

JUDO ALBERTA STRATEGIC PLAN

2018-2022



**judo
alberta**

THE ALBERTA KODOKAN BLACK BELT ASSOCIATION

Contents

- Introduction 2
- The plan..... 2
- Mission..... 2
- Vision..... 2
- Core Values 3
- Organizational Structure..... 4
- Priorities..... 5
- Priorities & Core Strategies..... 6
 - Provincial Association Capacity, Growth and Diversity 6
 - Recreational Participation and Development..... 6
 - High Performance Athlete Development and Achievement 6
 - Referee Development..... 6
 - Coach Development..... 7
- Alignment with Active Alberta, the Canadian Sport Policy and Active Canada 20/20 8
- Strategic Goals, Objectives, Tactics & Performance Indicators..... 8
- Strategic Goals, Objectives & Tactics..... 9
 - Provincial Association Capacity & Growth 9
 - Recreational Participation & Development 10
 - High Performance Athlete Development & Achievement..... 11
 - Referee Development & Growth 12
 - Coach Certification & Achievement..... 12
- Performance Indicators & Timeline 13
- Committee Performance Indicators & Timeline 14
- SWOT 17
 - Finance 17
 - Administration 17
 - Governance..... 18

Introduction

The Alberta Kodokan Black Belt Association, more commonly referred to as Judo Alberta, is a non-profit Provincial Sport Organization (PSO) registered in the province of Alberta. Judo Alberta is the governing body for the sport of Judo in Alberta, and is an affiliated member of Judo Canada.

The sporting landscape in Canada has changed immensely with the adoption and implementation of the Long Term Athlete Development (LTAD) model, the renewal of the Canadian Sport Policy (CSP) 2012, and the release of the Active Alberta and Active 20/20 policies. In Alberta, there has been increased competition for people's leisure dollars as there are a wide variety of recreational and competitive sporting opportunities available to choose from. Judo Alberta provides opportunities at all levels of development for athletes, coaches and officials through grassroots, recreational and competitive based programs, coordinated through dedicated community clubs representing all eight (8) zones in the province.

The plan

The Strategic Plan for Judo Alberta was created by the Board of Governors and professional staff with consultation of the member clubs across the province. It provides a five (5) year pathway for program development, service enhancement, and organizational growth, which compliments the policies and funding guidelines of our stakeholders. Through a comprehensive environmental scan and analysis of the organization, Judo Alberta was able to assess both the challenges and opportunities that may arise in the foreseeable future, and is reflected in the existing document. As this plan is organic in nature – meaning that it will always be subject to a changing marketplace – it will be reviewed by the Executive Committee and by the Board of Governors annually.

Mission

Our mission is to promote the principles and teachings of the sport of Kodokan judo to all levels in all parts of Alberta.

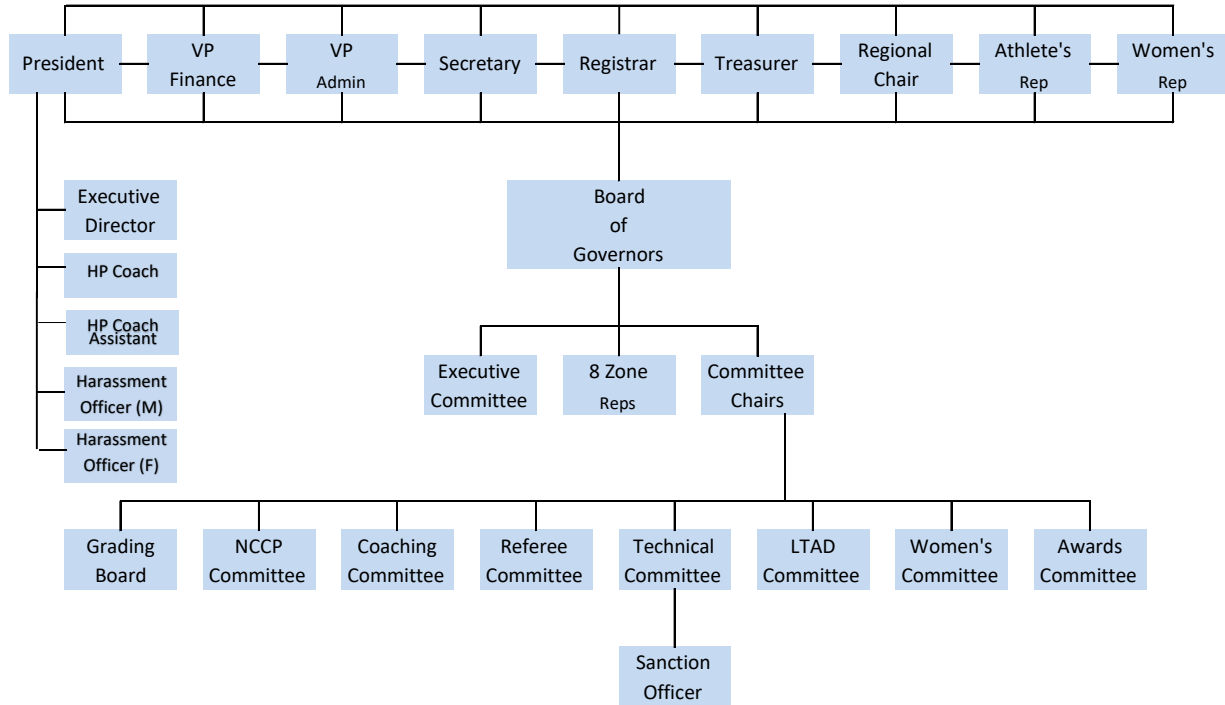
Vision

Judo Alberta will be recognized as the leader in growth and development of martial arts across the Province and Canada.

Core Values

<i>Integrity.</i>	<ul style="list-style-type: none">•We value integrity throughout our organization. We strive to be an ethically based Provincial Sport Organization that is honest and inclusive in all of our practices and relationships.
<i>Leadership.</i>	<ul style="list-style-type: none">•We value leadership at all levels of our organization. Through creative, passionate and inspired people, we endeavor to create an organization with big picture thinking and endless possibilities.
<i>Respect.</i>	<ul style="list-style-type: none">•We value respect and creating a culture of meaningful relationships that is embraced by dedicated members, volunteers and staff.
<i>Excellence.</i>	<ul style="list-style-type: none">•We value excellence in all that we do. The organization is committed to meeting and exceeding the expectations of our members.
<i>Volunteerism.</i>	<ul style="list-style-type: none">•We value the spirit of volunteerism. The organization has been built through loyal and dedicated volunteers since 1960, and the strength of this value continues to this day.

Organizational Structure



Priorities



Priorities & Core Strategies

Provincial Association Capacity, Growth and Diversity

Position Judo Alberta to be the preferred martial arts activity for Albertans. This will be accomplished through an emphasis in building organizational capacity through:

- **People Development**-Grow our membership;
- **Sound Financial Planning and Development**-Provides strong leadership that ensures sustainability, accountability, and strong operational and financial planning;
- **Member Services**-Enhances the level of service to our membership through a comprehensive set of programs provided by our dedicated volunteer and professional staff.
- **Governance**-Ensures that excellent governance is maintained through managing fiduciary duties, policy creation and review, and putting the future of the organization as the foremost responsibility of the Executive Committee and Board of Directors;
- **Community Engagement**-Expansion of programs offered in an effort to diversify our membership base and level of services offered through our programs (eg., pre-judo, school programs, etc.)
- **Marketing and Communication**: To provide strategic communications through social media to help our Judo community and support the goals of our membership;
- **Partnerships**: Develop partnerships with all levels of government/municipalities, other sport organizations, service providers, and businesses;

Recreational Participation and Development

Provide recreational and developmental opportunities that promote participants of varying skills and abilities and that encourage continued involvement in judo. This will be accomplished through program alignment such as:

- Existing programs are reviewed and improved to meet the needs of our athletes;
- New programs are developed and created in innovative ways that stimulate participation;
- Pathways are created for athlete development into the school system through after-school programs, school visits, or other innovative means;
- Increasing minority participation in Judo;
- Increase participation in Judo by the number of supporting structures and programs that will enhance participation;

High Performance Athlete Development and Achievement

Enhance the development of our High Performance athletes in training and in competition. Ensure a sustainable level of performance and achievement nationally and internationally. This will be accomplished through programs that:

- Encourage athletes to participate at provincial/national/international Training camps for continuous development;
- HP Coach runs regional training camps in Edmonton and Calgary area to provide direction for the provincial team and coaches in these areas. The regional training camps are opportunities for the HP coach to scout potential HP athletes and work with their coaches.

- *The Regional Trainings are opportunities for the HP coach to scout potential HP athletes and work with their coaches.*
- *HP Coach works with club coaches on individualized plans for our top athletes across the province*
- *The Judo HP programs helps clubs develop off mat training programs*
- *HP Coach provides clubs / coaches with regular information and updates regarding the provincial program and areas of improvement*
- *HP Coach & Coach Committee develop a provincial year plan that focuses on provincial, national and international development.*

Referee Development

Grow our referee program through ongoing training, professional development and a commitment to excellence. This will be accomplished through:

- *Creation of referee development program that clearly outlines criteria and progression for our referees to move onto the next certification level offered;*
- *Establishment of a referee recruitment program and a strategic promotional plan in an effort to increase the number of total referees by 5-10% per year;*
- *Increasing the number of new referees certified by 10% each year;*
- *Surveying our referees that are both current and those that have stepped down in an effort to better understand and mitigate retention challenges.*

Coach Development

Develop and retain highly qualified and ethical coaches that are engaged, passionate and dedicated to enhancing the quality of experience for all members regardless of level of ability. This will be accomplished through a renewed focus in coaching development that:

- *Creates mentorship programs for coaches to better prepare for instructing judo in the community level clubs;*
- *Increase the number of professional development clinics in a judo season that continues to develop and inspire our coaches with new ideas, drills, training programs and techniques;*
- *Develop standardized lesson plans (packages of 20 that show proper introduction and progression of skill development) for respective age groups.*
- *Provide support and qualified coaches for younger athletes to ensure that LTAD principles are being taught in a safe, inclusive environment that sets up Alberta athletes for future High Performance success;*

Alignment with Active Alberta, the Canadian Sport Policy and Active Canada 20/20

The Judo Alberta Strategic Plan is only one part of a network of policies, frameworks, funding partnerships, and stakeholder relations within the Province of Alberta and across Canada. Where applicable, influence for this plan reflects our various connections to Active Alberta, the Canadian Sport Policy and Active Canada 20/20. While not every aspect of these policies and frameworks is important to the business of Judo Alberta, there is a profound connection to the future success and long term sustainability of our Provincial Sport Organization and working with other Canadian agencies with similar vision, goals, and resources.

Strategic Goals, Objectives, Tactics & Performance Indicators

Judo Alberta has outlined various goals, objectives tactics and performance indicators to assist with the implementation of this plan over the next five (5) years. There is an understanding these measures are fluid, as this plan is a living, breathing document.

The performance measures outlined for each committee will be reviewed and revised annually at the Board of Governors Planning Meeting. These measures support the over-arching objectives of this strategic plan at a micro level.

Strategic Goals, Objectives & Tactics

Provincial Association Capacity & Growth

Objectives	Tactics
<p>Membership Growth</p> <ul style="list-style-type: none"> Grow membership to 2000 members by 2022 	<ul style="list-style-type: none"> Creation of a comprehensive promotional strategy for clubs to recruit new members Creation of a “Come Try Judo” or “Open House” type program to have members of the community come out and try out the sport before they sign up A minimum of four (4) school visits per year by Judo Alberta representatives A “Judo Alberta” host table at the Edmonton International Judo Championships with information on the sport or Judo, flyers, promotional materials, and business cards to better utilize the spectator traffic at West Edmonton Mall
<p>Increase Number of Paid Professional Staff</p> <p>Have:</p> <ul style="list-style-type: none"> One (1) full-time Executive Director, One (1) full-time High Performance Coach, and A minimum of one (1) support staff (eg. Membership Services Coordinator; Program Coordinator; Assistant HP Coach) by 2022 	<ul style="list-style-type: none"> Hire staff as necessary to reflect increases in membership to better serve our constituents Evaluate all job descriptions of paid professional staff to minimize volunteer burnout and place proper workload and tasks on office staff rather than on volunteers
<p>Conduct Needs Assessment of Membership</p> <ul style="list-style-type: none"> Conduct a needs assessment of our membership via survey to determine if: 1) current needs of the membership are being met; 2) prioritize tasks and reporting to reflect existing needs; and 3) anticipate future needs by identifying gaps in programming and service. 	<ul style="list-style-type: none"> Create a focus group to gain feedback for questionnaire direction Create a questionnaire for distribution to membership during the 2017-18 season Conduct questionnaire and evaluate results upon the completion of the 2017-18 season for discussion at the 2018 Board of Governors Planning Meeting

Complete a Review of the Judo Alberta Governance Structure Complete a full review of the Judo Alberta governance structure to ensure that fiduciary duties are being met, that the current structure meets and/or exceeds all requirements under the Societies Act, and to streamline positions and roles for more efficient and effective use of our volunteers	<ul style="list-style-type: none"> Review and evaluate all volunteer job descriptions and compare with actual jobs and tasks to ensure continuity in roles
	<ul style="list-style-type: none"> Maintain succession planning for turnover in volunteer board positions Create procedures for key activities within roles through file sharing (eg. Dropbox)

Recreational Participation & Development

Objectives	Tactics
Evaluation of Existing Programs Conduct a review of existing programs that are targeted for recreational judoka that promote participation and lifelong opportunities in judo.	<ul style="list-style-type: none"> Evaluate existing programs to ensure that they are meeting the needs of current members
	<ul style="list-style-type: none"> Create a targeted strategy to encourage participation by recreational athletes.
Increase Female Participation in Judo	<ul style="list-style-type: none"> Identify needs and develop a strategy that encourages increased participation by females
	<ul style="list-style-type: none"> Continue to build on the success of the Female Training Camp & Sleepover with additional marketing and financial support from the community
	<ul style="list-style-type: none">
Introduce judo to schools (eg. during or after school programs)	<ul style="list-style-type: none"> Mentor coaches to establish commercial judo activity with school. Education to teach judo in school and to retain them in our sport
Communication releases about Judo events, like tournament and training camp information, selections or athlete medalists.	<ul style="list-style-type: none"> Increase communications through social media platforms.

High Performance Athlete Development & Achievement

Objectives	Tactics
<ul style="list-style-type: none"> • Increase communications and interactions between club coaches and provincial coaches • Increase communications between club coaches and athletes • Increase communication between provincial coaching staff and the National coaching staff • Increase communication between provincial coaching staff and athletes. 	<ul style="list-style-type: none"> • Develop yearly plan for club coach development / involvement. • Share / discuss plans during training camps or coaches retreat. • Develop tools for communications (webinars, DVDs, training documents) • Get post competition reports from the National Coaches for international tournaments. • Provide feedback to the National Coaches on our athletes training at the NTC. • Hold annual Coaches Retreat/symposium to develop coaching skills for club coaches.
<ul style="list-style-type: none"> • Improve club coach skills for competitive training 	<ul style="list-style-type: none"> • Develop mentoring program for club coaches or shared learning groups. •
<ul style="list-style-type: none"> • Provide feedback to club coaches about their athletes. 	<ul style="list-style-type: none"> • Continue to send feedback to club coaches after major tournaments • Develop report cards for athlete feedback.
<ul style="list-style-type: none"> • Provide different feedback from different coaches to club about athletes. 	<ul style="list-style-type: none"> • Spread-out the coaching; (not coach club has to always coach their athletes), more different feedback
<ul style="list-style-type: none"> • Increase interactions between provincial coaches and out of province athletes 	<ul style="list-style-type: none"> • Send provincial coach to National Training camps to supervise them and keep contact with them. • Work with National trainers/coaches to develop/collaborate on the athletes' programs. • Contact with the Trainer of National center about our athletes.

Referee Development & Growth

Objectives	Tactics
<ul style="list-style-type: none"> Increase the number of provincial level referees 	<ul style="list-style-type: none"> Host regional referee sessions.
	<ul style="list-style-type: none"> Encourage U18/21 athletes to referee at regional competitions. Create a referee mentorship program.
	<ul style="list-style-type: none"> Pull referees from the retired athlete profile.
	<ul style="list-style-type: none"> Develop a strategy to financially compensate referees.
<ul style="list-style-type: none"> Increase the number of national level referees in the province 	<ul style="list-style-type: none"> Send provincial referees to out of province tournaments for exposure.
	<ul style="list-style-type: none"> Promote refereeing as a way to stay in the sport. Use the referee replay system to train referees.
<ul style="list-style-type: none"> High level clinics hosted in the province 	<ul style="list-style-type: none"> Continue to host the inter-provincial refereeing seminar at the EIJT
<ul style="list-style-type: none"> Referee policy 	<ul style="list-style-type: none"> Revamp the referee policies
<ul style="list-style-type: none"> Survey membership 	<ul style="list-style-type: none"> Survey membership on refereeing

Coach Certification & Achievement

Objectives	Tactics
<ul style="list-style-type: none"> Raise the level of club coach knowledge 	<ul style="list-style-type: none"> Promote attendance and recognition at coaching clinics
	<ul style="list-style-type: none"> Use the HP coaching knowledge to train coaches.
	<ul style="list-style-type: none"> Promote the LTAD program.
	<ul style="list-style-type: none"> Create mentorship program

<ul style="list-style-type: none"> Use video to increase knowledge 	<ul style="list-style-type: none"> Distribute videos on different teaching styles.
	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Attendance at provincial training sessions 	<ul style="list-style-type: none"> Distribute training manuals to club coaches

Performance Indicators & Timeline

	Baseline (2017/18)	2018/19	2019/20	2020/21	2021/22
Provincial Association Capacity & Growth					
Grow membership to 2,000 members by 2022	1,800	1,900	2,000	2,100	2,200
Increase Number of Paid Professional Staff	0	1		1	
Conduct a needs assessment of our membership via survey	1	0	1	0	1
Complete a Review of the Judo Alberta Governance Structure	1	0	1	0	1
Athlete Development & Participation					
Evaluation of Existing Programs	1	0	1	0	1
Increase Female Participation percent	30	32	34	36	38
Communication releases	20	22	24	26	28
Introduce judo to schools	1	1	1	1	1

Committee Performance Indicators & Timeline

	Baseline (2017/18)	2018/19	2019/20	2020/21	2021/22
Women's Committee					
Number of participants at girls' sleepover and training camp	95	100	100	105	105
To participate in a go-girl program throughout the province	1	1	1	1	1
Female judoka banner	1	0	0	1	0
Grading Committee					
Number of Black belt gradings	2	2	2	2	2
Number of kata teams placing 5 th or higher at senior nationals	3	3	3	3	3
Number of total participants at kata clinics	75	80	80	80	85
To distribute NGB syllabus to members	1	1	1	1	1
Number of kata clinics	3	3	4	4	4
Referee Committee					
Referee committee meetings	3	3	3	3	3
Number of active refs in Alberta	32	34	36	38	40
Number of candidates evaluated for provincial referee certification	3	3	3	4	4
Number of candidates evaluated for National Referee Certification	2	2	2	3	3
Number of Candidates evaluated for International Referee certification	1	1	1	1	1
Number of participants at Introductory Ref Clinic	15	16	18	20	22
Number of referees eligible for refereeing at Jr Nationals	6	6	6	6	6
Number of referees eligible for refereeing at Sr Nationals	6	6	6	6	6
Number or Participants at Western Referee Seminar	80	85	90	95	100
NCCP Committee					
Number of participants at NCCP courses	14	16	18	19	20
Offer Dojo instructor level Course	1	1	1	1	1
Certify another learning course facilitator	1	1	1	1	1
Offer Dojo assistant level Course	1	1	1	1	1

	Baseline (2017/18)	2018/19	2019/20	2020/21	2021/22
Technical Committee					
Provincial Medal accountability	yes	yes	yes	yes	Yes
Publish provincial sanction policy	1	1	1	1	1
Regional Council					
Alberta Winter Games (play off / Participation)	?		?		
AWG zone team capacity	80%		85%		
Executive Committee					
membership turnover 1 year	30	28	26	24	22
inform zone rep of roles and responsibilities	1	1	1	1	1
number of job descriptions reviewed	2	2	2	2	2
number of operations policies reviewed	3	3	3	3	3
Board of Director Meetings	1	1	1	1	1
Executive Meetings	4	4	4	4	4
Number of Communications Issued	20	20	20	20	20
Number of attendees at BofG	15	15	15	15	15
Coaching Committee					
Number of Alberta medalists at Sr Nationals	20	22	24	26	28
Number of Alberta medalists at Jr Nationals	30	32	34	36	38
Number of participants at Junior and Senior Training Camps	650	655	660	665	670
Number of Funded High Performance athletes	9	9	10	10	12
Coaching for major out of Province Tournaments	7	8	8	9	9
Utilizing Sport Psychology and Nutritionists	3	3	4	4	5
Talent ID (tournament / Club Visit)	15	15	20	20	20
Participate in inter-provincial events	80	85	90	95	100
Canada Winter Game exposure events	1	1	0	0	1
Identify potential coaching apprentice	1	1	1	1	1
LTAD Committee					
Number of coaching clinics	1	1	1	1	1
number of participants at LTAD clinics	35	35	40	40	45
LTAD updates on website	1	1	1	1	1

	Baseline (2017/18)	2018/19	2019/20	2020/21	2021/22
Awards Committee					
# of inductions in AB Hall of fame	1	1	1	1	1
# of inductions in JC Hall of fame	1	1	1	1	1
# of individuals nominated for awards outside JA	2	2	2	2	2

SWOT

Finance

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Not single source dependent • Revenue has increased over past 2 years. • Investment account has been stable • Low overhead costs • Positive membership growth. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Programs generally do not generate revenue • Poor fundraising and marketing history (outside of casinos) • Not self-sustaining, rely on government support • High turnover rate of membership • Expenses increasing.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Culture shift to pay for premium services, programs, coaching in Canada • Untapped marketing platforms • Recent judo success at 2012 Olympics • Relatively inexpensive sport to participate in 	<p>THREATS</p> <ul style="list-style-type: none"> • Reduced grant programs • Government budget cutbacks • Increased competition for financial resources • Increased attention to MMA and other sports • Lower membership compared to other sports, funded by size.

Administration

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Budget allows for paid staff • Dedicated staff and volunteers • Currently have highly skilled staff and volunteers 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • One PT paid staff is not enough as membership approaches 1500 • Volunteer burnout • Small volunteer base • Not enough certified instructors to coach/teach in clubs • Aging volunteer base
--	---

<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Potential for collaboration with other sport organizations • Volunteer student internship programs have been created • Sport promotion from stakeholders and frameworks such as CS4L, LTAD, Active 20/20, etc? 	<p>THREATS</p> <ul style="list-style-type: none"> • Hard to measure impacts of some programs • Government grants to support administrative capacity have been eliminated
--	---

Governance

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong AB representation on Judo Canada board of directors • Knowledgeable staff and volunteer board regarding governance 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Working board of directors vs Policy board • Outdated policies need attention • No succession plan in place for board members
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Increased support from ASRPWF for enhancing governance support 	<p>THREATS</p> <ul style="list-style-type: none"> • Substantial changes to National NP organizations ? will have undetermined impact on JA

