



STRATEGIC PLAN 2022-2028

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Background

Judo has been part of the Canadian sport ecosystem since 1924. It wasn't until 1956 that Judo Canada was created to ensure the development of judo throughout Canada. The sport's pioneers promoted judo based on two of the maxims from the founder, Jigoro Kano: "maximum efficiency with minimum effort," and "well-being and mutual benefit." These maxims still guide our actions both on the tatami and in the organization of Canadian judo and they are reflected in our values.

This plan is intended to continue the work of those who came before us, to ensure that our sport continues to succeed, and thus be a model for the Canadian sport system and international judo.

Judo Canada Current and Future State

Current state

Over the past two years Judo Canada, like other organizations, has been affected by external factors such as sport safety, the #metoo movement and the 2020 pandemic and has had to act.

Judo Canada has been able to adapt quickly to most of these external pressures by developing processes and strategies to make Judo a safe and welcoming environment. By facilitating the return of the National Team on the tatami, Judo Canada was able to demonstrate its ability to adapt and adjust when necessary. The coronavirus crisis is having a negative effect on registrations that had already been stagnating in recent years at the club level, which has impacted provincial and national participation across Canada.

Provincial, territorial and national judo organizations lack succession plans to renew their outstanding staff and volunteers in key leadership positions. Judo is too often weakened by its amateurism, maintained and promoted by a few individuals. It makes it difficult to obtain buy in from membership due to those realities.

Judo Canada is currently oriented towards an entrepreneurial approach and uses tools, programs, and policies to help provincial and territorial judo associations change their approach. The support of some provincial and territorial judo associations has contributed to the advancement of judo in Canada in many ways, but some of these associations are struggling to assert their independence from Judo Canada.

It is recognized that Judo Canada is equipped to provide the community with tailored programs covering a variety of practices such as, but not limited to, recreational, competitive, and high-performance programs supported by numerous free tools (promotion, social media, etc.) available to provincial / territorial organizations and clubs across the country. High performance programs continue to be successful. These successes should be replicated by recreational judo in order to improve registration numbers as some provincial and territorial members have up to 45% of their registrants not returning for a second season.

Judo Canada has the good practice of sharing a significant amount of information with its members and registrants, resulting in a generally high level of satisfaction within the judo community and contributing to a sense of belonging. However, members can feel overwhelmed, and registrants may not be getting the information or they might be getting information that is often filtered or interpreted through provincial and territorial associations, clubs, coaches, and parents.

Future state

Our past does not always guarantee our future, Judo Canada must capitalize on its strengths and work on its weaknesses. We must also ensure that we remain agile and flexible to adapt to an ever-changing sports environment that is subject to external pressures beyond our control.

We will continue to act professionally with dedicated and competent employees. To do so, we must lead by example by establishing an inspiring succession plan for our members. Our structure will be adaptive and will be able to recognize individual needs when necessary.

Through targeted investments, and by drawing inspiration from other national organizations, we will influence change at the provincial and territorial association and club levels and within Judo Canada to better harmonize policies and programs from coast to coast.

Information sharing with all members, participants and partners will be improved and the information will be more easily accessible on our various electronic platforms. The education of our coaches, instructors, educators, and administrators will enable Canadian judo to remain inclusive of women, Indigenous peoples, new Canadians, and those living with a disability. Education and training will be made available to provincial and territorial members for their staff and volunteers.

Furthermore, to improve communication and social media harmonization, content and templates will be shared with provincial and territorial members. Judo Canada will improve in communicating its purpose, goals, mission, and strategic directions to provincial and territorial organizations. Judo Canada will engage its members and registrants by keeping them involved in the development of key documents such as the strategic and high-performance plans.

Judo Canada will learn from challenges faced by leading provincial and territorial members that transition to the new reality of the sport system. Working with provincial and territorial members, the organization will improve its retention.

We will be an international model for the quality of our organization, the services we provide to participants of all abilities and our international results at the most prestigious events.



Definitions

Active for Life is a movement within the Sport for Life framework in which Canadians become active for life by developing physical literacy. Along with physical literacy and sports excellence, Active for Life is one of CS4L's three key outcomes. This stage can be entered at any age (after the onset of the growth spurt), beginning with developing physical literacy in infancy, and evolves to being Competitive for Life, Fit for Life and/or Sport and Physical Activity Leaders through all phases of adulthood.

Athlete Development Matrix (ADM): is a curriculum that needs to be covered to be successful in the sport. It describes aspects for the athlete's development in the areas of physical capacities, technical skills, psychological skills, and life skills.

Canadian Olympic Committee (COC) is the federal partner designated to represent the Olympic movement in Canada and authorizes and supports Olympic teams and athletes.

Canadian Paralympic Committee (CPC) is the federal partner designated to represent the Paralympic movement in Canada and authorizes and supports Paralympic teams and athletes.

Club means a club registered as such with their respective PTSO delivering judo instruction.

Coach means a registered and certified instructor trained to guide the development of Judo (certified in the National Coaching Certification Program offered by the Coaching Association of Canada).

Coaching Association of Canada (CAC) is the regulatory body overseeing the training and certification of coaches in Canada through several vehicles including the National Coaching Certification Program (NCCP).

Gold Medal Profile (GMP): defines the skills and abilities required to stand on the top of the Olympic podium.

High Performance is a designation for an athlete, program or coach that is solely focused on IJF Senior, Junior and Cadet events reflected in the Olympic and Paralympic schedule.

International Competition means a Competition held under the jurisdiction of the IJF or NSO member of IJF, inside or outside of Canada.

IJF is the acronym for International Judo Federation – the governing body for Judo internationally.

LOC - means the Local Organizing Committee of a local, provincial, national, or international event.

Long-Term Athlete Development (LTAD) is a multi-stage training, competition and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. LTAD is athlete centred, coach driven and administration, sports science and sponsor supported. Sequential stages in the LTAD pathway provide developmentally appropriate programs for all ages to increase participation and optimize performance. Key to LTAD is a holistic approach that considers mental, cognitive, and emotional development in addition to physical development, so each athlete develops as a complete person. Based on CS4L principles, LTAD, in a sport-specific context, promotes system alignment and integration between sports club, provincial/territorial and national sports organization.

The seven stages of LTAD include:

1. Active Start
2. FUNdamentals
3. Learn to Train
4. Train to Train
5. Train to Compete
6. Train to Win
7. Active for Life*



*Active For Life stage also includes all judoka in their teenage and early adulthood years who choose to participate in the sport for reasons different than pursuing performance at the world stage.

National Sport Organisation (NSO) means the National Sports Organization responsible for specific sport in Canada. (i.e. Judo Canada)

Own the Podium (OTP) is a federal funding partner who determines Sport Canada high performance grant amounts for NSOs based on specific performance criteria and Olympic/ Paralympic results.

PJC is the acronym for Pan American Judo Confederation – the governing body for Judo in the Americas' continent.

Pathway refers to a series of defined steps in a development program designed for participants in the sport leading from entry level to proficiency. (e.g. Performance pathway is for podium bound athletes that are aspiring to Olympic and Paralympic and major games performances.)

Policies is a set of strategies, guidelines or rules that define the conduct of the organization.

Provincial/Territorial Sport Association (PTSO) means anyone of Judo B.C., Judo Alberta, Judo Saskatchewan, Judo Manitoba, Judo Ontario, Judo Québec, Judo N.B., Judo N.S., Judo P.E.I., Judo Newfoundland-Labrador, Judo Yukon, Judo Nunavut, NWT Judo Association or any of their successors and assignees.

Provincial/Territorial Sport Association (PTSO) means anyone of Judo B.C., Judo Alberta, Judo Saskatchewan, Judo Manitoba, Judo Ontario, Judo Québec, Judo N.B., Judo N.S., Judo P.E.I., Judo Newfoundland-Labrador, Judo Yukon, Judo Nunavut, NWT Judo Association or any of their successors and assignees.

Provincial Team means a team made up of Judo registered and representing the same Provincial Association.

Physical Literacy means having the fundamental movement skills, fundamental sports skills and motivation that enable an individual to read their environment and make appropriate decisions while moving confidently and with control in a wide range of physical activities in both indoor and outdoor environments. Registrant of JC means a person duly registered with Judo Canada and who has paid applicable fees.

Referees means an individual certified provincially, nationally, or internationally to adjudicate the rules of Judo and to ensure that a judo match meets the required rules, standards of safety and fairness.

JC means Judo Canada, the governing body of Judo in Canada.

Volunteering is an exchange between the organization and the volunteer. The needs of both must be met for the relationship to satisfying and effectively maintained. The tasks must provide an opportunity to meet both the social and intellectual needs and/or learn or display competency of the volunteer to maximize their personal ROI.

Canadian Olympic and Paralympic Sport Institute Network (COPSIN): the COPSIN provides a world-leading multi-sport daily training environment for high performance athletes, coaches and practitioners through expert leadership, programs, and sport science and sport medicine services.

Judoka: To be inclusive of athlete participating in all judo participation context including all genders, ages, ethnicity, and physical abilities.

Optimal: The best or most effective possible in a particular situation.

Sensei: Identify all instructors, teachers, coaches of all genders, ages, ethnicity and physical abilities.

Sport Integrity: is in reference to upholding the values of high performance sport to counter threats such as doping, match manipulation, poor governance, violence, abuse and harassment (all forms – sexual, racial, gender, etc.), and provides support and encouragement to Canadian leaders that are internationally influencing the promotion of positive values, anti-doping and ethics in sport at the international level.

Sport Scientists: Experts in Sport Medicine and other Sport Science Disciplines.

Vision

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 while respecting sports safety and integrity principles.

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 and policy-based decision-making

Strategic Pillars

Strategic pillars are to be used to regroup our area of focus under common themes that will support our vision of tomorrow judo, these pillars are our people, system and culture as defined below.

People

Judoka/athletes, coaches/instructors, parents, officials & administrators, and system experts are holistically supported and have the tools to systematically improve to achieve world-class results in a values-based Judo Canada system.

System

The Judo Canada system is evidence-based, principled, nimble, and innovates to enhance participation and high-performance opportunities and outcomes.

Culture

A culture exists where integrity, trust and inclusivity foster collaboration across the system in both official languages.

People Strategic Areas

Judoka / Registrants

Desired State

Judo Canada increased its participants or registrants base including underrepresented groups at all LTD stages by promoting inclusivity.

Outcomes

- By April 2025, Judo Canada has 22,500 participants or registrants.
- The ratio of female to male representation increases from 24% to 27.5% by April 2024.
- By March 2022, at least 10 judo clubs offer judo programs to Indigenous communities.
- By April 2023, increase the number of provinces that offer after-school and in-class programs from five to eight.
- Participants or registrants are expressing high satisfaction levels.

Technical Experts

Desired State

Judo Canada's sports system has recruited, developed, and retained skilled technical experts to deliver judo across Canada at all LTD stages.

Outcomes

- For the period 2021-2024 increase the number of coaches that followed NCCP activities from 950 to 1200.
- Immediately, Judo coaches / instructors along the LTD continuum are offered ongoing professional development.
- By 2025, number of coaches / instructors are back to 2019 level at 1,200.
- By 2023, technical staff (sports development, coordinators, high performance, etc.) are recruited to address program delivery.
- Technical staff (sports development, coordinators, high performance, etc.) are offered ongoing professional development.
- Effective immediately, gender, ethnic and cultural diversity of recruited technical experts is representative of Judo Canada's population.

Staff

Desired State

Judo Canada's system has recruited, developed, and retained skilled administrative staff.

Outcomes

- Starting in December 2021, administrative staff are offered ongoing professional development preparing to effectively support the quality of services delivered to Canadians.
- With a long-term target of gender parity on Judo Canada's staff, improve to a 40-60% ratio by April 31, 2028
- By April 1, 2022, gender, ethnic and cultural diversity of recruited professional staff is representative of Judo Canada's population.

Volunteers

Desired State

Judo Canada's system has recruited, developed, and retained skilled referees, technical officials and administrators at all LTD stages.

Outcomes

- Starting in 2022, judo volunteers are recruited to address program delivery at all development stages.
- Starting in 2022, judo volunteers are developed using ongoing professional development leading to National or International certification.
- Starting in 2022, judo volunteers are retained at all development stages.

Parents

Desired State

Judokas' parents are supportive of Judo Canada's values, policies, and programs.

Outcomes

- By October 2022, develop material to educate judo parents about the sport along the LTD continuum.

Contractors

Desired State

Judo Canada's system has recruited and retained required external expertise to conduct its operations.

Outcomes

- Judo Canada implements competitive hiring approach to recruit experts supporting the organization's periodic needs.

System: Strategic Areas

Services to PTSOs

Desired State

Judo Canada has an attractive menu of value-added services for its provincial and territorial organizations..

Outcomes

- Judo Canada works immediately with the PTSOs to address mutual gaps.

Programs

Desired State

Judo Canada provides its members with world-leading programs that support the holistic development of Canadian judokas and the sport of judo across Canada.

Outcomes

- Judo programs to develop Physical Literacy, aligned with LTD, are offered through Canadian dojos by the end of November 2022.
- National Circuits return to standards of March 2020 by September 2022.
- By 2025, Mudansha grading is aligned with LTD across the country.

- By 2022, Yudansha grading is accessible (regionally, financially, transparent) for all qualified judokas.
- Judo Canada's Athlete Development Matrix is aligned with its Gold Medal Profile by December 2021.
- Programs along the LTD continuum offer Canadians the opportunity to meet their sporting objectives.

Alignment

Desired State

Judo Canada's sports system works collaboratively with its national and international partners. PTSOs support Judo Canada representatives at national and international levels.

Outcomes

- By 2025, national programs and services, Judo Canada and PTSO, are harmonized to better-serve Canadians.
- By 2025, Judo Canada is strategically represented at national and international level.
- Judo Canada demonstrates leadership by participating at Canadian partners' sessions, congresses, and other events.
- Judo Canada has opportunities to show its leadership when represented on Continental /International Judo Federations' committees.

Funding

Desired State

Judo Canada optimally aligns its programs and services to obtain a maximum contribution from funding partners, sponsors, registrants, and individuals..

Outcomes

- Judo Canada's services and programs are appealing to sponsors.
- Ongoing high-quality submissions/applications are presented on time to funding partners.
- As of March 31, 2024; self-generated revenue returns to \$1.5 million as it was in March 2020 level.

Culture: Strategic Areas

Governance

Desired State

Judo Canada and its members (PTSO) adhere to transparent governance and best business practices to develop and protect the integrity of judo in Canada. Athletes feel comfortable speaking out on governance and sport-related issues and approaching Judo Canada or other sports organizations with concerns.

Outcomes

- Judo Canada's structure is more inclusive of provincial and territorial associations (members).
- National team athletes are represented on key committees and working groups impacting their involvement in judo as per Sport Canada's requirements.

Strategic Planning

Desired State

Judo Canada and its stakeholders transparently map the long-term visions including adequate objectives that are supported by actionable steps.

Outcomes

- Policies and programs are collaboratively developed with concerned members, participants, and stakeholders.
- Policies are reviewed as required.
- National action plan is developed in collaboration to implement Strategic Plan.

Communication

Desired State

Judo Canada is transparent in its communication to its members and stakeholders.

Outcomes

- Transparent communication with PTSOs is ensured by appropriate channels.
- Judo Canada increases the number of followers on its social media accounts by March 31, 2025:
 - Twitter: from 8,800 to 12,000
 - Facebook: from 17,500 to 25,000
 - Instagram: from 7,600 to 13,000

Integrity

Desired State

Judo Canada's system has zero tolerance for maltreatment (abuse, harassment, discrimination) doping and wrong doing in sport.

Outcomes

- Judo Canada aims at reducing maltreatment within its scope and sphere of influence.

Safety

Desired State

Judo Canada has policies in place to safeguard physical and psychological integrity of its participants in sport.

Outcomes

- Judo Canada develops protocols to safeguard the health of its participants within its scope and sphere of influence.

Appendixes

Appendix A: Roles and Responsibilities

Judo Canada: To enhance opportunities for Canadians to participate in judo and offer the opportunity to achieve their personal goal through policy leadership and strategic financial investments.

Provincial/Territorial judo association: Govern Judo provincially/territorially respecting the vision, mission and values of Judo Canada and the Province in accordance with requirements of sport governing/funding agencies. Deliver and support programs and services that promote the growth and sustainability of Judo in the province/territory

Club: Service judoka/registrants with programs and services that promote the growth and sustainability of Judo in the community

Dojo: Offer safe physical environment to Judo Clubs

Coaches/instructors: Deliver safe and appropriate programs to judoka/registrants encouraging their holistic growth

Judoka (registrants): Engage in programs offered by their clubs and deliver by their coaches/instructors

Sport Canada: To enhance opportunities for Canadians to excel in sport within their chosen context, through policy leadership and strategic financial investments at the federal level.

COC: To provide leadership for podium success and, in conjunction with the NSOs, lead the planning and preparation of the Canadian team for the Olympic, and Pan American Games and promote the principles and values of Olympism.

CPC: To provide leadership for podium success and, in conjunction with the NSOs, lead the planning and preparation of the Canadian team for the Paralympic and Parapan American Games. To lead the development of a sustainable Paralympic sport system in Canada that will enable athletes to reach the podium at the Paralympic Games.

Special Olympics Canada: Is dedicated to enriching the lives of Canadians with an intellectual disability through sport.

Canadian Deaf Sports Association (CDSA): is dedicated to the development of high performance Deaf and hard of hearing athletes. Through direct financial support CDSA helps athletes participate in international sport events sanctioned by the International Committee of Sports for the Deaf, and the Pan American Sports Committee for the Deaf

Canadian Blind Sport: Recognized national sport organization for the Paralympic Sport of Goalball, and advocates within the sport system for Canadians who are visually impaired or blind.



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