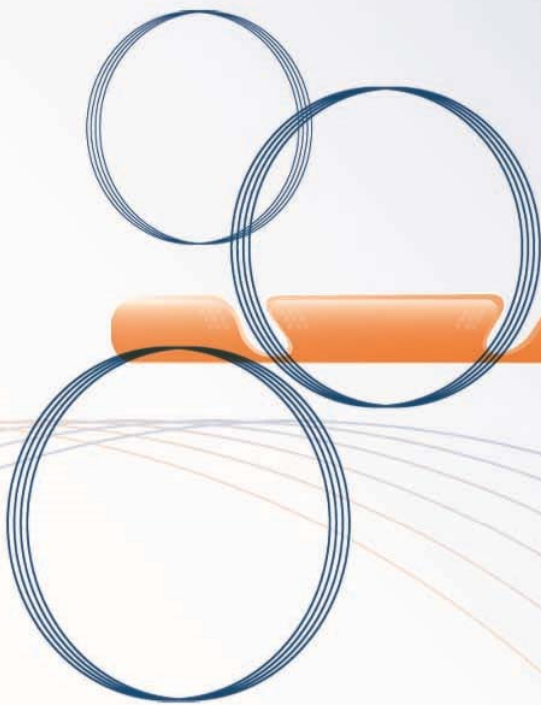




XXX ITU CONGRESS

Thursday, 14 Sept., 2017

Rotterdam, The Netherlands





INTERNATIONAL TRIATHLON UNION

To:	ITU Member National Federation Presidents; Continental Confederation Presidents ITU Committee and Commission Members
From:	Marisol Casado (IOC), ITU President
c.c.	ITU Executive Board
Date:	Monday, 31 July, 2017
Re:	XXX Congress Documents

Dear ITU Members and Colleagues,

Attached you will find the documents for our 30th ITU Congress, 10:30am to 17:00pm, 14 September at Congress Centre De Doelen, in the wonderful city of Rotterdam.

Since my last correspondence to you, we have received the wonderful news that the Triathlon Mixed Relay has been accepted as a permanent sport on the Programme of the Olympic Games, starting in Tokyo 2020. We have a lot of details to work on with you so we can all maximise this tremendous opportunity to continue to grow Triathlon.

This will be particularly important as we create the new strategic plan for 2018 to 2021 and beyond. We are looking forward to your collaboration in the process to rejuvenate our key strategic goals.

We are delighted with the success of the World Triathlon Series, sponsored by NTT, our Japanese partners and World Cup in this post-Olympic year. We have witnessed exciting performances by all the athletes, which has set us up for a truly memorable Grand Final in Rotterdam.

I trust that all of you have completed your travel arrangements to Rotterdam. If you require information about your travel visa to the Netherlands, please click [here](#).

If you require any assistance with this, please contact Laura Blackwell, from ITU, who will manage your requests personally. You can reach Laura at email: laura.blackwell@triathlon.org.

Yours sincerely,

Marisol Casado, ITU President
IOC Member



SPORT IN
THE OLYMPIC
PROGRAMME

International
Paralympic
Sports
Federation



PROPOSED AGENDA

1. Roll-call of NFs ⁽¹⁾
2. Admission of new member NFs ⁽¹⁾
3. Appointment of three (3) scrutineers ⁽¹⁾
4. Appointment of three (3) tellers ⁽¹⁾
5. Minutes of the last Congress ⁽¹⁾
6. President and Secretary General Reports
7. Report of the Audit Committee ⁽¹⁾
8. Adoption of the Vice President's Financial Report, the Annual Budget and the audited Financial Statements ⁽¹⁾
9. Resolutions from the Executive Board
10. Resolutions from member NFs
11. Changes to the ITU constitution
12. Gold Coast Grand Final Presentation
13. Lunch
14. Reports from Committees, Commissions and Arbitration Tribunal
15. Report on World Championships and World Cups
16. Sale of 1 of the 2 Vancouver Office ⁽¹⁾
17. Elections
18. Appeals
19. Election of Honorary Member(s)
20. Tokyo 2020 Presentation
21. Old Business
22. New Business
23. Adjournment

Note⁽¹⁾ These agenda items will apply to either of both of the ITU Congress and the Annual General Assembly of the ITU Canadian Entity or only the Canadian Entity.





XXIX ITU CONGRESS
Sunday, 11 December 2016
Hotel Mejia Meliá Castilla

MINUTES

1. **WELCOME AND INTRODUCTIONS:** ITU President Marisol Casado welcomed everyone and introduced Jose Hidalgo, President Spanish Triathlon Federation to give opening remarks.
 - 1.1 Jose Hildalgo said that Triathlon was one of the great highlights of the Rio 2016 Olympic Games on the iconic Copacabana Beach with Sugarloaf in the background. He congratulation all the NFs saying, “Your athletes are the best advertisement for our sport.” The spectators enjoyed the appeal and popularity of our sport. Jose also welcomed our distinguished guest: Dr. Thomas Bach, IOC President, Sheikh Ahmad Al-Fahad Al-Sabah, President of ANOC, and Alejandro Blanco, President of the Spanish NOC.

2. **CALL TO ORDER:** ITU President Marisol Casado (IOC) called the Congress to order and thanked the 120 member National Federations for travelling so far so we could be together to make important decisions about the future of the sport.. the future of the sport in the next few years. The ITU President also introduced the Executive Board and thanked them for their service and collaboration over the past 4 years:

ITU President: Marisol Casado (IOC), ESP	Board Members: Debbie Alexander, RSA Ria Damgren-Nilsson, SUI Shin Otsuka, JPN Barry Siff, USA
ITU Secretary General: Loreen Barnett, CAN	Continental Confederation Representatives: (See below 3. Roll Call of Members)
ITU Vice Presidents: 1 st VP: Dr. Sarah Springman, GBR VP Finance: Bill Walker, AUS	Regrets: VP: Antonio Alvarez, MEX
Athlete’s Representative: (See below, Roll Call of Members)	

- 2.1 The entire ITU President Address can be found [here](#).
- 2.2 Following the ITU President Report, Marisol Casado invited Dr. Thomas Bach, IOC President, Sheikh Ahmad Al-Fahad Al-Sabah, President of ANOC to the stage to receive a gift from the ITU.

3. **APPROVAL OF THE AGENDA:**
 - 3.1 ITU Secretary General, Loreen Barnett asked members to note the numbers beside some of the agenda items explaining that although ITU’s headquarters is in Switzerland, we still have the Canadian entity so we need to meet the requirement of holding an annual Congress for members for both entities.

MOTION: Moved Canada, seconded Australia, that the agenda be approved as circulated.

CARRIED: Unanimous

4. **ROLL-CALL OF NFs:**⁽¹⁾ Sheila O’Kelly, Chair of the Credentials Committee, confirmed the following Continental Confederation members, National Federation members and Athletes’ Committee members present (118).

- 4.1 **Continental Confederation Members:** (1 vote each)

Africa: Ahmed Nasser
Americas: Liber Garcia
Asia: Justin Park

Europe: Renato Bertrandi
Oceania: Terry Sheldrake

- 4.2 **Athletes’ Representatives Member:** (2 votes): Jessica Harrison, FRA and Rachel Klamer, NED

- 4.3 **National Federation Members:** (1 vote each)

Argentina
Orlando Eugenio Arauz

Armenia
Hrachya Avetisyan
Armine Antonyan

Aruba
Glenda I. Croes-Tromp

Australia
Ben Houston
Miles Steward

Austria
Herwig Grabner
Daniel Martin

Bahamas
Lori Roach

Bahrain
May Alhaji

Bangladesh
MD Mahmudul Karim

Barbados
Darren Treasure

Belarus
Andrei Silivonchyk
Maryia Charkouskaya-
Tarasevich

Belgium
Johan Druwe
Werner Taveirne
Kathleen Smet

Benin
Carlos Bossouvi

Bermuda
Aaron Smith

BER cont’d
Jennifer Gunn
Patty Petty

Bolivia
Graciela Jurado Torrez
Yolanda Echenique

Brazil
Carlos Froes
Jose Renato

Bulgaria
Emil Stoynev

Burundi
Niyukuri Honore

Cameroon
Edwige Olga Ngameko
Ngassam

Canada
Les Pereira
Sheila O’Kelly

Chile
Fernando Araya Rigazzi

Central Africa
Sandy Brakler Ismael

China
Wang Jianguo
Huai Ningning

China Macau
Luis Mac

Chinese Taipei

Dr. Liou Yuh-Feng
Cai Yan Ni

Colombia
Sandra Rios

Costa Rica
Maria Cristina Gonzalez
Silvia Gonzalez Pinto

Croatia
Dorija Pavisa
Zeljko Bijuk

Cuba
Alejandro Puerto Torres

Czech Republic
Lenka Kovarova

Denmark
Mads Freund
Morten Fenger

Dominican Republic
Luis Lopez
Odis Quezada

Ecuador
Julio Ramirez Mora

Egypt
Dr. Ashraf Elmidani
Dr. Abeer Bedair

El Salvador
Adonay Osmin Mancia
Aguirre

Estonia
Margus Lepik

France
Philippe Lescure

Dominique Frizza

Georgia

Anfisa Kasyanova
Vlacheslav Malishev

Germany

Prof. Dr. Marting
Engelhardt
Matthias Zöll

Ghana

Dr. Tarek Mouganie
Bawah Fuseini

Gibraltar

Chris Walker

Great Britain

Ian Howard
Jack Buckner
Sally Lockyer
Clare Cunningham

Greece

George Yerolimpos

Grenada

Mark DeCaul

Guatemala

Cesar Augusto Rosales
Roja
Ignacio Basterrechea
Nunez

Honduras

Leslie Pujol Brown

Hong Kong

Chau Chiu Nam
Pong Genevieve

Hungary

Dr. Bela Varga
Tibor Lehmann
Zita Szaba

India

Ramachandran
Narayanaswamy
Rakesh Gupta

Indonesia

Mark Sungkar

Iran

Mohammad Ali Sbour
Siamak Amiri

Ireland

Lochlann Walsh
Bernard Hanratty
Niahm O’Gordon
IRE cont’d:
Orla Nugent

Italy

Luigi Bianchi
Aldo Lucarini

Jamaica

Leroy Cooke
Alan Beckford

Japan

Hideki Yamane
Toshihito Katsumura
Tomoko Wada
Kiryo Suzuki

Jordan

Dr. Tareq Khayyat

Kazakhstan

Paul Amey
Makym Kriat

Korea

Mr. Moon, Heejong
Mr. Ki, Wookyong

Kyrgyzstan

Chingiz Alkanov

Latvia

Vilnis Prieditis

Lebanon

Mahmoud Dib

Liechtenstein

Philip Schadler

Lithuania

Dainius Kopustas
Saulius Skaburskis

Luxembourg

Eugene Kraus

Macedonia

Ivan Mihajlovski

Madagascar

Pierre Praoelina

Malaysia

Cheah Choon Nam
Balwant Singh Kler

Malta

Cyprrian Dalli

Mauritius

Daniel McKay
Alain St. Louis

Mexico

Eligio Cervantes
Gerardo Gutierrez Zetina
Nelly Becerra

Morocco

Mohammed Nouma
Moha Jabbour
Nezha Bidouane
Ihssane Ennouamani

Netherlands

Wim Oijen
Rembert Groeman

New Zealand

Arthur Klap

Nicaragua

Antonio Silva

Niger

Mamadou Talata Doulla

Nigeria

Dr. Lanre Glover
Dr. Sikuade Jagun

Norway

Arild Andersen
Nina Blakkisrud

Palau

Frida Delmau

Palestine

Mohammed Abutair

Panama

Eladio Quintero
Ivette Bourette
Ileana Morham

Paraguay

Edgar Leon

Peru

Antonio Alarco

Philippines

Thomas Carrasco Jr
Rosalina Joson
Marie Josephine Zafra

Poland
Marcin Sowinski

Portugal
Fernando Henriques
Feijao
Sergio Dias

Puerto Rico
Fernando Delgado

Romania
Peter Klosz
Adina Dusa

Russia
Peter Ivanov
Galina Shipovalova

Rwanda
Alexis Mbaraga

Saint Kitts and Nevis
Winston Crooke
Theresa Andrews

Samoa
Daniel Afoa

Senegal
Boubacar Gaye

Serbia
Dragan Nikolic
Simo Cickovic

Sierra Leone
Winston D. C. Crowther

Singapore
David Hoong
Daniel Sng Peng Yeow

Slovakia
Jozef Jurasek

Slovenia
Mitja Mori
Mojmir Ocvirk

Solomon Islands
Joe Au Ramosaea

Somalia
Hussein Aden
Liban Hersi

South Africa
Jeremy Campbell

Spain
Jose Hidalgo
Jorge Garcia
Alicia Garcia

Sri Lanka
Sam Wickramasinghe

Sudan
Yasir Hassan Osman
Mohamed Rahma
Mohamed

Suriname
Sevora Bergwi'in

Sweden
Ola Silvdahl
Lisa Norden

Switzerland
Patrick Schmid
Oliver Imfeld

Tahiti
Bernard COSTA
TAH cont'd:
Kari Lee Armour Lazzari

Thailand
Vijitr Sitinawin
Panupon Ratananda

Trinidad/Tobago
Karen Araujo

Tunisia
Lotfi Labaied

Turkey
Mehmet Zafer Peker

Ukraine
Andriy Bilda
Eduard Panarin
Maryna Voloshenko

United States
Doug Hiller
Rob Urbach
Susan Haag
Joyce Donaldson

Uruguay
Agusto Botti

Uzbekistan
Sharipdjan Momindjanov
Olga Blokhina

Venezuela
Pablo Rafael Machillanda
Pinto

Virgin Islands
Scott Fricks

4.4 Non-Voting Attendees: Sheila O'Kelly also reported that the following Committee Members and Observers were present: The following ITU Committee Chairs and Observers were also in attendance:

Constitution Committee:
Bernard Saint Jean, FRA, Chair

Multisport Committee:
Chris Kitchen, IRE

Women's Committee:
Tomoko Wada, JPN

Coaches Committee:
Philippe Fattori, FRA, Chair

Paralympic Committee:
Grant Darby, CAN

Technical Committee:
Jaime Cadaval, MEX, Chair

Medical Committee: Dr.
Sergio Migliorini, ITA, Chair

MOTION: Moved New Zealand, seconded Malaysia that the report of the Credentials Committee be accepted.

CARRIED: Unanimous

5. **ADMISSION OF NEW MEMBER NFS⁽¹⁾:** Sheila O’Kelly, Chair, Credentials Committee reported that the following National Federations have met the requirements for membership in ITU.

Algeria	DR Congo
Burkina Faso	Zambia
Benin	Central African Republic

MOTION: Moved ITU Executive Board, seconded Puerto Rico that the above countries be accepted as new NF members of ITU.

CARRIED: Unanimous

6. **APPROVAL OF THE SCRUTINEERS:**

MOTION: Moved ITU Executive Board, seconded USA, that Leslie Brown, HON and Joe Au Ramosaea, SOL be appointed as Scrutineers.

CARRIED: Unanimous

7. **APPROVAL OF THE TELLERS:**

MOTION: Moved ITU Executive Board, seconded Panama, that Antonio Alarco, PER and Ben Houston, AUS, be appointed as Tellers.

CARRIED: Unanimous

8. **APPROVAL OF THE MINUTES OF THE LAST CONGRESS: CHICAGO, 2016**

MOTION: Moved ITU Executive Board, seconded Mexico, that the minutes of the 2016 Chicago Congress be approved.

CARRIED: Unanimous

9. **FINANCIAL REPORT:**

Bill Walker presented the Financial Report. He thanked Antonio Arimany, Adrienne Proseilo and the rest of the ITU team for controlling the budget and expenses. He also thanked the Audit Committee for their good work and report which they presented at the Pre Congress. Bill Walker also presented:

- a) The financial report was approved by PWC.
- b) The Balance Sheet.
- c) The Profit/Loss report: the Olympic revenue loss compared to the budget approved by Congress was explained. He also explained the variances referred to the audited Financial report.
- d) Actual vs Budget Comparison as approved at Congress should a small 3.1% variance. As budgets are set 9 months ahead, it is very challenging to get it any more exact.
- e) The ITU Amended Budget 2017 was presented.
- f) The 2008-2016 Net Assets Which showed how ITU assets fluctuate during the Olympic cycle. The goal of setting aside a \$1millionUSD reserve from each Olympic cycle was achieved for the first time in our history, which shows ITU in a sound financial position.

MOTION: Moved Malaysia, seconded Canada that the Financial Reports be approved.

CARRIED: Unanimous

10. RESOLUTIONS FROM EXECUTIVE BOARD:

RESOLUTION 1: Moved Executive Board, seconded IRL (Constitutional Changes).

That the changes to the Constitution as outlined, including: proposed changes to the ITU Constitution on changing the Secretary General from an elected position to an appointed position, term limits for the President and clarification on gender requirements, be approved.

CARRIED: Unanimous.

11. RESOLUTIONS FROM THE NATIONAL FEDERATIONS:

RESOLUTION 2: Moved BEL, seconded Ghana (Entry Fees for World Championships)

Whereas Grand Final entry fee for age groupers has increased to an undemocratic level.

And further whereas golf and other sports are doing everything to democratize their sport while triathlon is becoming more and more a managers' sport, for example In Cozumel the prize for an OD was 380 dollars and in Rotterdam it will be 345 euros.

And further whereas lower fees would attract more athletes and this is what most host cities want as they are

interested in city marketing and return on investment through lodging, meals, transport, etc..

And whereas more athletes mean more companions, more public.

And whereas to shut down a part of the city for an event with 10.000 athletes is more acceptable than for an event of 4000 athletes. And, quality has a price. If we double the number of participants we could cut the fee by at least a third.

Therefore, be it resolved that a working group should look in how ITU can lower the fees for age groupers to a more democratic level.

DISCUSSION:

- Loreen Barnett reported that the Executive Board had voted in concurrence with the motion and will institute a working group that will start looking into this immediately.

CARRIED: Unanimous

RESOLUTION 3: Moved NED, seconded SOM re: Elite Paratriathletes Prize Money

Whereas to show that ITU regards Paratriathlon as fully accepted within the triathlon family.

And whereas the ITU is known for its emphasis on gender equality from the very first beginning, expressed, for example by the equal prize money for women and men in the World Triathlon Series.

And whereas the Paratriathletes competing at the World Championships should be seen as elite sports(women) who dedicate a great deal of their life to their sport.

Be it resolved that ITU will consider giving prize money to Paratriathletes in the near future. The prize money will be rewarded at least at the Paratriathlon World Championships and

preferably also at World Paratriathlon Events. In doing so, the ITU will express its emphasis on inclusion and equality and send out a signal to both the Paratriathletes as well to the whole sport community.

And further be it resolved that a decision should be taken on the formation of an ITU working group that will come up with an implementation plan. This plan will be presented to ITU Congress 2017 to make it possible to decide in a careful way on this item.

DISCUSSION:

- The Executive Board voted in concurrence with the resolution provided the Paratriathlon Committee works on the strategy instead of appointing another working group. (Loreen Barnett, Secretary General)
- The Paratriathlon Committee will need to work closely with the Marketing staff to ensure the financial burden doesn't go to LOCs. She also said a target of 1million USD should be a minimum to implement prize money for Paratriathlon. (Sarah Springman, 1st Vice President)
- We proposed this resolution so Paratriathletes can get the same rewards as the other elite disciplines. The committee should also look at media exposure (NED federation).
- We will look very carefully at this because we are investing a lot of money for Paratriathlon with the current budget, i.e., educating classifiers, etc. This is being funded by the Olympic money. We will get there but we have to find the right path. (Marisol Casado, ITU President)

WITHDRAWN: The NED member withdrew their resolution.

RESOLUTION 3: Moved IRL, seconded BEL (Term Limits for the Executive Board.)

Whereas the limiting of terms of office is a simple principle which ensure the strategic personnel of the organisation remain fresh and management/direction remains current with the development of the sport.

And whereas if directors are in office a very long time this prevents new ideas/fresh eyes which may have much to offer / greater experience / qualification being involved and hence making a positive contribution to the development of the sport. [XXIX ITU Congress, Madrid, Spain, Saturday, 12 December, 2016](#)

Be it resolved that an additional clause be added at 17.4 c) of the ITU Constitution to read: No member of the Executive Board shall be allowed to serve any more than four consecutive terms of office as an executive board member of which no more than three consecutive terms of office be in the same position, with the exception of the President who can serve no more than six terms of office, of which no more than three consecutive terms of office can be in the same position. When an Executive Board member is elected as a Table Officer, they cannot serve as an ordinary member in a subsequent term.

This amend will apply to all current serving Board members whose start of first term may predate this resolution.

DISCUSSION:

- The Executive Board moved non-concurrence with this motion. (Loreen Barnett, Secretary General).
- Resolution 1, from the Executive Board, for term limit for the president has already been passed. Sarah Springman (1st Vice President and myself (Bill Walker, Vice President) are stepping down and both have agreed that they are ready to leave. Congress showed trust by passing Resolution 1. The Executive Board does not agree with the retroactivity aspect of the resolution. Further, we are a young federation and perhaps at some time in the future it will be a time for terms to extend to the entire Board. (Bill Walker, Vice President)
- We just passed a three term limit for the President. We will look at a more dynamic way to look at term limit, such as, two terms in and one term out and term back in again. We ask that you trust us that and that we are working in this direction. (Marisol Casado, ITU President)
- This matter has been on the agenda for many years. There has been great debate and we commend the board for bringing in term limits for the President. We have full confidence that the Executive Board will come back to us in Rotterdam. They withdrew their motion. (IRL, also on behalf of BEL).
- The Resolution was not written to help get elected to the Executive Board. It was requested that Chris Kitchen's name be withdrawn from the ballot for election of Vice President, but will stay on the ballot for the Multisport Committee. (Chris Kitchen, IRL)

12. **ELECTIONS:** Sarah Springman, 1st Vice President assumed the chair to conduct the elections.

12.1 **President:** (1 to be elected)

1 Candidate: (50% of the votes cast required for election.)

Marisol Casado (ESP): (121 votes cast, 119 votes for, 2 invalid votes) - **Elected**

Marisol Casado thanked everyone for voting for her and for voting for women. She said she will continue to work with everyone and will use all our values to provide the best leadership she can.

12.2 **Vice Presidents:** (4 to be elected)

Antonio Alvarez (MEX) (122 votes cast, 112 votes for, 10 invalid votes) - **Elected**

Loreen Barnett (CAN) (122 votes cast, 112 votes for, 10 invalid votes) - **Elected**

Ria Damgren Nilsson (SWE) (122 votes cast, 112 votes for, 10 invalid votes) - **Elected**

Shin Otsuka (JPN) (122 votes cast, 112 votes for, 10 invalid votes) - **Elected**

12.3 **Executive Board Members:** (4 to be elected)

Debbie Alexander (RSA) -113 - **Elected**

Alan Beckford (JAM) -59

Ian Howard (GBR)-99 - **Elected**

Nilendra Raj Shrestha (NPL) - 15
Terry Sheldrake (NZL) - 71 - **Elected**
Barry Siff (USA) -100 - **Elected**
Julius Skamen (AUT) – 19
(123 votes cast. 4 invalid votes.)

12.4 **Technical Committee:** (7 to be elected)

Shanelle Barrett (NZL) - 82 - **Elected**
Dirk Bogaert (BEL) - 57 - **Elected**
Jaime Cadaval (MEX) - 68 - **Elected**
Joyce Donaldson (USA) - 48
Jorge Garcia (ESP) - 82 - **Elected**
Mahdi Goudarzi (IRN) - 11
Woo Kyong Ki (KOR)- 30
David Markham (CAN) - 56 - **Elected**
Roberto Menescal (BRA) - 31
Hugh McAtamney (IRL) - ???
Fritz Schwarz (AUT) - 8
Kiriyo Suzuki (JPN)- 51
Bela Varga (HUN) - 59 - **Elected**
Howard Vine (GBR) - 77 - **Elected**
(114 votes cast)

12.5 **Credential Candidates** (3 to be elected)

Ashraf Elmidany (EGY)
Alicia Garcia (ESP)
Gerardo Zetina (MEX)

12.6 **Coaches Committee** (7 to be elected)

Inaki Arenal (ESP) - 93 - **Elected**
Ben Bright (GBR) - 96 - **Elected**
Eligio Cervantes (MEX)- 49
Julien Clonen (NZL) - 91 - **Elected**
Tommy Evans (IRL) - 29
Philippe Fattori (FRA) -87 - **Elected**
Neil MacPherson (RSA) -37

Mohammad Mansourzadeh (IRN) - 21

Thomas Moeller (GER) -65

Andy Schmitz (USA) - 83 - **Elected**

Reinout Van Schuylenbergh (BEL) - 29

Hideki Yamane (JPN) - 90 - **Elected**

(118 votes cast. 6 men elected, 1 woman will be appointed by the Executive Board)

12.7 Medical and Anti-Doping Committee (7 to be elected – minimum of 1 from opposite gender)

Yasir Abd Elrahman (EGY) - 74

Humberto Aguilar Lopez (MEX) - 97 - **Elected**

Bo Berlung (SWE) - 49

Andras Galyasz (HUN) - 87 - **Elected**

Doug Hiller (USA) - 100 - **Elected**

Siuade Jagun (NGA) - 45

Toshihito Katsumara (JPN) - 104 - **Elected**

Claude Marble (FRA) -99 - **Elected**

Sergio Migliorini (ITA)- 101 - **Elected**

(116 votes cast – 6 men elected, 1 woman will be appointed by the Executive Board).

12.8 Women's Committee (7 to be elected)

Karen Araujo (TTP) - 77 - **Elected**

Nelly Becarra (MEX) - 88 - **Elected**

Neuzha Bidouance (MAR) -72

Susan Haag (USA)-89 - **Elected**

Mehrangiz Husseinjamal (IRN) - 70

Sharon Oakley (RSA) - 87 - **Elected**

Sheila O'Kelly (CAN)-91 - **Elected**

Tomoko Wada (JPN) -91 - **Elected**

(117 votes cast. 6 women elected, 1 man will be appointed by the Executive Board).

12.9 Constitution Committee (7 to be elected)

Gale Bernhardt (USA) - **Elected**

Johan Druwe (BEL) - **Elected**

David Ferrier (AUS) - **Elected**

Heejong Moon (KOR) - **Elected**

Aoife Nash (IRL) - **Elected**

Ali Sabour (IRN) - **Elected**

Bernard Saint-Jean (FRA) – **Elected**

(116 votes cast)

12.10 Multi-sport Committee (7 to be elected)

Sergo Dias (POR) 74 - **Elected**

Brian Hinton (AUS) 96 - **Elected**

Duncan Hough (GBR)82 - **Elected**

Chris Kitchen (IRL) 91 - **Elected**

Daniel Martin (AUT)80 - **Elected**

Yasuhiro Nakajima (JPN) 63

Zafer Peker (TUR)-34

Ali Sabour (IRN) – withdrawn as he was elected in the previous committee

Mario Salazar Valdez (MEX) 49

Christian Triquet (CAN) 49

Tim Yount (USA) 89 – **Elected**

(116 votes cast. 6 men elected, 1 woman to be appointed by the Executive Board.)

12.11 Paratriathlon Committee (7 to be elected)

Jon Beeson (USA) - 100 - **Elected**

Jose Israel Briseno Perezzyera (MEX)

Grant Darby (CAN) -96 - **Elected**

Oliver Laaber (AUT)

Alfred Lipp (GER) -95 - **Elected**

Neil MacLeod (ITA)

Carolyn Murray (CAN) -99 - **Elected**

Rob Noordzij (NED) 86 - **Elected**

Zafer Peker (TUR)

Masamitsu Tomikawa (JPN) -

Michael Ziv (ISR)

(116 votes cast)

13. ELECTION OF HONORARY MEMBERS:

Marisol Casado took over the chair and proposed Bill Walker as an Honorary Member of ITU. A standing ovation confirmed the unanimous agreement of Congress. Bill Walker expressed his thanks everyone.

Marisol thanked Sarah Springman for her long service and noted that she has been an Honorary member of ITU since 1996. Sarah Springman expressed her thanks everyone – she received a standing ovation.

Marisol Casado also acknowledged the good work that Loreen Barnett has done as Secretary General since 2008. Loreen Barnett received a standing ovation.

14. OATH OF OFFICE.

Sarah Springman asked all elected officials to stand and take the Oath of Office.

15. ADJOURNMENT: ITU President Marisol Casado thanked everyone for the success of the Pre-Congress and Congress. Moved USA, the meeting adjourned at 2:11pm.

***International Triathlon
Union***

Lausanne

***Report of the
statutory auditor to the
Executive Board Meeting
on the combined financial
statements 2016***





Report of the statutory auditor to the Executive Board Meeting of International Triathlon Union

Lausanne

Report of the statutory auditor on the combined financial statements

As statutory auditor, we have audited the accompanying combined financial statements of International Triathlon Union, which comprise the combined balance sheet, income statement, cash flow statement and notes, for the year ended 31 December 2016.

Executive Board's responsibility

The Executive Board is responsible for the preparation of the combined financial statements in accordance with the requirements of Swiss law and the association's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of combined financial statements that are free from material misstatement, whether due to fraud or error. The Executive Board is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these combined financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the combined financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the combined financial statements for the year ended 31 December 2016 comply with Swiss law and the association's articles of incorporation.



Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of combined financial statements according to the instructions of the Association Board.

We recommend that the combined financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Marc Ausoni
Audit expert
Auditor in charge

Nicolas Daehler
Audit expert

Lausanne, 30 June 2017

Enclosure:

- Combined financial statements (balance sheet, income statement, cash flow statement and notes)

International Triathlon Union

Combined Balance sheet as at 31 December (in USD)

Assets	2016	2015
Current assets		
Cash and cash equivalents	14'020'228	1'193'237
Short-term investments with a quoted market price	2'196'770	2'726'046
Trade receivables due from third parties	723'923	1'400'115
Other current receivables due from third parties	14'665	11'710
Accrued income and prepaid expenses	105'915	238'793
Total current assets	17'061'501	5'569'901
Non-current assets		
Financial assets		
Loans to group companies	294'155	278'496
Other financial assets	1'693	1'693
Investments	1'690	1'690
Property, plant and equipment	390'875	406'296
Total non-current assets	688'413	688'175
Total assets	17'749'914	6'258'076

International Triathlon Union

Combined Balance sheet as at 31 December (in USD)

Liabilities	2016	2015
Short-term liabilities		
Trade payables due from third parties	516'955	233'616
Other short-term liabilities due from third parties	1'293'880	161'361
Accrued expenses and deferred income	194'044	533'937
Short-term provisions	160'780	-
Total short-term liabilities	2'165'659	928'914
Long-term liabilities		
IOC Contribution Fund	12'625'000	-
Total long-term liabilities	12'625'000	-
Total liabilities	14'790'659	928'914
Shareholders' equity		
Invested in capital assets	390'875	406'296
Cumulated (deficiency) surplus of revenue over expenses	2'568'380	4'922'866
Total shareholders' equity	2'959'255	5'329'162
Total liabilities	17'749'914	6'258'076

International Triathlon Union

Combined Profit and loss statement for the financial year/period ended 31 December (in USD)

	2016	2015
Revenue		
Olympic games	875'000	-
Sponsorships	1'081'061	301'498
Television and event fees	1'730'200	1'515'000
Grants and contributions	95'193	102'660
Prize money received	460'000	410'000
Affiliation fees	38'100	29'146
Other Income	82'972	54'954
	4'362'526	2'413'258
Expenses		
Administrative expenses	-229'823	-221'021
Amortization of capital assets	-17'496	-27'625
Anti-doping related expenses	-245'034	-235'056
Bad debt	-379'845	-147'914
Committee	-303'116	-72'080
Competitions and Events	-1'703'287	-1'324'522
Development	-1'000'770	-1'013'875
Executive Board	-111'077	-106'797
Legal and Accounting	-27'655	-100'835
Media and Television	-555'928	-437'881
Olympic Games expenses	-356'565	-
President's Honoarium	-184'104	-185'462
Salaries	-1'576'938	-1'539'682
	-6'691'638	-5'412'750
Earnings before interest and taxes	-2'329'112	-2'999'492
Financial income	148'715	9'045
Financial expenses	-189'511	-142'025
Earnings before taxes	-2'369'908	-3'132'472
Non-operating income	-	-
Profit/loss for the year/period	-2'369'908	-3'132'472
Direct taxes		
Profit/loss for the year/period	-2'369'908	-3'132'472

International Triathlon Union

Combined statement of cash flows for the year ended December 31 (in USD)

	2016	2015
Cash from operating activities		
(deficiency) surplus of revenue over expenses for the year	-2'369'908	-3'132'472
Items not involving cash		
Amortization of capital assets	17'496	27'625
Bad debt expense	379'845	147'914
	-1'972'567	-2'956'933
Change in non-cash operating working capital		
Accounts receivable	296'347	297'969
Loans receivable	-15'659	-22'181
Other current receivables	-2'955	64'391
Prepaid expenses and deposits	132'878	-146'043
Accounts payable and accrued liabilities	1'415'859	-552'724
Short-term provisions	160'780	-26'769
Deferred revenue	12'285'107	526'437
	12'299'790	-2'815'853
Cash from investing activities		
Purchase of capital investments	-2'075	-7'439
Purchase of investments	-0	162'199
Proceeds from maturity of short-term investments	529'276	3'300'623
	527'201	3'455'383
(Decrease) increase in cash and cash equivalents	12'826'991	639'530
Cash and cash equivalents - Beginning of year	1'193'237	553'707
Cash and cash equivalents - End of year	14'020'228	1'193'237

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

1 Purpose of the organization

The Organization's purpose is to develop, promote and generally advance the world-wide sport of Triathlon, Duathlon and its other related multi-sports.

2 Principles of combination

These combined financial statements have been prepared from the financial statements of International Triathlon Union and other contractually related entities. All balances and transactions between these entities have been eliminated. Entities included in the combined financial statements for the year ended 31 December 2015 and 2016 for the organization are summarized as follows :

ITU office of Vancouver
ITU office of Madrid
ITU headquarter in Lausanne

ITU office of Vancouver
ITU office of Madrid
ITU Headquarters of Lausanne

3 Significant accounting policies

The International Triathlon Union (the Organization) is a not for profit association governed by the provisions of the Swiss Civil Code.

The significant accounting policies are summarized below:

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are initially deferred and recognized as revenue when the related expenses are incurred or the restrictions have been met.

Revenue for services provided is recorded when earned and collection is reasonably assured. Sponsorship revenue is recorded in the period the amounts relate to or the sponsorship requirements are met.

The contribution received every four years from the International Olympic Committee (IOC) is based on a formula determined by the IOC for sharing television rights revenue from the Olympic Games. This contribution is unrestricted. USD 13'500'000 (CHF 13'765'950) was received from the IOC in 2016 related to the 2016 RIO Olympics

Cash and cash equivalents and short term investments

Cash and cash equivalents consist of cash and highly liquid investments with terms to maturity of three months or less at the date of acquisition, such as a money market fund.

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

Other financial assets

Other financial assets are recorded at fair value based on quoted market price.

Deferred revenue

Deferred revenue represents advance receipt of sponsorship revenue, event and affiliation fees. The revenue from event and affiliation fees is recognized in the year in which the event is held or to which the fees relate. Sponsorship revenue is restricted for specific use and is recognized in the year the related expenses are incurred, as required under the agreement. In 2016, the year of the RIO Olympics, it was decided to defer the IOC contribution funds over a 4 year cycle.

Property, Plant and equipment

Land and building comprise a strata title in a multi-unit commercial complex. Property, Plant and equipment are recorded at cost. Betterments that extend or enhance the estimated life or service potential of an asset are capitalized. When a capitalized asset no longer contributes to the Organization's ability to provide services, its carrying amount is written down to its residual value.

Property, Plant and equipment are amortized on a straight-line basis over the following periods:

Building	30 years
Furniture and fixtures	5 years
Computer and TV equipment	3 years

Contributed services

A number of volunteers contribute a significant amount of time to the Organization each year. The value of certain services donated to the Organization by its members and others is not recognized or disclosed in the financial statements and related notes due to the difficulty of determining the fair value.

Foreign currency

Monetary assets and liabilities denominated in other than US dollars are translated at the rate in effect at the date of the balance sheet. Transactions in currencies other than US dollars are translated at the rate in effect at the transaction date. Gains and losses resulting from fluctuations in the exchange rate associated with these transactions are recorded in the period they arise. Non-monetary assets are recorded at the historical rate of exchange in effect at the date of acquisition.

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

Use of estimates

The preparation of combined financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates include valuation of accounts receivable and the determination of the useful lives of capital assets for purposes of amortization. Actual results may ultimately differ from those estimates.

Financial instruments

Cash and cash equivalents and Other financial assets are measured at fair value.

Declaration to the fact that the number of full-time equivalents, averaged over the year, did not exceed 10, 50 or 250.

The number of full-time equivalents did not exceed 50 on an annual average basis.

4 Short-term investments and Other financial assets

Short-term investments of USD 2'196'770 (CHF 2'240'046) consist of mutual funds, denominated in US dollars, held with a Canadian chartered bank. The mutual funds comprise a US dollar managed income portfolio that is focused on maximizing interest income while attempting to preserve capital.

5 Property, Plant and Equipment

	2016				2015			
	Cost		Accumulated amortization		Net		Net	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Land	298'580	304'462	0	-	298'580	304'462	298'580	298'132
Building	140'508	143'276	55'423	56'515	85'085	86'761	89'769	89'635
Furniture and fixtures	20'396	20'798	20'045	20'440	351	358	1'828	1'825
Computer equipment	82'785	84'416	76'957	78'473	5'828	5'943	13'138	13'118
TV equipment	67'444	68'773	66'414	67'722	1'030	1'050	2'981	2'977
	<u>609'714</u>	<u>621'725</u>	<u>218'839</u>	<u>223'150</u>	<u>390'875</u>	<u>398'575</u>	<u>406'296</u>	<u>405'687</u>

6 Deferred revenue

Deferred revenue consists of USD 12'658'924 (CHF 12'908'304) in advance event fees and 2016 RIO Olympic Games revenue.

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

7 Financial instruments

Foreign currency risk

The Organization faces foreign currency risk on its cash and cash equivalents and Other financial assets denominated in currencies other than US dollars. These foreign currency balances are as follows:

	2016	2015
	USD	USD
Canadian dollars (CA\$14'805; 2015 - CA\$17'094)	11'071	12'328
Euros (€3'656'462; 2015 - €56'561)	3'846'518	61'795
Swiss francs (CHF 2'507'689; 2015 -CHF 48'388)	2'459'242	48'823
	<u>6'316'831</u>	<u>122'946</u>

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. It arises primarily on interest-bearing financial instruments held in the mutual funds account. The Organization does not use derivative financial instruments to manage the effects of this risk.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable.

Liquidity risk

Liquidity risk is the risk that the Organization cannot meet the demand for cash or fund its obligations as they become due. Management minimizes its exposure to liquidity risk by regularly monitoring cash flows. The Organization is not exposed to significant liquidity risk.

8 Investment in World Triathlon Stockholm AB and loans receivable

The Organization purchased an 11% interest in a newly formed entity, World Triathlon Stockholm AB (WTS) in 2012 for 11'000 SEK (USD 1'690 / CHF 1'672). The Organization has a minority position and does not have a significant influence and as a result, the investment is recorded at cost. As part of this agreement, the Organization is committed to fund their proportionate share of the initial losses incurred by WTS. The Organization increased its capital share to SEK 77'000 (USD 9'173 / CHF 9'088) during 2015 as the increase was proportionnal between the different shareholders the share vote remained at 11%.

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

The Swedish Triathlon Federation (STF) is a 34% shareholder of WTS AB. The Organization has signed loan agreements to fund 34% of STF's proportionate contribution to the losses incurred by WTS. The loan generates interest and is payable only when WTS AB has distributable profits. The Organization has loaned 148'163 SEK (USD 16'100/CHF 16'417 in 2016 (2015 SEK 94'500 (USD 10'859/CHF 10'843)) to STF to cover STF's proportionate contribution to the losses incurred by WTS.

	2016	2016	2015	2015
	USD	CHF	USD	CHF
Loan receivable from World Triathlon Stockholm AB	135'137	137'799	128'403	128'210
Loan receivable from Swedish Triathlon Federation	155'671	158'738	146'305	146'085
Interest	3'788	3'748	3'788	3'783
	294'596	296'537	278'496	278'078

9 Commitments

Lease payments - Lausanne

The Organization is committed to making minimum annual rental payments for their leased premise in Lausanne, Switzerland. The lease payments are as follows:

	USD	CHF
2015	50'807	50'268
2016	12'702	12'567
	63'509	62'836

Commitments are in Swiss francs; however, the table presents the commitments in US dollar equivalents at the December 31, 2016 year-end date.

Agreement with Lagardère Unlimited

The Organization has an ongoing agreement with World Triathlon Corporation, until 2020. The World Triathlon Corporation acquired the agreement from Lagardère Unlimited in April 2016. According to the agreement a minimum of seven events should comprise the ITU Triathlon World Triathlon Series (WTS), under the governance of the Organization. Under the terms of the agreement, World Triathlon Corporation has the right and the obligation to organise a maximum of five WTS events as well as to manage the marketing of certain WTS international contractual TV rights.

International Triathlon Union

Notes to combined Financial Statements for the year ended December 31, 2016 (expressed in USD and CHF equivalent)

10 Conversion rate

The following exchange rates have been used in order to convert the combined financial statements from USD to CHF :

2012: 0.9133
2013: 0.8902
2014: 0.9894
2015: 0.9985
2016: 1.0197

International Triathlon Union

Combined Balance sheet as at 31 December (in CHF)

Assets	2016	2015
Current assets		
Cash and cash equivalents	14'296'426	1'191'447
Short-term investments with a quoted market price	2'240'046	2'721'957
Trade receivables due from third parties	738'184	1'398'015
Other current receivables due from third parties	14'954	11'693
Accrued income and prepaid expenses	108'002	238'434
Total current assets	17'397'612	5'561'546
Non-current assets		
Financial assets		
Loans to group companies	299'950	278'078
Other financial assets	1'726	1'690
Investments	1'723	1'688
Property, plant and equipment	398'575	405'687
Total non-current assets	701'974	687'143
Total assets	18'099'586	6'248'689

International Triathlon Union

Combined Balance sheet as at 31 December (in CHF)

Liabilities	2016	2015
Short-term liabilities		
Trade payables due from third parties	527'139	233'266
Other short-term liabilities due from third parties	1'319'368	161'119
Accrued expenses and deferred income	197'867	533'136
Unrealised gain	1'378'456	1'265'475
Short-term provisions	163'947	-
Total short-term liabilities	3'586'777	2'192'996
Long-term liabilities		
IOC Contribution Fund	12'873'712	-
Total long-term liabilities	12'873'712	-
Total liabilities	16'460'489	2'192'996
Shareholders' equity		
Invested in capital assets	398'575	405'687
Cumulated (deficiency) surplus of revenue over expenses	1'240'522	3'650'006
Total shareholders' equity	1'639'097	4'055'693
Total liabilities	18'099'586	6'248'689

International Triathlon Union

Combined Profit and loss statement for the financial year/period ended 31 December (in CHF)

	2016	2015
Revenue		
Olympic games	892'238	-
Sponsorships	1'102'358	301'046
Television and event fees	1'764'285	1'512'728
Grants and contributions	97'068	102'506
Prize money received	469'062	409'385
Affiliation fees	38'851	29'102
Other Income	84'607	54'871
	4'448'469	2'409'638
Expenses		
Administrative expenses	-234'351	-220'690
Amortization of capital assets	-17'841	-27'584
Anti-doping related expenses	-249'861	-234'703
Bad debt	-387'328	-147'692
Committee	-309'088	-71'972
Competitions and Events	-1'736'842	-1'322'535
Development	-1'020'486	-1'012'354
Executive Board	-113'265	-106'637
Legal and Accounting	-28'200	-100'684
Media and Television	-566'880	-437'224
Olympic Games expenses	-363'589	-
President's Honoarium	-187'731	-185'184
Salaries	-1'608'004	-1'537'372
	-6'823'466	-5'404'631
Earnings before interest and taxes	-2'374'997	-2'994'993
Financial income	151'645	9'031
Financial expenses	-193'244	-141'812
Earnings before taxes	-2'416'596	-3'127'774
Non-operating income	-	-
Profit/loss for the year/period	-2'416'596	-3'127'774
Direct taxes	-	-
Profit/loss for the year/period	-2'416'596	-3'127'774

International Triathlon Union

Combined statement of cash flows for the year ended December 31 (in CHF)

	2016	2015
Cash from operating activities		
(deficiency) surplus of revenue over expenses for the year	-2'416'595	-3'127'774
Items not involving cash		
Amortization of capital assets	17'841	27'584
Bad debt expense	387'328	147'692
	-2'011'426	-2'952'498
Change in non-cash operating working capital		
Accounts receivable	302'185	297'522
Loans receivable	-15'967	-22'148
Other current receivables	-3'013	64'294
Prepaid expenses and deposits	135'495	-145'824
Accounts payable and accrued liabilities	1'330'770	-551'895
Short-term provisions	163'947	-26'729
Deferred revenue	12'527'124	525'648
	12'429'115	-2'811'630
Cash from investing activities		
Purchase of capital investments	-2'116	-7'428
Purchase of investments	-0	161'956
Proceeds from maturity of short-term investments	539'703	3'295'672
	537'587	3'450'200
Foreign exchange conversion	112'981	5'039
(Decrease) increase in cash and cash equivalents	13'079'683	643'609
Cash and cash equivalents - Beginning of year	1'216'744	547'838
Cash and cash equivalents - End of year	14'296'426	1'191'447



ITU triathlon
ITU BUDGET 2018

ITU 2018 Budget for Congress Approval		Budget Approved by 2017 Congress
INCOME	USD	USD
Affiliation Fees	30,000	30,000
Event Fees	1,466,000	1,266,000
Event Fees-Media	595,000	300,000
Grants & Contributions	95,000	88,000
Prize Money	2,535,000	2,435,000
Sponsorship	857,000	726,490
TriLive	200,000	
Other Income	20,000	20,000
Olympic Games	3,500,000	3,500,000
TOTAL INCOME	9,298,000	8,365,490
EXPENSES		
Administration	891,700	786,595
Sport Department	1,769,103	1,283,531
Prize Money	2,940,000	2,610,000
Sport Development	1,348,000	1,315,000
Comunications	1,212,500	1,045,092
Antidoping	437,560	375,060
President Honorarium	190,471	184,923
President & EB expenses	220,545	215,135
Congress	75,000	65,000
Committees	40,000	40,000
Marketing	92,500	179,250
Olympic Games	-	-
TOTAL	9,217,379	8,099,586
RESULT	80,621	265,904

RESOLUTIONS FROM ITU EXECUTIVE BOARD

RESOLUTION 1: PROPOSED CHANGES TO THE ITU CONSTITUTION

Whereas the ITU Constitution needs to be modified to reflect resolutions approved at the 2016 Congress;

And whereas advice from both the ITU Executive Board and Constitution Committee require some modifications;

Therefore, be it resolved, that the following changes to the ITU Constitution, outlined in the table below, be approved.

No.	Existing Text	Proposed text	Comments
1. Term Limits for Executive Board.	<p>Article. 15.1: The Table Officers shall consist of The President, The Secretary General, and 4 Vice Presidents, including at least two persons of the opposite gender, excluding the Secretary General. One of the Vice Presidents shall be assigned with the financial roles.</p> <p>a) Candidates, except the Secretary General, will be nominated by the NF and elected by Congress. The Secretary General will be appointed by the Executive Board.</p> <p>b) No more than two Officers can be elected from any one (1) of the five (5) Continental Confederations.</p> <p>c) The assignment of roles and responsibilities of the Vice Presidents shall be at the discretion of the President, including the appointment of</p>	<p>Article. 15.1: The Table Officers shall consist of The President, The Secretary General, and 4 Vice Presidents, including at least two persons of the opposite gender, excluding the Secretary General. One of the Vice Presidents shall be assigned with the financial roles.</p> <p>a) Candidates, except the Secretary General, will be nominated by the NF and elected by Congress. The Secretary General will be appointed by the Executive Board.</p> <p>b) No more than two Officers can be elected from any one (1) of the five (5) Continental Confederations.</p> <p>c) The assignment of roles and responsibilities of the Vice Presidents shall be at the discretion of the President, including</p>	<p>Implementing term limits for the ITU Executive Board resulted due to:</p> <ul style="list-style-type: none"> • The Constitution Committee analysed the term limits policies of all Olympic Summer IFs and prepared the recommendation. • The Executive Board approved the approval of the recommendation from the Constitution Committee. • The Resolution was passed at the 2016 ITU Madrid Congress.

	<p>“First Vice President” and the Financial Vice President.</p> <p>d) The “First Vice President” shall assume the role of President in the absence of the President.</p> <p>e) The President shall be elected for a maximum period of three (3) terms.</p>	<p>the appointment of “First Vice President” and the Financial Vice President.</p> <p>d) The “First Vice President” shall assume the role of President in the absence of the President.</p> <p>e) The President All Table Officers shall be elected for a maximum period of three (3) terms.</p> <p>f) Table Officers shall not serve more than 5 terms in the Executive Board, with the exception of the President who can serve for an additional 3 terms (8 terms in total).</p>	
<p>2. Term Limits for Executive Board.</p>	<p>Article 17.1: The Executive Board consists of the Table Officers, five (5) Presidents of the Continental Confederations, one (1) Athlete Representative (Chair of the Athletes’ Committee) and four (4) Executive Board members, elected by the Congress, from which no more than two (2) from the same Continent.</p> <p>a) No more than two (2) representatives from the same member NF shall be elected to the Executive Board.</p> <p>b) At least four elected Members of the Executive Board, including the</p>	<p>17.1 The Executive Board consists of the Table Officers, five (5) Presidents of the Continental Confederations, one (1) Athlete Representative (chair of the Athletes’ Committee) and four (4) Executive Board members, elected by the Congress, from which no more than two (2) from the same Continent.</p> <p>a) No more than two (2) representatives from the same member NF shall be elected to the Executive Board.</p> <p>b) At least four elected Members of the Executive Board, including the elected</p>	<p>See comments for 1. above.</p>

	<p>elected officers, shall be from the opposite gender.</p> <p>c) All candidates for the Executive Board may prepare their personal records and goals they want to achieve for ITU. ITU will forward this document to all Members prior to Congress.</p> <p>d) Executive Board members shall be ex-officio members of their NF Executive Board, voting rights will be specified by the NF. They may also take part in the General Assembly, Congress, or Annual General Meeting of their NF.</p>	<p>officers, shall be from the opposite gender.</p> <p>c) All candidates for the Executive Board may prepare their personal records and goals they want to achieve for ITU. ITU will forward this document to all Members prior to Congress.</p> <p>d) Executive Board members shall be ex-officio members of their NF Executive Board, voting rights will be specified by the NF. They may also take part in the General Assembly, Congress, or Annual General Meeting of their NF.</p> <p>e) All Executive Board members shall be elected for a maximum period of three (3) terms.</p>	
<p>3. Add Para-triathlete (from the Athletes Committee members) to the ITU Paratriathlon Committee.</p>	<p>19.1 All Committees will have seven (7) members except the Audit Committee and the Credentials Committee that shall have three (3) members, and the Athletes' Committee that shall have ten (10) members (5 men x 5 women, being at least from 3 regions, with a maximum of two Paratriathletes from each gender and from two different continents). All other Committees shall comprise at least one</p>	<p>19.1 All Committees will have seven (7) members except the Audit Committee and the Credentials Committee that shall have three (3) members, and the Athletes' Committee that shall have ten (10) members (5 men x 5 women, being at least from 3 regions, with a maximum of two Paratriathletes from each gender and from two different continents). All other Committees shall comprise at least one member from a different gender. In addition to the</p>	<p>This proposal is from the Athletes' Committee. It is intended to provide the Paratriathlon Committee with direct input from an elite Paratriathletes.</p>

	<p>member from a different gender.</p>	<p>seven (7) members, one (1) paratriathlete will represent the Athletes Committee in the Paratriathlon Committee with voice and no voting rights.</p>	
<p>3. Change of Legal Name</p>	<p>Preamble: The International Triathlon Union (ITU) is the world governing body for the sport of Triathlon and its related other Multisports. It is an association created under art. 60 and following the Swiss Civil Code. International Triathlon Union, Founded, April 1989, Avignon, France. ITU is a non-profit-making organisation and does not pursue any objective for its own gains.</p>	<p>Preamble: The International Triathlon Union (ITU) World Triathlon is the world governing body for the sport of Triathlon and its related other Multisports. It is an association created under art. 60 and following the Swiss Civil Code. International Triathlon Union, World Triathlon, Founded, April 1989, Avignon, France. ITU World Triathlon is a non-profit-making organisation and does not pursue any objective for its own gains.</p>	<p>Rationale:</p> <ul style="list-style-type: none"> • Change of the legal name of the IF from “International Triathlon Union” to “World Triathlon”, so the sport, “triathlon” and our global role “world” is included in our name. • This is the trend among other IFs: World Sailing, World Rowing, World Rugby, World Archery. • New marketing and branding strategy will be addressed. • All references to ITU within the Constitution will be modified to “World Triathlon”.

NOMINEES FOR ELECTION

AUDIT COMMITTEE (3 to be elected)	
PENA LEON, Fernando	DOM
RAMIREZ MORA, Julio Cesar	ECU
BECKFORD, Alan	JAM
COACHES' COMMITTEE (1 to be elected)	
BERNISTAIN, Claudia	MEX
KATE ROBERTS	RSA
MEDICAL AND ANTI-DOPING COMMITTEE (1 to be elected)	
GAIRIFO PEDRO, Angela Sofia	POR
MULTISPORT COMMITTEE (1 to be elected)	
TAN PHAIK THO Melody	MAL
WOMEN'S COMMITTEE (1 to be elected)	
HANRATTY, Bernard	IRE
HOUSTON, Ben	AUS
COOKE, Leroy	JAM

Click on name
to view CV, then
right click -
"previous view"
to return to
nomination page.

2017

January 17	Meeting with IOC President	Lausanne - Switzerland	ITU Representation
	Spanish Sports Awards	Madrid - Spain	ITU Representation
	Meeting with Ironman	Lausanne - Switzerland	ITU Management
	SportAccord Council Meeting	Lausanne - Switzerland	ITU Representation
	Iberoamerican Triathlon Championship	Merida - Mexico	ITU Events Attendance & Athletes Relations
February 17	OBS Meeting	Madrid - Spain	ITU Management
	Second International Forum for Sports Integrity	Lausanne - Switzerland	ITU Representation
	ETU General Assembly	Rome - Italy	Governance & Relations with NFs
March 17	SportAccord Council Meeting	Lausanne - Switzerland	ITU Representation
	IF Women in Leadership Forum	Lausanne - Switzerland	ITU Representation
	Women's day dinner	Lausanne - Switzerland	IOC Relations
	Gender Champions UN	Geneva - Switzerland	ITU Representation
	Meeting with ATU President	Madrid - Spain	ITU Management
	Iberoamerican General Assembly	Montevideo - Uruguay	Governance & Relations with NFs
	Iberoamerican Triathlon Championship	Montevideo - Uruguay	ITU Representation
	Meeting with Media - IOC Members	Madrid - Spain	Development & Promotion
April 17	ASOIF Council Meeting	Aarhus - Denmark	ITU Representation
	ASOIF General Assembly	Aarhus - Denmark	ITU Representation
	SportAccord Council Meeting	Aarhus - Denmark	ITU Representation
	SportAccord General Assembly	Aarhus - Denmark	ITU Representation
	ASOIF - IOC EB Meeting	Aarhus - Denmark	ITU Representation
	AIOWF - ASOIF Meeting	Aarhus - Denmark	ITU Representation
	ANOC EB Meeting	Madrid - Spain	ITU Representation
	Olympic Solidarity Commission Meeting	Barcelona - Spain	IOC Relations
	ITU EB Meeting	Seoul - Korea	ITU Management
May 17	ATU Congress	Yasmine Hammamet - Tunisia	Governance & Relations with NFs
	IOC Evaluation Commission	Los Angeles - USA	IOC Relations
	IOC Evaluation Commission	Paris - France	IOC Relations
	Madrid World Cup Presentation	Madrid - Spain	ITU Representation
	Princess of Asturias Awards - Sports Jury Meeting	Oviedo - Spain	ITU Representation
	Madrid World Cup	Madrid - Spain	Governance & Relations with NFs
	Meeting NFs Morocco, Tunisia, Spain	Madrid - Spain	Governance & Relations with NFs
	IOC Evaluation Commission - Final Meeting	Lausanne - Switzerland	IOC Relations
June 17	Cagliari WC	Cagliari - Italy	Governance & Relations with NFs
	International Sport Integrity Partnership	Paris - France	ITU Representation
	SportAccord Council Meeting	Lausanne - Switzerland	ITU Representation
	Olympic Day	Lausanne - Switzerland	IOC Relations
	World Transplant Games Federation	Malaga - Spain	IOC Relations
	Meeting Mayor of Madrid	Madrid - Spain	ITU Representation
	NOC Board Meeting	Barcelona - Spain	ITU Representation
July 17	Mediterranean Triathlon Championship	Altafulla - Spain	ITU Representation
	Mediterranean General Assembly	Altafulla - Spain	Governance & Relations with NFs
	2024 Briefing for IOC Members and Summer IFs	Lausanne - Switzerland	IOC Relations
	Barcelona 1992 Celebration	Barcelona - Spain	ITU Representation
	Hamburg WTS	Hamburg - Germany	Governance & Relations with NFs
	ASTC Congress	Palembang - Indonesia	Governance & Relations with NFs
August 17	Lecture at global Coach Conference for ICCE	Liverpool - Great Britain	ITU Representation
	Athletics Connect: Towards Gender Equity - IAAF	London - Great Britain	ITU Representation
	Montreal WTS	Montreal - Canada	Governance & Relations with NFs



INTERNATIONAL TRIATHLON UNION

Dear ITU Members and ITU Committee members,

Welcome to the ITU Congress in Rotterdam and to this beautiful city, where we are hosting the 2017 Grand Final of the WTS, Paratriathlon World Championships, Junior World Championships, Under 23 World Championships and the Age Group World Championships. I hope you have a great time here in Rotterdam.

2016 was, without a doubt, a very special year. It was a year in which we enjoyed the marvellous Olympic Games in Rio, where triathlon had one of its most successful races. It was a year that saw the debut of Paratriathlon at the Paralympic Games. It was a year in which our triathletes, made history and showed the world how strong they are.

2017 is the last year of our Strategic Plan 2014-2017, and it is a year for analysing the achievements of the last four years in accordance with the goals of said plan for this period. Please allow me to elaborate on how we are doing with reference to the strategic plan.

Note: You can find more information in the report from “Envisio” (ITU software to follow the strategic plan 2014-2017), which is included in the documents.

1. INCREASE PRESENCE IN THE OLYMPIC AND PARALYMPIC PROGRAMME

After having a very successful Olympic Games in Rio de Janeiro, ITU had the debut of Paratriathlon as part of the 2016 Paralympic Games, where big successes included the performance of the athletes and ITU officials, both of whom made the event an unforgettable one. We are sure this debut will provide ITU with the opportunity to have more classes within the Paralympic Games in Tokyo 2020.

The most important achievement of the year has been the inclusion of the Mixed Team Relay event within the Olympic Programme, starting at the 2020 Tokyo Olympic Games. This will give the sport of triathlon a whole new dimension, helping the development of female participation worldwide. This important success was possible thanks to ITU staff following all IOC requirements to the letter and the work completed by our President within the Olympic family.

ITU has been able to consolidate the presence of triathlon within different Multisport Games, including the latest inclusion of the Mixed Team Relay within the Panam Games, where our sport has consolidated its presence.

At the YOG in Buenos Aires, ITU was able to consolidate the individual events and the Mixed Team Relay, and we are working on the inclusion of a new relay for all athletes from other sports taking part in the event. Note: this will not be a medal event.



INTERNATIONAL TRIATHLON UNION

It is important to mention the influence of triathlon within the Olympic movement thanks to the election of our President; Marisol Casado onto the ASOIF Executive Board, the GAISF Executive Board (as Treasurer) and the Executive Board of the Master Games. Our President is chairing the Working Group of the IOC Gender Equality Review Project and she was elected as Member of three IOC Commissions (Evaluation Commission for the 2024 Olympic and Paralympic Games, Women's Commission and International Commission).

The strong collaboration that ITU has with the Olympic Channel is fundamental. Thanks to our Madrid office, communication between the two is carried out on a daily basis, since the Olympic Channel is advantageously located in Madrid. The Olympic Channel has been used by ITU as a platform to showcase our sport and generate incredible videos of our athletes. This collaboration will continue over the coming years.

2. MAXIMISE PROFILE AND PROFITABILITY OF THE WORLD TRIATHLON SERIES AS OUR CORE PRODUCT.

During this period, ITU signed a new agreement with Lagardere Unlimited (LU) and later, in 2016, sold the contract to Ironman (IM). The acquisition process was not easy and it took IM some months to understand the work of the WTS. After negotiations, ITU has been able to guarantee the existence of the WTS until 2020, with an agreement for International television rights that are currently managed by Infront and the responsibility to organise up to five WTS events until 2020. ITU was able to sign multi-year agreements with several events, such as Edmonton, Yokohama, Montreal and Bermuda. The Grand Final is awarded to Edmonton in 2020, after having had a clear and transparent bidding process with the compulsory participation of the respective National Federations.

Television audiences are increasing, especially for the Mixed Team Relay World Championships, hosted in Hamburg last year, with many spectators on the day making it a big success as well.

The awesome performances of the athletes in recent years has provided ITU with memorable moments and images of the WTS, demonstrating the athletes' growth within the WTS every year, and this year Rotterdam will hold an amazing Grand Final.

Over the last two years, 2016 and 2017, we have had the opportunity to welcome the first Global Sponsors of the WTS – NTT, the Japanese Telecommunications Company – thanks to the collaboration of the Japanese Triathlon Union (JTU) and the new ITU Marketing department. ITU is working to obtain more global sponsors for the WTS.

It is important to highlight the partnership with Tribe for WTS and ITU merchandising, and On Shoes for shoes and SEL for logistics and travel services.



INTERNATIONAL TRIATHLON UNION

Triathlon Live enjoyed its best year in terms of audiences, revenue and social media activity in 2016, providing very good communication, as well as the ITU I.T., communications and marketing departments by providing a high level of support to these platforms, which ITU has been able to manage in-house.

3. FOCUS ON ADDITIONAL CORE BUSINESS

The ITU brand is under consideration and ITU is proposing a name change to “World Triathlon”, following in the footsteps of other International Federations, such as World Sailing and World Archery, to name but a couple. At this stage, we are analysing the impact of such a change, ITU’s priority being to give greater importance to the use of the word “Triathlon” in all our products.

ITU has consolidated the use of the World Triathlon Series brand and we have developed a comprehensive and detailed branding manual for WTS and WC events.

ITU is focused on enhancing the value of its brands by focusing on the protection and the use of them within the different events and products. A clear example is the protection given to the ITU brands in accordance with the agreement we have with our merchandising partner Tribe.

The demand of WC events has grown over the past years and the quality of the events is increasing thanks to the efforts of our Sport department and our Technical Officials. Over the coming days, the ITU Executive Board will be discussing the new structure and strategic direction for competitions within ITU. In particular, the role that the WC and the Continental Cups should play within the sport in the future, which will be incorporated into the new strategic plan.

The fight against doping has been always a priority for ITU. The Triathlon family is tremendously proud of the behaviour of all our athletes. We are convinced that our anti-doping plans, which are very focused on intelligent testing, are very successful. Most of all, the good conduct of our athletes is the most important part of our success. After the issues generated at the Rio Olympic Games, the fight against doping is moving towards the creation of an independent testing unit within the Olympic Family for International Federations. ITU is supporting the IOC and ASOIF in this process. It is important for our sport that anti-doping tests are present at all ITU events, as we need to send a strong message to the whole triathlon community.

In the past two years, ITU has increased its anti-doping budget and this year the budget we propose an increase of 50,000 USD per year from 2016. As an example, we will have anti-doping testing at the AG World Championships in Rotterdam.



INTERNATIONAL TRIATHLON UNION

We also will keep on working closely not only with our stakeholders, but with other triathlon organisers, such as Ironman and Super League Triathlon, in order to armonise the fight against doping under the umbrella of ITU and in accordance with the new WADA Code.

After you receive the Congress package, we will have the first edition of the ITU Multisport Festival in Penticton, Canada, a new event created three years ago, designed to enhance Multi-Sport Championships. With over 3,500 athletes registered to take part in this first edition, the expectations are very high, while the future editions in Denmark and Spain should consolidate this new ITU product. As you can imagine, to hold such a large new event has required the considerable dedication of all ITU staff, especially the Sport and Communications departments. The Multi-Sport Committee has supported ITU staff in the development of this new event.

The Winter Triathlon, new S3 format and Long-Distance Duathlon World Championships will be organised in tandem with our partner Powerman and are part of our strategy to keep multisport events growing.

The growth of Paratriathlon has been incredible and every year we are taking new steps to increase the number of Paratriathletes, which has grown significantly due, in part, to the Rio Paralympic Games in 2016 and also because of the attraction of the sport. The creation of the World Paratriathlon Series and the World Paratriathlon Cups are the best examples of this. The performances of our Paratriathletes has clearly demonstrated how much we can grow in the future. A few days before our Congress, the IPC will be discussing the classes that will be able to take part in the Paralympic Games in Tokyo 2020 (of course, ITU has requested that all ITU Paratriathlon classes be present in the Paralympic programme). The support of the Paratriathlon Committee has been a key driver for the success of this growth.

One of the most significant achievements this year has been the signing of an MOU with IM. The ITU vision is to be the governing body for the sport of triathlon worldwide and in this regard we are trying to integrate all event organisers into the ITU family. This process should be reflected at a national level, knowing that in some territories we have conflicts with IM and other events organisers. A new contract template for all NFs will come soon, once it is agreed with IM and other events organisers. We must work together to achieve this.

ITU is providing an important service on the fight against technological fraud, not only with ITU events, but also in other international triathlon events; something that it is positioning ITU on the front line on the fight for having fair and clean competitions.

During 2017 we organised the first edition of the Events Conference with the assistance of the Hungarian Federation with the ambition to host it every two years.



INTERNATIONAL TRIATHLON UNION

4. INCREASE PARTICIPATION, COMPETITIVENESS AND EVENT QUALITY GLOBALLY

In recent years, ITU, together with British Triathlon Federation, has developed a strong education platform, which provides a clear educational tool for developing National Federations not just for coaches, but also for technical officials, paratriathlon classifiers and in many other fields. . The use of an online platform has provided the opportunity to extend the number of courses across all continents without an increase in costs. The new coaching education system helps the development of the coaches on different levels all around the world. The Technical Officials education is also an always evolving area of the ITU education, which is key to guaranteeing the safety, fairness and quality of the events across all continents.

The certification of facilitators has provided an important tool for extending the various courses worldwide, guaranteeing the quality and standard

The Team ITU team and the ITU camps, which were run in the recent years, have provided new athletes and coaches from developing National Federations with an opportunity to take part in high level training and gain access to competitions. A new coach has joined the ITU Development team and he is helping with the coaching and training activities.

A great number of new National Federations have joined the ITU in recent years, mainly from Africa, and last year, Algeria, Benin, Burkina Faso, Zambia, DR Congo and Central Africa joined. It is a priority for ITU to help them in the activation of the sports within their own territories, with help granted by National Federations such as France, Spain, the UK, Mexico, Japan, Korea, South Africa and the USA, among others, which has provided developing nations with greater support in the organisation of competitions and development of activities. Over the past few years, including 2017, all of the agreements across the five Continental Confederations and ITU have been finalised and processes followed. We are confident that we can improve the services and achievements of development, namely what could result from the growth of the sport across the Five Continents, considering ITU is investing over 1.2 million USD a year in development activities.

The respective Continental Confederations have been able to develop their Continental Cups, especially Europe, Asia and America, having created a strong circuit of Continental Cups which provide athletes and National Federations with top tier international competitions, which give them the access to international events.

5. PROVIDE STRONG AND EFFECTIVE GLOBAL LEADERSHIP

ITU has tried to become a reference in providing best practice examples. In recent years, a concerted effort has been made to promote transparency and good governance. The introduction of term limits



INTERNATIONAL TRIATHLON UNION

for Presidency and now the proposal for the EB are examples of this. The role that the Constitution Committees and the Audit Committee have played should be highlighted.

The Arbitration Tribunal has introduced a new independent body with the ITU jurisdiction that has started working in 2016.

ITU has incorporated a new set of regulations, published on our website, which reflects the importance of following IOC regulations and providing a more transparent way of acting. An example of this is the new ITU Code against Manipulation of Sport Competition approved recently by the ITU Executive Board.

From a financial point of view, the 2016 financial statements presented to you provide a clear understanding of the financial status of ITU. The positive opinion of our external auditors, PriceWaterhouseCoopers, reflects this result. The result of the 2016 financial year is better than the budget approved by Congress. This is mainly because of the new sponsor, NTT, and the strict control of expenses carried out by all ITU departments, in particular our Finance department. ITU went over budget on expenses at the Olympic and Paralympic Games in Rio 2016. Additional effort was required from ITU to assure the success of the Games and the Congress, mainly due to the increase of National Federations. Today we are 170 National Federations within ITU, which is turning ITU into a real "world" International Federation.

Our positive financial position has given us the opportunity to achieve the goal laid out in the strategic plan of having over 1 million USD saved as part of an ITU reserve fund. Today the reserve fund has a value of 2 million USD.

The ITU has launched a new website after the Olympic and Paralympic Games in Rio de Janeiro which reflects the developments in IT to enhance the experience and to provide user friendly tools to all ITU stakeholders.

The sport of triathlon under ITU keeps growing and the dedication of the entire staff is remarkable; indeed our staff are developing in areas to provide the right support for all ITU organised activities.

The athletes, coaches, medical and technical committees have played a key role in the development of new rules to guarantee the safe growth of the sport during this past year.

The medical committee is working on preparing a new edition of the Science Conference to be held in Edmonton this coming December. We hope that all National Federations will be able to send at least one coach or technical member of staff to this important conference. ITU will be offering a 50% discount on the registration fee to one coach per National Federation.



INTERNATIONAL TRIATHLON UNION

Since the last Congress in Madrid, one ITU staff member, Erin Greene, from our Communications department, has left to work at the IOC. Meanwhile, Olalla Cernuda has been promoted to ITU's Head of Communications. In addition, three new staff members have joined ITU: Alberto Marquez in the I.T. department, Susan Perry-Livett in the Communications department and Robert Harvey in the Development department.

I want to thank all ITU staff for their dedication and commitment during the past year. I would also like to thank the ITU Executive Board for all their support throughout the year.

All detailed ITU department reports are included for additional information.

We are looking forward to seeing you all in Rotterdam at the welcome reception on the 13 September, where a new edition of the ITU Hall of Fame ceremony will take place as well as the Women's Committee award. Please note, this year we will not have the Michel Gignoux award, as that was awarded last year in Madrid.

Kind regards

A handwritten signature in blue ink, appearing to read 'Antonio Fernandez Arimany', is written over a horizontal line.

Antonio Fernandez Arimany
ITU Secretary General



International Triathlon Union

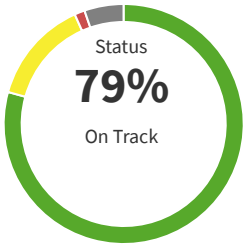
Executive Report

2013-2017 Strategic Plan Executive Report v3

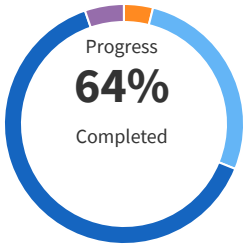
Strategic Plan Progress as at Aug 31, 2017

Created on: Aug 10, 2017

Strategic Plan Progress from Apr 12, 2017 to Aug 31, 2017



- On Track 79.3%
- Some Disruption 14.0%
- Major Disruption 1.4%
- No Update 5.3%



- Overdue 3.9%
- In Progress 27.2%
- Completed 63.6%
- Discontinued 5.3%

Total Assignment: 62

On Track: 47	Some Disruption: 6
Major Disruption: 1	No Update: 8

Total Action: 141

Overdue: 6	In Progress: 41
Completed: 89	Discontinued: 5

Strategic Goal: 5

Objective: 28

Action: 141

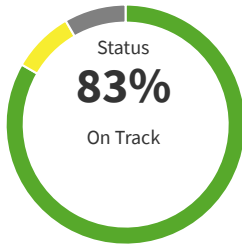
Summary

ITU has seen one of its most successful periods ever and the organisation is going from strength to strength. Its governance has been a fundamental core of stability within an ever evolving landscape of business, financial, political and technological change.

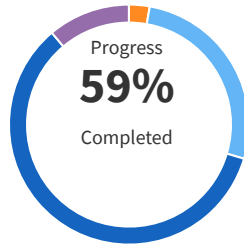
Strategic Goal 1



Increase the presence on the Olympic and Paralympic Programme.



■ On Track 83.3%
■ Some Disruption 8.3%
■ No Update 8.3%



■ Overdue 2.8%
■ In Progress 26.8%
■ Completed 59.3%
■ Discontinued 11.1%

Total Assignment: 12



Total Action: 28



Objective: 6

Action: 28

Summary

Overall with the successful applications for both Mixed relay and Paratriathlon into their respective competitions this goal can be viewed as complete and a success thanks to the contributions across all ITU stakeholders. Athletes, Coaches, Staff Executive Board and Media.

Objective 1.1



Key IOC evaluation criteria to be maximised. Increase internet audience, TV hours broadcast and Social Media reach of the event

STATUS PENDING



■ Completed 100.0%

Action: 6

Last update by Fergus Murray (Senior Manager - TV, IT & Sport Presentation): Aug 10, 2017

Increase broadcast hours: (100% Completed)

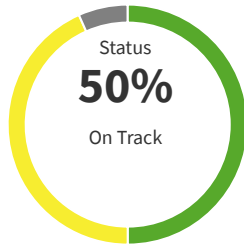
- Application for the IOC to add Mixed Relay
- Invited IOC staff/members to various ITU events as observers
- Prepare new formats and integrated in the ITU system with potential Olympic presence

Objective 1.1 > KPIs

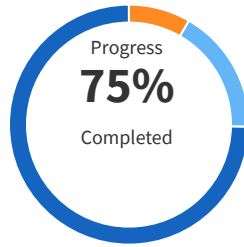
Strategic Goal 2



Maximise profile and profitability of the World Triathlon Series as our core product.



■ On Track 50.0%
■ Some Disruption 43.3%
■ No Update 6.7%



■ Overdue 8.3%
■ In Progress 17.0%
■ Completed 74.7%

Total Assignment: 12



Total Action: 33



Objective: 6

Action: 33

Summary

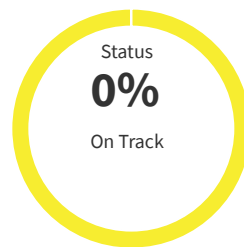
Through a shifting business landscape with the sale of founding partner Upsolut and consequently LUE to IronMan/Wanda Group ITU has been able to continue to offer a stable and consistent premier product within the World Triathlon Series.

The series continues to draw significant interest and allows for profitability for stakeholders.

Objective 2.1



Consolidate the WTS as the main ITU event circuit and ensure sustainability



■ Some Disruption 100.0%



■ Overdue 25.0%
■ Completed 75.0%

Action: 4

Last update by Fergus Murray (Senior Manager - TV, IT & Sport Presentation): Aug 10, 2017

WTS Roles and Responsibilities: (91% Completed)

The rules and responsibilities for the WTS between LU/IM and ITU has being define after the new contract has being signed. The WTS are property and managed by ITU. Only small issues could remain pending on the TV bradcasting issue. Several meeting took place with IM to clarified the roles of both organisations within the WTS. It has being well understood by IM that the WTS are managed by ITU. Definitosn f the relationships between IM and LOC, with ITU intervention.

WTS Roles and Responsibilities: (100% Completed)

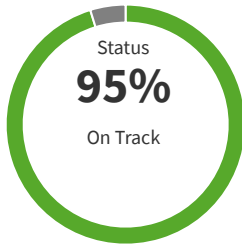
Completed

WTS Shared Folder: (100% Completed)

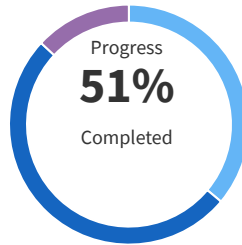
Strategic Goal 3



Focus on Additional Core Business



■ On Track 95.2%
■ No Update 4.8%



■ In Progress 36.1%
■ Completed 50.8%
■ Discontinued 13.1%

Total Assignment: 14



Total Action: 33



Objective: 7

Action: 33

Summary

Again significant changes have been implemented on ITU's additional core business.

World Cup numbers have swelled and have seen a restructuring as a development pathway for both athletes, coaches and the events themselves to launch onto the WTS.

2017 sees the launch of the inaugural MultiSport Festival. There is much expectation for this event and it's future to become a major international sports festival at the highest level.

ITU's brand is to undergo evaluation as we move towards becoming World Triathlon.

Paratriathlon evolves with the 2017 launch of the World Paratriathlon Series with it's development pathway Paratriathlon World Cups in 2018.

ITU has made important steps to align triathlon event organisers under its umbrella as we seek to move the sport forward in standardisation of rules, anti-doping and communication.

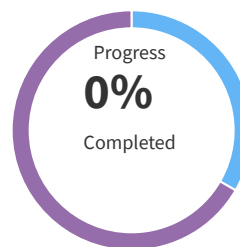
Objective 3.1



Evaluate and if necessary, modify and enhance the ITU brand



■ On Track 100.0%



■ In Progress 33.3%
■ Discontinued 66.7%

Action: 3

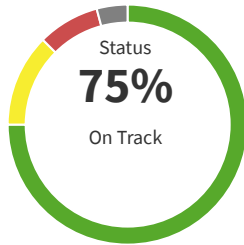
Last update by Fergus Murray (Senior Manager - TV, IT & Sport Presentation): Aug 10, 2017

Brand evaluation & review: (30% Completed)

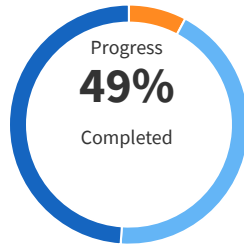
Strategic Goal 4



Increase participation, competitiveness and event quality globally.



■ On Track 75.0%
■ Some Disruption 12.5%
■ Major Disruption 8.3%
■ No Update 4.2%



■ Overdue 7.8%
■ In Progress 43.3%
■ Completed 48.9%

Total Assignment: 18



Total Action: 25



Objective: 3

Action: 25

Summary

ITU has shifted its paradigm to become a facilitator for its stakeholders to develop and provide learning for its members as opposed to direct implementation. This has allowed for significant growth and enabling initiative and innovation.

Not always perfect this empowerment take some time to come to full fruition and become self-sufficient.

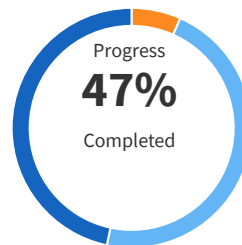
Objective 4.1



Maintain global standards for technical officials (TOs), event management, coach and facilitator education.



■ On Track 100.0%



■ Overdue 6.7%
■ In Progress 46.7%
■ Completed 46.7%

Action: 15

Last update by Fergus Murray (Senior Manager - TV, IT & Sport Presentation): Aug 10, 2017

Continental confederation needs: (100% Completed)

By 1st November 2015 (deadline) Oceania and Asia have submitted their 2016 Development Plan with budget allocation based on the ITU grant. Africa did it in mid-November, Europe asked for postponement due to their Presidents` Conference in mid-January 2016. No information about America.

Finally all the Continental – ITU Development Agreements had been signed off for 2016 by 15 April (Originally it was planned by the end of 2015). (Oceania: November 2015, Asia: January 2016, Europe: February 2016, Africa: March 2016, America: April 2016)

Strategic Goal 5



Provide strong and effective global leadership.



■ On Track 100.0%



■ In Progress 16.4%
■ Completed 83.6%

Total Assignment: 6

On Track: 6

Total Action: 22

In Progress: 5

Completed: 17

Objective: 6

Action: 22

Summary

President Casado's role within the IOC, the 4 commissions she now serves on as well as her role on the ASOIF council testifies to not just her leadership but ITU as an organisational whole within the international sport community.

Executive board members prominent roles within the international sporting world as well as staff members presenting at international conferences are fundamental to strengthening its future and role on the international stage.

New trade conferences under ITU's umbrellas as the Science and Event Organisers conferences further propel and protect our sport as we look to innovate and stay ahead of trends.

Technological developments such as the launch of ITU's API further empower our community and keep ITU on the forefront of innovation.

Objective 5.1



Be seen as a leading sport on the international stage

STATUS PENDING



■ Completed 100.0%

Action: 1

Last update by Fergus Murray (Senior Manager - TV, IT & Sport Presentation): Aug 10, 2017

Triathlon at Key International Conferences: (100% Completed)

President, S. General, Sport Director, Antidoping Director and Marketing staff are presenting more and more in many conferences. ITU President is part of GAISF, ASOIF and Master Games Executive Boards and S. General is Chair of the legal group of ASOIF.



2017 Key Performance Objective from ITU Strategic Plan

Achievements & Pending Issues (1st January – August 2017)

1. Profile within Olympic and Paralympic Games

- 1.1. Increase medal and distribution of medals by region
- 1.2. Multisport Games: ensure a high profile
- 1.3. Demonstrate excellence in all areas of Olympic Movement.

- ITU AFL department worked on the creation of new policies, such as the payment policy, the new ITU Code against Manipulation of Sport Competition, aided the Constitution Committee and the Audit Committee in their new roles in favor of good governance.

2. WTS

- 2.1. Consolidate the WTS
- 2.2. Maximise marketing exposure.
- 2.3. Consolidate cities for the WTS

- IM agreement for International TV rights and for organizing up to 5 events/year.
- All 2017 agreements signed and where applicable, multi-year contracts negotiated with Edmonton (Until 2020, including GF), Montreal (until 2019), Yokohama (Until 2019), Leeds (Until 2018); Bermuda (until 2019).
- Review of all WTS contracts and insurance certificates.
- Review of the athlete's agreement.
- Follow up with all payments from the WTS and all payments to athletes, officials and providers.
- Reviewed the branding guideline documents.

3. Focus in additional core business.

- 3.1. Be at the front line on the fight against doping
- 3.2. Maximise the profile and value of the WC
- 3.3. Maximise the profile and value of the multisport World Championships.
- 3.4. Maximise the profile and value of the Paratriathlon events.

- Help prepare the MOU with IM and the sanctioning policy for ITU events.
- Assist in any agreements with any organizer, such as the proposed MOU with the Super league.
- Reviewed all WC contracts and follow up on payments from LOCs and to athletes.
- Reviewed all Paratriathlon event contracts and the implementation of any new rules.

-
- 3.5. Maximise television, social and traditional media exposure.
 - 3.6. Integrate other triathlon organisers under the ITU umbrella
-

4. Development. Global participation, competitiveness and event quality.

- 4.1. Maintain global standards for technical officials (TOs), event management, coach and facilitator education.
 - 4.2. Collaborate with Continental Confederations, to increase the number and competitiveness of athletes at the national and continental level.
 - 4.3. Provide expertise to Continental Confederations and member National Federations to enable them to establish multisport clubs, school/community events.
 - 4.4. Develop Grassroots Initiative to increase participation at amateur level
-

5. Administration: Strong and effective Global leadership.

- 5.1. Effective communication with stakeholders.
 - 5.2. Risk management
 - 5.3. Staff issues/wellness
 - 5.4. Contingency fund
-

-
- AFL to review all Continental Confederation agreements.
 - AFL to follow up on the financial justification of the development contracts with the Continental Confederations.
 - Reviewed all payments to the Continental Confederations in accordance with the specifics of each continent.
-

Stakeholders:

- **National Federations:**

- As always, ensuring NF affiliation is up to date on a yearly basis remains an important focus for AFL.
- Ensuring that NF's are regularly updating and managing their contact details on the ITU Website remains very important.
- Focus has also continued to be on providing support, along with the assistance of the ITU Sport Department and Continental Coordinators, to new and emerging nations.
- Finding ways to engage the National Federations should become a priority.

- **Continental Confederations:**

-
- Working closely with the ITU SD department and Continental Coordinators continues to be a priority. Ensuring accurate reporting and management of the Continental agreement budgets remains a huge focus.
 - Regions have become more hands on in the disbursement/management of their funding which allows for continued ownership by the continents of their development funding. This does however require a diligent reporting system jointly managed by the Continents and ITU SD and AFL departments. Continuing to improve and streamline the process remains key.
 - **Risk Management:**
 - Operating in the global arena as ITU does, it is crucial that we are prudent in terms of foreign exchange exposure. Collaboration with the ITU Audit Committee and input from PWC is necessary to create a policy whereby this risk can be mitigated. With the uncertainty of the global economy, however it is not possible to completely irradiate this risk.
 - Event contracts, MOU's and sponsorship agreements are negotiated to ensure ITU's legal risk is low. Diligence in ensuring all contracts are signed and in place remains an important focus
 - Regular and consistent follow up on all outstanding accounts receivables to ensure timely payments
 - An ITU Investment group has been formed for the purpose of advising management on the most prudent method of investing the OG revenue. Using the ITU investment policy as a guideline, 3 financial institutions have submitted investment plans for consideration. The Investment team have spent many hours reviewing these proposals as well as discussing with the individual Investment institutes. A decision on where and how to invest is imminent. Many thanks to the ITU investment group for the invaluable contribution to this.
 - **Staff issues/wellness:**
 - Completing the Employee handbook aiming to provide consistent policies regarding holidays, travel, work hours as well as channels for conflict management remains a priority. ITU encourages continuing education and will work with each employee on their individual avenues for growth as well as provide monetary assistance.
 - **Contingency fund:**
 - Contingency fund remains intact, thanks in part to the
-

new NTT Sponsorship agreement and of course the OG funding. Thanks also needs to be given as always to the ITU departments for diligent management of their respective budgets while still achieving goals/objectives with limited funding

6. Other

- 2016 YE audit was completed by PWC in Lausanne. ITU SG, Antonio Arimany worked closely with the ITU Audit Committee in order to update/amend the ITU payment policies/guidelines which we are pleased to confirm are in place. Thanks again to the ITU Audit committee for the time they have invested in their roles as Audit committee members for the past 2 years.
- As recommended by PWC and consultation with other IF's, the 2016 RIO Olympic revenue will be deferred over the next 4 years rather than recognized 100% in the year it is received. 25% of one year (\$875,000) was recognized in 2016, with a further 1/4 of the total amount in each of the years 2017/2018/2019 with the remaining 25% in 2020. This has and will continue to allow ITU's YE financials to reflect a positive outcome.
- Ethics policy finalized and approved in conjunction with the Constitution Committee.
- Staff liaison with eth Constitution Committee and the Audit Committee.

Report prepared by:

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**Key Performance Objective
from ITU Strategic Plan**

**1. Profile within Olympic
and Paralympic Games**

- 1.1. Increase medal and distribution of medals by region
- 1.2. Multisport Games: ensure a high profile
- 1.3. Demonstrate excellence in all areas of Olympic Movement.

2. WTS

- 2.1. Consolidate the WTS
- 2.2. Maximise marketing exposure.
- 2.3. Consolidate cities for the WTS

**3. Focus in additional core
business.**

- 3.1. Be at the front line on the fight against doping
- 3.2. Maximise the profile and value of the WC
- 3.3. Maximise the profile and value of the multisport World Championships.
- 3.4. Maximise the profile and value of the Paratriathlon events.
- 3.5. Maximise television, social and traditional media exposure.

**Achievements & Pending Issues
(1st January –15th July, 2017)**

- Dr. Sergio Migliorini attended the Rio Debrief and the IF Medical and AD Chairpersons meeting in Monaco. He reported to the ITU Medical and AD Committee on the findings.
 - Dr. Angela Gairifo attended the IPC Debrief. She reported to the ITU Medical and AD Committee on the findings.
 - Met with NADOs who will be working with the next few Games to make sure that Triathlon and Paratriathlon is well looked after.
 - Gave feedback on the Mixed Relay bid and the Events strategy for 2018 and beyond.
 - Created a secondary RTP, called an IRTP, including Paratriathletes and up and coming triathletes for the third and fourth quarters.
-
- The ITU Anti-doping Department continues to work with the ITU Technical Delegates, ITU staff and the LOCs of the various WTS to ensure that testing is done according to the World Anti-doping Code and ITU Rules.
 - Attending Edmonton, Montreal, Penticton and Rotterdam to meet with athletes, coaches, TDs and oversee education, in competition and out of competition tests.
-
- WADA closed the Partnership in Quality program with final updates of an ITU action plan which we continue to work on.
 - Completed mandatory WADA Compliance Survey by May 20, 2017 deadline. Updated all policies and documents, including what is on the ITU website. Currently waiting for feedback from WADA on our Compliance Survey. Expectation is that they will have an issue with our TDSSA numbers, our lag time for DCFs being entered into ADAMS and the number of OOC tests that we do.
 - Antonio Arimany, Eriketti Margari and Leslie Buchanan attended the WADA Symposium in March in Lausanne.
 - Leslie and Eriketti worked at the Budapest Event Organisers Conference in February, talking with LOCs

3.6. Integrate other triathlon organisers under the ITU umbrella

4. Development. Global participation, competitiveness and event quality.

- 4.1. Maintain global standards for technical officials (TOs), event management, coach and facilitator education.
 - 4.2. Collaborate with Continental Confederations, to increase the number and competitiveness of athletes at the national and continental level.
 - 4.3. Provide expertise to Continental Confederations and member National Federations to enable them to establish multisport clubs, school/community events.
 - 4.4. Develop Grassroots Initiative to increase participation at amateur level
-

5. Administration: Strong and effective Global leadership.

- 5.1. Effective communication with stakeholders.
 - 5.2. Risk management
 - 5.3. Staff issues/wellness
 - 5.4. Contingency fund
-

about anti-doping requirements.

- Leslie attended Conference by Partnership for Clean Competitions. Met with various NADOs.
 - Day to day work on all things concerning anti-doping, including whereabouts, TUEs, results management, general correspondence, education, intelligence, investigations, planning and testing.
-
- Continuing to try to get all Continental Confederations to make it mandatory that all events under their umbrella have in competition testing and that all of the tests done comply with the TDSSA requirements. This will help ITU meet their TDSSA percentages even though our out of competition testing does as we control it. Zita, Antonio and Gergely met with the continental coordinators. Suggesting that events that do not have testing, in the future, provide a subsidy for ITU to do target testing, either in-competition or out of competition tests.
 - Continuing to work with all events under the ITU umbrella to send ITU the doping control forms as soon as possible after the race and to encourage them to have testing in the first place.
 - Anti-doping Education is planned in every online course that ITU offers. It is also included in education given by the ITU facilitators. WADA is coming out with new educational platforms in September so we will incorporate those into our educational programs. Leslie is working on all aspects of the TO education with the Sport Department.
-
- Conducted a risk assessment with regards to anti-doping. Continue to revise, as needed.
 - Submitted an article for every NF and athlete newsletter.
 - Planned on hosting an Outreach/Awareness booth at our Grand Final and at this year's Multi-Sport Festival Championships.
 - Working closely with the Medical and Anti-doping Committee, including having them act as our Therapeutic Use Exemption Committee. We have had a number of skype calls with the committee so far. Thanos, Debbie and Loreen also attended and gave their input on these calls. Mostly communicate through emails, as issues arise.
-

6. Specifics on OOC Testing

OOO Year-to-Date Summary

- The Out of Competition (OOO) testing program is continuing to be carried out according to the approved test distribution plan and within the established budget;
- The Test Distribution Plan (TDP) for Q3 and Q4 will be revisited to ensure the overall OOC test numbers and TDSSA compliance are on track to being achieved;
- 95 urine, blood, or passport samples were collected from a total of 54 tests;
- 47 different athletes from 21 different countries were tested;

Future Plan / Recommendations

- The third quarter of 2017 will continue to focus testing resources on athletes in the ABP target group and Registered Testing Pool athletes, as well as pre-competition testing at upcoming events.
- It is anticipated that a total of 48 tests will be conducted during July, August, September 2017.
- The focus for Q4 – 2017 will be out-of-season testing for the Registered Testing Plan (RTP) athletes, as well as at least one data point for the Athlete Biological Passport (ABP) target group to assist in evaluating their profiles.

Program Expenditures (CAD\$)

- The CCES, in conjunction with ITU, continues to look at various ways to lower mission costs, where possible, by exploring different opportunities with the relevant Sample Collection Authority, or combining other testing opportunities coordinated by CCES.
- From January 1st to June 30th 2017, \$60,756.41 has been spent from the available testing funds. This represents approximately 51% of the overall testing budget for 2017.

Test Numbers

Quarter	Tests ¹	Samples				Missions	Unsuccessful Attempts
		Urine	Blood	Passport ²	Total		
Q1	26	28	8	20	56	18	0
Q2	28	23	2	14	39	17	2

Q3	~	~	~	~	~	~	~
Q4	~	~	~	~	~	~	~
TOTAL	54	51	10	34	95	35	2

¹ Tests are defined as any number of samples collected on an athlete during a single test session.

² Blood samples collected in support of the Athlete Biological Passport.

Test Numbers by Analysis Type

The below chart compares the number and types of analysis on tests requested by CCES on behalf of the ITU against the MLA as outlined in the TDSSA.

It is important to note that compliance with the TDSSA will be determined by analysis performed by the lab on all ITU tests. This means the numbers below do not reflect analysis performed at the discretion of the lab, requested retroactively by the ITU, or on ITU testing not coordinated by CCES, such as In-competition tests.

Quarter 2

TDSSA Discipline	MLA ESAs (%)	MLA GH RF (%)	MLA GH (%)	Tests ¹	ESAs (%)	GHRF (%)	GH (%)	ABP ²	
Triathlon	60	10	10	23	18	78%	4	17% 2	9% 14
Para Triathlon	30	10	10	5	5	100%	0	0% 0	0% 0
				TOTAL	28	23	4	2	14

¹ Tests are defined as any number of samples collected on an athlete during a single test session.

² Blood samples analyzed in support of the Athlete Biological Passport.

Year-to-date

TDSSA Discipline	MLA ESAs (%)	MLA GH RF (%)	MLA GH (%)	Tests ¹	ESAs (%)	GHRF (%)	GH (%)	ABP ²

Triathlon	60	10	10	49	42	86%	16	33%	9	18%	34
Para Triathlon	30	10	10	5	5	100%	0	0%	0	0%	0
				TO							
				TA	54	47	0	16	09	00	34
				L							

¹ Tests are defined as any number of samples collected on an athlete during a single test session.

² Blood samples analyzed in support of the Athlete Biological Passport.

Report prepared by:

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Anti-doping Director

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2017 Key Performance Objective from ITU Strategic Plan

1. Profile within Olympic and Paralympic Games

- 1.1. Increase medal and distribution of medals by region
- 1.2. Multisport Games: ensure a high profile
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2. WTS

- 2.1. Consolidate the WTS
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- 2.3. Consolidate cities for the WTS

Achievements & Pending Issues (1st January – 31st July 2017)

- Meetings and actions with IOC Comms department to improve our cooperation. Inclusion of ITU content on the IOC Newsletter, IOC Comms seminar in October
 - Mixed Relays announcement organized in conjunction with the IOC Press Dept
 - Meetings with the Olympic Channel to plan and share content: Madrid World Cup, Team ITU interviews, Identify series
-
- Worked closely with HBS & LOC's to ensure media management on all WTS events, and change and evolve the profile of the content generated for the Magazine shows: interviews, features.
 - Generated new content to enhance and promote the WTS: behind the cameras, social media features, social media take overs
 - Managing and distributing media releases and pictures of all WTS races. Update the media database
 - Releases launching Bidding docs and WTS dates for 2018. Tried to grow awareness of the series for next season
 - Working with stakeholders to enhance the audiovisual productions on site: marketing and branding pictures, stock database of pictures, athlete profiles updated
 - Increase our presence in social media, by generating more content and engaging more with athletes and our communities
 - Working with Photographers to decrease the time for images and press releases of WTS races to be sent to media and stakeholders
 - NEXT STEPS:
 - harmonize look and feel of our media assets (templates for media releases, watermarks for pictures and videos)
 - harmonize photographers fees and responsibilities
 - include a social media person on site for WTS races next season (this year, we have one supporting)
 - planning calendar for next season
 - increased take over of the social media channels of WTS races, to harmonize and be more consistent

3. Focus in additional core business.

- 3.1. Be at the front line on the fight against doping
- 3.2. Maximise the profile and value of the WC
- 3.3. Maximise the profile and value of the multisport World Championships.
- 3.4. Maximise the profile and value of the Paratriathlon events.
- 3.5. Maximise television, social and traditional media exposure.
- 3.6. Integrate other triathlon organisers under the ITU umbrella

- Comms and social media coverage of all World Cups on site. Increase the content out of the world cups, in terms of interviews, engaging with athletes, spot interesting stories
- Pentiction: planning coverage on site, with support remotely. Two photographers on site. Coverage of all World Champs races, establishing the structure and strategies for future editions in terms of comms
- Mixed Relays campaign: both in comms and social media. Campaign to get media and stakeholders support prior the inclusion on the Programme, and campaign prior Hamburg to secure public attention for the event
- Paratriathlon: increased coverage and support to WPS and Paratri World Cups.
- Development: Increased support to Development Team to include articles and features about Development on the website and various newsletters.
- Support to other stakeholders (Women's committee, TOs Newsletters, Branding and marketing presentations, Marisol's presentations, speeches, social media channels
- Hall of Fame: Supervision and content creation: videos, profiles...
- Science Conference: Supervision of contents, videos, website, social media channels, comms strategies
- Style guide, to be more consistent throughout the organization
- Social media best practices guide
- Recruitment of an Editor to review and edit all ITU docs
- NEXT STEPS:
 - harmonize look and feel of our media assets (templates for media) as well as contractor fees and obligations
 - planning calendar for next season
 - planning resources and contractors needed for next season
 - full review of all ITU athletes database
 - Prepare content strategy for the off season
 - Prepare and redesign the Annual Book (re-think the costs of producing and distributing a book, look for some other options to reduce costs
 - Need to hire a graphic designer for comms

4. Development. Global participation, competitiveness and event quality.

- 4.1. Maintain global standards for technical officials (TOs), event management, coach and facilitator education.
- 4.2. Collaborate with Continental Confederations, to increase the number and competitiveness of athletes at the national and continental level.

- By increasing the content production, and including more "behind the scenes" and "personal" content related to athletes, we have not only increased our traffic numbers, on the website and on social media channels, but also build a reputation of being "near and for" the athletes. It was them helping us launch the Mixed Relays campaign, and they feel that they are at the core of our business.
- Improved relationship with partners, LOCs, Confederations and other departments, such as Development, to include more content on our platforms

-
- 4.3. Provide expertise to Continental Confederations and member National Federations to enable them to establish multisport clubs, school/community events.
 - 4.4. Develop Grassroots Initiative to increase participation at amateur level
-

5. Administration: Strong and effective Global leadership.

- 5.1. Effective communication with stakeholders.
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 - 5.4. Contingency fund
-

6. Other

-
- Continuing discussion with all stakeholders on how to improve our communication channels
 - One on one meetings with key stakeholders (BT, USAT, JTU, ETU...) to better understand their needs and improve our reach
 - Building relationships directly with media providing content and/or answers to their specific needs
 - Work in close cooperation with LOC and major broadcasters to include their needs on our content planning strategies
-

- Strategic Plan management
 - Resources planning. Attention to increased number of events to cover
 - Need to establish a contract for photographer and/or audiovisual contractors, to have a clear understanding of the deliverables and the timings
- Work with major events LOCs (Tokyo, Gold Coast, Buenos Aires, Lima) to have the best possible triathlon events and to work together on the comms strategies for those events related to triathlon.
-

Report prepared by:

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2017 Key Performance Objective from ITU Strategic Plan

1. Profile within Olympic and Paralympic Games

- 1.1. Increase medal and distribution of medals by region
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Achievements & Pending Issues (1st January – 31st July 2017)

- **Team ITU:**
2017: 1st observation and selection year for Team ITU Tokyo 2020 .The following World Cups were selected as part of the Team ITU project:
[2017 Chengdu ITU Triathlon World Cup](#)
[2017 Madrid ITU Triathlon World Cup](#)
[2017 Tiszaujvaros ITU Triathlon World Cup](#)
[2017 Tongyeong ITU Triathlon World Cup](#) & [2017 Miyazaki ITU Triathlon World Cup*](#)
[2017 Salinas ITU Triathlon World Cup](#) & [2017 Buenos Aires ITU Triathlon World Cup*](#)

**Joint project. Unfortunately the WC in Buenos Aires was cancelled that may take an effect on the project in America. Decision to be made by mid-August.*

In the first 3 projects 17 athletes from 16 National Federations over 3 continents were selected. Athletes from Iceland, Romania and Finland were part of a Team ITU project first time ever.

	Chengdu		Madrid		Tiszaujvaros	
	M	F	M	F	M	F
ASTC	1	1	1		1	
ATU						
CAMTRI	1	1	2	1	2	
ETU	2	2	1	1	1	2
OTU						
Total	4	4	4	2	4	2

- **Team ITU Tokyo 2020:** Only Kaidi Kivioja (EST) attended two resent projects. Jason Wilson (BAR) is focusing on his studies in 2017. Ron Darmon (ISR) suffered a bike accident during his training in May that forced his season to be shut off.
- **ITU Development Training Camp, 3-12 September, Rio Maior Portugal:** In total of 8 qualified athletes (junior, U23, Team ITU Tokyo 2020 members) for the [2017 ITU World Triathlon Grand Final Rotterdam](#) have been given an opportunity to train/prepare together in Portugal using the credits that remained in 2016.
- **Continental Teams/Camps**
Europe:
 - Four Continental Cups (sprint distance) selected for Team ETU: Holten/NED and Tartu/EST were in July. Wuustwezel/BEL and Funchal/POR will host the last two.
 - Three continental camps (Alicante/ESP 17-24 April, Krsko/SLO 5-12 June, Panevezys/LTU 17-23 July) out of four had already been

conducted with different objectives. The last camp will be in Tulcea/ROM 26 August – 3 September.

Asia:

- Talent ID camp (with Team ASTC athletes) was held in Kuala Lumpur, MAS 13-19 February, followed by a Team ASTC and Women camp in Palembang, IND linked to the ASTC Triathlon Championships (24-30 July)
- The 3rd camp will be from 22 to 27 August after the South-East Asian Games in Kuala Lumpur.

America:

- Three youth camps were held with the objective of YOG 2018 Buenos Aires: Mexico City/MEX (3-8 January), Salinas/PUR (17 June-3 July) for the Caribbean Nations and in Montevideo/URU (6-20 March) for South American Nations
- Junior camp was conducted with the support of USAT in Colorado Springs, USA (17-27 July). Another camp is planned for juniors during the fall (venue, date – TBC).
- Athlete Assistance Programme through selected Continental Cups (financed by the LOCs)
- Team CAMTRI Scholarship has not been awarded yet

Africa:

- Continental Camp was held in conjunction with the 2017 Yasmine Hammamet ATU Triathlon Championships (8-12 May).
- Talent ID youth camp is planned in Agadir, MAR (1-8 November) as of the preparation for the YOG 2018 and All Africa Youth Games 2018.
- 3 athletes – Jean Paul Burger (NAM), Badr Siwane (MAR), Gregory Ernest (MRI) – have received travel support for racing at ATU Continental Cups and/or travelling for the Grand Final.

Oceania:

- No activity yet in terms of athletes' development.
-

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- 3.5. Maximise television, social and traditional media exposure.
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- **1st ITU World Events Conference** was held with success in Budapest, HUN from 24th to 26th February. More than 110 participants from 31 countries.
- **4th Science + Triathlon Conference** will be held in Edmonton, CAN from 5th to 8th December.
- **ITU Education:** Continuous development of the ITU Education Qualifications for Technical Officials, Event Organizers, Coaches, Paratriathlon Classifiers, Facilitators and National Federations with the support of the ITU Online Education Hub (Moodle) > <https://education.triathlon.org/>
- **The ITU Development Calendar 2017:** <http://www.triathlon.org/development/schedule>
- **New National Federation Education:**
 - The ITU Activator Community Seminar content and delivery had been reviewed based on the pilot courses in 2016 in Africa. An Activator Handbook is under production as a support of the online platform for those NFs where internet access is still challenging.
 - The most of the content is also available in French on the ITU Education Hub. The Activator Handbook will be translated in French too.
 - The first ITU Activator Community Seminar was held in Cotonou, Benin from 3rd to 7th July. Three more Activator Community Seminars are scheduled in Africa (Algeria, South Sudan, Namibia).
- **Coaching Education / Certification:**
 - The new ITU Coach Development Pathway and Qualification Curriculum (Level 1, Level 2) Documents have been published on triathlon.org.
 - Level 1 Coaching Course: available in English and Spanish Russian translations started, French and Mandarin planned.
 - Level 2 Coaching Course: meeting in January in Rio Maior, POR to finalize the course outline based on the pilots in November 2016
 - Level 3 module based coaching mentoring programme (former Level 2+ Performance Development Triathlon Coach): to be reviewed and created on mentorship based programme in 2018

Certified ITU Level 1 & Level 2 Triathlon Coaches since the new ITU Coaching Education Pathway was announced (2014):

Level 1	Number of Courses	Number of NFs	Number of Level 1 Coaches	Number of Level 1 Coaches (Male)	Number of Level 1 Coaches (Female)
ASTC	7	19	77	64	13
ATU	1	2	8	7	1
CAMTRI	7	20	87	68	19
ETU	3	12	54	38	16
OTU	1	2	3	3	0
TOTAL	19	55	229	180	49

Level 2	Number of Courses	Number of NFs	Number of Level 2 Coaches	Number Level 2 of Coaches (Male)	Number of Level 2 Coaches (Female)
ASTC	1	7	18	16	2
ATU	0	1	1	1	0
ETU	1	11	17	16	1
TOTAL	2	19	36	33	3

- **Accreditation of National Federation Coaching Education Programme:**
 - the ICCE tool has been adopted according to ITU needs, it was presented and approved by ICCE in Liverpool during their coaching conference at the end of July,
 - ITU will run the first pilots (self-assessment) with 7 National Federations (their coaching education programme was accredited by ITU back in 2008 and/or 2009). The pilot should be finished by the end of October, then ITU will finalize the self-assessment tool with detailed guidelines to the NFs and we will launch the accreditation process to all the National Federation in January 2018

- **Technical Officials Education / Certification:**

2016	ASTC		ATU		CAMTRI		ETU		OTU	
Local TOs	1347	5%	670	45%	1737	5%	1858	8%	383	3%
ITU Level 1	303	33%	75	36%	301	-2%	504	11%	79	68%
ITU Level 2	65	7%	19	46%	76	77%	96	33%	13	8%
ITU Level 3	8	60%	1	0%	10	-9%	22	0%	8	0%

TOTAL	2010	2011	2012	2013	2014	2015	2016
Local TO	1239	2108	3202	4026	4872	5512	5995
ITU Level 1	447	563	753	780	892	1091	1262
ITU Level 2	96	130	161	153	176	201	269
ITU Level 3	22	34	37	37	43	47	49

- Technical Officials certification lists were published on triathlon.org in February after the annual certification process.
- The list of Eligible Technical Officials per continent for Level 2 Seminars was published at the same time.
- Content update at all levels due to the ITU Competition Rules changes.
- Technical Officials Re-Validation E-seminars:
 - Level 1 (English) from 25th May to 25 September 2017
 - Level 1 (Spanish) planned from 15th August to 15th November 2017
 - Level 2 (English) has been postponed for 2018
- New recorded webinar was created for Technical Officials on Paratriathlon Rules – mandatory before all WPS, PWC and Paratriathlon Continental Championships events
- Webinar to be launched for Medical Delegates

- Bicycle Technological Fraud Check Course was added to the TO's Education due to the cooperation established with UCI in 2016
- The accredited Technical Officials list for technological fraud checks are available on the ITU website
- Technical Officials' Assessment and Feedback Programme has been launched: http://www.triathlon.org/development/technical_officials/itu_technical_officials_assessment_feedback_program
- ATOEP Programme: new candidates are USA, France, China
- SFTOP Programme is growing all around the ITU sanctioned events
- ITU Observers' Tour for Event Organizers has been added to the programme of the Grand Final in Rotterdam, NED and to the ITU Multisport World Championships in Penticton, CAN.

- **Paratriathlon Education:**

- Four Paratriathlon Classifiers Courses (Sarasota, Gold Coast, Yokohama, Kitzbühel) had been conducted.
- Paratriathlon Rules and Event Management Course I ready ready for delivery after the pilot back in 2016.
- Paratriathlon Classifier Education materials and course delivery to be reviewed and updated due to the changes in the sport classes.

- **Facilitator Education:**

- New pathway for facilitator education has been approved and online content and course delivery will be created by Norman Brook by the end of September 2017
- A facilitator course planned for 12-15 October with participants mostly from Asia.

5. Administration: Strong and effective Global leadership.

- 5.1. Effective communication with stakeholders.
- 5.2. Risk management
- 5.3. Staff issues/wellness
- 5.4. Contingency fund

- MoU was signed with International **Council for Coaching Excellence** (ICCE) in March 2017
- **IPC Development Meeting** was held first time ever on 8th -10th March in Bonn, Zita Csovelyak attended.
- **BFT Mentoring Programme** was visited and studied on 18th -19th March in Loughborough by Thanos Nikopoulos and Zita Csovelyak
- **ITU Development – Continental Confederation Staff Meeting** in Madrid from 26th to 30th March. Representatives from Americas, Asia and Oceania were in attendance in person and from Africa and Europe partially via video conference.
- **ASOIF Sport Development & Education Group – Forum 2017** was held on 17th-18th May in Lausanne, Zita Csovelyak attended.
- Communication established with **Olympic Solidarity** in order to implement new pathways in our working relationship to serve synergies.
- Meeting requested by various **International Federations** (AIBA, FIVB, WTF,...) to present ITU's education system in all areas as it is considered by them one of the best among all IFs.
- Participation at the **Annual Congress** of Europe (18 February, Rome, ITA and Africa (Yasmine Hammamet, TUN – 6 May)

-
- Participation at the **ETU Presidents' Conference and ETU Development Meeting** in Kitzbühel, AUT (15-18 June)
 - **Updates on ITU/Continental staff:**
ITU: Rob Harvey (GBR) – part time contractor as ITU Development Coach
ATU: New development coordinator for Africa: Rick Fulton (ZIM) took over the role from Mohamed Essam Asshour (EGY) on 1st of May 2017.
CAMTRI: new operative team led by Javier Mon (ESP), administration: Agustin Botta (URU) has been replaced by Katia Colina (URU) since July 2017, Communication: Andrea Ortiz (MEX) – paid staff. Voluntary based support: Technical Officials & Education: Ivette Bourette (PAN), Events: Fernando Araya (CHI), Caribbean responsible: Leslie Brown-Poujol (HON).
OTU: Terry Sheldrake (NZL) resigned from the OTU Development Coordinator position in December 2016, Karen Murphy (NZL) resigned from the Oceania Administrator position in March 2017. No replacement was communicated to ITU as of 31st July
ETU: after the elections in February in Rome: new ETU Development Committee. The new chair of the committee is Aldo Lucarini (ITA).
-

6. Other

ITU National Federations Classification:

- ITU introduce the ITU National Federation Classification Survey to all the National Federations based on the various discussions with Continental Confederations, ITU Staff and other IFs.

Continental Confederation – ITU Development Agreements were signed after long negotiations in some cases: Europe (in February), Asia (in March), Africa (in May), Oceania (in June), America (in July).

ITU Development logo has been updated according to the new ITU branding requirement.

Report prepared by:

Zita Csovelyak
Sr Manager ITU Development
zita@triathlon.org

With the support of the Sport Team



2017 Key Performance Objective from ITU Strategic Plan

1. Profile within Olympic and Paralympic Games

- 1.1. Increase medal and distribution of medals by region
- 1.2. Multisport Games: ensure a high profile
- 1.3. Demonstrate excellence in all areas of Olympic Movement.

2. WTS

- 2.1. Consolidate the WTS
- 2.2. Maximise marketing exposure.
- 2.3. Consolidate cities for the WTS

Achievements & Pending Issues (1st January – 31st July 2017)

- Mixed Relay bid – successful application, liaison and various meetings with the IOC Sports Department staff.
 - Tokyo 2020:
 - Site visits in May and July 2017 (In May connected with ITU event in Japan.) Work in progress regarding the course, venue layout and schedule options.
 - Schedule: 1st, 3rd, 8th August 2020.
 - Progress report to be made on the ITU Congress in Rotterdam.
 - Weather and environmental review of the Games period.
 - Buenos Aires 2018:
 - Sport Manager – Gustavo Svane – appointed.
 - World Cup for 2017 got cancelled.
 - Site visit planned for October 2017.
 - Face to face meetings with the bidding cities for the 2024 Olympic Games of Los Angeles and Paris.
 - Increased Sport Grant received from the IPC.
 - Pan American Games 2019: Mixed relay got included in the program, TDs have been appointed.
 - Asian Games test event was held as the 2017 Asian Championships.
 - Commonwealth Games – meeting during the SportAccord Convention. Test Event held as part of the WTS event in 2017. Working closely with ACT – Association of Commonwealth Triathlon National Federations.
 - Commonwealth Games : TOs selection process has been completed
 - Mediterranean Games: games got postponed to 2018, test event was held in 2017. Sprint individual triathlon on the program.
 - Inclusion of triathlon for the 2018 African Youth Games and 2021 European Youth Olympic Festival.
 - Unsuccessful application for the inclusion into the World Games 2021.
-
- Assignments of Age Group TD for the World Triathlon Series events to ensure coordination between elite and Age Group events.
 - Management of the bidding process and evaluation for new 2018 events – and World Cup 2018.
 - Monitoring, reporting and transfer of knowledge system for the technical aspects

3. Focus in additional core business.

- 3.1. Be at the front line on the fight against doping
- 3.2. Maximise the profile and value of the WC
- 3.3. Maximise the profile and value of the multisport World Championships.
- 3.4. Maximise the profile and value of the Paratriathlon events.
- 3.5. Maximise television, social and traditional media exposure.
- 3.6. Integrate other triathlon organisers under the ITU umbrella

4. Development. Global participation, competitiveness and event quality.

- 4.1. Maintain global standards for technical officials (TOs), event management, coach and facilitator education.
- 4.2. Collaborate with Continental Confederations, to increase the number and competitiveness of athletes at the national and continental level.
- 4.3. Provide expertise to Continental Confederations and member National Federations to enable them to establish multisport clubs, school/community events.
- 4.4. Develop Grassroots Initiative to increase participation at amateur level

-
- Calendar coordination for 2018
 - Project management and quality control coordination for all ITU events has been linked with ITU Technical Operations. WTS and WPE have remained with the senior management and two ITU staff manage the projects of ITU World Cups and ITU Multisport championships with a reporting line to ITU Technical Operations.

-
- New World Cup events in 2017 – Madrid, Yucatan, Karlovy Vary, Huelva, Weihai, Sarasota. Cozumel and Buenos Aires got cancelled earlier this year.
 - New format in Chengdu this year: sprint semi-final/super-sprint final.
 - Management of bidding process for World Cups – 21 applications for 2018.
 - Multisport Festival – close collaboration between the LOC and the ITU TD team. The project is bigger in certain aspects than a Grand Final. Two site visits in Odense 2018 (including test event) and a visit is planned for later this year for Pontevedra 2019.
 - Addition of a new level of high-profile series for Paratriathlon is big success. Bidding process for 2018 events opened. Targeting 4 WPS and 8 PWC events to fulfil needs.
 - Close collaboration with Powerman on the Middle and Long Distance Duathlon events.
 - Monitoring, reporting and transfer of knowledge system for the technical aspects.
 - Classification and classifiers education was on the focus with the new classification rules in place for 2017.

-
- Preparation of an ITU event strategy 2018-2021 document and coordination of the feedback from various committees and parties.
 - Preparation of a 2021-2024 event strategy document for the end of the year.
 - Hosted the inaugural Event Organisers Conference on 24-26 February 2017, in Budapest, Hungary in close collaboration with the Hungarian Triathlon Union.
 - Annual rule revision process coordination – input from various sources
 - Entries, results, rankings and invitation process management
 - Olympic and Paralympic qualification principles and coordination with IOC/IPC.
 - Event prize money information and free accommodation management
 - Inventory, ITU team travel, accommodation management for ITU events
 - Technical Officials assessment process coordination, documentation and evaluation for all ITU and Continental events. The new step that has been added is the review of the evaluation forms with the assessed officials and the preparation of a specific development pathway for the specific official.
 - Event reporting coordination – all ITU events.
 - Technical feedback on pilot study with Dimension Data to enhance the quality of the data provided from triathlon events.
-

5. Administration: Strong and effective Global leadership.

- 5.1. Effective communication with stakeholders.
- 5.2. Risk management
- 5.3. Staff issues/wellness
- 5.4. Contingency fund

- Participation on the SportAccord Convention in Aarhus, Denmark.
- Liaison work with various committees from the Sport Department – Technical (Enrique Quesada), Paratriathlon (Eric Angstadt), Multisport (Eric Angstadt), Coaches (Thanos Nikopoulos), Women's (Alpar Nagy).
- MOU in progress for Collins Cup, Super League and Major League Triathlon.
- Implementation of UCI program to prevent technological fraud for bikes.
- Participation at the IPC Open Day in Bonn, in June 2017.

6. Other

- Management of the cleaning of the duplications in the ITU database (athletes'/coaches' entries) – National Federations contacted and feedback has been incorporated already in the system.
- Database updates - athletes, technical officials, medical delegates, violation reports, prize money, event participation
- Inventory management
- Meeting with Ironman – focus on rules harmonization, technical officials' education and technological fraud for bikes
- Technical Officials' newsletter – monthly basis
- Admin support to AFL on contract management for World Cups, World Paratriathlon Events, Multisport World Championships
- Providing technical inputs on the various ongoing legal cases
- Major revision of EOM is planned for next year focusing on Multisports

Report prepared by:

Gergely MARKUS
ITU Sport Director
gergely.markus@triathlon.org

With the support of the Sport Team



2017 Key Performance Objective from ITU Strategic Plan

Achievements & Pending Issues (1st January – 31st July 2017)

1. Profile within Olympic and Paralympic Games

- Launched mobile-friendly version of Triathlon.org
-

2. WTS

- Provided support, hosting and content management for all WTS event sites
 - Developed new sites for Rotterdam, Montreal and Bermuda events
 - WTS rankings updates for TV graphics and enhanced statistics generation during live broadcasts for media
-

3. Focus in additional core business.

- Provided live timing and text coverage for all World Cup events
 - Live streaming production at World Paratriathlon Series events resulting in 1M+ reach on Facebook
-

4. Development. Global participation, competitiveness and event quality.

- Continued support of Education development portal
 - Developed science.competitiveness.org site and conference template
 - Developed Technical Officials API for custom reporting and integrations
-

5. Administration: Strong and effective Global leadership.

- Continual development of Triathlon API platform enabling access to data by external developers, National Federations and key stakeholders
 - Implemented Slack for improved internal communication
 - Representation on ASOIF Technology Advisory Group and contributions to Olympic Data Project
-

6. Other

- Implemented new live timing standard at WTS and World Cup events resulting in a higher quality of real-time data
 - Recruited and on boarded data developer to assist in development and further automation of tasks
-

Report prepared by: Gareth Davies

Senior Manager Technology | gareth.davies@triathlon.org



Key Projects & Achievements

1. Prepare the way for an athletes' representative position on the Paratriathlon Committee to improve bi-lateral information sharing and efficiency.
2. Renew and activate a functioning and participative Athletes' Committee – a full 10-person committee was elected for the first time and each member has specific task(s) – 3 meetings since last Congress.
3. Members of Athletes' Committee to take positions and responsibilities at board and member level whenever possible to increase experience and confidence.
 - Jessica at ITU EB meetings
 - Sam at Seoul ITU EB meeting
 - Clare attended several Para sport meetings (1st IPC Athletes Forum)
 - Jessica attended 2 IOC Athletes Committee meetings over conference calls
4. Close work with Sport Department and Technical Committee to tighten oversight of swim behavior following feedback from athletes.
5. Instigation of system for gathering athletes' feedback after each major event (Survey Monrkey) (Rachel, Tamas, Yannick + Jessica)
6. Starting conversation about how to create a structure to support athletes during and post career (Education/Alumni)

Targets For Upcoming Season

The resolution to be voted by Congress
To start liaising efficiently with the Paratriathlon Committee.

Work on appropriate tasks/jobs depending on the time available and other commitments.
Keep actively working on various projects on a delegate basis.

To continue Athletes' Committee presence at ITU and external Congress and meetings, which can lead to increased experiences and influence.
Eg: Jessica will attend the IOC Athletes Forum in November.

Continue using athletes' feedback to improve safety and conditions for them during races.

Continue and spread to other ITU events/formats. (eg. Penticton – Francisco)

Work on a framework and propositions to put this in place (tentative name – ITU Academy)

Report prepared by: Jessica Harrison

Athletes' Committee Chair

- Jessica Harrison

Committee Members

- Claire Cunningham
- Rachel Klamer
- Lisa Norden
- Ai Ueda
- Yannick Bourseaux
- Jonathan Goerlach
- Sam Hsieh
- Francisco Serrano
- Tamas Toth



ITU triathlon

AUDIT COMMITTEE

Annual Report for the ITU Congress

Key Projects and Achievements	Targets for next Season
<p>1. Ongoing analysis of the year to date financials for 2016.</p> <p>Comments and questions were submitted to the Director General for discussion and clarification.</p> <p>Responses were received for the issues raised..</p>	<p>It has been agreed that members of the Audit committee would go and visit the locations of ITU offices and check the application of internal controls and control mind of ITU staff..</p>
<p>2. Control visits have been made to the Madrid ITU offices. Subsequently some recommendations have been made to the ITU EB and management :</p> <ul style="list-style-type: none"> - internal controls procedures; - a position paper on personnel locations; - award of important races vs outstanding debts. 	<p>F.U. on recommendations made; FU visits to main admin office location.</p>
<p>3. Review of the ITU Audited Financial Statements dated 31 December,2016.</p> <p>3.1. The committee had a Skype meeting with the manager of the External Auditor, which resulted in two extra recommendations from the external auditor to ITU management:</p> <p>3.1.1. Date of review of finstats by external auditor: timing should be agreed so that all accounting records are final when external auditors start their controls.</p> <p>3.1.2. Internal control procedures of ITU are in line with similar small organisations. PWC recommends to set up formalized internal control documentation including description of the risks, related controls and person responsible for those controls. We expect that Management will prepare control matrices for each major cycle before December 31 2017.</p> <p>3.1.3. The final report of the ITU Auditors was available only on June 30 . The reason for this was mainly the fact that not all accounting data were available at mid-February, when the review by PWC was planned. A delay of similar extent in the publication of the external auditor's report may be harmful because the Executive</p>	<p>Meeting with new Audit Committee members for explanation & future recommendations</p>

Key Projects and Achievements	Targets for next Season
<p>Board would not be informed in due time on an exposure which is revealed by the external auditor.</p> <p>3.2. . The Committee reviewed the audited statements and believe the statements are a fair reflection of the financial position of the ITU.</p>	
<p>4. Finance and Procurement Manuals</p> <ul style="list-style-type: none"> • Needs to be submitted by Staff for review 	
<p>5. Referring to above point 3.1.3., the workload of the Secretary-general and to the fact that a former Vice-president finance has been contracted as an outside advisor, the EB should consider a reinforcement of the financial function within ITU</p>	
<p>6.The audit committee has reviewed the 2018 budget and does not take any exception.</p>	<p>Meeting with new Audit Committee members for explanation & future recommendations</p>

Report prepared by: Antonio Alarco, Audit Committee Chair,
Alan Beckford, Werner Taveirne, Committee Members



Key Projects & Achievements

➤ MISSION of the Committee

To represent coaches of the National Federations within the ITU and to contribute to the betterment of the sport of Triathlon and its athletes on matters concerning high performance.

➤ PURPOSES

The Coaches Committee acts in an advisory capacity to the ITU Executive Board and Sport Department on matters related to triathlon and paratriathlon coaching and athlete development best practice.

1. Meetings

- 4 conference calls
- In person meetings: Madrid December 2016/ Hamburg 14 July 2017 with committee advisers invited

2. Appointed Claudia Beristain (Mex) and Kate Roberts (RSA) as committee advisors in January 2017 after gender diversity was not achieved at the 2016 Madrid elective congress. These appointments resulted in all 5 regions and both genders being represented on the committee.

3. Provided input to the Technical Committee on proposed competition rules revisions: October 2016 and during the competition season.

4. Reviewed swim conduct rules and made

Targets For Upcoming Season

-
- Next meeting in Rotterdam (2017 ITU Congress)

-
- Include additional advisors with varied profiles (international squad and personal coaches) from different regions.

-
- Continuous process

-
- Continue to monitor races and make

recommendations based on athlete and coach feedback to improve athletes' safety whilst respecting triathlon spirit and specificity.

5. Made recommendations on bike course design and number of athletes on the start lists to create varied characteristics (personalities) of challenging courses and let all aspects of the sport shine whilst focusing on athletes' safety.

6. Held shared meetings with the Sport Department to discuss ITU Competition System (2017-2020) priorities and make recommendations on modifications to philosophy and structure.

7. Promoted the inclusion of the Olympic Mixed Team Relay event and worked with the sport department on the calendar in this regard.

8. Reviewed the Olympic Qualification principles working document.

9. Documented and shared post-race reports for all WTS events and most WC events. This constructive feedback is intended to assist the Sport Department and LOCs as they prepare for future events.

10. Assigned coaches and sport scientists to measure run courses. This data is shared and allows for better understanding of the demands of the sport and athletes' pacing.

proposals.

- Contribute to educate athletes and their coaches on athletes' swimming abilities and behavior.
-

- Continue to monitor races and make proposals.
 - Contribute to educate athletes and their coaches on athletes' cycling abilities and behavior.
-

- Next review and inputs in Rotterdam WTS GF.
-

- Next review and inputs in Rotterdam WTS GF.
-

- Continued improvement of ITU events
 - Develop a coaches' network to get more feedback
-

- Promote the participation of coaches and Sport Scientists at the next 2017 Science and Triathlon Conference in Edmonton
-

Report prepared by: Philippe Fattori

Coaches Committee Chair

- Philippe Fattori (FRA)

Committee Secretary

- Andy Schmitz (USA)

Committee Members

- Inaki Arenal (ESP)
- Ben Bright (GBR)
- Jul Clonen(NZ)
- Hideki Yamane (JPA)

Advisers

- Claudia Beristain (MEX)
- Kate Roberts (RSA)



Key Projects & Achievements

1. After analysing all other International Olympic Sports Federations (IOSF), the CC ITU proposed a resolution to the EB for Congress about:
 - term limits for Executive Board members;
 - the role of the Continental Confederations and its position within the ITU

2. Creation of an ITU Code against Manipulation of Competition

3. Creation of an Ethical panel within the Arbitration Tribunal and procedures

4. Review of the role of the Audit committee

5. **Meetings**
The CC ITU had 6 Skype meetings, about once every month

Targets for Upcoming Season

- Establish a new Constitution with discussion points:

- Rights, obligations, recognition and procedures for Members and other bodies;

- Review of the general and/or specific rules for Committees and Commissions: e.g. composition (gender/continental/NF requirements)

- Creation and expansion of Committees: i.a. Development Committee, Equity, Diversity and Inclusion Committee

- Review simple, homogeneous and transparent elections procedures

- Creation of panels within the Arbitration Tribunal: mediation

-
- Clarify and precise the role and powers of: Congress, Executive Board, Executive Committee (Table Officers), President (executive), Secretary General, Vice-president
-

Report prepared by:

Audit Committee Chair

- Bernard Saint-Jean (FRA)

Committee Members

- Gale Bernhardt (USA)
- Johan Druwe (BEL)
- David Ferrier (AUS)
- Heejong Moon (KOR)
- Aoife Nash (IRL)
- Ali Sabour (IRN)



September 14, 2017 • Rotterdam

Key Projects & Achievements

1. **Collaboration with ITU Sport Department**

- 1.1 Assigned WTS and WC MDs for 2017
- 1.2 Control of the Water Quality and of the Medical Plan of the races
- 1.3 Introduction of the ITU PPE Rules
- 1.4 ITU Water Quality Statement Update

: ITU Event Organizers Conference Budapest

- 2.1 Improving Environmental Conditions
Medical and Anti-Doping Management
Dr S. Migliorini

3. **IOC IFs Medical Commission Chairperson Monaco**

- 3.1 ITU Medical Committee activities Dr S. Migliorini
- 3.2 Debrief RIO 2016 Health Services
- 3.3 IOC/WADA RIO Debrief meeting

4. **IOC Water Quality Workshop Lausanne**

- 4.1 To discuss water quality standards and testing requirements with an objective to standardize requirements across all outdoor water sports for future events
IOC, FINA, FISA, ICF, ITU, World Sailing
Dr S. Migliorini, Thanos Nikopoulos

5. **IPC Medical Conference Bonn**

- Dr Angela Pedro
-

Targets For Upcoming Season

• **Course and Surveys**

- Organization of a course “the interpretation of the athlete’s ECG for NF doctors”
- Organization of a survey about injuries and illnesses
- SCD Survey : “Investigation of cardiac pathologies observed in triathletes of high level training” Un. Rennes (F)
- Survey Dep. Sport Med Un. Bruxelles “Perineal pathologies in female racing cyclists”.

• **IOC & IFs Sustainability Project**

- “Joining forces to protect the environment and our athletes”
- IOC & IF Case Study Programme : Water quality

• **Medical Meeting and Conference**

- ITU Science +Triathlon Conference
Edmonton
-

6. **Anti-doping**

6.1 Close collaboration with ITU Anti-doping Director Leslie Buchanan regarding priorities, rules and strategies

6.2 Act as a TUE Committee

6.3 Provided information for Compliance Survey and Partnership in Quality

-
- WADA TUE Symposium, Helsinki, Dr S. Migliorini
 - Continue as TUE Committee
 - Continue to provide guidance to AD Department
-

Report prepared by:

Medical Committee Chair

- Dr Sergio Migliorini

Committee Members

- Dr Humberto Aguilar
- Dr Andrea Galyasz
- Dr Doug Hiller
- Dr Toshito Katsumura
- Dr Claude Marblè
- Dr Angela Pedro



Key Projects & Achievements

1. Regular Skype Meetings established - approx. 6 weekly cycle

2. Working Groups set up for each MS Discipline
 1. Duathlon
 2. LD Triathlon/Aquabike/Aquathlon
 3. Cross Tri and Du
 4. Winter tri
 5. Event organisers manual

3. Working Groups active and reporting to committee

4. Data analysis and data farming in progress
Looking at athlete surveys

5. Gender balance invitee Melody Tan very active and on all calls

6. All members attending calls

7. MS Committee Delegates for 1st MS Championship Festival
Brian Hinton
Tim Yount
Dincan Hough also attending but will be focused on Technical Aspects – He will be TD for Denmark 2018

8.

Targets For Upcoming Season

Provide significant input into ITU Strategic Plan on all MS events

Review the 1st edition of the Multisport festival Detailed SWOT analysis with athlete post event survey LOC feedback and technical issues in conjunction with the technical committee. Impacts for future Bidding packages.

Provide ideas and input on all MS events, in particular, how to create sustainability in Winter triathlon, Cross Tri and Duathlon.

Use the data to develop improved focus on MS Events

Engage with LOCs to attract age group athletes – improve the age group athlete experience

Provide input into an MS Specific LOC Event Organiser's Manual

Define LD Tri and Aquabike distances to ensure clarity for athletes

Explore how best to work with major commercial organisers and establish MOUs to help develop the sport

9.

Continue to develop links with other Committees and ITU Sport Department to share information and assist in the development of MS Events in the Continental Confederations and NFs

Report prepared by:

Multisport Committee Chair and MS Committee Secretary

- Chris Kitchen (IRL)
- Brian Hinton (AUS)

Committee Members

- Duncan Hough (GBR)
 - Daniel Martin (Austria)
 - Melody Tan Malaysia
 - Tim Yount (USA)
 - Sergio Dias (POR)
- Staff Liaison Eric Angstadt
- EB Liaison Barry Siff



Key Projects & Achievements

1. Implementation of the new Paratriathlon sport classes. Two wheel chair/hand cycle classes, PTWC-H1, PTWC-H2; four standing classes PTS2, PTS3, PTS4, PTS5; with the existing two visually impaired classes PTVI1, PTVI2.
2. Completed a self-audit process of our classification rules to ensure it is IPC code compliant.
3. Implemented a factor system for the two wheel chair classes using a staggered start; as used with our Visually Impaired classes. This option will allow us to retain our Wheel chair athletes and assist us in growing our sport for these athletes.
4. Provided classification seminars to recertify/train classifiers with the modifications to the classification system that consists of the new classes.
5. Re-classified all past Paratriathletes and paratriathletes new to our sport except for the PTVI class. This is required to ensure all athletes are classified to the correct sport class within revised system.
6. Implementation of the ITU World Paratriathlon Series Events with events in Gold Coast, Yokohama and Edmonton for 2017. These events provide higher point values to enhance our ranking system.
7. Liaised with IPC with regards to modifications to classification system and next steps

Targets For Upcoming Season

Continue to analyze the classification system to ensure it provides a level playing field within classes. Continue to work with the Scientific Research Group, IPC, and NFs to determine if any additional modifications are required prior to Tokyo 2020.

Ensure any further modifications to our classification system are IPC code compliant.

Evaluate the factor value in the PTHC classes and recalculate this value as required to ensure fairness. Reach out to NFs and/or NPCs to help further grow this sport class.

Provide additional classification courses as required to ensure a balanced group of classifiers exist geographically. Courses at all continents except Africa in the spring of 2017

There will only be a need to classify new paratriathletes next year and those with review status.

Evaluate the effectiveness of the World Paratriathlon Series Events. Liaise with NFs for additional strategies to improve and grow our sport. Live streaming implemented at these events.

Continue to liaise with IPC to ensure a strong relationship exists between the ITU and IPC.

towards Tokyo 2020.

Report prepared by:

Paratriathlon Committee Chair

- Grant Darby CAN

Committee Members

- Jon Beeson USA
- Alfred Lipp GER
- Neil MacLeod ITA
- Carolyn Murray CAN
- Rob Noordzij NED
- Masamitsu Tomikawa JPN

- Debbie Alexander ITU Executive Board liaison
- Eric Angstadt Staff liaison
- Marguerite Christophers NZL, Acting Head of Classification
- Katerina Magkou GRE, Acting Deputy Head of Classification



Key Projects & Achievements

1. Competition Rules updates and revision.
Rules interpretation.
2. EOM update and revision
3. Rules exceptions approval
4. Technical officials assignments
5. Technical official education and level assignments.
6. Results revision processes

Targets For Upcoming Season

- Reorganization of rule book
- EOM update focused in multisport.
- Technical Officials, education, evaluation and assignments.
- Rule exception and results revision
- Competition rules revision / harmonization

Report prepared by:

Technical Committee Chair

- Jaime Cadaval / MEX

Committee Members

- Shannelle Barrett / NZL
- Dirk Bogaert / BEL
- Jorge Garcia / ESP
- David Markham / CAN
- Bela Varga / HUN
- Howard Vine / GBR



Key Projects & Achievements

1. Established a new Conference call rules to make a regular meeting more easily for all the members to participate
2. Setting up sub-groups which have a clear job responsibility and defined assignments
3. Inaugurating Women's Committee network by sending a request/questionnaire to each NF
4. Starting Women's Committee regular contribution of an article to ITU website
5. Invitation to ITU Women's Committee Award of Excellence
6. Planning and organizing the Committee function at Rotterdam Grand Final

Targets For Upcoming Season

To define a clear strategy and action plan for the committee, which is also measuring the success.

To create a connection channel between the Women's Committee and the Continental Confederation Women's Committees.

To create plans at early stage for activities for the next Grand Final, involving local "heroes and heroines"

Establishing more network with active women in sport in each region of the members

Report prepared by: Tomoko Wada

Women's Committee Chair

Committee Members

- Tomoko Wada (JPN) - Chair
- Susan Haag (USA) - Secretary
- Sheila O'Kelly (CAN)
- Karen Araujo (TTO)
- Sharon Oakley (RSA)
- Nelly Becerra (MEX)
- Leroy Cooke (JAM) (tentative)
- Bernard Hanratty (IRL) (tentative)

towards Tokyo 2020.

Report prepared by:

Paratriathlon Committee Chair

- Grant Darby CAN

Committee Members

- Jon Beeson USA
- Alfred Lipp GER
- Neil MacLeod ITA
- Carolyn Murray CAN
- Rob Noordzij NED
- Masamitsu Tomikawa JPN

- Debbie Alexander ITU Executive Board liaison
- Eric Angstadt Staff liaison
- Marguerite Christophers NZL, Acting Head of Classification
- Katerina Magkou GRE, Acting Deputy Head of Classification

Proposal to sell Vancouver Office

Leslie Buchanan
 International Triathlon Union
 222 – 998 Harbourside Drive
 North Vancouver, B.C.
 V7P 3T2



Dear Leslie,

Re: Leasing or Selling Units 220 and 221 at 998 Harbourside Drive, North Vancouver.

Thanks for showing us your space at 998 Habourside Drive, North Vancouver. This space is bright, clean and is in marketable condition. The mountain views are terrific.

Below are the details on the two spaces together with our opinion of their value on a sale and lease basis.

	Unit 220	Unit 221
Government Assessment (2016)	\$554,000	\$516,000
Price Originally Paid	\$267,612	\$239,243
Property Taxes (2016)	\$7,415.06	\$6,885.40
Condo Fees per year	1,961.52	1,738.92
Parking Stalls	3 stalls	3 stalls
Strata Lot Number	39	40
Area	1,517 SF	1,347 SF
Value if Sold	\$778,000 to \$800,000	\$673,500 to \$707,000
Suggested Asking Price	\$825,000	\$735,000
Annual Net Rent if Leased	\$27,306	\$24,246
Initial Cost to Find a Tenant (as a leasehold improvement allowance)	\$30,340	\$26,940

Colliers would be pleased to market either property on a lease or sale basis. The sale market is currently the stronger of the two, owing to the low interest rate environment.

We hope this information is useful and we would be pleased to provide more detail if needed.

Regards,

Brian Mackenzie
 Vice President
 1 604 661 0829

SECOND FLOOR

SHEET 7 OF 8 SHEETS

SCALE 1:250

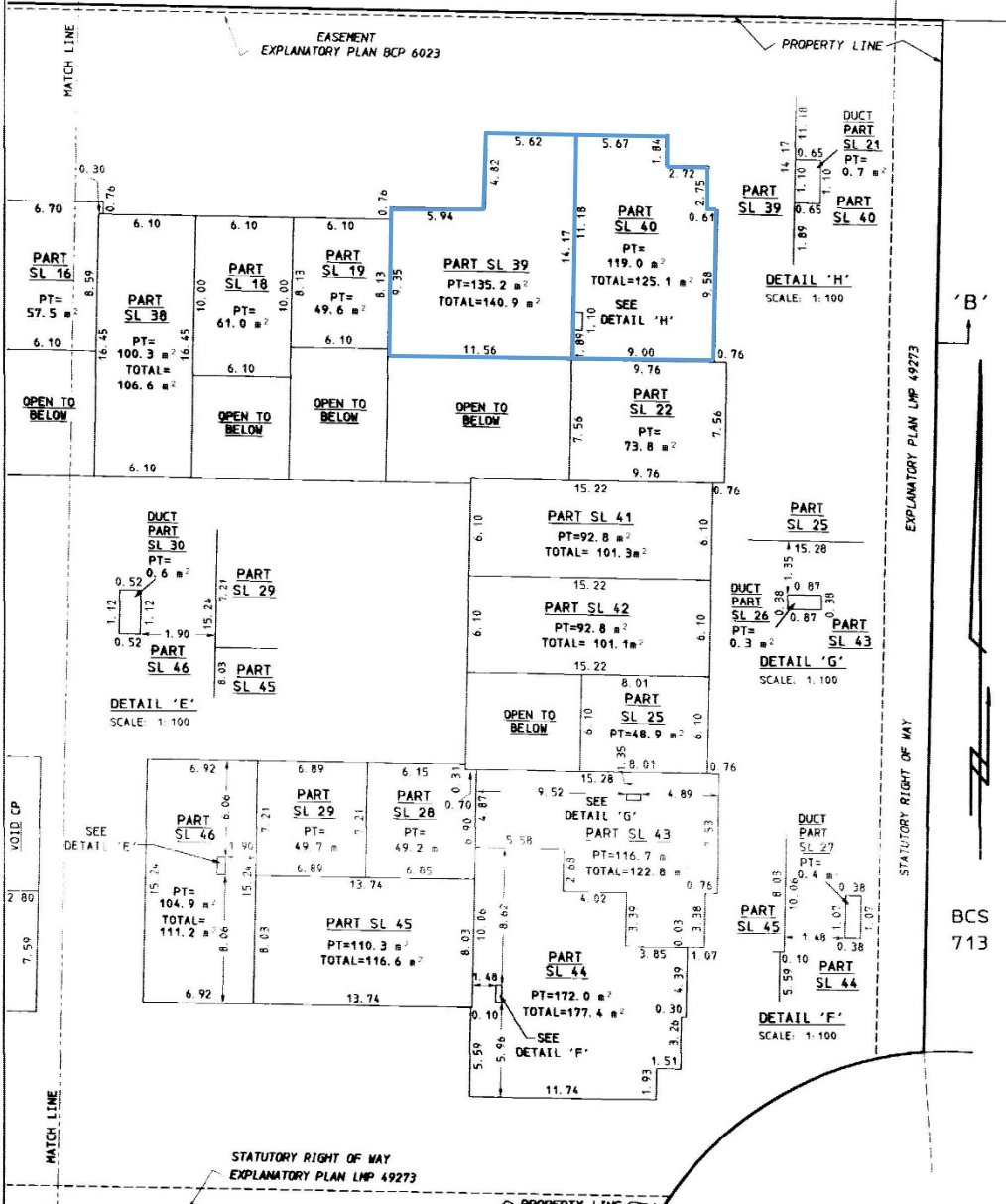


STRATA PLAN BCS 1097

ALL DISTANCES ARE IN METRES

11

PLAN LMP 45092



NOTE: THE COMMON BOUNDARY OF ANY STRATA LOT WITH THE EXTERIOR COMMON PROPERTY IS THE OUTSIDE OF THE MAIN WALL

HARBOURSIDE DRIVE

THIS SHEET SHOWS THE AREAS OF THE SECOND FLOOR AND THE TOTAL AREAS OF SLs 38 TO 46.

C. MacDonald
 NOVEMBER 30, 2004
 B.C.L.S.

S 465

ORIGINAL

North Shore

Vacancy rates were down from 5.4% in Q3 to 4.5% in Q4, and there was positive absorption to close out the year. Centreview remains 100% available with 4 full floors of office space, and is expected to complete in late 2017.

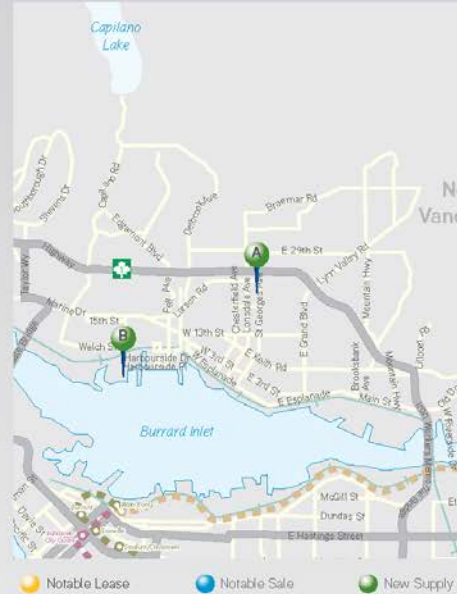
Trends

- Over the course of 2016, tenant demand in the North Shore market has come primarily from the non-profit and food services sectors.

Summary Statistics	2016 Q3	2016 Q4	Trend
Office Inventory*	2,406,690	2,406,690	↔
Net Absorption	-21,133	20,011	+
Vacancy Rate	5.4%	4.5%	↓
Average Asking Net Rent**	\$20.64	\$20.20	↓
Average Additional Rent	\$13.89	\$13.42	↓

*There are 63 office buildings surveyed in the North Shore region
 **Average Asking Net Rent is calculated using a weighted average

Historical Performance and Forecast



Upcoming New Supply							
ADDRESS	CLASS	FLOORS	TOTAL OFFICE AREA (SF)	DEVELOPER	ESTIMATED COMPLETION	STATUS	
A. Centreview - 1308 Lonsdale Avenue	A	4	78,800	Onni Group of Companies	Q4 2017	U/C	
B. Seaspan Head Office - 10 Pemberton Avenue	A	4	84,000	Seaspan	Q3/4 2017	U/C	

NAME : MELODY TAN
DOB : 16 May 1972
GENDER : Female
NATIONALITY : Malaysian
EDUCATION : BA Marketing, Middlesex University, London, United Kingdom (1997)
LANGUAGES : English and Malaysian (Written and Spoken), Cantonese (Spoken) and currently learning Mandarin
CURRENT JOB : Competition Manager, 2017 Kuala Lumpur SEA Games , Secretary General, Triathlon Association of Malaysia, Freelance Event Consultancy



SUMMARY OF WORK EXPERIENCE :

Before Multisport (1997 till 2001)

- Education Counselor, LaSalle Fashion Design College
- Marketing Research, Trett Consulting Malaysia

Quick Release Adventures (2002 till 2013)

As one of the founders, I was a Race Director for no less than 80 sporting events during this period with Powerman being the highlight as we took it from 233 participants in 2002 to 3000 participants in 2013:



Powerman in 2013, Malaysia



MTB Carnival in 2013, Malaysia

- Organised POWERMAN Malaysia, a duathlon event part of the IPA series (2002 till 2013)
- Organised local duathlon series as a lead up to Powerman (2002 till 2013)
- Organised an annual mountain bike event (2003 till 2013)
- Organised a road running series (2008 till 2013)

Event Consultancy (2003 till now)

I realized that the best way to learn about event management was to gain more experience so I looked for other events to work on, not realizing it would take me far and wide:



Tour of Britain in 2007, UK



Bursa Bull Charge in 2015, Malaysia

- Assistant Timer, Bintan Triathlon, Indonesia (2003 till 2004)
- Assistant to Live TV Crew, Tour De Langkawi, Malaysia (2006)
- Secretariat, Tour of Britain, United Kingdom (2006 till 2008)
- Transition 2 Manager, 70.3 Ironman, Singapore (2007)
- Part of LOC for Cycling, Youth Olympic Games, Singapore (2010)
- Volunteer Deployment Manager, KL Marathon, Malaysia (2011 till 2016)
- Race Manager, Standard Chartered Half Marathon, Brunei (2012 till 2013)
- Race Manager, Bursa Bull Charge, Malaysia (2015)
- Volunteer Deployment Manager, Nike Run, Malaysia (2015 till 2016)

Officiating for Triathlon (2011 till now)

I was asked to consider being a Technical Official for triathlon by our National Federation and thought it was a great way to gain more experience in sports and a way to contribute back to the sport. Listed below are selected events:



Hatsukaichi ATC in 2016, Japan



Rio Olympics in 2016, Brazil

- Technical Delegate, 2012 Subic Bay ASTC Duathlon Asian Championships
- Technical Delegate, 2013 Osaka ITU Sprint Triathlon Asian Cup
- Technical Delegate, Chengdu ITU Triathlon World Cup (2014 till 2016)
- Assistant Registration, 2014 Glasgow Commonwealth Games
- Chief Lap Auditor, 2014 Incheon Asian Games
- Chief Registration, 2015 Singapore South East Asian Games
- Technical Delegate, 2016 Hatsukaichi Asian Triathlon Championships
- Chief Swim Start, 2016 Rio Olympic Games
- ITU Team Leader, 2016 Tongyeong ITU Triathlon World Cup

ITU Facilitator for Triathlon (2013 till now)

I was invited by ITU to participate in the Facilitator Course and discovered I actually enjoyed sharing my knowledge and experience with others. I felt honoured to be given this opportunity to develop future Technical Officials for Asia.



Facilitator Course in 2012, Malaysia



TO Course in 2015, Bahrain

- Assistant Facilitator, 2013 Bangkok ITU Level 1 Technical Officials course
- Lead Facilitator, 2014 Kuala Lumpur ITU Level 1 Technical Officials Course
- Lead Facilitator, 2014 Incheon ITU Level 1 Technical Officials Course
- Lead Facilitator, 2014 Tokyo ITU Level 1 Technical Officials Course
- Lead Facilitator, 2015 Subic Bay ITU Level 1 Technical Officials Course
- Lead Facilitator, 2015 Pariaman ITU EOM & TO Community Level Seminar
- Lead Facilitator, 2015 Riffa ITU Event Organizers and Technical Officials Community Course
- Facilitator, 2016 ITU Level 1 Technical Officials E-Learning

ASTC Technical Committee Member (2015 till now)

It was an honour to be elected to serve ASTC. As part of our duties, we conducted two site visits for possible 2017 Asian Triathlon Championship venues:

- Burabay, Kazakhstan
- Palembang, Indonesia

REFERENCES :

- Mr. Cheah Choon Nam, ASTC Treasurer and President, Triathlon Association of Malaysia
Email : **cheahchoonnam@gmail.com**

- Mr. Thanos Nikopoulos, Senior Manager, Technical Operations, ITU Sport Department
Email : **thanos.nikopoulos@triathlon.org**

- Mr. Rainer Biemans, Director, Dirigo Events Sdn Bhd
Email : **rainer.biemans@dirigo.com.my**

CONTACT DETAILS :

EMAIL : melody@quickrelease.com.my / mtb.melody@gmail.com
MOBILE : +60-12-2381154 (Malaysian mobile number)

CURRICULUM VITAE

KATE ROBERTS



July 2017

PERSONAL DETAILS

SURNAME: ROBERTS

NAME: KATE

IDENTITY NUMBER: 8306200044082

PASSPORT NUMBER: A01762397

ADDRESS: 359 NICOLSON STREET
WATERKLOOF
PRETORIA
0181

MOBILE NUMBER: 0790363235

EMAIL: katerobertspure@yahoo.com

LANGUAGE PROFICIENCY: ENGLISH -FLUENT; AFRIKAANS - FLUENT

HEALTH: EXCELLENT

WEBSITE: www.kateroberts.com

TWITTER NAME: @katiepure

-EDUCATION-

2016:

- TSA (Triathlon South Africa) Level 2 Coaching Certificate
- Training Peaks Level 1 Coaching Certificate
- Training Peaks Level 2 Coaching Certificate
- Sports Psychology Course, University of South Africa (UNISA)
- Presently enrolled in a two year program in Sports Management at the University of South Africa (UNISA) (Completion end of 2017)

2015:

- TSA (Triathlon South Africa) Level 1 Coaching Certificate
- ASCA (American Swim Coaching Association) Level 1 Coaching Certificate
- ASCA (American Swim Coaching Association) Level 2 Coaching Certificate

2005:

- B Comm General Management degree, University of the Free State

2001:

- Matriculated at Eunice Secondary School for girls in Bloemfontein
- Prefect in Matric (Grade 12) year
- Captain of the Eunice High School Cross Country team
- Captain of the Eunice High School Athletics team
- Captain of Murray House

Other:

Certificates from International Olympic committee (IOC) athlete learning gateway online courses:

- How to be a successful leader
- The winning mindset
- Athlete career transition

- From athlete to coach
- Smarter eating for better performance
- Eat to compete

-WORK EXPERIENCE-

2017:

- **March 2017:** Ran a 5 day Triathlon South Africa junior training camp in Johannesburg, South Africa for potential triathletes racing in the Youth Olympic Games in 2018
- **May 2017:** Managed the South African Senior, Para and Junior National Triathlon team to the African Triathlon Championships in Tunis, Tunisia

2016:

- **March 2016:** Ran a 4 day Triathlon South Africa junior training camp in Bloemfontein, South Africa for potential triathletes racing in the Youth Olympic Games in 2018
- **April 2016:** Ran a 7 day Triathlon South Africa Olympic training camp in Stellenbosch, South Africa for potential South African triathletes qualifying for the Rio Olympic Games
- **July 2016:** Managed the South African Senior National Triathlon team to the ITU World Mixed Relay Championships in Hamburg, Germany
- **August 2016:** Member of the South African Triathlon management team to the 2016 Rio Olympic Games, where South Africa earned a bronze medal in the men's triathlon event
- **September 2016:** Managed the South African Senior and Junior National Triathlon team to the World Triathlon Championships in Cozumel, Mexico

2015:

- **March 2015:** Managed the South African junior triathlon team to an African Cup race in Troutbeck, Zimbabwe

- **May 2015:** Managed the South African Junior and Senior Triathlon team to the African Triathlon Championships in Egypt
- **May 2015:** Managed the South African Junior Triathlon team to the World Schools Triathlon Championships in Versailles, France
- **July 2015:** Managed the South African Senior Triathlon team to the World Mixed Relay Championships in Hamburg, Germany
- **August 2015:** Managed the South African Senior Triathlon team to the Olympic Triathlon Test event in Rio de Janeiro, Brazil
- **October 2015:** Managed the South African Senior Triathlon team to a training camp with the Korean National Triathlon team at the National Training Centre in Seoul, South Korea

2015 – 2017

- Acting Triathlon South Africa head coach and coordinator for high performance program (September 2016 - present)
- Triathlon South African junior coach and coordinator (January 2015 -present)
- Tuks Junior Triathlon Coordinator and Coach at the High Performance Centre in Pretoria, South Africa (January 2015 - present)

2006 -2014:

- Professional triathlete competing for South Africa

-CONFERENCES ATTENDED-

- **August 2015** - Speedo Swim Coaches Conference (Pretoria, South Africa)
- **November 2015** - Science and Triathlon 2015 World Conference Peaking for Rio, preparing for Tokyo and beyond (Paris, France)
- **February 2016** - SISSA (Sports Science Institute of South Africa) 2016 Wellness and Fitness Convention (Johannesburg, South Africa)

-ACHIEVEMENTS-

2014:

- Represented South Africa at the Commonwealth Games in Glasgow, Scotland

2012:

- Mail and Guardian 200 Young South African Award

2012:

- Nominated as Bloemfonteiner of the Year

2012:

- Represented South Africa at the Olympic Games in London, United Kingdom

2008:

- Represented South Africa at the Olympic Games in Beijing, China

2006:

- Represented South Africa at the Commonwealth Games in Melbourne, Australia

2003, 2004, 2008, 2010 and 2012:

- Free State Sports Media Senior Sportswoman of the year

2000:

- Free State Sports Media Junior Sportswoman of the Year

1999:

- Eunice Secondary School for Girls Sportswoman of the Year

1998:

- Protea Colours for Biathlon (Swimming and Running)

1996 – 2001:

- Free State provincial colours in 8 different sporting codes:
Hockey, Athletics, Cross Country, Road Running, Swimming, Biathlon, Triathlon and
Duathlon

-TRIATHLON ACHIEVEMENTS-

2014:

- South African Sprint Championships Cape Town – 1st position
- Blenheim Triathlon in Blenheim (England) – 2nd position
- London Triathlon in London (England) – 2nd position
- Holten ITU European Cup race (Netherlands) – 3rd position
- **Silver medal in the mixed team relay event at the Commonwealth Games in Glasgow (Scotland)**

2013:

- ITU Triathlon World Championships Series Yokohama (Japan) – 7th position
- ITU Triathlon World Championships Series Auckland (New Zealand) - 16th position
- ITU Triathlon World Championships Series Hamburg (Germany) - 24th position
- South African Sprint Championships Cape Town – 1st position
- South African Olympic Distance Championships – 1st position

2012:

- **Represented South Africa at the 2012 London Olympic Games (Great Britain) – 22nd position**
- ITU Triathlon World Championships Series Hamburg (Germany) – 5th position
- ITU Triathlon World Championship Series San Diego (USA) – 22nd position
- French Grand Prix race in Paris (France) – 4th position

2011:

- ITU Triathlon World Championships Series Yokohama (Japan) – 15th position
- ITU Triathlon World Championship Series Madrid (Spain) – 22nd position
- ITU African Triathlon Championships Maputo (Mozambique) – 1st position

2010:

- **Ranked the 7th best triathlete in the world after completing in the World Championship Series 2010**
- ITU African Triathlon Championships Durban (South Africa) – 1st position Bloemfontein
ATU African Duathlon Championships (South Africa) – 1st position
- ITU Triathlon World Championships Series Sydney (Australia) – 6th position
- ITU Triathlon World Championships Series Madrid (Spain) – 12th position
- ITU Triathlon World Championships Series Hamburg (Germany) – 4th position
- ITU Triathlon World Championships Series Kitzbuhel (Austria) – 6th position
- ITU Triathlon World Sprint Championships Lausanne (Switzerland) – 11th position
- ITU Triathlon World Championships Series Grand final Hungary (Budapest) – 11th position
- ITU Triathlon World Cup Mooloolaba (Australia) – 4th position
- Beauvais French Grand Prix Triathlon (France) – 1st position

2009:

- Bardolino Triathlon (Italy) – 1st position
- Tarzo Revine Silca Cup Triathlon (Italy) – 1st position
- Pretoria ITU Triathlon African Cup (South Africa) – 1st position
- Zyttrum Zug Triathlon sprint race (Switzerland) – 5th position
- London Triathlon (Great Britain) – 5th position
- Gold Coast Oceania ITU Triathlon Championships (Australia) – 6th position
- New Plymouth ITU Triathlon Oceania Cup (New Zealand) – 8th position
- ITU Triathlon World Championship Series Kitzbuhel (Austria) – 14th position
- ITU Triathlon World Championship Series Madrid (Spain) – 23rd position

2008:

- **Represented South Africa at the Beijing Olympic Games (China) – 32nd position**
- ITU Triathlon World Championship Series Madrid (Spain) – 12th position
- ITU Triathlon World Championships Vancouver (Canada) – 18th position
- ITU Triathlon World Championship Series Richards Bay (South Africa) – 20th position
- ITU Triathlon World Championship Series New Plymouth (New Zealand) – 23rd position

2007:

- South African Aquathlon Championships – 1st position
- ITU African Triathlon Championships Le Co Becho (Mauritius) – 1st position
- ITU Triathlon World Championship Series Richards Bay (South Africa) – 9th position
- ITU Triathlon World Championship Series Madrid (Spain) – 13th position
- ITU Triathlon World Championship Series Eilat (Israel) – 14th position
- ITU Triathlon World Championship Series Tiszaujvaros (Hungary) – 20th position
- ITU Triathlon World Championship Series Cancun (Mexico) – 25th position

2006:

- Represented South Africa at the Melbourne Commonwealth Games (Australia) – 16th position
- ITU African Triathlon Championships Troutbeck (Zimbabwe) – 1st position
- Sandoz Alpen Triathlon (German National Championships) – 6th position
- Zaberfeld Bundesliga race (Germany) – 3rd position
- ITU Triathlon World Championship Series Salford (Great Britain) – 24th position
- ITU Triathlon World Championship Series Richards Bay (South Africa) – 21st position

2005:

- South African Triathlon Championships – 1st position
- South African Duathlon Championships – 1st position
- ITU African Triathlon Championships Midmar (South Africa) – 1st position
- ITU Triathlon World Championship Series Salford (Great Britain) – 19th position

2004:

- South African Aquathlon Championships – 1st position
- ITU African Triathlon Championships Langebaan (South Africa) – 3rd position
- 5fm/Energade Triathlon Series – 1st position
- Sixtus Alpen Triathlon Bundesliga race (Germany) – 10th position
- u/23 ITU Triathlon World Championships Madeira (Portugal) – 11th position

2003:

- U/23 ITU Triathlon African Championships Swapkopmund (Namibia) – 1st position
- 5fm/Energade Triathlon Series – 1st position
- Schlerisse ETU Triathlon European Cup (Germany) – 7th position
- Silca Cup – ETU Triathlon European Cup (Italy) – 7th position

2002:

- u/23 South African Triathlon Championships – 1st position
- u/23 ITU Triathlon African Championships Grande Bay (Mauritius) – 1st position
- 5fm/Energade Triathlon Series – 1st position

2001:

- South African Junior Triathlon Championships – 2nd position
- ITU Triathlon Junior African Championships Langebaan (South Africa) – 2nd position
- Langebaan International ITU Points Race – 9th position
- ITU World Junior Triathlon Championships Edmonton (Canada) – 12th position

-SUMMARY-

In 2006 after completing a B Comm degree in General Management at the University of the Free State in Bloemfontein, South Africa, I decided to pursue a professional career in triathlon in order to achieve my childhood dream of representing South Africa at an Olympic Games.

This was my main focus and driving force for eight years and it was rewarding to be able to achieve my goal and compete in two Olympic Games in Beijing in 2008 and London in 2012.

I spent the years from 2009 - 2013 training and racing abroad under the expert guidance of Australian triathlon coach, Dr Darren Smith and was fortunate to be part of his elite squad of world class athletes. In the process, I gained an enormous amount of experience and understanding of what is expected of a professional athlete and the demands and pressures they are exposed to.

In 2010 I achieved my highest world ranking of 7th position in the women's elite category on the World Series Triathlon Circuit. After competing at the Commonwealth Games in Glasgow, Scotland in 2014 and winning a silver medal as part of the South African mixed triathlon relay team, I realised that I had achieved everything that I wanted to in the sport as a professional triathlete.

I enjoy working in a high performance environment and I currently work for Triathlon South Africa. I have been involved in the junior and elite programmes since the beginning of 2015 and in 2016, I was co-manager of the Triathlon team with Lindsey Parry to the Rio Olympic Games, where South Africa won a bronze medal in the men's triathlon event. I believe I have an excellent understanding of the pressures and demands that high performance athletes face, as well as valuable experience in managing them to be able to perform at their very best when it matters most. I am currently completing a Sports Management Diploma through Unisa and last year also completed a Sports Psychology Diploma through Unisa.

-DECLARATION-

I HEREBY DECLARE THE ABOVE PARTICULARS ARE FACTUALLY ACCURATE AND CORRECT.

KATE ROBERTS

22 July 2017

FERNANDO PEÑA LEÓN

Mobile: +1(809)-222-3896

Email: luxuryhotelsdr@gmail.com

Working Experience

❖ Luxury Hotels & Residences-Luxury Condo Management Company

Los Altos Fase II, at Casa de Campo Resort

General Manager, 5 years experience.

- 76 units with beautiful golf course view with 2 infinity pools and jacuzzi.
- Marketing, Reservations, Sales.
- In early 2016 Opening a new Condo of 46 units at Metro Country Club.

❖ Santo Domingo Country Club-High End Country Club

Gerente General, 2 years experience

- Responsible of both Social and Sports membership.
- Over 350 employees. Food and Beverage, Maintenance, Security, House Keeping, etc.
- 2 Restaurants, 2 golf courses, 12 tennis courts, 3 pools, 2 racketball courts, soccer field and many other sports. Different ball rooms for Social events.

❖ Club Hemingway Condo-Developing and Managing Luxury Condos

General Manager, 2 years experience

- 126 units with beautiful ocean front views with 3 pools, 3 Restaurants, Movie Theater, Club House, Gym, paddle courts and tennis courts.
- Developing Manager in charge of Real Estate developing.
- 125 employees, Sales, Reservation, Guest Service, Engineering, Security and Food and Beverage.
- In charge of all social activities and events.

❖ Casa Colonial Beach & Spa-VH Hotels & Resorts

Member of Small Luxury Hotels of the World

Director of Sales and Marketing, 2 years experience

- Hotel Opening
- Manage new markets and specially: USA, Europe and Latin America
- Participation in all trade shows, road shows and presentations.
- Great relationship with sports figure and TV and movie stars, bring them to the hotel and expand the news and make publicity.
- Groups like ESPN, GQ Magazine among others came to the hotel with groups for buyout.

Learning Experience

- * The Hotel School and Hospitality Management at Cornell University, Ithaca, NY.
- * Bachelor's degree in Hotel and Tourist companies Management at UNIBE (Universidad Iberoamericana)
Santo Domingo, Dominican Republic

Trainings

- **Paradise Beach Club & Casino, Playa Dorada**
Property Manager
- **Hotels Santo Domingo e Hispaniola**
General Training
- **Hotel Hamaca**
Guest Service and Food and Beverage

Languages

- Spanish, native and mother tongue.
- English, fluent speaking and writing.
- French, limited knowlege.

Sports and hobbies

1. Triathlon
2. Golf, 15 handicap
3. Soccer

References upon request.

Curriculum Vitae

Bernard Hanratty
Non-Executive Director /
Change Manager /
Tech Start-up Entrepreneur

3 Dunbur, Brookvale Road, Dublin 4
bernard@thehanrattypartnership.com
+353 87 231 5076

Bernard is a creative and engaging leader, with 8 years of experience in the sport of Triathlon in Ireland and a formal qualification in corporate governance. He is currently on a temporary assignment as Acting Director, National College of Art and Design in Dublin, and he is running his own tech start-up company in the field of Corporate Governance.

Skills and Expertise

Passion as a Triathlete: Bernard has been participating in the sport of Triathlon since 2009. He has been a member of Piranha Tri since 2011 and he represented Ireland in the 2015 World Age Group championships in Chicago. His ambitions for 2016 are to complete his first long distance race.

Commitment to Piranha Tri Club: Bernard is fulfilling his second term as the Chairman of Piranha Tri Club. In that time the Club has adopted an annual National Series Strategy for the club, and the club has established a Junior Tri Club.

Engagement with Triathlon Ireland: Bernard has taken a particular interest in the organisational management of TI, and in 2013 wrote a detailed paper about the competition structures for Age Group and Cat 1 athletes. Bernard was voted 'Volunteer of the Year' in 2015 at the TI AGM

Corporate governance expertise: Bernard completed with distinction a professional diploma in corporate governance at the UCD Michael Smurfit Graduate Business School in 2012. He received the highest mark in his class for his dissertation.

Organisational Efficiency: Bernard was the senior relationship contact for many of Citi's largest clients in the asset servicing segment (pensions, investments and insurance). He is intimately familiar with best practice in Service Level Agreements, Risk Monitoring, Key Performance Indicators and operational efficiency generally.

Engaging and creative leader Bernard has received consistently strong feedback on management style, team engagement, innovation and achieving results.

Work Experience:

Mar-16 - Current: Acting Director, National College of Art and Design, Dublin: Bernard has assumed a temporary role at NCAD for 9 months while the board conducts a worldwide search for a new full time director. The role is one of leadership, operational effectiveness and corporate governance in a very challenging micro and macro environment.

Aug-15 - Current: Independent Non-Executive Director, The Hanratty Partnership: Bernard is available for a select number of non-executive directorships in the field of financial services.

Curriculum Vitae

Aug-15 – Current: Chief Executive, Tivus: Bernard is the founder and chief executive of Tivus, a software company dedicated to the promotion of secure and efficient corporate governance practices for non-executive directors. The name of the company has its genesis in the latin words for “executive” and “objective”, namely execu'tivus and objec'tivus. The objectives of the company are encapsulated in its strapline: Innovate. Connect. Lead.

Jan-12 to Sep-14: Managing Director, Head of Client Executive, Investor Services EMEA: Bernard was responsible for 80 client facing staff across 12 countries who were accountable for \$400million in client revenues, client satisfaction and cross sell of Citi's asset servicing products. Bernard was the senior contact for franchise clients. Bernard was also chairman of Citi's Investor Services EMEA Client Advisory Board.

Jun-09 to Jan-12: Managing Director, Head of Investor Services Product, SFS EMEA: Responsible for the investor services franchise in EMEA; integrating the delivery of solutions to clients across the different product families and developing new franchise opportunities through acquisition, joint venture and greenfield sites. Bernard also devised and ran The Investor Academy to promote a collaborative culture within Investor Services and to polish-up the product knowledge of all staff.

Jan-05 to May-09: Managing Director, Head of Fund Services, SFS EMEA: Responsible for sales, relationship management, product management, operations and client service for the fund services business in Ireland. Bernard initiated the first every financial services project to receive R&D grant aid from the Irish Government. Bernard played a pivotal role in securing new clients for the EMEA franchise during this period.

Prior Positions: Bernard joined Citi as a part of the graduate trainee programme in London in 1984. He transferred to Dublin as Transaction Banking Head in 1990. Subsequent to this he held sales, product and relationship management roles, including responsibility for global sales for the offshore funds businesses. Particular success was a \$20Bn Lux SICAV for Pioneer Investments in 2003, and a \$40Bn AEGON, The Netherlands mandate in 2005.

Other

Education:

- BA Mod. in Computer Science, Trinity College Dublin (1984);
- Certificate in Mutual Funds, Irish Funds Industry Association (2001);
- Diploma in Corporate Governance, UCD Michael Smurfit Business School (2012)

Professional Associations:

- Member of the Institute of Directors, UK
- Member of the Institute of Bankers, Ireland
- Member of the Non-Executive Director Networks of PwC, Deloitte and Ernst and Young
- Past Chairman and Council Member of IFIA; Chairman of inaugural IFIA Conference Committee
- Past Member of the Irish government's Clearing House Task Force on Pensions
- Past Director of three aircraft leasing companies in which Citi had a 50% ownership
- Past Chairman and Director of the Educate Together primary school, Ranelagh Multi-Demominational School

Interests:

- Marathon running, Leinster rugby, golf, skiing, hillwalking, music, reading



BEN HOUSTON – Nomination for the ITU Women’s Committee Triathlon Australia

President@triathlon.org.au or
ben.houston@team.telstra.com
M: +61 407 947 853

Professional experience

I have over 20 years’ experience as a commercial, sports law, intellectual property, media and marketing lawyer having negotiated and managed major commercial, sponsorship and digital rights deals with national and international athletes and sports bodies, movie studios, and television broadcasters. I also have extensive corporate governance experience as a Director and Company Secretary of a number of not for profit and major commercial corporations.

Education

Bachelor of Laws (Honours)

Volunteer Achievements

President of Triathlon Australia – 2015 - current

Director of Triathlon Australia – 2012

Vice President of Triathlon Australia - 2012 –2015

Board of Management for the Commonwealth Games Australia – 2017

Board of Management for the Commonwealth Games Australia Foundation – 2017

Member of the Australian Age Group World Championship team in 2007 (Hamburg)

Member of the New South Wales Law Society

My Goal’s for the Women’s Committee

- Champion and help influence the dialogue on the issue of gender equality in Triathlon (at all levels of our sport)
- Continue on the work of the Committee to build an inclusive sports culture
- Highlight the significant opportunities and benefits that gender diverse environments creates (based on the work that we have commenced at Triathlon Australia to increase women’s representation on the Triathlon Australia Board to 50%)

I believe that my legal and commercial experience and the organisational and governance reforms that we have undertaken at Triathlon Australia will mean that I can play a positive role as a member of the Women’s Committee.



Dirección:
Olmedo 431 y 5 de Junio
(Babahoyo)

Teléfonos: +5935 2 730139
+5935 2 730955
+59399 2 685017

Ing. Julio César Ramírez Mora

Personal Information

Cédula de identidad	120039748-5
Estado Civil	Casado
Fecha de nacimiento	Agosto 04, 1951

Academic Training

1963 - 1968	Colegio "Eugenio Espejo" Babahoyo Bachiller en Humanidades Modernas
1969 – 1970	Post- Bachillerato "Whippany Park High School" New Jersey – USA Scholarship to Merit "American Field Service"
1970 - 1976	Universidad Técnica de Babahoyo Facultad de Agronomía Agricultural Engineer

Sports Courses and Seminars held in the Exterior

Seminary: Marketing in Sport
Miami – USA
1994

Seminary: High Performance Sport

La Habana – Cuba .- 1995

Tae kwon do International Sport Forum in Seoul – Corea.- 2003

**Foreing
Languages**

English

Positions Held

President of the Provincial Table Tennis Association - Los Ríos -
Ecuador

1981 – 1985

Delegate for the Ecuadorian Table Tennis Federation
To the South American Games en Rosario – Argentina
1982

President of the Provincial Sports Federation of Los
Rios, for three consecutive periods

1984 – 1996

Delegate for the Ecuadorian Table Tennis Federation
To the Bolivarian Games de Barquisimeto – Venezuela
1985

First Vice President of the National Sports Federation Ecuador
– FEDENADOR

1992 – 1996

President of the National Sports Federation of Ecuador -
FEDENADOR

1996 – 2012

Vice President of the National Sports Council in Ecuador

1996 - 2000

Director of the Higher Institute of Physical Culture of the Technical
University of Babahoyo - Ecuador
2002 – 2003

Presidential Advisor to the Pan American Union of Tae Kwon Do
2002 - 2003

Professor of the Faculty of Physical Education University of
Guayaquil - Ecuador.- 2004

President of the Ecuadorian Triathlon Federation

Present Member of CAMTRI Executive Committee

CLAUDIA BERISTAIN DE RIVERA

B.S. Nutrition and Food Science - Lic. Nutrición y Ciencias de los Alimentos

México D.F. Móvil: 04455.1849.1792

E-mail cberistain@triatlon.com.mx

www.mind2motion.net

Studies

- BS, Nutrition and Food Science, Universidad Iberoamericana. 1984-1992
 - MSS in Sport Science, United States Sports Academy, studying.
-

Formación Académica

- Licenciatura en Nutrición y Ciencias de los Alimentos, Universidad Iberoamericana. 1984-1992
 - MSS in Sport Science, United States Sports Academy, en curso.
-

Experience

- Team Mind2motion: Endurance Sports, **Founder and Head Coach**. 2005 to date.
- Sports Comment TDN Triathlon WTS Season 2014
- Mexico State Team Triathlon 2013-2014
- Mexico City State Team National 2006 -2012
- ITU (International Triathlon Union) Lead Facilitator Level 1 2010- to date (Venezuela, Panama, Costa Rica, Bolivia, Argentina, St Croix, Nicaragua, Uruguay)
- EVETRI and CAMTRI Coach Certification Program , Mexican Triathlon Federation 2016 to date
- Triathlon Women Award ITU for trajectory as Coach, Facilitator and Triathlon Promotion.
- **High Performance Coach**
 - Swim Head Coach ITU Jr. and Development Camp .2012 New Zealand
 - Team ITU Head Coach Huatulco, Mexico 2016, Salinas, Ecuador 2016.
 - Mexican National Team Coach Pan-American Cup Chile, Ixtapa Guatape 2013.
 - World Cup Australia, New Zealand, Huatulco, 2014, Pamanerican Championship Dallas and Monterrey 2014.
 - Elite and Junior athletes in Pan-American Championship, Pan-American Cup, World Cup and World Championship 2008- 2014.

Experiencia

- Equipo Mind2motion: grupo con 150 integrantes de triatlón, carrera, maratón, Ironman y juveniles, **Fundador y Director Técnico**. 2005 a la fecha.
- Comentarista TDN Serie Mundial de Triatlón Temporada 2014
- Selección Estado de México Olimpiada Nacional 2013-2014
- Selección Distrito Federal Olimpiada Nacional 2006 -2012
- Facilitador ITU (Unión Internacional de Triatlón) Programa de Capacitación de Entrenadores Nivel 1 2010-2017
- Facilitador del Programa de Capacitación de Entrenadores EVETRI, de la Federación Mexicana de Triatlon 2016-2017
- Reconocimiento por Union Internacional de Triatlon : Triathlon Women Award por trabajo como entrenadora, facilitadora, líder y promoción del triatlón.

Entrenador de atletas de alto rendimiento:

- Convocada como Head Coach a campamento ITU de Desarrollo de Juveniles y Sub 23.2012 Nueva Zelanda
- Convocada como Facilitador a Curso de Entrenadores de Triatlón Nivel 1 ITU Montevideo, Uruguay. 2013 Islas Vírgenes y Panama 2015.
- Convocada como entrenador Selección Nacional a Copa Panamericana Chile, Copa Panamericana Ixtapa y Copa del Mundo Guatape. 2013.
- Copa del Mundo Australia, Nueva Zelanda, Huatulco 2014, Campeonato Panamericano Dallas 2014. Campeonato Panamericano Monterrey 2014.
- Sergio Sarmiento Campeón Copa del Mundo Cancún 2012, sub-campeón Copa del Mundo Guatape 2012, selección Mundial de Nueva Zelanda. 7to Lugar Copa del Mundo Edmonton 2013, 1er Lugar

Camp. Panamericano de Duatlón. 6to Lugar Copa del Mundo Cozumel 2013. 5to Lugar Copa Panamericana Mazatlán.

- o 1,2,3 lugares rama varonil Campeonato Panamericano de Duatlón (Sergio Sarmiento, Fabian Villanueva, José Luis Cordova), 1 y 2 en Triatlón de Valle de Bravo Serie Nacional (Sergio Sarmiento y Fabian Villanueva).
- o Fabian Villanueva Campeón Panamericano Jr Edmonton 2012, selección Mundial de Nueva Zelanda. 5to Lugar Copa Panamericana Ixtapa 2013, 1er lugar triatlón San Gil Larga Distancia, 1er Lugar Triatlón Querétaro Serie Nacional.
- o Amalia Sánchez Albo, 6to Copa Panamericana Ixtapa elite, 2 Lugar Campeonato del Mundo Londres cat. 18-24 dist. Sprint. 2ndo Lugar Campeonato Panamericano de Duatlón 2013 cat. Sub 23
- o Rodrigo González, campeón Olimpiada Juvenil; Sub- campeón Panamericano; 36º lugar Campeonato Mundial de triatlón juvenil elite 2007; Campeón Olimpiada Juvenil; Campeón Panamericano; 5to lugar mundial 2008;
- o Fabian Villanueva y Andrea Sánchez - Preseleccion Youth Olympic Games Singapur 2010.
- o Equipo Club Alemán, Campeón Nacional Serie de Triatlón 2010
- o Pose Method de Carrera, Natación Total Immersion, Bavaria, Alemania, natación y triatlón (www.posestech.com),

**Alan Beckford- Jamaica
Nominee for Audit Committee**

It is with pleasure that I offer myself to be a candidate for Audit Committee Member, of The International Triathlon Association

I am currently an elected member of the ITU Audit Committee, Executive Board of CAMTRI (Americas) and an Executive Board Member of Association of Commonwealth Triathlon (ACT).

As a member of the ITU Audit Committee currently serving in my second term I have been part of the committee that has focused on improving the corporate governance structure of the ITU with recommendations been made for Management to document a number of policies which have been done.

Since I have been Vice President of the Jamaica Triathlon Association (JTA) we have significantly increased the number of ITU trained technical officials and coaches, held several youth and national triathlon races and introduced multi-sport events into the school system. I am also the Secretary General of the Jamaica Olympic Association (JOA) and have been a member of the Jamaica Athletics Administrative Association (JAAA) over 20 years.

I have more than 25 years senior management experience in the public sector, banking and finance, with extensive knowledge of managing corporate entities. I have worked as a General Manager at major financial institutions and have led the strategic development of a number of organizations such as the Sports Development Foundation of Jamaica and the Jamaica Automobile Association the FIA affiliate in Jamaica. I have served on a number of Boards including the CHASE Fund (which funds among other things sports development in Jamaica), and currently Jamaica College. My extensive experience has allowed me a good understanding of the principles of corporate governance. I received a Bachelor of Science Degree in Management and Master of Business Administration in Finance from the New York Institute of Technology.

I am an avid multi-sport competitor having swum since childhood and competed in local and international competitions, been awarded a university scholarship to run track and cross country in the United States and competed internationally as a Masters runner, and participated in my first triathlon in New York in 1987 and have done numerous triathlons over the years, including completing the Arizona Ironman Triathlon.

I am married and have three children.

European curriculum vitae

Ângela Pedro

EUROPEAN CURRICULUM VITAE



PERSONAL INFORMATION

Name **PEDRO, ÂNGELA SOFIA GAIRIFO**
Address **RUA DA ARRETEIA, Nº12, A-DA-PERRA, 2640-410 MAFRA, PORTUGAL**
Telephone **+351962696838**
Fax
E-mail **angela.gairifo@gmail.com**
Nationality Portuguese
Date of birth 24/02/1979

WORK EXPERIENCE

- Dates (1998-2017)
 - Name and address of employer Portuguese Army - Portugal
 - Type of business or sector Military academy (1998-2005), Medical physician(2005-present)
 - Occupation or position held Major (Medicine)
- Main activities and responsibilities *Medical appointments (General Practitioner and Sports Medicine); Medical support (military exercises and sport events); anatomy-physiology and other health related areas teacher*

- Dates (2008-2017)
 - Name and address of employer Portuguese Orienteering Federation – Marinha Grande, Portugal
 - Type of business or sector Medical physician
 - Occupation or position held Sports Medicine physician
- Main activities and responsibilities Medical advisor, Medical appointments (Sports medicine) and coaches course teacher in health matters and medical support to major sports events (world and european championships)

- Dates (2012-2017)
 - Name and address of employer Portuguese Triathlon Federation – Caxias, Portugal
 - Type of business or sector Medical physician
 - Occupation or position held Sports Medicine physician
- Main activities and responsibilities Medical advisor, Medical appointments (Sports medicine), medical support to major sports events (2016 Lisbon ETU Triathlon European Championships) and coaches course teacher in health matters

- Dates (2015-2017)
 - Name and address of employer CUF Torres Vedras – Torres Vedras, Portugal
 - Type of business or sector Medical physician
 - Occupation or position held Family Physician & General Practitioner and Primary care sports Medicine Physician;
- Main activities and responsibilities Permanent Attendance Service

- Dates (2015-2017)
 - Name and address of employer CUF Mafra – Mafra, Portugal
 - Type of business or sector Medical physician
 - Occupation or position held Family Physician & General Practitioner and Primary care sports Medicine Physician;
- Main activities and responsibilities Medical appointments

EDUCATION AND TRAINING

- Dates (1998-2005)
 - Name and type of organisation providing education and training Portuguese Army – Military Academy
 - Principal subjects/occupational skills covered Military components
 - Title of qualification awarded Portuguese Army Officer

- Dates (1999-2005)
 - Name and type of organisation providing education and training Universidade Nova de Lisboa Medical School
 - Principal subjects/occupational skills covered Medicine,
 - Title of qualification awarded Doctor of Medicine (MD)
 - Level in national classification (if appropriate) 15.4

- Dates (2007)
 - Name and type of organisation providing education and training Centro de medicina Desportiva de Lisboa – Universidade de Medicina Lisboa
 - Principal subjects/occupational skills covered Sports and Exercise Medicine
 - Title of qualification awarded Master's Degree, Sports and Exercise Medicine

- Dates (2007-2008)
 - Name and type of organisation providing education and training Curry Cabral Hospital
 - Principal subjects/occupational skills covered internal medicine (1 year residency)

- Dates (2010-2015)
 - Name and type of organisation providing education and training Primary care in Amadora
 - Principal subjects/occupational skills covered Family & General Medicine residency (pediatrics, woman medicine, emergencies, cardiology, orthopedics, mental health, sports medicine, etc)
 - Title of qualification awarded Family Physician & General Practitioner MD

ADVANCED LIFE SUPPORT BY AMERICAN HEART ASSOCIATION (OCTOBER 2016)

ACTIVE MEMBERSHIPS:

Portuguese Medical Association (number 44697)
Portuguese Society of Sports Medicine (number 273)
Portuguese college of Family Physician & General Practitioner
Portuguese Association of Family Physician & General Practitioner (APMGF) (n.º 6432)
Respiratory diseases group of APMGF (GRESF)

**PERSONAL SKILLS
AND COMPETENCES**

*Acquired in the course of life and career
but not necessarily covered by formal
certificates and diplomas.*

MOTHER TONGUE

OTHER LANGUAGES

- Reading skills
- Writing skills
- Verbal skills

SOCIAL SKILLS

AND COMPETENCES

*Living and working with other people, in
multicultural environments, in positions
where communication is important and
situations where teamwork is essential
(for example culture and sports), etc.*

ORGANISATIONAL SKILLS

AND COMPETENCES

*Coordination and administration of
people, projects and budgets; at work, in
voluntary work (for example culture and
sports) and at home, etc.*

TECHNICAL SKILLS

AND COMPETENCES

*With computers, specific kinds of
equipment, machinery, etc.*

ARTISTIC SKILLS

AND COMPETENCES

Music, writing, design, etc.

OTHER SKILLS

AND COMPETENCES

Competences not mentioned above.

DRIVING LICENCE(S)

ADDITIONAL INFORMATION

ANNEXES

PORTUGUESE

English

good

basic

good

As a Portuguese Army officer I developed my organizational skills and leadership. In my daily activities I have to manage people and to plan and coordinate medical supports and sport event's managements.

In both Triathlon and Orienteering federations I've planned and coordinated medical support and evacuation plan to mass or international events.

Medical supports in Portugal are computerized. I am familiar with windows office and most of internet directories and medical sites.

I'm registered in FIMS Team Physician Advanced Course [23-26 September, Porto]

Extensive medical curriculum with description of the several medical areas, courses and presentations (in Portuguese).

BIOGRAPHY- Leroy Cooke

Leroy Cooke is one of the founding members and current President of the Jamaica Triathlon Association (JTA), the Managing Director of Fiscal Services Limited (FSL) and a former board member of Central Information Technology Office (CITO). Leroy, an Information and Communications Technology (ICT) professional for more than 25 years is also a great lover of Athletics and Triathlon. He has devoted majority of his life in developing the sport in Jamaica. His contribution to the sport began at an early age as an athlete, representing school and country, but later transitioned into an administrative role.

As an athlete, he attended and represented St. Andrew Technical High School (STATHS) in track and field at the 100m, 200m and 400. He also attended C.A.S.T. (now UTECH) where he earned a Diploma in Mechanical Engineering while he competed in track and field in 100m, 200m and 400m. His success at this level, afforded him a track scholarship to Seton Hall University in the United State of America. He also represented Jamaica at the senior level running the 200m and 400m. His tenure in his administrative role began in 1989, upon his return to Jamaica, by assisting the great Dennis Johnson as coach of the CAST (now UTECH) track team; then in 1992 he became an IAAF Certified Electronic Timekeeper; and has spanned many more functions to include that of IAAF Electronic Photo Finish Judge at the "World Juniors in 2002"; Jamaica Amateur Athletics Association (JAAA) Chief Electronic Photo Finish Judge; JAAA Assistant Coach to Barrientos Games (twice); Jamaica Triathlon Association Manager to the Pan American Games twice; Manager for Triathlon team to the Glasgow Commonwealth Games; JAAA Assistant Coach to World Universities Games (twice); JAAA Assistant Manager to Pan-Am Junior Games; a member of several Advisory Council at the University of Technology (UTECH), namely, Sports and the School of Computing & Information Technology. He is also the current President of the Jamaica Triathlon Association, also the Director of Records at the Jamaica Athletics Administrative

Association. Leroy is a certified level 1 International Triathlon Union (ITU) coach and official for Triathlon. He was invited and has attended the last two (3) ITU world congress meeting.

Leroy's experience in ICT ranges from project management, internet and technical support, training, and operations. He has contributed to the public and private sectors within Jamaica, and has worked international. He possesses a Master of Science degree in Computer Science from New York Institute of Technology (N.Y.I.T.), a Bachelor of Science degree in Computer Science from Seton Hall University – South Orange New Jersey and a H.N.D. in Engineering from College of Arts, Science and Technology. Leroy has received several additional professional training from Harvard Business School, Massachusetts Institute of Technology (M.I.T.) Sloan School of Management, University of Technology (formerly CAST) and Institute of Management.