



STRATEGIC 2025 2028 PLAN



INTRODUCTION

PRESIDENT – TAEKWONDO CANADA

To the Taekwondo Canada Community,

I am pleased to present Taekwondo Canada's 2025-2028 Strategic Plan. The Plan, which is the culmination of significant hours of effort by our Executive Director, staff and key stakeholders, provides the roadmap for what 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 new plan's pillars are designed to assist not only our elite athletes, but also our grassroots athletes. The plan includes support for our Provincial Sport Organizations, as well as our valued participants, coaches, referees and volunteers who are so essential to the success of Taekwondo Canada.

This plan includes good governance initiatives as a major focus of its mandate. Your Board of Directors, working with our Executive Director, Dave Harris and team, is committed to providing our Taekwondo participants and community partners with the vision, mission and values that will inspire trust and create an atmosphere of stability that showcases Taekwondo as one of Canada's best operated sports organizations while also showing dedication to our high performance and grassroots programs.

Moving forward, I look forward to leading Taekwondo Canada's Board of Directors, working with our team and representatives from every province and territory, and with our key stakeholders, to ensure that our organization has the leadership required to bring stability and success to every level.

Yours in Taekwondo,
Grandmaster Kee Ha
President
Taekwondo Canada



INTRODUCTION EXECUTIVE DIRECTOR – TAEKWONDO CANADA

To Our Valued Participants,

I am pleased to present Taekwondo Canada's 2025-28 Strategic Plan. I believe this plan to be a comprehensive one, defining a roadmap towards success leading up through the next quadrennial and the 2028 Summer Olympics in Los Angeles. This plan provides a clear outline towards its continuing efforts to move towards becoming a leading National Sports Organization not only in Canada but internationally as well.

This roadmap also defines the Taekwondo Canada plan with a solid structure based on the principles of strong leadership, clear communications, trust, transparency and accountability. This Strategic Plan ensures that all involved in taekwondo in Canada understand our direction, operating with a strong governance structure while utilizing best practices to succeed as an organization moving forward. The new strategic plan will ensure a healthy and stable organization for the future.

This plan was built through extensive consultation with participants and membership as well as research by Taekwondo Canada's Board of Directors and Staff. The organization also interviewed stakeholders

across the country including athletes, alumni, provincial and territorial leaders and other key contributors who represent all who key to the success of taekwondo in Canada.

Moving forward, we have challenges to be sure including the growth of our sport both at the grassroots as well as the elite levels. I am committed to growing our organization through programs which will develop elite able-bodied and para-athletes for Taekwondo Canada. But in doing this, we will not forget the grassroots level of participants who are the future and the next generation of elite able-bodied and para athletes who will 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.

In conclusion, I am proud to present Taekwondo Canada's 2025-28 Strategic Plan to you. I am confident that this plan will allow us to be leaders in Canadian sport for years to come.

Sincerely,
Dave Harris
Executive Director
Taekwondo Canada



VISION

To be a globally respected National Sports Organization recognized for its excellence as well as a trusted partner that promotes taekwondo in Canada, fostering a community of excellence, integrity and inclusivity.

MISSION

Inspire and foster excellence in Taekwondo, promoting health, community, safe and accessible pathways for all. To allow participants to achieve their best through comprehensive support and development programs.

VALUES



Integrity

Implementation of a transparent reporting system. Aligning our actions with our words.



Excellence

We embrace a holistic approach to athlete development to unlock the full potential of each athlete.



Safe Sport

We cultivate an environment where physical, mental, emotional, and psychological safety is paramount.



Respect

We recognize and value the unique contributions and role of everyone.



Community

We promote a culture of belonging while embracing the concept of 'coopetition'.



KEY PILLARS

KEY PILLARS



**Partners
and
Stakeholders**



**Programs and
Pathways**





Communication






Sustainability



**High
Performance**

| KEY FOCUS AREA | Key Initiatives | Outcomes |
|--|---|---|
| <p>1. Partners & Stakeholders</p>  | <p>1.1 Implement a comprehensive strategy to achieve and share with P/TSO's, all relevant standards and regulations which will lead to full compliance in terms of critical policies and reviews on such important areas as Safe Sport across taekwondo in Canada.</p> <p>1.2 Create a Provincial Presidents Council that brings together key stakeholders to collaborate on enhancing athlete development and performance. This council should meet no less than four times per year.</p> <p>1.3 Launch a structured program of monthly 'Town Hall' meetings with delegates from Provincial Sporting Organizations (P/TSOs).</p> | <ul style="list-style-type: none"> • Significant increases in revenue and resources, ensuring robust support for organizational activities and growth. An increase of 10% per year is targeted. • Stronger partnerships and alignments across the board, enhancing cooperative efforts and strategic initiatives through Provincial Presidents Council • Significant improvement in relationships between NSO and P/TSO's • Ensure that Taekwondo Canada is aligned and is compliant with the Canadian Sport Governance Code. This will be achieved in partnership with Sport Canada. |
| <p>2. Programs & Pathways</p>  | <p>2.1 Working in partnership with the P/TSO'S to develop and implement a robust compliance strategy of education and support which will ensure adherence to all relevant NSO policies, by-laws and regulations.</p> <p>2.2 Create a strategic framework for the recruitment and integration of new hires which focuses on diversity and inclusion.</p> <p>2.3 Design and implement competition scheduling and structuring that maximizes athlete performance, audience engagement, feedback and operational efficiency.</p> <p>2.4 Increased focus on NCCP and Taekwondo for Life policies between the NSO and P/TSO's.</p> | <ul style="list-style-type: none"> • A well-defined national development pathway for coaching and Taekwondo for Life, guiding talent from grassroots to elite levels with clarity and efficiency. • Improved development levels for referees from grassroots to international levels in Canada utilizing the P/TSO's to ensure growth throughout the country • Increased number of athletes and coaches pursuing the sport from across the country which lays the foundation for the growth of the sport from the grassroots to elite levels. • Increased coaching participation and development of women at all coaching levels throughout Canada • Development of Equity, Diversity and Inclusion programs which allow new participants the ability to enter the sport of taekwondo with a focus on safety and welcoming. • Improved relationships with Canadian Club owners through the development of initiatives to grow their businesses. |

| KEY FOCUS AREA | Key Initiatives | Outcomes |
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| <p>3. Communication</p>  | <p>3.1 Implement a strategic initiative to foster open communication and engagement across the organization through monthly 'Town Hall' meetings with proper follow-up mechanisms including minutes.</p> <p>3.2 Develop and execute an enhanced social media and communications plan with metrics for engagement and reach.</p> <p>3.3 Formulate a strategy to optimize the effectiveness and efficiency of virtual meetings</p> <p>3.4 Establish an Executive Director Council with a clear charter and reporting structure to guide organizational strategy.</p> | <ul style="list-style-type: none"> • Higher levels of accountability between the organization and its stakeholders, ensuring commitments are met and expectations exceeded. • Deeper trust within and across the organization, including partners, athletes, and supporters, fostering a strong, unified community. • Key groups, including athletes, coaches, and supporters, are more informed and engaged, improving decision-making and participation via the organization's social media platforms. |
| <p>4. Sustainability</p>  | <p>4.1 Launch a strategic initiative to design and execute innovative sponsorship and fundraising programs including private partnerships, becoming less reliant on current and traditional forms of funding.</p> <p>4.2 Implement a carefully planned strategy to raise national registration fees in a manner that is transparent, justified, beneficial and accepted by all stakeholders.</p> <p>4.3 Create a framework for hosting events that enhances the organization's reputation, engagement, and financial health.</p> <p>4.4 Develop a robust succession planning strategy to ensure the organization's resilience and continuity of leadership with development programs.</p> | <ul style="list-style-type: none"> • A self-sustaining model that minimizes reliance on government resources, demonstrating financial independence and resilience. • Availability of opportunities for participants, ensuring broader access to programs and competitions. • Complete funding for high-performance programs, enabling comprehensive support for elite athlete development. |

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| <p>5. High Performance</p>  | <p>5.1 Implement a strategy to host one flagship national and at least one international event each year which will boost national visibility and support of athlete development.</p> <p>5.2 Develop and implement a nationwide ranking system strategy to measure and recognize the performance of participants across Canada through clear criteria objectively and transparently. This plan is to be developed and placed publicly on the Taekwondo Canada website and updated monthly.</p> <p>5.3 Development of a highly competent High-Performance (HPD) Director through professional development programs at the national and international levels.</p> <p>This professional development ensures that the HPD is trained at a world-class level.</p> <p>5.4 Secure ample and sustainable funding through both the private and public sectors specifically targeting High-Performance programs.</p> <p>5.5 Development of a Para-taekwondo program at both the high-performance and grassroots levels in Canada.</p> | <ul style="list-style-type: none"> • Medals at the Olympics, World Championships, Pan American Games, and Pan American Championships showcasing global excellence. • Full team qualification for the Olympics, and Pan American Games in the next quadrennial, demonstrating talent depth and effective development programs. • A structured performance pathway for high-performance athlete development, enhancing success through feeder systems from the Club and P/TSO levels. • Continued development and hosting of National Championships and Canada Open. • Continued strong relationships with funding partners including Sport Canada, C.O.C., C.P.C. and Own the Podium. Development of partnership programs with public sector avenues. • High Performance Director recruitment should prioritize candidates with proven track records in international success and innovative training methodologies. |

DEVELOPMENT, MONITORING AND EVALUATION

This strategic plan was done in consultation with several key stakeholders including the Provincial and Territorial Presidents, Sport Canada and the Board of Directors and Staff of Taekwondo Canada. This plan was facilitated by Sayid Consulting, who hosted focus groups, distributed surveys and hosted a Board Retreat which all assisted in the development of the plan. The plan took one year to complete and is the most comprehensive plan done by Taekwondo Canada in its history.

The information contained within this new strategic plan will need constant vigilance so as to ensure that key initiatives and outcomes are achieved. Key performance indicators have been developed in order to ensure positive outcomes with timelines for review being targeted for quarterly.



Risk Management

Taekwondo Canada is also cognizant of the risks involved with the operation of the organization. Taekwondo Canada has created a significant risk management strategy which aligns with the organization's strategic plan. The review of the plan will be done quarterly for each year of its existence and will ensure that we are moving in the right direction throughout the quadrennial plan. This report will also be presented to the membership during each Annual Meeting.



CONCLUSION

This strategic plan was created with the intention of not only bringing Taekwondo Canada through the next quadrennial and to the 2028 Olympic Games in Los Angeles but to facilitate Taekwondo Canada's success beyond Olympic cycles.

It is the goal of Taekwondo Canada to be recognized globally for its excellence with consistent top-tier performances at international competitions while continuing to grow at the grassroots level within Canada.

As our new Mission Statement states, Taekwondo Canada will continue to Inspire and foster excellence in the martial art and sport of Taekwondo, promoting health, community, and accessible pathways

for all participants to achieve their best recreationally and international success at the high performance level through comprehensive support and development programs.

We would like to thank everyone who was involved in the creation of this strategic plan including, but not limited to, Sport Canada, the Canadian Olympic and Paralympic Committees and Own the Podium. All our key stakeholders played a significant in this document which will lead Taekwondo Canada into the next quadrennial.



CREDITS

Taekwondo Canada would like to thank the following for their tremendous support of this strategic plan:

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