



STRATEGIC PLAN 2024-2028





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Wheelchair Rugby Canada acknowledges that our work occurs on the traditional treaty and unceded territories that are part of Turtle Island.



OPENING MESSAGE

Dear Wheelchair Rugby Canada community,

In 2027 we will celebrate the 50th anniversary of the creation of the sport of wheelchair rugby, coinciding with the midpoint of our new strategic plan. Developed in Canada, by athletes for athletes, wheelchair rugby is now played in over 40 countries and has changed countless lives. As we set a course for the next 4 years, our new strategic plan outlines a set of ambitious goals and actions to build on this legacy and continue to grow the sport across Canada.

Wheelchair rugby is a team sport both on and off the court, and this plan is no different. The input of stakeholders across the wheelchair rugby community has been vital in shaping the strategic direction outlined in the plan, and we would like to thank everyone for their generosity and passion in contributing their insights and experiences. As we embark on implementation, we are committed to ongoing collaboration and will work with all of you to bring this plan to life.

At the heart of our plan is our new mission; to **achieve excellence** in wheelchair rugby at international competitions, **support the development** of the sport across Canada, and **advocate** for our community, while integrating safe sport and equity, diversity, inclusion, and accessibility in everything we do.

Wheelchair rugby is about people, and we continue to succeed because of the unwavering support of our community of players, volunteers, families, Provincial Sports Organizations, clubs, fans, partners, Board members, and staff. We hope you feel inspired to join us to leverage the transformative power of wheelchair rugby!



JEN BRAEM,
PRESIDENT



PAUL HUNTER,
CEO



OUR ROLE

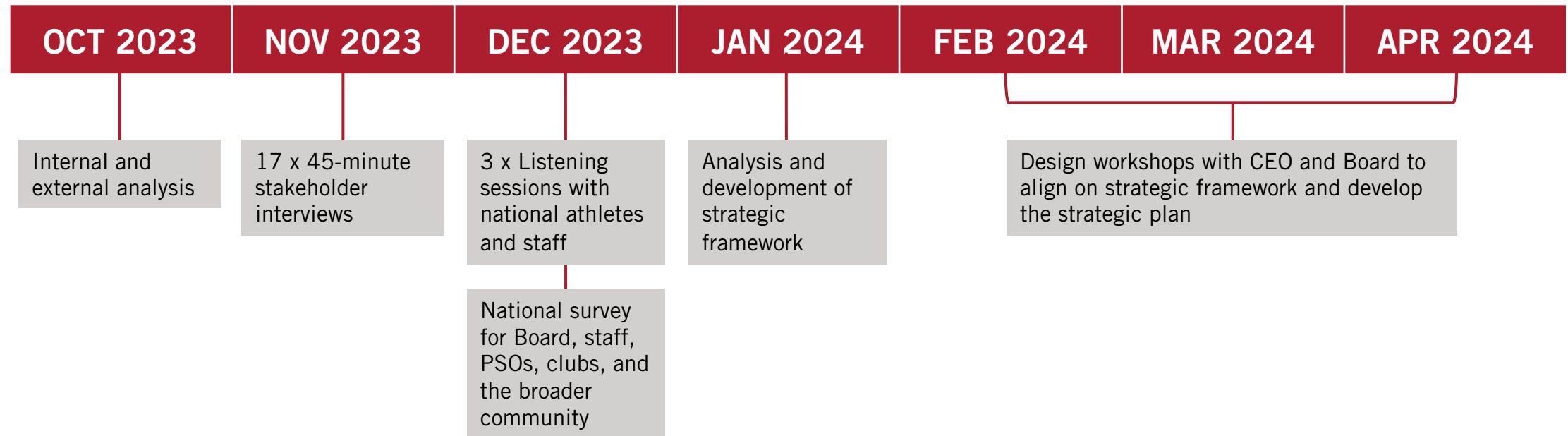
As the National Sport Organization (NSO) for wheelchair rugby in Canada, we have the primary responsibility of fielding Canada's national team at international events and establishing domestic infrastructure that supports our provincial members and clubs in developing the sport on a local level.

As we look ahead with big ambitions for the sport, we acknowledge that to achieve our goals we need a coordinated effort across the system where we and our stakeholders align and support one another.

A key step in the implementation of our strategy will be active stakeholder engagement to share our plans openly, identify opportunities for collaboration, and align on how the actions of each stakeholder can support collective achievement.



PROCESS OVERVIEW



This strategic planning was designed through a process facilitated by The Greater Strategy Consulting Inc. Key recommendations to guide future strategic direction were informed by stakeholders across the wheelchair rugby and sport ecosystem.



STRATEGIC FRAMEWORK

THE FRAMEWORK:



DEFINITIONS:

Vision: What we will achieve

Mission: What we do

Goals: Organizational objectives and associated measures of success

Winning Ambition: A central objective that provides focus for the term of the strategic plan

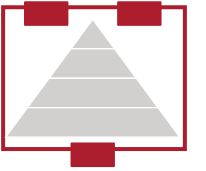
Key Priorities: Sets of actions and initiatives to achieve our **Goals** and **Winning Ambition**

Accelerators: Organizational functions that support success and execution of the strategic plan

Values: How we work together



VISION, MISSION, AND VALUES: THE FOUNDATION TO DEVELOP OUR STRATEGY



VISION: What We Will Achieve

To be a world leader in wheelchair rugby

MISSION: What We Do

To **achieve excellence** in wheelchair rugby at international competitions, **support the development** of the sport across Canada, and **advocate** for our community.

VALUES: How We Work Together

Teamwork

We collaborate to build the community, maximize strengths, and achieve common goals.

Integrity

We are honest, transparent, and ethical leaders who prioritize respectful conduct and interactions with others.

Excellence

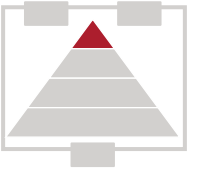
We nurture a winning mindset where we strive to achieve the best outcomes safely, responsibly, and sustainably.

Innovation

We pursue new ideas for the sport with creativity, passion, and ambition.



GOALS: AS A WORLD LEADER IN WHEELCHAIR RUGBY, WE WILL ACHIEVE IN THREE KEY AREAS



DRIVE HIGH PERFORMANCE

Strong placement at major competitions driven by pipeline of talent



INCREASE PARTICIPATION

More quality events with more repeat participants across Canada

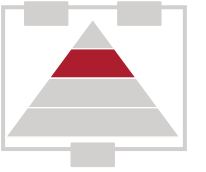


BUILD A STRONG CULTURE

Safe and inclusive experiences consistently delivered



WINNING AMBITION: BIG IDEA THAT WILL FOCUS EFFORTS AND ACHIEVE OUR GOALS



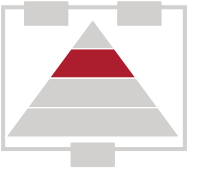
WE WILL STRENGTHEN THE DOMESTIC COMPETITION STRUCTURE

More quality competitions =

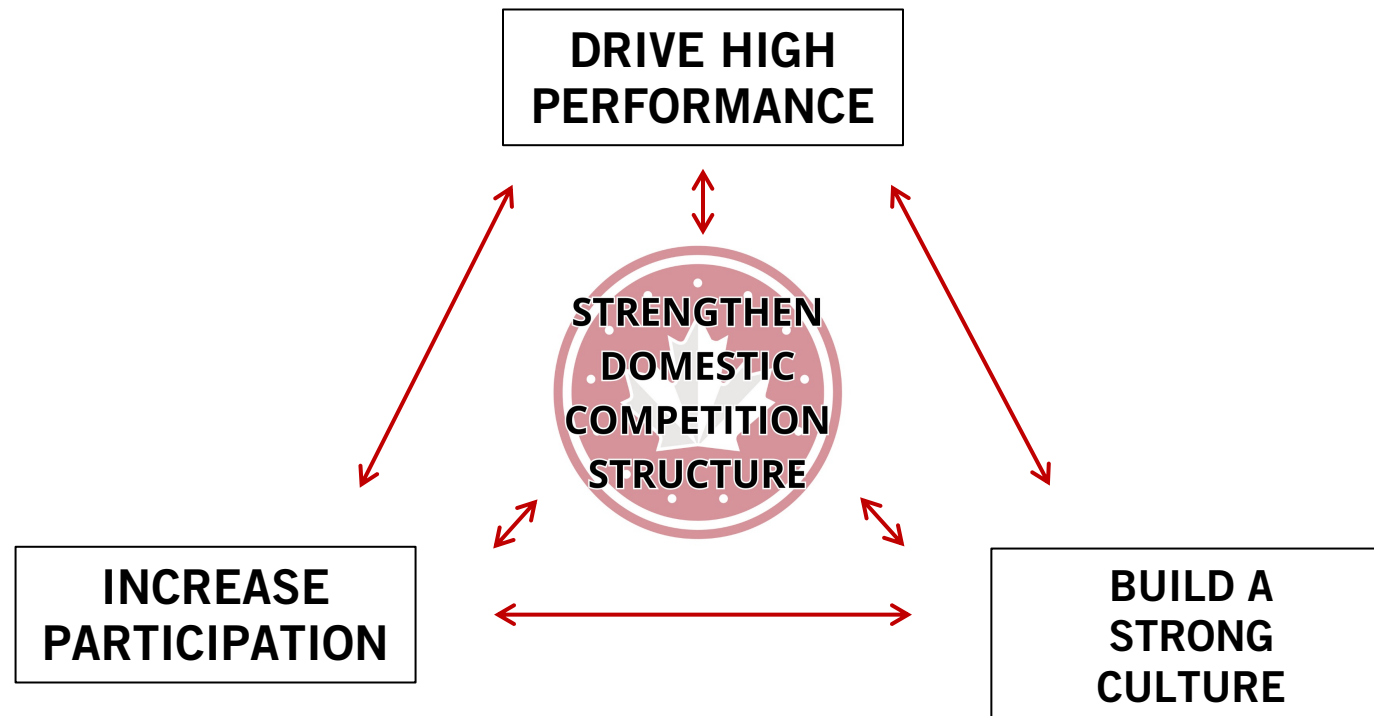
- ✓ More moments for more athletes to play and advance skills, building the next generation of talent and growing the game
- ✓ More opportunities for coaches, officials, and classifiers to hone their skills and facilitate safe and inclusive gameplay and culture
- ✓ More chances to build community, attract future players, and for fans and funders to see us in action



WINNING AMBITION: DOMESTIC COMPETITION STRUCTURE IS THE ENGINE THAT DRIVES PROGRESS TOWARDS OUR 3 GOALS



Achievement in one goal area benefits the others, so any progress will grow our total opportunity and impact, creating a virtuous cycle where success feeds success.



KEY PRIORITIES: TOP FOCUS AREAS TO ACHIEVE OUR GOALS



Host our own signature events and support our partners to host premier **events**

Deliver a world-leading domestic **classification** strategy

Help women advance throughout the sport

Collaborate with Provincial members and clubs to **strengthen system capacity**

Leverage the power of the national team as a catalyst for engagement in the sport

Advocate for the sport of wheelchair rugby and our community





HOST OUR OWN SIGNATURE EVENTS AND SUPPORT OUR PARTNERS TO HOST PREMIER EVENTS

Meaningful competitions foster opportunities for participation, advancement, and community-building. Through designing our own national signature events and supporting partners in Canada and around the world in hosting their own, there will be more competitive opportunities for athletes to participate at all levels.

DELIVER A WORLD-LEADING DOMESTIC CLASSIFICATION STRATEGY

Classification is a key component of the wheelchair rugby system, at all levels. As the national body we will continue to uphold international guidelines, while innovating to develop a domestic classification strategy that works for the Canadian system by supporting participation and developing the next generation of talent.



A photograph of a wheelchair rugby game in progress. In the center, a female player wearing a black jersey with the number 22 and a red and white striped ball is being defended by a male player in a green jersey with the number 19. Other players and spectators are visible in the background. The scene is set in an indoor sports hall with a wooden floor and green walls.

HELP WOMEN ADVANCE THROUGHOUT THE SPORT

Wheelchair rugby is a mixed-gender game, and to make the sport welcoming and equitable, it is important to increase women's participation and leadership. There is a groundswell of support for women's sport, and we will develop initiatives and processes that deliver positive experiences for people of all genders. Diverse teams are better teams, and it is this diversity that will fuel a stronger system.



COLLABORATE WITH PROVINCIAL MEMBERS AND CLUBS TO STRENGTHEN SYSTEM CAPACITY

Wheelchair rugby is a team sport on and off the court, relying on the collaborative efforts of many groups across the system. We are committed to partnering with Provincial Sports Organizations and clubs to provide the necessary support for individuals and infrastructure to support the sport's growth and development.



A group of wheelchair basketball players in red jerseys are lined up on a polished wooden court. The players' names and numbers are visible on their backs: MURAD (2), GREEN (7), DAGENAIS (12), WHITEHEAD (8), KOVAC (1), and CALDWELL (9). They are wearing black and red jerseys with white numbers. The court is reflective, and other people are visible in the background.

LEVERAGE THE POWER OF THE NATIONAL TEAM AS A CATALYST FOR ENGAGEMENT IN THE SPORT

A strong national team can energize a nation. Through success on the world stage, our National Team can inspire the next generation of athletes to play and compete, promote our sport, and continue to build our system. We strive to create pathways for every athlete to reach their fullest potential, enabling them to thrive in sports and in life.



ADVOCATE FOR THE SPORT OF WHEELCHAIR RUGBY AND OUR COMMUNITY

As the national voice for the sport, we have relationships with multiple stakeholders inside and outside the wheelchair rugby community. We will convene the community to advance wheelchair rugby, speak up for our athletes, and lead the calls for a stronger sport system.



ACCELERATORS: KEY SUPPORTS AND RESOURCES



Accelerators are functions of the organization that serve as the foundation to achieve our goals.



EQUITY, DIVERSITY, INCLUSION, & ACCESSIBILITY

- Robust policies and practices
- Establish partnerships in and out of sport



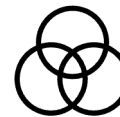
SAFE SPORT

- Adopt safe sport best practices
- Leadership for safe and abuse-free sport



EFFECTIVE GOVERNANCE & ORGANIZATION

- Succession planning for leadership
- Diversity of skills and voices in leadership



RELATIONSHIPS WITH PSOS & CLUBS

- Clear channels of communication
- Develop stakeholder engagement strategy



BRAND & MARKETING

- Effective communications strategy
- Leverage storytelling and brand



SUSTAINABLE FINANCES

- Consistent and diversified revenue generation
- Maximize use of high-performance grants



ACKNOWLEDGEMENTS

We want to thank everyone who participated in our strategic planning process including our Board of Directors, Staff, and National Team athletes who contributed significant time, effort, and insight.

We also would like to extend a special thank you to the Provincial Sports Organizations (PSOs) and clubs for their invaluable feedback. These organizations play an integral role in the delivery of the sport across the country and these strong ongoing partnerships will be a key factor for the achievement of this plan.

Throughout this process, we are proud to have gained insights from over 100 community members including athletes, supporters, administrators, partner organizations, and sport system leaders. Thank you all for your passion and commitment to this special sport. We are excited to bring this plan to life.

PROVINCIAL SPORTS ORGANIZATIONS



SPORT SYSTEM PARTNERS



