



# 2017-2024 Strategic Plan

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# FOREWORD

For the current strategic plan, Judo Canada has opted for a long-term vision divided into two timeframes: first to 2020, and further ahead into 2024. This far-off target has been chosen to provide our national federation with a global vision and direction to more deliberately plan, prepare for and accomplish its goals.

This plan was written following a multi-step process including analysis of the 2013-2017 plan, best practices across national sport federations, the Sport Canada report and the review of many external reports over the last few years. Naturally this could not have been accomplished without effective workshops and consultation with key personnel from our organisation and the Canadian judo landscape.

Following data collection, a first draft of the plan was submitted to the board of directors for review last March. A Working Group subsequently reviewed the plan and the final version was shared with the BoD at the Annual General Meeting in June and finally approved by the BoD in July.

This plan aims to create tangible gains in terms of podium finishes, membership increase and financial health.

# Looking to 2024

Canada is regarded as an overachieving judo nation, nurturing the growth of Judo and its contribution to Canadian society, and celebrating its international competitive success.

## Mission

Support Canadian judokas' preparation to win medals at World Championships and Olympic / Paralympic Games.

Guide and engage in initiatives to increase judo participation in Canada.

## Values

- Prioritize Health and Safety
- Embody the Values of Fair Play and Drug-free Sport
- Seek Excellence
- Positive Leadership and Respect for Others
- Be Transparent in Policy-Based Decision Making

Judo is a sport based on fundamental values to which all judokas must subscribe. From this firmly-rooted foundation, Judo Canada leans on five elements to achieve its objectives while respecting the spirit of its discipline.

Health, safety, sportsmanship and clean sport are values inherent to our sport without which there would be no judo. More than a sport, judo is a way of life where self-respect and respect of others are synonymous.

Excellence will forever remain permeate Judo Canada's actions, as the federation is at the head of Canada's judo sport system.

On and off the mats, positive leadership and respect of others are indispensable to Judo Canada, who wishes to be a model for judo in Canada and for other national sport federations. Judo Canada is aiming to become a success story among Canada's sport governing bodies.

Finally, political transparency is essential today to move our sport forward together and forge ahead effectively in the same direction, from the club-level all the way up to Judo Canada.

# **PILLAR 1**

## **PATHWAY - IDENTIFY, DEVELOP**

### **AND IMPROVE OPPORTUNITES FOR MEMBERSHIP GROWTH**

#### **Key Strategy 1: Develop New Programs**

- New competition rules, jujitsu and newaza syllabuses, consistent grading procedures and curriculum developed.

- Increase membership through a better retention rate; especially among yudansha and teenagers

#### **Key Strategy 2: Promote Judo in Specific Populations**

- Increase membership in under-represented groups (women, veterans, First Nations).

- Have women represented in key positions.

#### **Key Strategy 3: Reinforce Safety and Quality Standards**

- Develop uniform national standards.

#### **Key Strategy 4: Solidify Domestic Competition Calendar**

- Increase the number of Provincial/Regional events for children in U14 and younger age divisions.

#### **Key Strategy 5: Solidify Judo Canada's Officials Development Pathway**

- Increase competency of technical officials at tournaments organized in Canada.

- Have a Canadian referee at the 2020 Olympics and 2020 Paralympics.

#### **Key Strategy 6: Solidify Coaching Education Program**

- Improve the quality of Judo coaches in Canada.

Key Actions:

- Join the "Responsible Coaching Movement" (2017)
- Review, create and implement updates for NCCP and LTAD

#### **Key Strategy 7: Create New Programs for Athletes with Disabilities**

- Establish new programs for athletes with specific disabilities.

- Have a team representing Canada at the 2021 Deaflympics.

# **PILLAR 2 HIGH PERFORMANCE**

## **PILLAR 2A: WORLD CHAMPIONSHIPS AND OLYMPIC GAMES HIGH PERFORMANCE PROGRAMS**

### **VISION OF SUCCESS**

Judo Canada directs the entire stream and the high-performance system (from clubs, Regional Training Centres, cadet, junior and senior national teams and the National Training Centre) to achieve podium finishes at World Championships and Olympic Games.

### **MISSION TO VICTORY**

Judo Canada's mission is to create and nurture an environment conducive to high performance success.

### **2024 MAIN OBJECTIVES**

Desired Performance Indicator (DPI):

- Win at least one medal at the 2020 Olympic Games
- Win at least 2 medals at the 2024 Olympic Games

To make this vision a reality Judo Canada is partnering with its provincial and territorial organisations as well as its clubs to achieve both strategic objectives.

For information, age categories in this plan are the following:

- Senior National Team: 21 years of age and over
- Junior National Team and Next Generation: 18 to 20 years of age
- Cadet National Team or Future Next Generation: 14 to 17 years of age

## **STRATEGIC GOAL 1 Strengthen Judo Canada's High Performance System**

### **Key Strategy 1: Strengthen National Training Centre and its Programs for Junior (and Next Generation Athletes) and Senior Teams.**

- Judo Canada's Junior and Senior athletes have attained their performance objectives.
- Increase the size of the Junior athlete pool at the National Training Centre.
- Every year, at least one additional athlete should receive more personalised training and services from the integrated support team.

## **Key Strategy 1: Strengthen National Training Centre and its Programs for Junior (and Next Generation Athletes) and Senior Teams.**

### Key Actions:

- Create a Succession Plan for High Performance Coaches: Develop strategies for high-performance coaches as well as succession plans making use of retired national team athletes.
- Team Events: Develop and implement team strategies, considering the strong possibility of the inclusion of a team event at the 2020 Olympic Games.
- Generating Revenue: Launch revenue-generating initiatives based on the Judo Canada national teams to support them, especially at the Junior and Cadet levels.

## **Key Strategy 2: Strengthen the Regional Training Centres and Their Programs for the Cadet Team (*Future Next Generation Athletes*).**

- Cadet athletes have regularly attained their performance indicators and targets.
- Increase the number of cadet athletes within the Regional Training Centres.
- Improve the transition rate towards Regional Training Centres.
- All Regional Training Centres are to be managed by Judo Canada will demur to its authority.
- Judo Canada and the provincial organisations will continue to finance the Regional Training Centres.

### Key Actions:

- Hire a full-time Cadet National Team Coach to lead the Future Next Generation.
- Increase the number of programs available to the Future Next Generation cadets such as: Sport-Study, Regional Training Centre camps, periodical talent identification camps, etc.
- Strengthen the Alberta and Ontario Regional Training Centres.
- Integrate the Future Next Generation programs into the Atlantic and Quebec Regional Training Centres.



### **Key Strategy 3: Lead Development System Improvements to Increase Recruitment**

- Increase the number of athletes recruited from the clubs to Judo Canada's Regional Training Centres high performance program pathways (U14, U16, U18).
- Increase the number of athletes participating in provincial and national events.
- Increase the number of development clubs and certified coaches implementing athlete development (AD).
- Increase the number of professional development opportunities for club coaches.

## **STRATEGIC GOAL 2**

### **Better Align Judo Canada, its Provincial Organisations and its Clubs To Help Athletes Down the Path to High Performance**

- Align Programs and Partnerships: Judo Canada, provincial and territorial organisations have all aligned their strategic plans, developed in partnership through joint initiatives and harmonised programs.
- Increase resources and capacity: Judo Canada and provincial and territorial organisations will have significantly improved their financial situations to invest in AD and PP.
- Improve and align selections, talent identification and other policies pertinent to high performance programming.

## **PILLAR #2B**

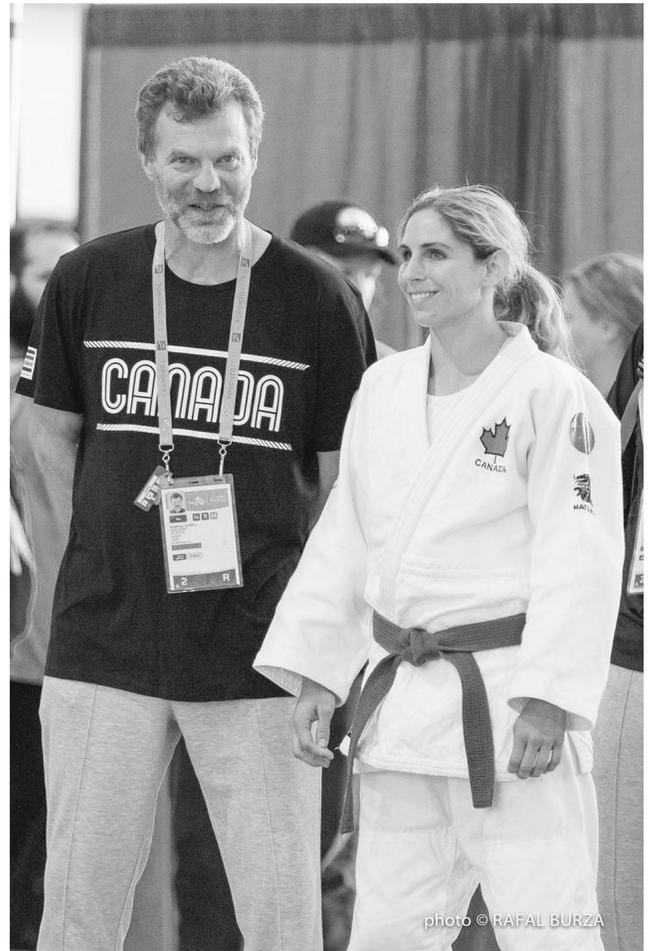
# **VISUALLY-IMPAIRED ATHLETE HIGH PERFORMANCE - OPTIMISING ELITE ATHLETE PERFORMANCE IN PARALYMPIC EVENTS**

### **Key Strategy 1: Increase the Athlete Pool**

- Increase volume of athletes in the VI National Team Program.
- Become OTP-targeted.

#### **Key Actions:**

- Actively recruit by promotion and better identification.
- Create initiation programs in specialized school.
- Develop a "Talent Transfer Program".
- Hire a full-time coach.



### **Key Strategy 2: Create Coaching Education Program Specific for Visually Impaired Athletes**

- Increased volume of athletes in the VI National Team Program.

#### **Key Actions:**

- Promote the new updated IBSA classification standards to membership.
- Gain access to CBSA identified classifiers.

# PILLAR #3

## ORGANIZATIONAL SUSTAINABILITY - TO DIVERSIFY AND ENHANCE RESOURCES AND CAPACITY TO SUPPORT EXCELLENCE AND GROWTH OF MEMBERSHIP.

### Key Strategy 1: Increase Membership Services, Communication and Retention

Increase membership and retention to obtain:

- 25 000 members by 2020
- 27 500 members by 2024

Increase the number of clubs:

- 400 clubs by 2020
- 420 clubs by 2024

### Key Strategy 2: Increase Self-Generation of Revenue

Increase of self generated revenue by 15% by 2020

Increase reserve funds to:

- 500 000\$ by 2020
- 650 000\$ by 2024

Social Media Follow-Up:

- Twitter : 10 000 by 2020
- Facebook : 20 000 by 2020
- Instagram : 5 000 by 2020



## **PILLAR #3**

# **ORGANIZATIONAL SUSTAINABILITY - TO DIVERSIFY AND ENHANCE RESOURCES AND CAPACITY TO SUPPORT EXCELLENCE AND GROWTH OF MEMBERSHIP.**

### **Key Strategy 3: Increase Structural Alignment from Club, PTSO to Within NSO**

Increase cohesion and efficiency at all levels with PTSO and within NSO.

### **Key Strategy 4: Improve Governance Efficiency**

- Reach Governance structure and capacity to reflect best practice expectation of the SFAF 6.
- Qualified and competent volunteers in all positions.

Key Actions:

- Complete full committee review
- Development of succession plan with nomination committee and recruitment strategy
- Implement "best practices" as stated in the SFAF 6
- Review governance with a skill-based focus

### **Key Strategy 5: Solidify Our Staff**

All Judo Canada departments have succession plans.

Key Actions:

- Create a succession plan for every department.
- Review staff structure in all departments.
- Create Internship opportunity program with key educational institution.

## Key Strategy 6: Solidify Membership Services

Membership has a clear vision of what Judo Canada can offer them and its mission.

Key Actions:

- Define precisely our membership services offering.
- Promote our role and mission.
- Establish Internal communication plan.
- Deliver fully bilingual membership services.

## Key Strategy 7: Solidify Relationship with Partners

- Strong relationships with key partners (COC, ANP, CSI, Sport Canada).
- Have a representative on the PJC Board.



## CONCLUSION

The 2017-2024 strategic plan is a long-term plan that will certainly be re-evaluated halfway, but one that, during its grand arc, will allow Judo Canada to steer its actions towards a clear vision of what our sport will look like in ten years.

To achieve all these objectives, Judo Canada has decided to leverage its strongest, deepest, and most competent staff to date, counting on their abilities, enthusiasm, experience and energy to bring this ambitious but realistic plan to fruition.



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