



**ONE LEAF.
THREE SPORTS.
NO LIMITS.**

**OPERATIONAL PLAN
2021 2022**

**TRI[🍁]THLON
CANADA**



INTRODUCTION

Triathlon Canada's Operational Plan (2021-22) is the complementary piece to the organization's Strategic Plan 2021-2028, which provides the long-term vision and strategy for triathlon in Canada. The two-year operational plan will enable Triathlon Canada to pivot when needed to achieve the goal of being a world leader in our sport.





1 STRATEGIC PRIORITY

FOCUSED PERFORMANCE

OBJECTIVE

To optimize our high-performance athletes' platform to excel in international and Olympic/Paralympic competitions while inspiring the next generation of athletes.

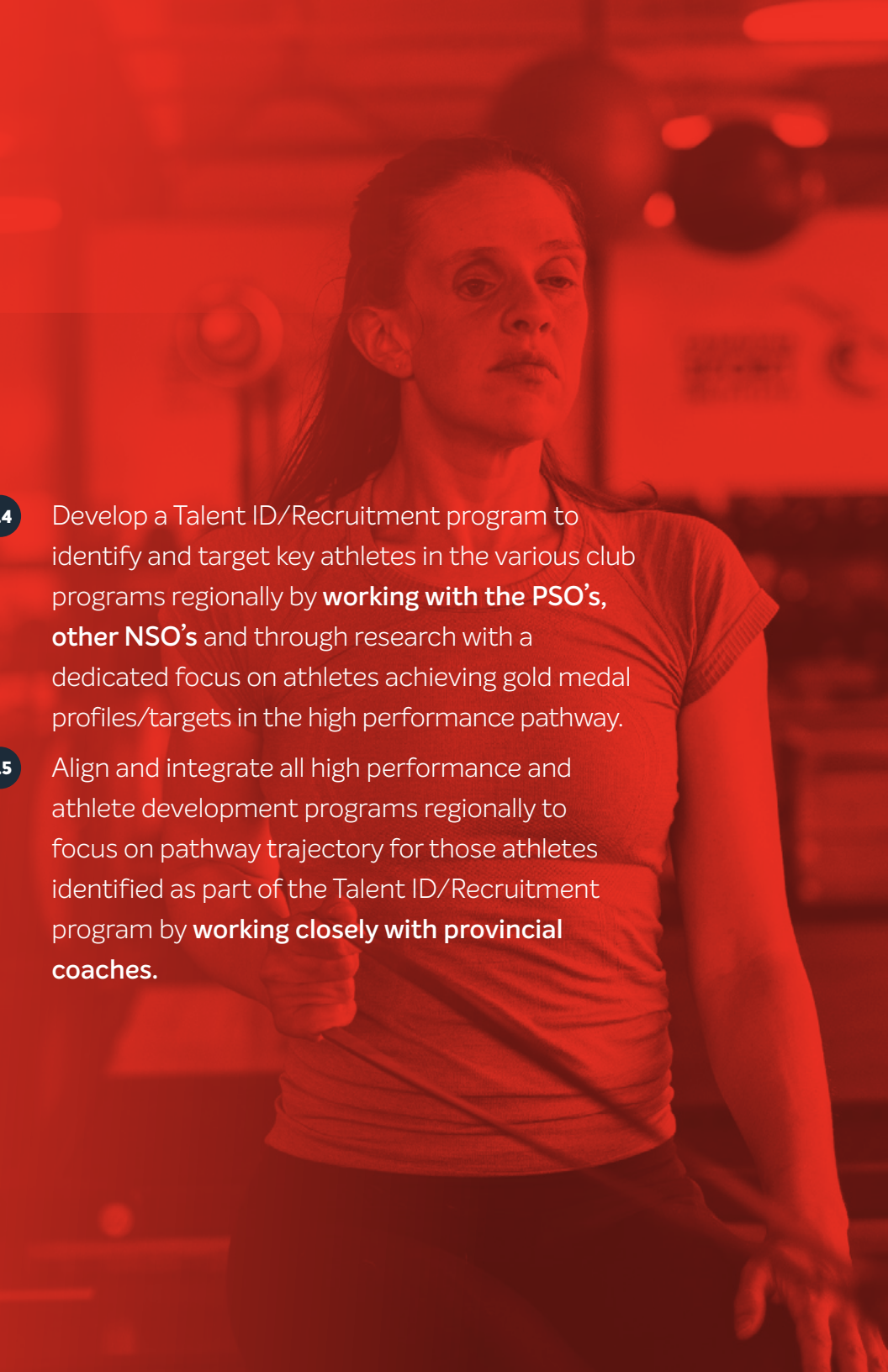
Triathlon Canada focuses on this priority through the alignment and integration of all high-performance and athlete development pathways.



1 STRATEGIC PRIORITY

FOCUSED PERFORMANCE

STRATEGIES

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- 1.1 Continue to develop athletes to target the Major Games, ensuring a full roster of elite level athletes competing for limited spots available at the Olympic and Paralympic Games and Commonwealth Games in 2022 by further **developing the Academy and National Performance Centre program.**
 - 1.2 Increase capacity of the National Performance Centre (NPC) and Academy program by ensuring the high-performance tenets of the NPC and Academy are reflected in the regional feeder programs of the provinces by **aligning the high performance pathway across all provinces.**
 - 1.3 **Create and coordinate an elite national event strategy** focused on a racing pathway for youth, junior, U23 and elite athletes to get the racing experience required to compete at progressively higher levels.
 - 1.4 Develop a Talent ID/Recruitment program to identify and target key athletes in the various club programs regionally by **working with the PSO's, other NSO's** and through research with a dedicated focus on athletes achieving gold medal profiles/targets in the high performance pathway.
 - 1.5 Align and integrate all high performance and athlete development programs regionally to focus on pathway trajectory for those athletes identified as part of the Talent ID/Recruitment program by **working closely with provincial coaches.**



1 STRATEGIC PRIORITY

FOCUSED PERFORMANCE

KEY PERFORMANCE MEASURES

- > **TOKYO 2020+1**
2 medals at Paralympic Games
- > **COMMONWEALTH GAMES**
2 medals for Olympic program and 1 for Paralympic program
- > **TOP 8 IN WORLD RANKINGS**
elite men, mixed relay
- > **TOP 5 IN WORLD PARA RANKINGS**
by classes represented in our athlete pool by 2022.
- > Triathlon Canada, together with the provincial sport organizations, has an established high- performance pathway with aligned/integrated Daily Performance Environments (DPE's) across Canada that are accessible for all athletes and provincial coaches working with/reporting to the high-performance director.
- > Lost time through injury and sickness is monitored and kept to a minimum level.
(ie: none as a result of overtraining)



2 STRATEGIC PRIORITY ENHANCED DEVELOPMENT

OBJECTIVE

To grow and support the engagement of the Triathlon Canada nation in collaboration with our stakeholders.

Triathlon Canada will focus on this priority by providing clear pathways for the Triathlon Canada nation to engage in the sport.



2 STRATEGIC PRIORITY ENHANCED DEVELOPMENT

STRATEGIES

- 2.1 Restore participation and recover membership across Canada while looking to diversify with a particular focus on youth, women, and under-represented groups by **removing barriers to participation.**
- 2.2 Further develop and promote the community coaching pathway to ensure coaches are safe sport compliant and coaches are supported by **providing high quality training and education programs.**
- 2.3 Ensure standardized and consistent technical official training and development at all levels throughout Canada by **providing a pathway for officials** who wish to progress through the officials program.
- 2.4 Further develop and grow innovative racing and events in Canada by **supporting race directors** through a working group and the age group and elite level athletes in their pursuit of the podium.
- 2.5 Standardize programs by **sharing resources and best practices amongst PSO's** with agreement to adhere to the standards so participants are getting similar and equal experiences no matter where they are in Canada.
- 2.6 Integrate systems and programs that are seamless between national sport organizations and provincial sport organizations and demonstrate a clear pathway for all levels of athletes, coaches and officials. **Use technology** to take advantage of sharing the resources and create an efficient way of delivering the programs.
- 2.7 Explore opportunities with other sport organizations such as Cycling Canada, Athletics Canada and Swimming Canada by **forming partnerships** to increase athlete mobility/transferability through the sports and look for ways to provide innovative member benefits.



2 STRATEGIC PRIORITY ENHANCED DEVELOPMENT

KEY PERFORMANCE MEASURES

- Rebuild annual memberships to pre-pandemic numbers (15,000)
- Provide equity and diversity training and workshops for athletes, coaches, officials, event organizers and administrators of sport
- Coaches registered and safe sport trained in the portal – 200 'Active' coaches
- Up to four Master Coach Developers trained in Canada
- Certified competition coach identified and trained in each province
- Qualified coach evaluator in community and competition stream in each province
- Technical officials registered and safe sport trained in the portal: National/Continental/International – 80 Provincial – 250
- All provinces hosting Age Group World Championship spots (to pre-COVID)
- Trial of cross membership offerings with up to one other national sport organization



3 STRATEGIC PRIORITY ORGANIZATIONAL EXCELLENCE

OBJECTIVE

To nurture, develop, grow, and strengthen the Triathlon Canada nation's relationships and brand, domestically and internationally.

Triathlon Canada focuses on this priority by emphasizing the importance of a unified and collaborative Triathlon Canada nation, including the critical evaluation of our operational performance and deployment of resources.



3 STRATEGIC PRIORITY

ORGANIZATIONAL EXCELLENCE

STRATEGIES

- 3.1 Further develop financial stability and revenue generation **by developing multisport programs, partnerships and philanthropy** and growing the sport through collaboration, good governance and strategic planning.
- 3.2 Adapt, develop and adopt current and new structures, systems and processes to reduce duplication and improve efficiency by **working with PSO's and other partners**.
- 3.3 Ensure Safe Sport commitments are being upheld by the triathlon community through **national support and communications**.
- 3.4 Building brand awareness to increase the profile of our sport across the nation through **storytelling and digital marketing**.
- 3.5 Demonstrate accountability throughout the triathlon sport system through **benchmarking/ annual reporting at all levels** (NSO, PSO, Clubs) and ensuring data integrity through the national triathlon registration system.
- 3.6 Strengthen our reputation as a leader at the national and international level by **being an active member** with the national Olympic and Paralympic committees and the international federation level to grow and advance the sport for the next generation of athletes and leaders.
- 3.7 Look to be early adopters for innovative new ways of growing participation and expanding our sport by **partnering with event organizers** and other national federations such as Cycling Canada.



3 STRATEGIC PRIORITY ORGANIZATIONAL EXCELLENCE

KEY PERFORMANCE MEASURES

- Board stability and directors with governance, fund-raising, marketing, financial experience measured by Board evaluations done annually and directors serving full terms.
- Receiving top scores (5) in World Triathlon and Sport Canada report cards (annually)
- Revenue generation program stabilized and set for growth in post COVID recovery.
- National community fully trained and aware of Safe Sport (all coaches, officials, board, staff, athletes) annually
- Engagement on all digital media channels – web site visits up to 20,000 (in season); Facebook (up to 10,000); Instagram (up to 10,000); Twitter (up to 12,000).
- Data integrity is demonstrated year over year – National Triathlon Registration System is measuring year on year ‘real time’ data in order to identify gaps and or trends.



CONCLUSION

The overall success of Triathlon Canada's Strategic Plan will be tested by three key indicators:

1 ATHLETE HEALTH & PERFORMANCE

2 DEVELOPMENT & GROWTH

of our participants, programs, services and resources

3 ORGANIZATIONAL HEALTH

our finances, our people and our sport system



MESSAGE FROM THE CEO

Triathlon Canada remains focused on winning Olympic and Paralympic medals by developing our athletes on the road to Paris 2024 and Los Angeles 2028. To do so, we will strengthen our high-performance culture by providing athletes with the tools, skills, and mental health support they need to reach the pinnacle of our sport in a safe, welcoming, and inclusive manner.

Fostering the development of our next generation of Olympic and Paralympic medal-winners requires a unified approach to build our sport from the grass-roots to the elite level. Alignment in our strategy with our provincial partners is critical to ensure a steady pipeline of athletes, ultimately creating a healthy and deep high-performance athlete pool.

As such, each operational strategy focuses on fostering excellence at all levels. To begin, we will attract more kids and youth into our sport. At the same time, we will create a domestic event strategy that provides ample opportunities for people from across Canada to experience a welcoming space to train and race. Furthermore, we will develop more coaches and officials who are safe sport-trained and certified to make these opportunities possible.

To achieve this, we must adopt a growth mindset. One that inspires us to innovate. One that inspires courageous decisions. One that fosters resilience.

We are better together. And we will continue to be so while chasing our collective goals in the future.

Kim Van Bruggen, CEO



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OUTCOMES



PERFORMANCE

A deep field of athletes performing at the highest levels



DEVELOPMENT

Clear pathways supporting more people



ORGANIZATIONAL EXCELLENCE

Leadership and culture providing stability in financial, human resources, governance