

**DRAFT HIGH PERFORMANCE PLAN**  
**AIR RIFLE & AIR PISTOL IN ONTARIO**



**ONTarget: Rifle and Pistol Alliance**

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March 31, 2014

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- Appendix A High Performance Program Outline Template
- Schedule 1 Junior Training Camp for 2014 Ontario Winter Games Athletes
- Schedule 2 Senior Training Camp as Warm-Up for 2014 Competition Season
- Schedule 3 Development of Ontario Officials
- Schedule 4 Facilitate Delivery of 2014 Ontario Winter Games
- Schedule 5 Creation of a Centralized Ontario Communications Hub
- Schedule 6 Facilitate Delivery of 2015 TEAM Ontario TO COMPETE AT CANADA Winter Games (Prince George, b.c.)
- Schedule 7 2015 ONTARIO HANDGUN PROVINCIAL CHAMPIONSHIPS
- Schedule 8 incorporation and organization of ontarget: rifle and pistol alliance

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**ARTICLE 1**  
**ORGANIZATIONAL BACKGROUND**

**1.1 ONTarget: Rifle and Pistol Alliance ("ONTarget")**

ONTarget came into existence in September 2013 under the mandate of the OCS as an interim committee formed by a group of Ontario volunteers to try and bridge the gap for rifle and pistol stakeholders as a result of the current PSO Agent's continued annual lack of dedicated involvement in the ongoing development and support of provincial coaches, officials, athletes and clubs. Our specific mandate only deals with the period from September 2013 to March 2014, at which time our role to provincial stakeholders will be assessed by the OCS as to future planning for which organization will continue as PSO Agent for rifle and pistol disciplines.

On an interim basis, ONTarget endeavours to re-establish contact with Ontario stakeholders, create a communications hub, audit our provincial resources of coaches and officials and develop and provide support to our coaches, officials and athletes.

**1.2 Ontario Council of Shooters ("OCS")**

The OCS is the official Provincial Sport Organization ("PSO") in Ontario and is an umbrella organization which represents all target shooting disciplines throughout the province. The board of directors of the OCS is made up of one representative (usually the President) from each discipline's organization (the "PSO Agent").

The OSC reports to The Shooting Federation of Canada ("SFC") which is our sport's National Sport Organization ("NSO") and, as PSO for Ontario, is the provincial appointee representative to the NSO. Our NSO, in turn, is a member of the international governing body, the International Shooting Sport Federation ("ISSF").

**1.3 Canadian Shooting Sports Association ("CSSA")**

The CSSA was created in 2000 with the amalgamation of the Ontario Smallbore Federation and the Ontario Handgun Association. Both groups had been in existence since the 1950s. The CSSA is currently tasked as being the PSO Agent for rifle and pistol disciplines in Ontario and is responsible for, among other things, holding provincial rifle and pistol championships, facilitating the Ontario Winter and Summer Games and providing Team Ontario athletes for the Canada Winter Games. Unfortunately these tasks have not been successfully carried out for several years as the CSSA considers itself a national organization and its interests are not solely devoted to provincial stakeholders.

**ARTICLE 2**  
**BACKGROUND TO THE SPORT**

**2.1 Target Shooting in General**

Target shooting has been included in the majority of Olympic Games in various combinations of its current 15 Olympic disciplines since the inception of the modern day

Summer Olympics in Athens in 1896. Air rifle has been contested at world championships since 1966 for women and 1970 for men and in the Olympic Games since 1984 for both men and women. Air pistol has been contested at world championships since 1970 and in the Olympic Games since 1988 for both men and women. Target shooting sports, in general, is considered a "late entry" development sport as most athletes don't start competing in this sport until approximately 13 years of age and the average age of an Olympian is an athlete in their mid-thirties.

## **2.2 Air Rifle**

Air rifle is contested at 10m in standing position with a 4.5mm calibre single shot rifle that can weigh no more than 5.5kg. The rifle fires a pellet using compressed air or CO2 gas. Air rifle competitors also wear specialized clothing for stability due to the off-set spine position. Each relay is 60 shots taken in 105 minutes for men and 40 shots taken in 75 minutes for women at a target with a bullseye area of 0.5mm.

## **2.3 Air Pistol**

Air pistol is contested at 10m in standing position with a 4.5mm calibre single shot pistol that fires a pellet using compressed air or CO2 gas. Air pistol competitors do not wear any specialized clothing for stability but must fire one-handed and unsupported. Each relay is 60 shots taken in 105 minutes for men and 40 shots taken in 75 minutes for women at a target with a bullseye area of 11.5mm.

## **2.4 Scoring**

Both air rifle and air pistol shoot two courses of fire and the aggregate scores determine the finalists, however, air pistol is scored in whole numbers and air rifle is scored in decimal numbers to a maximum of 10.9 per shot. The top eight aggregate scorers shoot in the finals from a re-set score of zero and all scores in the finals will be in decimal scoring.

The finals is an elimination round consisting of 2 strings of three shots each, and thereafter the lowest scoring athlete shall be eliminated after each additional two shot string until the last two finalists shoot for the gold medal. The last two athletes will have shot a total of 20 shots unless there are shoot-offs due to tying scores.

This scoring is under the new ISSF rules that came into effect January 2013. The ISSF continues to evolve the rules which are meant to ensure our sport remains competitive and does not stagnate.

## **2.5 Athlete Streaming Paths into Air Rifle and Air Pistol**

(a) Air Rifle: Although most athletes stream into the discipline of air rifle through the local club level progression of .22 sporter rifle prone into 3P and then into standing air, we are finding another identified pathway from the Cadet stream of athletes that start with a Daisy air rifle in prone, then standing position into this Olympic discipline. There is, still cross-over

athletes from the Canadian Armed Forces that compete in both military competitions (CISM) and civilian competitions.

(b) Air Pistol: Generally there are two main streams of athletes that graduate into air pistol: there is the traditional local club level athlete that learns to shoot with a .22 sporter rifle in prone position and then decides to switch disciplines to pistol or there's the club level athlete that learns generally to shoot with a .22 pistol and then decides to compete for accuracy and progresses into the many pistol disciplines. However, there is another identified stream of competitive athletes crossing-over from the Pony Clubs which specialize in modern pentathlon and tetrathlon events into this Olympic discipline. There is, still cross-over athletes from the Canadian Armed Forces that compete in both military competitions (CISM) and civilian competitions.

(c) Adaptive Athletes: Adaptive athletes (formerly known as Athletes with a Disability) are eligible to compete in both air rifle and air pistol under the following categories:

P1	Air Pistol male SH1	SH1 classification levels refers to markspersons who do not require a rifle support stand. Therefore all adaptive pistol athletes fall into this category as no supports are allowed.
P2	Air Pistol female SH1	
R1	Air Rifle standing male SH1	
R2	Air Rifle standing female SH1	
R3	Air Rifle prone co-ed SH1	
R4	Air Rifle standing co-ed SH2	SH2 classification levels are for markspersons who do require a rifle support stand.
R5	Air Rifle prone co-ed SH2	

Men and women often compete on a mixed line and at most competitions the adaptive athletes share the line with the able-bodied athletes. This is one of the true non-discriminating sports disciplines.

Other than having been identified as having a physical disability of some kind and/or requiring rifle support, the disciplines are aligned with the same general governing principles and rules of both air rifle and air pistol shooting. These disciplines however are not Olympic events but Paralympic events.

**ARTICLE 3**  
**BACKGROUND TO THE PLAN**

**3.1            Development of the Plan**

Since the inception of our committee in September 2013, several key meetings were held in order to identify key areas to appropriately target deliverable objectives to generate success for Ontario stakeholders at both the provincial and national levels. This work was of particular importance as it was ground-breaking as no such plan currently existed to develop and support Ontario stakeholders.

Representatives from each key discipline group, including athletes, coaches and officials, were consulted by the committee to identify strengths, weaknesses, opportunities and threats in addition to program and performance gaps to produce programs designed to meet the short term goals of ONTarget given our limited mandate.

**ARTICLE 4**  
**KEY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

**4.1            Key Strengths**

- (a) Stakeholders are engaged and active in wanting to change the current system.
- (b) We have the talent pool in Ontario to effect change and have our athletes continue to progress past the provincial level to succeed at both the national and international levels.

**4.2            Key Weaknesses**

- (a) The current organizational structure is failing our stakeholders, especially in the key areas of communication of information and opportunities.
- (b) Our key base of major officials is mainly comprised of senior citizens which may affect our future provincial competition structure.

**4.3            Key Opportunities**

- (a) Develop a centralized communications hub to re-engage all Ontario stakeholders.
- (b) Direct funding opportunities to specific targeted stakeholders to ensure we are creating valid support in the development of Ontario coaches, officials and athletes.
- (c) Direct funding opportunities to introduce athletes and coaches to sport medicine opportunities as an enhancement to sport/athlete development.
- (d) Ontario will be acquiring infrastructure in the form of the first ever facility in Canada that will house all disciplines and have a fully electronic target range as a legacy from the 2015 Toronto PanAm Games. Although this facility is currently in the planning stages as to

structure and after-use arrangements, it will provide Ontario stakeholders an opportunity to have a local training facility for potential use as training camps, cut score matches, provincial championships, Canadian national and international competition purposes.

**4.4 Key Threats**

- (a) Lack of a current PSO Agent focussed on the ongoing development and support of Ontario clubs, coaches, officials and athletes.
- (b) Lack of a concise plan for Ontario stakeholders past ONTarget's current mandate.
- (c) Lack of concise information as to existing provincial assets such as coaches and officials and their current certificate levels.

**ARTICLE 5  
KEY PERFORMANCE AND PROGRAM GAPS**

**5.1 Key Gaps**

The primary gaps and contributing factors in each of the relevant critical success factors are outlined in the chart below:

ATHLETE DEVELOPMENT	
Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Poor talent identification and support.</li> <li>• Poor athlete intake process</li> <li>• Poor facility access</li> <li>• Poor access to qualified coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated program for talent identification does not exist. If athlete is found, then they may get local support, but provincial resources may not be alerted. Athlete could peak locally and wither on the vine, waiting for development opportunities.</li> <li>• Sport intake not fully understood. Unable to explain, so newcomers lack initial introduction and facilitation into sport participation. We lose potential talent from onset.</li> <li>• Facilities exist but community often views new people as outsiders. Sense exists that new participants must pay dues (non-financial) before enhanced facility access is earned. Senior athletes looking to join club can be treated like novice for one to two years before gaining appropriate facility privileges. Juniors may be</li> </ul>



	<p>regarded as nuisances taking facilities from established members. Clubs may also not know that talent is present and needs help.</p> <ul style="list-style-type: none"> <li>• Club coaches are often uncertified and unacquainted with HP. They lack experience to build athlete confidence. Coaches may be intimidated by athletes who can outperform them. Additionally, qualified coaches may be overburdened or burned-out, avoiding taking on new athletes.</li> </ul>
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COACH DEVELOPMENT (and OFFICIALS if appropriate)	
Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Lack of coordinated program.</li> <li>• Development opportunities restricted.</li> <li>• Coaches not respected within system.</li> </ul>	<ul style="list-style-type: none"> <li>• PSO agent /NSO does not engage shooting coaches in consistent, supportive manner. Messaging is targeted to individuals on a needs-only basis. As such, coaches and coach prospects outside of the communications are left feeling that program doesn't exist. Little program support and direction is offered.</li> <li>• Most coaches work in isolation, constantly recreating the wheel. Coaches do not share to a great extent, perhaps either out of fear of having knowledge stolen, of exposure (not having the 'best' answer), of giving up control.</li> <li>• Coaches are eager to coach and will work for no compensation. This undermines their credibility with their clients. PSO/NSO always asks for volunteers and will not entertain pay.</li> </ul>

COMPETITION	
Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Lack of opportunities to obtain recognized cut-scores for the National team in Canada.</li> <li>• Provincially available facilities don't match international venues.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of confidence in competition management and venues. Belief that "real" scores cannot be achieved locally. Must travel elsewhere.</li> <li>• NSO belief exists that each discipline must have equal opportunities for competitions in Canada. Since discrepancies exist, other non-recognized competitions will not be considered for recognition. Consequently, a drive for equality has stifled competition development in Canada.</li> <li>• Local facilities meet local (recreation) facility needs. HP competition has different requirements. Without a budget or special support from clubs, facilities do not develop to match aspects of international venues. Clubs may not know that discrepancies exist, nor that HP athletes have different needs. HP education may be remedy.</li> </ul>

DAILY TRAINING ENVIRONMENT	
Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Lack of HP training facilities or limited access.</li> <li>• Average DTE is poor, in both physical facilities and time committed to training</li> <li>• Athletes don't understand requirements to train-to-compete/win in our sport; therefore, they don't push themselves to train at that standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Gun clubs can be expensive to join, especially when you may need two or three clubs to meet your training requirements. Club ownership is private (to membership) and is geared towards meeting those needs. So, HP athlete must make due, which results in a poor DTE.</li> <li>• Athletes tend to be cheap or are either under-funded or non-funded (self-funded), resulting in not spending necessary funds to acquire best DTE. While facilities may exist, athletes may not be convinced that financial sacrifice will result in sport gains. Essentially, lack of</li> </ul>

	<p>confidence in ability to meet goals may result in lack of financial commitment to acquiring quality DTE.</p> <ul style="list-style-type: none"> <li>• Few examples exist of local athletes working through train to compete/win phases. As such, little knowledge exists within athlete community about what an ideal DTE should be and include. Lack of understanding may lead athlete to believe that sub-standard DTE is good enough to meet goals. Lack of knowledge about amount of time spent training may be causing low numbers of hours spent in deliberate practice.</li> </ul>
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INTEGRATED SUPPORT TEAM (IST)/SPORT SCIENCES/SPORTS MEDICINE	
Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Athletes believe that some SS/SM/IST/Tech has value; but, not in concrete manner. As such, implementation is sporadic and poor.</li> <li>• Costs can be high and athletes/coaches avoid costs in program.</li> <li>• Athletes/coaches don't know what SS/SM might include within shooting sport context.</li> <li>• Where technology has flourished (SCATT shooting simulator), tech has not been used to greatest potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Few shooting sport examples have been disseminated to athletes. Either we don't know what its true value is or we don't know how an implementation can be beneficial. Not knowing process, athletes/coaches shy away from possible failure, or implement sporadic half-measures.</li> <li>• Costs being high and programs either self- or under-funded, little commitment to going "all-in", putting scarce resources into unknowns. Self-limiting mindset?</li> <li>• Even with education from NCI/CSI-O, few coaches/athletes know how to build shooting program to include SS/SM/IST/Tech</li> <li>• Little understanding on developing performance KPIs for SCATT, so use it as dumbed-down target simulator. Need to learn performance mgmt.</li> </ul>

GOVERNANCE/MANAGEMENT
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Gaps	Major/Potential contributing causes
<ul style="list-style-type: none"> <li>• Lack of support from current PSO agent/NSO.</li> <li>• Gap in image between Canadian and international values, as Olympic sport.</li> <li>• Lack of coordinated planning – selection matches announced just before event – not planned, so last minute prep.</li> <li>• Siloed approach to management.</li> </ul>	<ul style="list-style-type: none"> <li>• PSO agent has no direct mandate to support HP program and athletes. Need a body that is focused on full spectrum of sport, not just on politics/legislation.</li> <li>• Lack of awareness that shooting is a viable Olympic sport for Canadians to participate and compete within. People either don't know where shooting can go, or don't believe that Canadians can succeed internationally.</li> <li>• Governing bodies appear to be unprofessional, uncoordinated, directionless or uncaring. A clear vision needs to be presented and then supported to drive the program towards high performance.</li> <li>• Organizations act in isolation, neither sharing resources nor communicating plans. If any program gains momentum, the effect is short-lasting and not powerful. Need coordinated programs, sharing resources to concentrate effort to achieve milestones that raise our sport in a tangible, long-lasting fashion.</li> </ul>

**ARTICLE 6**  
**PERFORMANCE TARGETS**

**6.1**            **Key Targets**

Our primary focus is the active development of junior provincial elite athletes to Canadian National Team level and the ongoing support of provincial elite athletes on Canadian National Teams and/or within reach of Canadian National Team level to compete Canada-wide and internationally.

Our secondary focus is the active development of junior club athletes to provincial elite athletes and the ongoing development of provincial elite athletes to Canadian National Teams and their ongoing support to become international athletes.

**[TBD – has not been finalized as yet – more discussion required on this point]**

**ARTICLE 7**  
**GOALS**

**7.1**           **Over-Archiving Goal**

Development of Ontario air rifle and air pistol men, women and junior athletes to become Canadian National Team members with the ultimate goal of becoming international medal contenders on the World Cup circuit, including Olympic regional (quota) championships (the PanAm Games and the Championships of the Americas).

To also develop junior provincial athletes to consistently produce Team Ontario podium performances at the Canada Winter Games and develop junior provincial talent to become medal contenders the Canadian rifle and pistol championships with a view to finish within the top half of the field at international junior-specific events that the NSO may offer in a given season.

**7.2**           **Short Term Goals**

Development and support of Ontario athletes to achieve:

- (a) at least two Team Ontario medallists at the 2015 Canada Winter Games;
- (b) at least one member on the 2015 Canadian National Team;
- (c) at least 3 members on the Canadian Development Team; and
- (d) at least one member on the Canadian Junior Team.

**7.3**           **Long Term Goals**

Although our committee has identified many potential long term goals, at this time we have opted not to draft any long term goals as they would not be achievable due to our time-limited mandate.

**ARTICLE 8**  
**DESCRIPTION OF PROPOSED PROGRAMS**

**8.1**           **Program 1 – Junior Training Camp for 2014 Ontario Winter Games Athletes**

Provide a junior training camp for 2014 Ontario Games team athletes at the 2014 CAGP which will, among other things will be a training warm-up for competition, offer team-building and access to their team coaches.

Within the training camp for junior 2014 Ontario Games team athletes at the 2014 CAGP provide a seminar by an optometrist with respect to eye focus and how it affects athlete performance and a seminar by a chiropractor with respect to preventing athlete injuries.

Program 1 is further detailed in Schedule 1.

**8.2 Program 2 – Senior Training Camp as Warm-Up for 2014 Competition Season**

Provide a senior athlete training opportunity for elite athletes at the 2014 CAGP which will, among other things will be a training warm-up for the start of competition season.

Program 2 is further detailed in Schedule 2.

**8.3 Program 3 – Development of Ontario Officials**

Provide delivery of officials Local Level certification course at 2014 CAGP to widen availability of trained officials in Ontario.

Provide delivery of officials Provincial Level certification course prior to the end of 2014 to widen depth of trained officials in Ontario with a view to offer a strong volunteer base in support of hosting 2015 PanAm Games.

Conduct audit of certified officials in the Province of Ontario to create master contact list that includes names and certification levels.

Program 3 is further detailed in Schedule 3.

**8.4 Program 4 – Facilitate Delivery of 2014 Ontario Winter Games**

Provide ongoing support to current PSO Agent to facilitate and deliver a valid and meaningful 2014 Ontario Winter Games to all involved stakeholders due to the admitted inability of current PSO Agent to do so independently.

It should be emphasized that implementation of all programs is dependent on budget and key partnerships. In the best case scenario, ONTarget will implement all of the above programs over its interim mandate and/or within 2014. In the event of budget and/or other limitations the program implementation will be strategically prioritized as the committee sees fit.

Program 4 is further detailed in Schedule 4.

**8.5 Program 5 – Creation of a Centralized Ontario Communications Hub**

Creation of a centralized communications hub on Facebook with a possible Twitter feed and independent website accessible to all Ontario stakeholders which will be used to, among other things re-establish contact with those clubs and stakeholders that have been isolated by the current PSO Agent and for the dissemination of timely and relevant information equally to all Ontario stakeholders. We hope to begin implementation of same within the next three months with total completion by the end of 2014.

Program 5 is further detailed in Schedule 5.

## **8.6 Program 6 – Reporting Template**

A standardized method of outlining programs and reporting to the OCS is required so that all programs can be easily assessed to determine their value and effectiveness to all stakeholders. We have therefore adopted a template in which all proposed programs we undertake will be documented on from development to completion. This template is attached hereto at Appendix A.

## **ARTICLE 9 KEY STAKEHOLDERS AND PARTNERSHIPS**

### **9.1 Key Personnel**

In order to successfully execute this High Performance Plan, a number of different stakeholders will need to work effectively together. The key stakeholders necessary are listed in the following table: **[NTD: This table cannot be fully completed at this time due to organizational matters that are currently in the works. This will be discussed further and finalized once new organizational infrastructure has been finalized later this year.]**

Key Stakeholder(s):	Primary Role:
Athletes	
Lead Coaches	
Personal Coaches	
Integrated Support Team	
[Own the Podium]	
[Sport Canada]	
[Canadian Sport Institutes]	
Clubs/Club Directors	

## **ARTICLE 10 IMPLEMENTATION/TRACKING**

### **10.1 Reporting of Achievements**

Intermittent feedback and reports to be provided directly to the OCS as to progress and achievements and also, information to be distributed to all pertinent stakeholders

when and if required. An online/shared docs process will be implemented for all major documentation to provide access to all committee members. It is anticipated that a full conference call will be held with all committee members and the OCS contact in late March/early April when and if a final decision regarding ONTarget's mandate has been finalized with respect to our committee's viability and future authority.

All proposed programs will be documented as stated in Program 6 using the template attached at Appendix A. Once developed and implementation of same has commenced the preliminary documentation will be reported to the OCS and once the program has achieved completion the final documentation will be reported to the OCS.

There will only be further documentation requirements if the proposed program is either amended or cancelled and, in each case, updated reporting will be forwarded to the OCS for their records and/or action, if any.



**APPENDIX A  
HIGH PERFORMANCE PROGRAM OUTLINE TEMPLATE**

<b>Program Name (and number)</b>  (e.g. "Program 1.1 Develop a .....")		
<b>Program Description:</b>  20 – 25 words... or just a short paragraph  (e.g. This program will be ..... It will include ..... etc etc )		
<b>Key Milestones</b>  (add more rows if you need more than 5 steps)	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>  (What will be achieved at the end of this program)
A		
B		
C		
D		
E		
<b>ESTIMATED BUDGET:</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver – (person(s) who has primary responsibility)</b>	<b>Other stakeholders necessary for effective implementation</b>
<b>1</b>	<b>1</b>
<b>2</b>	<b>2</b>
	<b>3</b>
	<b>4</b>
<b>Alignment:</b>	
<b>(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # x and Short Term Goals # xx and yy</b>	
<b>(EXTERNAL)... describe any areas where this needs to align with other programs outside your organization (eg NSO, CSI, COC/CPC, other organizations)</b>	

**SCHEDULE 1**  
**JUNIOR TRAINING CAMP FOR 2014 ONTARIO WINTER GAMES ATHLETES**

<b>PROGRAM 1:</b>		
<b>Junior Training Camp for 2014 Ontario Winter Games Athletes</b>		
<b>Program Description:</b>		
<p>Provide a junior training camp for 2014 Ontario Games team athletes by competing alongside other international and Canadian elite athletes at the 2014 CAGP which will, among other things will be a training warm-up for competition, offer team-building and access to their team coaches.</p> <p>Within the training camp for junior 2014 Ontario Games team athletes at the 2014 CAGP provide a seminar by an optometrist with respect to eye focus and how it affects athlete performance and a seminar by a chiropractor with respect to preventing athlete injuries.</p>		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Introduce junior athletes not yet exposed to international competition to this experience.	Delivered at the 2014 Canadian Airgun Grand Prix, International Plaza Hotel, Toronto February 14 – 16, 2014	<p>Achievements included:</p> <ul style="list-style-type: none"> <li>○ KPO: 20 athletes and 1 alternate were selected to and competed at the CAGP</li> <li>○ KPO: 2 athletes made open finals (female pistol &amp; male rifle)</li> <li>○ KPO: one athlete medalled 2<sup>nd</sup> in the Men's Open Rifle event among international senior athletes</li> <li>○ KPO: of the 21 athletes, 6 medalled in their classes (2 gold, 2 silver, 2 bronze) amongst their peers</li> <li>○ KPO: 21 athletes formed peer/mentoring connections with senior National Team athletes</li> <li>○ KPO: 21 athletes, 3 NCCP Level 2 (or higher) coaches and 4 NCCP Level 1 coaches were provided sports medicine education in vision training and preventing injuries by qualified professionals in their fields</li> </ul>
B – Allow elite junior athletes the opportunity to compete amongst their peers to ramp-up for the Ontario Winter Games and start of their competitive season.	<b>This program has been completed.</b>	
C – Introduce junior athletes to the concept of sport sciences and sport medicine and how it can apply to our sport.		
D – Enhance the sport science and sport medicine information provided to elite junior athletes who attended the Senior Clinic.		
E – Introduce junior athletes to the concept of competing with a travelling coach who may not necessarily be their own coach.		
<b>ESTIMATED BUDGET:</b>		
<b>\$4,000.00</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – CAGP Match</b> <b>2 – OCS/Ministry re: funding</b> <b>3 – Athletes</b> <b>4 – Coaches/Managers attending OWGs</b>
<b>Alignment:</b> This program will align with and contribute to achievement of our Interim Goal of providing relevant high-level competition experience to our junior athletes. It also aligns with a proposed long term goal should our organization continue of increasing the exposure to all athletes and coaches to the concepts of incorporating sports medicine and sport sciences into our overall sport training profile which has been generally non-existent in the past.	

**SCHEDULE 2**  
**SENIOR TRAINING CAMP AS WARM-UP FOR 2014 COMPETITION SEASON**

<b>PROGRAM 2:</b>		
<b>Senior Training Camp as Warm-Up for 2014 Competition Season</b>		
<b>Program Description:</b>		
Provide a senior athlete training opportunity for elite athletes at the 2014 CAGP which will, among other things will be a training warm-up for the start of competition season.		
Within this training camp, the athletes will be exposed to advanced sports medicine and sports sciences developments of which many athletes have had little to no prior of such cutting-edge knowledge.		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Allow elite senior athletes the opportunity to compete amongst their peers to ramp-up for the start of their competitive season.	Delivered at the 2014 Canadian Airgun Grand Prix, International Plaza Hotel, Toronto February 14 – 16, 2014	Achievements included: <ul style="list-style-type: none"> <li>○ KPO: 10 athletes were selected to and competed at the CAGP</li> <li>○ KPO: 6 athletes made open finals (female &amp; male pistol and female &amp; male rifle)</li> <li>○ KPO: 2 podium medals among international senior athletes (Gold – Women's Open Pistol event and Bronze - Men's Open Pistol event)</li> <li>○ KPO: of the 10 athletes, 6 medalled in their classes (2 gold, 3 silver, 1 bronze) amongst their peers</li> <li>○ KPO: 10 athletes were provided sport specific education in mind training, vision assessment services and chiropractic assessments by qualified professionals in their fields</li> </ul>
B – Introduce those athletes with little to no prior exposure to the concept of sport sciences and sport medicine and how it can apply to our sport.	<b>This program has been completed.</b>	
C – Enhance and expand on the sport science and sport medicine information provided to elite athletes who attended the 2013 Camp Perry Training Camp.		
<b>ESTIMATED BUDGET:</b>		
<b>\$1,400.00</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b> <b>3 – SFC/Patrick Haynes for offering clinic</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – CAGP Match</b> <b>2 – OCS/Ministry re: funding</b> <b>3 – Athletes</b> <b>4 – Sport Medicine professionals</b>
<b>Alignment:</b> <p>This program will align with and contribute to achievement of our Interim Goal of providing relevant high-level competition experience to our senior athletes. It also aligns with a proposed long term goal should our organization continue of increasing the exposure to all athletes and coaches to the concepts of incorporating sports medicine and sport sciences into our overall sport training profile which has been generally non-existent in the past.</p> <p>This program also directly aligns with the NSO to provide relevant training opportunities to our National Team members.</p>	

**SCHEDULE 3  
DEVELOPMENT OF ONTARIO OFFICIALS**

<b>PROGRAM 3:</b>		
<b>Development of Ontario Officials</b>		
<b>Program Description:</b>		
Provide delivery of officials Local Level certification course at 2014 CAGP to widen availability of trained officials in Ontario.		
Provide delivery of officials Provincial Level certification course prior to the end of 2014 to widen depth of trained officials in Ontario with a view to offer a strong volunteer base in support of hosting 2015 PanAm Games.		
Conduct audit of certified officials in the Province of Ontario to create master contact list that includes names and certification levels.		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Delivery of Level A (Rifle) Official’s course during the CAGP for any interested Ontario stakeholders.	Delivered at the 2014 Canadian Airgun Grand Prix, International Plaza Hotel, Toronto February 14 – 16, 2014	Achievements included:  Achievements included:  <ul style="list-style-type: none"> <li>○ KPO: 8 stakeholders took and successfully passed the course to earn their Level A (Rifle) certification</li> <li>○ KPO: these 8 officials were from various Ontario clubs/regions and ranged in age from approx. 25 yrs. old to 65 yrs. old</li> <li>○ KPO: these new officials allows at least 4 clubs to facilitate local matches for athletes</li> <li>○ KPO: audit of all Ontario officials and their certification levels to be completed by December 31, 2014</li> <li>○ KPO: Level B course to be offered for each of rifle and pistol officials by end of December 2014</li> </ul>
B – Audit of all Ontario officials needs to be conducted to gauge our strengths and weaknesses within the province and to allow us to successfully plan more high-level matches, especially in light of the new PanAm facility.	This audit will be conducted and completed prior to the end of 2014 as we may need to pole our stakeholders as this information may be withheld by the current PSO Agent.	
C – Enhance and expand on our official’s training by offering ongoing Level A and B courses, when and where feasible throughout the province.	This will be an ongoing project and we hope to offer an upgrade course open to all current Level A (Rifle and Pistol) official’s at this year’s provincial competitions to allow some of our officials to be certified at Level B.	
<b>ESTIMATED BUDGET:</b>		
<b>\$300.00</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – CAGP Match</b> <b>2 – OCS/Ministry re: funding</b> <b>3 – Interested Stakeholders</b> <b>4 – Steven Spinney for teaching clinic</b>
<b>Alignment:</b> <p>This program will align with and contribute to achievement of our Interim Goal of providing official's courses to increase our compliment of Ontario officials and to alleviate the fact that the majority of our highest officials fall into the senior citizen category. It also aligns with a proposed long term goal should our organization continue of offering ongoing official's courses so that we may propagate the province of officials at all levels within the system to allow for more high-level matches.</p> <p>Unfortunately this does not fully align with the NSO's most recent cut-score match criteria that these matches require either one ISSF Level A Official or two ISSF Level B Officials to have such match sanctioned by the SFC as a cut-score match for National Teams. These officials certification levels must be sought directly through the NSO/ISSF purely on a self-funded basis which is very costly.</p>	



**SCHEDULE 4  
FACILITATE DELIVERY OF 2014 ONTARIO WINTER GAMES**

<b>PROGRAM 4:</b>		
<b>Facilitate Delivery of 2014 Ontario Winter Games</b>		
<b>Program Description:</b>		
Provide ongoing support to current PSO Agent to facilitate and deliver a valid and meaningful 2014 Ontario Winter Games to all involved stakeholders due to the admitted inability of current PSO Agent to do so independently.		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Deliver all necessary key information and liason with key organizers, including SAO Representatives, OWG Organizers, PSO Agent Rep and key match officials	Delivered at the 2014 Ontario Winter Games, Muskoka February 27 – March 1, 2014  Post-OWGs information provided as requested prior to March 28 <sup>th</sup> deadline.	Achievements included: <ul style="list-style-type: none"> <li>○ KPO: 20 athletes and 5 coaches were selected and participated in the Ontario Winter Games</li> <li>○ KPO: all 5 team managers were Level 1 coaches</li> <li>○ KPO: all 5 Regions had athletes on the podium</li> <li>○ KPO: # (example 6 records) Provincial records broken</li> <li>○ KPO: approx 10% increase in social media traffic on OWG's FB page specific to our sport</li> <li>○ KPO: 3 newspaper articles and 1 radio interview covering the Ontario shooters</li> <li>○ KPO: all SAO evaluation criteria were met</li> <li>○ KPO: this event was used as a preliminary identifier for 2015 Canada Games team</li> </ul>
B – Provide communication to all relevant stakeholders to ensure that all information required is gathered, event is organized and all necessary documentation is completed on or prior to deadlines provided.	<b>This program has been completed.</b>	
C – Attend on site to ensure that event runs smoothly and provide ongoing support to athletes, officials, coaches and managers, venue manager and sport venue volunteer.		
D. – Follow-up after event with all relevant stakeholders to provide all necessary post-event information including SAO Representatives, OWG Organizers and venue manager.		
<b>ESTIMATED BUDGET:</b>		
<b>\$0.00</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – 2014 Ontario Winter Games Organizing Committee</b> <b>2 – SAO/Ministry</b> <b>3 – Athletes</b> <b>4 – Coaches/Managers (all volunteers)</b> <b>5 – current PSO Agent</b>
<b>Alignment:</b> <p>This program aligns with and contributes to achievement of our Interim Goal of providing high-level competition and development of our junior provincial athletes and provides a good “travel experience” for those athletes who do not usually compete at destination matches. This event also serves as a preliminary identifier for the 2015 Canada Winter Games. In addition, it gives those involved as coaches and managers a chance to interact with athletes they might not otherwise have contact with and experience in managing personalities as well as providing those officials involved with more “range time” to hone their skills.</p>	

**SCHEDULE 5  
CREATION OF A CENTRALIZED ONTARIO COMMUNICATIONS HUB**

<b>PROGRAM 5:</b>		
<b>Creation of a Centralized Ontario Communications Hub</b>		
<b>Program Description:</b>		
<p>Creation of a centralized communications hub on Facebook with a possible Twitter feed and independent website accessible to all Ontario stakeholders which will be used to, among other things re-establish contact with those clubs and stakeholders that have been isolated by the current PSO Agent and for the dissemination of timely and relevant information equally to all Ontario stakeholders. We hope to begin implementation of same within the next three months with total completion by the end of 2014.</p>		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Audit of all Ontario clubs and their contact information.	{by December 2014}	<ul style="list-style-type: none"> <li>○ KPO: audit of all Ontario clubs/contacts to be completed by July 2014</li> <li>○ KPO: create website by December 31, 2014</li> <li>○ KPO: create FB page by December 31, 2014</li> <li>○ KPO: create Twitter feed by December 31, 2014</li> <li>○ KPO: link website/FB/Twitter to NSO by December 31, 2014</li> <li>○ KPO: audit number of clubs/users by January 31, 2015</li> <li>○ KPO: audit % website traffic by January 31, 2015</li> </ul>
B – Creation of Facebook page and/or website and possible Twitter feed to both that will serve as new communications hub for all Ontario stakeholders		
C – Once hub is established it should be populated with current information such as matches, officials and coaching clinics/information/networking, Quest for Gold information, nationals and cut-score information, information with respect to Team Ontario events such as Ontario Summer and Winter Games and Canada Winter Games and any and all current relevant information that requires to be communicated equally among all stakeholders.		
D. – This hub should also reflect other provincial and international matches that may be of interest to our stakeholders such as clinics and cut-score matches.		
<b>ESTIMATED BUDGET:</b>		
<b>\$0.00 - ?</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – CFO Ontario – club information</b> <b>2 – possible outside tech resource</b> <b>3 – all Ontario stakeholders</b> <b>4 – current Ontario stakeholders who have database and/or contact information for athletes/coaches/officials, etc.</b> <b>5 – current PSO Agent?</b>
<b>Alignment:</b> <p>This program aligns with and contributes to achievement of our Interim Goal of providing a reconnection of all Ontario stakeholders for the ongoing equal decimation of information which has been lacking in this province for several years. It will also bring together the rifle and pistol disciplines which have been kept relatively separate over the years which should only strengthen Team Ontario as each discipline’s athletes and their respective coaches and officials can now support one another.</p>	

**SCHEDULE 6  
FACILITATE DELIVERY OF 2014 ONTARIO SUMMER GAMES**

<b>PROGRAM 4:</b>		
<b>Facilitate Delivery of 2014 Ontario Summer Games</b>		
<b>Program Description:</b>		
Provide ongoing support to current PSO Agent to facilitate and deliver a valid and meaningful 2014 Ontario Winter Games to all involved stakeholders due to the admitted inability of current PSO Agent to do so independently.		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Deliver all necessary key information and liason with key organizers, including SAO Representatives, OWG Organizers, PSO Agent Rep and key match officials	Delivered at the 2014 Ontario Winter Games, Muskoka February 27 – March 1, 2014  Post-OWGs information provided as requested prior to March 28 <sup>th</sup> deadline.	Achievements included: <ul style="list-style-type: none"> <li>○ KPO: 20 athletes and 5 coaches were selected and participated in the Ontario Winter Games</li> <li>○ KPO: all 5 team managers were Level 1 coaches</li> <li>○ KPO: all 5 Regions had athletes on the podium</li> <li>○ KPO: # (example 6 records) Provincial records broken</li> <li>○ KPO: approx 10% increase in social media traffic on OWG's FB page specific to our sport</li> <li>○ KPO: 3 newspaper articles and 1 radio interview covering the Ontario shooters</li> <li>○ KPO: all SAO evaluation criteria were met</li> <li>○ KPO: this event was used as a preliminary identifier for 2015 Canada Games team</li> </ul>
B – Provide communication to all relevant stakeholders to ensure that all information required is gathered, event is organized and all necessary documentation is completed on or prior to deadlines provided.	<b>This program has been completed.</b>	
C – Attend on site to ensure that event runs smoothly and provide ongoing support to athletes, officials, coaches and managers, venue manager and sport venue volunteer.		
D. – Follow-up after event with all relevant stakeholders to provide all necessary post-event information including SAO Representatives, OWG Organizers and venue manager.		
<b>ESTIMATED BUDGET:</b>		
<b>\$0.00</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – 2014 Ontario Winter Games Organizing Committee</b> <b>2 – SAO/Ministry</b> <b>3 – Athletes</b> <b>4 – Coaches/Managers (all volunteers)</b> <b>5 – current PSO Agent</b>
<b>Alignment:</b> <p>This program aligns with and contributes to achievement of our Interim Goal of providing high-level competition and development of our junior provincial athletes and provides a good “travel experience” for those athletes who do not usually compete at destination matches. This event also serves as a preliminary identifier for the 2015 Canada Winter Games. In addition, it gives those involved as coaches and managers a chance to interact with athletes they might not otherwise have contact with and experience in managing personalities as well as providing those officials involved with more “range time” to hone their skills.</p>	

**SCHEDULE 7**  
**2015 ONTARIO HANDGUN PROVINCIAL CHAMPIONSHIPS**

<b>Program Name (and number)</b>  (e.g. "Program 1.1 Develop a .....")		
<b>Program Description:</b>  20 – 25 words... or just a short paragraph  (e.g. This program will be ..... It will include ..... etc etc )		
<b>Key Milestones</b>  (add more rows if you need more than 5 steps)	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>  (What will be achieved at the end of this program)
A		
B		
C		
D		
E		
<b>ESTIMATED BUDGET:</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver – (person(s) who has primary responsibility)</b>	<b>Other stakeholders necessary for effective implementation</b>
<b>1</b>	<b>1</b>
<b>2</b>	<b>2</b>
	<b>3</b>
	<b>4</b>
<b>Alignment:</b>	
<b>(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # x and Short Term Goals # xx and yy</b>	
<b>(EXTERNAL)... describe any areas where this needs to align with other programs outside your organization (eg NSO, CSI, COC/CPC, other organizations)</b>	



**SCHEDULE 8**  
**FACILITATE DELIVERY OF 2015 TEAM ONTARIO TO COMPETE AT CANADA WINTER GAMES (PRINCE GEORGE, B.C.)**

<b>PROGRAM 4:</b>		
<b>Facilitate Delivery of 2015 Team Ontario to compete at Canada Winter Games (Prince George, B.C.)</b>		
<b>Program Description:</b>		
Provide ongoing support to current PSO Agent to facilitate and deliver a valid and meaningful 2014 Ontario Winter Games to all involved stakeholders due to the admitted inability of current PSO Agent to do so independently.		
<b>Key Milestones</b>	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>
A – Deliver all necessary key information and liason with key organizers, including SAO Representatives, OWG Organizers, PSO Agent Rep and key match officials	Delivered at the 2014 Ontario Winter Games, Muskoka February 27 – March 1, 2014  Post-OWGs information provided as requested prior to March 28 <sup>th</sup> deadline.	Achievements included: <ul style="list-style-type: none"> <li>○ KPO: 20 athletes and 5 coaches were selected and participated in the Ontario Winter Games</li> <li>○ KPO: all 5 team managers were Level 1 coaches</li> <li>○ KPO: all 5 Regions had athletes on the podium</li> <li>○ KPO: # (example 6 records) Provincial records broken</li> <li>○ KPO: approx 10% increase in social media traffic on OWG's FB page specific to our sport</li> <li>○ KPO: 3 newspaper articles and 1 radio interview covering the Ontario shooters</li> <li>○ KPO: all SAO evaluation criteria were met</li> <li>○ KPO: this event was used as a preliminary identifier for 2015 Canada Games team</li> </ul>
B – Provide communication to all relevant stakeholders to ensure that all information required is gathered, event is organized and all necessary documentation is completed on or prior to deadlines provided.	<b>This program has been completed.</b>	
C – Attend on site to ensure that event runs smoothly and provide ongoing support to athletes, officials, coaches and managers, venue manager and sport venue volunteer.		
D. – Follow-up after event with all relevant stakeholders to provide all necessary post-event information including SAO Representatives, OWG Organizers and venue manager.		
<b>ESTIMATED BUDGET:</b>		

\$0.00	
KEY STAKEHOLDERS/ACCOUNTABILITIES	
<b>Key Driver –</b> <b>1 – ONTarget Committee</b> <b>2 – Ontario Council of Shooters</b>	<b>Other stakeholders necessary for effective implementation</b> <b>1 – 2014 Ontario Winter Games Organizing Committee</b> <b>2 – SAO/Ministry</b> <b>3 – Athletes</b> <b>4 – Coaches/Managers (all volunteers)</b> <b>5 – current PSO Agent</b>
<b>Alignment:</b> <p>This program aligns with and contributes to achievement of our Interim Goal of providing high-level competition and development of our junior provincial athletes and provides a good “travel experience” for those athletes who do not usually compete at destination matches. This event also serves as a preliminary identifier for the 2015 Canada Winter Games. In addition, it gives those involved as coaches and managers a chance to interact with athletes they might not otherwise have contact with and experience in managing personalities as well as providing those officials involved with more “range time” to hone their skills.</p>	

**SCHEDULE 9  
INCORPORATION AND ORGANIZATION OF ONTARGET: RIFLE AND PISTOL  
ALLIANCE**

<b>Program Name (and number)</b>  (e.g. "Program 1.1 Develop a .....")		
<b>Program Description:</b>  20 – 25 words... or just a short paragraph  (e.g. This program will be ..... It will include ..... etc etc )		
<b>Key Milestones</b>  (add more rows if you need more than 5 steps)	<b>Expected Date</b>	<b>Key (FINAL) Performance Outcome (KPO)</b>  (What will be achieved at the end of this program)
A		
B		
C		
D		
E		
<b>ESTIMATED BUDGET:</b>		

<b>KEY STAKEHOLDERS/ACCOUNTABILITIES</b>	
<b>Key Driver – (person(s) who has primary responsibility)</b>	<b>Other stakeholders necessary for effective implementation</b>
<b>1</b>	<b>1</b>
<b>2</b>	<b>2</b>
	<b>3</b>
	<b>4</b>
<b>Alignment:</b>	
<b>(INTERNAL) This program will align with and contribute to achievement of Long Term Goal # x and Short Term Goals # xx and yy</b>	
<b>(EXTERNAL)... describe any areas where this needs to align with other programs outside your organization (eg NSO, CSI, COC/CPC, other organizations)</b>	