

# A Platform for All

Ontario Weightlifting Association  
Strategic Plan 2020-2024

# Introduction

Ontario Weightlifting Association (OWA) is the governing body for weightlifting in the province. OWA is a member of the Canadian Weightlifting Federation-Haltérophilie Canadienne (CWFHC), which is the national governing body for weightlifting, which is in turn, a member of the International Weightlifting Federation (IWF). OWA was incorporated as a non-profit entity in 1980.

## Board of Directors

Michael Miller, President

Paul Vilchez, VP Administration

George Vlahos, VP Finance

David Earle, VP Operations

Lara Ferretto, VP Technical



# VISION

Be the leading provincial weightlifting association in Canada, recognized for excellence in coaching, officiating and optimum athlete performance.

# MISSION

Govern and promote Olympic weightlifting in Ontario by helping athletes achieve optimum performance through expert leadership, services and programs.

# VALUES

**Respect**

**Integrity**

**Equity**

**Sportsmanship**

**Excellence**



# welcome to the new 2020-2024 strategic plan

The previous Strategic Plan placed a deadline on our vision of being the leading provincial weightlifting organization in Canada. We have made great progress towards that end, and in many ways can claim that we have succeeded. In other ways, we still have work to do.

Most of our achievements during our last four years have been the product of luck, of seizing opportunity, and capitalizing on a resurgence of the sport – rather than the product of solid organizational capacity, strategic planning and foresight. This section is a retrospective on our achievements, our misses, the lessons we've learned and our challenges going forward.

Our new Strategic Plan is the next step in transforming weightlifting in Ontario and it is truly a collective effort that reflects the input of the membership. We heard that OWA need better communication and organization, enhanced digital platforms, increased competitions, improved athlete identification and retention, and more development opportunities for coaches and officials.

In response, we have developed five core strategic priorities that will reshape weightlifting in Ontario and frame our work over the next three years. These priorities will aid us in achieving long term success to meet the needs of our membership, and a better foresight to respond under the conditions of uncertainty. Moreover, this plan will help evolve the organization and prioritize its members, with the ambition of building and creating a platform for all. We are excited and looking forward to this next phase as we build an even better provincial sport.



The OWA delivers an extensive range of weightlifting programs and events spanning all levels of participation. We are a small organization, consisting of 5 board members, two part-time contractors, four volunteer social media administrators. Through our registered clubs, we provide members access to facilities, certified coaching, training systems, and beginner-level to high-performance competitions and events.

## **CURRENT PROGRAMS AND ACTIVITIES**

### **Open Competitions**

- Young Hercules and Ontario Youth/Junior Championships; athletes under 20
- Ontario Senior Championships; athletes over 15
- Ontario Masters Open and Midland Masters Open; athletes over 30
- Series of four OWA Club Challenges; all ages
- Ontario Winter Games participant; athletes 12-18
- Scholastic Challenge and College and University Weightlifting Extramural; for students
- Club, inter-club competitions and other open competitions; various throughout the season

### **High Performance**

- Junior and Senior training camps; held annually
- Provincial and national teams for juniors and seniors
- Quest for Gold program recipient

### **Coaches and Technical Officials**

- Minimum of four NCCP Competition Introduction courses and two evaluations per year
- NCCP Competition Introduction Development course; held once annually
- NCCP Instructor Beginner course; based on demand
- Technical Official Clinics; bi-annually

### **Membership**

- Annual General Meeting
- Social media platforms: Facebook, Instagram and Twitter



# achievements

- Establishment of three committees: OWA Club Challenge, High-Performance, and Gender Equity
- Two part-time contractors
- Website update
- Introduction of online exhibition and officials' clinics
- Introduction of uniform stipend and increased travel compensation for officials
- Re-establishment of newsletter
- Increased social media engagement and communication
- Growth in female participation

# challenges

- Athlete, coach and technical official retention
- More sponsorship
- Expansion of OWA-registered clubs in remote communities
- Lack of communication and long-term development at all levels



# goals & objectives

## Goals

*Develop an effective and efficient communication system to increase public awareness of the benefits of participation in the sport.*

*Deliver high quality events and amplify programs aimed at the development of athletes, coaches and officials.*

*To support inclusivity at provincial and club levels by building awareness and understanding of equity, diversity, and inclusion.*

*Govern the sport and the OWA in accordance with the principles and practice of democracy and transparency.*

*Attain organizational stability and expand revenue opportunities for ongoing advocacy and leadership, and to support growth of membership.*

## Objectives

*Double the membership in the next four years by increasing the number of Ontario amateur athletes actively participating in weightlifting.*

*Support the pursuit to excellence through the education and development of athletes, coaches and officials.*

*Ensure sport participation by creating a safe, fun, and accessible recreational and competitive environment free from discrimination, harassment and abuse.*

*Organize and regulate all weightlifting competitions in Ontario. Record, verify and maintain Provincial records.*

*Enforce and ensure compliance of IWF, CWFHC and OWA rules and regulations.*

*Cooperate with the CWFHC and other PSOs on the organization of Canadian Seniors and Canadian Juniors, and other weightlifting events.*

*Apply best management practices to maintain good financial health and ensure long-term success.*



# STRATEGIC PRIORITIES

An overview of what we will focus on over the next four years.

Membership & Engagement

Sport Delivery

Safe Sport & Inclusion

Leadership & Governance

Funding





# 1| Membership & Engagement

*Develop an effective and efficient communication system to increase public awareness of the benefits of participation in the sport.*

## **Core Strategies**

- 1.1** Double the membership and increase overall participation at OWA-sanctioned events.
  - > New membership and competition registration system
  - > Ontario Weightlifting Day (similar to USAW International Weightlifting Day)
  
- 1.2** Establish a strong two-way communication system to improve awareness of policies, programs and services, and increase effectiveness of communication within the membership.
  - > Quarterly e-newsletter, create a schedule
  - > Mail-in club packages
  - > Website maintenance, keeping it current
  
- 1.3** Create a consistent branding platform and a robust digital presence.
  - > Develop & draft a social media plan
  - > Livestream all competitions & retain history
  - > Member profiles & interviews
  - > Establish an apparel partnership
  - > Acquisition of new logo

## **Projected Outcomes**

Consistent marketing and promotions strategies that boost participation, increase traffic and engagement.

Advanced digital platform with improved functionality and user experience.

Cohesive and efficient communication system at all levels.

Increase in membership and a better retention rate, especially among youth and juniors



# 2| Sport Delivery

*Amplify programs aimed at the development of athletes, coaches and officials.*

## **Core Strategies**

**2.1** Support established programs and provide new activities to promote high performance sport embracing LATD principles.

- > Better talent identification
- > Identify the objectives for each LTAD stages and implement at club level
- > Introduce unofficial club competitions to increase participation
- > Permanent participation in the Ontario Winter Games
- > Addition of Youth category in Junior Ontario Championships

**2.2** Grow and maintain the pool of certified coaches.

- > Directly identify goals, professional development tools and requirements at all levels
- > Recruit Learning Facilitators & Coach Developers
- > Establishment of a High-Performance Coaching Committee
- > Introduce a coach mentorship program
- > Improve access to coach education resources on website

**2.3** Evolve our officials' education and development framework.

- > Create development educational programs designed to facilitate all levels from Provincial to International level
- > Reassess Technical Officials travel policy
- > Online delivery of Technical Official clinics

**2.4** Develop targeted marketing and outreach strategies to educate and raise awareness of the sport in Ontario.

- > Build partnerships with schools and other PSOs through re-establishment of First Start Project
- > Widely communicate the value/benefits of volunteering in weightlifting

## **Projected Outcomes**

More athletes, coaches and officials included in long-term development pathways.

Effective recruitment & retention/succession plan for athletes, coaches, and officials.

Growth of audience engaging in OWA-sanctioned competitions and events (in-person, live stream and social media platforms).



# 3| Safe Sport & Inclusion

*To support inclusivity at provincial and club levels by building awareness and understanding of respect, equity, diversity, and inclusion.*

## **Core Strategies**

### **3.1 Increase participation in under-represented groups**

- > Establish committee(s) that will aid in decision making and developing new initiatives
- > Increase representation in coaching, officiating and Board member positions
- > Provide professional development and mentorship opportunities to all athletes, coaches, and officials
- > Adopt a Trans-Inclusive policy
- > Develop outreach initiatives with organizations representing diverse populations

### **3.2 Remove barriers to ensure accessibility at all ages**

- > Create programs for athletes with disabilities
- > Reassess fees to reduce impact on racialized and low-income communities in Ontario
- > Work alongside schools and other sport organizations to build a positive sport culture

### **3.3 Ensure that weightlifting is practiced in a manner that prioritizes athlete health, respects fair play and is in line with OWA's Code of Conduct**

- > Establish a stronger policy committed to the protection of vulnerable persons and under aged athletes
- > Provide up-to-date anti-doping information and educational resources on improving athlete performance without drugs

## **Projected Outcomes**

Equitable sport that creates opportunities for all to grow, learn and succeed.

Removal of barriers or imposed thresholds creating better provision of resources and support.

Doping-free sporting environment.



# 4| Leadership & Governance

*Govern the sport and the OWA in accordance with the principles and practice of democracy and transparency.*

## **Core Strategies**

**4.1** Develop a system to bridge the gap between the governance framework and operational realities.

- > Continually review and reassess roles and responsibilities to guarantee alignment with the strategic plan
- > Organize risk management and reporting processes to maintain compliance with Ministry of Heritage, Sport, Tourism and Culture Industries, IWF and CWFHC

**4.2** Ensure a collaborative leadership and increase overall performance.

- > Annual performance reviews of contractors, volunteer administrators and Board members
- > Support paid staff through professional development opportunities
- > Streamline approval process

**4.3** Deliver great customer service experiences to our membership

- > Enhance performance metrics to measure diversity and success of programs and activities.
- > Involve membership in decision making where possible

## **Projected Outcomes**

Reliable, transparent and accountable organization.

Greater levels of member engagement and advocacy.

Elevated professionalism through a strong team of competent staff.

Cohesive and consistent enforcement of IWF, CWFHC, and OWA Rules and Regulations.



# 5| Funding

*Attain organizational stability and expand revenue opportunities for ongoing advocacy and leadership, and to support growth of membership.*

## **Core Strategies**

**5.1** Continue our emphasis on financial independence by maintaining and expanding existing revenue sources to ensure long-term sustainability.

- > Invest in profitable events and participation growth
- > Explore and identify opportunities for accessing new government funded programs and grants that benefit weightlifting in Ontario
- > Build robust sponsorship and partnership strategies

**5.2** Create a budget planning process to identify short term versus long-term goals.

- > Adopt a rolling forecast to project future performance
- > Maintain an open line of communication to help minimize issues and to ensure alignment between OWA's operational and organizational strategies.

**5.3** Increased transparency of budget spending and decision-making

- > Bi-annual report of financials
- > Public access to monthly board meetings

## **Projected Outcomes**

Permanent resources for staff employment.

Eliminate deficit and establish reserve funds.

Financial constraints do not impede the achievement of the strategic plan or membership services.

Increase in revenue and overall reduction of administrative time and costs.

