

Strategic Plan

2014-2018

Karate in Canada



OUR VISION OF SUCCESS

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A NEW VISION

It is with great pleasure that we present to you this new **“Karate in Canada” 2014-2018 Strategic Plan**, which is the culmination of months of consultative work and reflection by various experts and pillars of the Canadian karate community.

As we are about to conclude the 4-year period covered by Karate Canada’s first Strategic Plan, we have recently returned to the drawing board with a renewed desire to develop a shared vision, whereby all of our members can picture the future together with unity of purpose, and embrace common goals, as well as strategies towards attainment of these objectives.

Under the leadership of renown sports management and strategy expert Benoit Girardin (of LBB Strategies), and thanks to the diligent oversight of our Strategic Plan Steering Committee, we have held various in-person and teleconference meetings, have conducted numerous phases of consultation through a nationwide online survey as well as through work with several focus groups, over the course of a few months. The end result is contained within the next few pages, which we hope will inspire and drive you, and compel you to join us in taking on the challenges before us, and in making this vision of the future a reality.

Much of the work still lies ahead, and we invite you, our members, to work hand in hand with us, in order to allow all of us to reach the ambitious goals contained in this plan. For ultimately, this plan is not Karate Canada’s strategic plan. **It is Karate in Canada’s plan.**

We are and must work as one, and not strive uselessly in separate silos. We must share the tasks at hand and establish collaborative strategies enabling us to make most efficient use of our respective resources, towards achievement of the crucial goals stated in this plan.

We call upon you to help us operationalize this plan, and to include, in your own respective member associations’ strategic and operating plans, various objectives and initiatives which will support and align with the four main priorities around which this entire plan revolves. Indeed, we must work together toward tangible implementation of the strategies listed herein, so as to increase membership and participation, to strengthen our overall system and deliver added value programs, to raise the profile and visibility of karate in Canada, and to support and contribute to the international success of our athletes.

We are therefore thrilled to invite each of you to join us in building this exciting future for Karate in Canada.

Sincerely,



Olivier Pineau
Executive Director

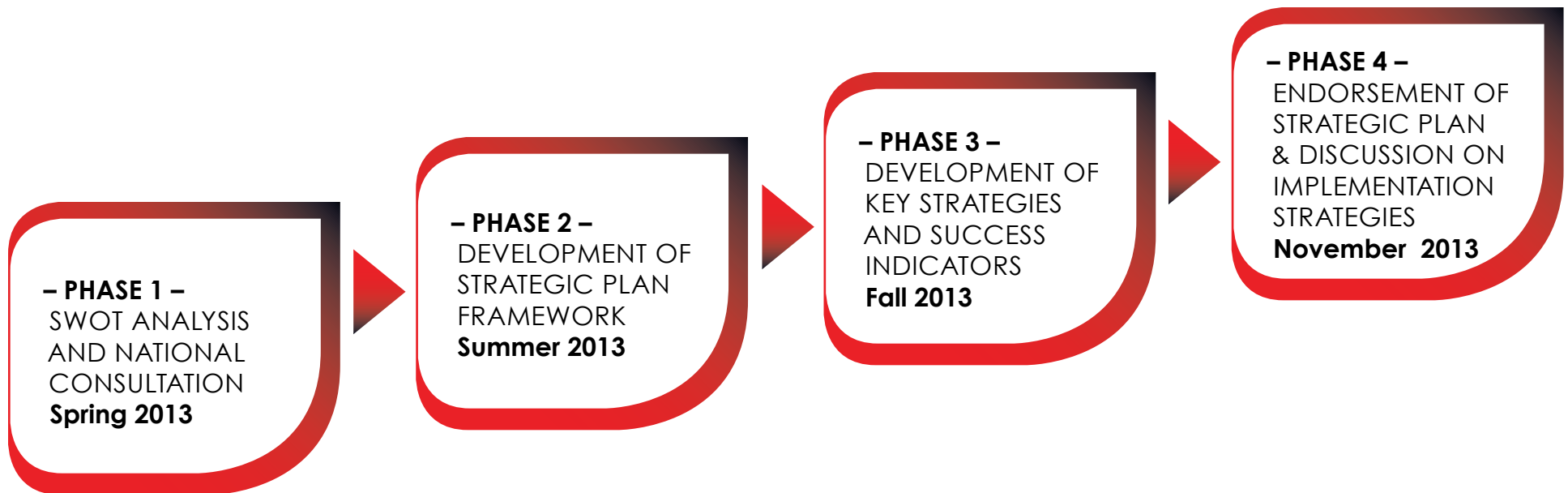


Rébecca Khoury
President

2. An inclusive and comprehensive strategic planning process

The Karate in Canada strategic plan is the result of a comprehensive process that involved many stakeholders, members and partners. Coaches, Athletes, PSOs, KC Board, staff and sport partners all contributed to the development of this strategic plan of Karate Canada through online surveys, focus groups and during the strategic planning retreat. Steered by the Strategic Planning Committee composed of Daniel Piché (acting as Chair), Dan Wallis, Stéphane Rivest, Dragan Kljenak, Olivier Pineau (ED at KC) and assisted by a strategic planning consultant, Benoit Girardin from LBB Strategies, the process lasted almost 8 months of hard work and brainstorming about Karate in Canada's best future. This plan reflects the opinions and ideas of the collective voice of Karate organizations in Canada and members of KC.

The process was as follows:



3. About Karate in Canada

Karate Canada is the governing body for the sport of Karate in Canada, and is recognized as such by the Canadian Olympic Committee, the Canadian Government (Sport Canada), the World Karate Federation, the Pan American Karate Federation and the Commonwealth Karate Federation. Karate Canada, which currently celebrates its 50th year in existence, is comprised of 10 Provincial Associations (Karate Newfoundland, Karate Nova Scotia, Karate PEI, Karate New Brunswick, Karaté Québec, Karate Ontario, Karate Manitoba, Karate Saskatchewan, Karate Alberta and Karate BC), which are in turn recognized governing bodies for the sport of karate in their respective provinces (one such body is currently undergoing the process of obtaining such recognition).

The combined membership of these Provincial Karate Associations represents over 15,000 individual members, who embody a broad and diverse group, from coast to coast, and who practice karate at every level, as athletes, instructors, coaches, referees, judges, volunteers and participants of all ages. As part of its progress over the last few years, Karate Canada has developed, adopted and begun spreading and implementing its own Long Term Athlete Development Model, which identifies the optimal development pathway for participants at various stages, and helps promote adequate training and participation at every level, from early initiation to recreational and elite competition, as well as active lifelong pursuit of karate and its numerous benefits.

Karate Canada has also recently developed three sport-specific NCCP (National Coaching Certification Program) contexts in two different streams, thus advancing nationwide coach education and helping ensure LTAD principles are being implemented in teaching curriculums in karate clubs and dojos nationwide, and at every level. As further steps to ensure implementation of LTAD principles, Karate Canada has undergone a Competition Review, the results of which are gradually being implemented.

Karate Canada currently holds a few major yearly national events, such as its National Championships, which assembles hundreds of Junior and Senior athletes, Coaches and Referees from every member province, as well as the annual Summit (focused on education and development of participants at every level; coaches, leaders, administrators, volunteers, officials, club owners, instructors and athletes...) and various national and regional elite training camps. Member Provincial Associations likewise diligently hold many quality local, regional and provincial competition events and training sessions / camps aimed at the development of their individual participants. These Provincial Associations also dedicatedly promote and advance karate at every level within their respective provinces, and host a range of essential development opportunities such as officials' clinics and NCCP Courses.

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3. About Karate in Canada (continued)

On the competitive front, Karate Canada has recently developed, following consultation of many of its experts nationwide, a comprehensive High Performance plan, the first few steps of which have been gradually implemented over the last few years. This has resulted in considerable increases in participation in international competitions and joint training opportunities for elite and development athletes, under the leadership of renown coaches, and with support of sport science experts from various key fields. It has also led to increased transparency and inclusiveness in the coaching and high performance staff hiring process, and in the emergence of specific high performance programs and initiatives, including a new talent identification and development program. This has, in the last few years, been conjugated with hosting of several important international competitions in various provinces, thus increasing the sport's visibility, benefiting our national membership, and developing world class hosting expertise at home.

Canadian karate can boast continued and sustained podium presence on the Pan American scene, and intermittent success on the European and world stage. Canada is also home to several high-ranking and seasoned international officials, who bring and share a very precious expertise with our athletes and coaches.

Some of the important challenges which we must face over the next few years, however, will almost inevitably include greater nationwide alignment for harmonious program delivery and optimal efficiency and use of our respective resources, as well as facing and addressing the undeniable fact that many people practice various forms of karate in Canada and yet are not currently members of Karate Canada or of its member Provincial Associations, thus presenting us with great opportunities for growth and inclusion.

Internationally, Canadian karate currently holds a privileged position, with close ties and relations with the World Karate federation, the Pan American Karate Federation and the Commonwealth Karate Federation. This is reflected in the WKF's repeated and ongoing support of our yearly Summits, in the presence of Canadian karateka in key PKF Commissions, and in Karate Canada's President's prevalent position amongst the Board of Directors of the North American Karate Federation and the Commonwealth Karate Federation. And while in spite of the WKF's recent noble efforts, the sport of karate is not yet featured in the program of the Olympic Games, its is still present in such prestigious multisport events as the Pan American Games, and modern sport karate still benefits from a world class competition system and resources which have little to envy from many Olympic disciplines.

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3. About Karate in Canada (continued)

Karate Canada and the various Provincial Associations also support and promote initiatives pertaining to participation at various levels, some of which are not at all competition-related, as part of their endeavor to promote the important and profound life lessons, moral principles and deep values of karate-do, all benefits which continue to significantly contribute to our members' lives, far beyond the mere scope of the competitive arena. As is clear from the considerable number of non-competitive members engaging in karate practice as a part of their daily lives, karate is far more than just a sport. It has, on the one hand, become a very structured and organized sport, benefiting from all the advances of modern sport science, yet on the other hand, it clearly also encompasses much, much more, and brings much deeper and meaningful value to its many practitioners.

Through the discipline of karate-do, and through the invaluable experience of Canadian karate and its development pathway, we contribute to forging not only remarkable athletes and karateka, but also model citizens and the future leaders of our society.

Karate in Canada

WE SHARE THE SAME VISION





What is our ultimate goal?

“ To become a world class and highly efficient nationwide system aimed at promoting the growth, development and excellence of karate in Canada.”

Why do we exist?

OUR PURPOSE

“ We lead and partner to create an environment and system conducive to success at all levels.”



What drives our actions?

OUR CORE PRINCIPLES AND VALUES

- Our people and members **always come first**.
- We are driven by **excellence in everything we do**.
- We believe in the **power of the Team**.
- We are driven by **high ethical standards**.

What success looks like in 2018?

OUR EXPECTED ACHIEVEMENTS BY 2018:

- **More people are involved in Karate**
We increase membership and participation
- **Our system is stronger**
We strengthen our system and deliver added value programs and services
- **Karate is a highly visible sport**
We significantly raise the profile of Karate in Canada
- **We perform internationally**
We all contribute to the international success of our National Team members

What we do to be successful?

OUR STRATEGIES AND TACTICS TO ACHIEVE SUCCESS

OUR SYSTEM IS STRONGER

WE STRENGTHEN OUR SYSTEM AND DELIVER ADDED VALUE PROGRAMS AND SERVICES

STRATEGY 1:

SYSTEM ALIGNMENT

We optimally align to generate enhanced value for our people.

STRATEGY 2:

EFFECTIVE AND PERFORMING SYSTEM

We govern and lead our organizations with optimal effectiveness to deliver tangible results and value.

STRATEGY 3:

CAPACITY

We increase our capacity to deliver better results and value.

KARATE IS A HIGHLY VISIBLE SPORT

WE RAISE THE PROFILE OF KARATE IN CANADA

STRATEGY 4:

MARKETING PLAN

We develop and implement a robust national marketing strategy that significantly raises the visibility of Karate.

MORE PEOPLE ARE INVOLVED IN KARATE

WE INCREASE MEMBERSHIP AND PARTICIPATION IN KARATE

STRATEGY 5:

PARTICIPATION STRATEGY

We develop and implement a national strategy to grow Karate in Canada.

WE PERFORM INTERNATIONALLY

WE ALL CONTRIBUTE TO THE INTERNATIONAL SUCCESS OF OUR NATIONAL TEAM MEMBERS

STRATEGY 6:

INTERNATIONAL EXCELLENCE

We align to create an effective high-performance system and environment capable of producing World Champions.

OUR SYSTEM IS STRONGER

WE STRENGTHEN OUR SYSTEM AND DELIVER ADDED VALUE PROGRAMS AND SERVICES

STRATEGY 1: SYSTEM ALIGNMENT

We optimally align to generate enhanced value for our people.

Tactics :

1.1 Roles & Responsibilities

We have clear roles and responsibilities.

1.2 Sharing

We share resources and our corporate intelligence to generate enhanced value for our members.

STRATEGY 2: EFFECTIVE AND PERFORMING SYSTEM

We govern and lead our organizations with optimal effectiveness to deliver tangible results and value.

Tactics :

2.1 Governance and operations

We adopt a professional governance structure and practices. We operate and manage our organizations with better focus and effectiveness.

2.2 Internal communications

We significantly improve our internal and inter-organizational communications.

2.3 Benchmarking

We benchmark our organizations and learn from the best leading comparable organizations.

2.4 Innovation

We research and adopt innovative strategies and practices.

2.5 Influence

We consolidate our relations with the private and public organizations, national and international sport organizations.

STRATEGY 3: CAPACITY

We increase our capacity to deliver better results and value.

Tactics :

3.1 Partnership

We develop meaningful partnerships with sport partners and other partners that generate added value for our organizations and our members.

3.2 Public sector

Every year, we optimize and increase our public sector contributions at all levels.

3.3 Private sector

We execute a commercial strategy that generates enhanced ROI (cash or VIK) for all Karate organizations. Every year, we optimize and increase our private sector contributions at all levels.

KARATE IS A HIGHLY VISIBLE SPORT

WE RAISE THE PROFILE OF KARATE IN CANADA

STRATEGY 4: **MARKETING PLAN**

We develop and implement a robust national marketing strategy that significantly raises the visibility of Karate.

Tactics :

4.1 Branding strategy

We have a powerful and unified brand strategy.

4.2 Plan execution

We align and join our resources to effectively implement the marketing plan.

4.3 Media presence

We develop a national and local media strategy and have a strong presence in the social medias.

4.4 National and International leadership

We promote Karate in the Canadian sport system and play a leadership role internationally.

4.5 Meaningful partnership

We develop meaningful partnerships with the public, private and sport sectors that enhance Karate's visibility.

4.6 Hosting

We host financially viable competitions and events that generate higher visibility for Karate and enhanced experience for our people.

MORE PEOPLE ARE INVOLVED IN KARATE

WE INCREASE MEMBERSHIP AND PARTICIPATION IN KARATE

STRATEGY 5: PARTICIPATION STRATEGY

We develop and implement a national strategy to grow Karate in Canada.

Tactics :

5.1 Recreational and competitive members

We develop and implement a national strategy that grows the number of organizations and individual members and participants.

5.2 Karate organizations

We partner with other Karate organizations and combat sports to recruit and increase our membership and participants.

5.3 Official representative for Karate

We are recognized as the official governing bodies for Karate in the municipal, education and governmental sectors and organisations.

5.4 Coaching

We improve and promote the coaching program to increase the number of registered and certified coaches in the community of Karate.

5.5 Officiating

We promote the officiating program to increase the number of registered and certified officials in the community of Karate.

5.6 Club growth

We increase the number of clubs and the capacity and quality of our club delivery system.

5.7 LTAD

Our LTAD is promoted and significantly implemented across Canada.

WE PERFORM INTERNATIONALLY

WE ALL CONTRIBUTE TO THE INTERNATIONAL
SUCCESS OF OUR NATIONAL TEAM MEMBERS

STRATEGY 6: INTERNATIONAL EXCELLENCE

We align to create an effective high-performance system and environment capable of producing World Champions.

Tactics :

6.1 International results

Our athletes perform consistently on the international stage and reach their HP objectives.

6.2 High Performance department

We partner to improve Karate Canada's high performance department.

6.3 Standardized pathway to excellence

We standardize the pathway to excellence across Canada in line with LTAD.

6.4 Talent ID

We further develop and implement a talent ID program in line with LTAD.

6.5 Competition strategy

We further develop and implement a competition strategy in line with the LTAD.

What's next?

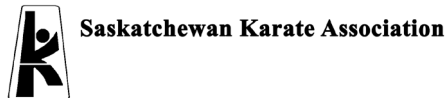
THE IMPLEMENTATION STRATEGY

- **Align our respective strategic plans**
- **Clarify and determine our key performance indicators**
- **Develop yearly action plans**
- **Form working groups**
- **Agree on a mechanism to monitor progress and measure our success**

Strategic Plan

2014-2018

Karate in Canada



OUR VISION OF SUCCESS



**KARATE
CANADA**

For more information,
please contact
KARATE CANADA