



Boxing BC

**Strategic Plan
2013 – 2016**

**Draft
January 2013**



Boxing BC Canada Strategic Plan 2013 -2016

Development of the Plan

The Boxing BC 2013-2016 Strategic Plan builds on the work initiated for the organization's first plan created in 2010. To develop the 2013-2016 Strategic Plan, the Planning group examined an Environmental Scan depicting the current status of the membership, programs and finances of Boxing BC, discussed the association's strengths and gaps and reviewed upcoming systems trends and opportunities. The activation of the anticipated provincial legislation requiring sanctioning by Boxing BC of all amateur Boxing competitions in the province, and the need to implement the Long-term Athlete Development Model for Boxing in BC were also key topics during the development of the Strategic Plan.

Planning meeting attendees reviewed and suggested revisions to the Boxing BC Vision and Values to better represent the organization as it moves towards its preferred future. It was decided that the current Mission Statement will remain in place as it represents the purpose of the organization very well.

Boxing BC Vision

(proposed at Planning Meeting - Board to pick one)

Proposal #1 - Boxing BC is the pre-eminent force in boxing in Canada.

Proposal #2 - BC Boxers achieve podium finishes in all events and at all levels.

Boxing BC Values

(proposed – please review and revise or adopt)

The values of Boxing BC are represented through its organizational behaviour, programs and services. Boxing BC:

- *Promotes participation that is safe, drug-free and encourages excellence at all levels of competition*
- *Fosters equity and access through training and competition*
- *Supports respect for the rules of the sport and all participants, coaches, officials and volunteers*
- *Provides an environment of professionalism, integrity and continuous learning*
- *Works with clubs to create a culture where participants are passionate about sport*

The Boxing BC Mission Statement

The purpose of Boxing BC is to promote the growth and development of the sport of amateur boxing throughout the province of British Columbia in accordance with the rules prescribed by the Canadian Amateur Boxing Association (Boxing Canada) and the shared core values of Boxing BC.

Boxing's Long-Term Athlete Development Model

The Long-term Athlete Development (LTAD) Model for boxing was developed by Boxing Canada with input from all levels of the sport and all parts of the country. The LTAD is a developmental model that depicts the



movement of a participant through the seven stages of the Canadian Sport for Life framework – from Active Start to Active for Life.

The Boxing LTAD Model sets out the appropriate stages of development of a boxer's participation in the sport from the earliest acquisition of basic skills through the highest level of competition. The LTAD is framed around the participant's physiological and mental developmental age, and not their chronological age. The Boxing Canada LTAD has seven (7) stages of development with each stage having recognition of gender specific characteristics. The 7 stages in the Boxing LTAD are:

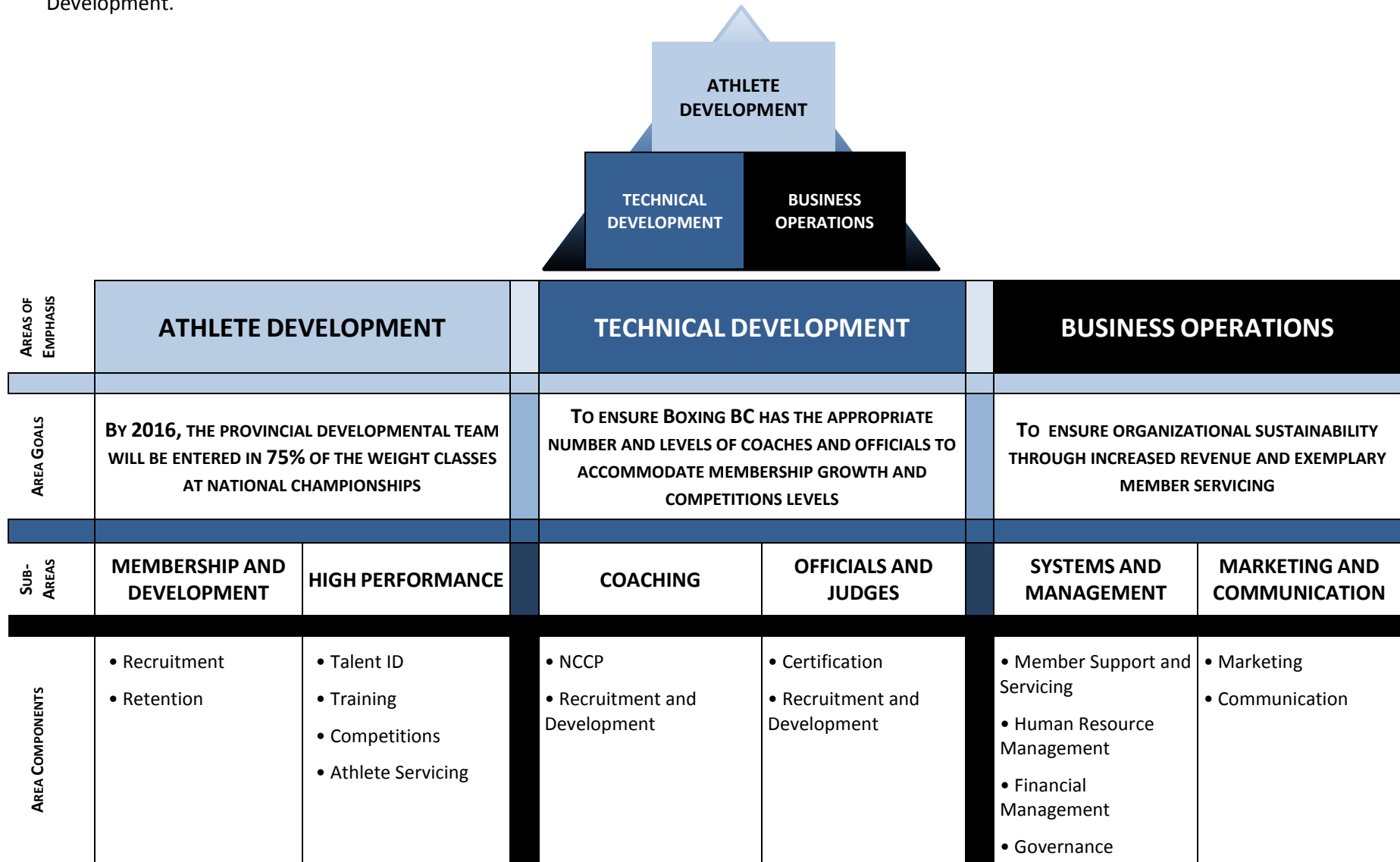
- Active Start
- FUNdamentals
- Learn to Box
- Train to Box
- Train to Compete
- Train for Peak Performance
- Active for Life

During the 2013-2016 Strategic Planning period, Boxing BC will work with Boxing Canada, member clubs and various provincial supporting organizations such as viaSport, the PacificSport Centres and Coaches BC to complete and activate the LTAD and Canadian Sport for Life implementation pathway in British Columbia.

Insert Boxing LTAD diagram

Boxing BC Strategic Plan Framework

The Boxing BC Strategic Plan is framed to categorize the work of the organization into appropriate topics and programming areas for implementation, monitoring and assessment purposes. Technical Development and Business Operations support and provide a strong foundation for Athlete Development.



Strategic Objectives

Strategic Objectives provide direction and intent within component areas of programming and organizational systems. During the planning period, the work undertaken to attain the strategic objectives will move the organization closer to achieving the goals set for each Area of Emphasis.

Area of Emphasis: ATHLETE DEVELOPMENT

Goal Statement: By 2016, the provincial developmental team will be entered in 75% of the weight classes at national championships

Sub-Area: Membership and Development

Component	Strategic Objectives
<p style="text-align: center;">Recruitment</p>	<ul style="list-style-type: none"> ▪ Develop a targeted recruitment strategy with 11 – 15 year olds being a priority in this planning period ▪ Promote “no contact” boxing when appropriate to attract new participants to the sport ▪ Target selected school Districts and schools for presentations and promotion of the sports by successful young boxing athletes (peer to peer) ▪ Investigate and make use of multi-media opportunities to promote boxing clubs and boxing as a sport ▪ Investigate new community groups and opportunities to promote the sport ▪ Work with clubs that are currently not members to find mutually beneficial opportunities and reasons for these clubs and their athletes to become Boxing BC members ▪ Use the anticipated upcoming required sanctioning of all amateur boxing competitions as a tool in the recruitment of new clubs
<p style="text-align: center;">Retention and Development</p>	<ul style="list-style-type: none"> ▪ Evolve the current “Merit System” into a standardized curriculum for boxing development to ensure well-promoted and consistently high development and training standards for all clubs ▪ Ensure that the Boxing LTAD principles of development are integrated into all athlete programs

Area of Emphasis: ATHLETE DEVELOPMENT

Goal Statement: By 2016, the provincial developmental team will be entered in 75% of the weight classes at national championships

Sub-Area: High Performance

Component	Strategic Objectives
<p>Talent ID</p>	<ul style="list-style-type: none"> ▪ Develop a system that includes identifiers and descriptors of the optimal physical, mental and social qualities, attributes and characteristics of elite boxers
<p>Training</p>	<ul style="list-style-type: none"> ▪ Ensure that every identified athlete has an Yearly Training Plan that has been approved by the provincial coach and is understood and will be followed by the athlete’s personal coach
<p>Competitions</p>	<ul style="list-style-type: none"> ▪ Create and support invitational international events that will support the development of identified athletes ▪ Identify and support through sanctioning and promotion existing events that best provide the competitive opportunities needed to properly advance BC boxers
<p>Athlete Services</p>	<ul style="list-style-type: none"> ▪ Develop partnerships with system support services such as SportMedBC and the PacificSport Centres ▪ Establish an Athlete Servicing program that will provide support and servicing for athletes in areas such as functional assessments, physiotherapy and massage therapy, nutrition education, mental training, strength and conditioning training and other identified services. ▪ Ensure that Athlete Assistance Program and External Sport Credit Program systems and monitoring are in place to optimally benefit the appropriate athletes ▪ Develop an on-going Boxing BC Integrated Support Team to work with athletes and coaches as needed to help raise the standards and improve results for athletes

Area of Emphasis: TECHNICAL DEVELOPMENT

Goal Statement: To ensure Boxing BC has the appropriate number and levels of coaches and officials to accommodate membership growth and competitions levels

Sub-Area: Coaching

Component	Strategic Objectives
<p style="text-align: center;">NCCP</p>	<ul style="list-style-type: none"> ▪ Utilize the Boxing Canada coaching development pathway supporting the LTAD model ▪ Encourage clubs to support their boxers attending NCCP course on order for them to work with younger boxers ▪ Ensure that coaching courses are held in all regions on a regular basis ▪ Facilitate the transition of coaches from trained to certified status by working with Boxing Canada to train BC-based evaluators ▪ Support coaches to upgrade their NCCP levels by activating a philosophy of continuous improvement
<p>Recruitment and Development</p>	<ul style="list-style-type: none"> ▪ Establish a 2 -3 year calendar for coaching development, including courses, clinics, evaluation opportunities and mentorship opportunities ▪ Develop, provide and promote opportunities for boxers to become involved in some aspect of coaching or training during their career in order to introduce them to the activity and identify those with a talent and interest ▪ Investigate opportunities such as a Coaches Conference to provide a wider and more expert range of coaching education for BC coaches ▪ Use technology to collect and communicate coaching resources to all club and provincial coaches ▪ Target and support the development of selected junior coaches through a mentorship program, and support with professional development opportunities

Area of Emphasis: TECHNICAL DEVELOPMENT

Goal Statement: To ensure Boxing BC has the appropriate number and levels of coaches and officials to accommodate membership growth and competitions levels

Sub-Area: Officials and Judges

Component	Strategic Objectives
<p>Certification Program</p>	<ul style="list-style-type: none"> ▪ Conduct certification upgrading opportunities for officials at designated tournament, including Provincials ▪ Ensure that officials clinics and courses are offered to meet the needs of all regions, with the intent that courses are minimally held in every region at least once every 3 years
<p>Recruitment and Development</p>	<ul style="list-style-type: none"> ▪ Conduct a region by region analysis of current participation, projected growth and needs for officials ▪ Establish a 2 -3 year calendar for officials development, including courses, clinics, upgrading opportunities and mentorship opportunities ▪ Develop a program that introduces every boxer to officiating on some scale, to identify and recruit those who show talent and comprehension of officiating ▪ Provide refresher courses and technical resources to ensure that all officials have opportunities to stay up to date ▪ Initiate an Officials e-newsletter to discuss rule changes and other news

Area of Emphasis: BUSINESS OPERATIONS

Goal Statement: To ensure organizational sustainability through increased revenue and exemplary member servicing

Sub-Area: Systems and Management

Component	Strategic Objectives
<p>Member Support and Servicing</p>	<ul style="list-style-type: none"> ▪ During each planning period, conduct and analyse a survey of the members to determine member needs, servicing preferences and gaps in the current member servicing system ▪ Complete the Boxing BC Implementation Plan to properly activate the LTAD and Canadian Sport for Life for Boxing in BC
<p>Human Resource Management</p>	<ul style="list-style-type: none"> ▪ Work with local clubs, retired athletes and sporting communities to recruit new volunteers for the organization ▪ Develop a recognition system that celebrates accomplishments and contributions ▪ Investigate the preferred attributes for volunteers, review general strengths and gaps, and develop or partner with a volunteer training system and/or resources to address the needs of the volunteers and the organization ▪ Review and revise the Employee Policies
<p>Financial Management</p>	<ul style="list-style-type: none"> ▪ Ensure that all Financial Management systems adhere to the legal requirements and expectations of Generally Accepted Accounting Principles, federal and provincial laws and accountability requirements of funders and sponsors ▪ Review and revise Financial Management Policies to provide appropriate checks and balances, and appropriate transparency in the system
<p>Governance</p>	<ul style="list-style-type: none"> ▪ Review the Constitution and Bylaws and Operational Policies and Procedures, and revise as necessary to ensure that the organization functions properly and is structured appropriately for the requirements of the membership, provincial legislation and needs of the sport

Area of Emphasis: BUSINESS OPERATIONS

Goal Statement: To ensure organizational sustainability through increased revenue and exemplary member servicing

Sub-Area: Marketing and Communications

Component	Strategic Objectives
<p style="text-align: center;">Marketing</p>	<ul style="list-style-type: none"> ▪ On a regular and systematic basis, investigate potential community, provincial and federal public funding opportunities, and submit applications when appropriate, based on fit with the Strategic Plan, resources required to service the grant, and the opportunity to advance the organization ▪ Work to increase the percentage of non-public funding received by the organization ▪ Develop and activate a marketing program that targets corporations and corporate foundations that align with Boxing BC's goals and geographic and demographic representation ▪ Investigate, and if appropriate, activate a fundraising program that may include cause marketing, a donation campaign, planned giving or other fundraising techniques.
<p style="text-align: center;">Communications</p>	<ul style="list-style-type: none"> ▪ Develop an on-going communications program that connects directly to all member athletes, coaches, officials and volunteers ▪ Use social media as a key communication tool ▪ Conduct an analysis of the website to test indicators such as usefulness, information content, navigation ease and frequency of use, and make appropriate revisions as required

KEY PERFORMANCE INDICATORS TO 2016

	2012-13	2013-14			2014-15			2015-16			Plan Target Over 3 years
	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
MEMBERSHIP AND DEVELOPMENT											
Number of 11 – 15 year old boys											
Number of 11 – 15 year old girls											
Number of Chartered Clubs											
Number of School Presentations											
Number of School Districts Engaged											
% of Boxing Canada Benchmark Achieved – Senior Male		276									
% of Boxing Canada Benchmark Achieved – Senior Female		44									
% of Boxing Canada Benchmark Achieved – Youth Male		86									
% of Boxing Canada Benchmark Achieved – Youth Female		12									
% of Boxing Canada Benchmark Achieved – Junior Male		143									
% of Boxing Canada Benchmark Achieved – Junior Female		22									
% of Boxing Canada Benchmark Achieved – Recreational Male		216									
% of Boxing Canada Benchmark Achieved – Recreational Female		67									
HIGH PERFORMANCE											
% of Weight Classes at Nationals with BC Athletes											75%
Number of Total Medals at Nationals											
Number of Medals at Youth Nationals											
Number of BC Boxers on Commonwealth Team - Male											
Number of BC Boxers on Commonwealth Team - Female											
Number of BC Boxers on Olympic Team - Male											

	2012-13	2013-14			2014-15			2015-16			Plan Target Over 3 years
	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
Number of BC Boxers on Olympic Team - Female											
Number of Invitational International Events in BC											
COACHING											
Number of Regions in which NCCP Courses are held											
Number of BC-based Evaluators											
Number of Active “Apprentice Coaches”											
Number of Active “Club Coaches”											
Number of Active “Comp Dev’t” Coaches											
Number of Active Level 4 /5 Coaches											
% of Boxing Canada Benchmark Achieved – Male Coaches		95									
% of Boxing Canada Benchmark Achieved – Female Coaches		13									
OFFICIALS											
% Increase of Total Officials								85			100%
Increase of BC Officials to Level IV								3			3
Have 60%/40% referee / judge split	28 / 16										60% / 40%
% of Boxing Canada Benchmark Achieved – Male Officials		35									
% of Boxing Canada Benchmark Achieved – Female Officials		11									
SYSTEMS AND MANAGEMENT											
Number of Active Volunteers											

	2012-13	2013-14			2014-15			2015-16			Plan Target Over 3 years
	Actual	Projected	Actual	% change	Projected	Actual	% change	Projected	Actual	% change	
MARKETING AND COMMUNICATIONS											
% of Revenue from Non-Public Dollar Sources											
Number of Corporate Sponsors											
Amount Sourced through Fundraising											
Size of Over-all Budget											

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- Antony Stamboulieh, Chair
- Ian Gibson
- Peggy Maerz

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- Richard Dishan, Coach
- Ian Gibson, Head Referee
- Dave Habib, 2nd Vice President
- Peggy Maerz, Referee, Coach and professional athlete
- Bob Pegues, Coach and National Coaches' Representative
- Mickey Sims, President
- Heather Sims, Office Manager
- Antony Stamboulieh, 1st Vice President
- Marcia Zaganis, Referee

Plan Consultant



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