

ONTARIO KARATE FEDERATION STRATEGIC PLAN 2017 - 2020

Introduction

In its inaugural year and as part of the recognition process with the Ministry of Tourism, Culture and Sport (MTCS), the Ontario Karate Federation has undertaken the development of strategic goals and objectives that the organization is working to achieve from 2017 to 2020.

About Ontario Karate Federation

The newly formed Ontario Karate Federation (OKF) is the recognized Provincial Sports Organization for Karate in Ontario. As such it is recognized by Karate Canada, who in turn is recognized by the Canadian Olympic Committee, Sport Canada, the World Karate Federation, the Pan American Karate Federation and the Commonwealth Karate Federation.

Membership within OKF is by club and there is a representation of several different traditional styles of karate. The individual participants may be involved recreationally, as competitive athletes, in coaching, and as officials, with some already holding certifications and licenses in these areas. The majority of members, but not all, were associated with the previous PSO in Ontario and have provided feedback and suggestions during the developmental stages of OKF that have been used to develop our strategic priorities.

Our Mission

To create and maintain a supportive and nurturing environment that will enable and inspire the karate community in Ontario to achieve their goals at all levels.

Through its programs and leadership, OKF supports the growth, development and excellence of karate and the aspirations of its members by offering opportunities and setting procedures, standards and policies.

Our Vision

We are driven to provide excellence in sport and recreation karate. We will engage our communities, create pride across the province, and foster lifelong growth and experiences for our members.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

Our Values

As members of OKF, we recognize the following principles to guide our decisions and behaviour:

Excellence – we are committed to doing our best in all that we do.

Integrity – We are honest, respectful and accountable.

Community – We are a community of partnerships that is connected and passionate about the sport of karate, while supporting the principles of equal opportunity and accessibility.

These values of the Ontario Karate Federation members will resonate strongly as the principles by which we choose to guide our actions. Excellence is not just relative to the OKF's commitment to performance across all levels of competition, but also to the value we place on building club excellence programs, the coaching and officials' development programs, and the delivery of exceptional services to our membership. OKF's desire for excellence will lead the way in all aspects of our operations.

Integrity, emphasized by honesty, respect and accountability are values that are fundamental within the culture of karate. Equally important is the concept of community within members of OKF and in collaboration with key partners. Teamwork is emphasized at every level and across all components of groups, styles and competitive levels as we continue to evolve.

“The aim of Karate lies not in victory, nor defeat, but in the perfection of the character of its participants.”

ONTARIO KARATE FEDERATION STRATEGIC PLAN 2017 - 2020

What is our vision of success for 2020?

Goal One:

Grow participation in the sport of karate at all levels across Ontario

OUTCOMES:

- Increase the number of individual OKF recreational, competitive and para participants by 10% yearly.
- Increase the number of certified NCCP qualified coaches provincially.
- By 2020, have implemented a program with minimum coaching qualification requirements across all levels of competition.
- Increase the number of licensed officials (male and female) qualified to participate across all levels of competition by 10% yearly.

OBJECTIVES AND STRATEGIES:

1.1 Engage and retain new members to the sport.

- Maintain recognition as the MTCS's official governing body for karate in Ontario and as the PSO for Karate Canada. Promote these recognitions.
- Develop a marketing and educational strategy regarding karate's inclusion in the 2020 Olympics.
- Complete the development of the OKF Database and associated apps that will enable effective communication with members and track and meet their needs
- Develop a skills package and supporting materials for Club Members that addresses the early LTAD stages and recreational needs of members (printed material or webinars).
- Build promotional packages for Club Members and the general public, aimed at specific populations for intended growth:
 - Girls and women
 - Para-athletes
 - New immigrants to Ontario
 - Lower socio-economic families
- Improve the capacity and activities of the website and social media networks to promote the sport and best serve OKF members.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

- Develop a local and provincial media strategy with respect to events, results and opportunities.
- Communicate regularly with the membership regarding: opportunities for education and competition, success and results, business practices, etc.
- Consider alternative events to the traditional tournaments that will appeal to a broader or different audience – king of the ring, team kumite events, multi-streamed seminars.
- Educate non-member clubs regarding the benefits to membership, with focus on the higher standards associated with the educational opportunities available for coaches and officials.
- Through leadership, influence and strategic initiatives, support Karate Canada in initiatives for events such as Canada games.
- Provide leadership, align strategies and resources, and strengthen partnerships with Club Members, individual participants and other karate organizations to grow and sustain program delivery.

1.2 OKF fully adopts the KC Long Term Athlete Development (LTAD) Model.

- Conduct a full review of the ON Team Handbook and elite training programs in the context of the KC LTAD.
- Provide educational materials and discussions to Club Members, coaches, volunteer leaders, parents and athletes regarding the LTAD for understanding and application.
- Provide and sanction developmentally appropriate events for karate-ka in the different LTAD stages.
- The provincial tournament calendar should reflect the LTAD principles with respect to timing, weight management policies.

1.3 Provide leadership and build capacity at the club level to increase membership growth.

- In consultation with Club Members, develop a framework for program delivery and clarify roles and responsibilities at all levels. Be cognizant of geographical representation and utilize technology, where applicable, to be inclusive.
- Provide development opportunities, tools and resources, and pursue partnership opportunities. This may encompass online resources (webinars), mentorship programs, seminars, etc.
- Develop an annual conference that provides leadership/volunteer and program development opportunities at all levels.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

- Through target recruitment, communication strategies and ongoing education and mentorship opportunities, increase the number of new licensed officials (especially female) across the province.

1.4 Develop and coordinate with Club members, the delivery of NCCP opportunities that produces coaches who are excellent leaders for the early LTAD stage/active for life programs.

- Create an educational calendar for NCCP educational opportunities across the province over the course of each year.
- Increase the number of NCCP Certified Coaches and Instructors with the skills and expertise to deliver quality programs of able bodied and para-karate athletes.
- Develop a progressive system that adopts mandatory training/certification requirements across the different levels. This will ensure a high standard of program quality, participant safety and participant retention.
- Clarify roles and responsibilities across the province and in coordination with Karate Canada regarding NCCP delivery and communication.
- Use technology effectively to improve communication, educational opportunities and improve database tracking.

1.5 Develop and coordinate with Club members, the delivery of educational programming intended to produce officials licensed for competitions at all levels.

- Clarify roles and responsibilities of individuals across the province and in coordination with Karate Canada regarding educational and testing opportunities.
- Create an educational calendar for Officials Clinics across the province over the course of each year.
- Increase the number of licensed officials (from provincial to WKF; and especially female) with the skills and expertise to participate at all levels of competition.
- Develop a tracking system for credentials and participation of Officials at events

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

Goal Two:

Build a dynamic and sustainable organization

OUTCOMES:

- Increase the percentage of non-government revenue used to support OKF programs by 20% annually.
- Achieve an overall ranking of ‘good’ to ‘very good’ from OKF members in an annual survey rating participant satisfaction with the organization
- Increase OKF’s representation and involvement at the Karate Canada level and beyond
-

OBJECTIVES AND STRATEGIES:

2.1 Implement a governance and organization structure that is responsive to the needs of the membership and complies with all regulatory and funding accountability standards.

- Develop annual operational plans that ensure resources are continually aligned to strategic priorities.
- Report annually to the membership on the achievement of Strategic Plan directions.
- Ensure the OKF Board of Directors provide strong leadership in achieving the organization’s strategic objectives, clearly defines roles and responsibilities, and recruits individual participants to task forces or committees based on required competencies.
- Review governance and policies annually to ensure they remain relevant and in alignment with essential Acts, laws and requirements of the Ministry of Tourism, Culture and Sport, Karate Canada, Not For Profit regulations and the Province of Ontario
- Review and align committee structures and task forces in keeping with strategic priorities.
- Develop and implement a marketing and communications strategy regarding new programs; publicizing results; recognizing volunteers, athletes and coaches; and serving as a platform for fundraising and sponsorship initiatives.

2.2 Invest in a revenue generating strategy that extends beyond government support.

- Develop marketing, sponsorship and fundraising strategies that will produce short and long term results and provide the greatest return on investment

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

- Explore a collaboration with other karate PSOs regarding developing professional packages to be provincially branded and utilized when seeking marketing, sponsorship and fundraising opportunities. This partnership could decrease the cost per organization and possibly interest businesses that would invest across multiple PSOs.
- In conjunction with Karate Canada, determine the feasibility of hosting the 2020 National Championships then pursue additional funding and support for this event.

2.3 Work with Club Members and Individual Participants to integrate strategies for volunteer recruitment and recognition.

- Identify current challenges related to volunteer recruitment and retention, then develop strategies in coordination with Club Members to encourage involvement.
- Explore the possibility of hosting an annual Awards Banquet that would include recognition and multiple awards for OKF athletes, coaches, and volunteers. Define the criteria for said awards.
- Develop a database for tracking information on volunteers pertaining to: geographic location, skills and competencies, participation, etc.

2.4 Maintain a strong leadership position, provincially and nationally, to ensure continued influence on policy and decision making that impacts the sport of karate and the organization.

- Provide support and encourage the involvement of OKF representatives at the Karate Canada, PKF and WKF levels for coaching, officiating or participating on committees.
- Maintain regular contact with bodies such as MTCS, CSIO, CAAWS to be informed regarding seminar opportunities and meetings. Then encourage and support the participation of appropriate OKF representatives.
- Attend inter-sport symposiums and educational opportunities as these provide OKF representatives with the ability to network and represent the sport of karate beyond its immediate members.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

Goal Three:

Excellent athletic performances at National and International level

OUTCOMES:

- Increase medal results at the Karate Canada National Championships on a yearly basis.
- Increase the number of OKF officials who are licensed at the Karate Canada, PKF and WKF levels
- Improve the percentage of OKF Junior, Senior and Para-athletes who comprise part of the National Team

OBJECTIVES AND STRATEGIES:

3.1 Implement a high performance program that maximizes opportunities for Ontario able bodied and para-athlete karate-ka to be successful at the National and International levels.

- Identify current weaknesses within the system through consultation with Club Members, specifically those producing the elite athletes competing at the higher levels. Then develop a program to address those issues.
- Align with Karate Canada's high performance program and implement appropriate aspects at the provincial level.
- Invest in our coaches to ensure they are educated and providing the best provincial team program possible.
- Develop partnerships that will help support the daily living, training and competition needs of our high performance athletes.

3.2 Build a strong coaching development program that ensures recruitment, training and certification of coaches at the quality and level needed to support athletes in all stages of the excellence pathway.

- Dedicate resources to the coaching education for the high performance coach pathway.
- Improve access to coaching education resources through improved use of technology (website, video conferencing).
- Develop recruitment packages aimed at interesting coaches at all levels (especially females) in becoming properly educated and certified. Ensure proper coaching standards are being implemented at the earliest stages of coaching.
- Increase the number of coaches committed to para-athletes.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

- Develop a mentoring program where more highly certified coaches serve as resources to those at lower levels. This may take the form of running seminars, one-on-one sessions, shadowing, etc.

3.3 Develop and maintain a network of KC, PKF and WKF licensed officials who can provide the expertise needed to educate and support the athletes, coaches and event organizers.

- Organize and promote educational opportunities across the province for those interested in officiating at any level.
- Educate and communicate regarding the process to become licensed at the provincial, national and international levels; then help guide individuals through the process.
- Develop a database that tracks certifications, participation at events
- Prioritize funding for officials and develop a system for distribution. Include sponsorship and fundraising opportunities, (or percentages from identified events) that are allocated specifically for officials.

3.4 Provide a competitive development structure that gives athletes on the high performance development pathway progressive training and competitive opportunities to achieve the goal of learning to win.

- Build a competition schedule that is in keeping with the LTAD; considers the international events schedule; and is optimized with respect to the Karate Canada National Championships.
- Track statistics regarding athlete involvement, retention, period of time at the elite level and monitor to determine if the systems in place are being successful.
- Develop a protocol for talent identification, including para-athletes, that is in line with the LTAD.
- Ensure that the Officials' education program includes a proper understanding of the criteria to be met in order to progress to the National and International events.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

Goal Four:

Increase the visibility of the sport of Karate provincially

OUTCOMES:

- Promote karate and raise its profile within the Ontario sports system.
- Host financially viable competitions and events that generate higher visibility for karate and enhanced experiences to our members.
- Increased enrollment at the Club level, resulting in higher membership numbers for the organization.
- Provides support to Karate Canada for inclusion to the Canada Games and furthers supports for karate's inclusion in multi-sport events such as Pan Am Games and Olympics.

OBJECTIVES AND STRATEGIES:

4.1 Develop and implement a marketing strategy that significantly raises the visibility of karate.

- Develop a powerful brand strategy and implement it across all areas.
- Investigate opportunities to host events for able-bodied and para-athletes. These may be in coordination with Karate Canada, PKF or other sporting associations.
- Foster meaningful partnerships with companies and individuals across the province that will help to enhance karate's visibility.
- Consider coordinating efforts with other karate PSO's to split the costs and efforts

4.2 Increase the involvement of OKF representatives within multi-sport events to act as ambassadors for our sport, while enhancing their skills to further the development of our organization and karate in general.

- Support OKF representatives attending seminars and multi-sport information sessions.
- Investigate opportunities for OKF representatives to perform presentations, lead discussions or be involved in another manner at multi-sport symposiums and events.
- Develop strong relationships with individuals from comparable sports organizations and schedule information sharing sessions.

4.3 Network with other combat sports to increase visibility at the government level, for the public and within our own memberships.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

- Align with collaborations that are occurring at the National level amongst combat sports and become involved.
- Investigate the feasibility of a working task force that encompasses multiple combat sports and can serve as a stronger voice for representation at the government level.

Performance Management:

In order for this plan to succeed, progress must be measured and individuals held accountable for the results. The OKF 2017 to 2020 strategic plan will be an integral part of the organization's operations with regular measurement of performance indicators for the long and short-term objectives. The BOD and support staff/committees will review progress regularly and build meeting agendas around the strategic plans and priorities. The OKF BOD will coordinate communications to the Member Clubs and individual participants regularly as well as provide a full report at the annual general meetings.

Implementation Strategy:

- Clarify and determine key performance indicators
- Develop yearly operational plans
- Form working groups
- Agree on a process to monitor progress and measure success

Conclusion:

In order for OKF to realize its vision and goals, resources must be allocated appropriately and aligned with the strategic goals and priorities. These efforts will require collaboration at all levels between Member Clubs, the BOD, Karate Canada and the MTCS, with a clear delineation of roles and responsibilities amongst all partners.

The areas of marketing and communications, and educational development programs for coaches and officials are deemed essential from the local to high performance levels and must be resourced appropriately to maximize opportunities. These areas form the cornerstone for many of the outlined strategies.

ONTARIO KARATE FEDERATION

STRATEGIC PLAN 2017 - 2020

At this developmental stage for OKF, it is imperative that the Club Members and individual participants be engaged and motivated to become involved. Their input is essential to the growth of this organization and will be valued and respected at all stages. As committees are formed and are able to focus on their specific strategic tasks and priorities, it will foster a sense of pride and investment within the participants. Through this type of involvement, OKF can progress beyond its current limited resources to grow and fulfill its vision.

It is understood that OKF must work hard to ensure a sustainable future for the organization. Through its values and strategies, the intent is to demonstrate to its membership, stakeholders and sports organizations across the country that we intend to set the standard for excellence.