliance with NSO/PSO implemented pathways/programs

### MARKETING & EVENTS

- Promote triathlon within their community and host competitions and offer opportunities for participation and development.
- Ensure safety standards and fairness of club activities and events

### REPRESENTATION & LOBBYING

- Influence local community to advocate, position and represent the sport of triathlon in alignment with PSO and with consistent message.

## CLUB KEY RESPONSIBILITIES

### ORGANIZATIONAL EXCELLENCE

- Plan, evaluate and monitor their operations and programs with identified measures and accountability—including utilizing a PSO/Club developed report card (to be developed and where applicable).
- Provide sufficient organizational structure that may include a Club Board of Directors, staff and standing committees to support the work of the association/club—including sport development and sustainability
- Develop, monitor, review, revise and communicate as applicable bylaws, Club rules, regulations, policies, and procedures to support the safe, ethical and effective administration of the club (eg SafeSport, concussion)
- Apply for and comply with requirements of any funding partners or provincial not for profit requirements (where applicable); solicit and service corporate partnerships; undertake fundraising initiatives and take other steps to ensure financial sustainability of the club to enable adequate delivery of programs and events for athletes/coaches/officials and volunteers
- Sanction/affiliate the club, events, and training activities with the PSO in accordance with the provincial sanctioning policies and guidelines
- Maintain the club membership using the National database (where applicable)
- Maintain club archival and historical records to preserve the history of the sport (where applicable)
- Club recognition/awards programs and external nominations (where applicable)
- Support volunteer recruitment, development, engagement, and retention
- Utilize volunteer education programs and materials available from the NSO and PSO for club Board volunteers

### ATHLETE DEVELOPMENT

- Deliver the athlete pathways and programs for participation/recreational and performance athletes developed nationally using the long-term athlete development (LTAD) model for the sport
- Assist in and support the identification of talent identified athletes and encouragement of enhanced PSO/NSO programs and competitions

### **QUALIFIED TECHNICAL OFFICIALS & COACHES**

- Support standards of professionalism, registration and certification.
- Encourage members to become registered and certified coaches & officials
- Support coaches and technical officials in professional development opportunities
- Utilize a Triathlon Canada or other nationally recognized Registered Coach when conducting training within club structure
- Utilize Qualified Technical Officials at hosted club competitions
- Identify and encourage talented coaches and officials to participate in NSO/PSO growth opportunities

### **MARKETING & EVENTS**

- In collaboration with the province, utilize standardized, nationally/provincially branded resources to support marketing triathlon in the community
- Implement relevant and robust communications to increase brand awareness (media and community relations)
- Host club activities and competitions and provide participation opportunities for entry into and development of the sport
  - Submit bids to host provincial, national or invitational events adhering to the standards, protocols and competition calendar developed provincially and nationally via the PSO.
  - Adhere to provincial sanctioning and policies and guidelines (eg Code of Conduct, national coaching registration, SafeSport, etc.)
- Assist with building the public profile of the sport through events, media coverage, broadcast opportunities across multiple platforms and a comprehensive social media campaign

### **REPRESENTATION & LOBBYING**

- Position and represent the sport of triathlon through liaison with respective provincial sport organization (PSO)
- Influence public and government policy through local liaison with municipal government and various facilities/funding agencies working in collaboration with the PSO to ensure consistent message
- Partner with the PSO, NSO and other partners in lobbying for adequate facilities, resources and access in local communities with standard list of requirements.

## Glossary of Terms Used by Triathlon Canada

As of February 20, 2020

**Active for Life** is a movement within the Sport for Life framework in which Canadians become active for life by developing physical literacy. Along with physical literacy and sport excellence, Active for Life is one of CS4L's three key outcomes. This stage can be entered at any age (after the onset of the growth spurt), beginning with developing physical literacy in infancy, and evolves to being Competitive for Life, Fit for Life and/or Sport and Physical Activity Leaders through all phases of adulthood.

**Age Group athlete** - means a triathlete who is a member or registrant of their provincial association, is a registrant of TC, and competes recreationally. The age of a competitor is determined as of December 31st of the calendar year of the competitive season.

**Athlete Development Matrix (ADM)** is a curriculum that needs to be covered in order to, be successful in the sport. It describes aspects for the athlete's development in the areas of physical capacities, technical skills, psychological skills and life skills.

**Canadian Olympic Committee (COC)** is the federal partner designated to represent the Olympic movement in Canada and authorizes and supports Olympic teams and athletes.

**Canadian Paralympic Committee (CPC)** is the federal partner designated to represent the Paralympic movement in Canada and authorizes and supports Paralympic teams and athletes.

**Championship** Includes Canadian Triathlon Championships, Canadian Multisport Championships, Provincial Championships.

**Club** means a club registered as such with their respective PSO.

**Coach** means a registered and certified instructor trained to guide the development of triathletes (certified in the National Coaching Certification Program offered by the Coaching Association of Canada)

**Coaching Association of Canada (CAC)** is the regulatory body overseeing the training and certification of coaches in Canada through several vehicles including the National Coaching Certification Program (NCCP).

**Elite Triathlete** means a triathlete who holds an International Competition Card (ICC) from Triathlon Canada, is a registrant of TC, and competes at the ITU's highest level.

**Gold Medal Profile (GMP)** defines the skills and abilities required to stand on the top of the Olympic podium.

**High Performance** – a designation for an athlete, program or coach that is solely focused on ITU elite, U23 and Junior events reflected in the Olympic and Paralympic schedule.

**International Competition** means a Competition held under the jurisdiction of the ITU or PATCO, inside or outside of Canada.

**Ironman** – a for-profit race/event company operating outside of ITU sanctioning.

**ITU** is the acronym for International Triathlon Union – the governing body for triathlon internationally.

**LOC** - means the Local Organizing Committee of a local, provincial, national or international event.

**Long-Term Athlete Development (LTAD)** is a multi-stage training, competition and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. LTAD is athlete centered, coach driven and administration, sport science and sponsor supported. Sequential stages in the LTAD pathway provide developmentally appropriate programs for all ages to increase participation and optimize performance. Key to LTAD is a holistic approach that considers mental, cognitive and emotional development in addition to physical development, so each athlete develops as a complete person. Based on CS4L principles, LTAD, in a sport- specific context, promotes system alignment and integration between sport club, provincial/territorial and national sport organization

The seven stages of LTAD include:

1. Active Start
2. FUNDamentals
3. Learn to Train
4. Train to Train
5. Train to Compete
6. Train to Win
7. Active for Life

**National Sport Association (NSO)** means the National organization responsible for triathlon in Canada.

**Own the Podium (OTP)** is a federal funding partner who determines Sport Canada high performance grant amounts for NSOs based on specific performance criteria and Olympic results.

**PATCO** is the acronym for Pan American Triathlon Confederation (formerly CAMTRI) – the governing body for triathlon in the Americas' continent.

**Pathway** refers to a series of defined steps in a development program designed for participants in the sport leading from entry level to proficiency. (e.g. Performance pathway is for podium bound athletes that are aspiring to Olympic and Paralympic and major games performances.)

**Provincial Sport Association (PSO)** means any one of Triathlon B.C., Triathlon Alberta, Triathlon Saskatchewan, Triathlon Manitoba, Triathlon Ontario, Triathlon Québec, Triathlon N.B., Triathlon N.S., Triathlon P.E.I., Triathlon Newfoundland-Labrador or any of their successors and assignees.

**Provincial Team** means a team made up of triathletes registered and representing the same Provincial Association.

**Physical Literacy** means having the fundamental movement skills, fundamental sports skills and motivation that enable an individual to read their environment and make appropriate decisions while moving confidently and with control in a wide range of physical activities in both indoor and outdoor environments.

**Registrant of TC** means a person (an individual or a legal entity) duly registered with TC and who has paid applicable fees.

**Technical Official** means an individual certified provincially, nationally or internationally to adjudicate the rules of triathlon and to ensure the course meets the required standards of safety and fairness.

**TC** means Triathlon Canada, the governing body of triathlon in Canada.

**Volunteering** is an exchange between the organization and the volunteer. The needs of both must be met for the relationship to be satisfying and effectively maintained. The tasks must provide an opportunity to meet both the social and intellectual needs and/or learn or display competency of the volunteer to maximize their personal ROI.

**WTS/WPS** means the ITU World Triathlon Series or World Paratriathlon Series, which involves a maximum of 10 competitions hosted in major internationally recognized venues, enabling elite triathletes to gather points in order to declare a world champion at year end.

### In collaboration with:

