

BIATHLON ONTARIO

2025 - 2029

STRATEGIC PLAN

**Biathlon Ontario recognizes the support of the Government of Ontario,
Ministry of Sport**





OUR HISTORY

Biathlon Ontario, the official governing body for biathlon in the province, is a not-for-profit organization recognized by the Ministry of Sport (Government of Ontario). For over 35 years, we have been dedicated to developing and supporting athletes, coaches, and officials at all levels. Through comprehensive training programs, competitive opportunities, and clear pathways to national and international success, we foster the next generation of biathletes. Committed to excellence and community engagement, Biathlon Ontario continues to grow the sport, inspire future champions, and strengthen

the biathlon community across the province.

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LAND ACKNOWLEDGMENT

Biathlon Ontario acknowledges that the land on which we operate is the traditional territory of many Indigenous Nations. We recognize and respect the enduring presence and stewardship of the Anishinaabe, Haudenosaunee, Wendat, and Métis peoples, and First Nations and Inuit whose territories are found across Ontario.

MESSAGE FROM THE BOARD OF BIATHLON ONTARIO

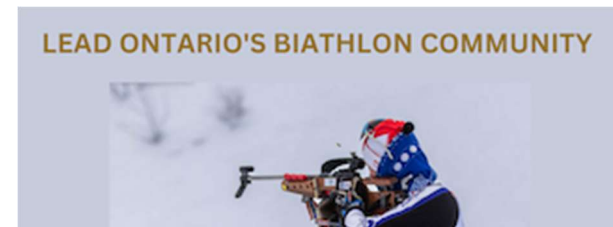
Biathlon Ontario proudly presents our 2025-2029 Strategic Plan to guide our community towards an even stronger, more inclusive, and sustainable future.

Building on past successes and in collaboration with our many stakeholders — including athletes, clubs, volunteers, coaches, parents, and partners such as the Cadets — we aim to expand our sport and create lasting opportunities for all members of our community. From Biathlon Bears to podium success, and from grassroots leadership to technical development, our plan supports growth and excellence across every level of biathlon in Canada's most populated province.

We thank our membership who contributed ideas and insights to this Plan via a community-wide survey and meetings. We also thank the people of Ontario as well as the Government of Ontario's Ministry of Sport for their invaluable support which is an essential contribution to the growth and success of our exciting sport.

Respectfully, your proud volunteer board:

Dan Denief, President
Daniel Guay, VP Finance
Jonathan Wright, VP Corporate
Peter Niedre, VP Technical
Tim Harman, Director at large
Chris Bartlett, Director at large
Karen Penrose, Past VP Finance



BIATHLON ONTARIO'S VISION

*Lead Ontario's Biathlon community,
rooted in respect, growth and excellence.*

BIATHLON ONTARIO'S MISSION

Through collaboration, innovation, and strategic partnerships with clubs and allies, Biathlon Ontario will drive the growth of biathlon in Ontario, inspiring lifelong participation and achievement in our sport—provincially, nationally and on the world stage. We cultivate a strong, inclusive community of athletes of all abilities, coaches, officials and volunteers who prioritize safety, development, enjoyment, and excellence.

OUR VALUES

As a **volunteer-driven, members-based** provincial sport organization, Biathlon Ontario prioritizes:

- **Excellence**

Through an **athlete-centred** approach, we inspire and empower biathletes, coaches, officials, and **volunteers** to **excel**.

- **Community and collaboration**

Our strength lies in the vibrant **community** we've built together in Ontario. We honour and celebrate every individual who helps create a **safe, inclusive** and **collaborative** environment where athletes of all ages can engage, have **fun** and **excel** in biathlon.

- **Lifelong learning and resilience**

Biathlon fosters perseverance, critical thinking, and the confidence to overcome challenges—empowering participants to **grow** as athletes, leaders, and **resilient** contributors to their communities both within and beyond sport.

SPORT AND CULTURE AND ENVIRONMENT

Biathlon Ontario operates within a complex and evolving environment shaped by Ontario's vast geography, economic realities, and changing climate. As a dynamic sport that combines skiing and marksmanship, biathlon relies on a dedicated and inclusive community committed to athlete development and grassroots growth.

However, several challenges persist. These include equipment costs, limited access to training facilities, a post-pandemic recovery in membership, and the financial and logistical burden of travel across Ontario's large geography. The lack of synergy between biathlon training facilities and post-secondary institutions also contributes to athlete attrition, as many young athletes leave the province to pursue education and competitive opportunities elsewhere.

External pressures—such as uncertain government funding, economic fluctuations, firearm regulations, and the trend toward more optical rifles—continue to shape the sport's landscape. Environmental issues, notably declining snowfall, demand adaptive strategies to maintain access to training and competition venues, often at increased cost.

Despite these challenges, there are significant opportunities. Strengthening partnerships with Nordic ski clubs, Cadet programs, and other sport organizations can expand access and support. Technological innovations like Ecoaims systems, as well as IBU and Biathlon Canada Ecoaims program opportunities, lower barriers to entry and align with the sport's future direction. Raising biathlon's profile through media, targeted outreach, and grassroots initiatives will be essential to growing participation and public awareness.

International models, such as Norway's community-based approach and strong athlete pathways, offer valuable lessons that can be adapted to Ontario's context. At the heart of Biathlon Ontario's incredible success is a passionate community—volunteers, coaches, officials, and a committed board—who tirelessly support the sport's development.

Biathlon Ontario must continue to diversify funding (e.g., alumni engagement), improve accessibility, and foster ever stronger community connections. **Feedback from across the province confirms one thing: when people try biathlon, they think it's awesome.**

OUR FOUR STRATEGIC IMPERATIVES FOR 2025- 2029



EXCELLENCE & DEVELOPMENT Prioritize ATHLETES and the development of coaches, officials, clubs and those who support athlete excellence.	COMMUNITY & COLLABORATION Cultivate and establish PARTNERSHIP opportunities to increase funds available and strengthen collaboration with other like-minded organizations to support a greater and more sustainable community and excellence.	GROWTH & SUSTAINABILITY Strive to increase MEMBERSHIP across Ontario by reducing barriers, either financial, logistical, or other.	VOLUNTEERISM & SUPPORT Celebrate VOLUNTEERS, and foster their recruitment, retention and professional development.
Desired outcome: • A culture of continuous improvement, measurable performance, and long-term athlete development • within a safe, professional, and excellence-driven sport environment	Desired outcome: • Develop a financially sustainable community • built on mutually beneficial partnerships, stakeholder collaboration, cooperation with funding organizations and corporate sponsorships, expanded inter-sport relationships and government engagement to grow biathlon's visibility and participation	Desired outcome: • Increased membership and participation to further build an accessible, resilient biathlon community across all regions of Ontario	Desired outcome: • A fun, leadership-building environment that attracts and retains volunteers • through ongoing volunteer engagement with enhanced communication, meaningful recognition, and targeted development

Who/What Biathlon Ontario prioritizes to achieve above Strategic Imperative: • athlete development • continued investment in performance (athletes) through quest for gold • building / expanding racing in Ontario and regions (.22 & Ecoaims) • coach development - all contexts • officials • club development and mentorship • Provincial team Identification and operations / projects	Who/What Biathlon Ontario prioritizes to achieve above Strategic Imperative: • Biathlon Canada synergies and opportunities • Nordic / x-country clubs and other like minded organizations • Cross Country Ontario • Other intersport / interprovincial - US cooperation (MB, QC, VT, NY, MN, WI, ME...) • Cadets • Government of Ont. • municipalities • schools & OFSAA • alumni • Universities & Colleges • Indigenous groups • OLY/PLY communities • Invictus Games • Canadian Sport Institute Ontario • RBC Training Ground • Corporate sponsors / funding organizations (eg: OTF, CDN Tire Jumpstart Grants (via info support to clubs & parents))	Who/What Biathlon Ontario prioritizes to achieve above Strategic Imperative: • increase membership annually • coach and official recruitment, and mentorship • athlete recruitment & retention (transition to .22) • para opportunities/ cooperation • part-time staff person to support Biathlon Ontario • Support purchase of Ecoaims or .22 rifles into clubs to reduce initial entry point barriers.	Who/What Biathlon Ontario prioritizes to achieve above Strategic Imperative: • development opportunities both internal and external • recognition & awards (volunteers, coach) • regular communication through social media (FB, IG), newsletters • increased visibility - banners, posters, public affairs, promotion at events • opportunities for volunteers roles • at races - quick intro to officiating at a race - bring into races as they approach • support to parents - info for new parents to the sport
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KEY PERFORMANCE INDICATORS FOR 2025-2029

- Prioritize **EXCELLENCE & DEVELOPMENT** by achieving a top 3 PSO ranking at Nationals, increasing (measurable) athlete progression, expanding their opportunities and improving athlete satisfaction in key areas -- as well as strengthening coaching and officiating pathways, benchmarking club best practices, and advancing Biathlon Ontario standards and Safe Sport compliance.
- Seize opportunities for **COMMUNITY & COLLABORATION** by supporting the growth of clubs through resource sharing and grant support, initiating formal outreach with Cadet leadership to re-engage youth, fostering inter-sport collaboration with Cross organizations like Country Ski Ontario, identifying sponsorship prospects (corporate and other) to drive annual funding growth, applying for a minimum of 2 government grants annually to boost membership, and increasing engagement with the Government of Ontario's Ministry of Sport (through outreach and strategic advocacy).
- Increase membership for **GROWTH & SUSTAINABILITY** by growing athlete and supporter enrolment year over year, expanding reach into underrepresented regions and groups (including athletes with a disability), reducing financial and logistical barriers with entry-level initiatives, and maintaining strong retention of athletes, coaches, and officials through clear development pathways and ongoing engagement.
- Celebrate **VOLUNTEERISM & SUPPORT** development by publishing 4 newsletters annually and increasing social media output with a target engagement rate of 10% and follower growth (current is FB 600, IG 351), delivering volunteer development sessions including Safe Sport training, securing traditional media features to enhance visibility, encouraging strong member participation at the AGM with full club representation, recognizing volunteers through year-

end acknowledgements and award nominations, and conducting an annual volunteer satisfaction survey to inform future development efforts.

PHASE 1

Activation (activities and projects) for 2025 and 2026 to achieve our desired outcomes

STRATEGIC IMPERATIVE		ACTIVITIES & PROJECTS	DETAILS	TIME-LINES	PERFORMANCE METRICS
EXCELLENCE & DEVELOPMENT	1	Biathlon Ontario Training Camps	Host/support 2 Biathlon Ontario dryland training camps for athlete development	2025-2026	≥80% athlete satisfaction 30+ athlete attendance per camp
	2	Biathlon Ontario Races	Athlete development opportunities: 2 Ontario Cups (Biathlon Ontario funded) 2026 Ontario Winter Games *see note - promote smaller regional Ecoaims races	2026 (OWG)	- Minimum 3 events held 75 total participants - feedback survey completed - Biathlon Ontario fills all quota spots at OWG
	3	Club Onboarding and Mentorship Program	- Outreach to onboard 2 new clubs into Biathlon Ontario community - Send a coach/board member/builder to support a small or young club's leadership/coaching/development	2025-2026	- Minimum 2 clubs mentored - initial engagement sessions completed - follow-up report - Outreach to Biathlon Canada to optimize resources and expertise.

STRATEGIC IMPERATIVE		ACTIVITIES & PROJECTS	DETAILS	TIME-LINES	PERFORMANCE METRICS
	4	Host NCCP coach Workshops	- Host/Fund or support 2 community coach workshops - Host/Fund or support 1 Competition Introduction workshop	2025-2026	2 workshops held 1 workshop completed 75% satisfaction from attendees
	5	Coach Support for National Events	Funding for coaches to attend National Team Trials and National Championships (objective to support athletes and development)	2025-2026	- Support provided to ≥ 4 coaches. 1. Clarity on which coaches. 2. timeliness of funding. (brief) post-event evaluations completed
	6	Ecoaims Technical Package	Create a technical package for Ontario for hosting Ecoaims races.		- The Completed technical package is used by host clubs, and OWG organizing committee. - Work with Biathlon Canada Sport Development Manager and resources such as <i>How to use Laser Rifles</i>, etc.
COMMUNITY & COLLABORATION	7	Alignment with Biathlon Canada	Attendance at Biathlon Canada Townhalls, AGM, etc.	2025 - 2026	- Ensure Ontario representation on Performance Collaboration Team meetings - Biathlon Canada Stakeholder Annual and quarterly Meetings - Sync when possible for national consistency

STRATEGIC IMPERATIVE		ACTIVITIES & PROJECTS	DETAILS	TIME-LINES	PERFORMANCE METRICS
	8	RBC Training Grounds Presence	Ensure Biathlon Ontario presence at 2026 RBC Training Grounds events in Ontario in proximity to clubs. https://rbctrainingground.ca/schedule/#ontario	2026	- Participation in at least 2 RBC Training Ground with Biathlon Ontario branding (athletes and coaches in t-shirt or cap, tbc. Ensure event branding is respected) 10+ athletes represented
	9	Increased branding and visibility	- create large banners or flags for events - create downloadable promotional poster templates	2025-2026	2 banners - downloadable Biathlon Ontario poster promo for clubs
	10	Para athlete awareness	Host a <i>Becoming Para Ready</i> webinar with guest speaker	2025-2026 resource pers.: John (Arrowhead)	- resources: ParaSport® Ontario https://parasportontario.ca/clubs/kenora-nordic-biathlon-club and https://paralympic.ca/sport/para-nordic-skiing/ - email to all clubs and members - highlight in newsletter, on social - Ministry of accessibility Directorate (inform them)
GROWTH & SUSTAINABILITY	11	Funding support for equipment	Biathlon Ontario to allocate laser / Ecoaims rifles from Biathlon Canada to clubs.	2025-2026	\$X in funding distributed 5+ clubs supported

STRATEGIC IMPERATIVE		ACTIVITIES & PROJECTS	DETAILS	TIME-LINES	PERFORMANCE METRICS
			Biathlon Ontario will explore Trillium grant		
VOLUNTEERISM & SUPPORT	12	Policy Updates	- Review Biathlon Ontario policies. - Revise and align Safesport policies with Biathlon Canada, and province of Ontario. https://www.biathloncanada.ca/about	2025-2026	- All key policies reviewed and updated - published on website - Highlight news of Safe Sport policy update on social media - Work with Biathlon Canada for access to updated policies (<i>Safe Sport Policies</i> available soon, etc.)
	13	Officials Training (& mentorship)	2 training sessions: Beginner & Advanced levels (all virtual). - Includes mentorship opportunity at OWG.	2026 (OWG)	- New officials trained 80% certification success rate
	14	Volunteer Training for parents	Make a resource available for clubs to support the development of volunteers.	2026	- Find a Biathlon 101 resource (Biathlon Canada?) i.e. https://youtu.be/MI8VmgSQcC?si=BI5-W0r7IEpPHWC (length 10 mins) or Cdn source. - Promoted online or in bulletin as basic level info for parents who are often at events with time and little to no knowledge about biathlon (specifically). - Share Safesport webinar with this group as well (via email, social media, etc)

STRATEGIC IMPERATIVE		ACTIVITIES & PROJECTS	DETAILS	TIME-LINES	PERFORMANCE METRICS
					(later) a Biathlon Board to be displayed at events - intro info on biathlon.
	15	Recognition Program	Awards for coaches, athletes, volunteers, and officials.	2025-2026	Annual recognition completed at AGM