

# AAWA Strategic Plan 2025-2029

## Executive Summary

The Alberta Amateur Wrestling Association (AAWA) was established in 1970 and is made of member clubs and independent wrestlers from all over Alberta. AAWA has been one of these most successful and stable wrestling organizations in Canada, with 2 Olympic Gold medalists, Erica Wiebe and Carol Huynh both coming out of Alberta programs.

Over the decades, AAWA has been led by long-serving, highly invested directors and staff, creating continuity that has allowed the sport to thrive. This new strategic plan comes at a time where new leadership has come in and some long-standing key staff have moved on. With these changes we are looking at this plan as an opportunity to build on the amazing foundations which have been put in place, while at the same time focusing on new opportunities and refreshing AAWA's relationship with stakeholders and the community at large.

The AAWA is very proud of its achievements; the sport is diverse, accessible, and growing, we have had strong U20 and U23 performances and the national and international level, developed successful high-performance coaches and officials. AAWA is committed to continuing to build on the fundamental principles and values which have ensured the organization has been able to thrive.

With this strategic plan, the AAWA is focused on communication and collaboration with the wrestling community. Recognizing the gaps which exist currently along with the increasing costs for facilities, travel and programming, this plan is intended to help unite the community and stakeholders, a commitment to being a leader in bringing everyone together to help strengthen and grow the sport of wrestling.

The overall focus of this strategic plan is for AAWA to unite and support our partners in the collective development of our community through high quality programs, events and services that are aligned throughout the province.

# Framework

**VISION:** A vibrant, inclusive wrestling community where every athlete—especially youth, girls, and those from marginalized backgrounds—can discover their potential, persevere through challenges, and grow through the sport for life.

**MISSION:** AAWA champions grassroots participation, fosters competitive excellence, and builds pathways for all to progress in the sport of wrestling in Alberta; Coaching, mentoring, and supporting the next generation of athletes, coaches, and officials.

**CORE VALUES:**

- The Sport of Wrestling: Rooted in the belief that wrestling shapes character, we strive to create opportunities, break barriers, and leave a lasting legacy for the sport's future.
- Excellence: We strive for the highest standards in coaching, officiating, athlete development, and organizational leadership, fostering a culture where everyone can reach their full potential.
- Integrity: We uphold fairness, honesty, and respect in all aspects of the sport, on and off the mat, ensuring that wrestling remains a model of good sportsmanship.
- Respect: We value and respect athletes, coaches, officials, volunteers, and fans from all backgrounds, recognizing the diverse strengths that each person brings to our wrestling community.
- Safety & Well-being: We prioritize the physical, mental, and emotional safety of all participants, promoting environments that protect athletes and encourage lifelong participation in sport.
- Inclusion & Accessibility: We believe wrestling should be open and welcoming to all, regardless of age, gender, ability, cultural background, or financial circumstance.
- Community & Collaboration: We build strong relationships with clubs, schools, partners, and supporters, working together to grow wrestling across the province.
- Lifelong Learning & Growth: We encourage continuous learning for athletes, coaches, and officials, supporting development from grassroots to high-performance levels.

***AAWA: A Powerful Path for Wrestling Success.***

# Strategic Focus

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## Leadership

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Developing strong leadership is essential to advancing the AAWA mission and ensuring long-term organizational success. This strategic focus emphasizes governance excellence, capacity building, leadership continuity, and action-oriented practices that inspire trust and drive results.

## Align Communication & Information

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Clear, consistent communication is essential to strengthening identity, building trust, and supporting members effectively. By aligning communication and information, we will create a unified, recognizable brand and foster deeper engagement across all levels of the sport.

## Collaboration

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This plan aims to foster a culture of collaboration by creating opportunities for members and stakeholders to connect, engaging them through meaningful dialogue, and celebrating collective achievements. By fostering strong relationships, and a unified vision, we will create a culture where all members, and partners feel engaged, valued, and connected.

## Financial Stability

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We will strengthen financial stability by diversifying revenue streams, building partnerships with clubs while also pursuing grants and sponsorships. Through transparency and sustainable funding strategies, we can ensure we maintain our financial foundation and continue to support programs, athletes, and long-term organizational growth.

## Sport Development

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By strengthening athlete pathways, supporting coaches and officials, and investing in high-performance programs, we will ensure that athletes, leaders, and the sport itself thrive from grassroots to the world stage.

# Strategic Pillars

Goal	Develop strong leadership at all levels.
Strategies	<p><b>Strengthen Governance &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>Recruit Board members with diverse skills and perspectives.</li> <li>Establish functional committees to support Board and organizational work.</li> <li>Produce a comprehensive Annual Report each year at the AGM</li> </ul> <p><b>Build Leadership Capacity</b></p> <ul style="list-style-type: none"> <li>Delegate responsibilities effectively to a team of committed “doers.”</li> <li>Break down barriers within the sport to increase inclusion and engagement.</li> <li>Create and maintain guiding documents for transfer of knowledge, staff policies and membership information</li> </ul> <p><b>Ensure Leadership Continuity</b></p> <ul style="list-style-type: none"> <li>Develop a succession guide for key leadership positions</li> <li>Standardize processes to prevent gaps in knowledge or operations.</li> </ul> <p><b>Demonstrate Action-Oriented Leadership</b></p> <ul style="list-style-type: none"> <li>Ensure that new ideas and projects are started in a timely fashion and the status is communicated with partners</li> <li>Foster trust through consistent delivery on commitments.</li> </ul>
Action Items	<p>⇒ A skills matrix designed to help recruit board members with specific skills</p> <p>⇒ Have key documents completed and approved i.e. succession planning, internal operational calendar</p> <p>⇒ Creation of ad-hoc and standing committees to bring in more community knowledge and ideas</p>

Goal	Align communication and information.
Strategies	<p><b>Rebrand and Clarify Identity</b></p> <ul style="list-style-type: none"> <li>• Update branding materials to clearly communicate who we are; continue building the Team Alberta Wrestling brand.</li> </ul> <p><b>Improve Communication with Members and Clubs</b></p> <ul style="list-style-type: none"> <li>• Avoid duplication of efforts</li> <li>• Inform clubs about available resources and guidance</li> </ul> <p><b>Enhance Digital Presence</b></p> <ul style="list-style-type: none"> <li>• Maintain an official, functional website; actively update social media; highlight member achievements.</li> <li>• Monthly newsletters featuring accomplishments, updates, and encouragement; highlight member achievements.</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>⇒ Refresh AAWA brand i.e. logo</li> <li>⇒ Refresh AAWA website and continuous upkeep to ensure it is a reliable source of information</li> <li>⇒ Create policies and knowledge documents available to new tournament organizers and new members</li> <li>⇒ Utilize a newsletter available to all stakeholders to share information and celebrate accomplishments</li> <li>⇒ Create a mechanism where all members receive acknowledgement and awards</li> </ul>

Goal	Collaborative leadership and working together.
Strategies	<p><b>Create Collaborative Opportunities</b></p> <ul style="list-style-type: none"> <li>Facilitate events, meetings, and initiatives that bring together members and stakeholders</li> <li>Foster cross-group collaboration to avoid silos and promote a “We are all Team Alberta!” mindset.</li> </ul> <p><b>Strengthen Member &amp; Stakeholder Engagement</b></p> <ul style="list-style-type: none"> <li>Transform the AGM into an engaging, must-attend event to increase participation and connection.</li> <li>Provide other opportunities for member feedback include Town Halls and Surveys</li> </ul> <p><b>Celebrate Collective Achievements</b></p> <ul style="list-style-type: none"> <li>Promote celebrations and recognition that unite all parts of the sport and create shared pride.</li> <li>Increase buy-in from sport-adjacent stakeholders by showcasing successes.</li> </ul>
Action Items	<p>⇒ Offer a minimum of 1 townhall type meeting to members and/or clubs to communicate goals, process and solicit feedback</p> <p>⇒ Provide a mechanism where all high-performance athletes are acknowledged and receive an award for their achievements</p> <p>⇒ Work directly with clubs to create a co-operative culture where the needs of high-performance athletes come first</p> <p>⇒ See an increase of membership by 3% per year</p>

Goal	Financial Stability
Strategies	<p><b>Develop Partnerships with Member Clubs and Local Organizations</b></p> <ul style="list-style-type: none"> <li>• Collaborate with clubs to co-host events, tournaments, and programs that generate shared revenue.</li> <li>• Establish sponsorship agreements where clubs can access resources in exchange for financial contributions or revenue-sharing.</li> <li>• Explore joint grant applications with clubs for provincial/federal sport funding.</li> </ul> <p><b>Pursue Grants and Government Funding Opportunities</b></p> <ul style="list-style-type: none"> <li>• Identify and apply for relevant provincial, federal, and municipal grants for sport development, coaching, and athlete support.</li> <li>• Track grant deadlines and success rates to prioritize high-impact funding opportunities.</li> </ul> <p><b>Implement Revenue-Generating Programs and Services</b></p> <ul style="list-style-type: none"> <li>• Offer certification courses, clinics, or workshops for coaches, <b>officials</b>, and athletes for a fee.</li> <li>• Launch membership tiers or premium services with added value (training resources, exclusive events).</li> <li>• Organize fundraising events (e.g., tournaments, charity events, online campaigns).</li> </ul> <p><b>Corporate Sponsorships and Partnerships</b></p> <ul style="list-style-type: none"> <li>• Approach local businesses, corporations, and sport-related brands for sponsorship of events, teams, or programs.</li> <li>• Offer visibility, branding, and engagement opportunities in return for financial or in-kind support.</li> </ul> <p><b>Financial Stewardship and Reporting</b></p> <ul style="list-style-type: none"> <li>• Develop transparent reporting systems for all funds raised to demonstrate impact to stakeholders.</li> <li>• Regularly evaluate the 'Return On Investment' of financial initiatives to optimize strategies.</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>⇒ Increase revenue streams by directly hosting multiple tournaments each year</li> <li>⇒ Increase grant and funding by 100% over 5 years</li> <li>⇒ Creation of a sponsorship plan and committee with a goal of \$10000.00 per year in sponsorship to fund HP athletes, coaches and HP programs</li> <li>⇒ Run a minimum of 2 coaching courses per year</li> <li>⇒ Restructure membership by 2027</li> </ul>

Goal	Strategic sport development
Strategies	<p><b>Athlete Development</b></p> <ul style="list-style-type: none"> <li>• Enhance grassroots athlete programs and Canada Games programs.</li> <li>• Organize off-season sports activities, clubs, and recreation facilities.</li> <li>• Conduct multiple training camps across the province.</li> <li>• Develop and strengthen university-level and master-level programs.</li> </ul> <p><b>Coach Development</b></p> <ul style="list-style-type: none"> <li>• Provide mentorship for new coaches.</li> <li>• Support younger coaches in progressing toward national team coaching roles.</li> <li>• Provide support to Canada Summer Games coaches</li> </ul> <p><b>Officials Development</b></p> <ul style="list-style-type: none"> <li>• Attract and support individuals pursuing officiating opportunities.</li> </ul> <p><b>High Performance Support</b></p> <ul style="list-style-type: none"> <li>• Bring in elite coaches (e.g., international) to elevate team performance.</li> <li>• Secure grants to fund athlete development and high-performance initiatives.</li> </ul>
Action Items	<ul style="list-style-type: none"> <li>⇒ Invest directly in University programs</li> <li>⇒ Create a carding program where athletes are the highest funded athletes in Canada</li> <li>⇒ Have a minimum of 2 athletes, 2 coaches and 1 official from AB at the next Olympics</li> <li>⇒ Finance a minimum of 2 international coaches to coach HP athletes in AB each year</li> <li>⇒ Have a program in place so AB is top province at the next Canada Summer Games for both genders</li> <li>⇒ Create a policy so Canada Summer Games coaches are provided an honourarium for their work</li> <li>⇒ Create and manage an off-season program for High Performance athletes</li> <li>⇒ Have a minimum standard for tournaments in place by the 2026-2027 season</li> </ul>