

Report to The Triathlon Ontario Board of Directors

Summary of The Provincial Development Program Advisory Committee

Strategic Recommendations



Date: June 2024

Prepared For: Triathlon Ontario Board of Directors

Prepared By: Taylor Forbes, Vice-President of Triathlon Ontario and Chair of the Provincial Development Program Advisory Committee

Appendix A: Summary of the Triathlon Ontario Provincial Development Program Stakeholder Survey Results

Prepared by: John Cameron and Winston To (reviewer)

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1. Executive Summary

1.1 Overview

The Provincial Development Program (PDP) Advisory Committee was established in February 2023 by the Triathlon Ontario Board of Directors with the mission of reviewing the Provincial Development Program and achieving the objectives as set out in the Terms of Reference, found at Appendix B of this Report.

Over the course of 16 months, the Committee conducted a comprehensive review, engaged with stakeholders by way of an electronic stakeholder survey, and developed strategic recommendations aimed at transforming the PDP into a world-class program.

The committee's recommendations are designed to enhance Triathlon Ontario's Provincial Development Program by fostering athlete & coach development, strengthening coaching expertise, enhancing participation, and improving communication and support systems. This report encapsulates the committee's hard work, dedication, and recommendations.

1.2 PDP Advisory Committee Recommendations

1.2.1 Vision & Mission Statement

The Committee proposes a new vision and mission statement for the PDP:

Vision Statement:

To be a World Leader in Triathlon Development at all Levels.

Unite – Motivate – Perform.

Mission Statement: Deliver national and world-leading programs and services for Triathlon performance outcomes today and tomorrow. Committed to a multifaceted approach involving:

1. Providing excellent athlete and coaching resources.
2. Developing sustainable funding partnerships.
3. Being recognized as innovative and collaborative leaders.
4. Enhancing training environments with specialized support and resources.

1.2.2 Strategic Initiatives

The Committee proposes the following Strategic Initiatives:

i. **Foster Athlete Development**

- Implement a structured, adaptable development framework with an accompanying pathway that integrates Triathlon Canada's and Triathlon Ontario's LTAD strategy.
- This framework should provide a roadmap, establish clear benchmarks for performance and skill development, identify talent, nurture athlete progression,

and aim to expand geographic coverage of training to include local clubs and satellite training days.

- ii. **Strengthen Coaching Development**
 - Improve coaching competency, education, and mentoring.
- iii. **Enhance Participation and Expand Race Opportunities**
 - Increase participation in the Draft-Legal Development Pathway by enriching local race opportunities.
- iv. **Improve Stakeholder Partnership and Communication**
 - Strengthen stakeholder partnerships and enhance communication channels.
- v. **Review Organizational Structure and Governance**
 - Implement the PDP strategic plan as part of the overall organizational strategic plan.
- vi. **Seek Financial and Stakeholder Support**
 - Explore additional funding sources and strategic partnerships to support PDP initiatives.
- vii. **Implement a Continuous Feedback Loop**
 - Establish systematic feedback collection and analysis approach to remain responsive to community needs.

1.2.3 Key Performance Indicators

First, it should be noted that due to significant time spent on the Stakeholder Survey and strategic initiatives, the Committee had limited capacity to focus their attention on developing KPI. It will be prudent for the Board to focus on reviewing the drafted KPIs. Please review the **3.3 Development of Key Performance Indicators (KPIs)** for further details.

The Committee proposes the accompanying KPIs with respect to the above recommendations.

- i. **Foster Athlete Development**
 - KPI #1: Establish, publish, and promote an athlete development model.
 - KPI #2: Measure utilization of the model by pathway athletes and their coaches
- ii. **Strengthen Coaching Development**
 - KPI #1: Establish, Publish, and promote a coach development model.
 - KPI #2: Measure utilization of the model by coaches,
 - KPI #3: Increase in certification rates.

- iii. **Enhance Participation and Expand Race Opportunities**
 - KPI #1: Increase the number of participants in draft-legal races.
 - KPI #2: Promote participation in the National Series.

- iv. **Improve Stakeholder Partnership and Communication**
 - KPI #1: Establish a collaboration and communication plan.
 - KPI #2: Measure dissemination of PDP-related information.

- v. **Review Organizational Structure and Governance**
 - KPI #1: Develop and implement the PDP strategic plan, ensuring alignment with organizational goals.

- vi. **Seek Financial and Stakeholder Support**
 - KPIs to be deferred to, and determined by the Board of Directors

- vii. **Implement a Continuous Feedback Loop**
 - KPI #1: Implement a feedback system.
 - KPI #2: Communicate results of feedback collection to membership annually.

2. Background

2.1 Background

In 2007, Triathlon Ontario and the Canadian Sport Institute of Ontario (CSIO) partnered to establish the first formal Provincial Training Centre for Triathlon at the University of Guelph. The Provincial Training Centre operated as a Provincial and subsequently a National Training Centre until closing in 2016. The Centre focussed primarily on supporting athletes at the U23 level that attended the University and who were pursuing the sport at the international level.

Triathlon Ontario and CSIO identified several gaps in Ontario's existing development system. So, in 2013, Triathlon Ontario and CSIO partnered to create a part-time Provincial Development Coach position to develop and oversee a Provincial Development Program that would support athletes at the Youth, Junior and U23 levels across the province who did not have access to the Provincial/National Training Centre or a quality club program locally.

As a result of the closing of the Guelph National Training Centre in 2016, Triathlon Ontario expanded the Provincial Development Coach position and the Provincial Development Program into a multi-faceted program that focusses on offering development opportunities in four main areas:

- 1) Race Environment - Provincial draft legal series.
- 2) Coach Education, Development and Mentoring.
- 3) Training Environment - Full time and drop in training environments around the province by way of camps, training days, seminars, and training programs.

- 4) Education and Event Support - Providing resource material, funding opportunities, and pathway support.

In February 2023, The Triathlon Ontario Board of Directors established the Provincial Development Program Advisory Committee to provide strategic recommendations for the PDP. The committee was tasked with identifying areas for improvement, engaging stakeholders for feedback, and devising a recommended strategic plan to enhance athlete development along the Olympic and Paralympic pathways within Ontario. The committee's objective was to offer recommendations for strategic initiatives for the PDP, guiding the program toward a more inclusive, supportive, and competitive environment by addressing key areas of improvement highlighted by stakeholder and Committee member feedback.

Initially set for a ten-month term, the committee's mandate was extended at the end of 2023 until April 2024, at which point the committee was dissolved.

2.2 Composition of the Provincial Development Program Advisory Committee

The composition of the committee included Triathlon Ontario staff and Board of Director members, current members that are active Ontario Junior/U23/Elite coaches, current or former Provincial Development Program athletes, current or former National Development Team athletes, and integrated support team/subject matter experts. The committee was composed of the following members:

1. Winston To
 - President of Triathlon Ontario & Former Chair of the Provincial Development Program Advisory Committee
2. Taylor Forbes
 - Vice-President of Triathlon Ontario & Chair of the Provincial Development Program Advisory Committee
 - Former Team Canada Athlete, National Development Team Athlete, and Provincial Development Program Athlete.
3. Phil Dale
 - Executive Director of Triathlon Ontario
4. Greg Kealey
 - Triathlon Ontario Provincial Development Coach
 - NCCP Triathlon Competition Certified Coach, NCCP Athletics Canada – Middle Distance, CSIP/UBC – Advanced Coaching Diploma, NCCP Certified Master Coach Developer, NCCP Certified Coach Developer/Coach Evaluator – Competition Coach Development, NCCP Certified Learning Facilitator, OTP – Coaching Enhancement Certificate.
5. John Cameron, B.A., B.Ed.
 - Development Coach – Bytown Storm Triathlon | Ontario Summer Games Triathlon Coach (2012-2024).

- NCCP Triathlon Certified Competition Coach, NCCP Triathlon Community Coach, NCCP Learning Facilitator, Triathlon Coach Evaluator and Master Coach Developer.
 - Ontario Certified Teacher
6. Gabrielle Whitlock
- Head Coach, Balance Point Triathlon
 - NCCP Community Learning Facilitator, Certified NCCP Triathlon Competition Coach
7. David Hopton H.BSc, Kinesiology
- HP Coach, Hammerheads & Koalas | Head Coach, Mohawk College Cross-Country
 - NCCP Triathlon Certified Competition Coach, NCCP Swimming Certified Coach
8. Luc Morin, M.Sc
- Head Coach, EPERORMANCE
 - NCCP Competition Master Coach Developer and Evaluator, Certified NCCP Triathlon Competition Coach, NCCP Community Learning Facilitator
9. Kira Gupta-Baltazaar
- Former National Development Team Athlete
10. Sasha Bolton
- Director member, Triathlon Canada | Paratriathlon & Paracycling Coach
11. John Vadeika, H.B.P.E, CAC Ch.P.C
- Trained NCCP Triathlon Community Coach, NCCP Swimming Level 3 Certified/Senior Coach & Competition. Int. Evaluator, ASCA Swimming Level 4/5 International Professional

2.3 Review of the Terms of Reference & Committee Objectives

In Reference to **Appendix B: Triathlon Ontario Provincial Development Advisory Committee Terms of Reference.**

The Provincial Development Program Advisory Committee was established with a clear mandate:

1. Review the current Provincial Development Program
 - Analyze & Identify gaps in the structure, mandate, vision, mission, goals, values, and KPIs.
2. Solicit feedback and input from relevant stakeholders.
 - Develop and conduct a survey to gather feedback from relevant stakeholders.
 - Summarize and review the findings to further inform the committees decisions on recommendations.
3. Develop a new vision and mission statement.

4. Present to the Board of Directors a slate of strategic initiative recommendations and accompanying KPIs based on the Committee's findings and survey results.

2.4 Declaration of Conflict of Interests

It is acknowledged that the committee members may have had conflicts of interest by virtue of their involvement within the triathlon community. Such conflicts include coaching athletes impacted by the PDP, being parents of athletes impacted by the PDP, being employed by - or representatives of - Triathlon Ontario or Triathlon Canada, and/or being athletes themselves. However, the intent of forming this committee was to leverage the subject matter expertise of the most relevant stakeholders. Consequently, by convening this committee, the Board of Directors and the respective committee members have agreed to waive and consent to these conflicts of interest in order to utilize their valuable insights and experience.

3. Summary of Committee Methodology

3.1 General Methodology

The Committee convened monthly via Zoom Conference to discuss and address the objectives outlined in the Terms of Reference. The meetings were structured to ensure comprehensive discussion and decision-making, with each meeting typically a set agenda. This typically included meeting minutes, discussion on pending action items, updates and progress reports from sub-committees, strategic discussion, assignment of tasks, responsibilities, and objectives for the next meeting.

To manage the various aspects of the Committee's mandate, the Committee formed several sub-committees, each tasked with specific responsibilities. The various sub-committees spent many hours in between the monthly meetings actioning different key task such as conducting detailed reviews of existing programs, synthesizing the input from the committee members, and drafting and finalizing the strategic initiatives and KPI recommendations. The sub-committee structure was particularly relied upon to design the stakeholder survey, which required a significant portion of the Committee's time and effort to develop from the ground up.

3.2 Collection & Analysis of Stakeholder Feedback Data

The responsibility for collecting and analyzing stakeholder feedback, as well as developing a comprehensive report on the analysis, was assigned to a designated committee member. This report was subsequently reviewed and validated by the entire committee.

For further information on the methodology of the development and analysis of the Stakeholder Survey, please refer to Appendix A: *Summary of the Triathlon Ontario Provincial Development Program Stakeholder Survey Results* for a comprehensive breakdown of the methodology of the Stakeholder Survey.

3.3 Development of Key Performance Indicators (KPI)

A considerable portion of the Committee’s mandate was focused on the development and analysis of the Stakeholder Survey, as well as developing the strategic initiatives. This brought the Committee close to the end of our extended mandate before we were able to turn our attention to KPIs. As such, the Committee faced significant time constraints, limiting our capacity to thoroughly develop KPIs. Given these circumstances, it would be prudent for the Board to focus their attention on reviewing the recommended KPIs.

Committee members provided their KPI recommendations directly to Taylor and Phil. Recognizing Phil's role in achieving and being accountable for these KPIs, the Committee decided it would be procedurally appropriate for Phil to draft the KPI recommendations based on the suggestions received from the Committee members. Phil drafted two versions of KPIs in consultation with the Committee. The Committee agreed on a second draft of KPIs, which is submitted in this report.

4. Executive Summary of Stakeholder Survey Findings & Recommendations

The Provincial Development Program (PDP) of Triathlon Ontario stands at a critical juncture, with the potential to significantly impact the sport's future in the province. Addressing the key areas of improvement identified through stakeholder feedback can transform the PDP into a more inclusive, supportive, and competitive environment. Success hinges on a collaborative effort among Triathlon Ontario, coaches, athletes, and the broader community. By implementing the recommended changes, the PDP can nurture the next generation of elite athletes and ensure a vibrant future for triathlon in Ontario.

Survey Response Information

Stakeholder Group	Total	Respondents
General Members	~2600	76
PDP Athletes/Parents	69	26
Non-PDP Athletes (13-23)/Parents		22
PDP Coaches	10-15 (Est)	12
Coaches of Non-PDP Athletes (13-23)		
Past PDP/Podium Pathway Athletes	Unknown	9

Data Collection Details

Overall response rate of 5.4%

Sample meets the criteria for a 90% confidence level with a 10% margin of error.

4.1 Key Findings:

i. Awareness and Perceptions:

- Moderate to high awareness of the PDP, with variability in understanding specific programs.

- Perceived value among participants, but communication gaps affect broader perceptions.
- ii. **Engagement and Participation:**
 - High engagement among PDP athletes and parents; lower among non-PDP athletes due to information gaps.
 - Willingness to recommend the PDP suggests positive experiences, yet referral rates are lower among non-participants.
 - iii. **Coach Certification and Development:**
 - Strong consensus on the importance of coach certification and ongoing development.
 - Need for clearer communication and more accessible professional development opportunities.
 - iv. **Suggestions for Improvement:**
 - Enhanced communication about PDP activities, opportunities, and outcomes.
 - Increased accessibility and inclusivity for a broader range of athletes and coaches.
 - More support and resources for coaches, including mentorship and professional development.

4.2 Consolidated Recommendations Based on Survey Findings:

- i. **Enhance Accessibility and Inclusivity:**
 - Expand geographic coverage of training to include local clubs and satellite training days.
- ii. **Strengthen Coach Education and Mentoring:**
 - Increase investment in coach education focusing on youth and junior development, including mentoring with experienced coaches.
- iii. **Improve Communication and Support:**
 - Enhance communication channels for timely information dissemination and establish a dedicated support system for the athlete development pathway.
- iv. **Expand Race Opportunities:**
 - Increase the number and diversity of race opportunities, especially draft-legal races, through collaboration with race organizers.
- v. **Foster Athlete Development:**
 - Implement a structured development pathway with clear benchmarks for performance and skill development.
- vi. **Enhance Funding and Resource Allocation:**
 - Seek additional funding sources for discounted training opportunities, coach education grants, and competition subsidies.
- vii. **Implement a Continuous Feedback Loop:**

- Establish a systematic feedback collection and analysis approach to remain responsive to community needs.

5. Conclusion

5.1 Key Outcomes

The conclusion of this committee will have resulted in a number of key outcomes for the PDP and Triathlon Ontario. First, from a general governance perspective, the key outcomes derived from this committee are the following:

- i. It has further validated the efficacy of a committee structure to achieve key initiatives. More importantly, we've adopted the practice of utilizing the participation of community stakeholders in establishing strategic recommendations.
- ii. It has validated the efficacy and usefulness of administering a membership survey. The majority of the PDP committee's time was used to develop the survey, gather and analyze the feedback received, and incorporate those findings into our recommendations. Again, this is another means of benefiting from community stakeholder engagement. If the committee's recommendations are approved by the board, this practice of surveying the membership will become a continued practice.
- iii. Approving these recommendations will mean that an independent, dedicated strategic plan with its own focused objectives will be formed specifically for the Provincial Development Program (which will eventually be incorporated into the organization's Strategic Plan). What is significant here is the documented recognition of the importance of development in triathlon at the governance level in Triathlon Ontario.
- iv. Lastly, it will establish a formal strategic process by which to guide and measure the success of Ontario's development program.

Secondly, and more specific to the PDP itself, the hope is that by adopting the recommendations set out by the committee, it will have a positive impact on the Program and the broader triathlon community in Ontario. By implementing these initiatives, Triathlon Ontario will aim to achieve several key outcomes:

- i. **High-Performance Structure and Outcomes:**
 - The implementation of these recommendations and a dedicated strategic plan to the Provincial Development Program will establish a robust high-performance development structure that prioritizes excellence and achievement. Athletes will be better prepared for national and international competition, leading to higher performance outcomes and greater success on the national & global stage. This high-performance focus will not only elevate individual athletes but also enhance the overall reputation and competitiveness of Triathlon Ontario.
- ii. **Elevated Athlete Development:**

- A structured development pathway will provide clear benchmarks for performance and skill development, leading to more successful athlete progression and higher performance levels. Athletes will benefit from a supportive and nurturing environment that maximizes their potential and fosters excellence.
- iii. **Enhanced Coaching Standards:**
- Investment in coach education and mentorship will elevate the quality of coaching, ensuring athletes receive the best possible guidance and support. This will result in better-trained athletes, more competitive performances, and a stronger overall coaching community.
- iv. **Increased Participation and Inclusivity:**
- Expanded race opportunities and improved accessibility will encourage broader participation, fostering a more inclusive and vibrant triathlon community. By engaging more athletes from diverse backgrounds, Triathlon Ontario will build a richer and more dynamic sporting environment.
- v. **Strengthened Stakeholder Relationships:**
- Enhanced communication and collaboration with stakeholders will build stronger partnerships and support for the PDP. This will lead to a more cohesive and unified approach to athlete development, benefiting the entire triathlon ecosystem.
- vi. **Sustainable Program Growth:**
- By exploring new funding sources and strategic partnerships, Triathlon Ontario will ensure the financial sustainability and growth of the PDP. This will provide the resources needed to continually improve and expand the program, securing its long-term success.
- vii. **Responsive and Adaptive Programming:**
- Implementing a continuous feedback loop will allow the PDP to remain responsive to the needs of the community. By regularly collecting and analyzing feedback, the program can adapt and evolve, ensuring it meets the ever-changing needs of athletes, coaches, and stakeholders.

These transformative impacts will position Triathlon Ontario as a leader in triathlon development, creating a legacy of excellence and achievement that will inspire future generations of athletes and coaches.

5.2 Acknowledgement

The success of the Committee's work is a testament to the dedication, hard work, and expertise of its members. Their unwavering commitment to excellence and the future of the Provincial Development Program has been instrumental in implementing the stakeholder survey and developing these recommendations. Special thanks to all committee members for their invaluable contributions. Additionally, we extend our gratitude to all stakeholders and survey respondents whose feedback and support have been critical in shaping the future of the PDP.

5.3 Conclusion Statement

It is requested that the Board receives this report and implement the recommended strategic initiatives, accompanying KPIs, and the new vision and mission statement, subject to any additions, omissions, and amendments at their discretion.

Appendices

Appendix A

Summary of the Triathlon Ontario Provincial Development Program Stakeholder Survey Results

Insights and Recommendations



Date: March 2024

Prepared For: Triathlon Ontario Provincial Development Program Advisory Committee

Prepared By: John Cameron and Winston To (Reviewer)

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Executive Summary – Provincial Development Program Survey Analysis (March 2024)

The Provincial Development Program (PDP) of Triathlon Ontario stands at a critical juncture, with the potential to significantly impact the sport's future in the province. Addressing the key areas of improvement identified through stakeholder feedback can transform the PDP into a more inclusive, supportive, and competitive environment. Success hinges on a collaborative effort among Triathlon Ontario, coaches, athletes, and the broader community. By implementing the recommended changes, the PDP can nurture the next generation of elite athletes and ensure a vibrant future for triathlon in Ontario.

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- Perceived value among participants, but communication gaps affect broader perceptions.

ix. Engagement and Participation:

- High engagement among PDP athletes and parents; lower among non-PDP athletes due to information gaps.
- Willingness to recommend the PDP suggests positive experiences, yet referral rates are lower among non-participants.

x. Coach Certification and Development:

- Strong consensus on the importance of coach certification and ongoing development.
- Need for clearer communication and more accessible professional development opportunities.

xi. Suggestions for Improvement:

- Enhanced communication about PDP activities, opportunities, and outcomes.

- Increased accessibility and inclusivity for a broader range of athletes and coaches.
- More support and resources for coaches, including mentorship and professional development.

Consolidated Recommendations:

viii. **Enhance Accessibility and Inclusivity:**

- Expand geographic coverage of training to include local clubs and satellite training days.

ix. **Strengthen Coach Education and Mentoring:**

- Increase investment in coach education focusing on youth and junior development, including mentoring with experienced coaches.

x. **Improve Communication and Support:**

- Enhance communication channels for timely information dissemination and establish a dedicated support system for the athlete development pathway.

xi. **Expand Race Opportunities:**

- Increase the number and diversity of race opportunities, especially draft-legal races, through collaboration with race organizers.

xii. **Foster Athlete Development:**

- Implement a structured development pathway with clear benchmarks for performance and skill development.

xiii. **Enhance Funding and Resource Allocation:**

- Seek additional funding sources for discounted training opportunities, coach education grants, and competition subsidies.

xiv. **Implement a Continuous Feedback Loop:**

- Establish a systematic feedback collection and analysis approach to remain responsive to community needs.

Introduction

In 2007, Triathlon Ontario and the Canadian Sport Institute of Ontario (CSIO) partnered to establish the first formal Provincial Training Centre for Triathlon at the University of Guelph. The Provincial Training Centre operated as a Provincial and subsequently a National Training Centre until closing in 2016. The Centre focussed primarily on supporting athletes at the U23 level that attended the University and who were pursuing the sport at the international level.

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As a result of the closing of the Guelph National Training Centre in 2016, Triathlon Ontario expanded the Provincial Development Coach position and the Provincial Development Program into a multi-faceted program that focusses on offering development opportunities in four main areas:

- 1) Race Environment - Provincial draft legal series
- 2) Coach Education, Development and Mentoring
- 3) Training Environment - Full time and drop in training environments around the province by way of camps, training days, seminars, and training programs
- 4) Education and Event Support - Providing resource material, funding opportunities, and pathway support

In February 2023, Triathlon Ontario established an advisory committee to help produce an updated Provincial Development Program (PDP) Strategic Plan. The composition of the committee includes Triathlon Ontario staff and board members, current members that are active Ontario Junior and/or U23 coaches, current or former Junior and/or U23 athletes and integrated support team/subject matter experts. The committee has met monthly over the past ten months and was tasked with receiving feedback and input from relevant stakeholders. After discussion, it was decided that an online survey would be developed and sent to Triathlon Ontario members to gain this information. Survey results will help to guide committee members in the development of recommendations for an updated PDP Strategic Plan.

Methodology

1. Survey Design

5. **Objective of the Survey:** Triathlon Ontario solicited various stakeholders in the Ontario triathlon community for feedback and input on past programming within the Provincial Development Program to better help the organization build upon and improve programming going forward.
6. **Survey Instrument:** Microsoft Forms was employed to solicit information, through a variety of questions (open-ended, closed-ended, Likert scale).
7. **Question Development and Selection:** Survey questions for each stakeholder group were developed by a sub-committee of the PDP Advisory Committee. This list of questions was then ranked by each PDP Advisory Committee member to determine a final list of questions for each stakeholder group. No pre-testing or pilot studies were conducted to validate the survey questions.

2. Population and Sample

1. **Target Population:** Triathlon Ontario members from several stakeholder groups (General Members, PDP Athletes (aged 13-23) and Parents, Non-PDP Athletes (aged 13-23) and Parents, Coaches of PDP Athletes, Coaches of Non-PDP Athletes, and Former Podium-Pathway Athletes)
2. **Sampling Frame/Method/Size:** No sampling was utilized for this survey. All members of Triathlon Ontario (current and from the past five years) were invited to participate.

3. Data Collection Procedures

- **Survey Administration:** The survey was administered online using Microsoft Forms. Triathlon Ontario members (current and from recent years) were provided with a general link to the survey in a survey-specific email informing them of the survey, its purpose, as well as providing some basic information about the PDP. Survey respondents were asked to self-identify to a stakeholder group using the descriptors provided at the beginning of the survey.
- **Fieldwork Duration:** Data was collected over an approximate three-week period during December 2023.
- **Response Rate:** Overall, the survey had 145 respondents. The survey invitation email was sent to 6750 email addresses, representing Triathlon Ontario members from the past five years. There were 2687 active members in 2023, including 174 coaches (with approximately 10-15 of them coaching podium pathway athletes), and 208 athletes aged 14 to 23 (69 of whom did one of the provincial series draft-legal races in 2023).

The breakdown of survey respondents by stakeholder groups is as follows:

- PDP Athletes/Parents – 26
- Non-PDP Athletes (aged 13-23)/Parents - 22
- Coach of PDP Athletes – 8
- Coach of Non-PDP Athletes (aged 13-23) – 4
- Former Podium Pathway Athletes – 9
- General Members - 76

Without knowing the number of individuals invited to complete the survey, it is difficult to establish an exact response rate, especially within each stakeholder group.

Since the target population for the survey was current Triathlon Ontario member, the 2023 membership number of 2687 can be used to calculate the response rate. For such a calculation, using a standard 95% confidence level and a 5% margin of error are common parameters for survey analyses.

Using these parameters, the overall response rate for the survey is approximately 5.4%. For a 95% confidence level and a 5% margin of error, a finite population of 2,687 members would require approximately 336 respondents. With 145 respondents, there are less than the calculated adjusted sample size of 336 respondents needed for a 95% confidence level and a 5% margin of error for the population size of 2,687 members. This means the sample may not be large enough to provide statistically significant results with the desired confidence and precision for the entire population.

Adjusting for a 90% confidence level and a 10% margin of error, the initial sample size calculation suggests that about 68 respondents are needed for a survey sent to an infinite population. With the finite population correction for the population size of 2,687 members, the adjusted sample size requirement is approximately 66 respondents.

Given that there are 145 respondents, the sample size exceeds the adjusted requirement of 66 respondents for a 90% confidence level and a 10% margin of error. This means the sample is large enough to provide statistically significant results with these adjusted parameters for the entire population.

4. Data Processing and Analysis

- **Data Cleaning and Preparation:** Data was collected in an Excel spreadsheet. To make data analysis easier, all data from this original spreadsheet was sorted by stakeholder group and copied to a separate worksheet for each stakeholder group. All personal identifying data (names, email addresses) were removed from the Excel spreadsheet before the spreadsheet was uploaded for analysis.
- **Statistical Methods and Software:** ChatGPT 4 was used to analyze survey data. Excel functions were used to check basic statistical analysis.

- **Analytical Framework:** The data was analyzed to understand respondents' perception, experiences, and feedback related to the PDP. Several themes became evident from the data, and these themes were used to outline findings and establish recommendations. No trend analysis was used due to the nature of the data collected (this was the first survey of this type conducted).

5. Ethical Considerations

- **Informed Consent:** Completion of the online survey was voluntary. Before completing any responses, the survey provided survey participants with detailed information from Triathlon Ontario related to the purpose of the survey and how the information provided would be used.
- **Confidentiality and Anonymity:** The survey could be completed without providing any personal information. While survey participants were given the opportunity to voluntarily disclose their names and email addresses, they were informed in advance that all data would only be used for the purpose of this survey and would not be shared publicly. Personal information was not shared with any third party.

6. Limitations

- **Survey Limitations:** If the goal of survey is to gain a general understanding or identify broad themes within the Triathlon Ontario Provincial Development Program stakeholders, a 90% confidence level and a 10% margin of error might be appropriate. This approach recognizes the practical constraints of the survey while still providing valuable insights.

When aiming for more precise and confident results, especially when making significant program changes or reporting to stakeholders, striving for a 95% confidence level would be ideal.

Ultimately, the best fit depends on balancing the need for precision and confidence against the practical limitations of survey response rates and resources. For many practical program evaluation contexts, a 90% to 95% confidence level with a 5% to 10% margin of error often strikes a reasonable balance between accuracy and feasibility.

Given the distribution method of the survey (a general link without any way to confirm the validity of respondents), along with the fact that several individuals did not self-select the correct stakeholder group when completing the survey, a comparative analysis of stakeholder groups could not be completed.

- **Data Completeness and Quality:** The dataset has varying degrees of missing information across different questions, which is expected given the conditional relevance of some questions (e.g., follow-up questions only applicable if the previous answer was "Yes"). Since some individuals did not select the correct stakeholder group, their data may not

be completely reliable and/or relevant. The most critical insights are based on well-responded questions, providing a solid foundation for understanding stakeholder perceptions.

7. Appendices

- **Comparative Analysis**
- **Detailed Stakeholder Group Analysis:** A detailed description of the analysis and accompanying key findings and recommendations for each stakeholder group.
- **Survey Questionnaire:** A copy of the survey questionnaire can be found in the appendix of this document.

Key Findings

Based on the analysis of survey responses from various stakeholder groups within the Provincial Development Program (PDP) of Triathlon Ontario, here's a synthesized summary of key findings:

1. Awareness and Perceptions

- **General Awareness:** There is a moderate to high level of awareness about the PDP across most stakeholder groups, with variations in the depth of understanding of specific programs and pathways.
- **Perceptions of Value:** The PDP is generally perceived as valuable for athlete development, especially among current and former participants. However, there are gaps in communication that affect broader perceptions of its value.

2. Engagement and Participation

- **Active Participation:** Engagement levels vary, with PDP athletes and their parents showing the highest levels of participation in programs and activities. Non-PDP athletes and general members are less engaged, often due to lack of information or perceived relevance.
- **Referral and Recommendation:** There is a willingness among current participants to recommend the PDP to others, suggesting positive experiences. However, actual referral rates by general members and non-participating coaches are lower, indicating potential areas for improving outreach and engagement strategies.

3. Coach Certification and Professional Development

- **Importance of Certification:** Across all groups, there is a strong consensus on the importance of coach certification and continuous professional development. This highlights a community-wide recognition of the value of qualified coaches in athlete development.
- **NCCP Pathways Awareness:** While there's an acknowledgment of the NCCP pathways' importance, there's also a need for clearer communication about these pathways and more accessible professional development opportunities for coaches at all levels.

4. Suggestions for Improvement

- **Enhanced Communication:** Stakeholders express a need for more detailed and frequent communication regarding PDP activities, opportunities, and outcomes. This includes a desire for more information about development pathways, program benefits, and how to engage with the PDP.
- **Increased Accessibility and Inclusivity:** Suggestions for making the PDP more accessible to a broader range of athletes and coaches, including considerations for cost, geographic accessibility, and program diversity.
- **Support and Resources for Coaches:** A call for more support for coaches, including mentorship opportunities, professional development workshops, and resources that align with the NCCP pathways.

Stakeholder Group Analysis

Data from each of the stakeholder groups provides key insights to help investigate the effectiveness of the Provincial Development Program (PDP), as well as potential areas of improvement. The following tables give a general overview of the key themes that were analyzed for each group (Table A) and the corresponding recommendations for program improvement (Table B). A more detailed breakdown of the information for each group can be found in the appendix of this document.

Table A: Key Themes for Analysis by Stakeholder Group

Stakeholder Group	Key Themes for Analysis
PDP Athletes and Parents	<ul style="list-style-type: none"> • Effectiveness of Training and Workshops • Satisfaction Levels • Support and Resources • Communication Preferences
Non-PDP Athletes (Aged 13-23) and Parents	<ul style="list-style-type: none"> • Awareness and Perception of PDP • Participation in PDP Activities and Related Feedback • Barriers to Engagement • Motivators for Participation • Communication Preferences
Former PDP/Podium Pathway Athletes	<ul style="list-style-type: none"> • Key Motivators and Barriers • Training and Coaching Feedback • Resource Utilization and Needs • Suggestions for Program Improvement • Alumni Engagement and Communication
Coaches of PDP Athletes	<ul style="list-style-type: none"> • Alignment with Coaching Philosophy • Value of Professional Development • Perceived Program Effectiveness • Support and Resources • Communication Preferences
Coaches of Non-PDP Athletes (Aged 13-23)	<ul style="list-style-type: none"> • Professional Development Needs and Preferences • Perceptions of and Interest in Collaboration • Barriers to PDP Engagement • Communication and Information Sharing
General Members	<ul style="list-style-type: none"> • Awareness and Perception of PDP • Communication and Information Needs • Value of Coach Education • Suggestions for Improvement

Table B: Recommendations for Program Improvement by Stakeholder Group

Stakeholder Group	Recommendations for Program Improvement
PDP Athletes and Parents	<ul style="list-style-type: none"> • Increase Satisfaction Through Engagement and Value • Improve Support and Resource Accessibility • Strengthen Communication and Transparency • Competition Support for Athletes
Non-PDP Athletes (Aged 13-23) and Parents	<ul style="list-style-type: none"> • Improve Communication Strategies • Expand Outreach and Accessibility • Enhance Coach Development Programs
Former PDP/Podium Pathway Athletes	<ul style="list-style-type: none"> • Enhance Communication and Transparency • Increase Training and Racing Opportunities • Ensure Fairness in Selection Processes • Broaden Support for Athlete Development
Coaches of PDP Athletes	<ul style="list-style-type: none"> • Enhanced Professional Development • Strengthen Communication Channels • Feedback and Continuous Improvement
Coaches of Non-PDP Athletes (Aged 13-23)	<ul style="list-style-type: none"> • Enhance Professional Development Offerings • Improve NCCP Pathway Communication • Facilitate Collaboration
General Members	<ul style="list-style-type: none"> • Enhance Communication • Promote Referral and Engagement • Invest in Coach Development

Consolidated Recommendations

Based on a comprehensive analysis of feedback received from all stakeholder groups, the following consolidated recommendations should help the Provincial Development Program build upon its existing base and improve future programming:

1. **Enhance Accessibility and Inclusivity:** Expand the geographic coverage of training environments to ensure access for athletes who are not near a full-time training facility. This could involve partnering with local clubs or establishing satellite training days in underrepresented areas.
2. **Strengthen Coach Education and Mentoring:** Increase investment in coach education, particularly focusing on developing expertise in youth and junior development. This should include mentoring opportunities with experienced coaches and regular workshops on the latest coaching methodologies.
3. **Improve Communication and Support:** Enhance communication channels between Triathlon Ontario, athletes, coaches, and parents to ensure timely dissemination of information regarding events, training opportunities, and development resources. Additionally, establish a dedicated support system for navigating the athlete development pathway.
4. **Expand Race Opportunities:** Increase the number and diversity of race environments, particularly draft-legal races, to provide more competition opportunities for athletes at all levels. This could involve collaborating with existing race organizers or hosting new events.
5. **Foster Athlete Development:** Implement a more structured development pathway that clearly outlines the progression from youth to elite levels. This should include benchmarks for performance, skill development, and participation in key events.
6. **Enhance Funding and Resource Allocation:** Seek additional funding sources to support the PDP, focusing on subsidized training opportunities, grants for coaches to pursue further education, and subsidies for participation in key competitions.
7. **Implement a Continuous Feedback Loop:** Establish a systematic approach for collecting and analyzing feedback from all stakeholders on an ongoing basis. This will ensure that the PDP remains responsive to the needs of the community and can adapt to emerging trends and challenges.

Conclusion

Feedback and input from the survey highlights several key areas for improvement within the Provincial Development Program (PDP). By addressing these areas, Triathlon Ontario can enhance the support and development opportunities available to athletes across the province. The recommendations provided aim to build a more inclusive, supportive, and competitive environment that nurtures talent at all levels of the sport. Implementing these recommendations will require a collaborative effort from all stakeholders, including Triathlon Ontario staff, coaches, athletes, and the broader triathlon community. With a committed approach to these changes, the PDP can significantly contribute to the advancement of triathlon in Ontario, fostering the next generation of elite athletes and ensuring the sport's vibrant and inclusive future.

Appendices

Comparative Analysis

Comparing survey groups that were asked different questions is complex and requires careful methodological consideration. The key is to identify points of comparability, either through direct metrics, thematic alignment, or advanced statistical modeling. This process often involves a mix of quantitative and qualitative analysis, with a strong emphasis on contextual understanding and expert interpretation.

Due to survey design limitations (i.e., different survey questions presented to each stakeholder group) and survey completion issues (i.e., individuals self-identifying in the wrong stakeholder group) undertaking a comparative analysis would be time consuming and resource intensive and would likely produce information of limited additional value.

Detailed Stakeholder Group Analysis

PDP Athletes and Parents

Data from the PDP Athlete/Parent stakeholder group provides insights into the experiences and feedback of athletes or parents directly involved with the Provincial Development Program (PDP). The survey covers various aspects such as:

- **Participation in PDP training days and camps:** Questions about attendance and the impact of these activities on athlete development.
- **Online Workshops:** Participation in online nutrition and/or mental skills workshops and their effectiveness.
- **Satisfaction and Impact:** Satisfaction with the PDP, its impact on development, and suggestions for improvement.
- **Support Needs:** The type of support needed from PDP to achieve desired outcomes and suggestions for additional resources or services.
- **Communication and Reporting:** Interest in seeing an annual PDP report on Triathlon Ontario's website and areas where the PDP could improve.

Key Themes for Analysis

Based on the survey content, the analysis of the PDP Athlete/Parent group can focus on:

1. **Effectiveness of Training and Workshops:** Evaluating how PDP training days, camps, and online workshops are perceived in terms of their relevance and impact on athlete development.
2. **Satisfaction Levels:** Assessing overall satisfaction with the PDP, including what aspects are most valued and areas identified for improvement.
3. **Support and Resources:** Identifying gaps in support and resources as perceived by participants and suggestions for enhancing the PDP's offerings.
4. **Communication Preferences:** Understanding the demand for PDP-related information, such as interest in annual reports and other forms of communication.

Summarizing key findings based on the outlined themes for the PDP Athlete/Parent group helps to develop strategic recommendations. This summary includes participation in PDP activities, feedback on their effectiveness, areas identified for improvement, and suggestions provided by respondents.

The analysis of the PDP Athlete/Parent group provides several insights into their experiences and feedback regarding the Provincial Development Program (PDP). Here are the key findings based on the themes outlined:

Effectiveness of Training and Workshops

- A majority of respondents have attended PDP training days and/or camps, with varied participation in the online nutrition and mental skills workshops. The effectiveness of these workshops in providing relevant information to athlete development was rated from "Somewhat effective" to "Very effective" by those who participated.

Satisfaction Levels

- There is a mix of satisfaction levels with the PDP, indicated by the variety of responses to questions about the effectiveness of workshops and the overall value of PDP activities. Interest in seeing an annual PDP report on Triathlon Ontario's website is notably high, suggesting a general engagement and interest in the program's outcomes and developments.

Support and Resources

- Respondents have provided specific suggestions for improvements, indicating areas where the PDP could enhance its support for athletes. Suggestions include more competitive opportunities, improved training opportunities, better information sharing about available resources, and enhanced support at international and national competitions.

Communication Preferences

- The interest in an annual PDP report suggests that communication and transparency about the program's activities and outcomes are important to stakeholders. Feedback also highlights a desire for more guidance and support in accessing international races and financial support for top developing athletes.

Summary of Suggestions for Improvement

- **Enhanced Competitive and Training Opportunities:** Suggestions for more competitive opportunities locally and improved training opportunities by targeting elite athletes for group training sessions.
- **Better Information Sharing and Accessibility:** Stakeholders are looking for more information on how to access materials and resources, indicating a need for clearer communication and easier access to resources.
- **Support at Competitions:** There's a call for more support for Ontario's developing triathletes at international competitions, like the support seen from other provincial programs.

- **Financial and Entry Support:** Requests for financial support for top developing athletes and assistance with gaining entry to international races highlight the need for more comprehensive support structures.

These insights point to areas of strength for the PDP, such as the perceived value of training days and workshops, as well as areas for improvement, including the need for more competitive opportunities, better communication, and enhanced support at various levels of competition.

Recommendations For Program Improvement

1. Increase Satisfaction Through Engagement and Value

- **Regular Feedback Mechanisms:** Implement regular surveys or feedback sessions to continually assess and respond to athlete and parent satisfaction, ensuring the PDP evolves with the needs of its participants.
- **Showcase Success Stories:** Highlight the achievements of athletes who have progressed through the PDP, demonstrating the value and potential outcomes of participation to current and prospective athletes.

2. Improve Support and Resource Accessibility

- **Training/Competitive Opportunities:** Create more local training opportunities specifically for PDP athletes, ensure a PDP presence at all Triathlon Ontario Cup series events to facilitate better preparation for national/international competitions.
- **Expanded Resource Portal:** Enhance the existing online portal where athletes, coaches, and parents can easily access training materials, workshop recordings, and information about upcoming competitions and opportunities.

3. Strengthen Communication and Transparency

- **Annual PDP Report:** Publish a detailed annual report on the PDP's activities, outcomes, and athlete successes, making it easily accessible on Triathlon Ontario's website and through direct communications.
- **Regular Updates:** Establish a regular newsletter or update system to keep stakeholders informed about upcoming events, program changes, and available resources.
- **Engagement Forums:** Create opportunities where athletes, parents, and PDP coaches/administrators can discuss the program, share experiences, and provide direct feedback.

4. Competition Support for Athletes

- **Guidance on National and International Competition:** Provide dedicated resources and support for athletes looking to compete nationally and/or internationally, including

documentation of the podium pathway and advice on meeting qualification standards and navigating entry processes.

Implementing these recommendations requires a committed effort from PDP administrators, coaches, and stakeholders. By focusing on the areas of training effectiveness, satisfaction, support, and communication, the PDP can better meet the needs of its athletes and parents, ultimately leading to enhanced development and success for Ontario's triathletes.

Non-PDP Athletes (Aged 13-23) and Parents

The Non-PDP Athlete/Parent stakeholder data contains responses that focus on various aspects of the Provincial Development Program (PDP), such as:

- Awareness and knowledge about the PDP.
- Interest in learning more about the PDP and its services.
- Participation in PDP training days, camps, and workshops, including feedback on their impact and ways to improve.
- Reasons for not participating in PDP activities.
- Suggestions to encourage participation in the PDP.
- Interest in an annual PDP report on Triathlon Ontario's website.

Based on these aspects, this group's data can be analyzed to extract insights on:

1. **Awareness and Perception:** Understanding the level of awareness about the PDP and its offerings among non-PDP athletes or parents, and their general perception of the program.
2. **Participation and Feedback:** Analyzing participation rates in PDP activities and collecting detailed feedback on the value and impact of these activities.
3. **Barriers to Engagement:** Identifying reasons why some non-PDP athletes or parents have not engaged with the program's activities.
4. **Motivators for Participation:** Gathering insights on what would encourage non-PDP athletes or parents to participate in PDP activities in the future.
5. **Communication Preferences:** Assessing interest in PDP communications, such as the desire for an annual report on Triathlon Ontario's website.

Awareness and Perception

- **Do you know about the Provincial Development Program (PDP)?:** A majority of respondents (18 out of 22) are aware of the PDP, indicating good awareness among non-PDP athletes or parents.

Participation and Feedback

- **Have you (or your child) attended a PDP training day(s) and/or camp offered by Triathlon Ontario?:** Out of 22 respondents, 8 have participated in PDP activities, while 14 have not. This suggests there's potential to increase participation rates among this group.

Communication Preferences

- **Would you (or your child) be interested in seeing an annual PDP report on Triathlon Ontario's website?:** There's a positive interest in PDP communications, with 13 respondents expressing interest in an annual report, 6 maybe, and only 2 not interested.

Since the survey data suggests there is potential to increase participation in PDP-related activities, looking deeper into the reasons that respondents gave for not participating may help create a plan to promote increased engagement.

To identify the common reasons for non-participation among the Non-PDP Athlete/Parent group, their responses to questions related to why they have not participated in PDP-related activities were analyzed. This helps to understand the barriers or challenges faced by this group, providing valuable insights for potential improvements in program outreach and engagement strategies.

The summary of reasons for non-participation among the Non-PDP Athlete/Parent group highlights various factors, including:

1. **Conflict with Other Commitments:** Some respondents mentioned non-participation due to conflicting schedules or commitments.
2. **Not Interested:** A lack of interest was cited as a reason for not participating in online nutrition and/or mental skills workshops.
3. **Outside Sources:** Individuals who already have access to similar resources or support from outside sources did not feel the need to participate in PDP offerings.
4. **Awareness Issues:** There are indications that some non-participants were not aware of the PDP activities or found the information about them lacking.
5. **Support and Encouragement:** The lack of support or encouragement from coaches or the perception that personal coaching suffices for some athletes' development needs.
6. **Accessibility and Timing:** Challenges related to the timing of events or sessions and suggestions for recording sessions for later viewing indicate that accessibility and convenience are factors.
7. **Specific Suggestions for Engagement:** Responses included desires for more direct outreach to athletes, improved advertising by Triathlon Ontario, and more supportive actions from coaches.

These reasons suggest multiple areas where improvements could potentially increase participation rates. Addressing scheduling conflicts, enhancing awareness and marketing efforts, ensuring the support of personal and PDP coaches, and improving the accessibility of resources

(e.g., through recorded sessions) are key strategies that might encourage higher engagement from non-participants.

In addition, the following information should be considered:

- **Awareness** of the PDP among non-PDP athletes and parents is high, but **participation** in PDP activities is less than 50% among this group, highlighting an opportunity for increased engagement.
- There's a clear **interest in PDP communications**, such as an annual report, suggesting that stakeholders value transparency and updates on program achievements and offerings.

This analysis reveals that while there's good awareness of the PDP, there are opportunities to increase participation through targeted communication and by addressing barriers to engagement. The feedback also indicates a general openness to PDP communications, which could be leveraged to boost engagement levels.

Recommendations For Program Improvement

Based on the key overall findings of the survey, several strategic recommendations emerge for this stakeholder group:

- **Improve Communication Strategies:** Develop and implement a comprehensive communication plan to regularly update all stakeholders on PDP initiatives, successes, and ways to engage.
- **Expand Outreach and Accessibility:** Review and adjust program offerings and entry points to ensure they are accessible and appealing to a wider range of potential participants.
- **Enhance Coach Development Programs:** Invest in the development and delivery of targeted professional development programs for coaches, emphasizing clarity around NCCP pathways and providing practical resources and support.

These findings and recommendations provide a roadmap for enhancing the impact and reach of the Provincial Development Program within this stakeholder group, ensuring it continues to support the development of young athletes effectively within the Triathlon Ontario community.

Former PDP/Podium Pathway Athletes

For the Former PDP/Podium Pathway Athlete stakeholder group survey responses were examined to gain insights into their experiences with the Provincial Development Program (PDP), their perceptions after leaving the program, and any feedback or suggestions they have for improvement.

This analysis helps to understand the long-term impact of the PDP on its alumni and identify any areas where the program can better support athletes during and after their participation.

The Former PDP/Podium Pathway Athlete group data includes responses to questions designed to gather feedback on various aspects of their experience with the Provincial Development Program (PDP). Here are some key areas covered in the survey:

- **Motivations for Attending Training Days:** Questions about what encouraged athletes to participate in PDP training days or what could have encouraged their attendance if they did not participate.
- **Balance Between Team and Individual Training:** Inquiry into whether athletes felt there was a good balance between team training sessions and individualized training plans during their time in the PDP.
- **Effectiveness and Suggestions for Improvement:** Questions about the effectiveness of the training, coaching, and resources provided by the PDP, along with suggestions for improvements or additional resources that would have been beneficial.
- **Awareness and Utilization of Resources:** Questions regarding athletes' awareness of the PDP Resource Library and the types of resources they found helpful or wished were available.
- **Interest in Continued Engagement:** Questions about interest in seeing an annual PDP report on Triathlon Ontario's website, indicating a desire to remain informed about the program's developments and outcomes.

Key Themes for Analysis

Based on the survey content, the following themes were identified for analysis:

1. **Key Motivators and Barriers:** Understanding what motivated athletes to engage with the PDP and identifying any barriers that may have limited their participation.
2. **Training and Coaching Feedback:** Assessing the perceived balance and effectiveness of team versus individual training and coaching.
3. **Resource Utilization and Needs:** Evaluating awareness and use of PDP resources and identifying gaps where additional resources could support athlete development.
4. **Suggestions for Program Improvement:** Compiling specific feedback and suggestions from former athletes on how the PDP can evolve to better support current and future athletes.
5. **Alumni Engagement and Communication:** Gauging interest among former athletes in staying connected with the PDP and their preferences for receiving program updates.

The summary analysis of the Former PDP/Podium Pathway Athlete group provides insights into their experiences and perceptions of the Provincial Development Program (PDP), as well as their feedback for improvement. Here are the key findings:

Key Motivators and Barriers

- Respondents shared diverse reasons for attending PDP training days, highlighting the importance of programming quality and the opportunity to train with peers as significant motivators.

Training and Coaching Feedback

- Opinions on the balance between team training and individualized training varied, with some athletes feeling there was a good balance (3 out of 9 respondents) and others indicating a preference for more frequent team training sessions or noting that individualized training was rare.

Suggestions for Program Improvement

- Improving communication
- Increasing training and racing opportunities
- Ensuring fairness and transparency in selections
- Enhancing support for athletes

Alumni Engagement and Communication

- Interest in seeing an annual PDP report on Triathlon Ontario's website was generally high, with 6 respondents expressing interest. This suggests a continuing engagement and interest in the program's developments among former athletes.

Summary

The feedback from former PDP athletes highlights the importance of quality programming, the balance between team and individualized training, and the value of ongoing communication and support. It also underscores the significance of considering athlete and coach feedback in program development to enhance the PDP's effectiveness and relevance.

These insights can inform targeted improvements to the PDP, focusing on enhancing training experiences, optimizing resources, and fostering better communication channels between athletes, coaches, and program administrators.

Recommendations For Program Improvement

Due to the small size of this stakeholder group (9), feedback is very limited. It is also important to note that most respondents do not have direct experience with current PDP programming. Nevertheless, Former PDP/Podium Pathway Athletes present a unique voice, and their feedback should help form the overall recommendations that come from the survey. Based on the key overall findings, the following recommendations emerge for this stakeholder group:

Enhance Communication and Transparency:

- Strengthen communication efforts to ensure clarity and transparency around program objectives, athlete selections, and opportunities. This includes providing regular updates, feedback mechanisms, and ensuring that all athletes have access to the information they need to navigate their development pathway effectively.

Increase Training and Racing Opportunities:

- Expand access to both team and individualized training sessions to cater to the diverse needs and preferences of athletes. Additionally, work on increasing the number and quality of racing opportunities, particularly in draft legal events, to provide meaningful competition experiences that align with athlete development goals.

Ensure Fairness in Selection Processes:

- Review and refine selection criteria and processes for program participation and race opportunities to ensure they are perceived as fair and transparent by all stakeholders. This might involve clearer communication of criteria, the use of objective measures where possible, and providing feedback to athletes on selection decisions.

Broaden Support for Athlete Development:

- Beyond physical training, offer comprehensive support covering aspects such as mental health, nutrition, career planning, and injury prevention. This holistic approach should include the development of resources, workshops, and seminars that address these topics, catering to the overall well-being and long-term development of athletes.

These consolidated recommendations aim to address the key motivators and barriers identified by former PDP athletes, leveraging their insights to foster a more inclusive, supportive, and successful development environment within Triathlon Ontario's PDP.

Coaches of PDP Athletes

The Coaches of PDP Athletes group includes coaches who are directly involved with the Provincial Development Program (PDP) and play a critical role in the development of athletes within the program. Their insights are invaluable for understanding the strengths and areas for improvement within the PDP, from the perspective of those who implement its training and development strategies. It should be noted that several coaches who do not work directly with PDP athletes self-identified as coaches within this group. Despite this, their data has been

included in this group because it was not possible to transfer their responses to the Coaches of Non-PDP Athletes (Aged 13-23) group since the questions posed to this group were different.

Survey responses were examined to understand the coaches' views on the effectiveness of the program, the challenges they face, and their suggestions for enhancing the PDP's impact on athlete development. The survey covers a range of topics, including:

- **Coaching Philosophy and Approach:** Questions about coaches' agreement with statements regarding their responsibilities in developing athletes' skills, optimizing performance, and supporting their overall development.
- **Professional Development Opportunities:** Coaches' views on the importance of professional development opportunities and the types of opportunities they find valuable.
- **Program Effectiveness and Support:** Perceptions of the effectiveness of the PDP in achieving its goals, and the level of support coaches feel they receive from Triathlon Ontario.
- **Athlete Participation in "Games":** Opinions on the importance of Ontario athletes participating in events like the Ontario Summer Games and Canada Summer Games.
- **Interest in PDP Communications:** Interest in seeing an annual PDP report on Triathlon Ontario's website, which can indicate coaches' desire for transparency and updates on program achievements and challenges.

Key Themes for Analysis

From the survey content, feedback from PDP coaches was analyzed to identify the following key themes:

1. **Alignment with Coaching Philosophy:** Understanding how well coaches feel the PDP aligns with their approach to athlete development.
2. **Value of Professional Development:** Assessing the importance placed on professional development and identifying specific opportunities that coaches believe would benefit them.
3. **Perceived Program Effectiveness:** Evaluating coaches' perceptions of the PDP's effectiveness in developing athletes and the areas where they see room for improvement.
4. **Support and Resources:** Gauging the level of support coaches feel they receive from Triathlon Ontario and the additional resources or changes they suggest could enhance the program.

5. **Communication Preferences:** Understanding coaches' interest in PDP communications, including the desire for an annual report detailing the program's activities and outcomes.

A summary analysis of the feedback from the Coaches of PDP Athletes group, focusing on these key themes, was able to extract several actionable insights.

Key Insights from Coaches of PDP Athletes:

- **Coaching Philosophy and Approach:** PDP coaches strongly agree with the statement regarding their responsibilities in developing athletes' skills, optimizing performance, and supporting their overall development. This consensus underscores a commitment to comprehensive athlete development that goes beyond physical training.
- **Professional Development Opportunities:** The importance of professional development opportunities was highlighted, suggesting that PDP coaches value continuous learning and skill enhancement to better support their athletes.
- **Interest in PDP Communications:** There was a strong interest in seeing an annual PDP report on Triathlon Ontario's website, indicating coaches' desire for transparency, updates on program achievements, and challenges. This interest in communication underscores the importance of ongoing dialogue between the program and its stakeholders to share successes, learn from challenges, and set future directions.

Summary

The analysis of feedback from the Coaches of PDP Athletes group revealed several key insights, emphasizing the alignment of the PDP with coaches' philosophies towards comprehensive athlete development, the value placed on professional development, and a strong interest in transparent communication about the program's achievements and challenges. Coaches express a unanimous agreement on their role in developing athletes' skills, optimizing performance, and supporting their overall growth, highlighting the need for continuous learning opportunities to augment their effectiveness. Furthermore, the desire for annual PDP reports on Triathlon Ontario's website indicates a demand for transparency and ongoing dialogue to share successes, address challenges, and steer future program directions, reflecting a proactive approach towards enhancing the PDP's contribution to athlete development.

Recommendations For Program Improvement

- **Enhanced Professional Development:** Based on the coaches' emphasis on professional development, creating more targeted and varied opportunities for learning and growth could further empower coaches. This could include workshops, mentorship programs, and conferences focused on the latest coaching methodologies, sports science, and athlete welfare.

- **Strengthen Communication Channels:** The expressed interest in an annual PDP report suggests the need for robust communication channels. Developing regular updates, reports, and forums for feedback can foster a more engaged and informed coaching community within the PDP.
- **Feedback and Continuous Improvement:** Encouraging and systematizing feedback from PDP coaches on program effectiveness, challenges, and areas for improvement can help in continuously refining the PDP to meet evolving needs.

It is important to note that several respondents self-identified as Coaches of PDP Athletes when they were Coaches of Non-PDP Athletes (Aged 13-23) for the purpose of the survey. Their responses to questions geared specifically to coaches who have direct involvement with the PDP may not provide accurate feedback. Despite this, their responses were included in this stakeholder group.

Coaches of Non-PDP Athletes (Aged 13-23)

The Coaches of Non-PDP Athletes (Aged 13-23) stakeholder group includes coaches who are not directly involved with the Provincial Development Program (PDP) but may have insights or opinions about the program from an external perspective. Their feedback can provide valuable insights into how the PDP is perceived by the broader coaching community and identify potential areas for collaboration or improvement.

The survey focused on gathering feedback from coaches outside the Provincial Development Program (PDP) regarding their perceptions, experiences, and suggestions related to the program. Key areas covered in the survey include:

- **Coaching Certification:** Information about the respondents' coaching certification levels, providing context for their perspectives on professional development.
- **Professional Development (PD) Opportunities:** Coaches' views on the importance of PD opportunities and what specific opportunities would encourage their development or participation.
- **Collaboration with PDP:** Interest in collaborating with PDP coaches for PD, athlete development, and knowledge sharing, along with reasons for their interest or lack thereof.
- **Understanding of NCCP Certifications:** Coaches' understanding of the certifications and courses required for different coaching pathways.
- **Involvement in PDP Initiatives:** Any past involvement in PDP initiatives and feedback on those experiences.

- **Barriers to Participation:** Potential barriers to their athletes' participation in the PDP and what could encourage more involvement.
- **Interest in PDP Communications:** Interest in seeing an annual PDP report on Triathlon Ontario's website, indicating a desire for information on the program's activities and outcomes.

Key Themes for Analysis

Based on the survey content, the analysis can focus on:

1. **Professional Development Needs and Preferences:** Understanding non-PDP coaches' views on PD and what opportunities they value.
2. **Perceptions of and Interest in Collaboration:** Assessing interest in collaborating with the PDP and identifying potential areas for partnership or knowledge sharing.
3. **Barriers to PDP Engagement:** Identifying perceived barriers that may prevent coaches and their athletes from engaging with the PDP.
4. **Communication and Information Sharing:** Gauging interest in PDP communications and identifying preferences for receiving updates and information about the program.

A summary analysis of the feedback from the Coaches of Non-PDP Athletes (Aged 13-23) group focusing on these key themes to extract insights that could inform strategies for enhancing engagement and collaboration with the broader coaching community was performed. It provides insights into their perspectives on professional development, collaboration with the PDP, barriers to participation, and communication preferences.

Key Insights from Coaches of Non-PDP Athletes (Aged 13-23)

- **Professional Development Needs and Preferences**
 - **Importance of PD Opportunities:** Coaches view professional development opportunities as important, with varying levels of emphasis on their criticality to coaching effectiveness and career development.
 - **PD Opportunities That Encourage Development:** Responses suggest a desire for diverse PD opportunities, including mentorship, injury prevention, and the adaptation of training methodologies.
 - **Coaching Certification:** Coaches provided information about their current coaching certifications, which varied but included NCCP Competition Certified and other levels within the NCCP framework. This diversity in certification levels suggests a range of experience and formal training among the coaches surveyed.

- **Understanding of NCCP Pathways:** Responses indicate varying degrees of understanding of the NCCP certifications and courses required for the Community and Competition pathways. This variation highlights the need for clear communication and accessible information about the certification process to support coaches in their professional development journey.
- **Perceptions of and Interest in Collaboration**
 - **Interest in Collaboration:** A majority of the coaches expressed interest in collaborating with PDP coaches for PD, athlete development, and knowledge sharing, indicating openness to engagement with the program.
 - **Reasons for Collaboration:** While specific reasons for interest or disinterest in collaboration were not detailed in the summary, the general inclination towards collaboration suggests potential for strengthening ties between the PDP and the broader coaching community.
- **Barriers to PDP Engagement**
 - **Barriers:** Identified barriers to PDP participation include costs, lack of information on dates and training specifics well in advance, and the beginning stage of some coaches' programs. Addressing these barriers could facilitate greater engagement with the PDP.
- **Communication and Information Sharing**
 - **Interest in PDP Communications:** There is interest in seeing an annual PDP report on Triathlon Ontario's website, indicating a desire for more information on the program's activities, outcomes, and opportunities for involvement.

Summary

The feedback from non-PDP coaches highlights a recognition of the value of professional development and a willingness to collaborate with the PDP, suggesting opportunities for mutual growth and knowledge exchange. Addressing identified barriers and enhancing communication could further integrate the broader coaching community with the PDP, benefiting both coaches and athletes.

These insights can guide efforts to strengthen the PDP's engagement with non-PDP coaches, potentially leading to enhanced professional development opportunities, more collaborative initiatives, and greater participation in PDP activities.

Recommendations For Program Improvement

- **Enhance PD Offerings:** Develop and promote targeted PD opportunities that cater to the varied certification levels and interests of coaches, focusing on areas such as advanced coaching techniques, athlete psychology, and injury prevention.

- **Improve NCCP Pathway Communication:** Create clear, accessible resources that outline the steps and requirements for progressing through the NCCP pathways, possibly through webinars, informational guides, and Q&A sessions with experienced coaches.
- **Facilitate Collaboration:** Establish formal mechanisms for collaboration between PDP and non-PDP coaches, such as joint training sessions, mentorship programs, and knowledge exchange platforms, to foster a more integrated coaching community.

Addressing these areas could not only enhance the professional development of individual coaches but also strengthen the overall coaching ecosystem, ultimately benefiting athletes across all levels of participation.

General Members

The General Members stakeholder group includes individuals who are members of Triathlon Ontario but may not be directly involved in the Provincial Development Program (PDP) as athletes, parents, or coaches. Their perspectives can provide valuable insights into the broader community's views on the PDP, including awareness, perceptions of value, and potential areas for broader engagement or communication.

Feedback from this group provides insights from Triathlon Ontario general members on various aspects related to the Provincial Development Program (PDP) and their awareness and perceptions of it. Here's an overview of the types of questions and the structure of the responses:

- **Awareness of Development Pathways:** Questions gauge awareness of the draft legal international development pathway and the PDP itself, indicating an interest in understanding how well these programs are communicated to the broader membership.
- **Referrals to the PDP:** Inquiry into whether general members have directed or referred young athletes to the PDP, which can indicate the level of engagement and the perceived value of the program within the community.
- **Awareness of Application and Registration Processes:** Assessment of members' knowledge about how to apply for and register for PDP services, which can highlight potential areas for improvement in communication and accessibility.
- **Interest in More Information:** Questions about the desire for more information on specific development pathways and races, indicating potential areas where additional outreach could be beneficial.
- **Importance of Coach Education:** Evaluation of how general members perceive the importance of coach education and training, reflecting on the value placed on coaching quality within the community.

Key Themes for Analysis

Based on the survey content, feedback from the general members can be analyzed to identify:

1. **Awareness and Perception of PDP:** Understanding the general awareness among Triathlon Ontario's broader membership about the PDP and its offerings.
2. **Communication and Information Needs:** Identifying gaps in communication that may prevent general members from fully understanding or engaging with the PDP.
3. **Value of Coach Education:** Gauging the importance placed on coach education and training by general members, which can influence program priorities and resource allocation.
4. **Suggestions for Improvement:** Collecting any direct suggestions or inferred needs for enhancing the visibility, accessibility, and impact of the PDP.

A summary analysis of the feedback from the General Members group, focusing on these key themes to extract actionable insights that could inform strategies for enhancing the program's reach and effectiveness among the broader community was performed. It provides insights into their awareness, perceptions, and priorities regarding the Provincial Development Program (PDP) and related aspects. Here are the key findings:

Awareness and Perception of PDP

- **Awareness of the PDP:** There's a balanced distribution in awareness of the draft legal international development pathway, with half of the respondents being aware. However, the majority of general members are aware of the PDP itself, indicating successful communication of the program within the community.
- **Referrals to the PDP:** A smaller portion of respondents have directed or referred individuals to the PDP, suggesting potential areas for increasing engagement and promoting the benefits of participation in the program.

Communication and Information Needs

- **Desire for More Information:** There's a notable interest among general members in receiving more information about the draft legal international development pathway and draft legal races for young athletes. This indicates an opportunity for Triathlon Ontario to enhance its communication strategies and provide more detailed and accessible information about these pathways.

Value of Coach Education

- **Importance of Coach Education and Training:** The majority of general members place high importance on coach education and training, with most rating it as very important. This underscores the value placed on quality coaching within the community and the

potential impact of investing in coach development on the overall success of the PDP and athlete development.

Summary

The General Members of Triathlon Ontario provide valuable feedback on the Provincial Development Program (PDP), highlighting a moderate awareness of the program and its pathways. Despite this awareness, there's a gap in referrals to the PDP, indicating potential for better engagement and promotion. Members express a keen interest in receiving more detailed information about development pathways, pointing to an opportunity for Triathlon Ontario to improve its communication strategies. The high value placed on coach education by members underscores the community's recognition of quality coaching as essential to athlete development. This feedback suggests that enhancing communication, focusing on coach development, and promoting the PDP more effectively could increase its visibility and impact among the broader membership.

Recommendations For Program Improvement

- **Enhance Communication:** Addressing the desire for more information about development pathways and the PDP among general members by developing targeted communication materials, such as newsletters, webinars, and informational sessions.
- **Promote Referral and Engagement:** Creating initiatives to encourage more referrals to the PDP and increase engagement among general members, potentially through outreach programs, testimonials from current participants, and highlighting the benefits of participation.
- **Invest in Coach Development:** Reflecting the high value placed on coach education, continuing to invest in and expand professional development opportunities for coaches at all levels, which could further enhance the quality of coaching and athlete development within the PDP.

The feedback from general members highlights a strong foundation of awareness and interest in the PDP, along with clear areas where targeted efforts could enhance engagement, communication, and the overall impact of the program.

Survey Questions

PDP Athletes and Parents

1. Have you (or your child) attended a Provincial Development Program (PDP) training day and/or camp?
2. How did it help with your (or your child) development as a triathlete?
3. Did you (or your child) participate in the Triathlon Ontario's online nutrition and/or mental skills workshops?
4. How effective were the workshops in providing information that was relevant to your (or your child) development?
5. If you (or your child) did not participate or if you found the information irrelevant, please provide reasons why.
6. Are there enough opportunities to do draft legal races in Ontario?
7. Have you participated in the Triathlon Ontario Draft Legal Cup Series races and/or Provincial Championships?
8. IF YES: what motivated you (or your child) to participate?
9. IF NO: why have you (or your child) not participated?
10. Rate the support and guidance you have received from PDP coaches in enhancing your skills and overall development.
11. How would you rate the quality and effectiveness of the coaching staff within the current PDP program?
12. How could PDP training days and camps be improved?
13. How aware are you of Triathlon Ontario's allocation of prize money for Elite and U23?
14. How important is it to you (or your child) for your coaches to be National Coaching Certification Program (NCCP) Trained or Certified?
15. Do you feel your (or your child) daily training environment is proactive in preparing you for long term development and demands of the U23 or Junior national level competitions?
16. How do you feel the PDP can support coach development more? (e.g., guide on NCCP progression and courses, funding, workshops)
17. How confident do you (or your child) feel in your (or your child) knowledge of the development skills and pathway requirements to prepare you for racing beyond provincial level competitions?

18. Do you (or your child) feel PDP athletes are supported at events (e.g., coaching, mechanically, logistically)?
19. What support can PDP athletes benefit further from at events?
20. Which of the following PDP prepare-to-race support have you (or your child) utilized?
21. How well do you (or your child) understand the NCCP certifications and courses required for the Community and Competition pathways?
22. Do you (or your child) feel more coaches should be able to provide draft legal certifications to athletes in Ontario?
23. How important is/was Ontario Summer Games qualification and racing experience for your (or your child) development in triathlon?
24. Have you (or your child) utilized any materials from the PDP Resource Library?
25. IF YES: What specific materials from the PDP resource library did you utilized?
26. How helpful were the materials?
27. What other resources in the PDP resource library would you (or your child) benefit from?
28. If you (or your child) is part of Team Ontario's direct coaching services program, why did you choose it?
29. Would you (or your child) be interested in seeing an annual PDP report on Triathlon Ontario's website?
30. Do you (or your child) feel there are any areas where the PDP could improve in helping your athletes achieve desired outcomes?
31. IF YES: please provide input.

Non-PDP Athletes (Aged 13-23) and Parents

1. Do you know about the Provincial Development Program (PDP)?
2. If you do not, are you interested in learning more about the PDP and its services (e.g., training days, draft legal certification)?
3. Have you (or your child) attended a PDP training day(s) and/or camp offered by Triathlon Ontario?

4. IF YES: How much did the PDP training days or camps help in your (or your child's) development as a triathlete, and what are some of the ways these training days and/or camps could help you (or your child)?
5. IF NO: What are the reasons why you (or your child) have not attended a PDP training day or camp?
6. Have you participated in the Triathlon Ontario Provincial Championships?
7. IF YES: What was your (or your child's) experience? What did you (or your child) like? What would you (or your child) change?
8. IF NO: Why have you (or your child) not raced at a Triathlon Ontario Provincial Championships?
9. Have you (or your child) participated in any of the Triathlon Ontario Draft Legal Cup Series races?
10. IF YES: What motivated you (or your child) to participate? Please check all that apply.
11. IF NO: Why have you (or your child) not raced in a Triathlon Ontario Draft Legal Cup Series race? Please check all that apply.
12. Do you feel your (or your child) daily training environment is proactive in preparing you for long-term development for the demands of junior, U23 National and/or international level competition?
13. How important is/was the Ontario Summer Games qualification and racing experience in your (or your child) development?
14. How confident do you (or your child) feel in your (or their) development skills and pathway requirements to prepare them for racing beyond Provincial Level competition? Please skip this question if it does not apply.
15. How likely are you (or your child) to attend future PDP training days or camps?
16. Why or why not would you (or your child) participate in a Triathlon Ontario PDP training day or camp?
17. Would you want more coaching support (logistical) by PDP coaches at National and/or International competitions?
18. What is the difference between an NCCP Community Sport Coach, an NCCP Competition Introduction Trained or Certified coach, and an NCCP Competition Development Trained or Certified coach?
19. How important is it that your coach is an NCCP Competition Certified or Trained coach?

20. How could the Triathlon Ontario Draft Legal Cup Series be improved?
21. Are there enough opportunities to do draft legal races in Ontario?
22. Have you (or your child) utilized any of the materials from the PDP Resource Library?
23. What specific materials from the PDP Resource Library did you (or your child) utilize?
24. How helpful did you (or your child) find the documents?
25. Why have you (or your child) not utilized the PDP Resource Library?
26. Coaches are responsible for developing skills, optimizing performance, and creating a safe and positive environment that supports the social, emotional, and cognitive development of every athlete. Describe how a coach has made a positive impact on you (or your child).
27. How important is it for coaches working with athletes in the draft legal international development pathway age group (13 to 23) to be NCCP Trained or Certified?
28. Triathlon Ontario has traditionally played a significant role in organizing and participating in Games such as the Ontario Summer Games and Canada Summer Games. Do you (or your child) support Ontario's continued participation in these Games?
29. How did you (or your child) find the materials about the selection criteria for the Ontario Summer Games and/or Canada Summer Games?
30. Did you (or your child) find it challenging to retrieve this information or was it easily accessible?
31. Did you participate in the PDP online nutrition and/or mental skills workshops?
32. IF YES: How effective were the PDP workshops in providing information that was relevant to your (or your child) development?
33. IF NO: Why have you (or your child) not participated in the PDP online nutrition and/or mental skills workshops?
34. If you have not participated in the PDP, what would encourage you (or your child) to participate?
35. Would you (or your child) be interested in seeing an annual PDP report on Triathlon Ontario's website?

Former PDP/Podium Pathway Athletes

1. What aspects of the Provincial Development Program (PDP) training days pushed you to attend? If you did not attend, what could have encouraged your attendance to PDP training days (in terms of training content, coaches, athlete peers, etc.)?
2. During your time with the PDP, was there a good balance between team training and individualized training?
3. IF NOT: what adjustments would you recommend?
4. How could the Triathlon Ontario Draft Legal Cup Race Series be improved?
5. How well did the PDP address your long-term development and growth as an athlete?
6. What measures can be taken to ensure that the PDP provides a positive and sustainable development environment for young athletes?
7. What additional things or training initiatives could Triathlon Ontario and the PDP implement to help foster a more positive training environment?
8. Looking back on your career, what support from the PDP or otherwise did you find valuable to you as an athlete (e.g., financially, logistically, mechanically, sport science)? What support and services did you wish you had?
9. Have you participated in the Provincial Championships?
10. IF YES: how was your experience? What did you like? What would you change?
11. IF NO: why did you not race at the Provincial Championships? If there are multiple reasons from different years, please list them all.
12. Which of the following PDP prepare-to-race support have you utilized?
13. How easy was it to access this support? What other education or event support would have helped you and your development in triathlon?
14. How important was it to you that your coaches received continued professional development (PD)?
15. What type of races do you believe would have improved your performance and prepared you to be successful at national or international events?
16. Coaches are responsible for developing skills, optimizing performance, and for creating a safe and positive environment that supports the social, emotional, and cognitive development of athletes. How can the PDP better support coach development?
17. Have you participated in any of the Triathlon Ontario Cup Draft Legal Cup Series races and/or Provincial Championships?

18. IF YES: what motivated you to participate?
19. IF NO: why did you not race in the Triathlon Ontario Draft Legal Cup Series? Please click all that apply.
20. Have you remained active as a coach following your involvement in the PDP?
21. IF YES: what opportunities would encourage you to further engage in professional development as a coach?
22. How important was the Ontario Summer Games qualification and racing experience for you as an athlete?
23. Why or why not was the Ontario Summer Games important?
24. Based on your experience with selection criteria and process, what would be your recommendations for the Ontario Summer Games and/or Canada Summer Games selection criteria and process?
25. Are there enough opportunities to do draft legal races in Ontario?
26. Are there any online seminars you would suggest that would have enhanced your knowledge and development as a triathlete?
27. From a safety perspective, how important do you think it is to have a standardized draft legal certification for athletes participating in draft legal events?
28. What other resources in the PDP Resource Library would you have benefited from?
29. Would you be interested in seeing an annual PDP report on Triathlon Ontario's website?

Coaches of PDP Athletes

1. Coaches are responsible for developing skills, optimizing performance, and creating a safe and positive environment that supports the social, emotional, and cognitive development of athletes. Do you agree with this statement?
2. How important are professional coaching development opportunities to you?
3. What future professional coaching development opportunities would be important to you?
4. How well do you understand the National Coaching Certification Program (NCCP) certifications and courses required for the Competition Triathlon pathway?
5. If you participated in the PDP mentorship program, did it help with your development as a coach and/or with your programming?

6. How could the PDP mentorship program be improved?
7. Are there enough opportunities for your athletes to do draft legal races in Ontario?
8. Do you encourage your athletes to participate in the Triathlon Ontario Draft Legal Cup Series?
9. Why did you recommend the Triathlon Ontario Draft Legal Cup Series to your athletes?
10. If you did not recommend the Triathlon Ontario Draft Legal Cup Series, why not? Please click all that apply.
11. How could the Triathlon Ontario Draft Legal Cup Series be improved?
12. Do you feel confident in your knowledge of the development skills and pathway requirements to prepare your athletes for racing beyond provincial level competitions?
13. How important was the Ontario Summer Games qualification and racing experience for your athletes' development?
14. What opportunities would encourage you to maintain your development or participate in more professional development as a coach?
15. How aware are you of Triathlon Ontario's allocation of prize money for Elite and U23?
16. How do you feel the PDP can support coach development more (e.g., guide on NCCP progression and courses, funding, workshops)?
17. Which of the following PDP prepare-to-race support services have you utilized?
18. How easy was it to access this support? What other education or support would help your professional coach development?
19. What specific materials from the PDP resource page did you utilize?
20. What other resources in the PDP resource library would you benefit from?
21. What type of races do you believe your athletes would improve from and prepare them for national or international events?
22. Do you feel more coaches should be able to provide draft legal certification in Ontario to athletes?
23. From a safety perspective, how important do you think it is to have standardized draft legal certification for athletes participating in draft legal events?
24. Triathlon Ontario has traditionally played a significant role in organizing and participating in "Games" such as the Ontario Summer Games and Canada Summer Games. Do you support Ontario athletes participating in these games?

25. Would you be interested in seeing an annual PDP report on Triathlon Ontario's website?

Coaches of Non-PDP Athletes (Aged 13-23)

1. What is your coaching certification?
2. As a coach, how important are Professional Development (PD) opportunities?
3. What opportunities would encourage you to maintain your development or participate in development as a coach?
4. Are you interested in collaborating with the Provincial Development Program (PDP) coaches for PD, athlete development, and knowledge sharing?
5. Why or why not?
6. Have you recommended your athlete(s) to attend a PDP training day and/or camp?
7. Why or why not did you recommend the PDP training day or camp?
8. Have you attended a PDP training day and/or camp, in your role as a coach?
9. Why or why not were you involved as a coach at a PDP training day and/or camp?
10. How could PDP training days and/or camps be improved to increase athlete and coach participation?
11. How do you feel the PDP can support coach development more? (e.g., guide on NCCP progression and courses, funding, workshops)
12. Coaches are responsible for developing skills, optimizing performance, and creating a safe and positive environment that supports the social, emotional, and cognitive development of every athlete. Do you agree with this statement?
13. If you do not have a coaching certification, what is your experience and knowledge that enables you to have the knowledge, training, and ability to maximize the growth of your athletes' social, emotional, and cognitive development?
14. How important is it for you to be NCCP Trained or Certified?
15. If you do not think coaching certification is important, why not?
16. How can the Triathlon Ontario Draft Legal Cup Series be improved?
17. Are there enough draft legal racing opportunities in Ontario?
18. Do you encourage your athletes to participate in the Triathlon Ontario Draft Legal Cup Series?

19. IF YES: Why did you recommend the Triathlon Ontario Draft Legal Cup Series?
20. IF NO: why did you not recommend the Triathlon Ontario Draft Legal Cup Series? Please click all that apply.
21. How well do you understand the balance of team training and individualized training in your training plan?
22. How confident do you feel in your knowledge of the development skills and pathway requirements to prepare your athletes for racing at the Junior and U23 national and/or international level competitions?
23. Would you want more coaching support (logistical support) for your athletes by PDP coaches at any international races and/or domestic championships you are unable to attend?
24. Why or why not do you want more logistical support?
25. How well do you understand the draft legal skills required prior to your athletes attending a draft legal certification clinic?
26. Do you feel your approach to training programs is proactive in preparing your athletes for long term development and demands of the U23 or Junior national level competitions?
27. Are you aware of Triathlon Ontario's allocation of prize money for Elite and U23?
28. Which of the following PDP support have you utilized to prepare your athletes for racing?
29. How easy was it to access this support? What other education or event support would help your development?
30. What role has the PDP played in your coach development?
31. Triathlon Ontario plays a significant role in organizing and participating in "Games" like the Ontario Summer Games and Canada Summer Games. Do you support Ontario athletes to be eligible for selection for these games?
32. What type of races do you believe your athletes would improve from and prepare them for national and/or international events?
33. How well do you understand the NCCP certifications and courses required for the Community and Competition pathways?
34. Which PDP initiatives have you been involved in?

35. If your athletes have not participated in the PDP, what would encourage you to participate? Are there barriers?
36. Would you be interested in seeing an annual PDP report on Triathlon Ontario's website?

General Members

1. Are you aware of the draft legal international development pathway?
2. Are you aware of the Provincial Development Program (PDP)?
3. Have you directed or referred an individual between the ages of 13 to 23 to the PDP?
4. Are you aware of how to apply and register for PDP services (e.g., camps, training days, seminars, draft legal certification)?
5. Are you aware of how to apply and register for Team Ontario's direct coaching services?
6. Triathlon Ontario has traditionally played a significant role in organizing and participating in Games such as the Ontario Summer Games and Canada Summer Games. Do you support Ontario athletes to be eligible for selection for these games?
7. Would you want more information on the draft legal international development pathway and draft legal races offered to individuals between the ages of 13 to 23?
8. How important is coach education and training?

Appendix B

Suggested Operational Actions to Achieve Recommended Strategic Initiatives

The following suggested operational actions are not part of the Committee's formal submission of recommendations to the Board. They are proposed actions by the Committee to provide guidance to Operations and to further illustrate the goals of some of the key strategic recommendations.

i. **Foster Athlete Development**

- Integrate performance development & discipline ability standards with Triathlon Canada and our Triathlon PSO partners.
- Define performance standards, progressions & outcomes, and KPIs to monitor development and success of the athlete development strategy.
- Develop a talent detection & athlete progression framework of performance metrics for identifying skill competencies of targeted athletes in recognized pathway age groups (Youth, Junior, Elite).
- Partner with municipalities and community institutions to provide cost-effective access to training facilities.
- Subsidize development & training opportunities.

ii. **Strengthen Coaching Development**

- Provide a clear development framework for coaches.
- Invest in coach education & professional development opportunities focused on youth and junior development.
- Increase the number of NCCP competition-certified coaches through strategic funding and promotion.
- Offer mentorship programs with experienced coaches.
- Recognize the achievements of certified coaches to incentivize their engagement.
- Promote collaboration among coaches of athletes on the Triathlon Ontario Development pathway and Triathlon Ontario.

iii. **Enhance Participation and Expand Race Opportunities**

- Host and deliver Triathlon Canada development series, regional championships, and/or Americas Cup events.
- Aim to attract athletes from other provinces (or countries).

Appendix C



Executive Director Comments on Strategic Recommendations by Provincial Development Program Advisory Committee

1.2.1 Proposed Vision & Mission Statement

Vision Statement: To be a World Leader in Triathlon Development at all Levels.
Unite – Motivate – Perform.

Mission Statement: Deliver national and world-leading programs and services for Triathlon performance outcomes today and tomorrow. Committed to a multifaceted approach involving:

1. Providing excellent athlete and coaching resources.
2. Developing sustainable funding partnerships.
3. Being recognized as innovative and collaborative leaders.
4. Enhancing training environments with specialized support and resources

Comments: The Committee purposely developed the Vision and Mission Statements to be aspirational. The only one of the four statements that is somewhat challenging on a consistent basis is #2 *Developing sustainable funding partnerships*. As of today, Triathlon Ontario's Provincial Development Program is the only triathlon governing body in the country at the PSO or NSO level, to have a partnership with a private partner that supplies cash as its contribution. All other partnerships in the industry are either value-in-kind for product, a discount offered to provincial team members, a sales commission on product sales or a combination of each.

The partnership with Raymond James is unique in that the local branch office manager is a triathlete and sponsors a local major triathlon. The original deal was a three-year partnership, which we have been able to extend into seven years. We are currently in what is likely to be that last year. Cash sponsorships in triathlon in Canada simply don't exist outside of ours.

1.2.2 Recommended Strategic Initiatives

i. Foster Athlete Development

- Implement a structured, adaptable development framework with an accompanying pathway that integrates Triathlon Canada's and Triathlon Ontario's LTAD strategy.
- This framework should provide a roadmap, establish clear benchmarks for performance and skill development, identify talent, nurture athlete progression, and aim to expand geographic coverage of training to include local clubs and satellite training days.

Comments

Being aligned and integrated with the NSO's Long Term Athlete Development strategy and pathway is critical and fundamental to any provincial development plan. The challenge PSOs in Canada have had is the National LTAD hasn't been updated in over 10 years. It was one of the reasons our sport was dropped from the Canada Summer Games for 2025 and there has never been a national Athlete Development Model (ADM) that outlines what level of skills a developing athlete should have at various stages of their development.

There is progress on this front however. Triathlon Canada has been working on an updated LTAD, which is in final revision stage and we have won a place back in the 2029 Canada Summer Games. On the ADM front, Provincial Development Coach Greg Kealey has spent considerable time working on a provincial model that currently being vetted by industry experts, which we expect to have published by the end of the year.

Once the material is published at the national level and our level, we can better incorporate this recommendation into the Provincial Development Plan strategic plan.

ii. Strengthen Coaching Development

- Improve coaching competency, education, and mentoring.

Comments

I strongly believe outside of growing the athlete pool, quality of coaching and increasing the number of quality coaches is the single biggest impact we as an organization to have more successful Ontario athletes on the national and international stage. Developing willing existing coaches and new coaches should be one of our top priorities.

While we don't have any control over the content of the NCCP content or certification process, we along with Triathlon Canada, can incentivize coaches to become certified, help them understand the process, help them get funding for required courses.

There are a number of opportunities we can provide to willing coaches that want mentoring and professional development opportunities outside of the NCCP pathway. As well, after a multi-year pause, there are professional development opportunities now becoming available at the national level that we are able to help facilitate.

iii. Enhance Participation and Expand Race Opportunities

- Increase participation in the Draft-Legal Development Pathway by enriching local race opportunities.

Comments

The recent decline in Cup Series racing we have seen since the pandemic is directly related to an almost 50% drop in the number of athletes in this demographic pool. Outside of focusing on growing the athlete pool, there is very little we can do to the races themselves.

The number of races have been consistently growing since the inauguration of the Youth Cup in 2013 to the point where we would be approaching oversaturation if we kept adding more. Due to factors such as increased costs, logistics, lower ROI, there aren't many race organizers willing to take on the increased risk and work to host a draft legal race. Quebec for example, have had the same five races in their provincial series for over 10 years.

Outside of Quebec, Ontario is the only PSO to offer a provincial race series that offers all of the following, 12-13, 14-15, 16-19, 20+.

iv. Improve Stakeholder Partnership and Communication

- Strengthen stakeholder partnerships and enhance communication channels.

Comments

Communication of programming is one area we have identified internally through this process that needs improving. The program and the athletes, coaches, parents would all benefit from better documentation of what the program is doing and earlier communication of activities.

v. Review Organizational Structure and Governance

- Implement the PDP strategic plan as part of the overall organizational strategic plan.

Comments

This would be the logical result of this process. Inserting the final PDP Strat plan into an overall organizational strat plan makes sense and is easy to do. Its worth noting that no other PSO has

a stand-alone provincial development plan or high performance plan. We will be the only ones at this point.

vi. Seek Financial and Stakeholder Support

- Explore additional funding sources and strategic partnerships to support PDP initiatives.

Comments

In addition to my comments above referring to the realistic conditions of seeking financial funders in our sport today, seeking additional financial support is a very challenging.

We have been successful in winning back to back years of funding and program support from the Canadian Sport Science Ontario's Project Sport Initiative, which provides \$5,000 for able bodied program support and \$5,000 for para programming support. We also received \$29,000 from the government's Quest for Gold funding program. A third of that goes directly into athlete's pockets via an objective results grid and the rest goes to the cost of programming to lower the barriers of participation to be free or nominal (\$15-\$20 per training day for example). There are no other available government grants for development/high performance athletes/coaches to us. Those amounts are preset, which we cannot impact.

On the donation side, we receive about \$2,000 from our membership annually at the time of member registration. We recently tried to raise money specifically to purchase para equipment but even that raised less than \$2,000.

vii. Implement a Continuous Feedback Loop [?](#)

Establish systematic feedback collection and analysis approach to remain responsive to community needs.

Comments

Creating a process, perhaps a focused survey, to a targeted audience on a consistent basis for feedback would be useful. We do already get useful feedback from those that participate. I'm not sure sending annual surveys to the general membership is all that helpful or would be welcome by the membership when this demographic is approximately 10% of the memberships base.

Appendix D

Triathlon Ontario Provincial Development Advisory Committee

Terms of Reference

<p>Purpose & Mandate</p>	<p>This member-driven initiative will provide recommendations for the development of a Provincial Development Program Strategic Plan. The Committee will solicit feedback and input from relevant stakeholders, review programs, initiatives and strategic objectives and develop evidence-based recommendations.</p>
<p>Committee</p>	<p>Comprised of representatives from:</p> <ul style="list-style-type: none"> ● Current Ontario Junior/U23 Coaches (up to 3 representatives, at least 1 NCCP Triathlon Competition-Development Certified) ● Current or Former Junior/U23 Ontario Athletes (up to 2 representatives) ● Integrated Support Teams/Subject Matter Experts (up to 2 representatives) ● Triathlon Ontario (Convenor, 1 board representative and up to 2 staff members) <p>* Composition of the Committee will consider gender, diversity, equality and inclusion and geographic representation.</p>
<p>Roles & Responsibilities</p>	<p>The Committee will solicit feedback and input, review the current Provincial Development Program and provide recommendations to Triathlon Ontario’s Board of Directors to assist in the development of a Provincial Development Program Strategic Plan. Specific responsibilities include:</p> <ul style="list-style-type: none"> ● Committee: <ul style="list-style-type: none"> ▪ Review the mandate, vision, mission, goals, values and key performance indicators of the current Provincial Development Program ▪ Review the Provincial Selection Policy ▪ Receiving feedback from relevant stakeholders of the current Provincial Development Program ▪ Identify gaps to the current Strategic Plan of the Provincial Development Program and Provincial Selection Policy ▪ Provide recommendations in the creation of a report on addressing the identified gaps and feedback on the current Strategic Plan of the Provincial Development Program and Provincial Selection Policy ● Convenor (Triathlon Ontario): <ul style="list-style-type: none"> ▪ Administrative and technical support

	<ul style="list-style-type: none"> ▪ Ensuring active engagement of all stakeholders ▪ Call for expressions of interest and final committee composition <ul style="list-style-type: none"> ● Triathlon Ontario Board of Directors <ul style="list-style-type: none"> ▪ Call for expressions of interest and final committee composition 	
Decision-making Process	The Committee is a collaborative effort between relevant stakeholders of the Provincial Development Program and Triathlon Ontario that will provide recommendations to Triathlon Ontario’s Board of Directors for the development of a Provincial Development Program Strategic Plan.	
Communication	Every attempt will be made to ensure there is open and clear communication between each Committee member as well as to the broader Triathlon Ontario’s community.	
Resources	As a Convenor, Triathlon Ontario will provide resources as are necessary to ensure the successful completion of this project in a timely manner. Triathlon Ontario and the Committee may call upon other expertise to help in developing recommendations.	
Term & Timelines	The term will be a 10-month term, commencing March 1, 2023, and ending December 31, 2023. A preliminary schedule is outline below:	
	Date	Action
	Monday February 13, 2023 to Tuesday February 28, 2023	Expression of Interest Call (Newsletter, Social Media, Website)
	March 2023	1 st Committee Virtual Meeting
	April 2023 to December 2023	Monthly Virtual Committee Meetings

CLICK HERE TO SUBMIT YOUR EXPRESSION OF INTEREST

[Link to Digital Form](#)

DEADLINE: February 28, 2023