

# JUDO ALBERTA STRATEGIC PLAN

2013 - 2017



**judo  
alberta**

THE ALBERTA KODOKAN BLACK BELT ASSOCIATION

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## **Introduction**

The Alberta Kodokan Black Belt Association, more commonly referred to as Judo Alberta, is a non-profit Provincial Sport Organization (PSO) registered in the province of Alberta. Judo Alberta is the governing body for the sport of Judo in Alberta, and is an affiliated member of Judo Canada.

The sporting landscape in Canada has changed immensely with the adoption and implementation of the Long Term Athlete Development (LTAD) model, the renewal of the Canadian Sport Policy (CSP) 2012, and the release of the Active Alberta and Active 20/20 policies. In Alberta, there has been increased competition for people's leisure dollars as there are a wide variety of recreational and competitive sporting opportunities available to choose from. Judo Alberta provides opportunities at all levels of development for athletes, coaches and officials through grassroots, recreational and competitive based programs, coordinated through over 25 dedicated community clubs representing all eight (8) zones in the Province.

## **The plan**

The Strategic Plan for Judo Alberta was created by the Board of Governors and professional staff with consultation of the member clubs across the province, under the guidance of facilitator Ricardo Flores. It provides a five (5) year pathway for program development, service enhancement, and organizational growth, which compliments the policies and funding guidelines of our stakeholders. Through a comprehensive environmental scan and analysis of the organization, Judo Alberta was able to assess both the challenges and opportunities that may arise in the foreseeable future, and is reflected in the existing document. As this plan is organic in nature – meaning that it will always be subject to a changing marketplace – it will be reviewed by the Executive Committee quarterly and by the entire Board of Governors annually.

## **Mission**

Our mission is to promote the principles and teachings of the sport of Kodokan judo to all levels in all parts of Alberta.

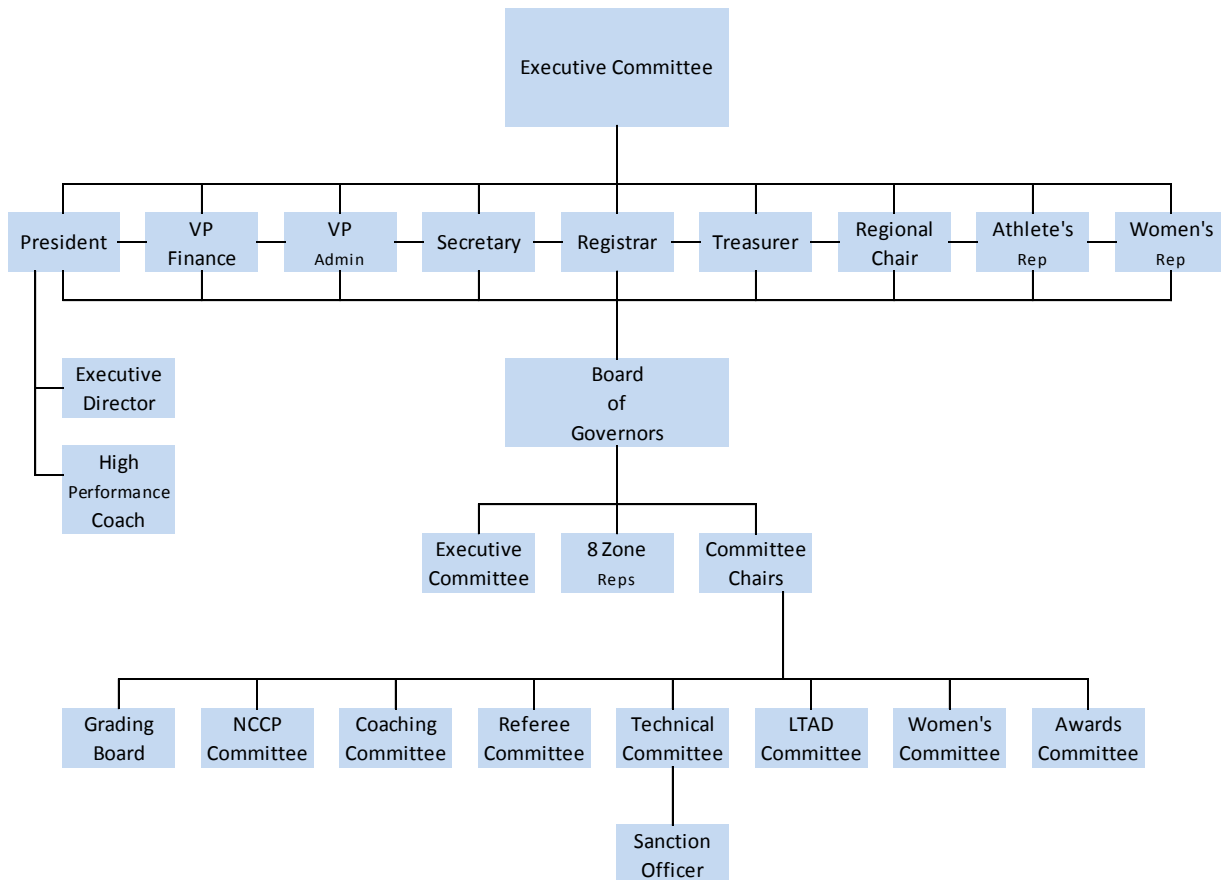
## **Vision**

Judo to Win, Judo for Life: Judo Alberta will be recognized as the leader in growth and development of martial arts across the Province and Canada.

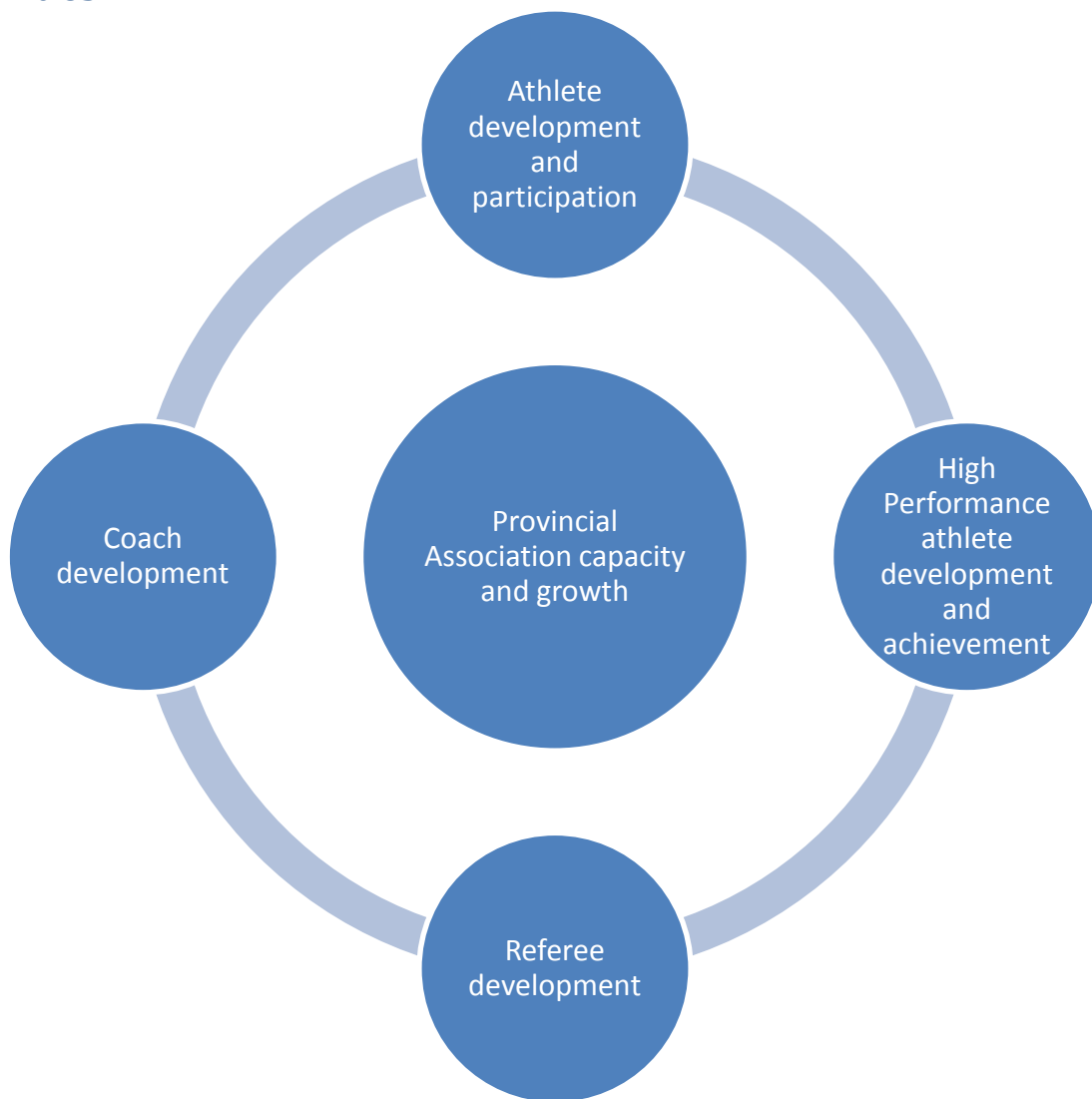
## Core Values

<i>Integrity.</i>	<ul style="list-style-type: none"><li>• We value integrity throughout our organization. We strive to be an ethically based Provincial Sport Organization that is honest and inclusive in all of our practices and relationships.</li></ul>
<i>Leadership.</i>	<ul style="list-style-type: none"><li>• We value leadership at all levels of our organization. Through creative, passionate and inspired people, we endeavor to create an organization with big picture thinking and endless possibilities.</li></ul>
<i>Respect.</i>	<ul style="list-style-type: none"><li>• We value respect and creating a culture of meaningful relationships that is embraced by dedicated members, volunteers and staff.</li></ul>
<i>Excellence.</i>	<ul style="list-style-type: none"><li>• We value excellence in all that we do. The organization is committed to meeting and exceeding the expectations of our members.</li></ul>
<i>Volunteerism.</i>	<ul style="list-style-type: none"><li>• We value the spirit of volunteerism. The organization has been built through loyal and dedicated volunteers since 1960, and the strength of this value continues to this day.</li></ul>

## Organizational Structure



## Priorities



## Priorities & Core Strategies

### Provincial Association Capacity and Growth

*Position Judo Alberta to be the preferred martial arts activity for Albertans. This will be accomplished through an emphasis in building organizational capacity through:*

- **People Development**-Grow our membership;
- **Sound Financial Planning and Development**-Provides strong leadership that ensures sustainability, accountability, and strong operational and financial planning;
- **Member Services**-Enhances the level of service to our membership through a comprehensive human resource management program for our dedicated volunteer and professional staff workforce;
- **Excellent Governance**-Ensures that good governance is maintained through fulfilling fiduciary duties, policy creation and review, and putting the future of the organization as the first and foremost responsibility of the Executive Committee and Board of Directors;
- **Community Engagement**-Expansion of programs offered in an effort to diversify our membership base and level of services offered through programs (eg. Self Defense classes, pre-judo;
- **Marketing and Communication**: To provide strategic communication to help our Judo community and support the goals of our members
- **Partnerships**: Develop strong partnership with other organizations, provider and local and Provincial business to support the delivery of our goals and strategic initiatives.

### Athlete Development and Participation

*Provide developmental and recreational opportunities that promote athletes of varying skills and abilities and that encourage continued participation in judo. This will be accomplished through program alignment that:*

- Existing programs are reviewed and improved to meet the needs of our athletes;
- New programs are developed and created in innovative ways that stimulate participation;
  - Tournament for beginners and senior, updated rules (eg: Ne waza tournament, demonstration technical, uchi komi tournament
- Creation of a pathway for athlete development into the school system through after-school programs, school visits, or other innovative means.
  - Partner with NCCP program to place coaches or assistant coaches in after school teaching roles
  - Centrally manage this program to generate revenue and membership
  - Mentor coaches to establish commercial judo activity.
- Increase accessibility and equity to Male and female in Judo
  - Girls training camp
- Increase participation in Judo , Increase the number of supporting structures and programs that will enhance participation
- Enhance interaction and partnership.

## High Performance Athlete Development and Achievement

*Enhance the consistency and development of our High Performance athletes in training and competition that ensures a sustainable level of performance and achievement across Canada and Internationally. This will be accomplished through program planning that:*

- *Provides continual professional development opportunities of our coaches regardless of certification and belt level;*
  - *Invites them to participate of Provincial Training camp for continuous learning.*
  - *Send the HPC to visit the different clubs across Alberta to help professionalize our coaches.*
- *Provide support and qualified coaches for younger athletes to ensure that LTAD principles are being taught in a safe, inclusive environment that sets up Alberta athletes for future High Performance success;*
  - *Create Provincial clinic for Instructors. (coaches retreat)*
  - *Once per year, have RTS (Regional Technical Support) organized a clinic for all instructors, assistant coach and athletes.*
- *Creation of individualized training plans for our top 20 identified athletes across the province;*
- *Establishment of off-mat training programs (strength training, cardio, and cross-sport training) that compliments the year round training of our judo athletes aged 15 and up.*
  - *High performance athletes living and training in Alberta have access to Alberta Sport Development Center (ASDC)*
- *JA increases quality and quantity of clubs and administrators, event organizers and volunteers;*
  - *Develop a club program that provides education, best practices and other support for LTAD and Competition review implantation*

## Referee Development

*Continue to grow our referee program through ongoing training, professional development opportunities, and a commitment to excellence. This will be accomplished through emphasizing the strengths of the referee community that:*

- *Creation of referee development program that clearly outlines criteria and progression for our referees to move onto the next certification level offered;*
- *Establishment of a referee recruitment program and a strategic promotional plan in an effort to increase the number of total referees by 5-10% per year;*
- *Increase the number of new referees certified by 10% each year;*
- *Survey our referees that are both current and those that have stepped down in an effort to better understand and mitigate retention challenges.*

## Coach Development

*Continually ensure that our athletes are being coached by highly qualified and ethical coaches that are engaged, passionate and dedicated to enhancing the quality of experience for all members regardless of level of ability. This will be accomplished through a renewed focus in coaching development that:*

- *Creation of mentorship program for both new and old coaches to better prepare our coaches for instructing judo in the community level clubs;*



- *Increase in the number of professional development clinics (or webinars, YouTube, etc.) in a judo season that continues to develop and inspire our coaches with new ideas, drills, training programs and techniques;*
- *Development of standardize lesson plans (packages of 20 that show proper introduction and progression of skill development) for respective age groups.*

## **Alignment with Active Alberta, the Canadian Sport Policy and Active Canada 20/20**

The Judo Alberta Strategic Plan is only one part of a network of policies, frameworks, funding partnerships, and stakeholder relations within the Province of Alberta and across Canada. Where applicable, influence for this plan reflects our various connections to Active Alberta, the Canadian Sport Policy and Active Canada 20/20. While not every aspect of these policies and frameworks is important to the business of Judo Alberta, there is a profound connection to the future success and long term sustainability of our Provincial Sport Organization and working with other Canadian agencies with similar vision, goals, and resources.

## **Strategic Goals, Objectives, Tactics & Performance Indicators**

Judo Alberta has outlined various goals, objectives tactics and performance indicators to assist with the implementation of this plan over the next five (5) years. There is an understanding that these measures are fluid, as this plan is a living, breathing document.

The performance measures outlined for each committee will be reviewed and created on an annual basis at the Board of Governors Planning Meeting. The purpose of these is to support the over-arching objectives of this strategic plan at a micro level. Without the ability to manage, evaluate and achieve the measures at the committee level, there is an acknowledgement that it will be difficult to completely fulfill the potential at the macro level of this plan.

## Strategic Goals, Objectives & Tactics

### Provincial Association Capacity & Growth

Objectives	Tactics
<b>Membership Growth</b> <ul style="list-style-type: none"> <li>Grow membership to 1700 members by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a comprehensive promotional strategy for clubs to recruit new members</li> </ul>
	<ul style="list-style-type: none"> <li>Creation of a “Come Try Judo” or “Open House” type program to have members of the community come out and try out the sport before they sign up</li> </ul>
	<ul style="list-style-type: none"> <li>A minimum of 4 school visits per year by High Performance coach</li> </ul>
	<ul style="list-style-type: none"> <li>A “Judo Alberta” host table at the Edmonton International Judo Championships with information on the sport or Judo, flyers, promotional materials, and business cards to better utilize the spectator traffic at West Edmonton Mall</li> </ul>
<b>Increase Number of Paid Professional Staff</b> Have: <ul style="list-style-type: none"> <li>One (1) full-time Executive Director,</li> <li>One (1) full-time High Performance Coach, and</li> <li>A minimum of one (1) part-time support staff (eg. Membership Services Coordinator; Program Coordinator) by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Hire staff as necessary to reflect increases in membership to better serve our constituents</li> </ul>
	<ul style="list-style-type: none"> <li>Evaluate all job descriptions of paid professional staff to minimize volunteer burnout and place proper workload and tasks on office staff rather than on volunteers</li> </ul>
<b>Conduct Needs Assessment of Membership</b> <ul style="list-style-type: none"> <li>Conduct a needs assessment of our membership via survey to determine if: 1) current needs of the membership are being met; 2) prioritize tasks and reporting to reflect existing needs; and 3) anticipate future needs by identifying gaps in programming and service.</li> </ul>	<ul style="list-style-type: none"> <li>Create a focus group to gain feedback for questionnaire direction</li> </ul>
	<ul style="list-style-type: none"> <li>Create a questionnaire for distribution to membership during the 2013-14 season</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct questionnaire and evaluate results upon the completion of the 2013-14 season for discussion at the 2014 Board of Governors Planning Meeting</li> </ul>
<b>Complete a Review of the Judo Alberta Governance</b>	<ul style="list-style-type: none"> <li>Review and evaluate all volunteer job descriptions and</li> </ul>

<b>Structure</b> Complete a full review of the Judo Alberta governance structure to ensure that fiduciary duties are being met, that the current structure meets and/or exceeds all requirements under the Societies Act, and to streamline positions and roles for more efficient and effective use of our volunteers	compare with actual jobs and tasks to ensure continuity in roles
	<ul style="list-style-type: none"> <li>• Create a succession plan for turnover in volunteer board positions</li> </ul>

### Athlete Development and Participation

Objectives	Tactics
<b>Evaluation of Existing Programs</b> Conduct a review of existing programs that are targeted for recreational athletes that promote participation and lifelong opportunities in judo.	<ul style="list-style-type: none"> <li>• Evaluate existing programs to ensure that they are meeting needs of current athletes</li> <li>• Create at least one (1) new program to encourage participation by recreational athletes of all ages</li> </ul>
<b>Increase Female Participation in Judo</b>	<ul style="list-style-type: none"> <li>• Identify needs and develop a program that encourages increased participation by females</li> <li>• Build on success of the Female Training Camp &amp; Sleepover with additional marketing and financial support from the community</li> </ul>
	<ul style="list-style-type: none"> <li>• Create one women session during Provincial training camp.</li> </ul>
<b>Introduce the schools, judo after school or during a program school and university</b>	<ul style="list-style-type: none"> <li>• Mentor coaches to establish commercial judo activity with school.</li> <li>• Education to teach judo in school and to retain them in our sport</li> </ul>
<b>Communication releases</b> about Judo event, like Tournament and Training camp, selections or athletes medalists.	<ul style="list-style-type: none"> <li>• Increase news by, TV, web side, you tube, twitter, facebook.</li> </ul>

## High Performance Athlete Development & Achievement

Objectives	Tactics
<ul style="list-style-type: none"> <li>• Increase communications and interactions between club coaches and provincial coaches</li> <li>• Increase communications between club coaches and athletes</li> <li>• Increase communication between provincial coaching staff and the National coaching staff</li> <li>• Increase communication between provincial coaching staff and athletes.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop yearly plan for club coach development / involvement.</li> <li>• Share / discuss plans during training camps or coaches retreat.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop tools for communications (webinars, DVDs, training documents)</li> </ul>
	<ul style="list-style-type: none"> <li>• Get post competition reports from the National Coaches for international tournaments.</li> <li>• Provide feedback to the National Coaches on our athletes training at the NTC.</li> </ul>
	<ul style="list-style-type: none"> <li>• Hold annual Coaches Retreat/symposium to develop coaching skills for club coaches.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve club coach skills for competitive training</li> </ul>	<ul style="list-style-type: none"> <li>• Develop mentoring program for club coaches or shared learning groups.</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Provide feedback to club coaches about their athletes.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to send feedback to club coaches after major tournaments</li> <li>• Develop report cards for athlete feedback.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide different feedback from different coaches to club about athletes.</li> </ul>	<ul style="list-style-type: none"> <li>• Spread-out the coaching; ( not coach club has to always coach their athletes), more different feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Increase interactions between provincial coaches and out of province athletes</li> </ul>	<ul style="list-style-type: none"> <li>• Send provincial coach to National Training camps to supervise them and keep contact with them.</li> <li>• Work with National trainers/coaches to develop/collaborate on the athletes' programs.</li> <li>• Contact with the Trainer of National center about our athletes.</li> </ul>

### Referee Development

Objectives	Tactics
<ul style="list-style-type: none"> <li>• Increase the number of provincial level referees</li> </ul>	<ul style="list-style-type: none"> <li>• Host regional referee sessions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage U18/21 athletes to referee at regional competitions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Pull referees from the retired athlete profile.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a brochure to attract young athlete to refereeing.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the number of national level referees in the province</li> </ul>	<ul style="list-style-type: none"> <li>• Send provincial referees to out of province tournaments for exposure.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote refereeing as a way to stay in the sport.</li> <li>• Use the referee replay system to train referees.</li> </ul>
<ul style="list-style-type: none"> <li>• High level clinics hosted in the province</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to host the inter-provincial refereeing seminar at the EIJT</li> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Referee policy</li> </ul>	<ul style="list-style-type: none"> <li>• Revamp the referee policies</li> </ul>
<ul style="list-style-type: none"> <li>• Survey membership</li> </ul>	<ul style="list-style-type: none"> <li>• Survey membership on refereeing</li> </ul>

### Coach Development

Objectives	Tactics
<ul style="list-style-type: none"> <li>• Raise the level of club coaches knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Promote attendance at coaches clinics</li> </ul>
	<ul style="list-style-type: none"> <li>• Use the HP coaching knowledge to train coaches.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote the LTAD program and ways it recommends to teaching kids.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create mentorship program</li> </ul>

<ul style="list-style-type: none"> <li>• Use video to increase knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute videos on different teaching styles.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create a provincial video for teaching kids.</li> </ul>
<ul style="list-style-type: none"> <li>• Attendance at provincial training sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute training manuals to club coaches</li> </ul>

## Performance Indicators & Timeline

	Baseline (2012/13)	2013/14	2014/15	2015/16	2016/17
<b>Provincial Association Capacity &amp; Growth</b>					
Grow membership to 1,700 members by 2017	<b>1300</b>	1,400	1,500	1,600	1,700
Increase Number of Paid Professional Staff	<b>2</b>	<b>2</b>		<b>3</b>	
Conduct a needs assessment of our membership via survey	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Complete a Review of the Judo Alberta Governance Structure	<b>0</b>		<b>1</b>		<b>1</b>
<b>Athlete Development &amp; Participation</b>					
Evaluation of Existing Programs	0	1			<b>1</b>
Increase Female Participation percent	20	22	24	26	<b>28</b>
Communication releases	10	12	14	16	<b>18</b>
Introduce judo to schools					

## Committee Performance Indicators & Timeline

	Baseline (2012/13)	2013/14	2014/15	2015/16	2016/17
<b>Women's Committee</b>					
Number of participants at girls' sleepover and training camp	75	80	80	85	<b>90</b>
To participate in a go-girl program throughout the province	0	1	1	1	<b>1</b>
Female judoka banner	0	0	1	0	<b>1</b>
<b>Grading Committee</b>					
Number of Black belt gradings	2	2	2	2	<b>2</b>
Number of kata teams placing 5 <sup>th</sup> or higher at senior nationals	2	3	2	3	<b>3</b>
Number of total participants at kata clinics	50	75	75	75	<b>75</b>
To distribute NGB syllabus to members	1	1	1	1	<b>1</b>
Number of kata clinics	2	2	3	4	<b>4</b>
<b>Referee Committee</b>					
Referee committee meetings	3	3	3	3	<b>3</b>
Number of active refs in Alberta	19	25	27	29	<b>30</b>
Number of candidates evaluated for provincial referee certification	3	5	3	3	<b>3</b>
Number of candidates evaluated for National Referee Certification	2	4	2	2	<b>2</b>
Number of Candidates evaluated for International Referee certification	1	0	1	1	<b>0</b>
Number of participants at Introductory Ref Clinic	10	10	15	15	<b>15</b>
Number of referees eligible for refereeing at Jr Nationals	6	6	6	6	<b>6</b>
Number of referees eligible for refereeing at Sr Nationals	6	6	6	6	<b>6</b>
Number or Participants at Western Referee Seminar	65	70	75	75	<b>80</b>
<b>NCCP Committee</b>					
Number of participants at NCCP courses	20	14	10	10	<b>10</b>
Offer Dojo instructor level Course	1	1	1	1	<b>1</b>
Certify another learning course facilitator	2	1	0	0	<b>0</b>
Offer Dojo assistant level Course	1	1	1	1	<b>1</b>



	Baseline (2012/13)	2013/14	2014/15	2015/16	2016/17
<b>Technical Committee</b>					
Provincial Medal accountability	yes	yes	yes	yes	<b>Yes</b>
Publish provincial sanction policy	1	1	1	1	<b>1</b>
<b>Regional Council</b>					
Alberta Winter Games (play off / Participation)					
AWG zone team capacity		75%		80%	
<b>Executive Committee</b>					
membership turnover 1 year	35	34	33	32	<b>31</b>
inform zone rep of roles and responsibilities	1	1	1	1	<b>1</b>
number of job descriptions reviewed	3	2	2	2	<b>2</b>
number of operations policies reviewed	3	3	3	3	<b>3</b>
Board of Director Meetings	1	1	1	1	<b>1</b>
Executive Meetings	4	4	4	4	<b>4</b>
Number of Communications Issued	10	20	20	20	<b>20</b>
Number of attendees at BofG					
<b>Coaching Committee</b>					
Number of Alberta medalists at Sr Nationals	4	5	6	7	<b>7</b>
Number of Alberta medalists at Jr Nationals	21	21	20	19	<b>19</b>
Number of participants at Junior and Senior Training Camps	640	635	640	640	<b>650</b>
Number of Funded High Performance athletes					
Coaching for major out of Province Tournaments	6	6	6	7	<b>7</b>
Utilizing Sport Psychology and Nutritionists	2	6	4	2	<b>3</b>
Talent ID (tournament / Club Visit)	6	7	8	9	<b>10</b>
Participate in inter-provincial events	56	60	65	70	<b>75</b>
Canada Winter Game exposure events					
Identify potential coaching apprentice	2	2			
<b>LTAD Committee</b>					
Number of coaching clinics					
number of participants at LTAD clinics	20	25	30	35	<b>35</b>
LTAD updates on website	1	1	1	1	<b>1</b>

	Baseline (2012/13)	2013/14	2014/15	2015/16	2016/17
<b>Awards Committee</b>					
# of inductions in AB Hall of fame	1	1	0	0	<b>0</b>
# of inductions in JC Hall of fame	1	1	0	0	<b>1</b>
# of individuals nominated for awards outside JA	2	1	2	2	<b>2</b>

## APPENDIX

### SWOT

#### Finance

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Not single source dependent</li><li>• Revenue has increased over past 2 years.</li><li>• Investment account has been stable</li><li>• Low overhead costs</li><li>• Positive membership growth.</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Programs generally do not generate revenue</li><li>• Poor fundraising and marketing history (outside of casinos)</li><li>• Not self-sustaining, rely on government support</li><li>• High turnover rate of membership</li><li>• Expenses increasing.</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• Culture shift to pay for premium services, programs, coaching in Canada</li><li>• Untapped marketing platforms</li><li>• Recent judo success at 2012 Olympics</li><li>• Relatively inexpensive sport to participate in</li></ul>	<b>THREATS</b> <ul style="list-style-type: none"><li>• Reduced grant programs</li><li>• Government budget cutbacks</li><li>• Increased competition for financial resources</li><li>• Increased attention to MMA and other sports</li><li>• Lower membership compared to other sports, funded by size.</li></ul>

#### Administration

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Budget allows for paid staff</li><li>• Dedicated staff and volunteers</li><li>• Currently have highly skilled staff and volunteers</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• One PT paid staff is not enough as membership approaches 1500</li><li>• Volunteer burnout</li><li>• Small volunteer base</li><li>• Not enough certified instructors to coach/teach in clubs</li><li>• Aging volunteer base</li></ul>
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<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Potential for collaboration with other sport organizations</li> <li>• Volunteer student internship programs have been created</li> <li>• Sport promotion from stakeholders and frameworks such as CS4L, LTAD, Active 20/20, etc?</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• Hard to measure impacts of some programs</li> <li>• Government grants to support administrative capacity have been eliminated</li> </ul>
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## Governance

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• Strong AB representation on Judo Canada board of directors</li> <li>• Knowledgeable staff and volunteer board regarding governance</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Working board of directors vs Policy board</li> <li>• Outdated policies need attention</li> <li>• No succession plan in place for board members</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• Increased support from ASRPWF for enhancing governance support</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• Substantial changes to National NP organizations ? will have undetermined impact on JA</li> </ul>

