



**ATHLETICS ONTARIO
HIGH PERFORMANCE
STRATEGIC PLAN
2018 - 2021**



Our High Performance Mission

To sustain a high performance environment that gives athletes the best opportunity to find success on the international stage, measured by top eight and podium performance finishes.

Our High Performance Vision

Ontario will continue to be the national leader in National Team International Games medals, reinforced by the continued growth of our grassroots programming, talent identification system, and high performance coach and athlete development.

Letter from the CEO, Athletics Ontario

Ontario has a long tradition of high-performance achievements in the sport of Athletics, with Ontario athletes consistently representing over 50% of national teams at all major Games and Championships. This High-Performance plan is the blueprint to build and develop Athletics Ontario athletes to ensure continuation of our athletes' achievements long into the future.



Athletics Ontario is responsible for:

- 1) Developing grass roots programs that teach the fundamentals of athletics
- 2) Identifying talent and delivering Long-Term-Athletic-Development programs that will foster athletes to greater heights
- 3) Developing Coaches that will nurture and guide Ontario athletes to higher and higher achievements
- 4) Collaborating with our National Body, Athletics Canada, to deliver a continuous stream of high-performance athletes into the national programs

While this is a significant responsibility for Athletics Ontario and our coaches, athletes & officials, we are confident we are all up to the task.

Paul Osland

CEO, Athletics Ontario



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What is Athletics Ontario High Performance?

As the recognized Provincial Sport Organization (PSO) for Track and Field in the province, Athletics Ontario (AO) is committed to providing structured High Performance programming with the overall goal of placing more Ontario athletes on Olympic, Paralympic, World Championship and World Para Athletics Championship podiums. To achieve this goal AO has developed a High Performance pathway and plan in full alignment with Athletics Canada (AC) to lead the way for athlete development in the province.

At the provincial level, athletes train in a de-centralized club environment and have individual Provincial and National Team opportunities based on achieved performance standards. Team Ontario and Team Canada opportunities typically take place on a year-to-year basis, with major games happening bi-annually or in quadrennial cycles. Athletes may also be selected to Team Ontario (supported by the Ontario High Performance Sport Initiative) (see Appendix C) or apply (Ontario Quest for Gold program) (see Appendix D) to one, or both, of Athletics Ontario's High Performance programs. Selected on an annual basis, athletes involved in these programs have access to: direct-to-athlete funding, sport science/sport medicine support, training camp as well as competitive opportunities. Coaches with athletes in these programs may also be eligible for coach support for professional development opportunities.

Athletics Ontario targets provincial athletes to be involved in its High Performance programs for 2-5 years with the ultimate goal of reaching the Athletics Canada, Canadian Athlete Performance Pathway (CAPP) program, Sport Canada Athlete Assistance Program (AAP) and other Team Canada opportunities.



Our High Performance Development Pathway



Stages of the Athletics Ontario High Performance Development Pathway

Grassroots Programming

LTAD Stages: Active Start – FUNdamentals

Funding Opportunities:

- Canadian Tire Jumpstart

Competition Level:

- Instructional: Fundamental Skills

Club/School Track and Field Program

LTAD Stages: FUNdamentals – Train to Train

Funding Opportunities:

- Canadian Tire Jumpstart

Competition Level:

- Twilight/Mini Meets
- School Competition
- Minor Track Association

Athletics Ontario Regional Teams

LTAD Stages: Train to Train

Funding Opportunities:

- TEAM Fund
- Canadian Tire Jumpstart

Competition Level:

- Ontario Summer Games
- Royal Canadian Legion District Meets
- Ontario Federation of School Athletic Associations (OFSAA)
- Athletics Ontario U14, U16 & U18 Championships

Team Ontario

LTAD Stages: Learn to Compete – Train to Compete

High Performance Program Opportunities:	Funding Opportunities:	Competition Level:
<ul style="list-style-type: none">Athletics Ontario Ontario High Performance Sport Initiative (OHPSI)Athletics Ontario Quest for Gold (QFG)Athletics Canada Canadian Athletics Performance Pathway (CAPP) Talent Confirmation	<ul style="list-style-type: none">Athletics Ontario OHPSIAthletics Ontario QFG	<ul style="list-style-type: none">Athletics Canada National ChampionshipsCanada Summer Games

Athletics Canada Development Teams

LTAD Stages: Train to Compete – Learn to Win

High Performance Program Opportunities:	Funding Opportunities:	Competition Level:
<ul style="list-style-type: none">Athletics Canada CAPP World ClassAthletics Canada CAPP InternationalAthletics Ontario OHPSI	<ul style="list-style-type: none">Athletics Ontario OHPSIAthletics Ontario QFGAthletics Canada CAPPSport Canada Athlete Assistance Program (AAP) Carding	<ul style="list-style-type: none">North American, Central American and Caribbean Championships (NACAC)World University GamesFrancophone GamesWorld Junior Championships

Athletics Canada Major Games Teams

LTAD Stages: Win for a Living

High Performance Program Opportunities:	Funding Opportunities:	Competition Level:
<ul style="list-style-type: none">Athletics Canada CAPP GoldAthletics Canada CAPP MedalAthletics Canada CAPP Top 8Athletics Canada CAPP World Class	<ul style="list-style-type: none">Athletics Canada CAPPSport Canada Athlete Assistance Program (AAP) Carding	<ul style="list-style-type: none">Olympic GamesWorld ChampionshipsCommonwealth GamesPan American Games



Team Ontario

Athletics Ontario prides itself on being able to provide our able-bodied and para athletes (see Appendix E) the best opportunities to meet our athlete developmental plan. Team Ontario provides athletes unique competitive opportunities for athletes to gain the experience needed to compete on a National and International level.

Throughout the year Athletics Ontario offers representative Team Ontario opportunities for various age groups. Representative Teams are considered teams in which athletes are specifically selected for each event, and are not considered to be a member of the Team Ontario program. These opportunities include: Ontario Summer Games (U14/U16/Para), ON vs. QC Dual Meet (U16), Canada Summer Games (Espoir), and Canadian Cross Country Championships (U20/Open), among others.

The new Team Ontario program will act as a support system for the province's top athletes identified in the OHPSI program by providing an athlete kit, training camp opportunities, competitive opportunities, direct-to-athlete funding, sport science/sport medicine support, and coach support. Athletes will be given the opportunity to interact, and train with other top athletes within their event group across the province in training camp environments designed to evaluate each athlete's specific strengths and weaknesses. Each athlete (along with their personal coach) is expected to fully participate in all Team Ontario activities, including training and testing camps as well as social events and media requests. Athletes are expected to provide a Yearly Training Plan and Individual Athlete Performance Plan at the beginning of the year checking in regularly with the Athletics Ontario High Performance Manager to provide updates on their progress. Each athlete will be selected to Team Ontario for one year from the time of selection but may be re-selected in subsequent years. Athletics Ontario will review Team Ontario athletes after the first six months of each program year, and reserves the right to add or remove athletes based on performance and adherence to the program during this review period. NCAA athletes will be eligible for Team Ontario with the understanding that they will not be available between September and June. While in the province of Ontario, NCAA athletes will be required to participate fully in all Team Ontario activities. Direct-to-athlete funds will be distributed to NCAA athletes on a prorated basis.

Overall, the new Athletics Ontario Team Ontario program will provide a more comprehensive support program to Ontario's top athletes and drive them forward to achieve their goals of eventually making the Athletics Canada Senior National Team program.

Athlete Benefits

The following benefits will be provided to each resident Team Ontario athlete upon their selection to the program. Athletics Ontario reserves the right to review athlete benefits to ensure the sustainability of the Team Ontario program. Athletes may use direct-to-athlete funding for any self-funded portions of the program.

- Athletes will receive direct-to-athlete discretionary funding to be used towards any training or competitive costs.
- Team Ontario Warm Weather Training Camp (tentatively end of April, 2019)
- Team Ontario competitive opportunities
- Athlete Testing Camps
- IST Support at major competitions (AO U20/Open and AC Nationals)

NCAA athletes will be eligible to participate in the Team Ontario program as non-resident team members. These athletes will not be expected to participate in Team Ontario events while away at school, but will still be required to check in with the Athletics Ontario High Performance Manager as required, as well as participate in all Team Ontario events while in the Province. The following modified benefits will be given to these athletes:

- Athletes will receive prorated direct-to-athlete discretionary funding to be used towards any training or competitive costs.
- Team Ontario competitive opportunities
- IST Support at major competitions (AO U20/Open and AC Nationals)



Note: Athletes selected to both the Athletics Canada CAPP program and Athletics Ontario Team Ontario program will continue to primarily report to the Athletics Canada Athlete Performance Advisor (APA). The Athletics Ontario High Performance Manager, and Athletics Canada APA will work in cooperation with each athlete to ensure the most appropriate opportunities from each program are leveraged.

Coach Benefits

- Free access to designated coach workshops.
- Subsidized NCCP coaching courses.
- Coaches of Team Ontario athletes will receive first invitation to declare as team staff for Warm Weather Training Camp, and Team Ontario coaching opportunities.

Program Requirements

- Meet all requirements of the selection criteria (Appendix A).
- Signed athlete agreement within 7 days of nomination.
- Submission of Yearly Training Plan, Individual Athlete Performance Plan upon acceptance to program.
- Quarterly check-ins (Appendix B) and submission of monitoring forms to AO High Performance Manager.
- Mandatory participation in all Team Ontario activities including testing camps, competition obligations, training camp, Athletics Ontario media opportunities (and other events upon request).





Athletics Ontario Strategic High Performance Initiatives

The following high performance initiatives have been carefully developed in alignment with the Athletics Ontario Strategic and Operational plans. These programs will act as overarching objectives that the High Performance program will work towards until the 2021 Canada Summer Games in Niagara, Ontario.



By conducting an analysis of our past and current High Performance initiatives, Athletics Ontario has determined these areas to be the most critical to the performance development of our athletes and coaches. In identifying these areas of focus, Athletics Ontario will dedicate resources to growing and ensuring these areas of focus have sustainable success for years to come.

Overall, these objectives focus on four main areas: Team Ontario, National Team Composition, Coach Development and High Performance Talent Identification.

Program #1 – Team Ontario

Goal: Develop and implement a Team Ontario program structure.

Overview:

In our current state, Athletics Ontario relies heavily on a direct-to-athlete funding model in the support and development of high performance athletes. Conducted research shows us that direct-to-athlete funding is an effective blanket approach, but not an effective way to move athletes upwards through the National High Performance structure.

In a program-based approach, athletes will be given better training and competitive opportunities, and will be better supported by IST at major competitions. In using this approach, Athletics Ontario will give the top provincial athletes more opportunity to train, and compete together.

2019 Tactics:

1. A structured, 3-year Team Ontario approach is in place for the 2018-2019 OHPSI selection process.
2. Athletes within the Team Ontario program are brought together 3 times per year, increasing to 4 in years two and three.
3. Athletes represent Team Ontario at one national/international meet and Athletics Canada National Championship.

National Sport Organization Alignment:

The Athletics Ontario Team Ontario program will run in complete alignment with the Athletics Canada Canadian Athletics Performance Pathway (CAPP) program and will support the next generation of Ontario athletes in attaining status within the program.

Program #2 – Ontario Representation

Goal: Maintain Ontario majority of National Carding and National Team composition.

Overview:

Ontario has always been a leader in National Team composition. Currently, Athletics Ontario drives this success through a broad, “one size fits all” approach. Although the Ontario system is large enough to operate this way, Athletics Ontario will lead a targeted approach to identify areas in need of support and develop programming surrounding these areas. In doing this, not only will we continue to develop our strengths (i.e. sprints), but also begin to support event disciplines that Ontario has traditionally been underrepresented in.

By supporting our areas of strength and targeting our events for improvement Athletics Ontario will continue to lead Canada in National Team composition, and in overall medal count at major international games.

2019 Tactics:

1. 1-2 identified target event groups are selected.
2. Create a programming structure to increase awareness and participation (in coaching and by athletes).
3. Execute participation days, coaching workshops and grassroots activities that will create legacies carried forward to increase participation over an extended period of time.

National Sport Organization Alignment:

With Athletics Canada pushing towards a smaller, more targeted National Team approach, it will become more difficult to maintain the AO 60% threshold. By creating an approach that will target specific event groups, AO will be able to follow the National structure and push higher quality athletes in all disciplines to the National Team program.

Program #3 – Coaching Excellence

Goal: Increase the number of Ontario high performance trained and certified coaches

Overview:

Over the past number of years Athletics Ontario has placed an increased importance on coaching education. With an improved Athletics Canada coaching certification structure rolling out in early 2019, Athletics Ontario is committed to continuing its support to the growth of our coaching certification and coach professional development programs.

Better awareness and an increased number of both NCCP coaching courses, and non-NCCP coach professional development opportunities will be available to Athletics Ontario coaches. This will ensure our coaches are amongst the best trained and the best educated in Canada and around the world.

2019 Tactics:

1. Identify 4-5 regional coaching centers to host regularly scheduled NCCP coaching courses
2. Train 5-10 new Learning Facilitators/Evaluators in various regions to help lead, deliver and develop the resources necessary to increase coaching numbers throughout the province.
3. Creation of coaching grant program.
4. Increase the number of NCCP coaching courses available to Athletics Ontario members in more regions of the province.

National Sport Organization Alignment:

Athletics Ontario supports the new rollout of the Athletics Canada coaching pathway and will work to re-train Learning Facilitators and Evaluators to support this new program. In turn, Athletics Ontario will be able to offer a higher quality, more standardized coach education program.

Program #4 – Talent Identification

Goal: Formalized identification of high performance talent

Overview:

With sport becoming more and more data driven, Athletics Ontario will continue to develop our Talent Identification program to ensure our high performance athletes are identified, tracked and supported earlier on in their athletic careers. With the introduction of athlete testing camps over the course of 2017-18, Athletics Ontario will continue to improve and formalize these opportunities for up and coming athletes. Not only will this data help to target athlete deficiencies through tangible data, but it will also give AO multiple contact points throughout each year to interact with and monitor athlete improvements.

2019 Tactics:

1. Develop a central database to store and track Talent Identification data.
2. Formalize baseline testing metrics to ensure consistency year over year.
3. Host a minimum of 2 testing events per season (late fall/early winter and late spring/early summer).

National Sport Organization Alignment:

Using Athletics Canada standardized testing protocols, Athletics Ontario will continue to collect data that aligns with what is collected at the NSO level. In doing so, we will be able to create a full athlete pathway from the first set of testing data to the moment an athlete transitions to the National Team.



Appendices

Appendix A: Team Ontario Selection Policy

The new Team Ontario program will act as a support system for the province's top athletes identified in the OHPSI program by providing an athlete kit, training camp opportunities, competitive opportunities, direct-to-athlete funding, sport science/sport medicine support, and coach support. Athletes will be given the opportunity to interact, and train with other top athletes within their event group across the province in training camp environments designed to evaluate each athlete's specific strengths and weaknesses. Each athlete (along with their personal coach) is expected to fully participate in all Team Ontario activities, including training and testing camps as well as social events and media requests.

Selection Committee:

Kolton Kowalchuk – Athletics Ontario (Manager, High Performance)
Paul Osland – Athletics Ontario (Chief Executive Officer)
James Brough – Canadian Sport Institute Ontario (High Performance Athlete Development Advisor)
James Cunningham – Athletics Canada (Lead, Talent Confirmation)
Carl Georgevski – University of Toronto Track and Field Club (Head Coach)
Scott MacDonald – Speed River Track and Field Club (General Manager)

The following process will be used for the selection of Team Ontario and will be applied by the Team Ontario selection committee.

Eligibility Criteria:

Age:

- Olympic stream athletes must be **under the age of 23** for the entirety of 2019.
- There is **no age limit** for Paralympic stream athletes.

Canadian Athlete Performance Pathway:

- Athlete must be listed on the Athletics Canada CAPP Eligibility List.

Performance Requirement:

- Athlete must have a personal best within the year unless the athlete can demonstrate specific factors leading to a decline in performance (i.e. injury).

General:

- Athlete must be an Ontario resident.
- Athlete must be Athletics Ontario member in good standing.
- Current or former nationally carded athletes are not eligible for Team Ontario.


Selection Process:	
1.	All eligible Team Ontario athletes must be identified in the Athletics Canada CAPP Talent Confirmation eligibility pool.
2.	Athletes who do not meet all requirements of the eligibility criteria will be automatically removed from the selection pool.
3.	<p>Using the Athletics Canada CAPP Talent Confirmation eligibility pool, Athletics Ontario will nominate up to 30 athletes for the 2018-2019 Team Ontario program:</p> <ul style="list-style-type: none"> a. All Athletics Canada Selected Talent Confirmation Athletes who meet the selection criteria will receive priority consideration. b. Athletes within the Athletics Canada eligibility pool but not selected who meet the above eligibility criteria will receive consideration. c. Athletes will be ranked within their event group based on IAAF/RAZZA scoring and gender. <ul style="list-style-type: none"> i. Athletics Ontario aims for equity across all genders and event groups – in the event that this is not possible based on CAPP nominations, the athlete with the next highest IAAF/RAZZA score will be nominated. ii. In the result of a tie between two eligible athletes and their IAAF/RAZZA scores, the next best performance from the same calendar year in the same event will be used.
4.	Athletes will be notified of their nomination and will have 10 days to confirm their acceptance.
5.	In the case that an athlete declines selection to the Team Ontario program, the athlete within that gender and age group with the next highest IAAF/RAZZA point score will be selected. In the case of a tie, the same procedure as above will be used.
6.	Athletes will return a signed athlete agreement and notify the Athletics Ontario High Performance Manager of their acceptance.

Appeal Procedure:


- Appeals of team selection decisions may only be submitted by athletes deemed eligible to submit appeals as specified in the Selection Criteria Document.
- Appeals may be submitted for circumstances related to athlete illness or injury or other reasonable technical circumstance deemed appropriate by the Selection Committee.
- The Selection Committee will decide all first level appeals, bearing in mind the team objectives and high performance principles as specified in the Selection Criteria Document.

1. Athletes who wish to submit a first level appeal must submit such appeal to the Selection Committee within 5 business days following the announcement of the team list. Athletes should complete the **Ontario Team Selection – Appeal Form** and e-mail office@athleticsontario.ca for an appeal to be officially reviewed.
2. If it is determined by the Selection Committee that an appeal, if successful, would displace another athlete nominated to the team as per the Selection Criteria, that athlete will be consulted as part of the Selection Committee deliberations, and will be bound by the Selection Committee's decision.
3. Where the appeal relates to injury or illness, the athlete must supply documentation from a medical practitioner diagnosing the injury or illness. Any decision by the Selection Committee on an appeal relating to illness or injury must take into consideration the athlete's ability to fulfill the Competitive Readiness policy.
4. All other types of appeals will be handled through the AO Summary Dispute Resolution Process -- Appendix B of the AO Dispute Resolution Policy.

Appendix B: Athletics Ontario High Performance Monitoring Form




Athletics Ontario High Performance Monitoring Form



Athlete Name: _____


Coach Name: _____

Date: _____




The objective of the Ontario High Performance Sport Initiative (OHPSI) Program is to engage with athletes and their coaches who have achieved performances which are trending positively 5-8 years from podium potential performance and provide opportunities to strengthen the daily training environment of our OHPSI Athletes. Continuous communication between Athletics Ontario's High Performance Manager and each OHPSI supported athlete is essential to ensure the OHPSI program is meeting each athlete's needs. This document will ensure that the athlete, coach and OHPSI Program are accountable to each other to achieve established goals.

Any comments or questions can be sent directly to the Athletics Ontario High Performance Manager: Kolton Kowalchuk at kolton.kowalchuk@athleticsontario.ca



Please fill out the following table to the best of your ability. Use this opportunity to identify both positive aspects and gaps in your training.

Area of Training:	Comments:
Physical (speed, power, stamina, mobility, flexibility, coordination, etc.):	
Mental (ability to focus, coping with pressure, self-belief, mental toughness, etc.):	
Holistic/Lifestyle (discipline, organization, financial management, education, sleep, nutrition, etc.):	
Technical:	
Tactical (appropriate rest and recovery, pre and post competition plans, understanding your event, etc.):	



How do your answers above affect the ability to achieve your 2018 goals set out in your IAPP?

How closely did you follow your Yearly Training Plan (YTP)? Please note any additions or reductions to your plan with reasons.

Please share your season best mark to date:

Other comments pertaining to your training/competitive schedule:

Appendix C: Ontario High Performance Sport Initiative (OHPSI)

Supported by the Canadian Sport Institute Ontario (CSIO)

The Ontario High Performance Sport Initiative (OHPSI) program is a comprehensive High Performance program that aims to identify and support top Ontario athletes not financially supported in the Athletics Canada CAPP program. The OHPSI funded athlete list is compiled through input from Athletics Ontario, and Athletics Canada on an annual basis and the athletes selected will represent the Team Ontario program for that year. The list is reviewed by the Management Committee for approval; there is no application for this program – it is selection based on the Athletics Canada CAPP program and eligible for athletes between the ages of 17 and 22. The program offers direct-to-athlete funding, sport science/sport medicine support, training camp and competitive opportunities. Coaches with athletes in the Team Ontario (OHPSI) program may also be eligible for support for professional development opportunities.

The CAPP and Team Ontario (OHPSI) programs are reviewed and updated annually (October 1st –

September 30th) in accordance with Athletics Ontario and Athletics Canada program policies. The Team Ontario (OHPSI) program is also reviewed and updated on April 1st to ensure athletes are tracking and progressing appropriately, and may be subject to removal based on adherence to program requirements. Year over year athletes are not guaranteed re-acceptance into the program.

Able-bodied and para athletes are identified for the Team Ontario (OHPSI) program through AC CAPP eligibility list for the “Talent Confirmation” program.

For more information regarding the OHPSI program, please visit athleticsontario.ca/ohpsi-funding.

For more information regarding the Athletics Canada CAPP program, please visit athletics.ca.



Appendix D: Quest for Gold Ontario Athlete Assistance Program (OAAP)

Supported by the Government of Ontario Ministry of Tourism, Culture and Sport

Quest for Gold – Ontario Athlete Assistance Program (OAAP) is funded by the Government of Ontario, through the Ministry of Tourism, Culture and Sport (MTCS). The overarching goal of the OAAP is directly related to the High Performance Sport goal of the Canadian Sport Policy – that Canadians are systematically achieving world-class results at the highest levels of international competition – by improving the performance and number of Ontario athletes performing at the national and international level, thereby contributing to the improved performance of Canada at international competitions.

Specific objectives of the program are:

- a) To help athletes continue their pursuit of athletic excellence at the highest levels of national and international competition;
- b) To encourage athletes to stay in Ontario to live and train;
- c) To compensate athletes for earnings lost while training;
- d) To enable athletes to successfully pursue excellence in sport while fulfilling their educational goals;
- e) To increase athlete access to improved high performance coaching; and
- f) To enhance training and competitive opportunities available to athletes.

The intent of the OAAP is to provide funding to individual athletes in the sport's 'Train to Train' and 'Train to Win' categories based on their demonstrated commitment to high performance sport, allowing them to continue to pursue athletic excellence at the highest levels of national and international competition. Only those athletes that meet the required minimum performance standard will be considered for this program. Ideally, an athlete will first receive a Quest for Gold "Ontario Card" for 1 to 3 years, which will allow them to train towards the goal of a national team position in subsequent years.

The OAAP program is application-based and typically opens in October-November and offers athletes financial support through "carding". All program requirements can be found at athleticsontario.ca/quest-for-gold.

Appendix E: Athletics Ontario Para-Athletics

Athletics Ontario offers a wide variety of opportunities for Paralympic stream athletes throughout all levels of our high performance development pathway beginning at grassroots all the way to the Team Ontario program. Throughout the year, a variety of coach and athlete workshops are offered in partnership with our various ParaSport partners and clubs. These clinics typically allow participants to try a throwing, and racing chair, while teaching proper chair set-up techniques. These programs target first time coaches and athletes new to the sport of athletics.



For those interested in trying out athletics on a semi-permanent basis, Athletics Ontario has introduced a Chair Loan Program available for short term loans to try out our sport with a member club. Members of Athletics Ontario clubs (or registered unattached athletes) also have access to a variety of sanctioned and approved meets that include para events. These events will be posted on the Athletics Ontario events page online.

All Athletics Ontario High Performance programs (OHPSI and QFG) are inclusive and incorporate Paralympic streams that help athletes move from Athletics Ontario High Performance programs to Athletics Canada National Team programs. All information on Athletics Ontario para-athletics programming can be found at athleticsontario.ca/sports/para-athletics/.

