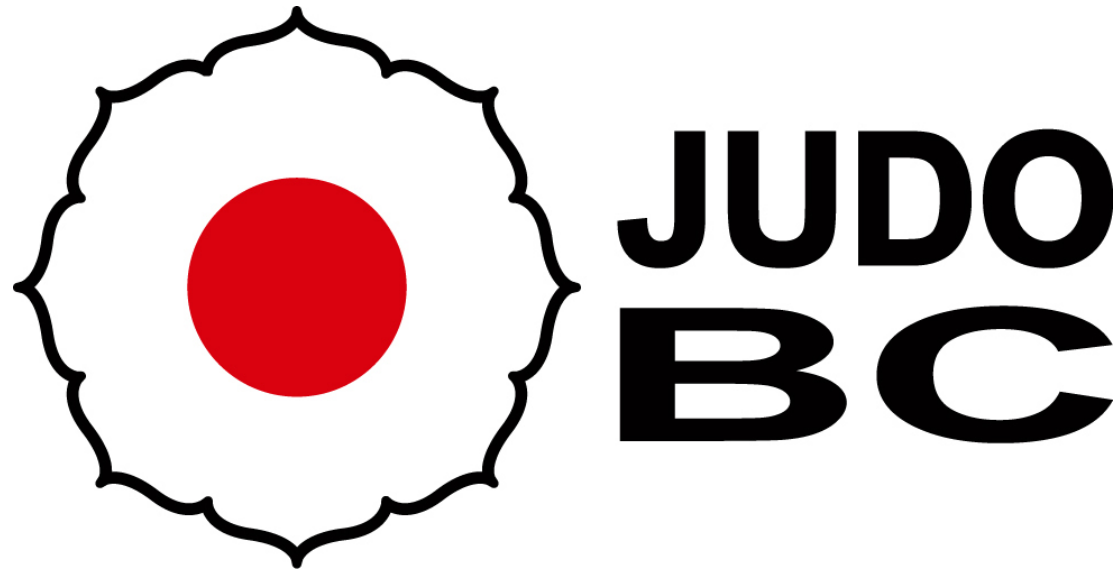


Judo BC

2015 – 2019 Strategic Plan



"Through the diligent practice of Judo, a Judoka will improve mentally, physically and morally. The Judoka will become both able and motivated to contribute to their community. Communities make up society and a better society will improve humanity."

~ The founder of Judo, Professor Jigoro Kano

CONTENTS

VALUES.....	3
VISION STATEMENT	3
MISSION STATEMENT	3
GOALS.....	3
AREAS OF EMPHASIS AND PROGRAM COMPONENTS.....	4
SUMMARY OF STRATEGIC OBJECTIVES.....	5
Area of Emphasis: Participation	5
Area of Emphasis: Performance.....	6
Area of Emphasis: Technical Development.....	7
Area of Emphasis: Organization & Management.....	8
KEY PERFORMANCE INDICATORS – PARTICIPATION & PERFORMANCE	9
KEY PERFORMANCE INDICATORS – TECHNICAL DEVELOPMENT AND ORGANIZATION & MANAGEMENT.....	10

VISION STATEMENT

To be a leader in Canada in developing lifelong participation and sports excellence

MISSION STATEMENT

Judo BC promotes, supports and develops Kodokan Judo as a sport, martial art, self-defence, recreation, fitness and health activity, and as a way of life through leadership, programs, and activities, in cooperation with its member clubs and its partners.

VALUES

Mutual welfare and benefit

Strive for *fair play, integrity and personal excellence*
Demonstrate *respect* for self and others

Maximum-Efficiency

Practice *excellence in service* through all facets of the organization

Cooperation

Support *equality and fairness* for all members
Ensure *equity and access* in programs and services
Maintain *open communication* with members and partners

GOALS

Participation → Increase membership by 12%

Performance → Increase the number of nationally ranked E and above BC athletes to 8 – 10

Technical Development → Increase the number of officials to support the tournament system

Organization & Management → Sustainable, effective and efficient structure and systems in place to support Participation, Performance and Technical Development

AREAS OF EMPHASIS AND PROGRAM COMPONENTS

Areas of Emphasis:	Participation	Performance	Technical Development	Organization & Management
Goal:	Increase membership by 12%	Increase nationally ranked E and above BC Athletes to 8 – 10	Increase the number of officials to support the tournament system	Sustainable, effective and efficient structure and systems in place to support Participation, Performance and Technical Development
LTDM Focus:	Active Start, Fundamentals (kids & adults), Learning to train, Active for Life	Training to Train Training to Compete	Active Start to Training to Compete & Active for Life	Supporting all stages
	Club Development – recruitment/retention	Regional program	Coach Development – NCCP, Mentorship & and Advanced Coach Education	Financial Management
Components:	Sport Introduction /Education – Sports on Mats, Judo BC Kids	Provincial program Sub component – Team BC/ Targeted athletes	Officials Development – Provincial D to IJF	Governance/Policies
	Kata Development	Pacific Regional Training Centre	Tournament Development	Membership Services
	Women’s Initiatives			Communication
	Master/Veterans			Human Resources
				Marketing
				Partnerships

SUMMARY OF STRATEGIC OBJECTIVES

Area of Emphasis: Participation

Goal: Increase membership by 12%

Component	LTDM Focus	Strategic Objective
1. Club Development	Fundamentals (kids & adults), Learning to train, Active for Life	1.1 Explore reasons that judokas enter the sport, stay in the sport and exit the sport to help Clubs develop retention strategies 1.2 Provide organizational support to clubs to help them increase overall enrollment 1.3 Improve the capacity of Judo clubs to attract new members by providing high quality accessible promotional tools and materials
2. Sport Introduction	Active Start, Fundamentals	2.1 Develop and implement initiatives to recruit new members to the sport 2.2 Increase number of Schools/Communities participating in the Sports of Mats Program to 30 by the end of 4 years 2.3 Develop tools for Clubs and Judo BC to track the conversion of first contact to membership conversion, and achieve reporting from 80% of the clubs
3. Kata & Grading	Active for Life	3.1 Work to retain current Kata and Grading numbers and geographical scope of programming 3.2 Ensure continued success in the kata and grading program through adding one quality kata evaluator / instructor ever two years
4. Women's Initiatives	All Stages	4.1 Determine the interests and motivation of the women currently involved in the sport to develop and offer suitable and desirable women's events 4.2 Provide focus and resources to increase the number of females registering in the sport 4.3 Support increased numbers and improved calibre of women in the sport through the development of Women's only events every year
5. 5. Masters/Veterans	Active for Life	5.1 Increase the number of events for or including opportunities for Veterans

Area of Emphasis: Performance

Goal: Increase nationally ranked E and above BC athletes to 8 – 10 (currently 5)

Component	LTDM Focus	Strategic Objective
6. Regional	Training to Train	6.1 Improve support for regional athletes through increased exposure to Regional Coaches to ensure structured, quality and monitored training 6.2 Promote and prepare athletes for BCWG participation through an annualized 2 year talent identification and training program 6.3 Ensure LTMD stage objectives are included in yearly training & competition plans
7. Provincial – Team BC	Training to Train, Training to Compete	7.1 Support athlete improvement through increased exposure to the Provincial Coach to ensure consistent training and more beneficial experiences 7.2 Increase the knowledge, understanding and support from parents for the Provincial program through improved coach / parent interaction 7.3 Solidify the Provincial program with improved preparation and results at for National level tournaments 7.4 Develop and implement an annualized 4 year talent identification and training program for each CWG 7.5 Ensure that information about the Team BC program is easily accessible to athletes, coaches and parents 7.6 Ensure that specific objectives for each applicable LTMD stage are included in yearly training & competition plans
8. Targeted athletes	Training to Compete	8.1 Provide resources and training opportunities for athletes to transition to the NTC 8.2 Ensure that up-to-date information is made available to athletes and parents about the NTC program and opportunities 8.3 Develop a provincial training program with yearly training plans for all identified athletes, and that supports opportunities to train together with appropriate monitoring and evaluation by the Provincial Coach 8.4 Ensure that specific objectives for each applicable LTMD stage are included in yearly training & competition plans
9. Pacific Training Centre	Training to Train, Training to Compete	9.1 Investigate the establishment of, and if feasible activate a provincial training centre to provide a core group of athletes, training partners and coaches a dedicated training environment and a transition program for the NTC 9.2 Develop and provide a support network for athletes & parents transitioning to PTC 9.3 Ensure that specific objectives for each applicable LTMD stage are included in yearly training & competition plans

Area of Emphasis: Technical Development

Goal: Increase the number of officials to support the tournament system

Component	LTAD Focus	Strategic Objective
10. Coaching Development	Active Start – Training to Compete & Active for Life	<p>10.1 Increase the number of trained coaches transitioning to certified coaches by 50% by the end of 4 years</p> <p>10.2 Provide sufficient training opportunities to help develop and maintain the current number of certified coaches.</p>
11. Officials Development	Fundamentals - Training to Compete & Active for Life	<p>11.1 Determine the number of referees needed to support the Tournament system, and develop initiatives to increase the number of referees to meet that need</p> <p>11.2 Improve the retention rate for referees</p> <p>11.3 Use the BCWG and other tournament and provincial training elements to provide annual professional development opportunities to identified referees</p> <p>11.4 Conduct interactive workshops to provide practical training at all levels.</p> <p>11.5 Increase in tournament opportunities – interclub shiais – to help benefit training and development opportunities for referees</p> <p>11.6 Increase the participation of black belts at official’s events and workshops to help them improve their coaching of athletes</p> <p>11.7 Provide clear guidance on the path to becoming certified officials to reduce actual or perceived barriers to participation.</p>
12. Tournament Development	Learning to Train – Training to Train & Active for Life	<p>12.1 Establish a Tournament Development Committee to provide education and guidance for running a tournament, as well as build policies and resources to support tournaments of all sizes.</p> <p>12.2 Increase number of regional shiais, focusing on interclub competition for novice/beginners/regional level judoka</p>

Area of Emphasis: Organization & Management

Goal: Sustainable, effective and efficient structure and systems in place to support Participation, Performance and Technical Development

Component	LTAD Focus	Strategic Objective
13. Financial Management	Supporting all stages	13.1 Increase revenue by 6%
14. Governance /Policies	Supporting all stages	14.1 Provide strong leadership and accountability by ensuring appropriate and update to date policies that align with sport sector best practices 14.2 Develop an effective monitoring and reporting process for strategic plan initiatives 14.3 Ensure that the Board of Directors is effective and knowledgeable with appropriate Director orientation, appropriate development and succession planning,
15. Membership Services	Supporting all stages	15.1 Develop a membership database to improve efficiencies for the Judo BC office, committees & member clubs, and to better track membership retention 15.2 Develop Risk Management policies and tools to support proper care and consideration for association decisions, properties and assets 15.3 Ensure that the clubs comply with all membership expectations and requirements 15.4 Support continuing education and improvement for Clubs through information about successful practices and organizational trends
16. Communication	Supporting all stages	16.1 Continue to provide relevant and accessible communication, across multiple platforms, ensuring we meet the needs and interests of the membership
17. Human Resources	Supporting all stages	17.1 Provide improved leadership in Performance and guidance in Participation and Technical Development 17.2 Ensure that all committees are able to effectively fulfill their mandate, with appropriately structured memberships 17.3 Ensure that the recruitment, training and allocation of volunteers and staff meet the needs of the association
18. Marketing	Supporting all stages	18.1 Continue to identify and pursue opportunities to promote the values of Judo to the general public 18.2 Continue the development of Sports on Mats and Judo BC Kids as a marketing tools for the association and members clubs
19. Partnerships		19.1 Continue to build and maintain strong and mutually beneficial partnerships with funders and partners, including ViaSport, Judo Canada, Gaming Policy & Enforcement Branch, the Ministry of Community, Sport & Cultural Development, Sport BC, Canadian Sport Institute Pacific and the PacificSport centres, and other key organizations. 19.2 Continue to develop mutually beneficial partnerships with other sport organizations with shared interests

KEY PERFORMANCE INDICATORS – PARTICIPATION & PERFORMANCE

Participation Increase membership by 12%	2014-15	2015-16		2016-17		2017 - 18		2018-19		Target to end of 4 years
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	
Retention rates	63%	64%		66%		68%		70%		70%
# of members	2490*	3% increase		3% increase		3% increase		3% increase		12%
Clubs tracking and reporting 1 st contact and conversion to membership rates		20%		35%		55%		70%		70%
# of Sports on Mats Schools	4	8		15		22		30		30
# of Veterans Events	0	1		1		2		2		2 annually
# of participants for female events	1	2		2		2		2		2 annually

*As of 01May15

Performance Increase nationally ranked E and above BC athletes to 8 – 10 (currently 5)	2014-15	2015-16		2016-17		2017 - 18		2018-19		Target to end of 4 years
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	
Establish Pacific TC/# of participating athletes	-	develop		14		28		35		35
# of athletes to NTC		1		3		4		4		12
# of Provincial Training Camps	3	4		5		6		6		6 annually

KEY PERFORMANCE INDICATORS – TECHNICAL DEVELOPMENT AND ORGANIZATION & MANAGEMENT

Technical Development Increase the number of officials to support the tournament system	2014-15	2015-16		2016-17		2017 - 18		2018-19		Target to end of 4 years
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	
Overall # of referees*	71	75		80		85		90		
# of Referee PD opportunities	2	2		2		3		3		3 annually
# of Referees attending PD opportunities	28	35		40		45		50		
# of Certified coaches**	80	100		120		140		160		160
# of Coaching PD opportunities	0	1		2		3		3		3 annually
# of coaches attending PD opportunities	0	25		50		50		75		

*Active referees

** Stats from the NCCP database “The Locker”. Each coach only counted once, for example if a coach is DI certified and DA certified they are only counted once. No legacy data (transfer NCCP levels) included

Organization & Management Sustainable, effective and efficient structure and systems in place to support	2014-15	2015-16		2016-17		2017 - 18		2018-19		Target to end of 4 years
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	
Increase revenue		2%		2%		2%		2%		8%
Policies and Procedures in alignment with sport sector best practices & reviewed/updated annually	85%	90%		95%		95%		100%		100%