

OCTOBER 8, 2025



## STRATEGIC PLAN 2026- 2029

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## ***Executive Summary***

It is commonly recommended that nonprofit organizations evaluate how the organization is doing and engage in thinking about where it ought to be headed in the future given changes in the environment in which it exists. The Strategic Plan below acts as a guide for Board policy making and implementation by management at the operational level for the years 2026-2029.

The 2026-2029 Strategic Plan considered results of 2025 organization, High Performance Program (HPP) and board effectiveness assessments, Board-Management review of goals and activities in the 2022-2025 Strategic Plan as well as Safe Sport and other policy changes as well as trends and challenges in the internal and external environment in which the organization exists.

The 2026-2029 Strategic Plan captures member and Board thinking and builds on the 2022-2025 plan. This includes definitions of organizational values and a Framework for Managing Values in the Safe Sport context (See Appendix A) informed by the Tri Sask Board, Executive Director, Provincial Coaches, Sanctioned Club representatives, and annual members who participated in a Community Engagement Forum on March 30, 2025, facilitated Drs Eric McIntosh of the University of Ottawa and Shannon Kerwin of Brock University. The plan also includes a fourth pillar, Equity and Access, and strategy informed by two equity grants to increase women in Coaching and leadership as well as access to and representativeness of our sport in populations that have been underserved including Indigenous, Para, new Canadians, BIPOC, and the LGBTQ2 in Saskatchewan.

To guide implementation and provide oversight, Committees of the Board were created for each of the four pillars, Equity and Access, Community and Engagement, Capacity and Collaboration, and Performance and Development. Each committee, chaired by a member of the Board, is responsible for annual review of the plan and development of a committee workplan that assists in the prioritization of goals and activities and setting of targets to measure progress. Committees provide reports at monthly Board Meetings to ensure the plan is advanced over the three-year period.

### **Overview**

#### ***Mission:***

- To promote, support, and collaborate to grow the multisport community in Saskatchewan.

#### ***Vision:***

- To create a vibrant, diverse, and healthy multi-sport community where all belong, feel welcome and inspired to dream and achieve goals that are meaningful.

#### ***Values***

- **Health:** Promoting individual and community health and well-being through short- and long-term involvement in triathlon.
- **Inclusivity:** Fostering a diverse and welcoming environment that centers adaptability and equality.
- **Integrity:** Committing to honest, sportsperson-like, and ethical conduct in all activities, actions, and communications.
- **Accessibility:** The identification and removal of all barriers (physical, financial, cultural, etc.) to ensure active participation and effective communication.
- **Excellence:** Committing to promoting personal and professional growth and achievement by encouraging members and stakeholders to reach their highest potential.

#### ***Mantra***

- Sport for Life

# Strategic Pillars

## Equity & Access



### Social Excellence

Advancement of women and girls  
Increasing access and opportunities  
for underrepresented groups  
Keeping Sport Safe

## Performance & Development



### Athlete Excellence

Age Group Excellence  
Event Excellence  
Coach and Officials Excellence

## Community & Engagement



### Relational Excellence

Promotion and support of athletes  
and members, sanctioned clubs  
Funders and regulators  
Stakeholders, partners, and donors

## Capacity & Collaboration



### Operational Excellence

Fiscal Excellence  
Policy Excellence



# EQUITY AND ACCESS

**Goal:**

**Social Excellence: To act in a socially responsible and respectful manner that is rooted in the well-being of others.**

Equity and Access Statement: To create a vibrant, diverse, and healthy multisport community where all feel they belong and achieve goals, Triathlon Saskatchewan is committed to a) the advancement of women and girls in multisport, multisport leadership, and careers as athletes, managers, coaches, and officials, b) increasing access and opportunities for people and populations that have been traditionally under-represented in the multisport community in Saskatchewan and c) being more representative of the districts we serve in membership, local organizing, and multisport community events.

**Targets:**

Equity and Access Statement embedded in Strategic and Operational Activities	To advance Women and Girls in Triathlon and Multisport.	To increase access and opportunities for para-athletes and volunteers.	To increase representativeness under-represented district and populations in triathlon and multisport in Saskatchewan.	To ensure a Safe Sport environment that is free of abuse and discrimination.
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**Activities:**

Visible in Strategic Plan and Governance Structures	Gender equity will be explicitly stated in policies and position descriptions, and postings.	Accessibility will be explicitly stated in policies, position descriptions, and triathlon and multisport events.	Representativeness will be explicitly stated in policies and plans.	Criminal Checks for all individuals involved in the governance and management of sport internally (board, staff, and contractors) and externally (Club Presidents, Boards, Race Directors and LOCs).
1. Measurable goals and activities.	Gender equity measures, quantitative and qualitative will be informed with input from internal and external stakeholders.	Partner with experts and organizations (e.g. Triathlon Canada Para Coaches, Special Olympics) to identify evidence-based activities.	Partner with Indigenous Sport Coordinators and Communities, LGBTQ2 advocacy groups, and leaders to grow the sport in intentional ways.	Respect in Sport Training for all individuals involved in the governance and management of sport internally (board, staff, and contractors) and externally (Club

				Presidents, Boards, Race Directors and LOCs) through <b>OneBadge application.</b>
2. Activities promoted and informed by Management by Values Framework	Data collection methods will be developed to evaluate gender equity goals.	Data collection methods will be developed to evaluate access goals.	Data collection methods will be developed to evaluate representation goals.	Individuals involved in the governance and management of sport internally (board, staff, and contractors) and externally (Sanctioned Club Presidents, Boards, and Race Directors) are aware of Tri Sask policies and practices through <b>OneBadge application.</b>
3. Evaluated using Management by Values Survey	Reporting progress toward goals annually and seeking feedback from stakeholders.	Reporting progress toward goals annually and seeking feedback from stakeholders.	Reporting progress toward goals annually and seeking feedback from stakeholders.	Responsive review of Safe Sport risks and unsafe situations with recommendations for governance and management action (i.e. ITP investigation).

# COMMUNITY AND ENGAGEMENT

**Goal:** **Relational Excellence: To build, strengthen, and sustain high quality relationships both inside and outside the organization.**

<b>Targets:</b>	Members (athletes, coaches, officials, volunteers)	Sanctioned Clubs and communities of interest	Stakeholders (sponsors, local government, media, funders, and key stakeholders)	Other Provincial Sport Bodies, National Sport Bodies	Public and Community events
<b>Activities:</b>	Keep members informed through websites, email, social media channels and in-person events.	Work with sanctioned clubs and communities to grow the sport in the 9 Sport Districts in the province.	Ensure positive social and economic impact on local government through the events held within communities	Work with Triathlon Canada and other triathlon provincial governing bodies to steward the sport	To promote community and non-sport related local events online (e.g. web calendar) and offline through networks.
	Involve membership in strategic planning to ensure we are delivering what they want and need	Encourage local participation and support the development of new multi-sport clubs and associations.	Keep our stakeholders informed of events and opportunities to participate locally, provincially, nationally, and internationally in world championships	Work with other provincial governing bodies within province (swimming & cycling for example) to grow participation as well as lean on their expertise	Media and promotion kit, including logoed banner or promotional items, canopy/tent, handouts and other printed materials.
	Provide list of benefits to members and evaluate the value of benefits.	Recognize treaties, implement traditional land acknowledgements, and intentionally work to foster community spirit internally and externally.	Minimizing negative impact of events on our host communities through post-assessment to inform pre-event planning.	Advocate with National and Provincial sport bodies to develop good sport policy that reflects the needs of our communities.	

	To continuously evaluate the needs and benefits of membership and inform strategy to attract and retain members.	<b>Participate in conferences and meetings to establish needs and priorities.</b>	Build relationships with local businesses to advance goals and sustainability.		
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# CAPACITY AND COLLABORATION

**Goal:**

**Operational Excellence.** To maximize effectiveness and membership value while minimizing waste, risk, and operational inefficiencies.

<b>Targets:</b>	Coordination	Collaboration	Accountability	Performance
<b>Activities:</b>	Produce provincial race calendar a year to allow members to plan their season.	Encourage the development of collaborative governance at the local, provincial, and national level to identify issues of importance.	Ensure adequate and effective internal controls (accounting and financial), including monitoring systems to track compliance with policy and procedures.	Ensure funding performance expectations are met to leverage available grants to help grow the sport in Saskatchewan.
	Review and recommend membership fees.	Collaborate with NSO, PSO, and Club Presidents with issues of strategic importance.	Review information systems to ensure data clarity, security, privacy, and integrity.  Dedicated and organized folders where key internal documents can be accessed and located by board and management	Review CEO, board, and organizational performance (every 1.5 years) using reliable and valid measures of effectiveness.  Recommend merit pay and COLA in alignment with industry and effectiveness ratings.
	Plan the Annual General Meeting in accordance with Bylaws.	Collaborate with Clubs to support member engagement, leadership development, and succession planning.	Develop collaboratively and review strategic plans with management annually. Agree on key performance indicators and timeline for when activities within strategic goal and objective areas will take place.	Board and organizational development and succession planning in response to the results of performance evaluations to achieve good or excellent effectiveness ratings.

	<p>Inform members of trends in our sport and changes in policies and practices.</p>	<p>Engage stakeholders and members in annual meetings, networking opportunities, and member events.</p>	<p>Collaborate with management to develop priorities within a timeline for the implementation of the strategic plan.</p>	<p>Board member orientation to clarify legal duties and role expectations. Update job descriptions, with roles and responsibilities and time commitment based on strategic recruitment of board positions i.e. gaps the board is looking to fill.</p>
	<p>Board Committees to develop annual workplan based on strategic plans to monitor the advancement of goals and the implementation of activities.</p>	<p>Implement Values-Based Management, including assessments to identify integrity strengths and development areas.</p>	<p>Review and recommend responses to risk management and governance issues facing the organization as needed.</p>	<p>Oversight of audit within timeline established in bylaws.  Oversight of annual budget as well as grants to advance strategic goals and activities within Sask Sport Annual Funding Applications and Follow-Up Assessments.</p>
		<p>Collaborate with Equity and Access Chair on Safe Sport Risks and Challenges.</p>	<p>Ensure privacy, security compliance with Canadian privacy laws.</p>	<p>Ensure we meet funding performance expectations and leverage available grants to help grow the sport in Saskatchewan.</p>

# PERFORMANCE & DEVELOPMENT: COACHING

<b>Goal:</b>	<b>Coaching Excellence.</b> To guide and empower individuals, teams, and communities, unlocking their potential to develop and grow.			
<b>Targets:</b>	To increase number of trained and certified Community, Competition Development and Para Coaches in the province.	Annual Coach Training and Certification program in alignment with the Tri Canada Coach Pathway.	Develop a Tri Sask Coaches Corner in the newsletter to share knowledge, and discuss how to improve our sport across the province	Increase number of Competition-Development Coaches to 3 by 2026 and 1 annually thereafter. Increase the number of Community Certified Triathlon Coaches in the province by 1 annually.
<b>Activities:</b>	Provincial Coaches to become “Coach of Coaches to support coaches and clubs working to develop Kids of Steel, Youth and Juniors.	Create an annual coach development calendar with registration pathways by Tri Canada, Sask or partners.	Facilitate and/or plan the delivery of community coach education, professional development, and peer learning with Provincial coaches.	Develop Provincial skills clinics for triathlon community coaches. Engage triathlon community coaches in Provincial triathlon camps and clinics.
<b>Activities:</b>	Share Tri Canada’s coach development pathway and training and development opportunities.	Collaborate with sanction clubs to train and certify community coaches engaged in long term athlete development programming.	Support Coaches in development and continuing education pathway.	Upload coaching and club support on Website. Put marketing efforts into coach development.

# Performance & Development: **ATHLETE EXCELLENCE**

**Goal:** **Athlete Excellence** – To understand and advance the member athlete experience, needs, and performance goals.

<b>Targets:</b>	Send 100 % of Athlete Excellence Program athletes to World Triathlon and Multisport Championships.	Increase the diversity of Athlete Excellence Program athletes to be more representative of the 9 Sports Districts, SK, population and under-represented groups (Indigenous, LGBTQ2, New Canadians, Disability).	Initiate Tri Canada K-OS Learn to Tri programs to get new athletes into the sport.	Recruit and Select Entry Level Athletes for Saskatchewan Development Series; High Performance Level athletes for Western Development Series; Elite level athletes to National Development Series and Championships
<b>Activities:</b>	Provide financial support to send qualified athletes to Worlds based on performance criteria.	Create programming to meet athlete and diverse population needs.	Collaborate with local sports organizations and school districts, to promote K-OS and other training programs based on the Long-Term Athlete Development model.	Track athletes' performance and development and use data to inform athlete specific high performance program plans.
	Promote funding and support and highlight athlete journeys and accomplishments.	Work to develop a culture of inclusivity at all Tri Sask training and development clinics and camps to increase feelings of belonging and safety.	Deliver Provincial Coach led triathlon and multisport training and development clinics.	Recognize performance informally and formally to reward effort and accomplishments.

# PERFORMANCE & DEVELOPMENT: EVENT EXCELLENCE

**Goal:** **Event Excellence:** To ensure impactful and meaningful events with measurable value for participants and stakeholders within the multisport community in Saskatchewan.

<b>Targets:</b>	Expand Saskatchewan Development Series to ensure triathlon and/or multisport events in the nine sport districts.	Host Provincial Championship and one event on the Western and National Elite Developmental Series calendar at the Echo Lake Multisport Festival.	Host 70.3 Distance Triathlon in Saskatchewan by 2029.	To Increase Number of Race Directors and Officials
<b>Activities:</b>	Collaborate with Sanctioned Clubs and volunteer groups to host Provincial Coach led clinics and SDS events.	Work with Tri Canada and other PSOs to develop Series and promote the development of high-quality events in Saskatchewan.	Partner with government and business to create a 70.3 Distance Triathlon as a social, economic and sport development event in Saskatchewan.	Facilitate annually a generic event management course to increase the number of qualified race directors in Saskatchewan.
	Acquire SDS Sponsor for SDS series and awards.	Awards for Provincial Championship and Development Series winners.	Acquire 70.3 Distance Sponsors for event and awards.	Facilitate On Demand Provincial Technical Official Training and event Certification.

# APPENDIX A

## Framework: Managing by **Values with Safe Sport in Mind**

This document provides guidelines to create a safe sport environment that follows TriSask's values. It involves understanding the values, their definitions, and their interaction. Then, using those values to follow three steps: 1) Gathering information; 2) Using measures that integrate values; 3) Acting based on results. This process will help create a safe sport environment for everyone in the PSO and within clubs.

### Triathlon Saskatchewan's **Values**

- **Health:** Promoting individual and community health and well-being through short- and long-term involvement in triathlon.
- **Inclusivity:** Fostering a diverse and welcoming environment that centers adaptability and equality.
- **Integrity:** Committing to honest, sportsperson-like, and ethical conduct in all activities, actions, and communications.
- **Accessibility:** The identification and removal of all barriers (physical, financial, cultural, etc.) to ensure active participation and effective communication.
- **Excellence:** Committing to promoting personal and professional growth and achievement by encouraging members and stakeholders to reach their highest potential.

### **Steps for Creating a Safe Sport Environment**

# Step 1

## Gathering information

Gathering information is critical to assessing the needs of TriSask and its members. To do so, assess the demographics, experiences, and perceived barriers of participants and members concerning TriSask's values. Decide how information is going to be gathered:

- ◆ **Scan the environment** to determine where measuring values will be most beneficial (e.g., at events, with clubs, within the PSO office, etc.).
- ◆ Decide whether to use **surveys** (before and after events, meetings, workshops) or **community consultations** (small group discussions) to gather information from different stakeholders within TriSask.
- ◆ Be sure to include and ask:
  - What people need to feel **included**.
  - How to support their **health**.
  - How can the PSO/club be **accessible**?
- ◆ What support do they need to **grow and achieve excellence**?

## Step 2

### Using Measures that Integrate Values

Assess how TriSask's values are integrated into the organization's climate and culture through measurements that consult the community, including the members, athletes, coaches, staff, and officials. **See page 3 graphic** for details about measuring values.

- ◆ For surveys, refer to the **SAFE SPORT VALUES FRAMEWORK** for questions to include in your assessment. Use a 7-point Likert (agree/disagree) scale to measure.
- ◆ For group consultations, use **open-ended questions** (not questions that can be simply answered with a yes/no) so participants can express themselves.

#### Examples of questions to ask:

- ◆ **Health**

Survey: The demands of participation or work do not compromise individual well-being.

Consult: How does TriSask support your overall well-being?

- ◆ **Inclusivity**

Survey: Communication is honest, open, and encouraged across all levels.

Consult: In what ways does TriSask promote respect and care in its environment?

- ◆ **Accessibility**

Survey: There are people in this environment to help support others when needed.

Consult: What accommodations does TriSask provide so I can engage to my full capacity?

- ◆ **Excellence**

Survey: The environment enables everyone to contribute meaningfully to shared goals.

Consult: What opportunities for personal development does TriSask provide?

**\*Integrity** is omitted because its integrated into each value (see pg.3 graphic).

## Step 3

### Acting based on results

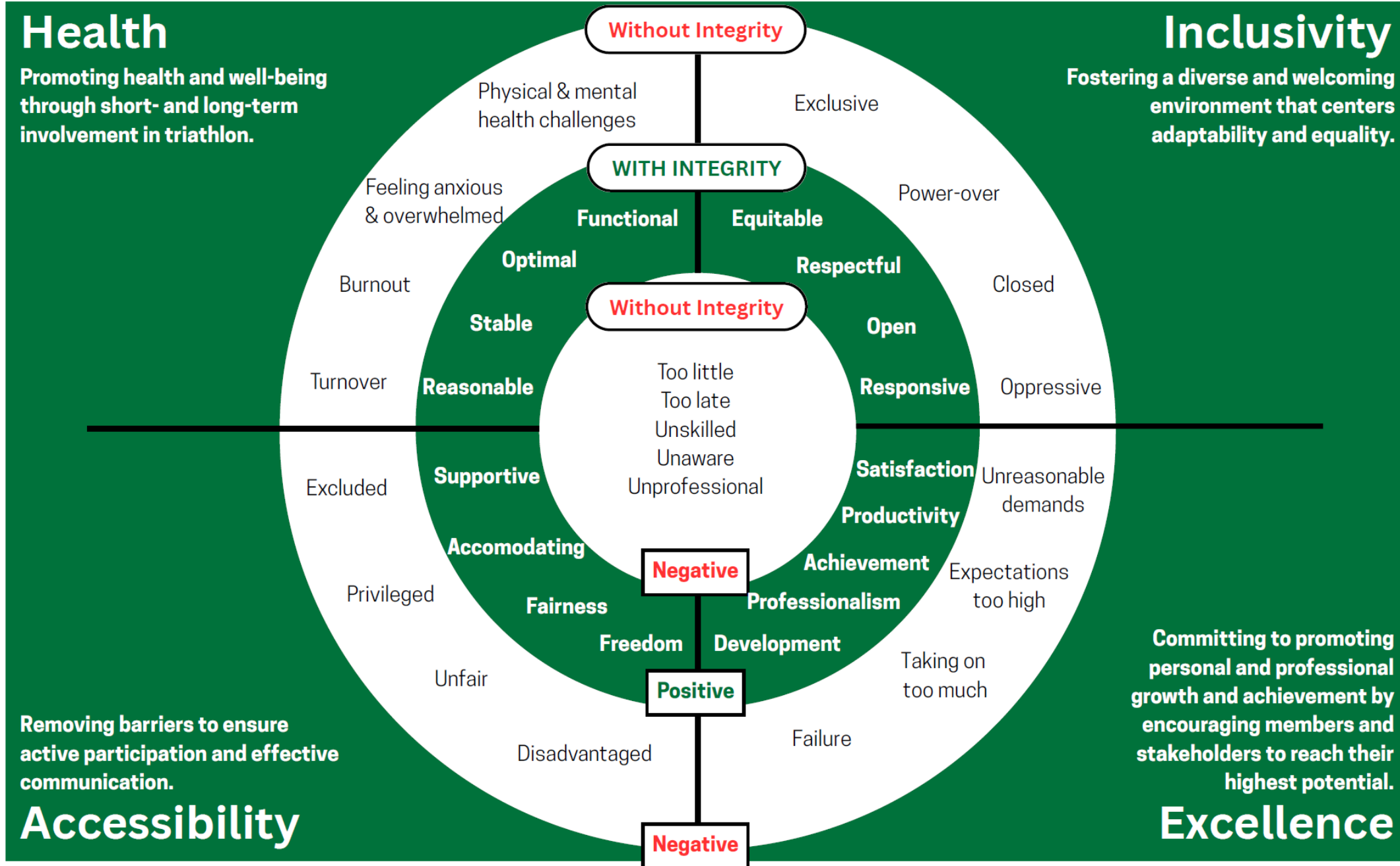
Create action items for future policies/initiatives to align with TriSask's values:

- ◆ Report findings to staff and board members to ensure **integrity and transparency.**
- ◆ Consult participants/members who shared barriers to increase **inclusivity/accessibility.**
- ◆ **Develop programs** and **adapt current polices/initiatives** based on survey and consultation results to:
  - **Include** absent individuals.
  - Support **growth, excellence, and health.**
  - Increase event **accessibility.**

Make TriSask a **safer sporting environment for all involved.**

## Where does Integrity fit in a Safe Sport Environment?

This figure illustrates integrity's central role. Acting with integrity strengthens values and promotes safe sport. Acting without integrity compromises values and diminishes safety in sport. Elements in the "WITH INTEGRITY" ring are used as survey measures.



# ***Appendix B***

## Stakeholders

### **Equity and Access**

- Triathlon Canada
- Canadian Women in Sport
- Para Coaches
- Diversity and Equity Consultants
- Safe Sport Leads and Researchers
- Board and Staff
- Members
- Sport Districts
- Sask Sport

### **Administration**

- Staff
- Contractors
- Sask Sport
- Tri Canada
- Municipal Government

### **Capacity and Interaction**

- volunteers
- sponsors
- vendors
- grant making organizations
- local organizing organizations
- other PSGB – in province
- other sports collaboration – clubs sport specific

### **Participation**

- age group athletes
- U18 athletes (+ guardians)
- community coaches
- officials –level 1 & 2
- clubs

### **Excellence**

- High performance (+guardians if applicable)
- Provincial Coaches' high performance
- officials –PTO I and