



Triathlon Canada
National Performance Centre

In Partnership With:

Canadian Sport Institute Pacific
94 Forward
Own the Podium
Government of Canada



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Triathlon Canada National Performance Centre

Mandate

As the only Triathlon Canada endorsed and supported daily performance environment, the Triathlon Canada National Performance Centre (NPC) provides world class coaching, facilities and sport science/medicine staff to athletes seeking to achieve gold medal performances in the Olympic and Paralympic pathways.

Vision

To be the daily performance environment of choice for not only Canada's top triathletes and coaches but the metric for a world class daily performance environments (DPE)

Mission

To provide a DPE for all podium pathway athletes that is immersed in the high performance culture and supported by numerous high performance stakeholders and partners.

Goal

To put more Canadian triathletes on the Olympic, Paralympic and World Championship podiums.

1. Background and Key Deliverables

The NPC is a centralized DPE endorsed by Triathlon Canada and its key stakeholders. As identified by Triathlon Canada in its 2016 post-mortem review, the necessity for a centralized system was prioritized to ensure the following gaps could be mitigated;

- Funding limitations
- Lack of athlete monitoring
- Lack of athlete compliance
- Lack of a developmental pathway for athletes
- Prioritizing performance outcomes over performance behaviours

The centralized model of the NPC is based on six (6) key success factors

- Accessibility to world class coaching
- Accessibility to world class facilities
- Accessibility to the Canadian Sport Institute Network
- Accessibility to appropriate training climate and environment
- Accessibility to educational institutions
- Accessibility to international travel hubs

The NPC (and its alternate training entities such as a recognized Next Gen program or affiliated development centres) is designed to facilitate the development of targeted athletes into World Class performers. As an entity, the NPC objectives are as follows;

1. Consistently improving the *Daily Performance Environment* relative to the Triathlon Canada's Gold Medal Profile (GMP),
2. Consistently improving athlete performance standards relative to the GMP,
3. Consistently developing individual athlete competition experience relative to the GMP,
4. Consistently striving to develop a positive overall *World Leading Daily Performance Environment*, and
5. Consistently demonstrating potential to contribute to podium performances through commitment to the sport of triathlon.

The NPC Tier 3 (Academy) is aligned with the NPC but has its own distinct objectives to support the overall NPC mandate. They are as follows.

Primary Objectives

1. Facilitate the transition of athletes from Junior through U23 by prioritizing the outcomes of the Triathlon Canada Soft Skills Matrix over race performance.
2. Support Tier 3 athletes and their academic priorities through a DPE that is integrated with the athlete's academic schedule
3. Assist in exposing Tier 3 athletes to elite demands of competition by aligning DPE with NPC Tier 1 and 2 best practices as defined by NPC Head Coach

Secondary Objectives

1. Support Tier 2 athletes and their academic/competitive priorities through a DPE that is open and accountable to the NPC Head Coach
2. Facilitate Tier 3 athletes with planning an annual competition schedule that reflects and supports the primary objectives of the NPC Academy.

Outcomes of the NPC athlete.

Tier 1 Athletes

- Consistent Top 8 performances at the International WT and Major Games events
- Maximal scores on the Triathlon Canada Soft Skills Matrix
- Comprehension and adaptation to the elite athlete lifestyle
- Professional and positive representation of and leadership within Team Canada, NPC and Triathlon Canada
- Completion of academic or professional education

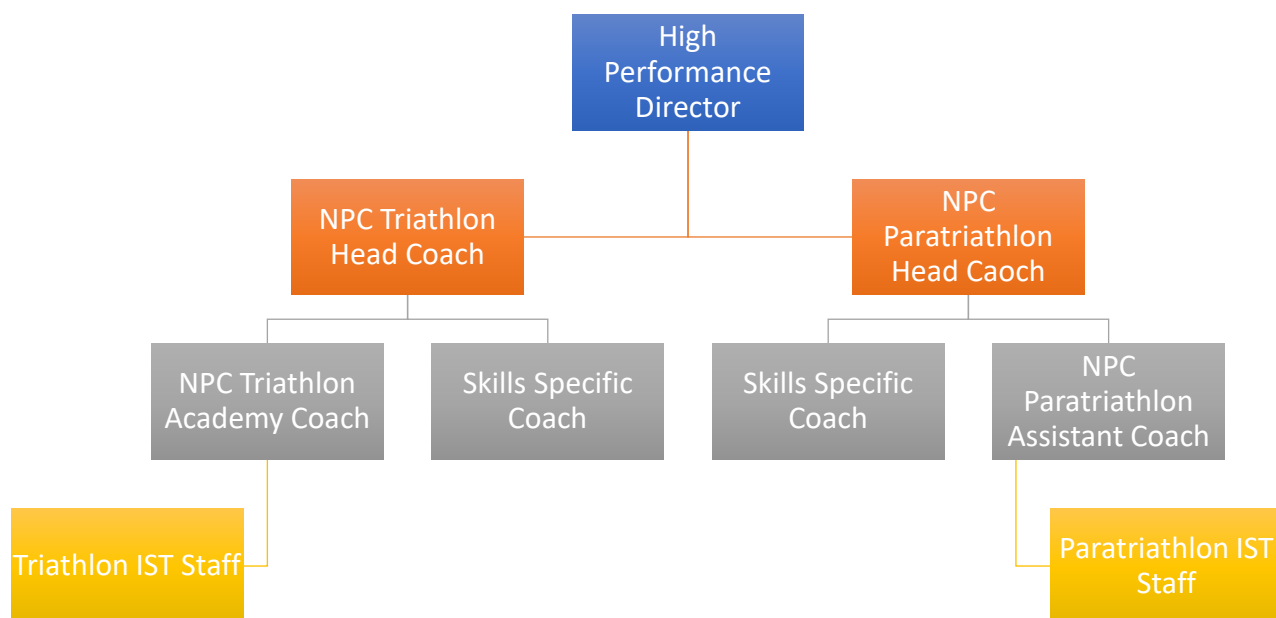
Tier 2 Athletes

- Consistent Top 20 performances at the International WT and Major Games events
- Consistent Top 8 performances at National level of competition
- Continued score improvement on the Triathlon Canada Soft Skills Matrix
- Academic and professional excellence
- Consistently healthy and available to train and race
- Professional and positive representation of and leadership within NPC and Triathlon Canada

Tier 3 Athletes

- Consistently healthy and available to train and race
- Acquisition and continued score improvement on the Triathlon Canada Soft Skills Matrix
- Academic and professional focus/prioritization
- Professional and positive representation of and leadership within Triathlon Canada

2. NPC Organizational Chart



3. Key Stake Holders

3.1 Coaching and Technical Leadership

Coaching staff of the NPC will be employed by Triathlon Canada. All sport science and medicine service providers will be engaged in one of the following ways;

- Approved LOU through Canadian Sport Institute Network
- Triathlon Canada discretionary funding as approved by Own the Podium
- Triathlon Canada contracted fee-for-service
- Triathlon Canada approved but athlete fee-for-service

The NPC is a DPE that delivers world class coaching. All coaches will be/have;

- In good standing with Triathlon Canada
- Certified by Coaching Association of Canada (CAC) in the Competition stream (or international equivalent)
- Completed the required Respect in Sport modules (or international equivalent such as Safesport) as mandated by Triathlon Canada

All sport science and medicine staff will be/have;

- Licensed, certified and insured by their national/provincial regulatory bodies
- In good standing with their national/provincial regulatory bodies

Additionally, the NPC will host various technical coaches and leaders to add to the world class environment. Coaches can be specific to the individual disciplines of triathlon or experts in specific fields (para-sport, motor-learning etc.). Each of these coaches will;

- Be certified CAC coaches in their specific sport
- Be certified or licensed in their specific fields of expertise

Lastly, Triathlon Canada has identified that High Performance coaching is a full-time commitment. All NPC Head Coaches and Assistant Coaches will be full time. These coaches will not carry external contracts with clubs, PSO's or other NSO's.

3.2 Mentorship/Training Rights Coaches

The NPC will strategically integrate external coaches into the DPE. The purpose of this is to work closely with the greater triathlon community but also to provide mentorship opportunities for coaches to experience the NPC environment. Coaches of Training Rights athletes will be invited to attend any and all sessions in which their athlete is attending. Mentorship coaches will be provided full access through specific mentorship opportunities provided by Triathlon Canada. These opportunities will be through application and may involve being involved within the DPE at the NPC, camps or races.

3.3 NPC Athletes

As a world class DPE, the NPC athlete pool will consist of athletes identified by Triathlon Canada to be on track with Triathlon Canada's Podium Pathway, have met the entry requirements (Appendix A) or have been identified by Triathlon Canada to have significant impact on the DPE in a positive manner and can support the goals of the NPC. Athletes must apply for entry to the NPC (Appendix B). These factors may include but are not exclusive too;

- Individual sport expertise
- Work ethic and coachability
- Potential athlete transfers from other sports
- Talent ID athletes

The NPC athlete pool is defined in the following table.

Level	NPC Group	Roster Max	Coach	Description
Tier 1	Senior Elite	6	<u>NPC Head Coach</u> <ul style="list-style-type: none"> • Programming • Full time • Coach-of-record <u>Assistant Coach</u> <ul style="list-style-type: none"> • As directed by NPC Head Coach <u>Technical Coach</u> <ul style="list-style-type: none"> • As directed by NPC Head Coach 	<u>Primary Performance Requirement</u> Top 8 Olympic/Paralympic Games Top 8 WTS /WPS Top 3 World Cup/Para World Cup Top 3 U23 World Championship <u>Secondary Performance Requirement</u> Top 16 Olympic/Paralympic Games Top 16 WTS/WPS Top 8 World Cup/Para World Top 8 U23/Junior World Championship <u>Tertiary Performance Requirement</u> Significant indication of performance trajectory as determined by HPD and NPC Head Coach <u>KPI</u> >92.5 % of GMP run time >95% of GMP swim time

Tier 2	Senior On Track	6	<p><u>NPC Head Coach</u></p> <ul style="list-style-type: none"> • Programming • Coach-of-record • Part-time coaching <p><u>Assistant Coach</u></p> <ul style="list-style-type: none"> • Part-time coaching • As directed by NPC Head Coach <p><u>Technical Coach</u></p> <ul style="list-style-type: none"> • As directed by NPC Head Coach 	<p><u>Primary Performance Requirement</u></p> <p>Top 20 WTS Top 12 World Cup Top 12 U23/Junior World Championship Top 5 Continental Cup Top 5 WT Junior Event</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 30 WTS Top 16 World Cup Top 16 U23/junior World Championship Top 8 Continental Cup Top 8 WT Junior Event</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>90% of GMP run time >92.5% of GMP swim time</p>
Tier 3	Academy	8	<p><u>NPC Head Coach</u></p> <ul style="list-style-type: none"> • <u>Oversight</u> <p><u>Assistant Coach</u></p> <ul style="list-style-type: none"> • Programming • Full-time • Coach-of-record <p><u>Technical Coach</u></p> <ul style="list-style-type: none"> • As directed by Assistant Coach 	<p><u>Primary Performance Requirement</u></p> <p>Top 12 Continental Cup Top 12 WT Junior Event Top 3 Canadian Junior Championship</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 20 Continental Cup Top 16 WT Junior Event Top 5 Canadian Junior Championship</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>87.5% of GMP run time >90% of GMP swim time</p>

3.4 International Athletes

It is common knowledge that changing training stimuli has an impact on athletic performance. The NPC does allow for a maximum of five (5) international athletes to be part of the Senior Elite group (exclusive to the maximum roster size) to ensure that Canadian athletes are exposed to varying levels of international elite athletes. The entry requirements for the international athletes will be determined by the HPD (Appendix D).

3.5 Training Rights Athletes

As a DPE that is part of the Triathlon Canada Podium Pathway, the NPC will provide opportunity for some athletes to train part-time. The athletes will need to request the opportunity through the NPC Training Rights Application (Appendix C)

Training Rights Athletes will compose of;

- Athletes currently with another program wishing to utilize NPC training times to accommodate school/work schedules
- Provincially targeted athletes that are strategically selected by Triathlon Canada and the Provincial Sport Organization (PSO)
- Targeted athletes in another sport (swimming, athletics or cycling) that have been released under the authority of their NSO to be identified by the NPC

The capacity in which the NPC will accommodate the athlete will be determined by the HPD and the NPC Head Coach.

3.6 Provincial Program Alignment and Partnership

The importance of the provincial programs cannot be emphasized or supported enough. Triathlon Canada recognizes that a strong LTAD requires the involvement of all stakeholders. Provincial programs will be granted official training rights with the NPC Academy. Through discussions with each province, critical training rights access will be determined in consult with PSO Executive Directors and Triathlon Canada HPD. This can present itself in the following ways,

- Integrated camps in Victoria
- Joint training sessions
- IST information sessions

3.7 Provincial Representation

The NPC is a Triathlon Canada entity and thus does not represent one or more provinces in its interests. The NPC policy for athletes is to represent their home province. Though provincial representation is the decision of the athletes, Triathlon Canada will not encourage an athlete to switch provincial representation unless informed by the athlete. If an athlete wishes to switch provinces, Triathlon Canada and the athlete will initiate discussions with the provincial executive directors affected and discuss possible solutions and next steps.

Triathlon Canada recognizes the importance of provincial recognition. The NPC will operate solely with the best interest of the athlete and their rights.

Triathlon Canada encourages provinces to support athletes that train outside of their provinces, but still represent their home province, through continued provincial funding.

4. Daily Training Environment

The DPE of the NPC is a mutually respectful environment between coaches, staff and athletes to facilitate the achievement of world class performances. The environment is fostered through the following NPC guiding principles



4.1 Physical Location

The NPC is a centralized DPE with full accessibility to training facilities, support services and community resources. Based in Victoria, BC, the NPC is closely integrated amongst the municipalities within and around the Capital Regional District (CRD). With extensive partnerships with local businesses, service providers and educational institutions, the NPC is one of six (6) National Sport Centres based in the CRD; these are;

- Athletics Canada
- Cycling Canada
- Rowing Canada
- Field Hockey Canada
- Rugby Canada
- Diving Canada

Canadian Sport Centre Pacific, a significant partner to all NSO's in the CRD, has produced an athlete guide that highlights the CRD in relation to key factors impacting sport (<https://www.triathloncanada.com/wp-content/uploads/Victoria-Relocation-Guide.pdf>)

4.2 Training Facilities

The NPC is based out of three main facilities plus the local area;

- Saanich Commonwealth Pool
- Canadian Sport Institute Pacific
- Triathlon Canada
- Local facilities

4.2.1 *Saanich Commonwealth Pool*

<http://www.saanich.ca/EN/main/parks-recreation-culture/facilities-schedules-fees/facilities/saanich-commonwealth-place.html>

A legacy of the 1994 Commonwealth Games, Saanich Commonwealth Pool (SCP) is a four pool, municipality run facility that is prioritized for High Performance programs (a unique mandate of municipal pools). The NPC's coaching offices are situated within SCP along with Swimming Canada's High Performance Centre Victoria, Diving Canada's Western Hub and the Pacific Cycling Institute. Triathlon Canada's NPC is one of four High Performance User Groups (HPUG) that sit on the SCP High Performance Committee that represents the interest of High Performance sports in the pool. The other sports are;

- Synchro Canada
- Diving Canada
- Water Polo Canada

With the interest of High Performance prioritized the HPUG ensures that the primary usage of the competition pool is for training and competition.

Currently, SCP's competition pool is prioritized for training 6 days a week, 8 hours a day. Within those blocks, Triathlon Canada's NPC is allotted the following training times;

- **NPC and Academy**
 - Monday – Friday 0730-0900 – 4 Lanes Long Course (50M)
 - Sunday – 1400-1530 – 6 Lanes Short Course (25M)
- **Para NPC**
 - Tuesday & Thursday 0730-0900 - 1 Lane Long Course (50M)
 - Friday & Sunday – 1400-1530 - 1 Lane Short Course (25M)

With a prioritized High Performance pool, the NPC shares the daily training environment with numerous High Performance swim clubs. The benefits of which include;

- Shared coaching expertise
- Shared IST support
- World Champion and Olympic/Paralympic athletes and coaches training within the same environment
- Subsidized pool rentals

4.2.2 Canadian Sport Institute Pacific

'The Canadian Olympic and Paralympic Sport Institute Network (COPSI Network) provides world-leading training environments to elite athletes and coaches across Canada. The team of experts delivers sport science and medicine, coaching, research and innovation, education and Game Plan services to power podium performances and help Canada win more medals. '

Canadian Sport Institute Pacific (CSIP) <http://www.csipacific.ca/> is located within Camosun College Interurban Campus <http://www.csipacific.ca/>. In partnership with the Pacific Institute of Sport Excellence (PISE), CSIP houses a world leading High Performance gym, the Dr. Gord Sleivert Human Performance Laboratory, a world class artificial soccer pitch, the PISE 400m outdoor track and a sport medicine clinic. All NPC athletes have access to the services provided by CSIP. The accessibility to services is part of the Own the Podium approved agreements between NSO and CSIP. As a targeted sport, Triathlon Canada is privileged to be partnered with CSIP.

Additionally, CSIP has formed a partnership with University of Victoria. Targeted NSO athletes (ie. NPC athletes) attending University of Victoria have full access to CSIP Strength and Conditioning, as well physiology service provision on campus facilities. This is one extra step towards increasing accessibility to targeted athletes.

The partnership with a COPSI facility and its staff is essential to any centralized or semi-centralized sport program. As identified by Own the Podium and Sport Canada, sport science and medicine are essential performance support.

4.2.3 Triathlon Canada Head Office

<https://www.triathloncanada.com/connect/>

Located in downtown Victoria, BC, Triathlon Canada's Head Office is not only the administrative hub of the NSO but also houses a small para-accessible high performance gym. Located in downtown Victoria, Triathlon Canada is situated within 100m of Crystal Pool. The current iteration of Crystal pool houses an eight lane 50m competition/leisure pool. The City of Victoria is currently in the last stages to determine the future iteration of Crystal Pool; with a strong push for a High Performance focused pool.

4.2.4 Local Training

Victoria, being home to numbers of NSO National Centres, is indicative of the local training facilities and access available. With the temperate climate, abundant outdoor and natural areas, there is no lack of training areas year-round. This includes but is not limited to;

- Thousands of KM's of local riding trails, routes and circuits
- Hundreds of KM's of local running trails and routes
- Numerous open water swimming areas (lakes and ocean)

4.2.5 Educational Institutions

Victoria is home to a robust public schooling system with numerous options for Grade School athletes.

<https://www.sd61.bc.ca/>

<https://www.sd63.bc.ca/>

<http://www.sd62.bc.ca/>

Additionally, there are numerous private school options within the Greater Victoria Region.

http://www.ourkids.net/victoria-private-schools.php#listing_wrapper

For post secondary students, Victoria is home to three world class colleges and universities.

<https://www.uvic.ca/>

<http://camosun.ca/>

<http://www.royalroads.ca/prospective-students/programs>

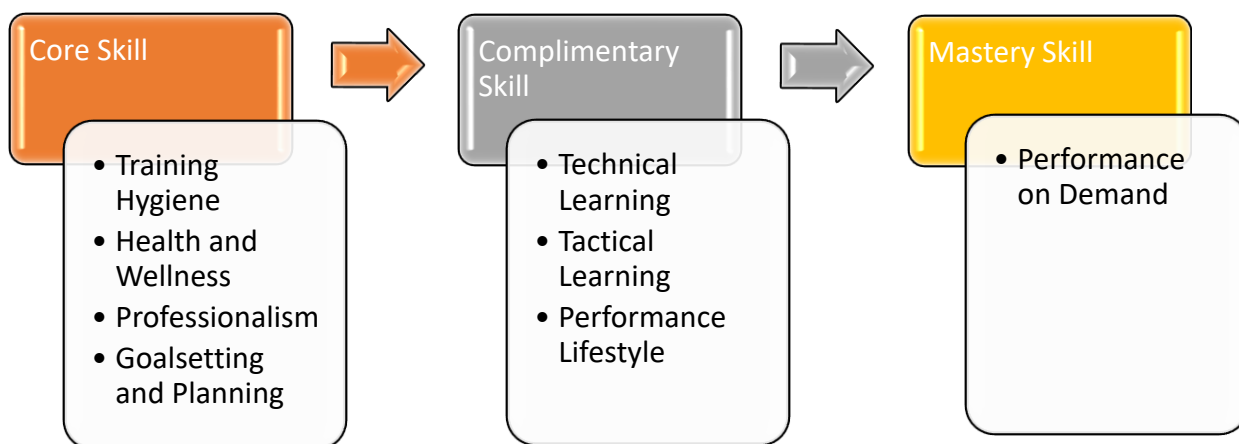
The NPC **STRONGLY** encourages all athletes to continue their studies throughout their careers. It is the belief of Triathlon Canada and its' coaches that education must be a priority for all athletes. Triathlon is a late maturing sport and the importance of education must not be overlooked in the growth of the athlete.

5. Accountability Framework

5.1 Athlete Curriculum

The NPC athlete tiering system is not only a results-based system but is supported by a skills acquisition curriculum. Performance results can not be used as the prime determinant of an athlete's progression through their development. Utilizing the NPC Skills Matrix (Appendix E) to determine the acquisition of fundamental skills, athletes can move up or down the NPC tiering system. The Coach-of-Record will work with the NPC staff to ensure the matrix is used appropriately. Athletes within the NPC will be reviewed against the matrix bi-annually, in conjunction with their annual performance review, to ensure that the athlete is informed of their gaps and progressions.

In addition to the continued progression along Triathlon Canada's Podium Pathway, the NPC Skills Matrix provides athletes with key professional skillsets to complement their physical development. The skills are building blocks that work together to facilitate an athlete's overall growth. These building blocks are as follows.



5.2 Anti-bullying and Harassment

Triathlon Canada is unrelenting in its support of anti-bullying and anti-harassment in the workplace/training environment. All full-time athletes must complete the Respect in Sport modules as determined by Triathlon Canada. Support and enforcement of Triathlon Canada's position on bullying and harassment are through its Code of Conduct.

5.3 Annual Performance Review- Athlete

Every NPC athlete is required to undergo an annual performance review in September/October. New NPC athletes will undergo the review as their initial intake review. The performance review will include, but is not exclusive to, the following;

- YTP development and review
- GAP analysis via Smartabase

- IST review and plan
- Goal setting
- Mental performance review
- Status review (NPC roster and tier)

The performance review may consist of the following people;

- High Performance Director
- NPC Head Coach
- NPC Assistant Coach
- Any IST or support staff

All NPC athletes will be notified of their NPC status within 1 week of their Annual Performance Review.

5.4 Annual Performance Review – Coaching Staff

Coaching staff at the NPC are required to undergo an annual performance review in October. This review is separate to their individual performance review. The NPC annual performance review will be conducted as a group and will include, but is not exclusive to, the following;

- Budget review
- Staffing review
- Goal setting and review
- Planning and logistics
- NPC roster review and tiers

The performance review may consist of the following people;

- CEO
- High Performance Director
- NPC Coaching Staff
- Any IST or support staff

5.5 Athlete Agreement

All athletes will commit to an NPC Athlete Contract (Appendix F). This contract clearly articulates the terms of reference and commitments of Triathlon Canada and the athletes to each other. This contract will be reviewed and renewed annually.

6. Financial Model

The NPC, as an endorsed DPE of Triathlon Canada, is financial supported by various key stakeholders. Annual financial reviews will be conducted by the CEO of Triathlon Canada in conjunction with the key stakeholders. Additionally, all operating budgets for the NPC will be

prepared by the HPD, NPC coaching staff and reviewed for approval by Triathlon Canada's CEO and Board of Directors annually.

The key financial stakeholders for the NPC are;

- Own the Podium
- 94 Forward
- Sport Canada
- COPSI

All financial reporting and accountability will comply with any and all requirements as set out by Triathlon Canada and its stakeholders. This include but are not exclusive to the following;

- Annual Own the Podium Sport Review
- Annual Sport Canada Accountability Framework Review
- Annual 94 Forward Sport Review
- Triathlon Canada annual budgetary review

The operating budget for the NPC will be dependent on the following factors and will vary annually;

- Annual recommended funding from Triathlon Canada key stake holders
- Competition schedules of the NPC athletes
- Targeted strategic initiatives approved by Triathlon Canada HPD
- Athlete roster
- Staffing size

Appendix A: Triathlon Canada NPC Entry Requirements

The following document outlines the minimum eligibility standards for invitation to the annual intake for the Triathlon Canada National Performance Centre (NPC), Victoria, BC*.

The NPC will provide identified world class athletic potential with world class coaching, in a world class environment. The NPC will be led by the following staff members;

- Marc Antoine Christin, Interim National Performance Centre Head Coach Olympic Program
- Carolyn Murray, National Performance Centre Head Coach Paralympic Program
- Clint Lien, Interim National Performance Centre Assistant Coach Olympic Program

In conjunction with matching and bettering current world leading trends in World Triathlon preparation, the Triathlon Canada National Performance Center, Victoria will strive towards achieving excellence in academics and vocational pursuits through creating a holistic approach to the attainment of High Performance outcomes for Canadian Triathletes. All athletes will be encouraged to study throughout any agreed period in Victoria.

A Daily Performance Environment will commence on the first Monday of November in Victoria. Applications for entry will open February 15 and remain open until close of business at 5pm Pacific Time on April 30. Applications will be reviewed by Triathlon Canada HPD and NPC Head Coaches. Successful applicants will be notified by May 21.

The Triathlon Canada National Performance Center, BC is aligned with all Triathlon Canada Values.

A1. Performance Entry Standards

Level	NPC Group	Description	Training Fee Schedule
Tier 1	Senior Elite	<p><u>Primary Performance Requirement</u></p> <p>Top 8 Olympic/Paralympic Games Top 8 WTS /WPS Top 3 World Cup/Para World Cup Top 3 U23 World Championship</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 16 Olympic/Paralympic Games Top 16 WTS/WPS Top 8 World Cup/Para World Top 8 U23/Junior World Championship</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>92.5 % of GMP run time >95% of GMP swim time</p>	150.00 per month (plus GST)
Tier 2	Senior On Track	<p><u>Primary Performance Requirement</u></p> <p>Top 20 WTS Top 12 World Cup Top 12 U23/Junior World Championship Top 5 Continental Cup Top 5 WT Junior Event</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 30 WTS Top 16 World Cup Top 16 U23/junior World Championship Top 8 Continental Cup Top 8 WT Junior Event</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>90% of GMP run time >92.5% of GMP swim time</p>	150.00 per month (plus GST)

Tier 3	Academy	<p><u>Primary Performance Requirement</u></p> <p>Top 12 Continental Cup Top 12 WT Junior Event Top 5 Canadian Junior Championship</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 20 Continental Cup Top 16 WT Junior Event Top 8 Canadian Junior Championship</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>87.5% of GMP run time >90% of GMP swim time</p>	150.00 per month (plus GST)
Tier 4	Training Rights	<p><u>Primary Performance Requirements</u></p> <p>Top 12 Canadian Junior Championship Provincially Targeted Athlete</p> <p><u>Secondary Performance Requirement</u></p> <p>Talent Transfer</p>	No Fee but limited to training sessions as determined by NPC Head Coach, HPD and NPC Assistant Coach

INTL	INTL	<u>Primary Performance Requirement</u> As determined by NPC Head Coach In consult with HPD and affected country HPD.	200.00 per month (plus GST)
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A2. Subjective Entry Standards

As decided by Head Coach, Tri Can National Performance Center, Victoria guided by discretionary rationale:

- Ability to meet the above secondary standards within 6 months,
- Ability to meet the primary standards within 12 months.
- Ability to add value to the Tri Can Performance Center, BC

(Athletes who initially fail to meet eligibility standards may be considered and will be required to complete self-funded physiological testing and undergo an evaluation including but not limited to interview and physical screening.)

* (Meeting of minimum eligibility standards does not guarantee invitation).

** (Minimum age 16yrs as of Jan 1 in the year of application)

Appendix B: Triathlon Canada National Performance Centre Application Process (Canadian Full Time Athletes)

Canadian athletes intending to apply for the Triathlon Canada National Performance Centre, must complete all the following steps and submit all requested documents.

Note: Athletes at the age of minority must have their parents sign all related documents.

Application Period: March 15 9AM PST to APRIL 30 5PM PST

B1. APPLICATION FORMAT

All applications must be compiled into one PDF document which includes the following documents. The PDF file must be named as follows;

- Year Triathlon Canada NPC Application *Athlete Name* (ie. 2022 Triathlon Canada NPC Application John Smith)

Send Olympic stream application to: marc.christin@triathloncanada.com

Send Paralympic stream application to: carolyn.murray@triathloncanada.com

B2. REQUIRED DOCUMENTS

Cover Letter

A letter that specifies an athlete's intent to apply to the NPC. It should be concise and highlight the following;

- Why the athlete wishes to be part of the NPC?
- What are the key performances that meet the eligibility standards that the athlete has achieved?
- What does the athlete think the NPC can provide for them?
- What are the athlete's educational plans?
- How will the athlete be a positive addition to the NPC?
- What are some key points you want the NPC staff to know about you?
- A one or two sentence articulation of the athlete's long term and short-term goals.

Endorsement Letter From PSO

A letter of endorsement from the athlete's home PSO Executive Director AND/OR Provincial Head Coach. Triathlon Canada encourages athletes to engage their PSO to ensure transparency and support. Additionally, PSO endorsement provides Triathlon Canada with confirmation that the athlete is in good standing with its' provincial member.

Letter of Intent to personal Coach-of-Record

Triathlon Canada supports a fully transparent process to create a more robust athlete development system. Part of this process is to ensure that personal coaches are informed in a respectful manner by their athletes of any, and all, coaching decisions. It is requested that athletes provide a letter of intent sent to their current coach-of-record and cc'ing the PSO Executive Director. This letter should include the following;

- Why the athlete is leaving the current training environment
- How the current training environment has positively impacted the athletes development?
- What the athlete intends to do to communicate the positiveness of the current training environment to current and future athletes?
- A request for the coach-of-record to provide a Letter of Support that should include the following;
 - How the athlete can be a positive addition to the NPC
 - What are some key strengths and weaknesses of the athlete that the NPC staff should be aware of?
 - What the coach can do to continue to support the development of the athlete whilst at the NPC?

A copy of this letter must be submitted with the application.

(Optional) Letter of support from personal Coach-of-Record

To further the community understanding of athlete development, a letter of support from the athlete's current coach-of-record highlighting the following;

- How the athlete can be a positive addition to the NPC?
- What are some key strengths and weaknesses of the athlete that the NPC staff should be aware of?
- What the coach can do to continue to support the development of the athlete whilst at the NPC?

Performance Highlights Synopsis

A quick summary of the athlete's key performances, strengths and attributes;

- Ratified times
- Top performances in Triathlon
- Top performances in swimming cycling or running events

Appendix C: Triathlon Canada National Performance Centre Application Process (Canadian Training Rights Athletes)

Canadian athletes intending to apply for the Triathlon Canada National Performance Centre, must complete all the following steps and submit all requested documents.

Note: Athletes at the age of minority must have their parents sign all related documents.

Application Period: Open

C1. APPLICATION FORMAT

All applications must be compiled into one PDF document which includes the following documents. The PDF file must be named as follows;

- Year Triathlon Canada NPC Application *Athlete Name* (ie. 2022 Triathlon Canada NPC Application John Smith)

Send Olympic stream application to: marc.christin@triathloncanada.com

Send Paralympic stream application to: carolyn.murray@triathloncanada.com

C2. REQUIRED DOCUMENTS

Cover Letter

A letter that specifies an athlete's intent to apply to the NPC. It should be concise and highlight the following;

- Why the athlete wishes to train with the NPC?
- What are the key performances that meet the eligibility standards that the athlete has achieved?
- What does the athlete think the NPC can provide for them?
- How will the athlete be a positive addition to the NPC?
- What are some key points you want the NPC staff to know about you?
- Which key weekly sessions does the athlete wish to participate in?
- A one or two sentence articulation of the athlete's long term and short-term goals.

Endorsement Letter From PSO

A letter of endorsement from the athlete's home PSO Executive Director AND/OR Provincial Head Coach. Triathlon Canada encourages athletes to engage their PSO to ensure transparency and support. Additionally, PSO endorsement provides Triathlon Canada with confirmation that the athlete is in good standing with its' provincial member.

Letter of Intent to personal Coach-of-Record

Triathlon Canada supports a fully transparent process to create a more robust athlete development system. Part of this process is to ensure that personal coaches are informed in a respectful manner by their athletes of any, and all, coaching decisions. It is requested that athletes provide a letter of intent sent to their current coach-of-record and cc'ing the PSO Executive Director. This letter should include the following;

- Why the athlete is exploring training rights with the NPC?
- How the athlete intends to train between the NPC and the current training environment?
- A request for the coach-of-record to provide a Letter of Support that should include the following;
 - How the athlete can be a positive addition to the NPC
 - What are some key strengths and weaknesses of the athlete that the NPC staff should be aware of?
 - What the coach can do to continue to support the development of the athlete whilst at the NPC?

A copy of this letter must be submitted with the application.

(Optional) Letter of support from personal Coach-of-Record

To further the community understanding of athlete development, a letter of support from the athlete's current coach-of-record highlighting the following;

- How the athlete can be a positive addition to the NPC
- What are some key strengths and weaknesses of the athlete that the NPC staff should be aware of?
- What the coach can do to continue to support the development of the athlete whilst at the NPC?
- A statement indicating the athlete's coach-of-record will still be the current coach

Performance Highlights Synopsis

A quick summary of the athlete's key performances, strengths and attributes;

- Ratified times
- Top performances in Triathlon
- Top performances in swimming cycling or running events

Appendix D: Triathlon Canada National Performance Centre Application Process (International Athletes)

International athletes intending to apply for the Triathlon Canada National Performance Centre, must complete all the following steps and submit all requested documents.

Note: Athletes at the age of minority must have their parents sign all related documents.

Application Period: Open

D1. APPLICATION FORMAT

All applications must be compiled into one PDF document which includes the following documents. The PDF file must be named as follows;

- Year Triathlon Canada NPC Application *Athlete Name* (ie. 2022 Triathlon Canada NPC Application John Smith)

Send Olympic stream application to: marc.christin@triathloncanada.com

Send Paralympic stream application to: carolyn.murray@triathloncanada.com

D2. REQUIRED DOCUMENTS

Cover Letter

A letter that specifies an athlete's intent to apply to the NPC. It should be concise and highlight the following;

- Why the athlete wishes to be part of the NPC?
- What are the key performances that meet the eligibility standards that the athlete has achieved?
- What does the athlete think the NPC can provide for them?
- How will the athlete be a positive addition to the NPC?
- What are some key points you want the NPC staff to know about you?
- A one or two sentence articulation of the athlete's long term and short-term goals.

Endorsement Letter From NSO

A letter of endorsement from the athlete's NSO Executive Director AND/OR High Performance Director. Triathlon Canada encourages athletes to engage their NSO to ensure transparency and support. Additionally, NSO endorsement provides Triathlon Canada with confirmation that the athlete is in good standing with their National Federation.

Performance Highlights Synopsis

A quick summary of the athlete's key performances, strengths and attributes;

- Ratified times
- Top performances in Triathlon
- Top performances in swimming cycling or running events

Appendix E: NPC Athlete Curriculum

	✓	✗		✓	✗
Core Skill: Training Hygiene and Load Management			Complementary Skill: Technical Learning		
Attend every planned training session			Receive technical input in a receptive manner		
Attend every planned training session on time and prepared with the appropriate equipment			Display ability to make technical changes		
Complete every training session as designed and assigned			Display capacity to incorporate technical changes		
Compete with intent and purpose in every training session as designed and assigned			Display progression of technical changes in presence of external cues		
Provide appropriate feedback via Training Peaks after every training session			Display progression of technical changes in absence of external cues		
Total Score			Total Score:		
Notes:			Notes:		
Core Skill: Health and Wellness			Complementary Skill: Tactical Learning		
Manage and maintain Mental Performance protocols through consult with coach and staff			Receive tactical input in a receptive manner		
Manage and maintain proper sleep hygiene			Display ability to make tactical changes		
Manage and maintain proper nutritional needs through consult with coach and staff			Display capacity to incorporate tactical changes		
Maintain assigned prehab and rehab protocols in a consistent and effective manner			Display progression of tactical changes in presence of external cues		
Attend and complete all required IST meetings, appointments, and testing			Display progression of tactical changes in absence of external cues		
Total Score:			Total Score:		
Notes:			Notes:		
Core Skill: Professionalism			Complimentary Skill: Performance Lifestyle (Pick only one)		
Communicate in an effective and timely fashion through all mediums (email, phone, text etc)			Prioritizes non-performances decisions Score = 1		
Complete all required logistics (daily monitoring, CCES, race entry, agreements etc.)			Inconsistently prioritizes performance decisions with direction Score = 2		
Comply with all Triathlon Canada and PSO codes of conduct and agreements			Consistently prioritizes performance decisions with direction Score = 3		
Be a positive influence in the DPE and an exemplary representative of the PSO/Club/Triathlon Canada			Inconsistently prioritizes performance decisions without direction Score = 4		
Engage coach and staff in an effective, respectful, and timely fashion regarding negative or difficult feedback			Consistently prioritizes performance decisions without direction Score = 5		
Total Score:			Total Score:		
Notes:			Notes:		

Core Skill: Goal Setting and Planning			Mastery Skill: Performance on Demand		
Complete long-term goal setting appropriately and realistically			Demonstrates consistent race preparation protocols		
Complete short-term goal setting appropriately and realistically			Communicates clear and strategic race plan to coach		
Display appropriate planning and execution towards long term goals			Accepts and executes race strategy from coach		
Display appropriate planning and execution towards short term goals			Consistently demonstrates adaptability in the field of play (field vision)		
Display appropriate planning and execution of foundational skills in absence of external cues			Communicates clear and critical post race analysis		
Total Score:			Total Score:		
Notes:			Notes:		

Appendix F: Triathlon Canada NPC Athlete Agreement

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TRIATHLON CANADA NATIONAL PERFORMANCE CENTRE ATHLETE AGREEMENT

BETWEEN

TRIATHLON CANADA a corporation incorporated under the laws of Canada having its national office at 121-1925 Blanshard Street Victoria, BC V8T4J2
(Hereinafter referred to as the “**TC**”)

and

Name of Athlete, _____ residing in the city of _____

at (address) _____

(Hereinafter referred to as the “**Athlete**”)

(Hereinafter collectively referred to as the “**Parties**”)

WHEREAS TC is recognized by WT, the Government of Canada (Sport Canada) as the sole national federation governing competitive triathlon in Canada;

WHEREAS TC recognizes its obligation to uphold the rules of WT, the IOC, the IPC, the COC, the CPC and Sport Canada and to uphold the laws of Canada;

WHEREAS the Athlete wishes to become or continue to be an eligible competitor in TC sanctioned events, activities and programs with his or her rights and obligations clearly defined;

WHEREAS WT requires that TC certifies the eligibility of the Athlete prior to the Athlete competing;

AND WHEREAS TC and the Athlete wish to clarify the relationship between them by establishing their respective obligations;

IN CONSIDERATION OF the mutual covenants contained in this Agreement, the Athlete and TC agree as follows:

1. Definitions

In this Agreement, the following words will have the following meanings set out herein:

- a) “AAP” means the Government of Canada (Sport Canada) Athlete Assistance Program;
- b) “AC” means Aquatics Canada;
- c) “Agreement” means this written agreement;
- d) “CADP” means the Canadian Anti-Doping Program administered by the CCES;
- e) “CCES” means the Canadian Centre for Ethics in Sport;
- f) “CEO” means the Chief Executive Officer of TC;
- g) “COC” means the Canadian Olympic Committee;
- h) “CPC” means the Canadian Paralympic Committee;
- i) “Event” or “Competition” means a triathlon competition or event sanctioned or recognized by TC;
- j) “IOC” means the International Olympic Committee;
- k) “IPC” means the International Paralympic Committee;
- l) “National Team” means TC’s national teams representing TC and Canada at designated triathlon competitions;
- m) “HPD” means the Triathlon Canada High Performance Director,
- n) “National Office” means the TC office located in Victoria or in any other location as determined by TC;

- o) “SDRCC” means the Sport Dispute Resolution Centre of Canada;
- p) “TC” means Triathlon Canada;
- q) “TC Board” or “Board” means the Board of directors of TC;
- r) “TC Policies and Procedures” or “Policies and Procedures” means all policies and procedures adopted by TC, as may be amended from time to time;
- s) “WADA” means the World Anti-Doping Agency.
- t) “WT” means World Triathlon, the international governing body for competitive triathlon;

2. Triathlon Canada National Performance Centre Defined

Mandate

As the only Triathlon Canada endorsed and supported daily performance environment, the Triathlon Canada National Performance Centre (NPC) provides world class coaching, facilities and sport science/medicine staff to athletes seeking to achieve gold medal performances in the Olympic and Paralympic pathways.

Vision

To be the daily performance environment of choice for not only Canada’s top triathletes and coaches but the metric for a world class daily performance environments (DPE)

Mission

To provide a DPE for all podium pathway athletes that is immersed in the high performance culture and supported by numerous high performance stakeholders and partners.

Goal

To put more Canadian triathletes on the Olympic, Paralympic and World Championship podiums.

3. Commencement and Duration

The agreement applies to you as a member of the Triathlon Canada National Performance Centre - Victoria (NPC) and will be effective from November 1, 2021 to October 31, 2022, or until such time the agreement is terminated as described herein. For those athletes who are AAP carded, this agreement does not supersede the Triathlon Canada Athlete Carding Agreement. An athlete should not agree to be a member of the NPC unless they are able to fully comply with their Obligations and Responsibilities as described herein. The Parties acknowledge that this Agreement is not a contract of employment and the athlete’s agreement to become a member of the NPC and the athlete’s participation in NPC activities will not create an employment relationship between the athlete and Triathlon Canada or NPC.

4. Athlete Obligations and Responsibilities

Members of the NPC program will be required to:

4.1 Conduct

- 4.1.1 Accept and abide by the Triathlon Canada Code of Conduct, Triathlon Canada Communications Policy in addition to the Triathlon Canada National Performance Centre Code of Conduct (Appendix 1) and any other applicable Triathlon Canada policies, as published and amended from time to time by Triathlon Canada
- 4.1.2 Comply with all requirements established by the CCES regarding anti-doping rules and protocols
- 4.1.3 Complete any Respect in Sport modules as determined by Triathlon Canada

4.2 Training and Competition

- 4.2.1 Agree to abide by any other specific conditions and expectations established by the NPC Head Coach defined in Appendix 1.
- 4.2.2 Commit to and be fully available for the NPC sessions as set out by the NPC Head Coach.
- 4.2.3 Commit to and be fully available for all competitions as set out by the NPC Head Coach.
- 4.2.4 Commit to and be fully available for all training camp activities as set out by the NPC Head Coach.
- 4.2.5 Commit to an uncompromised and comprehensive training preparation for peak performance in the annual Triathlon Canada international benchmark championship and associated events.
- 4.2.6 Work closely with the NPC Head Coach to identify and agree on personal performance goals and to monitor and review them as directed to ensure continued progress.
- 4.2.7 Immediately inform the NPC Head Coach of any change in circumstances that may affect ability or availability to train or compete.
- 4.2.8 Obtain and maintain the best possible level of health and physical fitness required for consistent training and competition.
- 4.2.9 Understand and agree that selection for national and international competition shall be in accordance with the Triathlon Canada selection policies and procedures.

4.3 Injury and Illness

- 4.3.1 Notify the NPC Head Coach immediately if injury or illness is likely to cause interruption to training.
- 4.3.2 Notify the NPC Head Coach immediately if injury or illness is likely to prevent attendance at events or competitions.
- 4.3.3 Notify the NPC Head Coach and High Performance Director immediately if long term injury or illness is likely to prevent continuation as a member of the NPC Program.

4.4 Life Skills

- 4.4.1 Ensure that personal nutrition, recovery and lifestyles are conducive to that of an elite athlete.
- 4.4.2 Through the support available at the Canadian Sport Institute - Pacific, pursue academic and/or career goals and develop the independence and personal life skills required of an international traveler and athlete.
- 4.4.3 Uphold the reputation and integrity of the NPC and Triathlon Canada at all times and as outlined in Appendix 1.

5. Triathlon Canada and NPC Obligations and Responsibilities

Triathlon Canada will provide the following support to member athletes of NPC:

- 5.1 Full-time Coaching and Training Support
- 5.2 Access to High Performance Training Facilities
- 5.3 A Sports Science/Medicine support program as approved by the Triathlon Canada HPD
- 5.4 An individual athlete performance plan as developed by the NPC Head Coach. This plan will establish performance targets for specified Triathlon Canada international benchmark championships or events. All performance targets are to be agreed to by the athlete and NPC Head Coach and approved by the Triathlon Canada High Performance Director.
- 5.5 International and National Competition Opportunities
- 5.6 International and National Training Camp Opportunities

6. Athlete Level of Support

It is acknowledged that as of the signing of this agreement, you are recognized as a Tier ____ athlete as defined by the Triathlon Canada National Performance Centre Athlete Support Guidelines (Appendix 4) and you will receive the corresponding level of support. Any variances to the provided support by NPC must be outlined in the space below and approved by the Triathlon Canada High Performance Director.

7. Suspension/Termination of Membership

- 7.1** This Agreement will cease to apply immediately upon termination of membership in the NPC, or upon expiry of the Agreement.
- 7.2** The athlete shall be entitled to terminate their membership in the NPC at any time by discussing their intentions with, and thereafter giving written notice to the NPC Head Coach, the Triathlon Canada High Performance Director.
- 7.3** Triathlon Canada shall be entitled to suspend or terminate an athlete's membership in the NPC program in accordance with the Triathlon Canada National Performance Centre Disciplinary Procedure (Appendix 3) at any time and with immediate effect. Triathlon Canada shall be entitled to suspend or terminate an athlete's membership in the NPC program in accordance with the Triathlon Canada National Performance Centre Disciplinary Procedure (Appendix 3) at any time by discussing their intentions with, and thereafter giving written notice to the athlete, if (including but not limited to):
- 7.3.1** An athlete does not comply with any of the policies, procedures and/or regulations of Triathlon Canada and the NPC program.
 - 7.3.2** An athlete does not comply in any material respect with any of the Obligations and Responsibilities upon the athlete specified in this Agreement.
 - 7.3.3** An athlete has violated an anti-doping rule as determined by the CCES or any other anti-doping organization with authority over the athlete .
 - 7.3.4** An athlete's conduct amounts to poor performance, misconduct or serious misconduct as set out in the Triathlon Canada National Performance Centre Disciplinary Process.
 - 7.3.5** An athlete does not achieve the agreed performance targets as set out in the individual athletes plan as established by the NPC Head Coach and evaluated post-Trials and post-benchmark Championship.

8. Athlete Declaration

- 8.1** I agree to become a member of the NPC program for the period identified in Clause 3,
- 8.2** I have seen and fully understood the policies and procedures as set out in this Agreement and I have understood my entitlements and obligations as an athlete and agree to abide by them.
- 8.3** I have not entered into any other Agreement that could conflict with my membership in the NPC.
- 8.4** I will do my best to comply with the Agreement at all times and further understand and agree that non-compliance may result in my becoming ineligible for participation in the NPC program and the benefits and entitlements associated with it.
- 8.5** This Agreement will be interpreted in accordance with the laws the Province of British Columbia.



SIGNED:

Athlete Signature

Print Name

Date

Parent/Guardian Signature
(If Athlete is under 18 years old)

Print Name

Date

NPC Head Coach Signature

Print Name

Date

Triathlon Canada HPD Signature

Print Name

Date

9. ATHLETE INFORMED CONSENT FOR INFORMATION SHARING AMONGST IST

Members of the NPC Integrated Support Team (IST) will be meeting on a regular basis in order to discuss how best to optimize the performance of NPC athletes. Members of the IST include (but may not be limited to) coaches, dietitians, IST manager, massage therapists, physicians, physiotherapists/athletic therapists, sport psychologists/mental trainers, High Performance Director, physiologists, strength, and conditioning coaches, and biomechanists.

During the course of such meetings, IST members may need to share confidential information about an NPC athlete amongst the IST. The information that is shared is generally **restricted to only that which is required** to allow the rest of the IST to understand the status of an athlete within the area of expertise that the member provides to the IST. Sharing of information may be verbal, in writing, with Triathlon Canada Smartabase, Training Peaks, Oscar, or other form of electronic communication. **All information that is shared is held in the strictest confidence by all members of the IST.**

In signing this consent, you state that you have read and understand the purpose for which IST members may share confidential information about you and that you consent to the sharing of information about you. You may withdraw this consent at any time.

Signed:

Athlete Signature

Print Name

Date

Parent/Guardian Signature
(If Athlete is under 18 years old)

Print Name

Date

Witness Signature

Print Name

Date

10. CONSENT TO SUPPORT SERVICES AND MEDICAL TREATMENT

Based on the size of the selected team, location of a race, and identified needs of the Athletes, NPC may choose to include any of the following support personnel on the Integrated Support Team (IST): High Performance Director, team manager, dietician/nutritionist, registered massage therapist, physician, physiotherapist/athletic therapist, sport psychologist/mental performance consultant, physiologist, strength and conditioning coach, biomechanist, and chiropractor. If the Athlete is of legal age, hereby agree, and if the Athlete is not of legal age, his/her custodial parent, non-custodial parent or legal guardian who has signed this Consent similarly agrees, that the NPC IST members have consent to perform such treatments or procedures which in the opinion of the duly qualified IST practitioner may be necessary to administer to the Athlete, towards supporting optimal Triathlon performance.

In case of illness or injury occurring to an NPC Athlete while under the supervision of an NPC coach or when participating in an NPC team program activity, NPC or its Authorized Medical Personnel shall make all reasonable efforts to contact the Athlete's family, custodial and/or non-custodial parent(s)/legal guardian(s) who signs this Consent as an emergency contact, to obtain such consent.

If such efforts are unsuccessful, or if in the opinion of duly qualified medical practitioner immediate medical treatment is urgently required, then if the Athlete is of legal age, hereby agree, and if the Athlete is not of legal age, his/her custodial parent, non-custodial parent or legal guardian who has signed this Consent similarly agrees, the NPC and its Authorized Medical Personnel are authorized to consent to such medical treatment or procedures which in the opinion of the duly qualified medical practitioner may be necessary to administer to the Athlete, as a result of illness or injury.

Signed:

Athlete Signature

Print Name

Date

Parent/Guardian Signature
(If Athlete is under 18 years old)

Print Name

Date

Witness Signature

Print Name

Date

Appendix 1 - Triathlon Canada National Performance Centre Code of Conduct

As a member of a Triathlon Canada National Performance Centre (NPC), I understand and will comply with the following guidelines as set forth by Triathlon Canada; and from time to time by Sport Canada, the Canadian Olympic Committee, the Canadian Commonwealth Games Society and Canadian Interuniversity Sport

As a representative of an NPC, I am expected to conduct myself in a dignified and responsible manner at all times, maintaining respect and consideration towards the public, other athletes and staff.

This code outlines the expectations and obligations regarding behaviour during all NPC activities. Infractions of the Triathlon Canada Code of Conduct will result in the imposition of disciplinary sanctions that are reasonable and proportionate to the indiscretion in conduct being addressed. Sanctions can include, but are not limited to:

- a. Dismissal from the NPC;
- b. Disqualification from one or more events, or all events of competition;
- c. Loss of eligibility to participate in NPC activities on an interim or permanent basis;
- d. The removal of NPC financial support for training and competition
- e. The requirement to pay compensation for any damaged property.

Enforcement of the Code of Conduct will be the responsibility of the NPC Head Coach and or the Triathlon Canada High Performance Director or their designate and shall be conducted as per the Triathlon Canada Appeals Policy. Disciplinary sanctions must be clearly communicated to all members of the NPC.

Members not only refer to athletes, but also team coaches, personal coaches, team managers, and all support staff.

In addition to the Triathlon Canada Code of Conduct, the following behavior is unacceptable and will not be tolerated:

1. The willful abuse of property owned, rented, borrowed or leased by NPC including but not limited to vehicles, hotel rooms, rental properties and team equipment.
2. Any action or conduct that would unreasonably disrupt or interfere with a competition or training camp or is detrimental to the reputation or image of the NPC and Triathlon Canada.
3. Any involvement with illegal drugs.
4. Any involvement with smoking or other tobacco products.
5. Any consumption or possession of alcohol by underage Athletes.
6. Abuse of alcohol where abuse is defined as alcoholic consumption to a level that impairs the Athlete's ability to speak, walk, legally drive, or causes the individual to behave in a disruptive manner.
7. Any illegal activities, including committing an act that is considered an offence under any law in the jurisdiction in which the act took place.
8. Sexual activity between athletes and staff.
9. Any behaviour that would negatively affect Triathlon Canada, the Government of Canada or Canadians as a whole.

Furthermore, I will attend to and behave according to the following guidelines:

1. NPC members will attend all NPC functions, and from time to time Triathlon Canada functions, including meetings, practices, exhibitions, press conferences, competitions, etc., unless otherwise excused or instructed by the NPC Head Coach.
2. NPC members and staff will comply with the Triathlon Canada uniform requirements.

3. NPC members will display proper respect and sportsmanship toward coaches, officials, administrators, fellow competitors, and the public.
4. Triathlon Canada will negotiate the rights of access to NPC members. Once an organization has negotiated these rights with Triathlon Canada, the following shall occur;
 - a. In the not-for-profit mode, NPC members and staff will comply with Triathlon Canada requests. These are considered to be promotional opportunities for the sport of triathlon, to include but not limited to exhibition and promotional appearances. Any request for team or staff appearances will have the prior approval of the High Performance Director and NPC Head Coach.
 - b. In the for-profit mode, Triathlon Canada will have negotiated a set fee to include all NPC members. All members will be asked if they wish to participate under these terms and financial arrangements.

They may then:

1. Decline to participate.
2. Negotiate a higher fee directly with the for-profit organization.
3. Participate at the scale set by Triathlon Canada.

Coaches and athletes will both be included under these terms.

5. Any additional guidelines for the NPC will be established as needed by the NPC Head Coach and approved by the Triathlon Canada High Performance Direct.

Appendix 2 - Triathlon Canada National Performance Centre Fee Schedule

Level	NPC Group	Description	Training Fee Schedule
Tier 1	Senior Elite	<p><u>Primary Performance Requirement</u></p> <p>Top 8 Olympic/Paralympic Games Top 8 WTS /WPS Top 3 World Cup/Para World Cup Top 3 U23 World Championship</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 16 Olympic/Paralympic Games Top 16 WTS/WPS Top 8 World Cup/Para World Top 8 U23/Junior World Championship</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>92.5 % of GMP run time >95% of GMP swim time</p>	150.00 per month (plus GST)

Tier 2	Senior On Track	<p><u>Primary Performance Requirement</u></p> <p>Top 20 WTS Top 12 World Cup Top 12 U23/Junior World Championship Top 5 Continental Cup Top 5 WT Junior Event</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 30 WTS Top 16 World Cup Top 16 U23/junior World Championship Top 8 Continental Cup Top 8 WT Junior Event</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>90% of GMP run time >92.5% of GMP swim time</p>	150.00 per month (plus GST)
Tier 3	Academy	<p><u>Primary Performance Requirement</u></p> <p>Top 12 Continental Cup Top 12 WT Junior Event Top 5 Canadian Junior Championship</p> <p><u>Secondary Performance Requirement</u></p> <p>Top 20 Continental Cup Top 16 WT Junior Event Top 8 Canadian Junior Championship</p> <p><u>Tertiary Performance Requirement</u></p> <p>Significant indication of performance trajectory as determined by HPD and NPC Head Coach</p> <p><u>KPI</u></p> <p>>87.5% of GMP run time >90% of GMP swim time</p>	150.00 per month (plus GST)

Tier 4	Training Rights	<u>Primary Performance Requirements</u> Top 12 Canadian Junior Championship Provincially Targeted Athlete <u>Secondary Performance Requirement</u> Talent Transfer	No Fee but limited to training sessions as determined by NPC Head Coach, HPD and NPC Assistant Coach
INTL	INTL	<u>Primary Performance Requirement</u> As determined by NPC Head Coach In consult with HPD and affected country HPD.	200.00 per month (plus GST)

Notes:

1. Above funding levels are to be supported by Triathlon Canada operational funding (TC, OTP, Sport Canada, COC, 94 Forward)

Appendix 3– Triathlon Canada National Performance Centre (NPC) Disciplinary Procedure

Purpose and Aim

The purpose of Triathlon Canada’s NPC Disciplinary Procedure is to:

- Clarify the rights and responsibilities of the athletes in respect of disciplinary action resulting from breaches of the terms and conditions of membership of the NPC, misconduct, poor performance, and serious misconduct.
- To ensure consistent and fair treatment of disciplinary and performance issues.
- To help and encourage athletes to achieve and maintain appropriate standards of conduct and performance.

The aim of this procedure is to:

- Bring about improvements in performance and conduct.

General Principles

1. In the event that there is any discrepancy between this document and Triathlon Canada Board policy, Triathlon Canada Board policy will take precedent.
2. The purpose of this document is to set out Triathlon Canada’s current procedure and rules for the handling of NPC disciplinary matters. It does not confer any contractual rights.
3. The NPC Head Coach can choose to deal with minor instances of misconduct and initial unsatisfactory levels of performance (poor performance) informally, by way of guidance or instruction. If the situation continues, or the NPC Head Coach judges it as sufficiently serious, this procedure will apply.
4. Triathlon Canada will not remove any athlete from an NPC for a first offence, unless the offence amounts to serious misconduct, in which case the athlete can be removed from the NPC with immediate effect.
5. Triathlon Canada will not take any formal disciplinary action under this procedure without first promptly looking into the matter and without giving the athlete an opportunity to put their case in respect of the allegations made.
6. Athletes have the right to appeal against any formal action taken against them under the procedure.
7. Athletes have the right to be accompanied by an independent person. The independent person may be a fellow athlete. If the athlete subject to the procedure is under 16, they must be accompanied by their parent/guardian. If the athlete is between 16 and 18 the parent /guardian must consent to the athlete meeting without them present.
8. Depending on the circumstances, it may be appropriate to suspend the athlete from the NPC pending the disciplinary meeting held under this procedure. This decision at the discretion of the High Performance Director. Suspension does not amount to a disciplinary sanction.
9. Triathlon Canada will keep records of any action taken under these disciplinary procedures. These will be treated as confidential.
10. If an athlete is charged with or convicted of a criminal offence this is not normally in itself reason for disciplinary action. Consideration shall be given to what effect the charge or conviction has on the athlete’s suitability to be a member of the NPC and their relationship with Triathlon Canada, their coaches, and other members of the NPC.

Misconduct / Poor Performance

The following are examples of conduct where Triathlon Canada may issue a formal warning to an athlete:

- Habitual absenteeism or lateness
- Unauthorized or unexplained absence
- Failure to abide by the conditions and expectations established by the NPC Head Coach and described in Appendix 1 of the NPC Athlete Agreement

- Failure to uphold the reputation and integrity of the NPC and Triathlon Canada as described in Appendix 1 of the NPC Athlete Agreement
- Failure to notify NPC Head Coach of injury and / or illness
- Continued failure in performance
- Unsatisfactory attitude or lack of respect for fellow NPC athletes, staff or coaches
- Being disruptive or a disrupting influence on other NPC athletes, staff or coaches
- Transgressions from any communicated expectations, rules or policies from Triathlon Canada or NPC coaches
- Repeated failure to comply with NPC coach or staff direct instruction that is reasonable within the daily training environment (ie training feedback, preparation, expectations, etc)

The above does not represent a complete list of possible offences but are only given by way of example.

Serious Misconduct

The following are examples of conduct falling within the definition of serious misconduct and which can entitle Triathlon Canada to remove an athlete from an ITC with immediate effect:

- Dishonest behaviour e.g. theft, or any other act of criminal misconduct during participation in NPC activities or outside of NPC activities.
- Serious breach of security or discipline.
- Deliberate or reckless damage to the property of Triathlon Canada or the NPC training facility, its employees or authorized visitors.
- Being under the influence of alcohol or drugs.
- Fighting, assault, threatening, bullying behaviour or extremely aggressive behaviour towards another NPC athlete.
- Behaving in such a way so as to bring Triathlon Canada, himself or herself, the NPC, or the NPC Network into disrepute.
- A criminal offence arising from or related to membership of the NPC.
- A criminal offence committed outside NPC training hours, which may adversely affect the reputation of Triathlon Canada, the NPC or the NPC Network.
- Serious breach(es) of the Triathlon Canada National Performance Centre Code of Conduct (Appendix 1) or the doping control rules and protocols as established by the Canadian Centre for Ethics in Sport (CCES).
- Discrimination against or harassment of any person on the grounds of their sex, race, disability, nationality, sexual orientation, marital status, age, religious beliefs and/or political views.

The above list is not exhaustive but illustrates the type of conduct that normally merits removal from an NPC for a first offence.

Suspension

An athlete may be suspended at any time pending a disciplinary meeting and possible disciplinary action and/or the appeal process.

Conduct of meetings under the procedure, including appeals

An athlete will be informed of the nature of the allegation and the possible outcome of the disciplinary meeting will be explained to the athlete in writing and in advance of the meeting. The meeting may be conducted by way of telephone conference where appropriate.

The notification shall contain sufficient information about the alleged Misconduct/ Poor Performance or Serious Misconduct and its possible consequences so as to enable the athlete to prepare to answer the case at the meeting. If the athlete's conduct falls within the definition of Serious Misconduct the Procedure will commence at Stage 2.

The notification should give details of the time and venue of the meeting, if applicable, and the athlete shall be advised of their right to be accompanied and provided with copies of any written evidence. Where either party intends to call a witness, they should give advance notice to the other party that they intend to do so. The meeting shall be held without unreasonable delay.

The athlete shall have the right to be accompanied by another athlete, their parents/guardians, or another representative of their choosing. The athlete shall have a right in any event to call witnesses, who would be there for evidential support only.

The role of the companion is to support the athlete. This may be done by raising questions, conferring with the athlete or by simply attending and observing. The companion is however unable to answer questions on behalf of the athlete or to address those present if the athlete does not wish it or prevent the athlete from explaining their case.

The athlete is able, and will be given reasonable opportunity to, ask questions, present evidence and to call relevant witnesses. The athlete should also be given the opportunity to raise points about any information provided by witnesses.

If the athlete / the athlete's companion and or witness(es) are not able to attend the meeting, Triathlon Canada will postpone the meeting to another date proposed by the athlete, without undue delay. Where an athlete is persistently unable or unwilling to attend a meeting without good cause, Triathlon Canada has the opportunity to make a decision on the available evidence.

If matters come to light during a meeting that require further investigation, Triathlon Canada may, at its discretion, adjourn any meeting to enable further investigations to be conducted.

Possible outcomes of a disciplinary meeting

After the meeting, the athlete will be informed whether or not disciplinary or any other action is justified and what sanction, if any, is to be imposed.

STAGE 1 – Misconduct / Poor Performance – Written Warning

The Triathlon Canada Senior Manager, High Performance Operations and the NPC Head Coach will conduct the disciplinary meeting, which may be conducted by way of telephone conference.

If it is decided that the athlete is considered to be in breach of their NPC Athlete Agreement terms and conditions, or that the athlete has committed misconduct or the athlete's performance and/or conduct is unsatisfactory at the conclusion of the disciplinary meeting, then the Triathlon Canada High Performance Direction will issue a letter or email detailing,

- The reason for the written warning.
- That it is the first of two stages of Triathlon Canada's NPC disciplinary procedure.
- The action or improvement (if any) that is required of the athlete.
- If appropriate, the timeline for implementing such action.
- The consequences for the athlete of not implementing required action or of further misconduct, which could be their removal from the NPC.
- When the warning will cease to have effect, subject to satisfactory conduct or performance. The written warning will normally remain in force for a maximum of 18 months.
- The right to appeal.

All of these matters will be confirmed to the athlete in writing and the athlete will be asked to sign a copy of the letter and return it to the High Performance Director as evidence of the receipt of the written warning. The documentation will be stored in the athlete's high performance profile file and then destroyed once the time

frame has passed.

Appeals against a written warning

All appeals will be administered according to the Triathlon Canada Appeals Policy. This policy can be found at the following link:

<https://www.triathloncanada.com/wp-content/uploads/Triathlon-Canada-Appeals-Final.pdf>

STAGE 2 – Serious Misconduct - Removal

The Triathlon Canada High Performance Director or his representative will conduct the disciplinary meeting, which may be conducted by way of telephone conference.

If it is decided that the athlete is considered to be in breach or in further breach of their NPC Athlete Agreement terms and conditions, or that more serious or further misconduct has been committed, or the athlete's performance and/or conduct continues to be unsatisfactory, then the Triathlon Canada High Performance Director shall inform the athlete of their removal and of the following:

- The reason for the removal from the NPC, including any prior warning(s), which have been taken into consideration.
- That it is the final stage of Triathlon Canada's NPC Disciplinary Procedure.
- The date the removal takes effect.
- The right to appeal.

All of these matters will be confirmed to the athlete in writing. The documentation will be stored in the athlete's high performance profile file and then destroyed after 2 years.

Appeals against removal from a National Performance Centre

All appeals will be administered according to the Triathlon Canada Board Policy for Appeals. This policy can be found at the following link:

<https://www.triathloncanada.com/wp-content/uploads/Triathlon-Canada-Appeals-Final.pdf>

Appendix 4 – NPC Levels of Support

Tier 1 – 150.00 per month fee

- Full access to NPC Head Coach and coaching staff
- Full access to Tier 1 training group
- Full access to Canadian Sport Institute Pacific (CSIP) training facilities
- Full access to Saanich Commonwealth Place Pool
- Full access NPC supported camps and competitions (as determined by Triathlon Canada's budget and available resources)
- As determined by Triathlon Canada's approved budget and LOU with CSIP;
 - Prioritized service for CSIP strength & conditioning personnel
 - Prioritized service for CSIP medical and paramedical
 - Prioritized service for CSIP mental performances personnel
 - Prioritized service for CSIP nutritional consultation
 - Prioritized service for CSIP biomechanical and video analysis personnel
- Full access to bike fit
- Annual physical and performance analysis
- Annual athlete review

Tier 2 – 150.00 per month fee

- Partial access to NPC Head Coach
- Full access to NPC assistant and technical coaching staff
- Full access to CSIP training facilities
- Full access to Saanich Commonwealth Place Pool
- Partial access NPC supported camps and competitions (as determined by Triathlon Canada's budget and available resources)
- As determined by Triathlon Canada's approved budget and LOU with CSIP;
 - Preferred service for CSIP strength & conditioning personnel
 - Needs based and targeted service for CSIP medical and paramedical; additional accessibility may be provided with community engaged professionals
 - Preferred service for CSIP mental performances personnel
 - Preferred service for CSIP nutritional consultation
 - Preferred service for CSIP biomechanical and video analysis personnel
- Full access to bike fit
- Annual physical and performance analysis
- Annual athlete review

Tier 3 – 150.00 per month fee

- Limited access to NPC Head Coach
- Full access to NPC assistant and technical coaching staff

- Full access to CSIP training facilities
- Full access to Saanich Commonwealth Place Pool
- Limited access NPC supported camps and competitions (as determined by Triathlon Canada's budget and available resources)
- As determined by Triathlon Canada's approved budget, LOU with CSIP and directed by NPC Coaches;
 - Preferred service for CSIP strength & conditioning personnel
 - Needs based and targeted service for CSIP medical and paramedical; additional accessibility may be provided with community engaged professionals
 - Needs based and targeted service for CSIP mental performances personnel
 - Needs based and targeted service for nutritional consultation
 - Needs based and targeted service for CSIP biomechanical and video analysis personnel
- Full access to bike fit
- Annual physical and performance analysis
- Annual athlete review

Tier 4 – no fee

- As determined by the NPC coaching staff and Triathlon Canada High Performance director
- Limited access to Daily Performance Environment
- Services will be a needs based approach within the available resources

INTL – 200.00 per month fee

- Full access to NPC Head Coach, assistant and technical coaching staff
- Full access to CSIP training facilities
- Full access to Saanich Commonwealth Place Pool
- As determined by Triathlon Canada's approved budget, LOU with CSIP and directed by NPC Coaches;
 - Preferred service for CSIP strength & conditioning personnel
 - Fee-for-service or needs based/targeted service for CSIP medical and paramedical; additional accessibility may be provided with community engaged professionals*
 - Needs based and targeted service for CSIP mental performances personnel
 - Needs based and targeted service for CSIP biomechanical and video analysis personnel
 - *Note: Medical/paramedical services for international athletes are governed by Provincial and Federal health laws