

CAWA STRATEGIC PLAN 2005-2008

Introduction

The Canadian Amateur Wrestling Association (CAWA) is the national sport governing body for Olympic style wrestling in Canada. The association exists to manage and coordinate the activities that lead to an integrated structure for the sport that will enable Canadians to participate in the sport to their level of interest and competency and to achieve excellence on the world stage.

This is a difficult task requiring investment in many areas, from grassroots through to national team members. Strong partnerships are essential to the development and delivery of the association's programs and activities from coaching and officiating to sports science and athlete training and competition.

Mission

The CAWA has adopted a mission statement to guide its strategic initiatives and actions. The Mission of the CAWA is: *to put Canadian wrestlers on the podium at the World Championships and Olympic Games.*

Vision

To be recognized nationally and internationally as a leader in the pursuit of achievement of excellence in amateur wrestling via athlete development, coach development, officials' development, participation development and partnership development.

Objectives

The objectives of the CAWA are:

- a) To encourage and develop the widest participation and highest proficiency in amateur wrestling in Canada.
- b) To coordinate and assist wrestlers, coaches, managers, trainers and officials in the pursuit of excellence in wrestling, regionally, provincially, nationally and internationally.
- c) To promote the sport of amateur wrestling in Canada through its members and to the public at large.
- d) To unify and coordinate the efforts of all wrestlers, coaches, managers, trainers and officials in Canada.

- e) To provide and maintain the highest standard of wrestling, coaching, managing, training and officiating in Canada.
- f) To improve the skill and technical knowledge of wrestlers, coaches, managers, trainers and officials in Canada.
- g) To provide all wrestlers, coaches, managers, trainers, officials and other representatives a voice in the International Amateur Wrestling Federation (FILA), the CAWA being the sole representative to this body.
- h) To create and maintain research projects that will benefit all those interested in amateur wrestling in Canada.
- i) To be a resource centre for the distribution of literature, films, research material and other materials pertaining to amateur wrestling, collected from sources within Canada and abroad.
- j) To act and/or react to all suggestions made to improve the sport of amateur wrestling including but not limited to coaching, managing, training and officiating within Canada.

Core Strategies

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| 1. | Pursuit of Excellence | - | improve upon Canada's international wrestling results |
| | | - | Enhance and strengthen the role and influence of the CAWA nationally and internationally |
| 2. | Increased Participation | - | increase the number of Canadians participating in the sport of wrestling |
| | | - | increase women's participation in the sport in Canada and worldwide |
| 3. | Enhanced Capacity | - | improve the context for the training and certification of coaches and officials in Canada |
| | | - | strengthen the athlete development system for the sport of wrestling |
| 4. | Participative Governance | - | renewed commitment to association's governance model and related decision making |

5. Increased Partnership - contribute to a more coordinated Canadian sport system which connects athletes needs to the services provided and delivered

Strategic Actions

To address core strategy 1 – Pursuit of Excellence: to improve upon Canada’s international wrestling results and enhance and strengthen the role and influence of the CAWA nationally and internationally.

- 1.1) Provide a training and competition program that will enable Canadian wrestlers and coaches to achieve optimal performance at the World Championships (2005-2007) and the 2008 Olympic Games.
- 1.2) Implement a comprehensive National Team coaching model that ensures athletes receive the necessary coaching support and guidance from development through senior levels.
- 1.3) Develop and operate integrated National Team programs, for both men and women, at the U18 (FILA Cadet), Junior, U23 and Senior levels. Focus coaching and financial resources appropriately at each level to ensure the development of world class athletes including 2008 Olympic contenders.
- 1.4) Host annual international competition and training camps to expose the Canadian wrestling community to international wrestling technical developments and competition tactics.
- 1.5) Support continued CAWA representation and involvement with the FILA, CPLA (Pan Am Wrestling Federation), COC, Sport Matters Group and the NSO collective. Seek to make positive change nationally and internationally through exchange of information and expertise with partner organizations.

To address core strategy 2 - Increased Participation: increase the number of Canadians participating in the sport of wrestling and increase women’s participation in the sport in Canada and worldwide.

- 2.1) Work collaboratively with provincial and territorial affiliates on the delivery of the Canadian Wrestling Skill Awards program using it as the primary tool to increase participation in the sport of wrestling nationwide.
- 2.2) Provide support to CIS wrestling towards its maintenance and expansion as the key component of the domestic development system.
- 2.3) Provide teacher-coach certification training tools and programs to advance the support for wrestling being taught in the school system.
- 2.4) Continue lobby of FISU, CPLA, Commonwealth Games Federation and IOC to include women on the program of major Games to the same extent as men’s freestyle is included.

- 2.5) Develop a greater number and proficiency of Canadian women coaches, officials and administrators to further the growth of the sport at all levels in this country.

To address core strategy 3 - Enhanced Capacity: improve the context for the training and certification of coaches and officials in Canada and strengthen the athlete development system for the sport of wrestling.

- 3.1) Enhance overall coaching competency through the development and implementation of the new Competency Based Education and Training (CBET) program which provides training opportunities for the acquisition of skills, knowledge and attitudes required to coach in a specific context (community coach International coach).
- 3.2) Develop officials through the systematic provincial/territorial, national and international sequence which allows officials to be trained and certified from entry level to international class if that is their goal and competency.
- 3.3) Organize national championships in four age groups for men and women and provide a high level competition with appropriate recognition and promotion of such events.
- 3.4) Investigate/research and develop a new Long Term Athlete Development Model (LTADM) which will update performance factors, skills and competencies, knowledge and attributes required for participants/athletes to progress and achieve maximum development in the sport of wrestling.
- 3.5) Implement the LTADM with provincial/territorial affiliates and integrate its context and learning with the CBET program to ensure consistency of resource materials and information.

To address Core Strategy 4 - Participative Governance: renewed commitment to association's governance model and related decision-making.

- 4.1) Make our Strategic Plan broadly available to all stakeholders to communicate our vision, mission and strategies and provide opportunities for interaction and inclusion in the association's activities.
- 4.2) In association with provincial/territorial affiliates encourage regional participation on association standing and ad hoc committees to ensure the identification of issues and opportunities related to the future of our sport.
- 4.3) Ensure athlete, coach and official participation on association Board, Technical Committee and sub-committees dealing with national program, national competition system and domestic development.
- 4.4) Establish a communication network among members and stakeholders that allows for key messages and information to be shared throughout the Canadian wrestling community.

To address Core Strategy 5 - Increased Partnership: contribute to a more coordinated Canadian sport system which connects athletes needs to the services provided and delivered.

- 5.1) In partnership with other organizations, develop and implement programs that assist athletes' performance potential.
- 5.2) In collaboration with other partners, develop and implement programs, services and activities that assist in the development of coaches.

Performance Measures

STRATEGIC ACTIONS

- 1.1 Provide a training and competition program that will enable Canadian wrestlers and coaches to achieve optimal performance at the World Championships (2005 – 2007) and the 2008 Olympic Games.

PERFORMANCE MEASURES

- 2005 Sr. Men: 1 medal, 2 Top 8, Team Top 15
Sr. Women: 2 medals, 2 Top 8, Team Top 3
Jr. Men: 1 medal, 2 Top 8, Team Top 10
Jr. Women: 3 medals, 2 Top 8, Team Top 4
- 2006 Sr. Men: 1 medal, 2 Top 8, Team Top 15
Sr. Women: 2 medals, 2 Top 8, Team Top 3
Jr. Men: 1 medal, 2 Top 8, Team Top 10
Jr. Women: 3 medals, 2 Top 8, Team Top 4
- 2007 Sr. Men: 2 Top 6, Team Top 12
Sr. Women: 2 medals, 2 Top 8, Team Top 3
Jr. Men: 1 medal, 1 Top 8, Team Top 12
Jr. Women: 2 medals, 2 Top 8, Team Top 5
- 2008 Sr. Men: 1 medal, 1 top 6, Team Top 12
Sr. Women: 3 medals, 1 Top 8, Team Top 3
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- 1.2 Implement a comprehensive National Team coaching model that ensures athletes receive the necessary coaching support and guidance from development through senior levels.

- 2005 Hire full-time Senior Women's and Senior Men's FS coaches through to 2008.
- 2005 Hire Senior International Coaches for two-year period
- 2005 Hire Development Coaches for two-year period
- 2007 Hire Senior International Coaches through Olympics
- 2007 Hire Development Coaches for two-year period
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<p>1.3 Develop and operate integrated National Team programs, for both men and women, at the U18 (FILA Cadet), Junior, U23 and Senior levels. Focus coaching and financial resources appropriately at each level to ensure the development of world class athletes including 2008 Olympic contenders.</p>	<p>Programs developed annually with input from high performance coaches and evaluations of previous year's national teams.</p> <p>Develop training standards and tapering strategies across each team.</p>
<p>1.4 Host annual international competition and training camps to expose the Canadian wrestling community to international wrestling technical developments and competition tactics.</p>	<p>Host two international freestyle men's and women's competitions in Canada each year 2005 to 2008. Organize international training camps in Canada in conjunction with Canada Cup and Clansmen Inv.</p>
<p>1.5 Support continued CAWA representation and involvement with the FILA, CPLA, COC, Sport Matters Group and the NSO collective. Seek to make positive change nationally and internationally through exchange of information and expertise with partner organizations.</p>	<p>Representation at FILA and CPLA Congresses. Position papers on matters of concern including the qualifying process for 2008 Olympic Games. Annual review of position within SMG and NSO Collective.</p>
<p>2.1 Work collaboratively with provincial and territorial affiliates on the delivery of the Canadian Wrestling Skill Awards program using it as the primary tool to increase participation in the sport nationwide.</p>	<p>2005 – Skill program participation 2,500 2006 – Skill program participation 3,000 2007 - Skill program participation 3,000 2008 – Skill program participation 3,000 2005 to 2008 increase membership by 3% per year.</p>
<p>2.2 Provide support to CIS wrestling towards its maintenance and expansion as the key component of the domestic development system.</p>	<p>2005/06 Revise CIS competition program in accordance with the CIS coaches and CIS / CAWA Memorandum of Agreement Add two more wrestling programs to CIS wrestling prior to 2008.</p>

2.3 Provide teacher-coach certification training tools and programs to advance the support for wrestling being taught in the school system.	Continue development of CD-ROM based learning tools. Level 2 complete in 2005 and Level 3 in 2006. Partner with Canadian School Sport Federation (CSSF) to provide training/certification for teacher coaches.
2.4 Continue lobby of FISU, CPLA, CGF and IOC to include women on the program of major Games to the same extent as men's freestyle is included.	Encourage FILA to lobby FISU to included women in 2005 FISU Games. Continue to lobby with Chinese Wrestling Federation regarding Beijing 2008 program for women being expanded to 7 weight classes. Encourage CGF, via CGC, to include women's wrestling for 2010 Commonwealth Games.
2.5 Develop a greater number and proficiency of Canadian women coaches, officials and administrators to further the growth of the sport at all levels in this country.	<ul style="list-style-type: none"> - 10 fully certified Level 2 coaches by 2008 - 5 fully certified Level 3 coaches by 2008 - 10 Nationally certified female officials by 2008 - 3 Internationally certified female officials by 2008 - increase female participation in committees by 10% by 2008.
3.1 Enhance overall coaching competency through the development and implementation of the new Competency Based Education and Training (CBET) program.	<ul style="list-style-type: none"> - 2005/06 Development of Competition Stream (Dev.) - 2006/07 Integration of Competition Stream (Dev.) - 2007/08 Development of Competition Stream (HP) - 2008 Integration of Competition Stream (HP)
3.2 Develop officials through the systematic provincial/territorial, national and international sequence which allows officials to be trained and certified from entry level to international class if that is their goal and competency.	<ul style="list-style-type: none"> - Maintain a minimum of one clinician in each of the five regions for training requirements. - Identify officials in each province/territory with potential to become National Clinicians. - Provide one National Clinic for on-mat officials in each region.

		<ul style="list-style-type: none"> - Provide National Clinics at all Ntl. Championships - Investigate a CBET system for ranking officials.
3.3	Organize National Championships in four age groups for men and women and provide a high level competition with appropriate recognition and promotion of such events.	<ul style="list-style-type: none"> - Award National Championships three years in advance to ensure adequate preparation time. - Sanction and organize Championships for men and women in Cadet, Juvenile, Junior and Senior classifications.
3.4	Investigate/research and develop a new Long Term Athlete Development Model (LTADM) which will update performance factors, skills and competencies, knowledge and attributes required for participants/athletes to progress and achieve maximum development in the sport of wrestling.	<p>2005 – buy in of wrestling technical experts and formation of LTADM Work Group, hiring of Project Coord., initial meeting of Work Group and beginning of tasks to subcommittees at entry, intermediate and elite levels.</p> <p>2006 – development of generic model by Work Group sub-committees meet to complete work at various levels, new LTADM is completed</p> <p>2007 – LTADM implementation plan is completed</p>
3.5	Implement the LTADM with provincial/territorial affiliates and integrate its context and learning with the CBET program to ensure consistency of resource materials and information.	<ul style="list-style-type: none"> - Use LTADM as the context for the CBET program - Ensure learning tools and materials are consistent within programs
4.1	Make our Strategic Plan broadly available to all stakeholders to communicate our vision, mission and strategies and provide opportunities for interaction and inclusion in the association’s activities.	<ul style="list-style-type: none"> - CAWA leaders communicate the plan to stakeholders to ensure understanding - Provide plan to provincial/territorial affiliates to allow them to provide to their Boards and AGMs. - Post on CAWA website in both OL.

<p>4.2 In association with provincial/territorial affiliates encourage regional participation on association standing and ad hoc committees to ensure the identification of issues and opportunities related to the future of our sport.</p>	<ul style="list-style-type: none"> - Define the standing committee positions available and encourage the widest participation. - Review and revise, as necessary, the Terms of Reference for Standing Committees. - Develop a volunteer recognition program.
<p>4.3 Ensure athlete, coach and official participation on association Board, Technical Committee and sub-committees dealing with national program, national competition system and domestic development.</p>	<ul style="list-style-type: none"> - 2005 and 2007 athletes and coaches elect representatives to Board and Committees. - CAWOA selects Chair who sits on Board and Technical Committee.
<p>4.4 Establish a communication network among members and stakeholders that allows for key messages and information to be shared throughout the Canadian wrestling community.</p>	<ul style="list-style-type: none"> - 2005/06 – Develop data base for E-News - 2006/07 – Examine CAWA website and plan for use of content in affiliates/partners websites. - Examine interactive nature of website for dissemination of important information.
<p>5.1 In partnership with other organizations, develop and implement programs that assist athletes' performance potential.</p>	<ul style="list-style-type: none"> - Establish and utilize a Performance Enhancement Team (PET) for National Team. - Collaborate with Canadian Sport Centres on delivery of direct athlete support services consistent with identified needs.
<p>5.2 In collaboration with other partners, develop and implement programs, services and activities that assist in the development of coaches.</p>	<ul style="list-style-type: none"> - FILA Advanced School for Coaches participation on an annual basis. - PASO / Olympic Solidarity coaching courses for the developing coaches. - Coaching apprenticeships and mentoring for new coaches to learn more about National Team program.