



STRATEGIC PLAN 2016 – 2019

December 2015

TRIATHLON BC STRATEGIC PLAN 2016 – 2019

A. OVERVIEW

Triathlon BC initiated the 2016 -2019 Strategic Planning process with several information gathering steps. All members had the opportunity provide input into planning priorities, preferences and programs through a Member Survey conducted in July and August. A number of phone interviews were also conducted to get more in-depth information on specific topics. Finally, an Environmental Scan that reviewed membership, programming and financial data for the past four years was compiled for review prior to the planning meeting.

With above information in hand, the Board of Directors gathered with staff and the project consultant on November 27-28, 2015 to develop the Strategic Plan contained herein.

B. MAINTAINING STRENGTHS AND PURSUING OPPORTUNITIES

The Plan content endeavours to protect and improve those aspects of the Triathlon BC work identified as strengths by the members and Board, or thought to be opportunities worth pursuing. The major points below were incorporated into plan discussions.

- While acknowledging that there is always room for improvement, the association is well managed and has appropriate policies and operational procedures in place;
- A continued focus on growing the sport through youth programming is important for the sport's longevity and success;
- Servicing age group athletes and maintaining a strong race calendar are crucial for the members;
- Successful collaboration and partnerships will help support new endeavours and increase opportunities.

C. ADDRESSING ISSUES

Members and the Board also identified a number of priorities where improvement must be achieved during this new planning period.

- Growth of the sport through more clubs and participants in under-served areas is critical;
- The quality of races is paramount to members and to the integrity of the sport;
- Coaching development must continue to be a priority;
- Communication with members and promotion to help grow the sport are important elements for success;
- More qualified officials are needed to ensure athlete safety and proper compliance of all rules and standards.

D. FOUNDATIONAL ELEMENTS FOR TRIATHLON BC'S 2016-2019 STRATEGIC PLAN

The planning group reviewed the past Vision, Values and Mission Statement and revised all three to ensure that the new statements provide a solid foundation for the 2016-2019 Strategic Plan.

1. Vision

Through sustainable excellence, Triathlon BC will be the leading triathlon association in Canada.

2. Values

Triathlon BC will endeavour to:

- Be **Athlete-Driven** through services, programs and initiatives focussed on our athletes
- Achieve a standard of **Excellence** in all that the association does
- Prioritize **Fair Play** in competitions
- Be **Honest** in all communication
- Provide programs and services that are **Inclusive** in their design and delivery
- Demonstrate **Integrity** through all programs and policies
- Be **Objective** and **Ethical** through strong governance
- Establish and maintain a **Professional** level of service for members and stakeholders
- Offer a **Safe** environment for all competitors, coaches, officials, volunteers and spectators

3. Mission Statement

Triathlon BC develops, supports and promotes the sport throughout the province by providing opportunities to participate and compete.

E. AREA GOALS AND STRATEGIC OBJECTIVES

1. AREA: Participation

GOAL: To achieve a 20% increase in school programming by 2019

SCHOOLS	<ul style="list-style-type: none"> • Provide appropriate resources and support to enable every school district in BC to offer the “Introductory Triathlon” programming • Expand and service the Splash ‘n Dash program to ensure high quality standards in all aspects of delivery <ul style="list-style-type: none"> ○ Develop a program manual that guides local delivery and encourages consistent quality assurance for all programs ○ Increase the number of Program Champions by 100%
COMMUNITY EVENTS	<ul style="list-style-type: none"> • Expand Triathlon BC’s reach and recruitment opportunities with an increased presence in communities that host events with disciplines similar to triathlon • Increase Triathlon BC’s visibility at community-based events to promote the sport and encourage recruitment of new participants <ul style="list-style-type: none"> ○ Directors to attend a minimum of two events per year as Board members to assist with promotion and recruitment • Expand introduction to the sport through an increased number of community-level sport development clinics to targeted locations throughout the province.
PARA TRIATHLON PARTICIPATION	<ul style="list-style-type: none"> • Collaborate with para-sport organizations to create better awareness of para-triathlon and the opportunities that athletes have to participate at all levels of competition • Reduce barriers to para-triathlon participation with more financial resources, better access to programming and improved training for coaches, Race Directors and other program delivery personnel.

2. AREA: Athlete Development

GOAL: To provide quality clinics and programming in 7 of 8 zones

KIDS OF STEEL	<ul style="list-style-type: none"> • Establish and communicate preferred standards to ensure delivery of high quality clinics and programming for all aspects of Kids of Steel • Develop programming to foster the “spirit” of BC Summer Games in each zone <ul style="list-style-type: none"> ○ Develop and host a “BC Games Fun Day” in each zone every year to build the program reach and support the transition to other aspects of Triathlon BC programming
PARA ATHLETE DEVELOPMENT	<ul style="list-style-type: none"> • Increase exposure and opportunities for para-athlete development through increased education, promotion and inclusion in training clinics
AGE GROUP	<ul style="list-style-type: none"> • Establish and communicate preferred standards to ensure delivery of high quality clinics and programming for all aspects of age group development • Work to build improved identification and profile for age group “Team BC” programming and results • Develop a post-secondary strategy to improve competitive and training opportunities and to retain these athletes in the sport

3. AREA: High Performance

GOAL: To deliver consistent podium performances at national levels

UNDER 15	<ul style="list-style-type: none"> • Actively work to recruit and identify potential U’15 HP athletes to increase the HP athlete pool by 25% • Increase the number of high performance clubs with U’15 athletes by 50% to accommodate the increased athlete numbers • Increase the depth of field by offering a consistent U’15 race series • Develop and activate appropriate Health and Wellness screening and programs for identified U’15 athletes • Maintain funding opportunities for U’15 athletes
JUNIOR	<ul style="list-style-type: none"> • Provide appropriate opportunities for identification and development to increase the number of Jr HP athletes by 25% • Increase the number of high performance clubs with Jr athletes by 50% to accommodate the increased athlete numbers • Increase the depth of field by offering a consistent Jr race series • Create a well-defined “BC Team” to compete at Jr. Nationals • Collaborate with Cycling BC, Swim BC and BC Athletics in delivering technical clinics • Develop and activate appropriate Health and Wellness screening and programs for the identified Jr. athletes • Maintain funding opportunities for Jr. athletes
HP COACH DEVELOPMENT	<ul style="list-style-type: none"> • Identify and provide leading edge professional development opportunities to HP coaches • Increase the number of HP stream coaches by 50% to support continued excellence and growth of the program

4. AREA: Technical Support

GOAL: Every coach and official has the resources needed to perform at a level of excellence

4.1 Coaches

<p>NCCP</p>	<ul style="list-style-type: none"> ▪ Leverage the Triathlon Canada coach training program to increase the number of trained and certified coaches by 10% ▪ Deliver a minimum of 8 Community Coach courses per year ▪ Work with Triathlon Canada to ensure that there are an adequate number of Master Learning Facilitators in BC
<p>PROFESSIONAL DEVELOPMENT</p>	<ul style="list-style-type: none"> ▪ Develop and offer a minimum of 6 professional development opportunities per year, ensuring that there are a variety of target coach audiences and locations for delivery

4.2 Officials

<p>TRAINING AND CERTIFICATION</p>	<ul style="list-style-type: none"> ▪ Recruit and train more officials in order to provide appropriate services to 80% of all races ▪ Offer officials' training over the planning period in at least 7 of 8 zones ▪ Require all Provincial level officials to re-certify every 3 years ▪ Provide rule books annually to each active official ▪ Review the current honoraria system and revise as required to improve retention of officials
<p>PROFESSIONAL DEVELOPMENT</p>	<ul style="list-style-type: none"> ▪ Use competitions and training camps to offer professional development opportunities to officials ▪ Investigate a mentoring program between Sr. and identified officials, and activate if appropriate

5. AREA: Competitions

GOAL: That every Triathlon BC-sanctioned event meets or exceeds Triathlon BC standards

<p>SANCTIONING</p>	<ul style="list-style-type: none"> ▪ Enable easy access to the Triathlon BC Sanctioning Package through the website, or by request to the office ▪ Institute and ensure compliance with minimum standards for all sanctioned events <ul style="list-style-type: none"> ○ Create and activate a process to evaluate compliance with sanctioning standards ○ Develop and activate a progressive probationary status and when necessary, denial of sanctioning for events that don't comply with sanctioning expectations
<p>RACE DIRECTORS</p>	<ul style="list-style-type: none"> ▪ Work with Race Directors to ensure that they meet or exceed the competency requirements as outlined in the Event Organizers' Manual ▪ Expand the current Manual, or develop a new Event Organizer's Manual to include para-competition
<p>RACE CALENDARS</p>	<ul style="list-style-type: none"> ▪ Review sanctioning requests and provide approvals to ensure a practical and feasible race calendar

HOSTING	<ul style="list-style-type: none"> • Review current Hosting strategies and revise as required to ensure that Triathlon BC goals are met • Provide Local Organizing Committees with access to, and training about maximizing host funding opportunities
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6. AREA: Business Operations

GOAL: To meet or exceed provincial operational competency standards

6.1 Organizational Management

FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • Establish and maintain appropriate financial management standards for all aspects of the association's financial procedures • Ensure that Triathlon BC has the appropriate skills and knowledge to provide financial leadership and daily accountability • Review the current members' retained earnings and develop strategies and policies for appropriate protection of and possible uses for part of the equity
RISK MANAGEMENT	<ul style="list-style-type: none"> • Review all current Risk Management policies and procedures, and revise as necessary to ensure that they are current and relevant
HUMAN RESOURCES	<ul style="list-style-type: none"> • Provide training in successful practices in triathlon and other sports in the recruitment of new participants to staff
GOVERNANCE	<ul style="list-style-type: none"> • Develop and activate a succession strategy that identifies and fills the full range of appropriate skills on the Board of Directors • To provide more communication from and adherence to the needs of athletes, add an Athlete Representative to the Board of Directors
MEMBER SERVICES	<ul style="list-style-type: none"> • Review current Member Services and revise as appropriate and within the limits of financial and human resources: <ul style="list-style-type: none"> ○ to respond to preferred service information in the 2015 Members' Survey, and ○ to meet the expectations of the demographic being served now and in the future by Triathlon BC


6.2 Marketing and Communications

SPONSORSHIP	<ul style="list-style-type: none"> • Work with current sponsors to maintain or increase their involvement with Triathlon BC • Source new sponsors to support existing or new initiatives, providing connections to users and participants and increased exposure for their products
ADVERTISING	<ul style="list-style-type: none"> • Increase advertising revenue on the website and in print media by sourcing a wider range of advertisers with shared interests and target markets • Work with event organizers to provide additional value for advertisers and revenue through races
FUNDRAISING	<ul style="list-style-type: none"> • Review fundraising opportunities to ensure fit with association's values and mission, and make opportunities available to clubs and members as deemed appropriate

<p>PROMOTION AND COMMUNICATION</p>	<ul style="list-style-type: none"> ▪ Acknowledge and promote the results of BC-based professional triathletes, and work with them to promote the sport and competitive opportunities ▪ Review and evaluate current communication tools and uses to ensure that appropriate mediums are being used, and content being delivered ▪ Work to maximize exposure for the sport, association, athletes and events as resources allow ▪ Increase direct communication with clubs ▪ Crowdsource content for all types of communication vehicles from members and other interested parties ▪ Source third-party content that is of interest to members and future members ▪ Develop public engagement actions and source public interest content to increase and improve the public’s connections with Triathlon BC
<p>DIGITAL MEDIA</p>	<ul style="list-style-type: none"> ▪ Rebuild the current website to modernize it and ensure that it meets the needs of members, provides improved navigation and access, supports mobile access, has improved search functionality and better represents the brand of the association ▪ Recruit and use Ambassadors at events to live-tweet results and stories of interest
<p>PRINT MEDIA</p>	<ul style="list-style-type: none"> ▪ Maintain the current magazine in print format
<p>RECOGNITION</p>	<ul style="list-style-type: none"> ▪ Review the current Recognition Program for athletes, officials and volunteers and update or increase recognition opportunities as may be warranted. ▪ Create and activate a “Coach of the Year” Award, with appropriate award standards, eligibility criteria, nomination procedures, a selection process and recognition promotion

ACKNOWLEDGEMENTS

- 265 Triathlon BC members responded to the summer 2015 Member Survey – thank you to those members for taking time to contribute. The input has been invaluable.
- 10 key Triathlon stakeholders were interviewed for the project. Their honesty and thoughtful recommendations have been critical pieces of the information gathering for the Plan.
- Strategic Plan Meeting attendees:
 - Troyce Beglaw
 - Larry Feagon
 - Kelly Guest
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 - Kirk Lewis
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