2017-2020

STRATEGIC PLAN
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the President</td>
<td>3</td>
</tr>
<tr>
<td>Triathlon Canada Nation Start Line</td>
<td></td>
</tr>
<tr>
<td>Message from the CEO</td>
<td>4</td>
</tr>
<tr>
<td>We are ONE Triathlon Canada Nation</td>
<td>5</td>
</tr>
<tr>
<td>Our Mandate</td>
<td>6</td>
</tr>
<tr>
<td>Our History</td>
<td>7</td>
</tr>
<tr>
<td>Environmental Scan</td>
<td>8</td>
</tr>
<tr>
<td>Planning Process – Building the Plan Together</td>
<td>9</td>
</tr>
<tr>
<td>Vision, Mission, Goal</td>
<td>10</td>
</tr>
<tr>
<td>Core Values</td>
<td>11</td>
</tr>
<tr>
<td>Team Values</td>
<td>12</td>
</tr>
<tr>
<td>Our Strategic Priorities and Goals</td>
<td>14–22</td>
</tr>
</tbody>
</table>

## Strategic Priority 1: Performance 15–16

<table>
<thead>
<tr>
<th>Subsection</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Next Generation</td>
<td>15</td>
</tr>
<tr>
<td>1.2 Development Team</td>
<td>15</td>
</tr>
<tr>
<td>1.3 National Team</td>
<td>15–16</td>
</tr>
<tr>
<td>1.4 High-Performance Coaching</td>
<td>16</td>
</tr>
<tr>
<td>1.5 Pro Triathletes</td>
<td>16</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>16</td>
</tr>
</tbody>
</table>

## Strategic Priority 2: Pathway 17–19

<table>
<thead>
<tr>
<th>Subsection</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Youth Participation and Athlete Identification</td>
<td>17</td>
</tr>
<tr>
<td>2.2 Age Group Teams</td>
<td>17</td>
</tr>
<tr>
<td>2.3 Athlete Transition to Performance</td>
<td>17</td>
</tr>
<tr>
<td>2.4 Increase Para-Triathlon Participation</td>
<td>18</td>
</tr>
<tr>
<td>2.5 Coaching Development</td>
<td>18</td>
</tr>
<tr>
<td>2.6 Officials Development</td>
<td>18</td>
</tr>
<tr>
<td>2.7 Competitions and Hosting Development</td>
<td>18</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>19</td>
</tr>
</tbody>
</table>

## Strategic Priority 3: Organizational Excellence 20–22

<table>
<thead>
<tr>
<th>Subsection</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Communications and Marketing</td>
<td>20</td>
</tr>
<tr>
<td>3.2 Governance</td>
<td>20</td>
</tr>
<tr>
<td>3.3 National Alignment and Member Services</td>
<td>21</td>
</tr>
<tr>
<td>3.4 Business Operations</td>
<td>21</td>
</tr>
<tr>
<td>3.5 Partnerships and Reputation Management</td>
<td>21</td>
</tr>
<tr>
<td>Key Performance Indicators</td>
<td>22</td>
</tr>
<tr>
<td>Appendix: Acronyms</td>
<td>25</td>
</tr>
</tbody>
</table>
Triathlon Canada finds itself at the beginning of a new era. The end of an Olympic and Paralympic cycle naturally allows for a time of reflection, a time to look ahead and an opportunity to plan for the future.

The timing of this pause is enhanced by the arrival of a new leadership team: a new CEO, High-Performance Director and Business Operations Manager.

Together with our remarkable athletes, coaches, staff, officials and dedicated volunteers, we’re extremely well positioned to showcase triathlon as one of Canada’s most exciting, successful and accessible sports.

I look forward to leading your Board of Directors and providing the governance required to bring the organization stability and, ultimately, golden performances at every level.

Les Pereira
President, Board of Directors
Triathlon Canada
My mantra since my first days on the job at Triathlon Canada has been: “You can’t inspire excellence if you don’t demonstrate it organizationally.”

It is my goal to help Triathlon Canada re-establish its rightful place as a world-leading sport organization. This starts with creating a sound organizational structure based on principles of strong leadership, clear communications, trustworthy relationships and full transparency and accountability, with excellence as the unifying core.

This Strategic Plan lays out a road map to get us to where we need to go, operating with a solid foundation and utilizing best practises in business and sport. This Plan outlines three key strategic priorities to guide us in moving the sport forward. It ensures a healthy, stable and sustainable organization for the future. It confirms that we are preparing our next generation of athletes to be healthy while training and competing at a level required to maintain a path to successful long-term performances on the field of play.

Of course we can’t do this alone. Just as it takes a ‘village’ to build Olympic and Paralympic champions, we need your support to help us develop and grow in ways that foster golden performances on and off the race course.

As valued members of the Triathlon Canada Nation, we are excited to share with you our new direction, and look forward to an exciting new Olympic and Paralympic quadrennial!

Kim Van Bruggen
Chief Executive Officer, Triathlon Canada
After reaching out to our triathlon community as part of the process for completing this Strategic Plan, we heard two messages loud and clear:

1. **YOU WANT LEADERSHIP**
   We have to do better

2. **YOU WANT TRANSPARENCY AND ACCOUNTABILITY**
   We’ll do what we say we’re going to do

As the sport has evolved at home and abroad, there has been much debate over the years in regards to our mandate and who we serve.

The simple fact is that we are here to serve ALL who enter the Triathlon Canada Nation — athletes, coaches, officials, administrators, funders and sponsors. Ultimately, our goal is to put athletes on the Olympic and Paralympic podium, but we can’t do that without the people that make this sport what it is—including age group athletes, pros, kids and youth.

That’s why what you’ll see reflected in this Strategic Plan is the ‘start line’ for aligning all of us into one Triathlon Nation—working towards growing and developing our sport in unique and innovative ways and ultimately achieving success at all levels.

We came up with the following positioning statement to reflect and capture the uniqueness of who we are and what we do:

**Triathlon Canada fosters a culture of excellence and achieves gold medal performances in every event and every endeavour.**

Whether you are an athlete trying to make it to the Olympic podium or aiming for your best personal result; a race director organizing a local, national or international event; or a coach wanting to ensure your athletes are performing in the best possible daily training environment—we will ALL foster a culture of excellence, and we will seek to achieve our own gold medal performance in our areas of expertise.

We are looking forward to embarking on this journey together. Our team of dedicated professionals is committed to the same expectation we have of our athletes and coaches who represent us: being the best in the field, whether it’s on the race course, in the training environment or in the offices and boardroom.
Governed worldwide by the International Triathlon Union and upholding the Olympic and Paralympic ideals of solidarity and fair play, Triathlon Canada provides governance, resources and leadership for athletes seeking to achieve gold medals at the highest levels of competition.
Triathlon Canada has an incredible legacy and history in our sport internationally.

Canada has been at the forefront of the sport with our athletic performances from the early days in the 80s and 90s. The path of excellence was blazed by Carol Montgomery, Patricia and Sylviane Puntous, Peter Reid and Lori Bowden, just to name a few – athletes who inspired countless triathletes with their world championship performances.

Those trailblazers laid the foundation for Simon Whitfield’s nation-moving gold-medal performance when the sport made its debut at the 2000 Olympic Summer Games in Sydney, Australia.

Triathlon Canada never looked back from that historic day, which ultimately cemented us as a premiere triathlon nation on the international scene.

Inspired by all of the greats before us to swim, bike and run, Triathlon Canada has since developed and produced countless memorable performances by triathletes of all ages in a variety of race distances.

From Paula Findlay winning an unprecedented five World Triathlon Series titles to Kirsten Sweetland running into the history books as only the second Canadian ever to reach the World Triathlon Series podium and third ever to win a medal at the Commonwealth Games, our women have rewritten the history books over the last eight years.

Simon Whitfield aside, the performances by our men have been equally remarkable on the big stage, led by Stefan Daniel’s Paratriathlon World Championship title just one year before he won the silver at the sport’s Paralympic debut in Rio 2016.

Canada’s long distance athletes have also been capturing the world’s attention. Brent McMahon and Lionel Sanders cracked an unprecedented sub-8-hour mark in Ironman distance, and Heather Wurtele is a 6-time Ironman titleholder who is fully committed to the ‘long’ game.

We saw explosive growth in the sport after 2000, and we now have a core group of more than 22,000 athletes, coaches, officials and volunteers who make up our unique triathlon community. These are all passionate and committed people and, as a national sport organization, we ultimately represent and govern the sport on your behalf.
Triathlon Canada has experienced a number of recent challenges that we are now working to overcome, most notably issues around organizational stability and performance. Triathlon Canada must ensure continued consideration of the following over the next four years:

**ENVIRONMENTAL SCAN**

- Full implementation of the National Coaching Certification and Registration Program at all levels across the country
- Alignment of systems, programs, competitions and athlete transition within the federation, and the development and performance pathways
- Performance success – healthy athletes competing at appropriate levels while developing on the pathway to the Olympic and Paralympic podium
- Building people and financial capacity to support growth, membership and performance excellence
- Partnerships that enhance organizational and programming excellence
- A sense of purpose and place for triathletes and participants in related disciplines in Canadian sport

This Strategic Plan outlines three key strategic priorities for moving the sport forward, ensuring a healthy, stable and sustainable organization for the future and focusing on preparing our next generation of athletes to be healthy while training and competing at the appropriate level to maintain a path to successful long-term performances on the field of play. These strategic priorities are: Performance, Pathway and Organizational Excellence.
STEP 1
PLAN – the provincial sport organizations, Board and staff gathered together for a two-day strategic planning session in the fall of 2016.

STEP 2
CONSULT – work with key leaders and athletes in the sport as part of the information gathering and learning for the new CEO and High-Performance Director.

STEP 3
SURVEY – more than 550 stakeholders within the Triathlon Canada Nation provided input, feedback and insight into the Triathlon Canada rebrand and organization process.

STEP 4
APPROVE – Plan approved by Board of Directors

STEP 5
IMPLEMENT

STEP 6
EVALUATE – Monitor, measure and report on progress

STEP 7
REVIEW – Annual review of results
VISION
To be a world leader in the sport of Triathlon.

MISSION
To bring our country together under one Triathlon Canada Nation, with a focus on achieving excellence at all levels.

GOAL
To put more Canadians at all levels on the start line and more high-performance athletes on the podium.
TRUST
We seek to build trust by demonstrating transparency and accountability in all that we do.

INTEGRITY
We demonstrate integrity in our daily interactions, dealing fairly, respectfully and consistently with everyone.

EXCELLENCE
We are committed to achieving excellence by exhibiting organizational leadership, financial responsibility, innovation and sound decision-making.
TEAM VALUES

ACCOUNTABILITY
We take responsibility for our actions and results, we engage others in decisions that affect them, we participate actively in discussion and commit to decisions once they are made, and we personally commit to the success and well-being of teammates.

RESILIENCE
We set high standards and believe anything is possible; we strive to overcome adversity, turning losses into lessons and adapting to change and challenges as they arise.

RESPECT
We assume the best in everyone, listening to others for understanding and valuing all individuals for their diverse backgrounds, experiences and perspectives.
TRIATHLON CANADA FOSTERS A CULTURE OF EXCELLENCE AND ACHIEVES GOLD-MEDAL PERFORMANCES IN EVERY EVENT AND EVERY ENDEAVOUR.
OUR STRATEGIC PRIORITIES & GOALS

PERFORMANCE
To optimize the platform for our high-performance athletes to excel in international and Olympic/Paralympic competitions while inspiring personal best performances at every level.

PATHWAY
To grow and support the Triathlon Canada Nation while providing a clear pathway to develop more Olympic/Paralympic triathlon podium performances for Canada.

ORGANIZATIONAL EXCELLENCE
To increase our profile, strengthen our operations and diversify our resources to ensure long-term success as an organization.
GOAL: To optimize the platform for our high-performance athletes to excel in international and Olympic/Paralympic competitions while inspiring personal best performances at every level.

STRATEGIC INITIATIVES

NEXT GENERATION

1.1.1 Evaluate current gold medal profile standards and establish NextGen key performance indicators to identify athletes for Sport Canada and Own the Podium.

1.1.2 Establish NextGen criteria for NPC/RTC entry, provincial sport organization (PSO) and national sport organizations (NSO) targeted funding.

1.1.3 Establish key competition eligibility criteria for key race series to direct NextGen athletes to the appropriate level of competition.

1.1.4 Establish provincial or regional competition schedules to facilitate competitive opportunities.

1.1.5 Mandate participation at key competitions (National Program) to create upward pressure within the Triathlon Canada athlete population and create a peaked training profile.

DEVELOPMENT TEAM

1.2.1 Re-evaluate Triathlon Canada carding policies and collaborate with Sport Canada to implement stricter compliances.

1.2.2 Collaborate with Sport Canada to redistribute carding allotments to facilitate revised Triathlon Canada carding criteria.

1.2.3 Revise Triathlon Canada carding policies to target appropriate levels of competition.

1.2.4 Collaborate with PSOs to direct Development Team athletes to the appropriate coaches and daily training environments through NSO endorsement.

1.2.5 Establish key competition eligibility criteria for key race series to direct Development Team athletes to the appropriate level of competition.

1.2.6 Provide coach mentorship and in-reach programs through the NPC to facilitate world-class best practices in coaching and training.

1.2.7 Mandate participation at key competitions (National Program) to create upward pressure within the Triathlon Canada athlete population and create a peaked training profile.

NATIONAL TEAM

1.3.1 Re-evaluate Triathlon Canada carding policies and collaborate with Sport Canada to implement stricter compliances.

1.3.2 Revise Triathlon Canada carding policies to target appropriate levels of competition.

1.3.3 Direct National Team athletes and coaches to the best daily training environments through mentorship programs, in-reach programs and policies/protocols.

1.3.4 Establish key competition eligibility criteria for key race series to direct National Team athletes to the appropriate level of competition.
1.3.5 Mandate participation at key competitions (National Program) to create upward pressure within the Triathlon Canada athlete population and create a peaked training profile.

1.3.6 Work closely with international sport organizations to implement best practices and maximize medal potentials (classification, relay strategies, race formats).

**HIGH-PERFORMANCE COACHING**

1.4.1 Provide appropriate opportunities for high-performance coaches to continually learn from world-leading systems and experts.

1.4.2 Support coach diversity with affirmative programs to target and support identified coaches through high-performance coaching opportunities.

**PRO TRIATHLETES**

(primarily 70.3 and Long Distance, non-Olympic/Paralympic pathway athletes)

1.5.1 Provide clear information and policies for those wishing to obtain an International Competition Card.

1.5.2 Establish and identify 3–4 key events and races where Triathlon Canada can profile our pro triathletes, assisting with raising profile through various communications channels and media relations.

**KEY PERFORMANCE INDICATORS**

<table>
<thead>
<tr>
<th>MEASUREMENT</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPC and RTC in Canada</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Major Games and Grand Final Podiums (O/P)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Next Gen Athletes (O/P)</td>
<td>9</td>
<td>12</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>National Team Athletes (O/P)</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Comp HP Coaches</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Comp Dev Coaches</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Increase in Para Performance</td>
<td>2 Top 6 in any other elite class</td>
<td>2 podium in any other elite class</td>
<td>2 Top 6 in any other elite class</td>
<td>Top 3 PT5 men and women</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY #2: PATHWAY

GOAL: To grow and support the Triathlon Canada Nation while providing a clear pathway to develop more Olympic/Paralympic triathlon podium performances for Canada.

STRATEGIC INITIATIVES

2.1 YOUTH PARTICIPATION AND ATHLETE IDENTIFICATION

2.1.1 Develop resources for provincial members and other partners to help facilitate the introduction of triathlon to children (KITCAN).

2.1.2 Create pathway and strategy for introduction of triathlon to athletes from other sports (i.e. swimming and athletics).

2.1.3 Align Triathlon Canada Junior Series events across the country to build consistent development and athlete identification opportunities, ensuring junior level athletes are racing in home provinces or regions.

2.1.4 Conduct an analysis and evaluation of the Kids of Steel program to ensure impact, consistent standards and add a higher level of conversion into competitive levels.

2.2 AGE GROUP PROGRAMS

2.2.1 Working with various stakeholders, enhance multi-sport properties and build new opportunities to grow age group participation.

2.2.2 Improve athletes’ quality of experience at Triathlon Canada sanctioned events.

2.2.3 Develop an Age Group Team strategy to identify needs and improve athlete experience.

2.2.4 Increase participation by working with universities and colleges to explore and build new competitive opportunities.

2.3 ATHLETE TRANSITION TO PERFORMANCE

2.3.1 Deliver, with collaboration from the PSOs, the optimal athlete development pathway providing appropriate skill development, competition strategies and support for each stage.

2.3.2 Determine and implement development standards for youth and junior athletes.

2.3.3 Formalize inter-sport athlete identification procedures and standards.

2.3.4 Evaluate current educational opportunities or partnerships in key training regions to facilitate the necessity for long-term athlete development.

2.3.5 Utilize and implement Game Plan initiative at the PSO level to provide career planning and life skills education to targeted athletes.
2.4 INCREASE PARATRIATHLON PARTICIPATION

2.4.1 Improve technical leadership from coaches and classifiers through improved training, awareness and access to resources.

2.4.2 Increase para-events through improved training and education of Race Directors to ensure more accessible races and improved promotion.

2.4.3 Work with disability sport organizations to educate their participants about the sport of triathlon and opportunities to compete.

2.4.4 Work closely with international sport organizations to improve and streamline the classification system.

2.5 COACHING DEVELOPMENT

2.5.1 Complete and activate the NCCP program and resource materials across the country.

2.5.2 Develop a coach registration to create a career pathway for coaching in Canada.

2.5.3 Enhance learning and professional development opportunities by establishing an annual coaches’ conference.

2.6 OFFICIALS DEVELOPMENT

2.6.1 Review and standardize PSO Level 1 and 2 training resources across the country.

2.6.2 Plan for growth and improved competency, ensuring an adequate number of officials, at various levels, is available to support the current and future competitive programs across the country.

2.6.3 Ensure the current race standards and expectations of Race Directors support a positive and safe athlete experience at all levels.

2.6.4 Encourage athletes transitioning out of competition to become involved in officiating.

2.7 COMPETITIONS AND HOSTING DEVELOPMENT

2.7.1 Develop and regularly review a national and international hosting strategy that encourages the growth and promotion of the sport.

2.7.2 Elevate the status of the National Championships within the development pathway.

2.7.3 Review the bid document to better reflect the partnership agreement, the NSO principles and high technical standards.

2.7.4 Cooperate and collaborate with Canadian-based international events such as World Triathlon Series (WTS) Edmonton and Montreal to maximize opportunities and benefits of the sport.

2.7.5 Deliver international event success by hosting the ITU Grand Final in Edmonton in 2020.

2.7.6 Work in partnership to develop a broadcasting strategy and leverage relationships to promote and market our existing events.
### KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>MEASUREMENT</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSOs activating kids program</td>
<td>Development and introduction of program</td>
<td>Activation in up to 3 Provinces</td>
<td>Activation in up to 6 Provinces</td>
<td>Full activation</td>
</tr>
<tr>
<td>Age Group team satisfaction survey</td>
<td>Establish baseline</td>
<td>5% increase (or 75%)</td>
<td>5% increase (80%)</td>
<td>5% increase (90%)</td>
</tr>
<tr>
<td>Increase in Para awareness and participation</td>
<td>Provinces add a Para category to membership</td>
<td>Full alignment of Para membership</td>
<td>Each Province have minimum of 3 para friendly competitions each year</td>
<td>✓</td>
</tr>
<tr>
<td>Coach Registration</td>
<td>Development of registration system</td>
<td>Activate system and establish baseline # of coaches</td>
<td>Fully operational by Dec 31</td>
<td>✓</td>
</tr>
<tr>
<td>Trained technical officials at various levels</td>
<td>Establish baseline</td>
<td>60</td>
<td>70</td>
<td>75</td>
</tr>
<tr>
<td>Athlete participation in sanctioned races</td>
<td>Establish baseline</td>
<td>Maintain baseline</td>
<td>3% over two years</td>
<td>3% over two years</td>
</tr>
</tbody>
</table>
3.1 COMMUNICATIONS AND MARKETING

3.1.1 Develop and deliver a comprehensive communications plan for 2017-2020 which identifies key stakeholders, ensures consistent messaging, builds trust and enhances accessibility.

3.1.2 Complete a communications audit of internal and external stakeholders to understand existing perceptions and identify gaps.

3.1.3 Re-build the Triathlon Canada brand so it is reflective of the depth and breadth of the stakeholders it represents and improve Triathlon Canada’s presence with stakeholders.

3.1.4 Develop and launch an updated web site that aligns with the national alignment strategy and provides efficient, easy-to-find information about all things triathlon in Canada.

3.1.5 Prepare a sponsorship and marketing plan which targets product inventory, cash and promotion of the sport to larger audience segments.

3.1.6 Leverage current national events to enhance the sport’s reputation and build corporate awareness and partnerships.

3.1.7 Develop and activate a philanthropy program using Triathlon Canada’s charitable status.

3.2 GOVERNANCE

3.2.1 Deliver strong leadership through Directors with a variety of skills and expertise, directed by an appropriate Board succession and retention strategy.

3.2.2 Review and update all policies and procedures to ensure appropriate decision-making and operational systems are in place.

3.2.3 Conduct a risk management assessment and activate a risk management registry to ensure appropriate measures are in place to protect the NSO, members and participants.

3.2.4 Monitor and evaluate Strategic Plan to ensure continued progress on strategic priorities.
STRATEGIC INITIATIVES

3.3 NATIONAL ALIGNMENT AND MEMBER SERVICES

3.3.1 Develop and deliver the National Triathlon Registration System and other services and tools to support and align membership and event administration and sponsorship activities.

3.3.2 Build collaborative efforts and transparency amongst members through shared practices, resources and solutions to increase efficiencies and decrease costs.

3.4 BUSINESS OPERATIONS

3.4.1 Develop and implement comprehensive financial management controls and systems to protect financial resources and support organizational sustainability.

3.4.2 Ensure strong human resources systems are in place to support employees with appropriate compensation, staffing structure, compliance and succession planning.

3.5 PARTNERSHIPS AND REPUTATION MANAGEMENT

3.5.1 Build Triathlon Canada’s reputation as a leader amongst NSOs.

3.5.2 Identify and define inventory of trophy assets within the NSO to attract potential corporate partners.

3.5.3 Build stronger relationships within the national and international sport sectors and triathlon partners to advance Triathlon Canada’s priorities.

3.5.4 Utilize new partnership opportunities to support NSO programs and help build the sport.
## STRATEGIC PRIORITY #3: ORGANIZATIONAL EXCELLENCE

### KEY PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>MEASUREMENT</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff retention is high and Board Directors serve full terms</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Annual survey of athletes and key stakeholders on Triathlon Canada’s reputation and overall brand awareness in relation to other properties</td>
<td>6% Increase to 11% Increase to 16% Increase to 21%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and in-kind sponsorships/partnerships/donations</td>
<td>Establish baseline</td>
<td>5% increase</td>
<td>5% increase</td>
<td>5% increase</td>
</tr>
<tr>
<td>National Triathlon Registration System</td>
<td>Develop project management plan and put in place working committee and advisory committee</td>
<td>5 Provinces</td>
<td>8 Provinces</td>
<td>Full alignment</td>
</tr>
<tr>
<td>Engagement on all communications channels (website and social media)</td>
<td>Increase following website visits – grow to 7,000 (off-season), 15,000 (season)</td>
<td>Launch Triathlon Canada YouTube and Instagram Accounts</td>
<td>Web visits 8,000 (off-season), 17,000 (season) Facebook likes – 8,000 Twitter followers – increase to 11,000</td>
<td>Social media is highly functioning with fresh video/photo content</td>
</tr>
</tbody>
</table>
we will **build** trust and **demonstrate** integrity, ultimately **achieving** organizational excellence.

**YEAR 2**

we will **establish** a strong foundation for our athletes and sport administrators with **clear** systems and processes in place to allow for ongoing transparency and accountability in all that we do.

**YEAR 3**

we will work on fully **activating** the national alignment of our national federation with our provincial sport partners and our other funders—providing **strong, stable** governance and leadership.

**YEAR 4**

we will **celebrate** and **support** our athletes as they prepare for the ultimate test of their preparation and hard work on the Olympic and Paralympic stage.
THE OVERALL SUCCESS OF TRIATHLON CANADA’S STRATEGIC PLAN WILL BE TESTED BY THREE KEY INDICATORS:

ATHLETE HEALTH & PERFORMANCE

DEVELOPMENT & GROWTH – through alignment of information and resources

ORGANIZATIONAL HEALTH – our finances and our people
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSO</td>
<td>Provincial Sport Organization</td>
</tr>
<tr>
<td>NSO</td>
<td>National Sport Organization</td>
</tr>
<tr>
<td>NPC</td>
<td>National Performance Centre</td>
</tr>
<tr>
<td>RTC</td>
<td>Regional Training Centre</td>
</tr>
<tr>
<td>GF Podium</td>
<td>Grand Final Podium</td>
</tr>
<tr>
<td>HP</td>
<td>High Performance</td>
</tr>
<tr>
<td>Comp Dev</td>
<td>Competitive Development</td>
</tr>
<tr>
<td>NCCP</td>
<td>National Coaching Certification Program</td>
</tr>
<tr>
<td>ITU</td>
<td>International Triathlon Union</td>
</tr>
<tr>
<td>NTRS</td>
<td>National Triathlon Registration System</td>
</tr>
</tbody>
</table>