



Triathlon Newfoundland and Labrador
Strategic Plan 2018-2022
-Swim, Bike, Run and beyond-

Introduction

Triathlon Newfoundland and Labrador is the provincial sports organization dedicated to the development, growth and promotion of triathlon and related multi-sport endurance events. Our sunset strategic plan 2014-2017, established an ambitious plan and obtainable goals for our organization. These included the establishment of a point series competition, growth of the sport, effective risk management, youth retention and development, paratriathlete inclusion, and excellence and leadership. Many of these ambitious goals have been met but some challenges persist. This strategic plan is building on the fantastic success of the past four years, including a successful Canada Games season where athletes came first in the Atlantic region.

The beginning of 2018 has already started with the implementation of a number of key elements that will help shape our organization for the next four years including: new brand launch (with Triathlon Canada), new website and registration portal, new race sanctioning, club sanctioning process and updated governance policy.

In our new strategic plan we want to be focused and demonstrate organizational excellence so that we can be a leader in the province, and display excellence as a sports organization in Canada. We hope this strategic plan shows our commitment to our stakeholders and members so that we will lead triathlon in NL. We also hope our plan will encourage all of those who lead and develop triathlon in NL to lift the bar and deliver excellence so youth, adults and elite athletes have a place to prosper. This strategic plan charts the course for the next four years, to ensure people in this province continue to both participate and excel in triathlon, the sport that inspires so many.

Strategic Priority and Goals

Youth development and athlete identification - To create and grow the pool of youth and junior triathletes while creating a development program for athletic performance at Canada Games.

Age Group Athletes - To help grow the age group athlete pool, including more community coaches, sanctioned clubs and race opportunities.

Capacity building – officials, coaching - To ensure we have coaches and officials available in the province. Ensure our coaches and officials has the resources needed to perform at a level of excellence.

Race Development and Sanctioning – To ensure there are competition opportunities available in NL. Ensure that races in NL succeed to meet Triathlon NL sanctioning standards.

Organizational Excellence – To focus on sports development through good governance and policy.

Vision and Values

Vision:

Triathlon Newfoundland and Labrador supports the development and promotion of the sport of triathlon and related multi-sport endurance events in our province.

Values:

Excellence: We are a member-based, service-oriented, volunteer-driven association committed to, and accountable for, excellence in all facets of our work, individually and collectively, and in fostering conditions that maximize the potential of our sport, athletes, members, volunteers and partners.

Equal Access: We ensure events are conducted in a safe, fair, ethical and harassment-free environment regardless of age, race, gender or ability. We are a facilitator of opportunities for all people in all regions of the province to discover the thrill, rewards and challenges of triathlon and multi-sport competition.

Enterprising: We are professional in the way we create and organize technically sound programs, clinics and events. We encourage partnerships and allow for personal growth and success through sport participation

Issues Identification

Triathlon Canada released a new strategic plan, “Triathlon Canada 2017-2020 Strategic Plan” The strategic plan includes key initiatives for provincial sports organizations including: updating and standardizing the coaching development program, updating official courses and changing the structure of Age Group Qualifiers for ITU worlds.

Members of the board and members of Triathlon NL have also identified a number of areas where improvement should be achieved. These include:

- Improved quality of races for members.
- Growth of Age Group athletes including growth of clubs.
- Coaching development at both the community and performance level.
- Improved capacity within the organization
- Communication with members and promotion to help grow the sport are important elements for success.
- More qualified officials are needed to ensure athlete safety and proper compliance of all rules and standards.
- Improved youth athlete stream.

This report outlines the recommendations, based on an assessment of all input provided. They are broad and directional, providing some context for an operational plan.

Strategic Priority – Youth Development and Athlete Identification

GOAL: To create and grow the pool of youth and junior triathletes while creating a development program for athletic performance at Canada Games. Age range 13-19 years old.

Key directional input:

- # Access to competition and training. We want to ensure that there is annual access to races and training for youth (13-15) and juniors (16-19).
- # Coaching. We want to ensure the coaches appointed by the board for the Canada Games team have appropriate access to training resources and adequate support from TriNL. Ensure there are four coaches in the pipeline for every eight-year Canada Games cycle.
- # Build and manage partnerships with key organizations that will be involved in youth athlete development. Including but not limited to: swim clubs, running clubs, cycling clubs, and race directors.
- # Increase the depth of field by offering a consistent Youth/Junior race series

Strategic Priority – Age Group Athlete Development

GOAL: To help grow the age group athlete pool, including more community coaches, sanctioned clubs and race opportunities.

Key directional input:

- # Hold annual community coaching clinics.
- # Encourage more sanctioned club development. Including working with existing clubs for opportunities.
- # Formalize club sanctioning and determine best model.
- # Ensure there is availability of races for age group participants that deliver excellence and fair racing.
- # Work with communities outside of the Avalon for age group development.

Strategic Priority – Technical Capacity - coaching and officials

GOAL: To ensure we have coaches and officials available in the province. Ensure our coaches and officials have the resources needed to perform at a level of excellence.

Key directional input:

- # Under NCCP: leverage Triathlon Canada's updated training program to increase the number of trained and certified coaches in the province. At a minimum hold annual community coaching clinics.
- # Work with Triathlon Canada to ensure we have at least one Master Learning Facilitator in the Atlantic Region.

- # Work with Sport NL to make sure there is at least one professional development opportunity with our coaches per year.
- # Recruit and train more officials in order to provide appropriate services to all sanctioned races
- # Create a system so that we have a retention of officials

Strategic Priority – Race development and sanctioning

GOAL: Ensure there are competition opportunities available in NL. Ensure that races in NL succeed to meet Triathlon NL sanctioning standards.

Key directional input:

- # Sanctioning:
 - Ensure races are compliant with the new minimum standards developed for all sanctioned events.
 - Ensure new sanctioning documents and resources are available to all race directors
 - Create a process to evaluate compliance with officials.
 - Work with race directors on issues related to course safety (road closure, volunteers, officials, etc)
- # Race directors:
 - Work with race directors to ensure they have excellence in governance support in their races. Including a pipeline of interested volunteers for race committees.
 - Finalize the Race Director Manual, work with current directors to ensure it meets their needs.

Organizational Excellence

Goal – Excellence in sports development through effective governance

- # Work with Triathlon Canada in providing education for our leadership and members on key topics including, concussion management, safety in sports, conflict resolution, etc.
- # Update and review all governance documents and ensure all necessary policy areas have been addressed.
- # Review and update Risk Management policies and procedures.
- # Develop a succession strategy for the Board of Directors.
- # Improve communications to members.
- # Ensure the board is providing adequate member services by conducting annual surveys to understand member needs.