

Judo Ontario Strategic Plan

2021-2024



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SPORTS CENTRE

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MESSAGE FROM THE PRESIDENT



The Board of Directors, supported by our Judo Ontario staff, continue to lead in the development and promotion of our sport. This Strategic Plan reinforces Judo Ontario's mission and values while setting forth a strategic direction with targeted objectives through to the end of 2024. The Strategic Plan provides guidance and direction for staff to build Operational

Plans that will serve as the detailed road-map with respect to how we achieve those objectives.

This 2021 to 2024 Strategic Plan was built based on comprehensive survey findings provided by our membership and key stakeholders both in groups and one on one virtual meetings with regional directors, committee chairs, coaches, referees, and board of directors. The strategic initiatives contained in this plan are centered within three key strategic pillars and 33 strategic objectives which "reflect the gaps to be addressed over" the term of the plan.

Judo Ontario Board of Directors and Committees have an important leadership role to play to achieve the goals laid out in this plan. The strategic plan also "serves as a call to action for judo leaders" to be responsive to the needs of the membership.

Accountability measures including quarterly progress reports by committees, to the Board of Directors provides ongoing assessment and monitoring data.

Judo Ontario Board of Directors will continue to demonstrate our ongoing commitment to all those who practice, coach, officiate, volunteer, and administer judo. We hope that this strategic plan is a guide that will constantly inspire all of us to do more to enhance our sport.

Thank you to the membership for your feedback and especially to our volunteers across the province. You are the spirit and driving force of Judo Ontario.

Brian Kalsen

President of Judo Ontario

MISSION STATEMENT

Judo Ontario is an association where dedicated volunteers and professional staff provide leadership, athlete development and the promotion of sport for life, and positive judo experiences for all Ontarians.

VISION

To be the leader in Canadian Judo by achieving and maintaining a 15% year over year growth rate. And by increasing our membership services, and dominating competitively on the national and international scene.

OUR VALUES

- To ensure judo creates a positive experience for all participants in a safe environment
- To ensure judo develops Life skills which will benefit participants throughout their life
- To ensure judo gives an opportunity to all Ontarians regardless of age, gender, colour, race, ethnic origin, sexual orientation, social economic status and people with different physical abilities
- To ensure judo develops dignity, confidence, and self-esteem through the discipline of judo
- To ensure judo promotes the teamwork necessary for individual success
- To ensure judo teaches the principle of mutual welfare and benefit
- To ensure judo teaches the application of maximum efficiency in all aspects of life



CONSULTATION PROCESS

The consultation process of the Ontario judo community for this strategic plan took place from April to July 2021. Virtual consultation meetings for regional directors, committee chairs, and regional coaches were held as well as the Board of Directors was consulted among other phone calls and connections with stakeholders in the judo and wider sport community. A survey was completed and included responses from athletes, coaches, officials, club administrators, regional directors, committee chairs, Judo Ontario staff.

STRATEGIC PLAN 2017–2020 REVIEW



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Five overall priority areas of focus were identified in the 2017-2020 strategic plan.

These areas included:

PARTICIPATION AND DEVELOPMENT

- Subareas of membership
- sport/athlete development
- coach development
- official's development
- women and girls' development
- competition development
- visually impaired judo development

EXCELLENCE

- high performance program
- Judo Canada Regional Training Centre

CAPACITY

- administration and staffing

GOVERNANCE

- Special Projects

These priorities were given a timeline and then evaluated in 2019 as to their status from discussion to completion (shown below):

Subareas identified for specific outcome – 33

Subareas discussed – 1

Subareas developed – 10

Subareas started – 16

Subareas ongoing – 2

Subareas completed – 4

Given the large number of priority areas and varied levels of success in fully completing each, it is reasonable to believe identifying fewer target areas or identifying a larger group of volunteers to help with completion during this cycle may encourage more completed priority tasks.

RATIONALE FOR 2021-2024 PLAN

The consultation process revealed several high priority areas on which to focus for the next planning cycle and to identify quarterly progress reports from Board members for communication.

ALIGNMENT WITH JUDO CANADA

Many sport bodies, including Sport Canada and the Canadian Sport Institute – Ontario, advocate for alignment between the strategic plans of a sport's provincial and national governing body. As the sport system is large and complex, alignment is necessary to ensure all partners in judo are moving in a comparable direction with the parallel outcomes in mind.

Finally, the membership engaged in the consultation process and contributed a wide variety of ideas to support Judo Ontario's strategic plan. These ideas are fully captured in Appendix A, and may form a starting point for continued progress within the Ontario judo community.

STRATEGIC PILLARS



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1

MEMBERSHIP

Priority focus area for all stakeholders in the Ontario judo community and beyond.

2

SUPPORT & SUSTAINABILITY

Judo Ontario champions all relevant areas supporting growth and progress of judo.

3

HIGH PERFORMANCE

Strategic focus on talent identification, recruitment and support of the high performance program

STRATEGIC DESIRED STATES

MEMBERSHIP

- Increased number of women and girls participating in judo
- Increase visibility of judo with the general public
- Expand access to judo
- Increase professional development
- Expand female specific programming
- Increase number of para judo athletes
- Promote judo as a safe and fun activity for children

SUPPORT & SUSTAINABILITY

- Optimize Judo Canada programs and resources
- Create a communication strategy
- Align with Judo Canada's strategic plan
- Develop a sponsorship strategy
- Manage COVID-19 risks while maintaining Judo programming
- Develop a post COVID-19 rebuilding strategy
- Continue to expand funding sources

HIGH PERFORMANCE

- Encourage clubs to work with the Provincial Training Centre (PTC)
- Athlete identification & recruiting using the High Performance Pathway
- Expand funding for High Performance programs
- Increase competitions
- Embrace para sport opportunities
- Ensure Training is accessible for all identified and willing para judoka

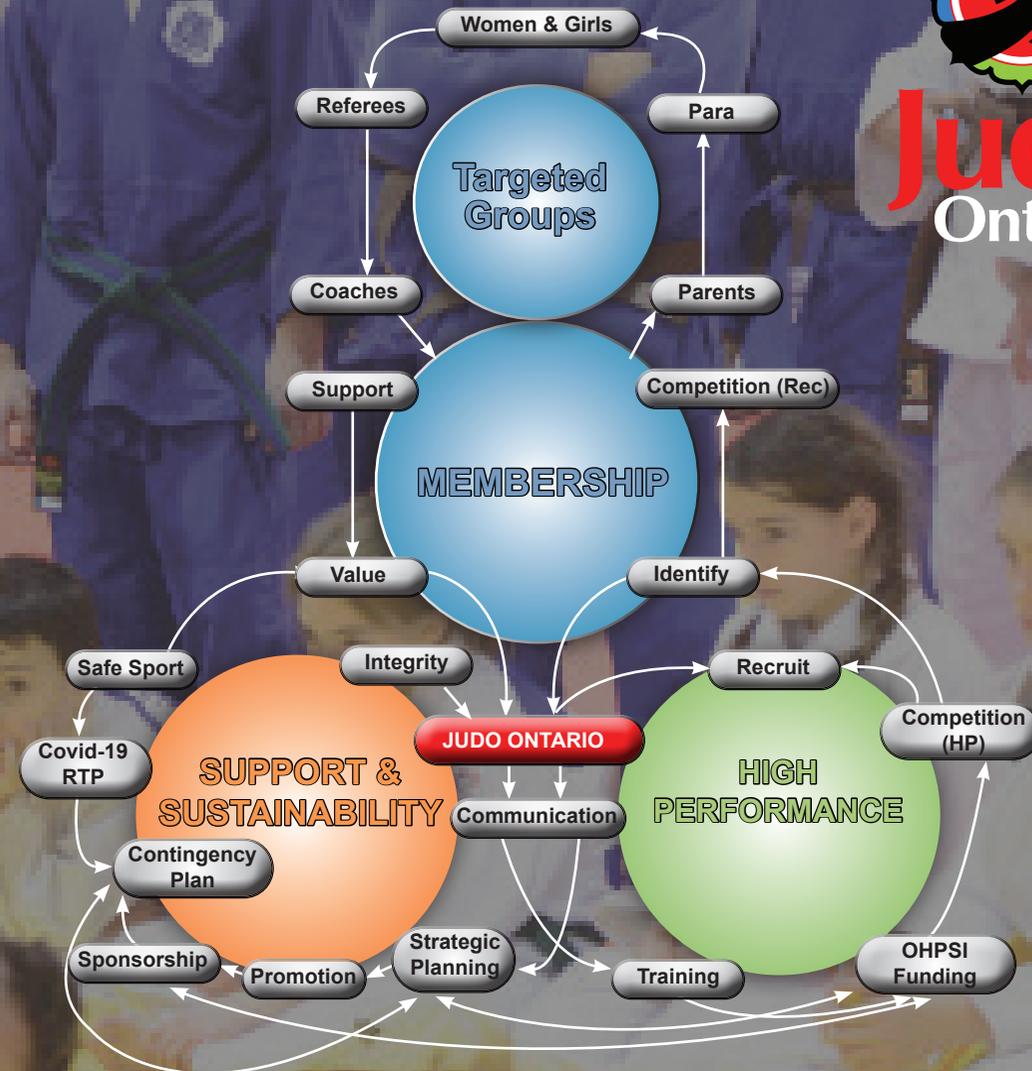
SYSTEM MAP



Judo Ontario

The sport environment in Ontario and Canada is often described as a system. This system is complicated, with varying degrees of communication, ability, competency, and finances supporting each component. Understanding the sport system and integrating it visually explains the intricacies, connections, and influences within the system. A strategic plan helps to map the system, yet it captures only the moment where the mapping occurred; it requires regular maintenance to estimate and then measure the effects of any changes on the system that occur both internally and externally. At right is an attempt to show the pillars and outcomes of this strategic plan and how each part makes up the Judo Ontario system.

It's important to note that any system will continue to change internally even if external feedback or influence is not present for any period. Those responsible for the system need to monitor the system regularly and think about how the changes they make might influence the system around them. Those changes can be both positive and negative. For example, money spent on promotion could encourage club enrollments to go up, however, it may also not generate any new club enrollments at all. It may have unknown effects in the system as well, perhaps as a media outlet picks up that promotion and amplifies it to the point where clubs in the area very quickly fill to capacity and cannot keep pace with the desire for new enrollments. In fact, the system changes usually take time to develop, and without constant monitoring, surprises may occur. The entire judo community in Ontario plays a part in the system and may encourage progression or regression at any time.



APPENDIX A: Full List of Actions & Activities Supporting Outcomes

Each bullet point is an activity or action supporting the outcomes of each pillar in the strategic plan. This includes; continued consultation with the board of directors and committee chairs and will continue to create new ideas and actions to support the strategic plan.



MEMBERSHIP

VALUE

1. Certified instructors
2. Safe environment for learning
3. Build lifelong friendships
4. Access to Judo Ontario events
5. Access to National registration system and data base
6. Access to Judo Canada resources
7. Accidental Insurance
8. National Back Ground Checks
9. Access to tournaments and clinics
10. Access to additional training
11. Access to benefits derived from our Technical and Competition committees:
 - Long Term Athlete Development
 - Youth Development
 - High Performance Committee
 - Q4G Funding
 - Provincial and National carding opportunities
 - Coaching development and certification (NCCP)
 - Referee Development
 - Grading Committee
 - Sanctioned Events
 - Event management and Coordination



MEMBERSHIP

IDENTIFY

Outcome: Foster connections with stakeholders

- Foster school partnerships
- Support Judo Canada's before/after school programming

SUPPORT

Outcome: Aim to get membership back to pre-covid numbers in 3 years

- Promote the 12-week introductory membership
- Membership sponsorship
- Profile athlete results on social media
- Track that clubs are registering 100% of their members

Outcome: Require Instructors to ensure all club members are registered with Judo Ontario





MEMBERSHIP

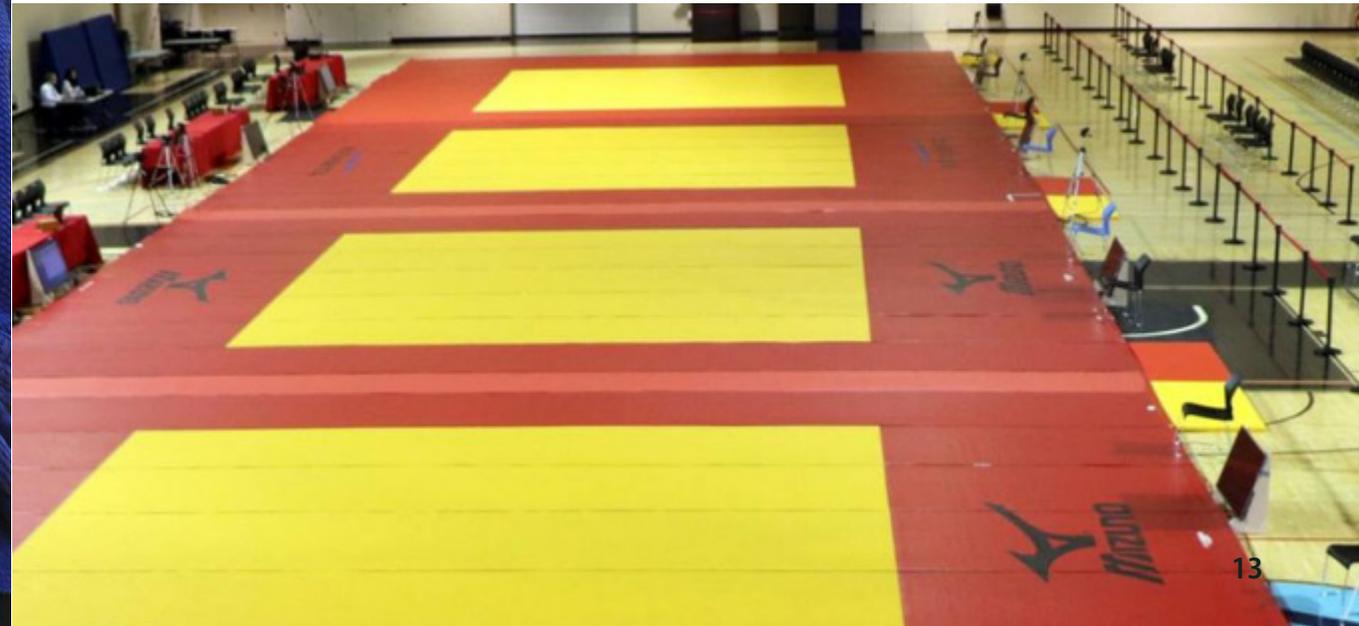
COMPETITION

Outcome: Investigate small and non-traditional tournament options

-
- Run similar competitions using best practices used at Ne Waza competitions
- Promotion and organization of club visits or inter-club trainings
- Conduct post-competition debriefs

Outcome: Competitions fit into a reasonable commitment and activity time frame

- Continued work to schedule more efficiently for athletes and parents
- Conduct surveys at events
- Conduct post-comp debrief (Strengths, Weaknesses, Opportunities, Threats) analysis, Stop-Start-Continue, volunteer survey, etc), send to Judo Ontario with highlights supporting best practices in competitions



MEMBERSHIP | MEMBER FOCUS GROUPS



REFEREES

Outcome: Recruit current and past athletes into refereeing

- Use registration data base to determine who has retired and reach out to them
- Reach out to clubs to connect directly with potential referees

Outcome: Webinar for interested members/athletes on refereeing (3 to 4 a year)

- Webinars to share development pathways and opportunities, “watch from a referees point of view” and review a match together
- Create learning opportunities for athletes to learn the rules and regulations of judo

PARA JUDO

Outcome: Talent Transfer Program with the Ministry of Sport

- Connect with multi sport organizations serving people with visual impairment (Ontario Blind Sports, the local chapter of CNIB, Whitby Abilities Centre, etc)

Outcome: Para athletes joining judo clubs

- Promote available info that supports para athletes
- Promote “best practices in judo” guide for coaches of para athletes using the Quality Sport Participation Framework
- Develop criteria for and select a volunteer coach to lead programming for para athletes in Ontario, mentor coaches who have not coached para athletes before
- Investigate involvement of former Paralympians in support of para athletes in training

WOMEN & GIRLS

Outcome: Use and/or expand the women & girls in judo programming

- Use existing program models and past planning
- Add opportunities for more female-focused events to occur

Outcome: Expand women and girls training

- Offer training opportunity at the Toronto Pan Am Sports Centre
- Offer training opportunity with Judo Ontario coaching staff

COACHES

Outcome: Recruit 1 of every 50 athletes into coaching

- Hold events for new coaches focusing on learning and their personal pathway
- Support clubs proportionally (ie, by % of members becoming coaches) with coach development opportunities

Key Performance Indicators (KPIs)

- Increase referees by 10% per year
- Increase coaches by 10% per year
- Increase the number of female referees by 5% per year
- Increase coaches levels by 10%
- Referee Retention Rate 70%
- Increase the number of Level 3 female coaches to 5

SUPPORT & SUSTAINABILITY

COMMUNICATION

- Regular activities updates

Outcome: Ongoing online feedback form

- Board member or staff to set up (Google Form or Microsoft Form, etc)
- Ensure follow ups are completed to reasonable suggestions and feedback

SAFE SPORT

Outcome: Engage experts to run Safe Sport webinars for coaches/dojos

- Run one Safesport webinar per region per year for coaches
- Engage experts within the Judo Ontario community to share strengths to enhance the community as a whole
- Engage experts outside the Judo Ontario community to share strengths and idea that may enhance the Ontario judo community
- Run other, engaging information sessions that support SafeSport sessions



SUPPORT & SUSTAINABILITY



INTEGRITY

Outcome: Shared values, and positive connections to Judo Ontario

- Regular (annual) survey of membership to elicit their ideas and contributions to the Judo Ontario community
- Invitation of club representatives to various Judo Ontario committees as “observing participants” to gauge interest in future roles or connections

STRATEGIC PLANNING

Outcome: Initiatives and ongoing project connections

- Annual review of strategic plan outcomes with the Board of Directors
- Increased membership engagement, through direct invitation, with new and ongoing projects

Outcome: Exponential and augmented progress between NSO and PSO

- Annual review of strategic plan outcomes with the Board of Directors
- Annual engagement between NSO and PSO regarding strategic plan initiatives and follow up with the plan as it progresses

PROMOTION

Outcome: Create a calendar of posts supporting all areas important to 3 pillars

- VP Marketing and other vice presidents to contribute to posts and schedule
- Share and support marketing of events with host club of competitions or other newsworthy events

Outcome: Cohesive brand strategy that puts the sport of judo first

- Actively schedule communication around values and vision

Outcome: Regularly scheduled promotion outside of social media

- Regularly scheduled press releases
- Regularly scheduled connection with local/regional politicians and events

SPONSORSHIP

Outcome: Secure one sponsor

- This sponsor could specifically support high performance and/or recreational approaches

SUPPORT & SUSTAINABILITY

COVID-19 Return To Play

Outcome: Current information for management of COVID-19 risks

- Maintain health advisories and updates
- Create specific suggestions, mirroring Judo Canada's lead on Covid-19

Outcome: Training and competition is as undisrupted as possible

- Investigate alignment with other sports or activities that may still function during restriction periods
- Support and advocate outdoor workouts when restrictions don't allow indoor training

Outcome: Debrief the successes and failures during COVID-19 restrictions and how they were handled by all of the Ontario judo community

- Hold regional meetings to find success and failure stories
- Create final debrief findings document to summarize and share

Outcome: Use the past to inform future planning

- Develop a "best practices" guide to better deal with potential future restrictions
- Strike a task force to create a contingency plan around current and potential restrictions



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HIGH PERFORMANCE (HP)



RECRUIT & SUPPORT

Outcome: Opportunities for HP training are provided to all identified athletes

- Share Gold Medal Profiles from Judo Canada
- Create a pathway for regional high performance athletes to the high performance center.

TRAINING

Outcome: TPASC Toronto Pan Am Sports Centre

- TPASC the top program
- TPASC program supported by clubs or “next-step” training in the province

Outcome: Traveling to connect opportunities

- Continued engagement between Judo Ontario coaching staff and the Ontario judo community
- Look for opportunities to invite Judo Ontario coaching staff to registered clubs to participate or lead activities
- Invite interested members of the Judo Ontario community to training events at TPASC and/or other venues
- Knowledge sharing from HP coaches via on-line platforms to members and program members

Outcome: Continued Athlete Ambassador Program

- Expand ambassador program opportunities
- Expand the actions and abilities of the Ontario athlete ambassadors to connect with the Ontario judo community

COMPETITIONS

Outcome: 3-4 HP “major” tournaments

- Focus on long-term promotion for these major tournaments
- Connect major tournaments to marketing and possibly sponsorship initiatives
- Always debrief tournaments (via survey or report) with ALL participants, volunteers, organizers.
- Use tournament debriefs to create new and better experiences for judoka & stakeholders

Outcome: Supported by many “minor” competitions with a variety of opportunities

- Generate regular opportunities for competition with a new set of “best practices”
- Judo Ontario to share and develop a system for skills events, with provincial standards that meet sanctioning requirements

OHPSI FUNDING

Outcome: Rewrite and examine new HP plan

- Work with OHPSI advisor to create and complete new HP plan
- Ensure alignment with Judo Canada strategic plan

Outcome: Testing Protocols

- Determine, using research and testing, fitness testing protocols best suited to predicting high level performance
- Track and evaluate fitness testing protocols over the next three years
- Update Gold Medal Profile (GMP) expectations at Ontario level dependent on Long Term Athlete Development (LTAD) stage and performance gaps