

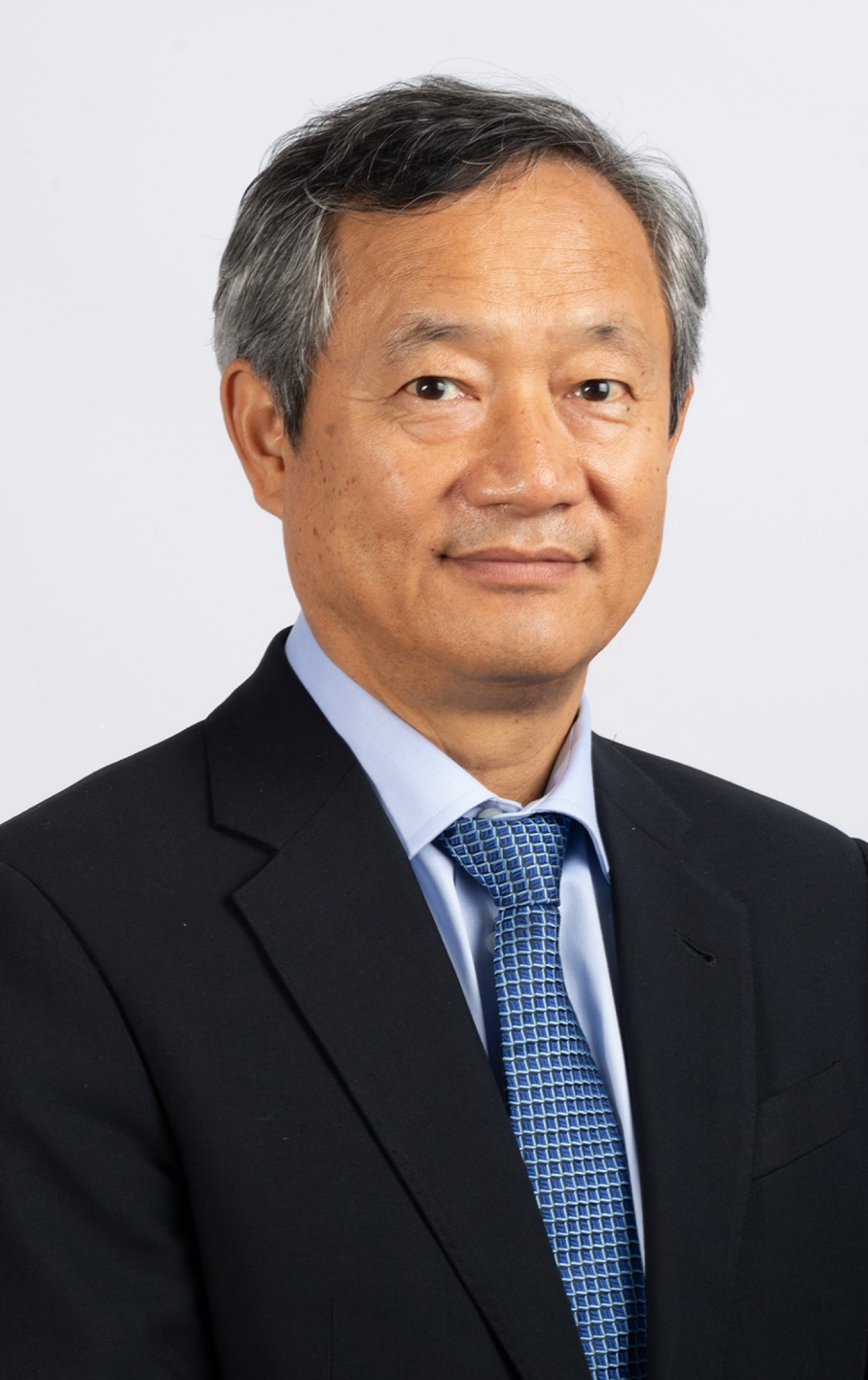


# TAEKWONDO **CANADA**

## 2021-2024

## STRATEGIC PLAN





# PRESIDENT'S WELCOME

To the Taekwondo Canada Community,

As your newly elected President, I am pleased to present Taekwondo Canada's 2021-2024 Strategic Plan.

The Plan, which is the culmination of significant hours of effort by our Strategic Planning Committee, provides the framework for what we believe will be a successful future for Taekwondo in Canada. I want to express appreciation to everyone who has contributed to creating this plan.

As Taekwondo Canada now prepares for the next Olympic cycle, the Plan's pillars are designed to assist not only our elite athletes, but also our upcoming athletes who are currently competing at the grassroots level.

The plan includes support for our Provincial Sport Organizations, and our valued partners whose coaches, referees and volunteers, and committee members, are so essential to the success of Taekwondo Canada's endeavors.

Good governance is an essential component to the success of any excellent organization. This plan includes good governance as a major focus of its mandate.

Your Board of Directors, working with new Executive Director, Dave Harris and the office staff, is committed to providing our Taekwondo members and community partners with the vision, communication strategies, and accountability that will inspire trust and create an atmosphere of stability that showcases Taekwondo as one of Canada's best run sports organizations, dedicated to promoting our thrilling High Performance Sport.

I look forward to leading Taekwondo Canada's Board of Directors, working with our team in the office and representatives from every province and territory, and with community partners, to ensure that our organization has the governance required to bring stability and success at every level.

Yours in Taekwondo,

A handwritten signature in black ink, appearing to read 'Kee Ha', written in a cursive style.

Grandmaster Kee Ha, President, Taekwondo Canada





# EXECUTIVE DIRECTOR'S WELCOME

To Our Valued Membership,

In my role as Executive Director of Taekwondo Canada, I am proud to present the organization's 2021-2024 Strategic Plan.

It is my goal to help Taekwondo Canada establish its rightful place as a leading sport organization not only nationally but internationally. This starts with the creation of a sound organizational structure based on principles of strong leadership, clear communications, trust, transparency and accountability.

This Strategic Plan lays out a road map to get us to where we need to go, operating with a strong governance and utilizing best practices in business and sport. It ensures a healthy, stable and sustainable organization for the future.

Through extensive consultation and research by Taekwondo Canada's Strategic Planning Committee, the organization interviewed stakeholders across the country including athletes, alumni, provincial organization leaders, staff and other key contributors.

I am committed to growing our organization through programs which will develop elite athletes for Taekwondo Canada. But we will not forget the grassroots level of participants, from where come the next generation of elite athletes and para-athletes who will potentially compete on the world stage.

As valued members of Taekwondo Canada, we are excited to share with you our new direction for the future and look forward to an exciting new Olympic and Paralympic quadrennial.

On behalf of the board of directors and staff, I am proud to present Taekwondo Canada's 2021-24 Strategic Plan. I am confident that this plan will allow us to be leaders in Canadian sport for, and through, our athlete members.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Dave Harris". The signature is fluid and cursive, with a stylized "H" and a long, sweeping underline.

Dave Harris, Executive Director, Taekwondo Canada



## OUR PROUD HISTORY

Even though it is recognized by all practitioners around the world that the sport of taekwondo has undergone several evolutions, and continues to change on an annual basis, it is important to recognize how Taekwondo Canada has adapted to these changes over the last half-century.

Our organization has not only kept up with the times, it has achieved some significant milestones that are worth celebrating. All members of Taekwondo Canada should hold their heads high that we have sent athletes to every single Olympic Games since taekwondo was introduced to the world for the first time as a demonstration sport in the 1988 Seoul Olympic Games. Since then, Canada's taekwondo athletes have proudly represented the country in every major international competition recognized by World Taekwondo, in civilian, para and military competitions. As we look forward to seeing the sport evolve to attract new members, thrill audiences, and play an important role in maintaining and improving our mental and physical health, let us not forget our roots.





## VISION

*What we aspire to achieve by 2024.*

Taekwondo Canada will continue to be a leading nation in the sport by providing leadership and opportunities to enable its participants to achieve their goals.

## MISSION

*What we do every day in pursuit of our vision.*

By ensuring good governance and offering resources we will excel at all levels of Taekwondo while building champions for life and achieving international success.



# OUR VALUES

## T RANSPARENCY

Taekwondo Canada will continue to consult and collaborate with all its participants in order to take the best possible decisions for the organization while remaining honest and respecting the code of conduct & ethics policies.

## R ESPECT

Before taekwondo became a mainstream sport, it was first a martial art. To always show respect for oneself and others is to demonstrate the sport's greatest strength.

## U NIFIED

Taekwondo Canada acknowledges that the best ideas, knowledge, and practical solutions reside in its participants; by working together, we will be a leading nation.

## S AFE SPORT

Provide its participants with a safe and inclusive environment that does not tolerate any form of harassment, discrimination or abuse while promoting gender equity, multiculturalism as well as people with limitations.

## T HOUGHTFULNESS

Taekwondo Canada is committed to support the growth of grassroots to secure long-term success.



## KEY PILLARS



ORGANIZATIONAL  
EXCELLENCE



FINANCIAL  
SUSTAINABILITY



KNOWLEDGE



HIGH  
PERFORMANCE



# ORGANIZATIONAL EXCELLENCE

To better serve our participants, we are continually working to improve our operations, policies, communications and processes. We aim to become a more effective, strong and efficient organization in order to maximize our impact on the development of our participants.





# STRATEGIES

## ► ORGANIZATIONAL STRUCTURE

To improve communications and strengthen cohesion within the organization, publishing a clear and precise organizational chart of roles and responsibilities for all staff members is essential. Moreover, since the excellence of our organization is also influenced by the strength of its committees, Taekwondo Canada has a duty to ensure that it has all the necessary committees in place and to ensure that its volunteers have the skill set required for the committees.

## ► GOVERNANCE & LEADERSHIP

A sense of good governance demonstrates strength and reliability within the organization. This feeling must first be demonstrated by the board & staff of the organization. They must demonstrate leadership, a strong sense of ownership, participation, as well as commitment and a continued desire to move the organization forward. The aim of these actions is to re-establish amongst participants a feeling of confidence and a desire to work together.

## ► ALIGNMENT

Participants of the entire organization should work in the same direction. Key stakeholders must approve, adhere to, understand, apply the vision and collaborate toward the success of Taekwondo Canada's objectives.

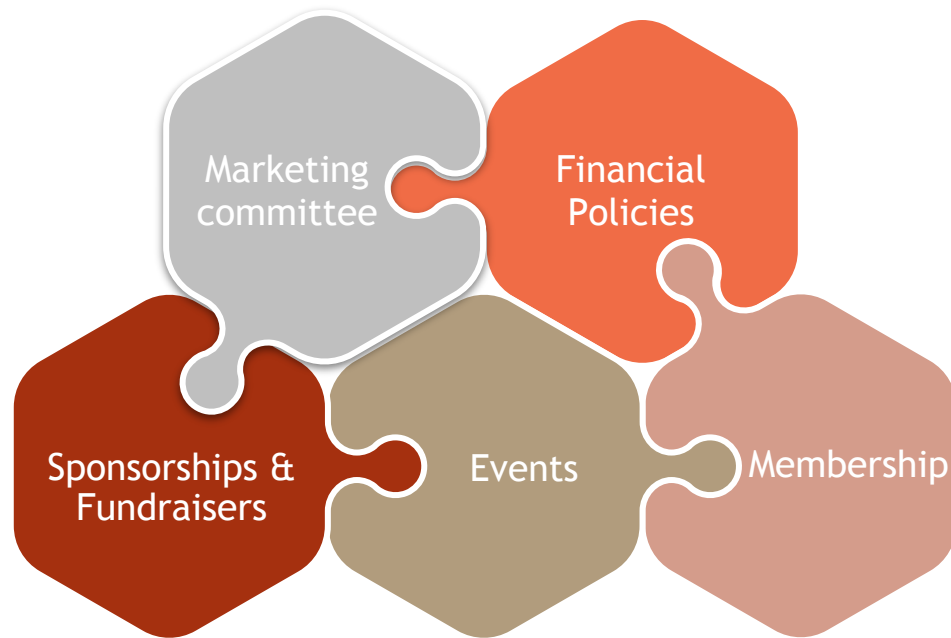
## ► ACCOUNTABILITY

With the organizational structure implemented, Taekwondo Canada will be able to ensure a performance evaluation and be held accountable by its participants for any deviations from the objectives.



# FINANCIAL SUSTAINABILITY

To ensure the ongoing viability of delivering its mission, Taekwondo Canada must develop a sustainable financial model that is responsible, effective, and transparent.



# STRATEGIES

## ▶ MARKETING COMMITTEE

Create a marketing committee that will be able to communicate our social message, identify opportunities, reach out to clubs, participants & sponsors, ensure a presence on various social media platforms, as well as implement marketing strategies and tools for the organization.

## ▶ FINANCIAL POLICIES

In order to meet the enumerated criteria of the objective, Taekwondo Canada will have to create various financial policies in which the allocation of its budget must approximate that of the generation of its income.

## ▶ MEMBERSHIP

Promotion, recognition, innovation, creativity and participants alignment will be required in order to sell the benefits of being a member in the good standing of Taekwondo Canada. Affordable membership fees will help ensure long-term retention & revenue growth.

## ▶ EVENTS

Offering participants the opportunity to participate in various events at all levels such as development camps, online competitions, online challenges, national championship for colour belts, new championship categories (Ultra, -21 years old, etc.) will make it possible to retain and acquire additional participants while maximizing event incomes.

## ▶ SPONSORSHIP & FUNDRAISERS

Develop fundraising plans to support financial sustainability. Consider fundraising techniques and best practices, such as auctions, 50/50 draws and promoting relationships with donors and sponsors.





# KNOWLEDGE

Understanding our participants' demographics and needs will enable Taekwondo Canada to secure participant retainment and growth. Furthermore, it will assist individual participants to develop their personal skills in the sport.



Database

Safety & Gender  
Equity

Educational  
Tools

# STRATEGIES

## ▶ SAFETY & GENDER EQUITY

Ensure that participants respect the protocols put in place by public health in order to provide a safe environment conducive to returning to training. In addition, with the help of the medical chair, Taekwondo Canada will adopt, respect and apply the concussion and injury protocols. As well, Taekwondo Canada shall focus on gender equity and inclusiveness at all level of sports.

## ▶ EDUCATIONAL TOOLS

Create a media library on the Taekwondo Canada website to provide a variety of informational tools for all participants levels. This media library should include educational resources such as: Information about the Long-Term Development of Sport and Physical Activity (LTD) 3.0 program, member recruitment tutorials, after-school programs, curriculums, training tutorials, Poomsae & Kyorugi tutorials, seminars on updated and latest rules, and general taekwondo education to the public and parents.

## ▶ DATABASE

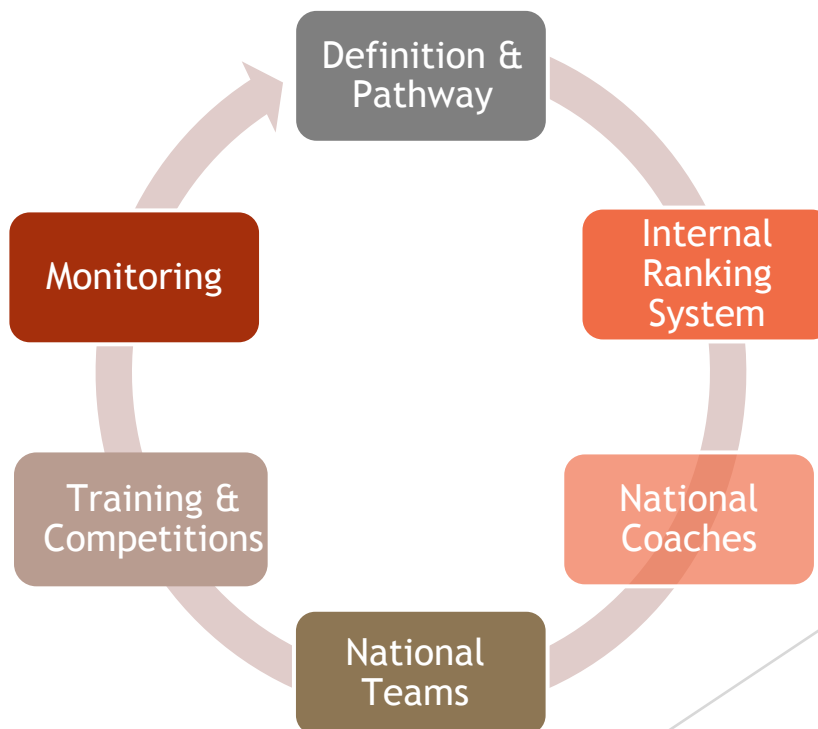
Creation of an internal database in order to collect data on the growth of the number of participants, dojangs, athlete profiles, athlete progressions and competition results.



# HIGH PERFORMANCE

## *Podium Pathway*

The aim of the High Performance (HP) pillar is to help athletes who qualify under these conditions to engage in sport to gain international recognition. The HP division will be looking for medals in high caliber events such as: Grand Prix, Pan American Championship, World Championship and ultimately the Olympics.





# STRATEGIES

## ▶ DEFINITION & PATHWAY

The HP Division will clearly and precisely define the following information while providing sufficient time for participants to adapt: What a high-performance athlete is, the objectives to be achieved for those who aspire to become or wish to remain a member of the national team, the path that will lead an athlete toward the pursuit of excellence and achieving international success.

## ▶ INTERNAL RANKING SYSTEM

Create an internal ranking system to select the best athletes with the aim of maximizing the chances of medals in international competitions.

## ▶ NATIONAL COACHES

Identify and develop (NCCP) coaches in key geographic regions in the country with the aim of appointing future national team coaches.

## ▶ NATIONAL TEAMS (POOMSAE & KYORUGI)

In major international competitions such as the World Championships, World Cup as well as Pan American Championship, the national JR and SR teams must be financially supported by Taekwondo Canada. Furthermore, Taekwondo Canada will show leadership by planning a multi-year competition calendar for its national team members.

## ▶ TRAINING & COMPETITIONS

Taekwondo Canada should participate and organize internal and international training camps for its national teams.

## ▶ MONITORING

Provide the HP Director and Coaches with necessary tools to be able to develop an appropriate scientific testing protocol for athletes, analyze training loads as well as find the relationship between load and injury to reduce the risk of the latter and optimize the preparation and results of the competition.



# KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are the critical indicators of progress toward an intended result. The Strategic Planning Committee will be engaged during this entire process, bringing to the board of directors' yearly check-ins to ensure that the plan continues to stay on track and meets the following KPIs.

## INTERNAL GROWTH

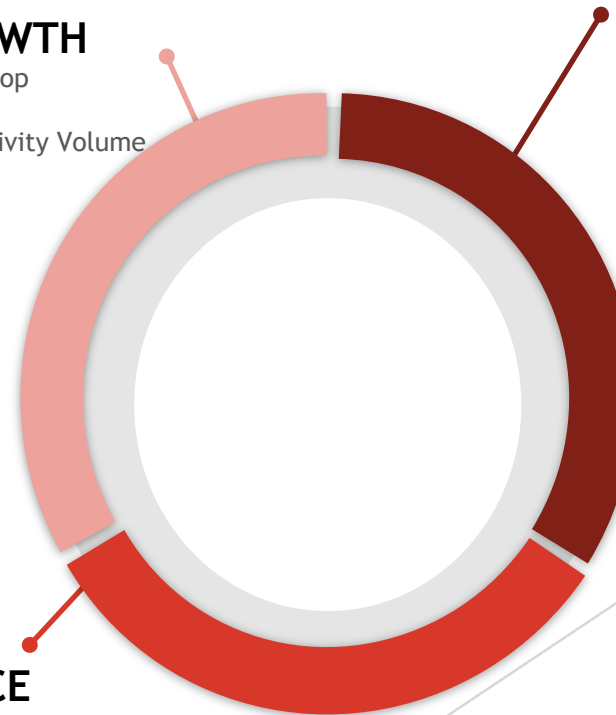
- Competitions, Workshop and Conference
- Educational Tools Activity Volume
- Participants Adhesion
- Referees
- Database evolution

## HP

- Olympic Preparation & Support
- Olympic Representation
- Olympic Medals
- World Championship Results

## FINANCE

- Financial Policies
- Amount raised with Sponsors and Fundraisers



## CONCLUSION

This strategic plan was created with the intention of not only bringing Taekwondo Canada past the 32<sup>nd</sup> Tokyo Summer Olympics, but to facilitate Taekwondo Canada's success beyond Olympic cycles. If it can be said that "we harvest what we sow," then the goal of this strategic plan is met when each participants of Taekwondo Canada internalizes T.R.U.S.T. as their guiding principles; results will consequently follow when our daily operations are aligned to one another and this plan. May this document serve you well as you pursue your taekwondo goals and may it serve to instill pride in yourself, your community, your dojang, and your athletes and students.



# TAEKWONDO CANADA



# CREDITS

## Members of the Strategic Committee:

Master Phil Power (NS)- Chair & Past President  
Jean-François Lebreux (QC)- Co-chair & Director at Large  
Dave Harris (Executive Director)  
Michael Hung (ON)  
Maj John Kim (NIG)

## Photos:

Page 4 - Karine Sergerie, Silver medalist, 2008 Beijing Olympics Games - THE CANADIAN PRESS/Paul Chiasson  
Page 5 - Skyler Park, Silver medalist, 2019 Pan AM Games, © Canadian Olympic Committee  
Page 7 - Able Seaman Yvette Yong, © Department of National Defence 2018  
Page 8 - Anthony Capello, © Alexandru Steau  
Page 10 - Master Phil Power, Photo courtesy of Grasshoppers Martial Arts School, NS  
Page 12 - Khalil Thompson, 2020 Poomsae Nationals - © Michael Hung  
Page 14 - Maxime Potvin, Silver medalist, 2015 Pan AM Games - © Michael Hung  
Page 16 - Master Tony Kook and son, Photo courtesy of North Shore Taekwondo, BC  
Page 17- © Mark Warburton, Sarnia Olympics Taekwondo, ON

The members of the strategic committee would like to acknowledge and thank the numerous organizations and individuals who have taken their valuable time to provide us with their suggestions, feedback, and corrections. It was truly a team effort. In particular, public thanks are owed to the following offices: Presidents of the Provincial/Territorial Sports Organizations and their representatives; Sport Canada and the Canadian Olympic Committee; and support staff and specialists of Taekwondo Canada. Finally, a special thanks to all those individual dojang owners, coaches, and athletes for the many virtual sessions and imagery contributions. With you as the primary audience, this document was able to reach the quality standard deserving of our professional membership.

