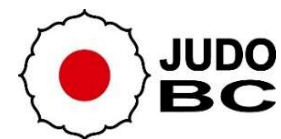


# Judo BC 2020 – 2025 Strategic Plan



**2020 BC Winter Games  
Participants Representing  
all Regions of the Province**



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## **INDIGENOUS RECOGNITION**

Judo BC recognizes and appreciates that our members are able play, coach, officiate and volunteer within the Traditional Territories of 203 distinct First Nations in BC, along with 38 Métis Chartered Communities, each of which possess their own unique traditions and history.

## **ACKNOWLEDGEMENTS**

We gratefully acknowledge the financial support of the Province of British Columbia.

## **JUDO BC REGIONS**

Kootenays BC Games zone 1 ~5 clubs

Okanagan BC Games zone 2 ~ 8 clubs

Metro Vancouver BC Games zones 3, 4 & 5 ~ 20 clubs

Vancouver Island BC Games zone 6 ~ 6 clubs

North BC Games zone 7 & 8 ~ 7 clubs

## **ACCRONYMS**

CAC -	Coaches Association of Canada
CSI-	Canadian Sport Institute
HP -	High Performance
LTDM -	Long Term Development Model
MSO -	Multi Sport Organization
NTC -	National Training Centre
RTC -	Judo Canada Regional Training Centre
PSO -	Provincial Sport Organization
PTC -	Provincial Training Centre
VI -	Visually Impaired

## 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

Support *equality and fairness* for all members

Ensure *equity and access* in programs and services

Maintain *open communication* with members and partners

### Maximum-Efficiency

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

## GOALS

### Sport for Life →

Restore pre Covid-19 membership numbers in all regions

### Excellence →

Four U18 athletes at the Judo Canada G standard, three U21 at E standard and top 5 finish at U18 or U21 World Championships

### Coaching and Officiating →

Increase the number and quality of active officials and active certified coaches by 10% in all regions

### Organizational Readiness →

Sustainable, effective, and efficient structure and systems in place to support Sport for Life, Excellence and Coaching and Officiating in all regions and at the Judo BC level and restore revenues to pre Covid-19 level

## PILLARS AND PROGRAM COMPONENTS

Pillar:	Sport for Life	Excellence	Coaching and Officiating	Organizational Readiness
Goal:	Restore pre Covid-19 membership numbers all regions	Four U18 athletes at the Judo Canada G standard ever year, three U21 at E standard and top 5 finish at U18 or U21 World Championships	Increase the number and quality of active officials and active certified coaches by 10% in all regions	Sustainable, effective, and efficient structure and systems in place to support Sport for Life, Excellence and Coaching and Officiating in all regions and at the Judo BC level and restore revenues to pre Covid-19 level
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
Programs:	Regional Development Sport Introduction Kata & Grading – Regional and Online Gender Equity Visually Impaired Underrepresented populations – LGBTQ2+, Indigenous People, Economically Disadvantaged Individuals & Newcomers to Canada	Regional Development Provincial Team Targeted HP Athletes Provincial Training Centre Visually Impaired	Officials Development – Regional & Online Coach Development – Regional & Online	Financial Management Tournament Development – Regional & Provincial Governance & Policies Membership Services – Regional & Online Communication Human Resources Marketing & Promotion Partnerships

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## STRATEGIC OBJECTIVES

### Pillar 1: Sport for Life

Goal: Restore pre Covid-19 membership numbers all regions

Program	LTDM Focus	Strategic Objective
1. Regional Development	Fundamentals, Learning to Train & Active for Life	1.1 Develop and guide regional program structure and implementation in each region 1.2 Increase membership through better retention rate; especially among teenagers
2. Sport Introduction	Active Start, Fundamentals	2.1 Collaborate with clubs to track the conversion of first contact to membership 2.2 Continuously improve tools and resources to support first Active Start & Physical Literacy education and programming
3. Kata & Grading	Active for Life	3.1 Increase access to Kata & Grading programs for underserved regions 3.2 Collaborate with clubs to improve consistency of mudansha grading and encourage alignment with the Judo Canada mudansha grading syllabus
4. Gender Equity	All Stages	4.1 Provide focus and resources to increase gender equity within the sport in all regions and programs 4.2 Support gender diverse members through education and access to resources and increase awareness of gender diversity through communication platforms
5. Visually Impaired	Active for Life	5.1 Establish partnerships and collaborate to attract VI individuals to the sport
6. Underrepresented populations	Active for Life	6.1 Explore partnership opportunities to develop programs for LGBTQ2+, Indigenous People, Economically Disadvantaged Individuals & Newcomers to Canada 6.2 Develop tools for the clubs and Judo BC to track underrepresented populations

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## Pillar 2.1: Excellence

Goal: Four U18 athletes at the Judo G standard ever year, three U21 at E standard and top 5 finish at U18 or U21 World Championships

Program	LTDM Focus	Strategic Objective
7. Regional	Training to Train	7.1 Increase the number of clubs involved with the Provincial Team Program 7.2 Increase the number of regional athletes participating at provincial events
8. Provincial Team	Training to Train, Training to Compete	8.1 Increase the number of provincial athletes participating at national events 8.2 Continue to provide provincial training sessions 4-6/week to the targeted HP athlete & training partners
9. Targeted HP athletes	Training to Compete	9.1 Strengthen partnerships and further develop joint initiatives with Judo Canada and the CSI Pacific 9.2 Increase the number of athletes that transition to the RTC or NTC 9.3 Continue to provide the necessary education, resources and support for athletes & parents transitioning to PTC, RTC or NTC
10. Provincial Training Centre	Training to Train, Training to Compete	10.1 Continue to explore the possibility of a dedicated training environment
11. Visually Impaired	Training to Train, Training to Compete	11.1 Continue to collaborate with Judo Canada in the HP training of identified VI athletes 11.2 Work with clubs to identify VI participants for the HP program

## Pillar 2.2: Coaching and Officiating

Goal: Increase the number and quality of active officials and active certified coaches by 10% in all regions

Program	LTAD Focus	Strategic Objective
12. Coaching Development	Active Start to Training to Compete & Active for Life	12.1 Increase the number of trained coaches transitioning to certified coaches 12.2 Increase access to programs for under served regions and underrepresented populations 12.3 Increase the number of Competition Development certified coaches 12.4 Encourage clubs to join the CAC Responsible Coaching Movement 12.5 Continue to provide free/low-cost professional development opportunities annually for coaches
13. Officials Development	Fundamentals - Training to Compete & Active for Life	13.1 Increase access to programs for under served regions and underrepresented populations 13.2 Improve the retention rate for referees 13.3 Increase the number of referee promotions annually

### Pillar 3: Organizational Readiness

Goal: Sustainable, effective, and efficient structure and systems in place to support Sport for Life, Excellence and Coaching and Officiating in all regions and at the Judo BC level and restore revenues to pre Covid-19 level

Program	LTAD Focus	Strategic Objective
14. Financial Management	All Stages	14.1 Restore revenues to pre-Covid-19 levels & Increase revenue diversity
15. Tournament Development	Learning to Train – Training to Train & Active for Life	15.1 Solidify the Tournament Development Committee to provide education and guidance for running tournaments as well as build policies and resources to support tournaments of all sizes in all regions 15.2 Increase number of regional tournaments & continue to host a minimum of 1 national, 1 inter-provincial and 1 provincial tournament annually
16. Governance & Policies	All Stages	16.1 Provide strong leadership and accountability by ensuring appropriate and up to date policies that align with sport sector best practices 16.2 Ensure that the Board of Directors and it's Committees are effective and knowledgeable with appropriate orientation, education and resources 16.3 Implement ViaSport BC & Judo Canada Safe Sport policies
17. Membership Services	All Stages	17.1 Collaborate with regions to bolster capacity of human resources, finances & administrative processes 17.2 Support continuing education and improvement of regions through information about successful practices and organizational trends in the sport sector 17.3 Ensure ongoing concussion education & compliance with Judo Canada concussion policy
18. Communication	All Stages	18.1 Continue to provide relevant and accessible communication, across multiple platforms, ensuring we meet the needs and interests of the membership
19. Human Resources	All Stages	19.1 Ensure that the Board can effectively fulfill their mandate, with appropriately structured committee members and succession planning 19.2 Ensure recruitment, training and allocation of volunteers and staff to meet the needs of the association
20. Marketing	All Stages	20.1 Develop tools for clubs to promote & advertise their programs & activities at the local level
21. Partnerships	All Stages	21.1 Continue to maintain strong and mutually beneficial partnerships with funders and partners, including ViaSport BC, Judo Canada, BC Government, Sport BC, Canadian Sport Institute Pacific, BC Games Society, Team BC and Bolster collaboration with PSOs & MSOs to build mutually beneficial partnerships



## KEY PERFORMANCE INDICATORS

Sport for Life	2019-20	2020-21		2021-22		2022-2023		2023-24		Target: 2024-25	
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals
Retention rates	68%	60%	49%	63%	92%	66%		71%		75%	
# of members	2823	1700	1383	2000	2593	2300		2600		2900	
# of regions offering female events	1	0	0	1	2	2		3		4	
# new programs for under-represented groups	0	0	0	1	1	2		3		4	
# of new partnerships to support under-represented populations	0	0	0	1	1	2		3		3	
# of regions with regional programming in more than one program areas	1	0	0	1	3	2		3		4	
# of regions with regional coordinator in place	0	0	0	1	5	2	5	3		4	
# of regional tournaments annually	7	0	0	4		6		8		10	
% of females	27%	27%	27.8%	27%	27.8%	30%		30%		33%	
# of VI members	12	8		8	31	10		10		12	

Excellence	2019-20	2020-21		2021-22		2022-2023		2023-24		Target: 2024-25	
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals
# of athletes participating in regional programs (Prov C & Open teams)	74	40	Not tracked due to Covid	50	Not tracked due to Covid	60		70		80	
U18 – G standard athletes	1	1		2	2	3		3		4	
U21 – E standards athletes	0	0		1	2	2		3		3	
# of athletes to NTC per year	4	2	5	3	7	4		4		5	
Top 5 finish at U18 – U21 World Championships	0	0	0	0	0	0		0		1	

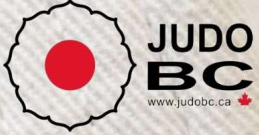
Coaching & Officiating	2019-20	2020-21		2021-22		2022-2023		2023-24		Target 2024-25	
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals
# of Competition Development Certified coaches actively working at the regional and/or Provincial level	8	8	6	8	10	12		12		16	
# of NCCP evaluations annually	13	4	12	8	13	12		16		20	
# of regions with new referees	0	0	0	1	1	2		3		4	
# of Referee Promotions annually	12	0	0	6	7	10		14		18	

Organizational Readiness	2019-20	2020-21		2021-22		2022-2023		2023-24		Target 2024-25	
	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals	Projected	Actuals
Revenue levels restored to pre-COVID-19 levels	-	60%	90%	70%	95%*	80%		90%		100%	
# of members that have completed the NCCP Safe Sport Module and/or Commit to Kids	0	20	41	30	97	40		50		60	
% of net revenue from sources other than government & membership	1%	0%	2.8%	2%	2.7%*	3%		4%		5%	
# of policies reviewed and updated	0	2		4		6		8		10	
# of committee handbooks developed	0	0	0	2	0	3		4		5	
# of new club/regional tools/resources	1	1	3	2	3	3		4		5	
# of regions with established local tournament series	1	0	0	1	2	2		3		4	
# of resources and tools developed or updated for tournaments	3	3	4	4	4	4		5		5	

\* pre audit

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# Life Skills



**MODESTY**  
To be without ego in your actions and thoughts



**RESPECT**  
To appreciate others



**SELF-CONTROL**  
To be in control of your emotions and actions



**COURAGE**  
To face difficulties with bravery



**FRIENDSHIP**  
To be a good companion and friend



**HONESTY**  
To be sincere with your thoughts and actions



**HONOUR**  
To do what is right and stand by your principles



**COURTESY**  
To be polite to others

