



# ***STRATEGIC PLAN***

**2020-2023**



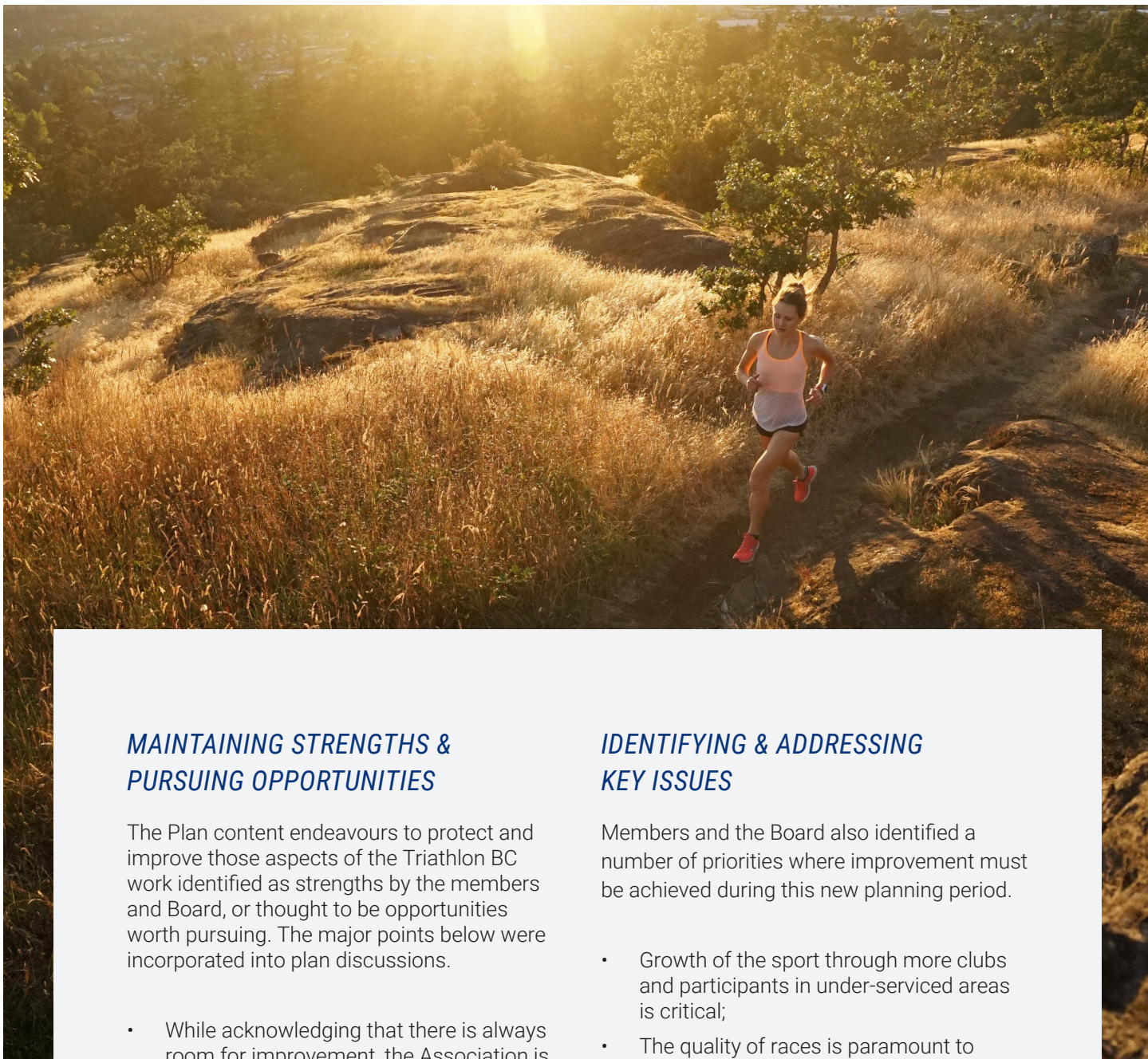
# ***WELCOME***

Tri BC initiated its first professionally delivered Strategic Planning in 2015. The 2020-2023 Plan builds on the foundation of the initial strategic plan, using valuable stakeholder feedback that provided critical input into planning priorities, preferences and programs through a comprehensive Member Survey that was conducted in September 2019.

With the above information in hand, the Board of Directors gathered with staff in the last quarter of 2019 to develop the Strategic Plan contained herein.







## ***MAINTAINING STRENGTHS & 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 and ongoing collaboration and partnerships will help support new endeavours and increase opportunities to members.

## ***IDENTIFYING & ADDRESSING KEY 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;
- Recruitment and retention of qualified officials is needed to ensure athlete safety and proper compliance of all rules and standards.

# ***Foundational Elements For Triathlon BC's 2020-2023 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 2020-2023 Strategic Plan.

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## **VISION**

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

## **MISSION**

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

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## **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 & Safety** in competitions

Be **Transparent** 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



***AREA GOALS  
& STRATEGIC  
OBJECTIVES***







# 1.PARTICIPATION

## SCHOOLS

- Provide appropriate resources and support to enable every school district in BC to offer introductory programming
- Service School-based programs to ensure high quality standards in all aspects of delivery
  - Develop a program manual that guides local delivery and encourages consistent quality assurance for all programs
  - Consistently review and update school-based Program Champions

## COMMUNITY EVENTS

- 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
  - 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 in targeted locations throughout the province

## PARA TRIATHLON PARTICIPATION

- Collaborate with parasport organizations to create better awareness of para-triathlon and the opportunities that athletes have to participate at all levels of competition
- Reduce barriers to paratriathlon participation with more financial resources, better access to programming and improved training for coaches, Race Directors and other program delivery personnel



## MEMBERSHIP

- Increase Club engagement through:
  - Creating Zone/Club Champions
  - Include Clubs in High Performance Communiques
  - Continually work with stakeholders to increase the number of high performance-focused clubs
- Evaluate ongoing membership relations with Cycling BC, Swim BC, BC Athletes
- Be able to adapt membership models to change according to market demands
- Evaluate/examine philanthropic campaign
- Focus on membership services/value statement based on market feedback

## 2. ATHLETE DEVELOPMENT

### YOUNG PARTICIPANTS

- Establish and communicate preferred standards to ensure delivery of quality programming for all young participants
- Develop programming to foster the “spirit” of the BC Summer Games in each zone
  - 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
  - Create Q & A/FAQ sheet for parents

### PARA ATHLETE DEVELOPMENT

- Increase exposure and opportunities for para-athlete development through increased education, promotion and inclusion in training clinics

### AGE GROUP

- Establish and communicate preferred standards to ensure delivery of quality clinics and programming for all aspects of age group development
- Work to build identification and profile for age group “Team BC” programming





- Develop a post-secondary strategy to improve competitive and training opportunities and to retain these athletes in the sport
- Support/attend all Provincial Championships
- Designate Triathlon BC as inclusive organization (LGBTQI2S) – visible rainbow
- Offer targeted skills-based Clinics, using Clubs as delivery agents (direct to market)
- Create Q & A/FAQ sheet for new participants
- Ensure robust offering of World Championship qualifying opportunities are offered across the province

### **3. HIGH PERFORMANCE**

#### **UNDER 15 (U15)**

- Actively work to recruit and identify potential U15 HP athletes to increase the HP athlete
- Continue offering class leading SuperSeries events
- Offer ongoing physiological testing to limit injuries and promote health & wellness
- Include parents/guardians on all program communicate

#### **JUNIOR (16–19)**

- Provide ongoing opportunities for identification and development of junior High Performance athletes
- Continue offering class leading SuperSeries events
- Collaborate with Cycling BC, Swim BC and BC Athletics in delivering technical clinics
- Offer ongoing physiological testing to limit injuries and promote health & wellness.
- Continue to develop & offer robust Project 2024 Team initiatives
- Align athlete funding with CSI-P carding
- Include parents/guardians on all program communicate





### UNDER 23 (U23)

- Address gap in retention by offering specific programming that includes:
  - Regular bi-annual physiological testing
  - Training Camps and Clinics, specific to the demands of competition
- Offer meaningful competition opportunities
- Include U23 within provincial SuperSeries circuit
- Align funding with CSI-P carding
- Continue to develop robust Project 2024 Team initiatives

### UNIVERSITY

- Continue growth and awareness of Western Canadian University Series
- Expand High Performance testing opportunities to University Series competitors
- Continue to offer meaningful competition opportunities linked to developing high performance skill sets.
- Create provincially based Series, specifically addressing demands of high-performance competition.
- Offer skills based training to University participants

### HP COACH DEVELOPMENT

- Identify and provide leading edge professional development opportunities to identified HP-stream coaches
- Continue to invest in identified HP coaches
- Offer mentorship opportunities to identified High Performance coaches
- Increase the number of HP stream coaches to support continued excellence and growth of the HP program



## **4. TECHNICAL SUPPORT**

### **4.1 COACHES**

#### **CAC/NCCP**

- Leverage the Triathlon Canada coach training program to increase the number of trained and certified coaches
- Based on market demands, deliver a minimum number of Community Coach courses each year
- Work with Triathlon Canada to ensure that there are an adequate number of Master Learning Facilitators in BC
- Align with Triathlon Canada and NCCP on all coach-specific terminology & policy positioning.
- Act as conduit to connect athletes with coaches

#### **PROFESSIONAL DEVELOPMENT**

- Develop and offer a minimum number of professional development opportunities per year, ensuring that there are a variety of target coach audiences and locations for delivery
- Investigate professional development opportunities outside of multisport

### **4.2 OFFICIALS**

#### **TRAINING AND CERTIFICATION**

- Recruit and train increased number of officials in order to provide appropriate services to 80% of all sanctioned races
- Offer officials' training opportunities across the province
- Require all Provincial level officials to re-certify, based on Triathlon Canada recommendations
- Provide rule books annually to active officials
- Regularly review the honoraria system and revise as required, based on budget to improve retention of officials
- Support/foster/lead standardized training opportunities





## PROFESSIONAL DEVELOPMENT

- Use competitions and training camps to offer professional development opportunities to officials
- Investigate a mentor program between senior and identified officials, and activate where appropriate

## 5. COMPETITIONS

### SANCTIONING

- Annually review online sanctioning portal. Institute and ensure compliance with minimum standards for all sanctioned events
  - 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

### RACE DIRECTORS

- 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
- Continue hosting annual Race Directors' Conference
- Promote increased and varied opportunities to compete

### RACE CALENDARS

- Review sanctioning requests and provide approvals to ensure a practical and feasible race calendar
- Offer full scope of annual Provincial Championships
- Continue to promote World Championship qualifying opportunities

### HOSTING

- Review current Hosting strategies and revise as required to ensure that Triathlon BC goals are met
- Annually, review national & international hosting opportunities



- Work with provincial and municipal governments to maximize funding opportunities for LOCs
- Provide Local Organizing Committees with access to, and training about maximizing host funding opportunities

## **6. BUSINESS OPERATIONS**

### **6.1 ORGANIZATIONAL MANAGEMENT**

#### **FINANCIAL MANAGEMENT**

- 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**

- Review all current Risk Management policies and procedures, and revise as necessary to ensure that they are current and relevant
- Adhere to National/Provincial Safe Sport-related initiatives

#### **HUMAN RESOURCES**

- Provide training in successful practices in triathlon and other sports in the recruitment of new participants to staff

#### **GOVERNANCE**

- 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

- Review current Member Services and revise as appropriate and within the limits of financial and human resources:
- to respond to preferred service information in the 2019 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

- 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
- Broaden scope of sponsorship opportunities

### ADVERTISING

- Increase advertising revenue 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

- Review fundraising & philanthropic opportunities to ensure fit with association's values and mission, and make opportunities available to clubs and members as deemed appropriate

### PROMOTION & COMMUNICATION

- Acknowledge and promote the results of BC-based athletes, 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 is being delivered
- Work to maximize exposure for the sport, association, athletes and events as resources allow



- Increase direct communication with clubs
- Crowdfsource 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
- Promote Age Group athletes and their experiences in sport (health/fitness/longevity/social)
- Evaluate Print media requirement

#### **DIGITAL MEDIA**

- Where allows, review current website to maintain contemporary design and ensure that it meets the needs of members, provides easy navigation and access, supports mobile access, has improved search functionality and represents the brand of the association
- Recruit and use Ambassadors at events to live-tweet results and stories of interest
- Review digital communication platforms, responding to external inputs

#### **PRINT MEDIA**

- Maintain the current magazine in print format
- Regularly review demands of print media on offer

#### **RECOGNITION**

- 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





## *2020 – 2023 STRATEGIC PLAN ANNUAL GOALS*

BC Triathlon will set annual objectives relating to each strategic pillar. These objectives will be set in collaboration with the Triathlon BC staff, the Board of Directors and feedback from the triathlon clubs and members at the AGM and through member surveys, and in accordance to annual budgets.

## *2020 ANNUAL GOALS (TO BE REVISED ANNUALLY)*

Collectively, the Board has determined that Triathlon BC's annual goals, across our strategic objectives will be included in an annual appendix, distributed publicly.

## *ACKNOWLEDGEMENTS*

209 Triathlon BC members responded to the 2019 Member Survey – thank you to those members for taking time to contribute to this valuable process.

2019 Strategic Plan Review Committee participants:

*Stewart Scott*  
*Larry Feagan (Chair)*

*Susie Ernsting*  
*Allan Prazsky (Staff)*

*Troyce Beglaw*

Thanks also to the Board and Staff of Triathlon BC who have helped build this strategic document:

*Larry Feagan (Chair)*  
*Andrew Armstrong (Staff)*  
*Allan Prazsky (Staff)*  
*Stewart Scott*  
*Murray McCutcheon*

*Faith Wells (Treasurer)*  
*Kelly Guest (Staff)*  
*Susie Ernsting*  
*Barb Sharpe*

*Keith Iwasaki (Secretary)*  
*Emily Vickery (Staff)*  
*Troyce Beglaw*  
*Michael Brown*

## 2020-2023 STRATEGIC PLAN APPENDIX

A Sub-Committee, under the leadership of Board of Director, Stewart Scott, examined the current Strategic Plan and the impact that the world wide pandemic would have on Triathlon BC's annual operations. An appendix was created for 2020, that allowed for annual goals to be set and evaluated, despite significant restrictions on program delivery, and the cancellation of the 2020 season. The identified goals for 2020 include:

**Safety across the triathlon community:** In keeping with Triathlon BC's core value of offering a safe environment for all competitors, coaches, officials, volunteers and spectators:

- Liaise with federal and provincial sport agencies and the provincial health office to understand the safety requirements for triathlon in consideration of the COVID-19 pandemic.

**Measure of success:** Publish guidance and templates on the Triathlon BC website to support a return to sport in a safe and effective manner.

- Provide support to help triathlon clubs implement safe training environments for triathletes across the province.

**Measure of Success:** All clubs complete and submit a safety plan to Triathlon BC.

**Measure of Success:** Triathlon BC posts a list of clubs with safety plans on a regular basis.

**Diversity and Inclusion in Triathlon:** In line with Triathlon BC's core value of providing programs and services that are inclusive in their design and delivery:

*Objectives to be created based on the outcome of meetings with identified triathlon Clubs.*

**High Performance Development:** Continued support to identified high performance athletes, ensuring uninterrupted training opportunities and ongoing performance pathway development.

**Measure of Success:** Ongoing program opportunities to CSI listed athletes and targeted coaches.