**Mission:**

Manitoba Wrestling drives the development and growth of wrestling in Manitoba. We support personal and organizational excellence for athletes, coaches, clubs, officials and other key stakeholders at all levels, throughout our province.

**Vision:**

Manitoba Wrestling works collaboratively and has established a thriving stable organization that delivers and supports developmentally appropriate wrestling programs.

Together, we grow wrestling in Manitoba

**Shared Core Values: Value Statement**

MAWA embraces the following core values to provide a positive experience for all stakeholders:

Respect: To acknowledge, recognize and consider others.

Integrity: Consistently act with honesty, accountability, and in accordance with the rules and regulations of the organization.

Teamwork: Collaborating and working together towards common goals.

Transparency: Operating in an open, comprehensible manner.

**GAP ANALYSIS SUMMARY**

**Summary of the PSO Sport Self-Assessment and Sport Inventory**

Interpreting the Results – What needs to be addressed in our plan?

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| **Self-Assessment** | **Score** | **Key discussion points** | **Inventory** | **Numbers (2014/15)** | **Other considerations** | **Impacts on Plan** |
| Sport Initiation | 1  1  1+  1.5 | **Competition Calendar & Formats**- need to modify tournament structure/calendar to align with LTAD  **Quality Sports Initiation Programs** – Need for coaches and leaders to be educated in LTAD, focus on physical literacy and provide more physical literacy training to leaders, need more quality programs in more regions  **Athlete Development Pathway Linkage** –  need to make stakeholders away of pathway and make sure competitions and programs follow pathway outlined on p. 20 of Wrestling Canada LTAD manual  **Active for Life** – rec programs for this stage not a priority –perhaps 10 yr. plan, however urgent need to promote, support and train coaches and other leaders (officials and administrators, other volunteer positions, need to maintain positive relationships with this groups | Athletes | 103 athletes under age 13 including competitive and noncompetitive 26 female  77 male | Wrestling Canada has not yet completed their competition review. It is expected to be completed by early 2016. It may focus on mainly train to compete and training for peak performance. | Need for us to develop our own model for Sport Initiation Competition formats based on Wrestling Canada LTAD pathway for use until NSO provides suitable materials. |
| Clubs | 9 clubs offer programs for Learn to Wrestle (L2W) athletes | Some are school programs, few opportunities for athletes that do not have school programs which is the majority of Manitobans. | Needs ways to provide more Learn to Wrestle (L2W) programming in all regions. |
| Regions | Interlake 16, Winnipeg 62,  Central 8,  Eastman 15, Norman 2 | Programs in the north are not run as part of MAWA. (i.e. school programs exist in The Pas and Flin Flon but are not affiliated with MAWA. Also fairly week connections in Cranberry Portage. | Need ways to engage these programs and bring them into MAWA |
| Other: Intro to Wrestle (1 off class or short term) | Only 3 intro initiatives formally provided by MAWA all in Winnipeg 65+ male, 47+ male. Exact numbers not known. | Introductory classes, demos, etc done by clubs known to MAWA. There may be more exposure to wrestling than we are aware of. | Need to be aware of what clubs are doing and be able to count their efforts into our statistics and work with them to build on exposures they have started. |
| Elementary Provincials | 48 Competitors |  |  |
|  |  | In past positive relations have not been maintained with this group and they are no longer involved or want to be involved.  Core Values and maintaining a positive experie.nce for all stakeholders should help | Conversion of T2C athletes into coaches and officials should be a key point in our plan. |
| Performance Pathway | 1    1 | **Physical Literacy Assessment & Remediation** - some athletes show very low levels of physical literacy. Need to access and address areas of weakness in physical literacy  **Periodized Physical & Mental IST Utilization –**Need for more use of IST in training and recovery, educate coaches on use of IST | Athlete Pool | 171 (ages 13 and up)  61 female,  110 male  98 athletes competed in H.S. provincials 36 female and 62 male  Set. 22 jr/sr level (mostly CIS) 10 female, 12 male. | This is the total number of competitive wrestlers age 13 and up that were registered with MAWA. Many of these should be actually be considered Sport Initiation as they are just starting out and some of them did not even compete – had just registered as competitive.  No programs for over 18 athletes who do not attend U of W so most athletes do not move on to train to compete or train to win. |  |
| Nat’l Results | None at Jr./Sr Level  2 CIS -1 gold, 1 bronze (others are non Canadians) | Some IST was used with the WCSG athletes this season and will continue.  This will be an ongoing and we will continue to work with Adam Decker to provide our athletes with these services. |  |
| # on Nat Team | 1 National B Cadet |  |  |
| #s from region | National medalist from Winnipeg, Norman, Central  Interlake | Plan needs to be inclusive of athletes outside of the Winnipeg region. |  |
| Other: |  |  |  |
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| Coaching | 1.5  1.5  1 | **Leadership and Planning-** need for formalized committee for coach development  **Provincial Team/PSO appointed Coaches** –need for a larger pool of qualified coaches, need for mentorship and opportunities to gain experience at higher level competitions.  **Special Projects –** need for LTAD training and other PD opportunities | Coaches | 41 male: 3 level 3, 1 level 5, 13 A part A only, 10 Part A and B, 1 some Part A and old level 1, 5 Community, 3 no training.  10 female: 1 level 3 equiv.2 Part A, 2 Part A &B, 4 Community, 1 untrained |  | Board need to set clear terms of reference for a coach development committee – address under organizational effectiveness |
| Workshops | 3 NCCP clinics in2014/15 season  2 Comp-Intro Part A, 1 Community | The expense of holding clinics outside of Winnipeg can be an issue as well as getting enough participants within a practical driving distance (especially in the Norman region). |  |
| Seminars | None of our own offered 2014/15 | Some coaches have attended seminars put on by Coaching Manitoba. This needs to be encouraged more. |  |
| Other: |  |  |  |
| Officials | 1’s all areas | **Leadership and planning –** need for formalized officials committee to set policy, plan officials education and development to meet regional, provincial and national needs,  **Officials Standards**  Need to set and enforce standards provincially and regionally  **Training and Education –** need for long term plan to have enough officials at all levels, need for regional training, educate on LTAD, mentorship of new officials | Officials | 6 nationally registered officials but 1 moved and 2 retired.  4 provincial level referees. 1 PM in Norman region none in Winnipeg. No trained refs outside of Winnipeg | There previously had been a high turnover of leadership of the officials and no formal officials committee or association to plan policy, development and standards.  Most tournaments are held in Winnipeg so little need for officials in other regions. Last season had a tournament in Peguis so would be nice to have officials in Interlake region.  Norman region has competitions but tournaments are not usually sanctioned by MAWA and many participants are not MAWA members. Before training officials in Norman region their membership and sanctioning requirements need to be addresses  Currently we only have 1 female official, a PM in the Norman region. | A lot of the work needed to improve officiating can be addressed by having a strong official’s committee.. This could be addressed by the board developing clear terms of reference for an officials committee. - Address under organizational effectiveness. |
| Workshops/Clinics | National Ref at Wesmen – 2 attended,  1 ref sent to National Clinic in Calgary, 1 PM sent to C/J nationals |  |  |
| Seminars | None |  |  |
| Other | 1 ref officiated at Can West and CIS nationals |  |  |
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| Organizational Effectiveness | 1  1  1.5 | **People Management –** need for proper orientation, training, policy awareness, accountability, performance expectations and assessment  **Financial Accountability**- budget linked to action plan, financial policy to guide decisions, review of expenses vs budget needs to be done diligently by board, improved transparency of revenue & expenses  **Communication PR**  Need for better communication of plans, vision, goals of programs, need to educate and communicate LTAD to all stakeholder |  |  |  |  |

Interrelation between the pillars? Some of the areas that need to be addressed in the Performance Pathway such as good physical literacy skills result from lack of athletes learning these skills in quality sport initiation programs. Low athlete retention in Performance Pathway means fewer athletes transition into coaching and lack of coaches at Sport Initiation stage. Officials’ development and coaches’ development are linked to organizational effectiveness – good committee structure needs to be put into place by the board.

**Phase 2 – Desired State**

1. **Summary and Reflections of Our Gap Analysis**

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| **Where we are now**  Sport Initiation – Manitoba Wrestlers at the club level do not learn good basic wrestling skills before they move into advanced programs. Our early stage programs do not start with LTAD Guidelines addressing the basics. Our programs often are not developmentally appropriate.  **Desired state**: We have an increased number of quality regional programs.  Performance Pathway – The Performance Pathway is not well supplied with a good feeder system of athletes coming from club programs. Many of the athletes moving into the Performance Pathway do not stay very long. They experience “blow-outs” in competition indicating that they do not have the skill proficiencies for the level of competition. There is not a clear development pathway for athletes. There is not enough depth in the talent pool to ensure there are good training groups and competitive selection for positions.  **Desired State**: We enter multi-sport games with a full roster of physically literate athletes.  Technical Leadership (Coaching) - There is a low number of qualified coaches working in the early stages (Sport Initiation). Coaches are inexperienced and do not understand growth and development of young athletes. Without good coaches, beginning athletes will not learn the foundational wrestling skills.  **Desired State**: We have more coaches trained for community coaching and more certified coaches for Formalized Training.  Technical Leadership (Officials) – Manitoba Wrestling does not have a structured approach to officials’ development. We do not have numbers to support major competitions at the higher competitive levels. More efforts are needed to recruit and retain officials. Given that the Canada Games will be in Winnipeg, there is an urgent need to develop a plan for recruiting and retaining officials.  **Desired State**: We have an adequate pool of officials at each level and can meet the regional needs of the wrestling community.  Organizational Effectiveness - The Board has dedicated volunteers. However they are stretched too thin with little capacity to move initiatives forward. Further when new board members are recruited there is little or no training to assist them in their role. A focus is needed on training and helping volunteers in key board areas and/or recruiting volunteers with skill sets to advance the organization.  **Desired State**: We have a full board that is competent and performs the duties necessary to advance the mission and vision of the organization. |
| **As a result of our Gap Analysis and Big Picture Analysis, here is where we will focus our efforts and why**:  The areas we feel we need to put the most focus on are 1) increasing our effectiveness at the board and committee level and 2) the development of quality sport initiation programs.  We have identified weaknesses at the organizational level and to enable us to move forward with our mission and vision (i.e. MAWA drives the development of wrestling) and vision “we are a thriving stable organization” we have to increase our capacity and effectiveness as an organization at the board and committee level.  Developing quality sport initiation programs is critical to the development to wrestling in Manitoba. When looking at where we are now we have very few sport initiation programs, they are not aligned with LTAD and we have problems finding coaches to run these programs. When we looked at our performance pathway we realized that we are lacking the foundation at the sport initiation level so we have little to build on at the next stage of athlete development. |

**Road Map Workshop:**

**MAWA Board Effectiveness**

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| **Strategic Priority #1**  By 2019, MAWA will have a fully functioning and effective Board of Directors. | | **Target Measure (in four years):**  100% positions filled  quorum at all meetings  Pillar Link: Organizational effectiveness | |
| **Goal #1**  Improve understanding and action of roles and responsibilities of board members and committees. | **Goal #2**  Increase MAWA’s capacity to advance MAWA’s priorities | | **Goal #3**  Improve communication with MAWA stakeholders |

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| **Initiatives** | **Progress Indicators** | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| **Initiatives to achieve Goal #1:**  Improve understanding and action of roles and responsibilities of board members and committees.  -Produce and distribute a MAWA Board binder  -Hold annual board training session | -Binder is produced, distributed, and read **with** entire board  -Entire board receives Board Training | Produce, distribute, read binder  Hold Board Training Session | Update binder  New Board Member Orientation  Hold Board Training Session | Update binder  New Board Member Orientation  Hold Board Training Session | Update binder  New Board Member Orientation  Hold Board Training Session |
| **Initiatives to achieve Goal #2:** Increase MAWA’s capacity to advance MAWA’s priorities  -Form committees  -Create recruiting and succession plans  -Hire administrative help (move to initiatives to Goal #2) | -Active committees  -Full board  -Formalized nomination process  -Paid staff person | Recruit X people for committees  Recruit X people for Board  Hire 1 person for admin | Recruit | Recruit  Formalized Nomination Process in place | Recruit  Clear succession plan in place |
| **Initiatives to Achieve Goal #3:**  Improve communication with MAWA stakeholders  -Improve website  -Produce print/ e-resources: Intro to Wrestling, LTAD, Coach Package, Officials Package  -Produce and distribute quarterly Wrestling Newsletter | -Website up-to-date  -Print/ e-resources available and distributed  -Quarterly newsletter informs members | Appoint website person  Create Into to Wrestling Flyer  1+ Newsletter distributed | 1 new Resource produced  2+ Newsletters distributed | 1 new Resource produced  3+ Newsletters distributed | 1 new Resource produced  Quarterly Newsletters distributed |

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|  | **One Year Action Plan: Year 1** | | | **2015/16** | | |
| **Goal #** | **Tasks:** | **Who?**  **(Lead)** | **When?**  **(Start/ Finish)** | | **Support** | **Financial Resources** |
| 1 | Make binder | Alanna Stein | Sept 15/ Oct 1 | | Sally & Jodi | Admin Budget |
| 1 | Book Board Training Session | Sally McNabb | Sept/ Early Nov | | Sport Manitoba | Admin Budget |
| 2 | Identify Committees Needed | Board | Oct meeting | |  | None needed |
| 2 | Create/Review Committee mandates | Board | Oct thru Dec | |  | None needed |
| 2 | Recruit new board members | Board | Sept/ AGM(late Oct.) | |  | None needed |
| 2 | Write Admin job description/ title | Marc Robichaud/Jodi Ramgotra | ASAP/ Sept | | Sport Manitoba/ Other PSO’s for sample job descriptions | None needed |
| 2 | Post Admin position | Sally McNabb | Sept | | Sport Manitoba – adveritise | Admin budget if needed for advertising |
| 2 | Hire Admin position | Sally McNabb | Oct 1 | |  | Base funding |

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| 3 | Appoint Web master/ Assign to Admin? | Board | Oct |  | None needed |
| 3 | Create Intro to Wrestling Flyer | Alanna Stein | Oct/ Dec | Administrator |  |
| 3 | Create 1+ newsletter | Alanna Stein | Sept 16/ Sept 19 | Sally/Administrator | Admin Budget |
| Identify the expected progress that will set you up for year two:  *An Administrative Assistant has been hired by fall 2015 and all key board positions have been filled (i.e. President, Secretary, VP, and Treasurer, and regional reps). Board training has occurred.* | | | | | |

**The Road Map Workshop:**

**Sport Initiation**

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| **Strategic Priority #2**  By 2019, Manitoba Wrestling and member clubs will deliver quality and developmentally appropriate sport initiation programs. | | **Target Measure (in four years):**  -  75% of MAWA Clubs are delivering developmentally appropriate wresting programs.  75% of Coaches have received LTAD training  Pillar Link: Sport Initiation and Technical Leadership (Coaching) | |
| **Goal #1**  Increase number of active, trained coaches delivering developmentally appropriate wrestling programs. | **Goal #2**  Increase and improve accessibility of regional programs, | | **Goal #3**  Increase knowledge and application (buy-in)of LTAD throughout wrestling community |

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| **Initiatives** | **Progress Indicators** | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| **Initiatives to Achieve Goal #1:**  Increase number of active, trained coaches delivering developmentally appropriate wrestling programs.  Deliver Intro to Wrestling workshop at SAGE; direct attendees to register for Community Coaching Clinic  Deliver Community Coach Clinics in 2 + Regions  Recruit High School/CIS Wrestlers to coach in Sport initiation Programs. | Intro to Wrestling presented at SAGE  # of teacher coaches participating at SAGE session.  #Community Coaching Clinics offered  T2C wrestlers coaching elementary | Present at SAGE: Intro  Advertise Community Coaching on MPETA  2+ Community Coaching Clinics offered  Speak to 8+ potential HS/ CIS about elementary programs  Recruit 2+ to coach | Present at SAGE: Intro  Advertise Community Coaching on MPETA  2+ Community Coaching Clinics offered  8-12 T2C athletes complete Community Coaching Clinic  Recruit 4+ to coach | Present at SAGE: Intro +  Advertise Community Coaching on MPETA  2+ Community Coaching Clinics offered  4-8 athletes complete Community  Coaching  Recruit 4+ to coach | Present at SAGE: Intro +  Advertise Community Coaching on MPETA  2+ Community Coaching Clinics offered  4- 8 complete Community Coaching, Recruit 4 - coach2-3 Community coaches identified to train Comp/Intro and 1+ recruited to Formalized Training Programs  Recruit 4+ to coach |
| **Initiatives to Achieve Goal #2:**  Increase and improve accessibility of regional programs,  Increase L2W programming by working with existing clubs, Sport Manitoba Regional Managers, Community Rec Directors, MASRC    Improve promotion of programs  Improve coordination with other sport programs  Hire/ pay mentor coach | Operate Intro Sessions simultaneously  promotional materials/methods produced/implemented  Wrestlers at Formalized training participate in 1+ sport/ cross-training  Mentor Coach(es) sent to support programs/ communities | 4+ Intro Sessions offered with Jamboree at end  1 promotional material produced/implemented  Make contacts with 1+ complementary sports: football, rugby, MMA, gymnastics  Send Mentor Coach to 1-2+ communities/programs | 4+ Intro Sessions offered 2X / year  1+ promotional material produced/implemented  1 Sport identified to coordinate with / comlimentary programming planned with1+ club/league  Mentor coaches sent to 1 – 2+ additional communities/programs | 4+ Intro Sessions offered 2X / year  1+ promotional material/strategy produced/implemented  Continue coordination with 1+ Complimentary Sports  Mentor coaches sent to 1 – 2+ additional communities | 4+ Intro Sessions offered 2X / year  Club survey produced use/effectiveness of promotional materials  Continue Coordination with 1+ Complimentary Sports  Mentor coaches sent to 1-2+ additional communities |
| **Initiatives to Goal #3:**  Increase knowledge and application (buy-in)of LTAD throughout wrestling community  Increase LTAD awareness for parents, athletes, coaches, officials, programs  Provide LTAD – developmentally appropriate competition opportunities  Assemble curricula for Fundamentals and L2W | 1 LTAD or other PD event held per season.  Competition format modified at Fund. and L2W  Simple, clear resource provided for Fundamentals and L2W Curricula | Intro to LTAD seminar held  Physical Literacy Pamphlet from CS4L distributed (ongoing each year)  Jamboree competition format developed and 1 event held  Coaches/parents surveyed for feedback  L2W Curriculum Assembled  2X/wk @ 6-8 wks | Intro to LTAD Part 2 Seminar Held  Jamboree format “tweaked” based on feedback  1+ event held  L2W Curriculum used by 4+ programs  Fundamentals Curriculum Assembled | Applications of LTAD to Wrestling Seminar held for: 1)coaches, club managers, as target group 2) Officials as target group    2+ Jamborees held  L2W Curriculum used by 6 + programs  Fundamental 1+ programs | e-learning section added to website for updates/ new members, 1 additional PD event targeting coaches.  3 + Jamborees held, 1+ outside Winnipeg Region  L2W and Fundamentals Curriculum being used by 75% of clubs offering programs for those stages |

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| **One Year Action Plan Year 1 2015/16** | | | | |
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| **Task** | **Who?**  **(Lead)** | **When?**  **(Start/ Finish)** | **Support Person** | **Financial Resources** |
| Investigate SAGE 2015 participation | Jayson Heinrich | Early September | Steve Shylo | None needed |
| Plan/Lead SAGE workshop | Steve Shylo/Jayson Henrich | Sept/Oct | Yuri Sudermann | None needed |
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| Set Community Coaching Clinic Schedule | Yuri Suderman | Sept |  | None needed |
| Book/ Plan Community Coaching Clinic #1  (Winnipeg Area) | Yuri Suderman/Steve Shylo | Sept/ Early Nov | Admin for facility booking | Coaching budget  Coaching Manitoba |
| Book/ Plan Community Coaching Clinic #2  (Northern) | Bill Whiteway | Sept/ Early Nov | Cindi Lee – Flin Flon  Norman Region Manager | Technical Leadership Budget, Apply For Grant from Coaching MB, Normans Region |
| Advertise Clinics w/ MPETA | Jayson Heinrich | End of September |  | Free |
| Speak to HS/ CIS wrestlers about coaching | Alanna Stein | Sept thru April |  | None needed |
| Recruit 2 coaches | Alanna Stein | Mid October |  | None needed |
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| Research Leisure Guide programming (Spring) | Admin Person | October |  | None needed |
| Contact/Follow-up with Regional Manager/Community Rec re locations for new programs | Admin |  | Sally McNabb |  |
| Plan 4+ programs | Admin | October/Dec | Sally McNabb  Alanna Stein | Admin Budget, S.I. Budget |
| Plan Jamboree | ?Elly Le/Kara Diakow? | December | Alanna Stein | None needed |
| Make contacts w complementary sports | Board | Sept thru April | Administrator | None needed |
| Send paid mentor coach to 2+ programs | Sally McNabb | Nov thru Feb | Administrator | Technical Leadership Budget |
|  |  |  |  |  |
| Intro to LTAD | Sally McNabb | Sept/ AGM Oct. | Coaching Manitoba | Technical Leadership Budget |
| Get/ distribute Physical Lit pamphlet | Sally McNabb | Sept/AGM | Coaching Manitoba  Canadian Sport for Life | Admin Miscellaneous |
| Compile parent/ athlete feedback from Jamboree | Alanna Stein | Spring | Administrator | Admin Budget |
| Adapt Skills for L2W Curriculum | Alanna Stein | Oct/ Nov | Duane Buhler | S.I. Budget |
| Identify the expected progress that will set you up for year two:  *At least 2 new coaches have been recruited and 4 new Learn to Wrestle Programs offered. One competition has been held with using an alternate format (jamboree) that better conforms to LTAD. An introductory seminar on LTAD has been held for stakeholders.* | | | | |

1. \_**Communication and Activation**

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| **Key actions to communicate, activate and monitor** | **To whom** | **When** |
| 1. Presentation at AGM, handouts for all attendees | Coaches, club rep, and parents who attend | Late Oct. Review progress at each following AGM |
| 1. Announce and Post on Website | Everyone | Mid Sept. |
| 1. Announce highlights in newsletter | Everyone who has signed up for MAWA e-news, i.e. Parents,coaches, athletes |  |
| 1. Highlight progress, receive suggestions, address concerns at coaches and officials meeting | Coaches, officials | At tournaments throughout the season |
| 1. Gather feedback at tournaments, suggestions comment box, or questionnaire at registrations table at tournaments. Also short plan summary/highlights handouts. | Athletes, coaches, parents, spectators | At tournaments throughout the season. |
| 1. Report on progress for Key Progress Indicators and Deliverables at Board meetings. Adjust actions as needed | Board and Committee Members | Monthly Board Meetings |
| 1. Celebrate and Recognize Success | All Stakeholders | Next AGM/Awards luncheon |