

**TARGET
SHOOTING -
A Plan for a
Lifetime of
Sport**

Strategic Plan: 2014-2019

Table of Contents

Executive Summary	3
Our Strategic Plan – Context	5
Our Strategic Plan – Positioning	7
Our Vision, Mission and Values	8
Strategic Goals and Objectives	9
Conclusion	11

Acknowledgements

Ontario Council of Shooters' (OCS) Board of Directors would like to thank all of its stakeholders for their contribution in the development of this strategy.

Ontario Council of Shooters
Ed Martin, President



Being recognized as a leading
sport organization in Canada

Executive Summary

The Ontario Council of Shooters is an association of dedicated volunteers providing leadership in the growth and development of target shooting sports across various target shooting disciplines for all Ontarians.

The Ontario Council of Shooters is made up of representatives from each member organization that each, in turn, oversee the needs of their athletes, coaches, officials, club affiliates, club members and volunteers within the purview of the discipline they govern within the Province of Ontario whom the Council refers to generally as their "stakeholders" within the context of this document.

Our Council is proud of our contribution to the sport sector and to the healthy lives of Ontarians. Through our strategic planning process, we fully recognize that we are a viable and sustainable sport that our stakeholders can enjoy for life both recreationally and competitively.

OUR VISION

- ⦿ **Making target shooting one of the preferred sports of participation**
- ⦿ **Showcasing the sport for Ontarians**
- ⦿ **Being recognized as a leading sport organization in Canada**

OUR MISSION

- ⦿ **To encourage and facilitate the growth and development of target shooting sports in cooperation with Ontario's network of target shooting clubs and other provincial target shooting associations**

In order to achieve our visions and missions, the OCS will consider as "High Performance" any discipline that competes internationally and has qualifying procedures for selecting international competitors.

In order to achieve our goals, our strategic plan will allow the organization to mobilize, make investments, set priorities and take risks in the development and enrichment of our sport for our stakeholders as defined by the following five key strategic goals:

OUR STRATEGIC GOALS

- ⦿ **Building on our Organizational Governance Structure**
- ⦿ **Relationship Building**
- ⦿ **Servicing Primary Stakeholders**
- ⦿ **Target shooting Technical Development**
- ⦿ **Leveraging Pan/Parapan American Games**

We will accomplish this through one vision, one strategic plan, one structure and a performance management system. We will support our strategic goals through the embodiment of our core values.

OUR VALUES

- ⦿ **Accountability**
- ⦿ **Excellence**
- ⦿ **Accessibility**
- ⦿ **Innovation**
- ⦿ **Fairness**
- ⦿ **Respect**
- ⦿ **Integrity**

These are the embodiment of our core values designed to promote and co-ordinate the participation of our stakeholders in the engagement of target shooting sports, both competitive and recreational, within the Province of Ontario.

We know that achieving our vision, mission, strategic goals and short-term priorities will be a daunting task. We are, however, up for the challenge. It is our collective desire and our passion to ensure that the Council continues to enhance the lives of our stakeholders and embrace all future opportunities to fully integrate into Ontario's sport and health sector. In order to achieve the strategy, significant engagement will be required by our dedicated team of staff and volunteers and all members of the Council.



Our Strategic Plan – Context

It is important to understand the significance and implications of the strategic plan.

The Council and our sport is at a very interesting intersection in its history and needs to be reflective of the needs of its stakeholders who include athletes, officials, coaches and general members and volunteers across the various target shooting disciplines that the Council represents in Ontario. Our province is wrestling with the health concerns of a more stagnate population while our country in its quest for increased and sustainable Olympic podium results while the general Ontarian populace of all ages and abilities want to find affordable and engaging sports to assist them in leading a healthy lifestyle. In addition, our sport is on the brink of acquiring access to its first ever training facility in Canada suitable for world-class competitions that can host all Olympic target shooting disciplines. We therefore need to provide opportunities for those aspiring to podiums at all levels of competitiveness.

The vision, direction and challenges of the Council and the sport of target shooting are long term and very few of these issues can be resolved in a short period of time. Our challenge as a Council is to recognize our current significant opportunities for progress and act appropriately for now and the future. There are distinct steps that we can take that will benefit Ontarians today, but also lay the foundation for our role and contribution to the future of target shooting and society as a whole. The effects of our decision will still be felt many years from now.

*"Target Shooting is a late specialization sport. This means that in relation to many other sports, participants tend to enter the sport in the teenage years and, for those who advance to become competitive level athletes, attain peak performances as adults. One of the major advantages of Target Shooting sports is that a competitive athlete can reach and maintain peak performance for many years. At the highest international level, many athletes have participated in several Olympic Games, and several of these competitors have been over the age of 60."**

*The Shooting Federation of Canada (2011), "Long Term Athlete Development: Target Shooting: a lifetime sport", p.4

The OCS began a renewed strategic planning and implementation process and a review of its governance structure in 2013. In order to fulfill its mandate, the OCS formed a sub-committee to lead it through this process and sought wide input from its' stakeholders.

It was determined that, to be a successful PSO, the strategic plan must be closely aligned with the direction that the OCS and its stakeholders have identified through consultation with such stakeholders' representatives to the Council and by those representatives each with their athletes, coaches, officials and membership. It also acknowledged that the successful implementation of our plan requires a full stakeholder "buy in" with a common view of long-term objectives, performance measures and yearly actions throughout all disciplines. In addition, some very strategic and tactical decisions are required today for the short-term, which will lay the foundation for the future.

The Council and its stakeholders are best served by a strong collaborative approach and by the active engagement of all its stakeholders across all of its many disciplines. It was felt that transparency and accountability were central to our success, and any actions required are best achieved by developing a focus that is centered on the athlete as a whole and target shooting for life, whether recreationally or competitively. This is the basis of the Long Term Athlete Development (LTAD) Model developed by our NSO, The Shooting Federation of Canada (SFC), which we have embraced and to which the premise of our provincial funding is linked.



It is acknowledged that it is appropriate, acceptable and functional to have diverse roles and needs between the Council and the SFC so as to benefit our Ontario stakeholders and still be collaboratively united in purpose and function.

A number of key initiatives and actions were identified in the strategic plan. What remains is to develop a mechanism to be able to implement the plan and all relevant SFC programs, develop performance measures for such relevant SFC programs, employ the Council's dedicated volunteers to develop, implement and monitor key programming that benefit our stakeholders, fully assess the feasibility of staffing, and continue to secure the necessary resources to ensure the Council's success and sustainability.

*"By respecting the factors of LTAD, our programs and structure will meet the needs of all athletes in Target Shooting, regardless of age, interest or ability."**

*The Shooting Federation of Canada (2011), "Long Term Athlete Development: Target Shooting: a lifetime sport", p.4

Our Strategic Plan – Positioning

Determining the system in which we function and the ultimate value we seek to deliver is essential to how we define ourselves: too narrowly or too broadly will have profound implications on our future.

We work in a system where people, roles and organizations come together to provide their particular service to stakeholders within each discipline. The Council is our guide as to the totality of where we find ourselves and it shapes our responsibilities and accountability as a collective voice for all Ontario stakeholders, across all disciplines and abilities.

The system in which we work is comprised of athletes, parents, clubs, leagues, volunteers, coaches, officials, funders and the provincial and federal governments and their respective Ministries. The participation in physical activity and high performance sports are mutually supportive activities.

Therefore, the system in which we work can best be described by the following words:

LTAD – Long Term Athlete Development

LTAD was identified by the Federal, Provincial and Territorial Ministers of Health Promotion and Sport as the framework for athletic participation and performance. The LTAD model aims at developing a lifelong involvement of Canadians in physical activity and sport participation as well as producing future high performance athletes.

*Making target shooting
one of the preferred
sports of participation*

Therefore, the system in which we work can best be described by the following words:

LTAD – Long Term Athlete Development

LTAD was identified by the Federal, Provincial and Territorial Ministers of Health Promotion and Sport as the framework for athletic participation and performance. The LTAD model aims at developing a lifelong involvement of Canadians in physical activity and sport participation as well as producing future high performance athletes.

OCS, through the implementation of the LTAD model and aligned with The Shooting Federation of Canada (SFC) we strive to support Ontario stakeholders for the duration of their participation in target shooting sports.

*"Once introduced, an individual can remain active in Target Shooting for many years, either as a recreational participant or as a competitive athlete. Target Shooting is considered a life-long sport."**

*The Shooting Federation of Canada (2011), "Long Term Athlete Development: Target Shooting: a lifetime sport", p.4

Our stakeholders, both recreational and competitive, can enter or reenter into our sport, in any discipline, at any time from the preteen years up to and including the senior years. Statistically speaking, the average age of an Olympic podium performance in target shooting generally occurs in the mid to late thirties and can span over many successive Olympic Games. In fact, the oldest Olympian to ever compete was Oscar Swahn, a 72 year old target shooter from Sweden, who was a participant in the 1920 Summer Olympics and with his podium performance of a silver medal, remains the oldest medalist of all time.

Our Vision, Mission and Values

The following statements represent our vision, mission and captures the essence of who we are, what we do and what we aspire to.

Vision

Making target shooting one of the preferred sports of participation; Showcasing the sport for Ontarians; Recognized as a leading sport organization in Canada.

The vision is a bold statement that envisions our future state and an opportunity to define us and the sport of target shooting in Canada.

Mission

To encourage and facilitate the growth and development of target shooting sports in cooperation with our network of member shooting organizations (disciplines), other shooting organizations, shooting clubs and the MTCR.

Our mission defines our strength – the dedicated volunteers and professional staff and the reason of why we are here.



Showcasing the sport for Ontarians

Values

- ⦿ **Accountability:** by acting in a fiscally responsible and transparent manner with OCS funds, governance and operations
- ⦿ **Excellence:** by designing, where necessary, and delivering the best possible programs and services for all OCS stakeholders as provided by our NSO
- ⦿ **Accessibility:** to all Ontarians regardless of gender, ethnicity, ability, geographical location or socio-economic status and accommodating our adaptive athletes as well as our able-bodied athletes
- ⦿ **Innovation:** becoming the leader amongst sport organizations by continually looking for ways to do things better
- ⦿ **Fairness:** by being consistent in the interpretation and application of policies and procedures and on all matters related to the governance and operations of the OCS
- ⦿ **Respect:** acknowledge and accept the feedback and input from stakeholders in a way that is mindful of diversified viewpoints and engages contributions to target shooting in a spirit of sportsmanship and community
- ⦿ **Integrity:** interacting with all our stakeholders by fostering trust in all our relationships as consistently demonstrated by our actions.

Our values will embody everything we do, our strategies, actions and decisions by placing the athlete's best interests at the center of what we do to guide us in meeting the varied needs of our stakeholders.

Strategic Goals and Objectives

Our strategic goals should result in progressively moving us towards our vision and can be best be defined by our strategic objectives.

Building Organizational Capacity

Establish organizational priorities that can be monitored and evaluated to ensure organizational resources are manageable and sustainable.

Objectives:

- Grow revenue by seeking opportunities in funding, grants and sponsorships.
- Manage revenue through fiscally prudent business initiatives where operational revenues will offset operational expenses.
- Assess and develop a staffing plan that takes into account Ministry requirements and succession planning of the Council.
- Develop a long-term financial plan that complies with Ministry requirements.
- Develop and implement any technology enabled initiatives on an "as-needed" basis that support operational objectives.
- Commence a Governance review and develop a strategic governance plan.
- Continually review our alignment with NSO objectives to better support our stakeholders at the high performance level to achieve increased performance and participation outcomes.

Relationship Building

Build partnerships, collaborations and strategic alliances by connecting with communities and individuals in Ontario through awareness initiatives and communication strategies.

Objectives:

- Review and strengthen existing target shooting partnerships and relationships.
- Identify methods to capitalize on technology to strengthen our communications.
- Identify, strengthen and promote the value and stakeholder benefits of being associated with the OCS and its member target shooting organizations.
- Increase the visibility and popularity of target shooting in Ontario by establishing and implementing a targeted media strategy that will educate the general public and grow the OCS, its programming and participation in its member target shooting organizations.

Servicing Primary Stakeholders

Meet our stakeholders' needs, with priority focus on our stakeholders and member target shooting organizations, by providing the appropriate level of support.

Objectives:

- Assist and monitor our member target shooting organizations in developing and implementing their high performance plans.
- Assist and monitor our member target shooting organizations in the undertaking and maintenance of the legacy facility at the conclusion of the 2015 Toronto PanAm Games.
- Strengthen value-added services.

Target shooting Technical Development

Develop and implement a long term Ontario target shooting development model focused on developing the athlete as a whole by encouraging lifelong engagement and high performance.

Objectives:

- Review LTAD Model and identify specific modules that have been completed by the NSO and that can be implemented by OCS.
- Evaluate existing programs and services and identify gaps.
- Develop and implement a program map that aligns the existing program delivery with the identified LTAD modules.
- Develop a coach management plan to cover development, training, retention, recruitment & compensation.
- Review the officials' management plan to cover development, training, retention, recruitment & compensation and implement revisions where required.



Leveraging the 2015 Pan/Parapan American Games

Develop and implement a plan to leverage Pan/Parapan American Games aimed at raising the profile of target shooting in Ontario.

Objectives:

- Explore whether any provincial funding opportunities exist leveraging from the Pan/Parapan Games
- Align with the NSO in identifying the needs for volunteers and officials developing their credentials with annual Provincial championships and National championships
- Develop a communications plan for messaging to public aimed at increasing the profile of target shooting and carrying through to the 2016 Olympics
- Identify other feasible athlete and coach development opportunities after the Pan/Parapan Games to Ontario stakeholders for High Performance programming at these legacy facilities



Leading in the growth and development of target shooting for all Ontarians

Conclusion

The vision is that this strategic plan will position the Ontario Council of Shooters as a leading partner in the sports sector which will result in significant improvement in the unification and direction of the Council and its member organizations. This will ultimately be accomplished by having:

- a clear and compelling identity and direction
- a systematic growth and an educated demand for the sport of target shooting
- a prosperous, sustainable organization

The development of this in-depth strategy is a significant milestone for the OCS at a critical crossroads in its operations. Key stakeholders have come together to unify and clarify the vision for the Council and corresponding key strategic goals and objectives.

Working together towards a common vision and goals with a coordinated strategy will serve as a guiding force for the organization as a “whole” and enable sustainable growth and development, now and into the future.



Ontario Council of Shooters
5600 Old Scugog Road, Box 118
Hampton, ON

Telephone: (905) 263-8174
Fax: (905) 263-8174

The Ontario Council of Shooters is representative of:

Maple Leaf International Muzzleloading Association

Ontario Olympic Trap Shooting Association

Ontario Provincial Trap Shooting Association

Ontario Rifle Association

Ontario Skeet Shooting Association

ONTarget: Rifle and Pistol Alliance

and the various target shooting disciplines that each of them oversee within the Province of Ontario.

