



# **Karate Alberta**

**Strategic Plan  
2022 – 2026**

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## THE VISION

It is with great pride that we are able to share with you the Karate Alberta Association 2022-2026 Strategic Plan. We have recently returned to the drawing board with a renewed desire to develop a shared vision **“To be the voice that promotes growth, development and excellence of Karate in Alberta”**. We have worked diligently to align the goals of our provincial sports association with those of our national partner and will continue to do so as we move forward to 2026.

This new strategic plan builds on the foundation that we have in place and will continue with the mission **“To promote cooperation and collaboration among all Karate styles through competition and training”** while continuing to champion the preservation and promotion of authentic Karate.

This plan sets a vision for Karate Alberta that will see the sport continue to grow through a new long term athlete development (LTAD) model with active participation of our AWAD members. This model will position us as a competitive podium performer and recreationally as a life-long activity.

In addition, this plan lays the ground work for a process to expand our membership, better communicate and enhance our value and position the organization for a strong and sustainable future.

The future looks bright for Karate in Alberta and I invite everyone to join us in this extraordinary endeavor!

Sincerely,

**Heather Fidyk, ChPC, NCCP LF/CE**  
**President - Karate Alberta**

## **ABOUT KARATE IN ALBERTA**

Karate has been practiced in Canada since at least mid-century. The early practitioners of karate eventually established an organization to continue the legitimate development of karate teaching. This organization became the National Karate Association of Canada, since referred to as Karate Canada.

A number of instructors in Alberta also formed a governing association to help the development of authentic karate in this province. This was the start of the Karate Alberta Association (KAA).

Today, KAA represents approximately 1,000 athletes and 56 member clubs within the Province of Alberta. The Association is the only government recognized association for Karate in Alberta.

The Association provides the membership with a host of exclusive programs and services including; access to Karate specific National Coaching Certified Program (NCCP) courses and certification, membership in the World Karate Federation (WKF), access to traditional Karate tournaments under WKF rules, access to world class coaches and officials, opportunities to become nationally and internationally certified and access to a comprehensive club insurance program.

## **OUR PURPOSE**

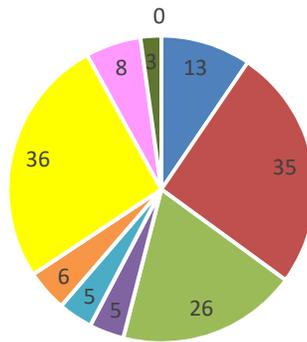
“To provide an environment that fosters success across all levels of the Alberta Karate community.”

This will be achieved through the development of strong partnerships and structured to fit within our vision, mission and values.

## **STAKEHOLDER INPUT**

In 2021, Karate Alberta sought out input for this updated strategic plan from a number of stakeholder groups, including its Board of Directors, Head Instructors of its Club Members, Parents of Minor Members, Provincial Team Members, Adult & Minor Members, Officials, Coaches, Volunteers and Funders. Input was collected through meetings of members of the Board of Directors and staff, as well as a 10 question survey of the Associations membership using Survey Monkey. A total of 92 responses were collected from the 350 membership representatives (26% response rate).

### KA Strategic Survey Respondents



- Individual Member (minor)
- Individual Member (adult)
- Head Instructor for Club Member
- Provincial Team Athlete
- Provincial Team Coach
- Officials
- Parent
- Volunteer
- Other
- Funder

Our Strategic Planning Committee of Board Members and our Executive Director completed a SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats):

<u><b>STRENGTHS</b></u>	<u><b>WEAKNESSES</b></u>
<ol style="list-style-type: none"> <li>1. NCCP LTAD Access/Expertise</li> <li>2. High Performance Program</li> <li>3. Martial Member Software</li> <li>4. Board of Directors (9)</li> <li>5. Updated Bylaws</li> <li>6. Social Media Presence</li> <li>7. Strong Revenue Base</li> <li>8. Diversity in Membership</li> <li>9. PSO Status – only pathway to Nationals/WKF</li> <li>10. Affordable</li> <li>11. Strong Executive Director/Continuity</li> </ol>	<ol style="list-style-type: none"> <li>1. Policies (Incomplete)</li> <li>2. Website (Needs updating)</li> <li>3. Lack of Diversity in Revenue Sources</li> <li>4. Volunteer Pool</li> <li>5. Membership Declining since 2020</li> <li>6. Cash Reserves Declining</li> <li>7. Lack of Communication with Members</li> </ol>

<b><u>OPPORTUNITIES</u></b>	<b><u>THREATS</u></b>
<ol style="list-style-type: none"> <li>1. Membership growth out of pandemic</li> <li>2. Growth in traditional members vs. comp (10:1)</li> <li>3. Increased interest in Coaching</li> <li>4. Increased interest in Officiating</li> <li>5. Women Elite Program</li> <li>6. Safe Sport Launch</li> <li>7. Increased Communications</li> <li>8. Membership Fee Redesign – tiers, categories vs. flat rate</li> </ol>	<ol style="list-style-type: none"> <li>1. Club Members only registering competitive athletes</li> <li>2. Continued public health restrictions due to pandemic affecting Club Member operations</li> <li>3. Factions/divisions within KA membership</li> <li>4. Perceived “lack of value” of being a KA member</li> </ol>

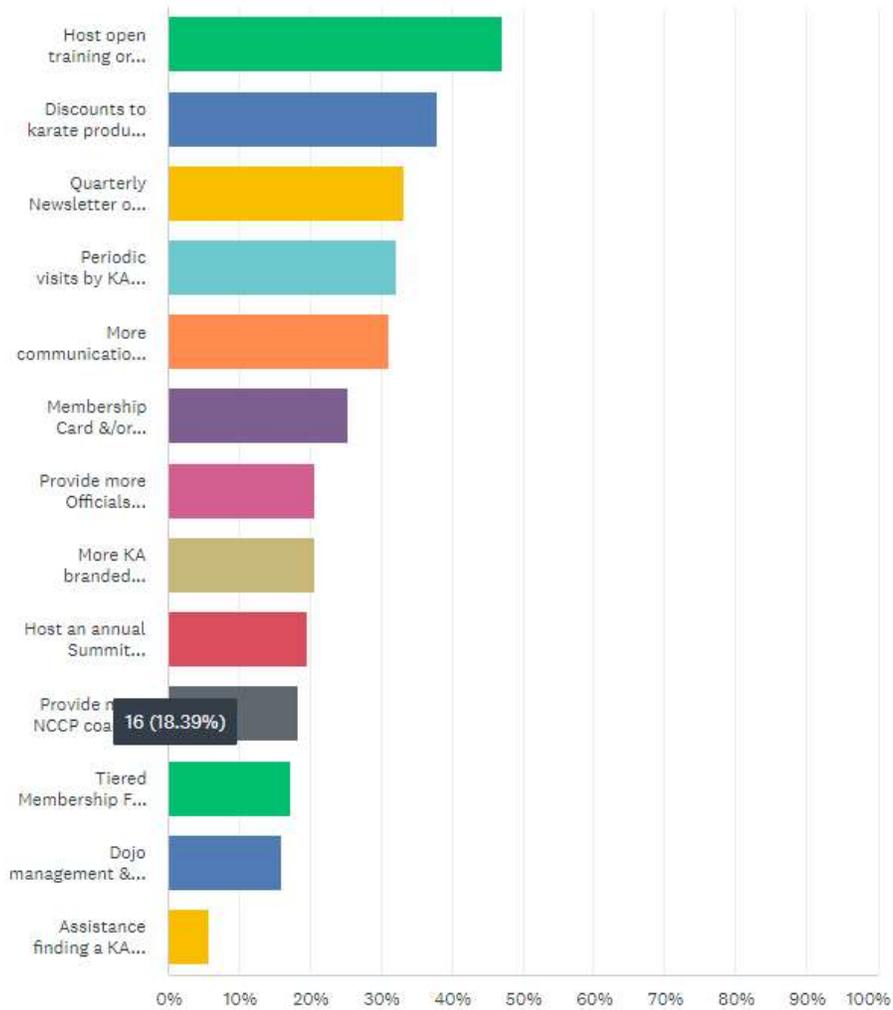
Our Survey Monkey poll provided the following insights:

1. Our Stated Purpose is supported by 83.7% of those surveyed as Strongly Agree or Agree.
2. Our Mission is supported by 85.9% of those surveyed and responding as Strongly Agree or Agree.
3. Value of our KA membership (currently charged as a flat rate of \$40) was rated 3.1 out of 5 stars.
4. Karate was rated as an affordable recreational activity by 90.2% of respondents that voted Strongly Agree or Agree.

Our stakeholders also provided the following insights into what they would like to see in the future as a Karate Alberta member:

# How can Karate Alberta enhance your Karate experience as an Individual member in the future?

Answered: 87 Skipped: 5



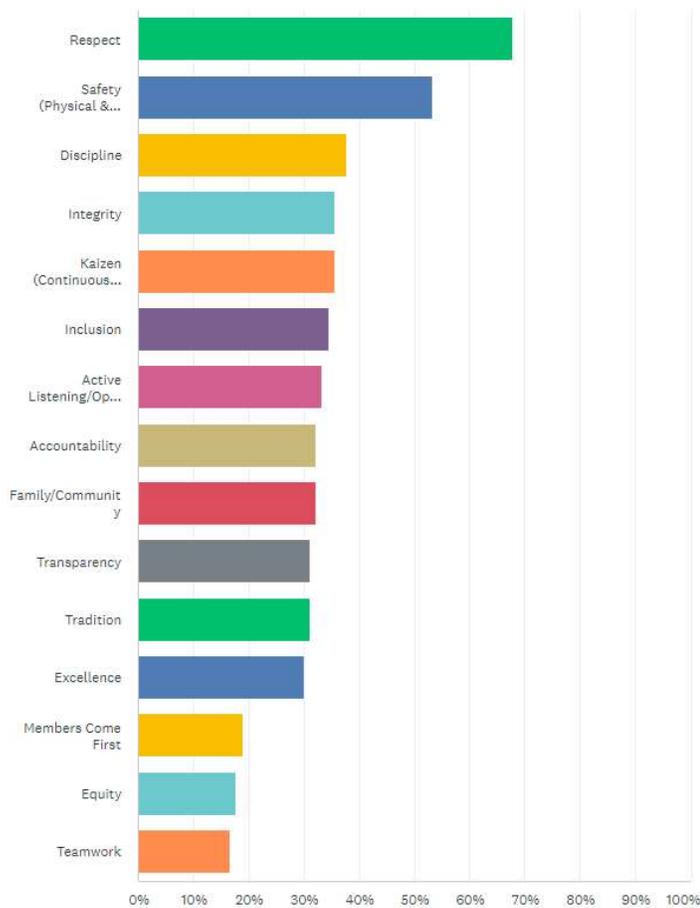
## OUR VALUES

Based on the input of our stakeholder survey, our Values will now be as follows:

- 1 – Respect
- 2 – Safety (Physical & Psychological)
- 3 - Discipline
- 4 – Integrity
- 5 – Kaizen (Continuous Improvement)
- 6 - Inclusion

Please pick 5 of the following Values that Karate Alberta should adopt & operate within.

Answered: 90 Skipped: 2



## WHAT DOES SUCCESS LOOK LIKE IN 2026?

“To become a world class and highly efficient provincial sports association aimed at promoting the growth, development and excellence of Karate in Alberta.”

Our key achievements accomplished by 2026:

- More people are involved in karate throughout Alberta - We increase membership and participation comparable to that in B.C (approximately 4,000 members).
- Our Association is stronger - We strengthen our processes and resources to deliver more value added programs and services efficiently to our membership and stakeholders.
- Karate is a highly visible sport - We raise the profile of Karate in Alberta.
- We perform nationally - We all contribute to the national success of our provincial team members, with results comparable to that of Karate BC.

## WHAT NEEDS TO HAPPEN TO ACHIEVE SUCCESS?

### STRATEGY 1: STRENGTHEN GOVERNANCE

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

- Tactics & Short-Term Goals:
  - Finish update & additions of policies, including committee & working group structures in 2022.
  - Develop & finalize Terms of Reference for Committees in Q1/2022.
  - Form and staff all committees from BoD members & volunteers by Q2/2022.

## **STRATEGY 2: EFFECTIVE SYSTEMS**

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

- Tactics & Short Term Goals:
  - Safe Sport Program rollout at Club member level & provincial teams
  - Ensure insurance requirements are met (i.e. abuse policy requirements for screening program)
  - Retain 3rd party to develop Screening Program with Volunteer Alberta grant
  - Require all provincial team coaches, head instructors and eventually all club instructors
  - Track with NCCP training & certification statistics through enhanced Martial Member system
  - Benchmarking best practices against other leading PSO's, especially BC (i.e. similar population)

## **STRATEGY 3: INCREASE CAPACITY**

We increase our capacity to deliver better results and value.

- Tactics & Short Term Goals:
  - More funding will enable more investment in programs delivering more capacity, results and value.
  - Fund development must be a priority, especially other sources of revenue (i.e. tournament sanctioning revenue)
  - Karate BC budget is about \$600k/year vs. KA at \$175k-\$200k/year
  - Develop regional expertise throughout Alberta for coach and officials development
  - Host/sanction more Karate events (tournaments and open training) throughout all zones in Alberta.

#### **STRATEGY 4: MARKETING & COMMUNICATIONS PLAN – “KARATE FOR LIFE”**

We develop and implement a provincial marketing and communications strategy that significantly raises the visibility of karate in Alberta.

- Tactics & Short Term Goals:
  - Karate Alberta has new branding (logo)
  - Increase Social Media presence with dedicated resources & budget
  - Develop quarterly newsletter or magazine for distribution to all 1,000 members
  - Martial Member software system enables communication via email to individual members
  - Website update is in planning stages, rollout in 2022

#### **STRATEGY 5: INCREASE PARTICIPATION**

We develop and implement a provincial strategy to grow karate within Alberta. Club growth: We increase the number of clubs and the capacity and quality of our club delivery system.

- Tactics and Short Term Goals:
  - Outreach to universities and colleges
  - KA’s 18+ demographic is weak due to athletes leaving clubs to attend post-secondary education elsewhere.
  - Outreach to other demographic groups, such as indigenous and handicapped populations
  - Need demographic & regional analysis
  - Grow participation in each area by 50%/year
  - YMCA & YWCA partnerships
  - Newcomers Programs
  - JumpStart, Decathlon, All Sport/One Day
  - Increase development of Officials, especially female
  - Increase Volunteer Pool size (i.e. at least one family member volunteering 6-8 hours per year)

#### **STRATEGY 6: NATIONAL EXCELLENCE**

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

- Tactics & Short Term Goals:
  - Quantify goals using SMART goal design
  - KC High Performance Pathway
  - Long Term Athlete Development (“LTAD”) system
  - Benchmark against Karate BC’s results and best practices.

## IMPLEMENTATION

The following outlines the next steps for the implementation of the strategic plan:

- Development of Rolling Strategic Plan with Alternate Pathways Dependent on Pandemic-related Public Health Restrictions
- Revenue Diversification & Growth Initiative
- Execute on Regional Capacity Building Initiative
- Clarification and determination of our benchmarks and key metrics (in collaboration with karate BC)
- Development of yearly action and business plan for 2022
- Development of Long Term Goals for 2023 through 2026
- Review and augment the working groups and committee structure
- Develop a mechanism to monitor and report progress quarterly at Board of Director meetings



**Karate Alberta**