

# ONTARIO COUNCIL OF SHOOTERS 2023-2025



## STRATEGIC PLAN

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## Acknowledgements

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

Ontario Council of Shooters  
Adrian Praysner  
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 "MO's" 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 MO'S 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 vision and mission, 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 MO'S as defined by the following five key strategic goals:

### OUR STRATEGIC GOALS

- ◆ Building on our Organizational Governance Structure
- ◆ Relationship Building
- ◆ Servicing Primary MO'S
- ◆ Target shooting Technical Development
- ◆ Use social media to enhance our visibility to the shooting public

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 coordinate the participation of our MO'S 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 OCS continues to enhance the lives of our MO'S 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.

## CONNAUGHT RANGES OTTAWA ONTARIO





## 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 MO'S 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. Canada has increased its quest for increased and sustainable Olympic podium results, while the general Ontarian populace of all ages and abilities wants to find affordable and engaging sports to assist them in leading a healthy lifestyle. In addition, our sport has access to the 2015 PanAm shooting venue 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 be felt many years from now.

## THE SPORT OF TARGET SHOOTING

“The sport of target shooting is a late specialization sports. One of the major advantages of Target Shooting sports is that a competitive athlete can reach and maintain peak performance for many years.”

*(The Shooting Federation of Canada (2011, “Long Term Athlete Development:Target Shooting.”)*

“Focus on being physically active for life with a minimum of 60 minutes moderate daily activity or 30 minutes of intense activity for adults

- There is a better opportunity to be Active for Life if physical literacy is achieved before Train to Train

- Transfer from one sport to another

- Move from highly competitive sport to lifelong competitive sport through age group Competition

- Move from competitive sport to recreational activities

- Move to sport careers or volunteering

- Athletes with a disability who retire from competition are encouraged to remain involved in sport as coaches, program volunteers, fundraisers, mentors, or officials.”

*(The Shooting Federation of Canada Long Term Development:Target Shooting a Life Time Sport, 2023)*

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 MO'S.

It was determined that, to be a successful PSO, the strategic plan must be closely aligned with the direction that the OCS and its MO'S have identified through consultation with such MO's athletes, coaches, officials and membership. It also acknowledged that the successful implementation of the 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 short-term success, which will lay the foundation for the future.

The Council and its MO'S are best served by a strong collaborative approach and by the active engagement of all its MO'S across all of its many disciplines. It is felt that transparency and accountability are central to our success, and any actions required, are best achieved by developing a focus that is centred on the athlete as a whole and target shooting for life, whether recreationally or competitively. This is the basis of the Long Term Development (LTD) 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 OCS and the SFC so as to benefit our Ontario MO'S and still be collaboratively united in purpose and function.

A number of key initiatives and actions are 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 OCS's dedicated volunteers to develop implement
- ◆ monitor key programming that benefit our MO'S, fully assess the feasibility of staffing,
- ◆ continue to secure the necessary resources to ensure the OCS's success and sustainability.

"LTD is a training, competition,  
and recovery framework for  
individuals at all stages of life."

*(The Shooting Federation of Canada Long Term Development: Target Shooting a Life Time Sport, 2023)*

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## 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 MO'S within each discipline. The OCS 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 MO'S, 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:

### LTD—Long Term Development

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

The OCS, through the implementation of the LTD model and aligned with the SFC strives to support Ontario MO'S for the duration of their participation in target shooting sports. Our MO'S, both recreational and competitive, can enter or re-enter into our sport, in any discipline, at any time from the preteen years up to an including the seniors. They may enter and re-enter the sport of target shooting with a disability.

“Sports need to create a welcoming environment for prospective AWADs, since it may not be easy for them to make the first approach to a sport.”

“The first four stages, with their respective approximate age ranges, are generally for all late-specialization sports. In the Train to Compete and Train to Win stages, age ranges vary from sport to sport.

- ◆ LTD focuses on the general framework of athlete development with special reference to growth, maturation, and development.
- ◆ Athletes with a Disability (AWADs) pass through the same stages as able-bodied athlete, although the ages and rate of progress may differ.”

*(The Shooting Federation of Canada Long Term Development: Target Shooting a Life Time Sport, 2023)*

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 and mission, capturing the essence of who we are , what we do and to what we aspire.

### Vision

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

This 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 out network of member shooting organizations (MO'S's), other shooting organizations, shooting clubs and the MTCS.

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

## 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 MO'S as provided by our NSO
- ◆ **Accessibility:** to all Ontarians regardless of gender, ethnicity, ability, gender, geographical location or socio-economic status and accommodating our AWAD's 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:** acknowledging and accepting the feedback and input from MO'S 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 of our MO'S 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 centre of what we do to guide us in meeting the varied needs of our MO'S.



### **Strategic Goals and Objectives**

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

### **Building Organizational Capacity**

Organizational priorities that should be monitored and evaluated to ensure organizational resources, which 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 OCS.
- ◆ 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 MO’S at the high performance level to achieve increased performance and participation outcomes.
- ◆ Complete a revision of the OCS By Laws and Constitution
- ◆ Complete the OCS Business Plan

### **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 association 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.
- ◆ Identify and advise MO’S of Mental Health issues and programs being provided by the MCTS, SFC, CAC and Ontario Sports Network

#### **Servicing Primary MO’S**

Meet our MO’S’ needs, with priority focus on their member target shooting organizations, by providing the appropriate level of support.

#### **Objectives:**

- ◆ Assist and monitor our MO target shooting organizations in developing and implementing their high performance plans.
- ◆ Assist and monitor our MO’S 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.
- ◆ Servicing MO’S with information and resources regarding the maintenance of mental health of the Athletes, staff, Officers and members.

### 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, mental health initiatives, and high performance.

#### Objectives:

- ◆ Continue to review LTD model and identify specific modules that have been completed by the NSO and than can be implemented by OCS
- ◆ Evaluate existing programs and services by identifying gaps.
- ◆ Develop and implement a program map that aligns with the existing LTD modules
- ◆ Develop a coach management plan to cover development, training, retention, recruitment and compensation
- ◆ Review the officials' management plan to cover development, training, retention, recruitment and compensation and implement revisions where required

### Conclusion

The vision is that this strategic plan will position the OCS as a leading partner in the sports sector which will result in significant improvement in the unification and direction of the OCS and its MO's.

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.
- ◆ A physically healthy lifestyle
- ◆ A mentally healthy lifestyle
- ◆ A life long participation in target shooting

The development of this in-depth strategy is a significant milestone for the OCS at a critical crossroads in its operations. Key MO'S have come together to unify and clarify the vision for the OCS and corresponding key strategic goals and objectives. Working together towards a common vision and goal 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.