



## **Ontario Weightlifting Association**

### **High Performance Program 2013 Report**

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*Statistics as of 2012*

## **Introduction**

The Ontario Weightlifting Association (OWA) is a non-profit organisation dedicated to promoting and regulating Olympic weightlifting as prescribed by the Canadian Weightlifting Federation and the International Weightlifting Federation.

It operates within the boundary of Ontario under its constitution and regulates all Olympic weightlifting activities within its boundary.

## **Mission/Vision**

### **Mission Statement**

To govern and promote Olympic weightlifting in Ontario by providing high quality coaching, competitions and officiating to help athletes reach their optimum performance.

### **Vision statement**

By 2016, be the leading provincial weightlifting association in Canada, recognized for excellence in coaching, officiating and optimum athlete performance.

## **Present situation**

The Ontario Weightlifting Association has produced in the past, several Olympians when athletes were real "amateur" and when across Canada there was very little financial support. In the early 70's, with the upcoming Montreal Olympic Games, the province of Quebec started to support their athletes, coaches and officials as well as subsidize a full-time Technical Director whose mandate was to develop the sport of Olympic Weightlifting within the province of Quebec. The Government of Quebec continued after the '76 Olympic Games to subsidize the Quebec Weightlifting Federation<sup>1</sup> as part of an initiative to improve the health of Quebecers and to ensure the participation of Quebec athletes on the National team. The Government of Quebec now supports the FHQ to the tune of \$267,000<sup>2</sup> per annum. Conversely, the OWA receives \$7,000 per annum from the Ontario Ministry of Tourism, Culture and Sport (formerly Health Promotion and Sport.)

During the last twenty years there has been a select few athletes from the OWA who have made the National and Olympic team due to the tireless dedication of a handful of volunteer coaches. With the size of the Ontario population, it can be expected that from time to time, we will have random success stories from exceptionally dedicated athletes and coaches producing Olympic level results. That said;

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<sup>1</sup> Fédération d'haltérophilie du Québec (FHQ) <http://www.fedhaltero.qc.ca/>

<sup>2</sup> 2011 funding

when the organization is run with no paid staff (a volunteer operational Board), no formal office, and with an extremely limited budget, one cannot expect the OWA to develop weightlifting and consistently produce a representative number of Olympic weightlifters on the National team. This is especially true when competing for places on the National team with provinces that are fully subsidized and administered by full time paid administrators. The province of Ontario has both the largest population and the highest GDP<sup>3</sup> in Canada thereby should have the largest representation on the National team and Canada's Olympic team. This High Performance Program is designed to rectify this situation through a series of programs aimed at specific goals.

Weightlifting is an individual sport where each individual who is supported by the HP Program can win a medal at international games. There is a one to one ratio of dollars invested to potential medal.

The Ontario Weightlifting Association's current competitive situation sees Ontario only having one member on the Canadian Senior National team of nineteen men and women (including two reserves for both men and women) members. The province of Quebec, as a result of their ongoing financial support, has 75% of the Senior National team (both men and women) and has had this level and better, representation percentage for the last decade. Within the past decade Ontario has not always been present on the Senior National scene; single athletes from British Columbia and the Yukon Territory make up the other team members thus keeping Quebec at its 75% average. At the time of the publishing of this document one Ontario athlete had reached 85% of world marker , none are at 80% and four are at 75%.

During the past few years, the OWA has made great strides in developing Olympic weightlifting in Ontario at the grassroots level and its programs have generated an increase in membership from 190 to over 500 since 2012. In particular, over the past twenty-four months, twenty coaching clinics have been conducted to an audience of over 200 potential coaches. Also during this period sixteen new technical officials have been certified.

## Goals

**The over-arching goal of the program is to have 30% of the national team that represent Canada at the 2015 Pan-American Games in Toronto, Ontario and the 2016 Olympic Games in Rio Janeiro, Brazil come from the province of Ontario.**

In order for the OWA to achieve this goal, the OWA must achieve the following primary goals:

- 1- Move from a volunteer driven organisation to a structured organisation with dedicated paid professionals whose job is to promote a sustained high level of performance in Olympic weightlifting within Ontario.
- 2- Continue to build and support a strong network of coaches and technical officials and promote a continuous improvement culture.
- 3- Continue to increase its athlete's membership and adequately recognise and support its High Performance athletes.
- 4- Work with other PSOs to promote the effective use of Olympic weightlifting as a support exercise.

These goals have been ranked by order of priority.

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<sup>3</sup> <http://en.wikipedia.org/wiki/Ontario>

## **Strength and Weaknesses analysis**

The first step in building our HP Program was to examine our strength and weaknesses. Detail of this analysis can be found in the, “OWA HP Program detail analysis”. This was the foundation for the next step, the gap analysis. This document can be requested by emailing: [owatechnical@gmail.com](mailto:owatechnical@gmail.com).

## **Gap analysis**

The first step in any gap analysis is to assess the present situation. We accomplish this by getting input from the OWA community members. Athletes, coaches, technical officials, administrators and supporters were asked to provide input on what they thought were OWA weaknesses as well as what they thought the OWA should incorporate in a High Performance Program with the objective to achieve better results at national and international competition. Eighteen input sheets were received from across all sectors of the OWA community. There were sixty-three different valid ideas of what should be incorporated in the HP Program. Some were short term ideas; others addressed more long term issues.

We quickly realised that there was a huge gap between where we are and what we needed to do to consistently achieve our goals of placing OWA athletes on the National team in representative numbers particularly at the 2015 Pan-American Games in Toronto, Ontario and the 2016 Olympic Games in Rio Janeiro, Brazil. We have also realised that we could not accomplish this in one year, therefore, we have prioritised the ideas and designed a program which reflects a “*must have/can do*” approach to be accomplished in Year One with some of the other ideas to be implemented in subsequent years. The design of the Program also relied heavily on the expertise of the HP Committee members.

This Program will be revised each year with the ultimate goal to place Ontario athletes on the 2015 Pan-American and 2016 Olympic Games.

## **High Performance Plan Year 1 Completed Objectives**

- Hired 2 paid employees and one of which has been assigned to the duties of Technical Director.
- Successfully hosted 5 NCCP competition introduction clinics, 2 practical assessments for NCCP competition introduction process, and 1 Level 2 NCCP clinic.
- Hosted a Summer Junior training camp to develop athletes toward Ontario Junior Championships and Canadian Junior Championships.
- Hosted a Summer Senior training camp to develop athletes toward Ontario Senior Championships and Canadian Senior Championships.
- 2 OWA employees are being sent to the Canadian Sport for Lift National Summit in order to produce a report on how to move forward with the High Performance Plan and further implement the LTAD model.
- General membership has increased since beginning this program, Club membership has increased since beginning this program and Social media following has increased since beginning this program.
- High Performance Junior and Senior team created.
- Increased number of lifters from Ontario representing Canada at international events. 5 lifters this year from Ontario participated in International events
- Relationships have been established with alternative PSOs to promote Olympic weightlifting as a supportive exercise to their sport.
- Completed a review and revision of Vision and Mission Statement.

## **The High Performance Program**

The following section describe the main goals, the Program description, the Key Performance indicators (KPI) , the action required to attain successful completion of the KPI and the related budget to attain the

KPI's. Each main goal is to be achieved by executing one or more Programs.

### **Goal Number 1**

Move from a volunteer driven organisation to structured organisation with dedicated paid professionals whose job is to promote a sustained high level of performance in Olympic weightlifting within Ontario.

#### **Rationale:**

To quote an expert in the field "There is no way that an organization can sustain a high level of performance without some paid support staff". High performance organisations need to attract the best possible personnel and to do this it must reward excellence in a very tangible way. This not only applies to athletes but especially applies to administrators, coaches and technical officials. The OWA must have a clear goal and an effective way to communicate the HP Program.

Program Description	KPI	Action planned to accomplish KPI
Hire full-time Technical Director whose mandate would be to develop High Performance Olympic weightlifting in Ontario.	Hire a Technical Director	1- Create within the OWA governance structure the position of Technical Director 2- Secure necessary funds to hire a full or part time Technical Director 3- Select and hire a Technical
Increase number of Certified Level 1 and 2 coaches through continuing education, mentorship and PLR	Hold at least four Level 1 and one Level 2 coaching clinic in 2012	1- Schedule and hold 4 level 1 and one level 2 coaching clinics 2- Continue to pay certified facilitators of coaching clinics for their travel expenses from their principal residence and a facilitator fee from the revenue generated during the inscription.
Increase number of Level 3 and 4 technical officials through official clinics and experiential education.	Hold a minimum of two Level 4 and one Level 3 technical official clinics each year.	1- Develop curriculum and course material for level 4 Technical Official clinics. 2- Develop a network of regional facilitators to give Technical Official clinics. 3- Schedule and conduct two level 4 and one level 3 technical official clinics especially in region where there are insufficient numbers of Technical Officials. 2- Pay certified facilitators of Technical Official clinics for their travel expenses from their principal residence and an instructor fee of \$250.00.

Conduct survey of existing facilities/clubs and publish information.	Complete the documentation of all existing facilities in 2014. Update facilities document and publish in 2014.	1- Design a comprehensive form to register all of the information to record physical and human assets of each club. Also request information from suppliers about products used for Olympic weightlifting 2- Ask each club to fill out the required form 3- Compile and publish the information on clubs and suppliers of Olympic weightlifting equipment 4- Charge a small fee to supplier for publishing information on their product 5- Pay the designer ,compiler and publisher a flat fee for completing this task
Communicate High Performance Program within the OWA.	Communication material to be completed and published in 2014	1- Put HP Program in a simple easy to understand format with question and answer and publish to all clubs, coaches and put on the OWA website , e-newsletter, Twitter Facebook

## Goal Number 2

Continue to build and support a strong network of coaches and technical officials and promote a continuous improvement culture.

### Rationale:

Organisations that do not continually improve and participate in professional development opportunities quickly lose ground and are no longer competitive. The OWA must create a continuous improvement culture and invest in the continued upgrading of the skills of their coaches, technical officials and administrators. Without the continuous improvement of the support team, athletes will not be able to continually progress to higher levels.

Program Description	KPI	Action planned to accomplish KPI
Increase expertise of existing coaches through coaching seminars	Selected coaches to attend 2 seminars each year.	1- The HP Committee is to select 2 coaches to attend 2 different seminars. Coaches that attend the seminar are to produce a report on what they learned during the seminar and provide a critique on the seminar as to its usefulness to Olympic weightlifting.
Support coaches that	Financially support	1- Coaches of athletes who reach

produce High Performance athletes so that they may invest in their own self improvement	coaches that produce members of the High Performance team and organise development session during Training Camp in 2012.	<p>85% of the Senior or Junior Marker to be paid \$1,000 per year.</p> <p>2- Coaches of athletes who reach 80% of the Senior or Junior Marker to be paid \$500 per year.</p> <p>3- Coaches of athletes who reach 75% of the Senior or Junior Marker to be paid \$100 per year.</p> <p>4- The above amounts to be reviewed each year during the HP Program review and are dependent on funding. Coaches can only receive one of the above regardless of the number of athletes they coach that qualify.</p> <p>5- Organise coaches development session during Training Camp.</p>
Expand technical official clinic curriculum to include other technical officiating positions.	Development of the course to be completed during 2014	<p>1- Chose and hire a certified technical official that will review the technical official's clinic and incorporate in the curriculum the peripheral technical official position duties such as announcer, timekeeper, referee, etc...</p>

### Goal Number 3

Continue to increase its athlete membership and adequately recognise and support its High Performance athletes.

#### Rationale:

There is strength in numbers. With the increase in numbers, not only will you have better odds of finding exceptional athletes but numbers also generates more revenue that can be used to support the HP Program. Organisations that grow often stunt their growth by forgetting that all sectors of the organisation must grow at the same time. The support sector must grow as well; in fact, it is preferable if the support sector leads the growth. Once you have growth you must also gear your competition schedule to accept this growth and give athletes a venue to perform, flourish and be recognised. It is also important that recognition be given to those who perform at the highest level and that they are easily identified as being part of the High Performance Program.

Program Description	KPI	Action planned to accomplish KPI
Increase number of athletes involved in Olympic weightlifting in high schools, universities, Cross-Fit gyms, YMCA's and private gyms by	Create 3 new clubs by end of fiscal year 2014 and provide the necessary equipment.	<p>1- Do follow up with graduates of coaching clinics to encourage them to start new clubs.</p> <p>2- Meet with Cross-Fit organisations to encourage them to initiate an Olympic weightlifting Program</p> <p>3- Meet with ethnic community that</p>

providing coaches and equipment.		<p>have a strong history in Olympic weightlifting and encourage and support them to start new clubs</p> <p>4- Introduce Olympic weightlifting in the curriculum of schools that teach physical education</p> <p>5- Start an <i>Olympic Weightlifting Against Bullying Program</i> in existing clubs.</p>
Create a High Performance Junior and Senior team. Selection would be based on reaching a predetermined standard based on world markers.	Continue to update team through out 2014.	<p>1- Gather statistics on allowable recent competition and select a Junior and Senior High Performance team base on achieving a minimum of 75% of the Marker.</p> <p>2- The team is constructed of 3 levels; 85%, 80% and 75%. Each level will have a different level of support.</p> <p>3- The Markers used during the selection shall be the same as used by the Canadian Weightlifting Federation</p> <p>4- Communicate the result to the athletes and their coach as well as to the OWA community</p>
Financially support an increasing number of athletes that meet 75% of world markers in both junior and senior category.	Number of weightlifters that meet 75% of world markers to increase each competition calendar year. Presently there are 10 Ontario athletes that have reached this mark.	<p>1- Gather statistics on allowable recent competitions and recommend "Quest for Gold" financial support for athletes who achieve a minimum of 75% of the Marker.</p> <p>2- Count the number of weightlifters who achieve 75% of world markers.</p> <p>3- Financially support athletes that reach 75% of world markers.</p>
Increase identity/recognition of Ontario High Performance team	Have team uniform by the Canadian Championship in May 2014	1- Provide the HP team with common weightlifting apparel including track suit, lifting suit and appropriate crest or writing on uniform.
Organise a Training Camp for the High Performance team.	Hold one Training Camp each calendar year starting in 2013	<p>1- Include in the competitive schedule a Training Camp for athletes and coaches of the High Performance team.</p> <p>2- Organise the Training Camp with</p>



		learning sessions for both athletes and coaches. These are to include guest speakers on sport psychology, nutrition and integrated support teams.
Create a Youth competition at a regional and provincial level	Incorporate a Youth competition at the regional and provincial level in the OWA schedule of competition	1- Present a motion to the OWA Board to incorporate a Youth competition at the regional and provincial level. 2- The OWA Board to receive and approve bids for these competitions.

#### Goal Number 4

Work with other PSOs to promote the effective use of Olympic weightlifting as a support exercise.

##### Rationale:

Olympic weightlifting is practiced by almost every other sport as a support exercise; however many of these athletes use Olympic weightlifting very poorly and inefficiently and could benefit greatly by improving their technique, lifting heavier weights and consequently gaining more power. The OWA can help in that respect. Some athletes of other sports will have a better grasp of Olympic weightlifting and may want to participate in some of the OWA competitions thereby increasing our athlete membership.

Program Description	KPI	Action planned to accomplish KPI
Establish relationships with other PSOs to promote Olympic weightlifting as a support exercise.	Record all PSOs request for assistance in 2012 and manage and provide assistance by 2013	1- The OWA is to keep an email record of other PSO inquiries for support and document the nature of their request for further analysis. 2-Communicate to PSOs the capacity of the OWA to assist with increasing the benefit of their support exercises

#### Funding

The benchmark for financial support of a High Performance team in weightlifting has been set by the government of Quebec that subsidises the Quebec Weightlifting Federation at a value of \$267,000 per year for 2011. The OWA is not in a position at the moment to achieve the same result as the well-funded Quebec Weightlifting Federation and therefore does not expect to be funded at the same level.

The OWA, as well, does not expect that the Ontario Ministry of Tourism, Culture and Sport fund the entire budget for the HP Program. The budget for the High Performance Program will therefore have to be funded in part by the Ontario Ministry of Tourism, Culture and Sport; in part by the general revenue of the OWA; and in part by corporate sponsorship or other revenue generating schemes.

Efforts will have to be made by the OWA to fill any funding gaps by securing corporate sponsorships.

Funding issues have not been included in the goals and programs as it should not influence what need to be accomplished by the High Performance Program. The program need to be designed so that athletes

can make the National team at the 2015 Pan-American Games in Toronto or the 2016 Olympic Games in Brazil. The OWA, however, is extremely aware of the importance of funding in accomplishing its goals.

### ***Athlete eligibility***

The OWAs intention is to form both a Junior and Senior High Performance team of athletes who have reached a percentage of the Marker set by the NSO. We intend to use the same Marker percentages as those used by the Canadian Weightlifting Federation (CWF) for National teams<sup>4</sup> to create a three tier performance level that would trigger three levels of support. This is meant to encourage the upcoming athletes, as well as, the more proficient athletes.

To be on the Ontario High Performance team and receive support from the Ontario High Performance Program, athletes will have to meet 85% or 80% or 75% of the Markers in their weight category and age group; Junior or Senior.

### ***Competition Plan***

The sport of Olympic weightlifting has competition all year long building from the Junior level in the summer to the Canadian Championships in late May then culminating with the World Championship (or Olympic, Pan-American or Commonwealth Games) in the Fall.

Each year the CWF ensures that the competition schedule for all PSO is in sync with the national competition schedule and determines a year in advance which competition will be used to qualify athletes for the National team who participate in international competition.

References for required competition calendars are located on the respective OWA, FHQ, CWF and IWF web sites. Each calendar and subsequent weightlifting competition must be duly approved by the respective governing Board of Directors.

### ***NSO Alignment***

The Ontario Weightlifting Association High Performance Program uses the same criteria as the one used by the Canadian Weightlifting Federation, the governing NSO. The difference is that it supports exclusively Ontario athletes who are not yet carded nationally and provides them an equal opportunity to compete against highly supported athletes from the province of Quebec. The Ontario Weightlifting Association is a strong supporter of the Canadian Weightlifting Federation's LTAD (Long Term Athlete development) Plan – which can be found through our website and intends to use the "Train to Win" plan to develop Ontario's High Performance athletes.

### ***Evaluation, review***

The High Performance Program will be reviewed annually by the HP Committee and presented to the OWA Board of Directors for approval and submitted to the Ontario Ministry of Tourism, Culture and Sport for their review and support.

### ***Conclusion***

For this HP Program to be successful the OWA will have to make some fundamental changes in the way it operates and move from a purely volunteer organisation to a more organised and structured organisation with personnel that are paid to perform duties as set by the Board of Directors as well as be accountable for the performance of their duties to the Board of Directors.

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<sup>4</sup> [http://www.canadianweightlifting.ca/pdf/CWFHC\\_criteres\\_carding\\_ANG\\_2012.pdf](http://www.canadianweightlifting.ca/pdf/CWFHC_criteres_carding_ANG_2012.pdf)

The OWA must also move to a continuous improvement culture where coaches, athletes, technical officials and administrators are always in a learning environment or experience. We must also move to better utilize Integrated Support Teams (IST) to better support our athletes.

The OWA must also financially support its athletes so they can afford better support whether it be in coaching, sport medicine, physiotherapy, sport psychology, nutrition, exposure to international competition etc.

Lastly, the OWA must develop alternate source of funding to supplement the funding they already receive so that they can fully implement this High Performance Program. They must also develop a business plan so that they have a realistic idea of what can be accomplished in the coming and subsequent years on the HP Program considering their funding position.