



# STRATEGIC PLAN

2022-2027





## BACKGROUND AND OVERVIEW OF A **STRATEGIC PLAN**

Wrestling Canada Lutte (WCL) engaged Sheffe Consulting to develop its new strategic plan. This process began with the engagement of stakeholders via focus group and survey to collect input into its direction and to gather feedback following the draft plan. The anonymous input generated from those engagements was considered by the Strategic Planning Committee. The framework displayed below outlines the different components of the plan.







## VISION

Achieve sustainable international excellence through the growth of wrestling in Canada.



## MISSION

Provide leadership, support and safety nationally for our athletes & other participants in pursuit of international podium success.

# VALUES

## COLLABORATION

Uniting and cooperating in synergy with others towards a commonly shared purpose or outcome.

## EXCELLENCE

Drive and determination to success by striving to do better in every aspect, both on and off the mat.

# TRUST

Belief and confidence in the honesty and reliability of WCL and its Participants.

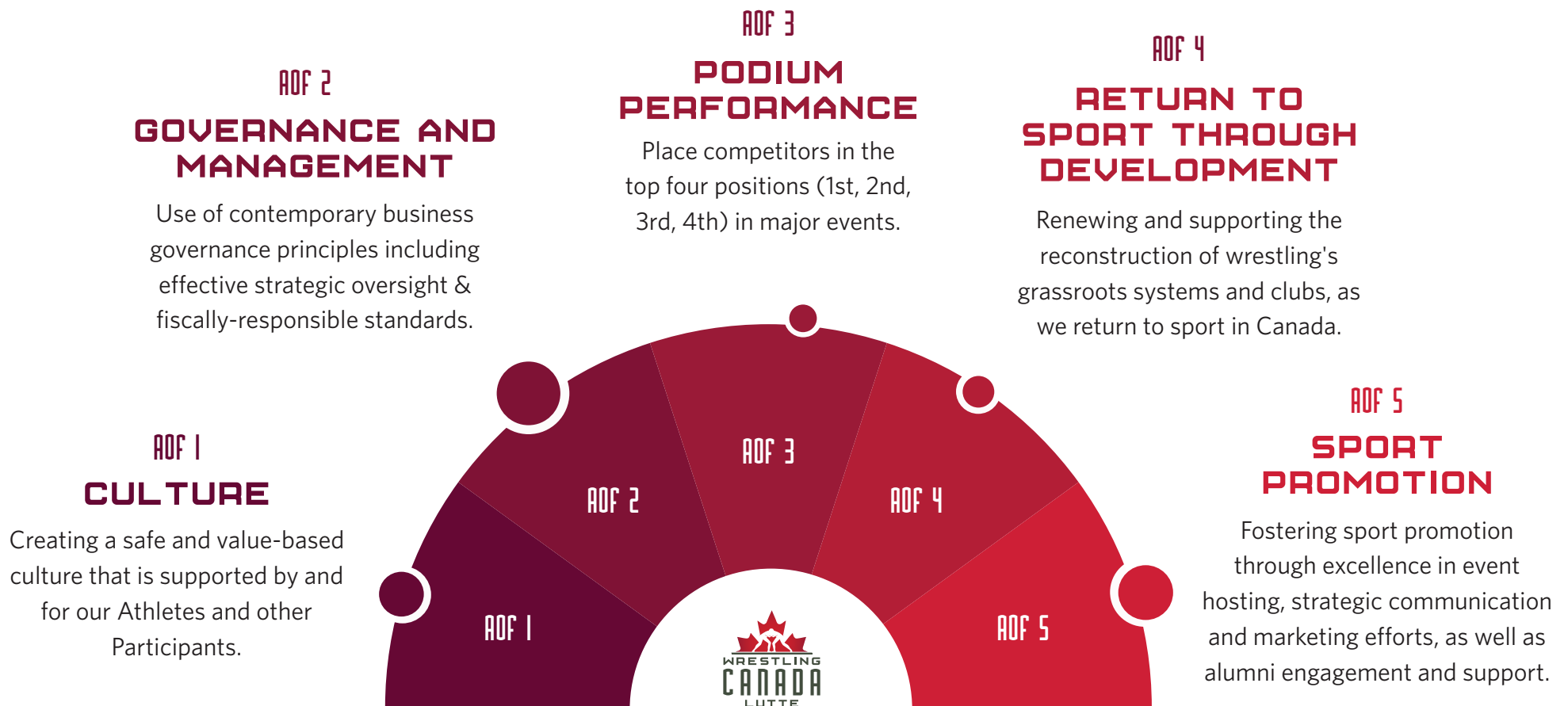
## INCLUSIVITY

Embodiment and acceptance of diverse people and ideas that builds a culture of respect, dignity and equity for all.

## INTEGRITY

Being honest, transparent and confident that all participants will act in the best interests of WCL, its Athletes and other Participants.

# AREA OF FOCUS





Creating a safe and value-based culture that is supported by and for our Athletes and other Participants.

## **ACHIEVEMENTS** **[THE WHAT]**

**1.1** Continue implementation and refinement of Safe Sport guidelines & policies.

**1.2** Increase effective, solutions-based communication between WCL, Athletes and other Participants, towards more positive, respectful and accountable interactions and culture.

**1.3** Reinforce support and buy-in for WCL's high performance program.

**1.4** Implement a WCL Equity, Diversity & Inclusion policy.

## **MAJOR INITIATIVES** **[THE HOW]**

**1.1A** Develop and deliver an educational program for acceptable behavioural guidelines for participants, both on and off the mat.

**1.1B** Support and ensure PTSO implementation of provincial Safe Sport guidelines & policies that align with those of WCL, as a requirement of membership with WCL.

**1.1C** Support the transition to the national third-party mechanism.

**1.2A** Host quarterly town halls with Athletes and other Participants.

**1.2B** Host an annual in-person meeting with WCL and its Athletes.

**1.2C** Host quarterly technical sessions with Coaches and Officials.

**1.3A** Revise athlete & coach agreements such that noncompliance will have implications on access to national team participation & funding.

**1.4A** Develop a WCL EDI policy.

**1.4B** Develop and deliver an educational program for Participants.

# GOVERNANCE AND MANAGEMENT



Use of contemporary business governance principles including effective strategic oversight & fiscally-responsible standards.

## ACHIEVEMENTS [THE WHAT]

**2.1** Optimize organizational structures & systems.

**2.2** Jurisdictional & role clarity within & for WCL and its member stakeholder groups.

**2.3** Increase revenue diversification from non-government sectors.

**2.4** Compliance with Canadian Sport Governance Code.

## MAJOR INITIATIVES [THE HOW]

**2.1A** Complete a full-scope business model review and implement changes based on the assessment.

**2.1B** Resource all WCL Committees to ensure they are active and functioning.

**2.2A** Develop a revised role chart with a shared understanding of the jurisdiction and respective roles of WCL and its member stakeholder groups.

**2.3A** Develop a strategy to meet a defined % or amount of non-government sector funds.

**2.4A** Complete a WCL governance review and implement changes to optimize organizational performance.

**2.4B** Deliver governance educational training to BOD & other participants.

# PODIUM PERFORMANCE



Place competitors in the top four positions (1st, 2nd, 3rd, 4th) in major events.

## ACHIEVEMENTS

### [THE WHAT]

**3** Achieve the following Podium outcomes:

- Increased number of wins at the World Championships at all age categories (Cadet, Junior, U23 and Senior)
- Increased number of top 8 placements at the World Championships and Olympic Games at all age categories
- Increased number of wrestlers qualifying for the Olympic Games
- Increased medal performances at the Olympic Games and World Championships at all age categories

## MAJOR INITIATIVES

### [THE HOW]

- 3.1** Identify the best athletes for international performance, through on-mat performance-based selection.
- 3.2** Facilitate opportunities for athlete training between clubs.
- 3.3** Optimize funding for training and competition both domestically and abroad.
- 3.4** Increase foreign participation in domestic training and international competition in Canada.



# RETURN TO SPORT THROUGH DEVELOPMENT



Renewing and supporting the reconstruction of wrestling's grassroots systems and clubs, as we return to sport in Canada.

## ACHIEVEMENTS

### [THE WHAT]

**4.1** Participant entries return to pre-pandemic levels by 2025 for all WCL sanctioned events.

**4.2** Increase diversity of athlete participation in the sport beyond competitive wrestling.

**4.3** Revitalize WCL sport development programs in alignment with WCL's athlete development pathway.

**4.4** Increase number of certified coaches and Coach Developers.

**4.5** Increase number of certified officials.

## MAJOR INITIATIVES

### [THE HOW]

**4.1A** Support the PTSOs in the development of an athlete recruitment initiative at the grassroots level.

**4.1B** Support the PTSOs in the development and delivery of an annual regional camp series, facilitating the participation of HP and Club excellence coaches as well as NT athletes.

**4.2A** Develop a social media campaign for "Wrestling for Life", reframing wrestling as a fitness outlet.

**4.2B** Recruit retired athletes to coaching, officiating and administration.

**4.3A** Revise and relaunch WCL's sport development programs.

**4.3B** Provide accessibility of wrestling sport development programs to the secondary school system.

**4.4A** Provide increased number of opportunities and delivery mechanisms of coach education, including online, hybrid, in-person, to ensure the needs of athletes and coaches are met.

**4.4B** Develop and implement revised Coach Developer pool strategy, in alignment with WCL's NCCP Operations Manual.

**4.5A** Enhance feedback criteria for officials with respect to promotion/demotions and transparency.

**4.5B** Encourage officials participation in domestic development opportunities.

**4.5C** Support the PTSOs in the development of an officials recruitment initiative at the grassroots level.

# SPORT PROMOTION



Fostering sport promotion through excellence in event hosting, strategic communication and marketing efforts, as well as alumni engagement and support.

## ACHIEVEMENTS [THE WHAT]

**5.1** Continue elevating the quality and quantity of WCL events through improved planning and presentation from the selected Host Organizing Committees.

**5.2** Increase recognition and visibility of world & Olympic medallists and the sport of wrestling through promotion and marketing efforts.

**5.3** Increase engagement with WCL alumni.

**5.4** Increase number of internal and external WCL recognition, nominations and awards.

## MAJOR INITIATIVES [THE HOW]

**5.1A** Fully implement Event Hosting Policies and deliver events under the respective Hosting Regulations.

**5.1B** HOCs partner with and seek sport tourism support for every WCL sanctioned event including domestic and international.

**5.1C** Develop or amend Hosting Regulations to include U15 and U23 age categories.

**5.2A** Engage with PTSOs, COC, local media, and public appearances.

**5.2B** Develop and implement a WCL Awards and Recognition event.

**5.3A** Develop an alumni database.

**5.3B** Facilitate alumni presence at all WCL sanctioned events.

**5.3C** Engage with alumni for donor recruitment.

**5.4A** Develop and implement revised Awards and Nomination policy.