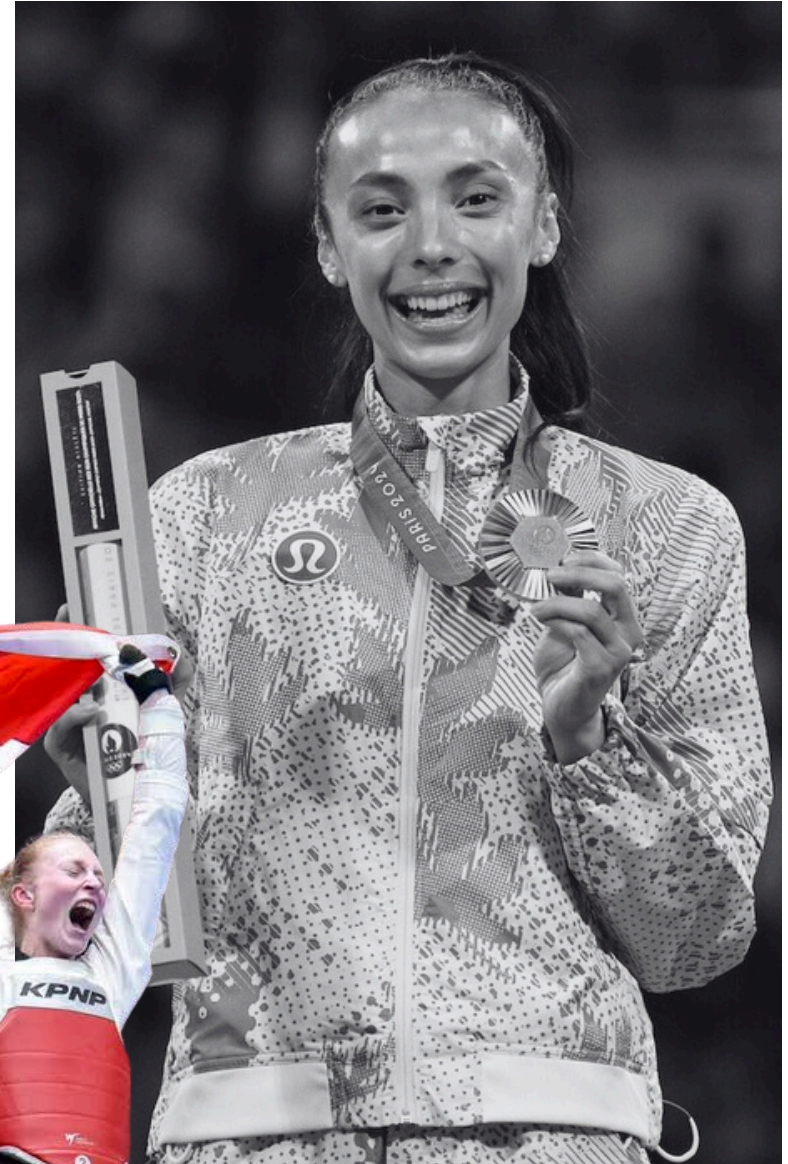




TAEKWONDO
CANADA



ANNUAL REPORT

TAEKWONDO CANADA

2024
2025

PRESENTED:
September 2025



OUR SHARED 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.

OUR COLLECTIVE 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.

OUR MANDATE



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,' the approach of cooperation while competing or competition.

ORGANIZATION



**TAEKWONDO
CANADA**

BOARD OF DIRECTORS

STAFF

EXECUTIVE DIRECTOR

Dave Harris

HIGH PERFORMANCE DIRECTOR

Allan Wrigley

HIGH PERFORMANCE & EVENTS MANAGER

Brittany Rich

PROGRAMS & ADMINISTRATION MANAGER

Breanna Harmer

PRESIDENT

Kee Ha

VICE PRESIDENT

Wayne Mitchell

SECRETARY

Anthony Petrone

TREASURER

Sandra de Montigny

DIRECTOR AT LARGE

Jessica Scarlato

DIRECTOR AT LARGE

Miroslav Soucek

DIRECTOR AT LARGE

Catherine Brewster

OUR TEAM



**TAEKWONDO
CANADA**

REPORT

PRESIDENT KEE HA

To Our Valued P/TSO Members,

This past year has been one of progress, resilience, and collective achievement. I want to begin by expressing gratitude to all who have contributed your time and talents to advancing our community at home and abroad.

As we continue to grow and evolve as a national organization, our commitment remains steadfast: to foster excellence, inclusivity, and integrity for all stakeholders in Taekwondo Canada.

As President, along with the volunteer Board of Directors, I continue to work to improve the governance structure for Taekwondo Canada.

Our work on governance remains a priority that moves us ever closer to our goal of becoming one of the top NSOs in Canadian Sports in terms of our governance policies.

This report highlights the milestones we achieved, the challenges we've faced, and our strategic vision as we move forward into 2025 and beyond.

KEY HIGHLIGHTS of 2024-2025

I. Athlete Development & High Performance

Our Canadian Team enjoyed successful participation at international events, including the Junior World Taekwondo Championships, Junior Pan Am Games, Cadet & Junior Pan Am Championship and FISU Games, as well as the World Poomsae Championship. Canadian athletes achieved record-breaking performances, some achieving Top10 International Ranking.

II. Hosting International Events

In addition to the success of our elite athletes, we have built on our ability to host high caliber international event. Canada Open (G2) attracted top world-class athletes from North America, South America, Europe, Asia, and Australia. Coaches, athletes, officials and their supporters are interested and excited to participate in our Excellent Canada Open Championships.

III. Coaching & Officiating Excellence

Programs to support consistent, high-quality training standards across Canada continue to be developed and delivered. The on-going implementation of the National Coaching Certification Program (NCCP) is available for all those seeking this professional development opportunity. Across the country, National Referee seminars and workshops are delivered to enhance officiating excellence and consistency and fairness in competitions, at all levels.

IV. Kukkiwon Canada Commission

Kukkiwon HQ has instituted numerous changes and demands that are being implemented globally. These requirements have serious implications for our entire Taekwondo family in Canada. The Kukkiwon Canada Commission Ad Hoc Committee was originally formed between 2023 and 2024. This culminated in a Memorandum of Understanding (MOU) signed with Kukkiwon in October 2024.

The Committee's mandate is to develop a policy framework aligned with Kukkiwon requirements for





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PRESIDENT KEE HA

Poom and Dan certification. The Commission Committee, which includes Masters and Grandmasters from across Canada, is tasked with creating policies that respect both Kukkiwon guidelines and the unique Canadian context of Taekwondo practice.

The Committee's goal is to maintain alignment with Kukkiwon standards while ensuring recognition for Taekwondo Canada leadership. The committee emphasizes that this initiative is not intended to centralize or complicate black belt testing, create unnecessary barriers, or exert undue control over certification processes.

October 2025 is the target date for finalizing policy documents, refining operation details and seeking implementation and approval.

V. Challenges Revealed During this Year

While this year was mainly successful, we also encountered several challenges that will need our resourcefulness and attention. Among them are

- The rising costs for athletes' travel, training, and international competition;
- Adapting to evolving World Taekwondo rules, electronic equipment and qualification systems for the 2028 Olympic Games;
- Balancing investment in both high-performance and grassroots programming;
- The need for developing digital transformation systems and strategies to better serve members

VI. Conclusion

This year's successes are possible due to the dedication and collaboration of so many within our community. These include Sport Canada, sponsors, and stakeholders for their continued trust and investment; our dedicated Provincial and Territorial partners who give their time and energy to our events; all of the Coaches and Officials whose expertise drives excellence; all those who share their time and talents to make Taekwondo in Canada so admirable; and, of course, the reason we are all involved in this extraordinary organization, the Athletes who inspire us with their passion, dreams, and commitment. Together, we continue to make Taekwondo stronger, more inclusive, and more impactful across Canada.

As we gather for the 2025 Annual General Meeting, we celebrate what we have accomplished together and look forward to the opportunities ahead.

Thank you for your continued dedication and support. Together, we are shaping the future of Taekwondo in Canada, and we are always appreciative of our staff, operation team for their contributions.

With respect and best wishes,

Grandmaster Kee Ha
President
Taekwondo Canada



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TREASURER SANDRA DE MONTIGNY

2024-2025 financial year-end:

- Taekwondo Canada ("TC") 2024-2025 financial year (Apr 2024 - Mar 2025) had revenues totaling \$2,056,820 and expenses totaling \$2,061,702, for a small net loss of (\$4,882)
- Unfavorable variance against budget (\$5K) is minimal and mainly due to higher profit for Nationals and Canada Open events than budgeted (\$92K), but offset with lower sponsorship than budgeted (\$93K)
- Unfavorable variance against prior year net income 2023-2024 (\$13K) is mainly due to lower revenues from Sport Canada and Canadian Olympic Committee than prior year (\$77K), lower profit from Nationals and Canada Open (\$55K) and higher foreign exchange loss (\$18K), but offset with higher coaching and development profits (\$52K) and higher membership and Kukkiwon profits than prior year (\$89K)



2024-2025 year-end audit:

- 2024-2025 year-end audit started in June, with audit performed virtually
- Draft audited financial statements were issued on June 18, 2025 for our review, approved by the TC Board of Directors on June 29, 2025, with final audited financial statements issued by TC auditors Ouseley Harvey Clipsham Deep LLP on July 2, 2025
- No significant audit findings, with the following audit adjustments only:
 - \$11,500 to adjust a salaries expense offset by an account payable as at March 31, 2025
 - \$11,069 to adjust a foreign exchange expense offset by deferred revenue as at March 31, 2025
- 2024-2025 TC financial statements were issued without qualification or reservation

Budget 2025-2026:

- TC budget for 2025-2026 was estimated with two main events in the year (Nationals and Canada Open) both in the last quarter of the fiscal year between January and March 2026
- Revenues in the 2025-2026 TC budget are estimated at \$1,679,654 for the year, due mainly to a significant decrease in Sport Canada funding of \$90,000 for the 2025-2026 financial year. This significant decrease is unfortunate and was announced by Sport Canada in spring of 2025 due to federal government budget cuts across all national sports in Canada, with a further \$20,000 announced for the 2026-2027 fiscal year. The same level of expenses was budgeted to meet this reduced revenue, for a balanced budget and net income of \$0 for the 2025-2026 TC financial year

Sandra de Montigny, CA, CPA, CFA, MBA
Treasurer
Taekwondo Canada



**TAEKWONDO
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REPORT

EXECUTIVE DIRECTOR DAVE HARRIS

To Our Valued Members,

As we close off the 2024-25 fiscal year, I would once again like to thank you, the leaders of our Provincial and Territorial Sports Organizations (PSO's) for your efforts on our behalf, in providing consistent and relevant feedback as well as displaying excellent governance and oversight support which allows us all to succeed in the development of taekwondo in Canada.

I would also like to thank the Taekwondo Canada team for their hard work and dedication. Their efforts, led by High Performance Director Allan Wrigley, High Performance and Events Manager Brittany Rich and new Programs and Administration Manager Breanna Harmer continue to be paramount towards the success of the organization in building between the NSO and the provinces and participants in Canada.



Taekwondo Canada and its members and participants have achieved some noteworthy accomplishments over the 2024-25 fiscal year. These achievements include, but are not limited to, the following:

- A bronze medal for Skylar Park at the 2024 Paris Olympic Games
- A successful showing by Josipa Kafadar at the Paris Olympic Games
- The unveiling of Taekwondo Canada's new 2025-28 Strategic Plan, outlining the roadmap to success for the organization over the next four years
- Successful National Championships and Canada Open, both held in Montreal in February of 2025
- A partnership with RAMP Interactive to develop a new Membership Registration System. This system, when completely rolled out, will assist Member Provinces in registering their participants with Taekwondo Canada each year.
- Adoption as a signatory with the Canadian Safe Sport Program through the Centre of Ethics in Sport which allows for the greater protection for High Performance athletes
- Hiring of an Independent Third Party representative for Taekwondo Canada. This ITP will represent the NSO but also the Member Provinces at no charge should a Safe Sport issue arise.
- Development and adoption of a Safe Sport policy suite which is amongst the best in Canada
- The continued development of a new Sport for Life policy – Taekwondo program to be unveiled in 2026
- Continued with the Sterling BackCheck program which has allowed those from our member provinces to receive free police checks as necessary
- Continued with the Respect in Sport activity leader and parent program available free for every club and coach in Canada
- New support for coaches and athletes through the addition of Breanna Harmer as Operations Manager who is supervising our NCCP program.
- Continuing our great partnership with the Korean Embassy and Korean Cultural Centre, partnering with them on the 6th Annual Korean Ambassador's Cup



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EXECUTIVE DIRECTOR DAVE HARRIS

- Tremendous relationships with Sport Canada, Own the Podium and the Canadian Olympic Committee
- Continued relationship building with World Taekwondo and PATU which supports our international programs
- Additional increase in funding from Own the Podium to Taekwondo Canada for the fourth consecutive year
- Improved Kukkiwon administration for Clubs with the addition of Breanna Harmer to assist Rebecca Brideweser in overseeing the program

In terms of High Performance, Taekwondo Canada sent numerous teams to World and PATU events in 2024-25. These teams, which included both Kyorugi and Poomsae, represented Team Canada well and demonstrated the promise that we have for the future of taekwondo not only in Canada but on the world stage as well.

As I enter my sixth year as Executive Director, I remain committed to growing our organization through the enhancement of the high performance program which will continue to develop elite athletes for Taekwondo Canada. From the development of proper selection policies to the ongoing development of our first para-program as well as the delivery of national and international events, we remain committed to providing our members and participants with offerings which are at the highest standards of the organization.

In terms of High Performance, the following is completed or ongoing in 2025-26:

- Development of Taekwondo Canada's Long Term Development program focused specifically on taekwondo
- Development of the Taekwondo Canada's first Club Excellence Program, to be unveiled in the Fall of 2025
- Enhancement of our NCCP program and the increase or enhancement of coaching certifications at all levels
- 2025 Own the Podium Review
- Continued and relentless focus on the generation of sponsorship revenues
- The continued development of our Para-Taekwondo program
- Focus on Women in Taekwondo as well as the recruitment of new participants
- Increase in Referee certifications for referees provincially, nationally and internationally

I believe that one of the major facets in the ongoing success for Taekwondo Canada is the continued success of the organization's High Performance program. The program led by Allan Wrigley continues to build a world-class program for the current quadrennial with the target of success for the organization at the 2028 Olympic Games in Los Angeles.

While High Performance remains a priority, there will also be a focus on grassroots programs, working with clubs and coaches to ensure that we are cultivating the next group of athletes through Sport for Life. We will rely heavily on the support of you, the member provinces, in making our goals a reality at the national level.



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EXECUTIVE DIRECTOR DAVE HARRIS

An exciting time began for Taekwondo Canada in 2025 with the unveiling of the new 2025-28 Strategic Plan. This plan, made in concert with the Membership as well as our key stakeholders, provides our key stakeholders with a roadmap towards the 2028 Games. The Plan focuses heavily on a number of key pillars including Partners and Stakeholders, Communication, Programs and Pathways, Sustainability and High Performance. This plan, which will be heavily monitored, is going to be crucial for our success over the next four years.

As stated previously, I continue to value the feedback provided by our members and key stakeholders over the past year and I hope I have always provided transparency in our dealings. In terms of transparency, I remain committed to ensuring that all involved with Taekwondo Canada are fully informed as to all facets of the organization as they occur.

I will also continue to grow and improve our organization through the positive relationships cultivated with Sport Canada, World Taekwondo, PATU, Own the Podium and the Canadian Olympic Committee. These strong relationships, which are crucial to the success of Taekwondo Canada, ensure that we continue to improve our standing as one of the most successful National Sport Organizations in Canada.

I believe that 2024-25 fiscal year was a tremendous success for Taekwondo Canada, and my hope is that we continue to build on this success as partners in meeting and exceeding our goals for 2025-26.

All the best,

Dave Harris
Executive Director
Taekwondo Canada



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HIGH PERFORMANCE DIRECTOR DR. ALLAN WRIGLEY

The previous Olympic cycle has been one of establishing the new normal for Taekwondo Canada's high performance operations. Several strategic shifts and changes were implemented as per the 2022 – 2024 High Performance Plans that included:

1. Defining and implementing the necessary shifts in team operations to start building an appropriate National Team and high performance culture of excellence.
2. Taking advantage of all competitive opportunities to facilitate the Paris Olympic direct qualification process for Skylar Park.
3. Identify and objectively assess the talent pool to find those athletes that have the potential to impact Paris 2024, as well as a NextGen group of athletes for LA 2028 and beyond.



Upon review and reflection of the Paris 2024 Olympic preparation cycle, we believe that we have been successful in achieving all three of these important changes. National team operations and the culture within the Senior program has changed dramatically, Skylar Park not only achieved direct qualification to the Paris Games but also won Canada's first Olympic medal in 16 years, and new tools and metrics have been developed to help assist in our athlete tracking and assessment of the high performance talent pool. With this success we have still maintained a focus on continuous improvement and refinement of everything from athlete agreements, team protocols, Sport Canada Athlete Assistance Program Carding (AAP Carding; or simply referred to as Carding), and compliance with the Canadian Centre for Ethics in Sport (CCES) requirements.

Much like Taekwondo Canada's experience at the Santiago 2023 Pan American Games, we are proud to report that the Paris 2024 Olympic Games team received positive feedback from the Canadian Olympic Committee's mission staff while in Paris. We were commended for the level of team spirit, professionalism, and overall integration into the larger Team Canada environment. Taekwondo Canada continues to take a transparent and up-front approach to matters regarding team selection, Carding, and financial support. Through leadership that is demonstrating the commitment to change, coaches, athletes, and stakeholders are feeling like they are part of the process and new direction for the sport.

From a performance perspective, the 2024 competition season has achieved three significant milestones:

- Skylar Park earning a Bronze medal at the Paris 2024 Olympic Games.
- Josipa Kafadar qualified for the Olympics via the Continental Qualification Tournament, marking the first time a Canadian has qualified via that route since the Rio 2016 Olympic Games.
- For the first time since team scoring has been calculated, Canada finished in second place overall at the 2024 Senior Pan American Championships.

Part of the reason for the success and turnaround in 2024 has been through a strategic approach and allocating the appropriate resources and interventions at the right. The stability of the high performance program with targeted enhancements has allowed not only Skylar to overcome her



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HIGH PERFORMANCE DIRECTOR DR. ALLAN WRIGLEY

significant injury, but the National team achieving new levels of success through younger athletes transitioning and taking over team spots from previously perennial team members.

In addition to Skylar's success, five other Senior athletes have been identified as Tier 2 athletes as they have either made significant improvements in their results and/or are well positioned for potential LA Games qualification. When comparing this to the previous Olympic cycle, we are capturing athletes earlier in their pathway like up-and-coming talent Leonarda Andric. Josipa Kafadar has re-emerged as a targeted athlete and is pursuing high performance with increased dedication and determination as the Paris Games has shown her that she has much more potential to come. Braven and Tae-Ku Park continue to make strides forward and will factor into Taekwondo Canada's LA 2028 Olympic hopeful group. While Nicholas Hoefling has not had a great year in 2024, he continues to provide a high level of competition domestically and will be pushing alongside Braven for Canada's spot in the M-58kg division. By virtue of their performances at the 2024 Senior National Championships and 2024 Pan American Championships, Nithan Brindamohan and Laila Khan lead Taekwondo Canada's current Tier 3 targeted athlete pool with potential to qualify for both the LA 2028 and Brisbane 2032 Olympic Games.

Finally, while objective metrics for assessing Senior athlete performance have been developed and we are continuing to work at ways to develop similar metrics for the NextGen ID athletes. The future success of Taekwondo Canada relies on our ability to align the NextGen talent pool with the targeted Senior athlete group to help foster their development along the high performance pathway. While the 2024 – 2025 fiscal year has been a successful year for Taekwondo Canada, we still have a long way to go before we begin to truly impact the World Taekwondo rankings and medal potential across multiple divisions. However, progress has been made and we believe we have started along the right path towards sustained success over multiple quadrennials.

Critical Factors for Future Success

The previous shortened Olympic preparation cycle saw a focus on a complete overhaul and restructure of the high performance program and operations. There was a major emphasis on the shorter term of supporting and converting current Olympic hopefuls with a peripheral eye towards beginning to develop objective tools for assessing the talent pool for targeting athletes for the 2028 quadrennial. With the success of the strategic shifts implemented and the current stability within the high performance programs, critical factors for future success will need to shift towards supporting younger talent that have the potential to impact international results over the coming eight years.

While Taekwondo Canada will continue to improve core high performance operational areas, 2025 to 2028 will emphasize four critical factors for future success:

1. Refine athlete monitoring and objective metrics.
2. Adjust to new World Taekwondo Ranking Bylaws.
3. Identify and target athletes in the 16-19 age range..
4. Establish an aligned domestic competition structure including club recognition and domestic ranking.

Refine Athlete Monitoring

Over the course of the 2022 and 2023 seasons, Taekwondo Canada's HPD developed several useful



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HIGH PERFORMANCE DIRECTOR DR. ALLAN WRIGLEY

metrics that have helped to create a starting point for an objective Podium Results Track. Current use of Relative Match Result Ratings (rMRR) and Ranking Offset (ROFST) have allowed both inter- and intra-athlete comparisons and guided decision making for targeting resources and team selection. One of the critical determining factors in selecting the F-49kg over the F-67kg division to participate in the 2024 Continental Qualification Tournament was the analysis of recent competition performance backed up by these metrics. When comparing Josipa Kafadar (F-49kg) to Leonarda Andric (F-67kg), cursory analysis of the preceding two years of competitions showed that Josipa nearly always fights at the Olympic weight, where Leonarda Andric (F-67kg) does not. However, it was argued that Leonarda has far more international experience fighting over two times as much over that period, as well as earning over double the number of podium finishes. Taekwondo Canada was able to successfully defend the division selection assisted by the objective analysis that demonstrated Josipa's recent performances where she had not lost to a lower or similarly ranked athlete and performed better in rMRR against Pan American athletes. Ultimately, the division selection decision led to Taekwondo Canada qualifying an additional athlete to the Paris Games, where Josipa narrowly missed an opportunity to upset the fourth seed in the tournament.

Going forward, work needs to be done to update the rMRR and ROFST metrics to account for the changes in the World Taekwondo Ranking Bylaws. Both statistics rely on a stable Olympic Ranking that reflects year-to-year as well as within-season ranking and seeding. Now with a 24-month reset period, a different approach and scaling factor will need to be determined. Additionally, current preliminary work on a match analysis system opens the door to an entirely new set of data and information that can be utilized to further augment the current Podium Results Track work. While still very much in the early stages of the project, feedback from the coaches has been positive with important input and suggestions that will help to refine the process.

Adjust to New World Taekwondo Ranking Bylaw

World Taekwondo's (WT) new Ranking Bylaw has a cascading impact on all aspects of Taekwondo Canada's high performance programming and operations. Having Olympic quadrennials separated into non-Olympic and Olympic ranking periods changes how athletes will need to target events towards LA 2028 Games qualification, as well as how Taekwondo Canada identifies athletes for Carding, team selection, and funding. At the most basic level, the new bylaws are seen as a two-year reset where Olympic Ranking points towards Games qualification will reset on June 1st of even numbered years. The principle that WT has communicated is a move from a four-year Olympic point and ranking accumulation towards subsequent Games qualification to a two-year period with an additional pathway to qualify for LA 2028. The LA 2028 qualification pathways are as follows:

- Top 5 WT Olympic Ranking as of January 2028 rankings.
- Grand Slam winner.
- Continental Games gold medalist (new for LA 2028 qualification).
- 2028 Continental Qualification Tournament.

In reality, the first two pathways towards qualification are even more restricted under the new bylaws. As January rankings are used to determine the Top 5 WT Olympic Rank, points can only be earned towards that qualification pathway over 19 months of competition. Hypothetically, the maximum number of



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points possible over that time period is 825, but 420 of those (51%) are only available to those athletes that accumulate a sufficient number of Olympic ranking points in the non-Olympic ranking cycle to qualify for the Grand Prix Series. It becomes even more restrictive when you factor in WT's new Grand Prix Challenge events that provide bonus G2 points. This means that performances that occur prior to the reset and commencement of the Olympic ranking period on June 1st, 2026, will either make 58% of all Olympic ranking points available or not to all athletes. With the Grand Slam qualification now having a G2 rating as well, athletes and coaches will need to decide which pathway they will commit financial resources to. Under the previous bylaws, athletes could opt to bypass events and select competitions based on their need for ranking points and ability to achieve the Top 5 standard. Now, every event under the new ranking bylaw (even in non-Olympic ranking periods) becomes critical to attend and the projected costs to achieve Top 5 in 2028 has gone up significantly. The costs will not only be financial, but also the physical and mental toll that the increase in competition schedule will require.

In terms of Taekwondo Canada's high performance operations, the new bylaws have effectively eliminated a stable metric that many internal processes relied on. WT Olympic Ranking will have limited viability for much of the quadrennial cycle which will require changes to how Carding, team selection, and financial resource allocation will need to be done going forward.

Identify and Target Athletes in the 16-19 Age Range

A critical goal for Taekwondo Canada to have sustained success over multiple Olympic cycles is identifying and supporting athletes as they transition from Junior to Senior divisions. With taekwondo research^{[1],[2],[3]} indicating that the average age of peak performance in males is 25 (one standard deviation range 21.4 to 28.6) and for females is 23.6 (one standard deviation range of 20.3 to 26.9), the 16- to 19-year-old age range becomes critical for success at the next two Games. While the WT Ranking Bylaws and point system will continue to make objective tracking of Junior athletes challenging, a domestic Kyorugi ranking system would help to fill some of that gap. Additionally, continued refinement and adjustments to Taekwondo Canada's Carding criteria will help to ensure that those younger athletes receive the resources necessary to compete regularly and gain experience. Already, the current list of athletes that have achieved the minimum standard for Carding includes Nithan Brindamohan who is at the end of this targeted age range. Tier 3 identified athlete Laila Khan, along with the entire NextGen ID also fit within the desired range, with performance indicators projecting their potential to earn spots on the Senior National Team in the coming years. The challenge will continue to be funding and supporting this level of athlete as attending WT events is expensive yet provides invaluable experience for learning how the rest of the world is developing within the sport. What is clear is that Taekwondo Canada needs to invest in more domestic opportunities like training camp opportunities. International camps should augment what is happening in the daily training environment, and not used as a replacement for the basic and foundational work that should be happening at home so that competition opportunities for this targeted group of athletes are optimized.

Establish an Aligned Domestic Competition Structure

The goals outlined for Taekwondo Canada's high performance program will be more efficiently achieved

[1] Kazemi et al. (2006) A profile of Olympic taekwondo competitors. JSSM. 114-121.

[2] Apollar et al. (2022) Relative and chornological age in successful athletes at the World Taekwondo Championships (1997-2019): A focus on the behaviour of multiple medalists. IJERPH. 19, 1425.

[3] Longo et al. (2016) Age of peak performance in Olympic sports: A comparative research among disciplines. JHSE. 11(1), 31-41.



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HIGH PERFORMANCE DIRECTOR DR. ALLAN WRIGLEY

if there is a significant change to the domestic competition structure. While this critical factor for success is likely a multi-quadrennial process, there are several smaller steps that can be taken along the way to help promote and gradually shift the domestic system towards improving our development system:

- Require provinces and territories to host a provincial championship annually.
 - An alternative for the territories and Atlantic provinces could be to host this as a regional event as opposed to individual provincial championships.
 - Most developing athletes only compete at small club tournaments with limited attendance, small field sizes, and a lack of fighting opportunities against a variety of fighting styles.
 - The jump from these club tournaments to a National Championships is far too big which can be demotivating to an age group that needs to be encouraged to stay in the sport.
- Host domestic NextGen ID camps utilizing current club infrastructure.
 - Currently, there are a few larger clubs in Canada that regularly host training camps that garner substantial registration numbers. Taekwondo Canada will partner with these clubs to create domestic train-compete opportunities.
 - Effort and resources need to be dedicated to encouraging finalists at the Cadet and Junior National Championships to attend the identified camps in their region.
 - The cost/benefit of attending multiple camps versus a single WT calendar event needs to be more clearly communicated to and understood by the wider taekwondo community.
- Begin to pilot the National Kyorugi Ranking System (NKRS) in one province.
 - Previously, Taekwondo Canada has attempted to engage a number of provinces in this project as it would create an impetus for change in the domestic competition framework.
 - While there has been significant resistance, there are some new and younger individuals taking on leadership roles within the larger Ontario and Quebec PTSOs that have created an opportunity to reduce the scope of the process and focus on a single provincial partner to get the project off the ground. In particular, Ontario has come forward and is interested in trialing the NKRS in the coming year.

Through a targeted approach focusing on achievable outcomes, Taekwondo Canada believes significant changes to the domestic competition framework can be achieved.



ROLES & RESPONSIBILITIES

TAEKWONDO CANADA

ORGANIZATIONAL EXCELLENCE

- Govern taekwondo nationally respecting the vision, mission, and values of Taekwondo Canada and in accordance with requirements of national sport governing agencies and its member PSO's
- Respect and adhere to accountability-based requirements as necessary (e.g., Safe Sport and Not-For-Profit institutions and legislation)
- Deliver and support programs and services that promote the growth and sustainability of the sport in Canada
- Deliver and support volunteer development, engagement, recruitment
- Provide a framework that ensures taekwondo is delivered by organizations that plans, evaluate, and monitor their operations and programs with identified measures and accountability—including financial statements and reporting
- Provide sufficient organizational structure including a National Board of Directors, National Office staff and committees to support the work of the organization—including sport development and sustainability
- Develop, monitor, review, revise and communicate as applicable bylaws, rules, regulations, policies, and procedures to deliver the safe, ethical, and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the NSO to enable adequate delivery of national programs and events for athletes/coaches/officials and volunteers
- Provide a national membership database using class leading technology at market rates
- Maintain archival and historical records to preserve the history of the sport
- National recognition/awards programs and external nominations
- Develop volunteer education programs and materials when required (e.g., Board governance training.)

ATHLETE DEVELOPMENT

- Design/develop, communicate, evaluate, and revise in an on-going manner Athlete development pathways and programming (i.e., LTD pathway)
- Develop and manage athletes and teams to represent Canada at the international level
- Develop, implement, and evaluate an inclusive long-term development (LTD) model for the sport defining the athlete pathways and programs for participation/recreational and performance athletes
- Organize and offer National Team programs including all selection criteria and processes and select/nominate/approve athletes to represent Canada at Pan Am, Olympic, Paralympic, World and other major international competitions
- Evaluate the appropriateness of age group world championships within the context of our LTD model
- Organize and offer Age Group World Championship team opportunities and experience
- Build and execute a High Performance plan to help support the development of world-class athletes
- In partnership with PSO's, develop, deliver, and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development in the high performance stream (where possible)



ROLES & RESPONSIBILITIES

TAEKWONDO CANADA

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Design/develop, communicate, evaluate, and revise in an on-going manner Technical Official and Coach development pathways and programming
- Develop and communicate standards of professionalism and certification, ensuring the sport is led by appropriately trained and certified coaches and technical officials
- Design, develop, evaluate, and revise as necessary the components of the National Coaching Certification Program as it relates to coaches across the sport of taekwondo
- Design, develop, evaluate, and revise as necessary the components of the Technical Officials Program as it relates to officials across the sport of taekwondo
- Define criteria for talent identification of coaches and build succession planning for national and provincial programs
- Approve technical officials for higher-level WT/PATU technical training

MARKETING & EVENTS

- Design and deliver a taekwondo marketing and communications program focused on the promotion of the sport in Canada
- Host National and International competitions and other events and market those in conjunction with WT, PATU and the COC/CPC
- Ensure nationally sanctioned competitions meet minimum safety standards and fairness guidelines
- Provide standardized, nationally branded resources to support marketing taekwondo in Canada (e.g., coaching, media releases, etc.)
- Design, develop, evaluate, and revise as necessary sanctioning and event guidelines for provincial taekwondo competitions
- Sanction and host National and International Competitions
- Manage the bid process for national and international events
- Define the format, standards, protocols, and competition calendar or partner with stakeholders in the organization of these events
- Ensure safety and fairness of events through event sanctioning, assignment of officials and host agreements
- Ensure hosting of annual National Championships
- Oversee assignment of Technical Officials at national or international events
- Build the public profile of the sport through events and media coverage opportunities across multiple platforms and a comprehensive social media campaign

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position, and represent the sport of taekwondo
- Position and represent the sport of taekwondo through international liaisons with WT, PATU, COC and other international associations and stakeholders
- Influence public and government policy through domestic liaison with PSOs, Sport Canada, Own the Podium (OTP), Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC) and other partners/funding agencies



**TAEKWONDO
CANADA**

Taekwondo Canada's social media reach continues to increase steadily. A focus on domestic and international event livestreaming is reflective.

24,000+



0.5%

8500+



14.8%

10,000+



0.5%

2,300+



43.8%

Increase from
2024:

COMMUNICATIONS



TAEKWONDO
CANADA

INTERNATIONAL PARTNERS



FUNDING PARTNERS



PERFORMANCE PARTNERS



PROVINCIAL/TERRITORIAL PARTNERS



PARTNERS