



## TRIATHLON CANADA MEMBERSHIP FEE INCREASE *Frequently Asked Questions*

### **How much will the membership fees increase?**

Triathlon Canada's Board of Directors will implement an increase in the national body's portion of annual membership dues over the next three years. The recommendation is to increase adult fees from the current \$5 to \$25 over three years in increments of \$10, \$5 and \$5, beginning in 2019. Triathlon Canada will also increase youth fees from the current \$3 to \$10 starting in 2019 in increments of \$3, \$2, and \$2.

### **When will these new fees come into effect?**

Triathlon Canada will implement the first of the approved membership fee increases for the 2019 season. Subsequent incremental increases as above will be in 2020 and 2021.

### **Why was the decision made?**

Triathlon Canada is challenged with growing program costs – both age group and high-performance – that are exceeding revenues. It is important to note that there has not been a significant increase to the Triathlon Canada membership fee for 30 years. It was necessary, and it was time. Our budgets are not sustainable at the current levels of support.

The Board recommended the increase in membership dues to provide more sustainable funding for the existing benefits provided by Triathlon Canada to its members; to provide funding for key initiatives in the organization's Strategic Plan targeted at improving the member experience, along with growing participation in the sport across the country; and to increase the investment of individual members in the support of participation and excellence in triathlon for Canadians.

The membership fee will help Triathlon Canada deliver programming from the grassroots level through to Age Group and its high-performance national teams, while also supporting the organization's recruitment and retention initiatives across the country.

### **What was the process for making this change, and who made the decision?**

An initial working group was formed by Triathlon Canada's CEO, Kim Van Bruggen, in the summer of 2017 which was made up of two age group athletes, a PSO President and a PSO Executive Director. The original working group was responsible for seeking advice from internal stakeholders, and with looking at the existing "affiliation fees" that are collected by the provincial sport organizations. The goal was to ensure any potential increases were taking into consideration the needs of the national federation, the benefits to the members, and evaluating other national federation best practices. The working group members provided advice to Triathlon Canada's CEO to ensure any, and all, recommendations are reasonable and in keeping of best practices within Canada, sustainable over the long term and executed in an integrated and planned manner.

The final decision was made after extensive analysis led by a second "Triathlon Canada Membership Fees Working Group" that involved representation from provincial partners. A working group that was made up of three Triathlon Canada Board members and three PSO Presidents reviewed the financial documents compiled by Triathlon Canada staff, and put forward two recommended options for discussion at a meeting that was held June 14, 2018, which led to the Board's decision to increase the dues over a three-year period.

### **Was the Triathlon Canada membership/community consulted?**

Yes, in addition to having representation from a cross-selection of internal stakeholders on each of the Working Groups, a survey was also sent to all Triathlon Canada stakeholders. A total of 1408 people responded to the survey (English 1319; French 88). Three questions pertained to Membership Fees, and if the individual would support an increase: 54%/55% said 'yes'; 46%/45% said 'no'. When asked if they would prefer an incremental increase versus a one-time increase 66%/69% said incremental and 34%/31% said one-time. When asked if an increase would prevent them from becoming an annual member 63%/61% said 'no'; 10%/15% said 'yes' and 27%/24% said they were 'unsure'.

Triathlon Canada also surveyed members of its 2017 Age Group Teams last fall, advising the community that age group program costs exceeded program revenue and is therefore not sustainable at current levels of team support. 49.2% of those surveyed

proposed a lift to both the Athlete Fee and Triathlon Canada Annual Membership Fee – 41% supported increasing the Triathlon Canada Annual Membership fee only.

### **What are the benefits of holding a Triathlon Canada Membership?**

The bump in fees will provide our members additional benefits while also supporting costs for key initiatives requested by our provincial sport organizations that are targeted at improving the member experience and increasing participation in the sport across Canada.

Some of the current benefits include:

- Supporting participation and excellence in triathlon for Canadians;
- Eligible to apply for an International Competition Card (juniors, U23, and elite only);
- Eligible to qualify for the Age Group Team Canada at Triathlon Canada-sanctioned events;
- Support for youth and adult athlete programming, development and engagement;
- Coaching standards and certification;
- Support and standards for technical officials;
- Governance and regulation of the sport of Triathlon in Canada including upholding the ideals of Fair Play (and associated discipline policy);
- Special events and annual excellence awards;
- National registration system – for members who are on the system (also benefits Triathlon Canada);
- Event sanctioning and risk management;
- Dispute resolution (Appeals / Protest Process);
- Communication in both official languages.

### **Will I receive additional benefits for the increased revenue?**

Additional revenues generated from the increase in membership dues will be invested in the delivery of the following strategic initiatives:

- **Coaching** – working with Coaching Association of Canada we will develop and deliver a National Coaching Standards & Certification Program along with an Education and Awareness Campaign for athletes/parents and coaches/potential coaches;
- **Sport Development Officer** – a dedicated FTE to lead and coordinate the alignment of enhanced multi-sport properties and build new opportunities to grow age group participation; improve quality of experience at Triathlon Canada sanctioned events; development of pathway from grassroots, provincial, regional, national and international so athletes can build and continue to strive for new experiences in sport; work with universities and colleges to explore and build new competitive opportunities;
- **Officials Development and Retention** – Plan for the growth and improved competency, ensuring an adequate number of officials across the country; working closely with the Technical Director and LOC's to ensure consistency and safety of race experiences nationally. Some of the funding will go to convert the Technical Director position from a volunteer role to a permanent paid position.
- **Marketing and Communications**

### **Where does Triathlon Canada's revenue come from today?**

Currently, most of the revenue to Triathlon Canada comes from Sport Canada or other federal government agencies such as Own the Podium. This funding is targeted (restricted), not stable and can change drastically from year to year, or through each quadrennial, making it difficult to plan for the long term. It is important to have multiple revenue streams so that if any one source of funding goes away, it does not cripple the organization, or the work being done to grow our sport and develop our high-performance athletes so they can reach the Olympic and Paralympic program.

### **How many times have you increased membership fees in the past?**

This is the first significant fee increase in the 30-year history of the organization. The first increase was two years ago where the fee went from \$3/\$5 for an adult membership.

**Does this money all go to high performance athletes?**

The Board’s recommended increase in membership dues will provide more sustainable funding for the existing benefits provided by Triathlon Canada to all of its members. The membership fee helps Triathlon Canada deliver programming from the grassroots level through to Age Group and its high-performance national teams and support the organization’s recruitment and retention initiatives across the country. It will provide funding for key initiatives in the organization’s Strategic Plan targeted at improving the member experience, and growing participation in the sport across the country; and will increase the investment of individual members in the support of participation and excellence in triathlon for Canadians. Most importantly, it will ensure there is ‘unrestricted’ funding to be utilized for the key programs identified in the [Strategic Plan](#) – in particular under the “Pathway” pillar.

**How do these membership fees compare to other national sport organizations in Canada?**

Triathlon Canada’s Working Group has done extensive analysis of membership fees for non-profit sport organizations across the country. Once fully implemented in 2021, the fees are now in line with other national federations in Canada.

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