

# BOXING CANADA

**2020-2024  
STRATEGIC PLAN**











03	<b>TABLE OF CONTENTS</b>
04	<b>ABOUT BOXING CANADA</b>
07	<b>PILLAR 1 / GROWTH IN BOXING</b>
12	<b>PILLAR 2 / EXCELLENCE IN BOXING</b>
15	<b>PILLAR 3 / ORGANIZATIONAL EXCELLENCE</b>
20	<b>PILLAR 4 / SUSTAINABILITY AND RISK MITIGATION</b>
23	<b>STRATEGIC PLAN AND ACKNOWLEDGEMENT</b>



# ABOUT BOXING CANADA

03

Boxing Canada is the national governing body for the sport of Olympic boxing in the country recognized by the Canadian Olympic Committee. The goal of Boxing Canada is to promote, organize and coordinate the sport of Boxing for the advancement of the sport and its members of all levels and ages. The organization's vision is to inspire Canadians to make Olympic boxing a major sport and physical activity while striving towards Canada being a dominant nation internationally.







## **PURPOSE / VISION:**

To improve lives through the sport of boxing, giving Canadians strength of body and mind.

## **MISSION:**

To become a world leading boxing nation.

We will promote, encourage and develop the widest participation in Olympic-style boxing and the highest proficiency in pursuit of excellence amongst its members.

## **CORE VALUES:**

Excellence, passion, integrity, accountability, teamwork, inclusiveness, health and safety.

## **FOCUS AREAS / STRATEGIC PILLARS:**

Growth in boxing, excellence in boxing, organizational excellence and sustainability and risk mitigation.



# PILLAR

**GROWTH IN BOXING**





# 1.1. INCREASE PARTICIPATION

## BY 2024 WE WILL HAVE INCREASED MEMBERSHIP BY 15%.

### 1.1.1. IMPROVE REGISTRATION PROCESS, AND ENGAGE ALL PTSOS AND CLUBS TO REGISTER ALL MEMBERS (I.E. COMPETITIVE BOXERS, RECREATIONAL BOXERS, OFFICIALS, COACHES, VOLUNTEERS, ADMINISTRATORS).

- / Launch a new membership database, which may include members' emails and athletes' medical documents.
- / Create incentives to encourage boxing clubs and PTSOs to register its recreational boxers
- / Communicate the safety precautions around boxing.

### 1.1.2. IMPROVE PROGRAMS AND ASSIST PTSOS FROM GRASSROOT TO COMPETITIVE LEVELS THROUGH THE LONG-TERM ATHLETE DEVELOPMENT (LTAD).

- / Provide a clear pathway for all athletes (recreational and competitive) easily accessible on the website.
- / Attract more recreational members:
  - Evaluate the feasibility and market demand of creating a recreational, boxing fitness program.
- / Create additional resources for members, adding value to the membership.
- / Increase membership retention rates.

### 1.1.3. SOLIDIFY MEMBERSHIP SERVICES.

- / Define and clarify our value proposition to members.
- / Promote our important role within the sport and our mission.
- / Establish internal communication plan to increase structural alignment with our PTSO.
- / As per Section 4: Official Language Requirements of the Sport Canada agreement, deliver fully bilingual membership services.

### 1.1.4. PROMOTE BOXING IN SPECIFIC POPULATIONS.

- / Increase membership in under-represented groups (women, veterans, First Nations).





## 1.2. COACHING: BY 2024, WE WILL INCREASE COACHES IN CANADA BY 10%.

### 1.2.1. ENCOURAGE 'BOXER TO COACH' CAMPAIGN AND OPPORTUNITIES TO GET CERTIFIED.

- / Launch a new coaching database to optimize process and structure in place.
- / Create a succession plan for high performance coaches:
  - Develop strategies for high performance coaches as well as succession plans making use of retired national team athletes.
  - Recruit best Canadian High Performance coaches and support with customized annual development plans that leverage practical experience available through Boxing Canada.

### 1.2.2. VALORIZE COACHING POSITIONS AND PATHWAYS.

- / Identify a clear coaching pathway.
- / Create an advisory team for the National Coaching Certification Program (NCCP).
- / Increase the number of professional and skill development opportunities for club coaches.
- / Increase the involvement of the PTSOs to facilitate the process and lines of communication.

## 1.3. OFFICIALS: BY 2024, WE WILL INCREASE ACTIVE OFFICIALS IN CANADA BY 10%.

### 1.3.1. ORGANIZE UPGRADES FOR AND WITH PTSOS.

- / Increase the number of opportunities for certification.
- / Ensure all material pertaining to officials' courses and evaluations are available online to all Provincial Chief Officials to ensure the upgrade of up and coming officials.
- / Continue to bring in new level 4 officials at Canadian Championships to build experience.
- / Increase officiating opportunities for smaller provinces.

### 1.3.2. DEVELOP MOTIVATIONAL PATHWAY AND INCREASE/RETENTION PLAN.

- / Establish Boxing Canada's Officials Development Pathway.
- / Offer more professional and skills development opportunities.
- / Increase competency of technical officials at tournaments organized in Canada.
- / Continue to have Canadian referees officiating at Major Games.
- / Offer training for technical positions and succession.

### 1.3.3. ESTABLISH REFEREES & JUDGES COMMISSION.

- / Establish clear mandate and structure for a more efficient operations.
- / Update the rulebook periodically to ensure most current regulations are in place in Canada.
- / Develop functionality in members' database to keep track of their certification level.
- / Continue to improve rotation list and assignment.



## 1.4. COMPETITIONS:

**STRIVE TO CONTINUALLY WORK WITH INTERNATIONAL BODIES IN ORDER TO ESTABLISH A COMPREHENSIVE COMPETITION CALENDAR TO BUILD ON.**

### 1.4.1. FACILITATE COMPETITION CALENDAR ALIGNMENT ACROSS CANADA.

- / Undergo a national competition review.
- / Publish an operational guide for events to establish National standards for all boxing events.
- / Review and develop a more robust sanctioning structure:
  - Ensure the information for all sanctioned events are sent to Boxing Canada to facilitate the promoting of all events within Canada (Event calendar / database).
- / For the core of experienced athletes, implement a top quality international competitive program throughout the quadrennial.
- / Align national events with international competition calendar.





# PILLAR 2

**EXCELLENCE IN BOXING**





21.

## BY 2024, WE WILL INCREASE PODIUM STANDINGS IN THE WORLD CHAMPIONSHIPS OR OLYMPIC GAMES.

### 2.1.1. INCREASE DEPTH OF HIGH PERFORMANCE PROGRAM.

- / Assess the competition and development opportunities and develop a strategy adapted to each identified HP athlete.
- / Apply continuous improvement to the HPTC to support top prospects while demonstrating flexibility to support top non-participating boxers if performance standards achieved.
- / Deliver customized Next Gen plans for all priority players to proactively help deliver excellence at every stage of development.

### 2.1.2. IMPROVE TALENT IDENTIFICATION FOR ATHLETES AND COACHES.

- / Use the Gold Medal Profile (GMP) as the primary points of reference for all aspects pertaining to athlete assessment and programming decisions.
- / Recruit and train Elite athletes from other sports.
- / Increase the number of athletes participating in provincial and national events.

### 2.1.3. ESTABLISH A CLEAR ATHLETE AND COACH PATHWAY TO REACH PODIUM.

- / Follow the Gold Medal Profile guidelines and adjust competitions accordingly.
- / Develop individualized preparation programs for athletes, and allocate funding and resources.
- / Develop an outcome-based High Performance culture within the group of High Performance Program.
- / Ongoing monitoring of athlete status and progress compared to HP plan and objectives.



### 2.1.4. OPTIMIZE ACCESS TO HIGH PERFORMANCE TRAINING CENTRE AND ITS RESOURCES.

- / Share science-based application of training methodology with members via online, accessible platforms and tools.
- / Identify and appoint sport science and medical staff in the permanent centralized daily training environment.
- / Make all knowledge, technologies and innovations easily accessible and available to our members via online platforms.
- / Maximize the benefits of centralization.
- / Increase the number of centralized athletes.
- / Offer regular coaching webinars through the technologies available at the High Performance Training Centre.





# PILLAR 3

**ORGANIZATIONAL  
EXCELLENCE**



# 3.1. BRANDING:

## BY 2024, WE WILL INCREASE OUR BRAND AWARENESS AND EQUITY WITH KEY TARGET AUDIENCES ACROSS THE COUNTRY AND THE WORLD.

### 3.1.1. DEVELOP A BOXING CANADA BRAND AND MARKETING STRATEGY.

- / Develop a boxing in Canada strategic narrative, through storytelling to inspire members and stakeholders.
- / Create a brand guideline document and ensure all Boxing Canada documents follow the designated branding.
- / Develop a merchandising plan that can be sustainable and profitable to increase brand awareness.

### 3.1.2. IDENTIFY BOXING MARKET AND CONSUMER PROFILES.

- / Study means and feasibility to conduct a market research to identify the boxing consumers, and sports enthusiasts appetite for recreational boxing as well as their preferences.
- / Create strategies that will cater to specific segments of consumers (consumers, women, teen, and more).
- / Create stronger sponsorship decks with data, facts and compelling stories that will better position the value of partnering with Boxing Canada, in particular to new sponsors.

### 3.1.3. GENERATE ENGAGING CONTENT FOCUSING ON STORYTELLING AND ALIGNED TO BRAND STRATEGY.

- / Establish a clear marketing calendar to promote our brand, our national team athletes and our events on various platforms.
- / Engage with our support staff to create specialized content on a regular basis that will provide value for all members.



### 3.1.4. IMPROVED WEBSITE AND SOCIAL MEDIA REACH AND TOOLS.

- / Create more paid campaigns and sponsored content to reach a larger and/or more specific audience.
- / Establish an archive system for videos and leverage YouTube for efficient distribution of videos that can be utilized to promote brand and athletes– similar to the system already in place for pictures (i.e. Flickr).
- / Increase the reach and audience of our social media platforms:
  - / Facebook: 17,000 by 2024 (11,600 in 2020).
  - / Twitter: 8,000 by 2024 (6,300 in 2020).
  - / Instagram: 8,000 by 2024 (4,300 in 2020).
  - / YouTube: 2,000 by 2024 (975 subscribers in 2020).





## 3.2. FUNDRAISING: BY 2024, DEVELOP A PHILANTHROPIC STRATEGY AND EXECUTION.

### 3.2.1. CREATE AN ALUMNI PROGRAM TO DEVELOP NETWORKING.

- / Research and build contact list for alumni database, and Organize opportunities for continued development.
- / Create value proposition with and for alumni.
- / Prioritize HP with compelling cases for giving and professionalize major gift prospect identification, nurturing and gift giving stewardship.
- / Regular communication with our alumni to inform about our programs, opportunities to get involved and attend events in their respective areas.
- / Create a Recognition page on website to acknowledge Boxing Canada Hall of Fame inductees and their accomplishments, Olympians and other Awards recipients.
- / Establish Hall of Fame committee to improve and optimize networking and fundraising opportunities.
- / Define the criteria for all awards.

### 3.2.2. CREATE VALUE AND PROPERTIES.

- / Identify properties and donation opportunities that are eligible for tax receipts.
- / Create Awards Ceremony as a fundraising property, separate event from Canadian Championships.
- / Accentuate strengths of boxing to generate value and revenue.
- / Set an attainable fundraising plan and objectives.
- / Improve the bidding structure for events to build stronger relationships with Tourism industry and to offer a longer lead-time to organize events and approach sponsors.
- / Create a better recognition plan and advertisement opportunities for partners, donors and sponsors.

## 3.3. POLICIES: BY 2024, DELIVER UPDATED AND ALIGNED BEST-IN-CLASS POLICIES AND PROCEDURES.

### 3.3.1. DEVELOP MATERIALS AND RESOURCES.

- / Hire, as needed, consultant to lead the necessary policy requirements.
- / Research most updated policies and adapt/revise our policies according to best practices.
- / Assure policy updates annually.

### 3.2.2. LEAD IN GENDER AND INCLUSIVENESS POLICIES.

- / Ensure all proper policies are adopted and implemented.
- / Implement set of practical recommendations to lead by example and move our sport over the long term towards gender balance.
- / Ensure and monitor alignment with PTSOs.
- / Assure communication consistency and progress.





## 3.4. INTERNAL COMMUNICATIONS: IMPROVE COMMUNICATIONS AND TRANSPARENCY OF DECISION-MAKING WITH ALL MEMBERS.

### 3.4.1. CREATE A COMMITTEE COMPRISED OF BOXING CANADA AND ALL PROVINCIAL AND TERRITORIAL ASSOCIATIONS.

- / Identify the structure and the mandate of the committee to ensure a long-term effectiveness of committee.
- / Establish two-way communication forum to ensure all needs are identified on the national and provincial levels.
- / Organize, as necessary, conference calls to all membership to answer questions when new information is released, such as selection and protocols.

### 3.4.2. IMPROVE EASE OF USE OF A CENTRALIZED DATABASE.

- / Increase the capture of member emails to improve reach of communications, adhering to all privacy and security laws and guidelines.
- / Implement full database capacity with our Provincial and Territorial Sport Associations.
- / Build resourcing over time with proven results while increasing internal understanding of database opportunity to drive cross functional buy-in and engagement.
- / Establish regular newsletter to inform members of current news and up-and-coming projects.

### 3.4.3. Increase structural alignment from club and PTSO within NSO.

- / Increase cohesion and efficiency at all levels within PTSO and within NSO.
- / Create a platform for resources sharing to better support the PTSO.

## 3.5. STAFFING: PLANNING AND SCALABILITY.

### 3.5.1. PLAN FOR GROWTH OF THE STAFF COMMENSURATE TO FINANCIAL SUSTAINABILITY.

- / Ensure strategic plan priorities are fully resourced and the right people are focused in the most strategic areas.
- / Set annual financial targets as per Human Resources' capacity.
- / Define professional pathways to ensure growth opportunities and professional development for staff.
- / Assure regular team meetings and staff evaluation to provide feedback and support.
- / Contract freelancers to support staff during busy periods or for special projects that are more time-consuming.
- / Establish a structure to offer internship opportunities on a recurring basis with key educational institution.
- / Create an ongoing succession plan for every department.
- / Maintain strong relationships with key partners.

### 3.5.2. LAUNCH COMMITTEES TO CAPITALIZE ON AVAILABLE EXPERTISE AND MOVE OUR STRATEGIC PLAN FORWARD.

- / Create strategic committees to alleviate Human Resources' capacity.

### 3.5.3. ENSURE STAFF TIME AND ORGANIZATIONAL RESOURCES ARE CONTINUALLY ALIGNED TO TOP PRIORITIES IN STRATEGIC PLAN.

- / De-prioritize business as usual spend to free up financial and workforce resources for strategic deployment.





# PILLAR



**SUSTAINABILITY  
AND RISK MITIGATION**





## 4.1. REVENUE GENERATION: BY 2024, INCREASE AND DIVERSIFY REVENUE SOURCES FROM NON-FUNDING PARTNERS BY 10%.

- / Engage with network (staff and Board) to introduce new potential partnerships.
- / Develop a merchandising plan that can be sustainable and profitable.
- / Create stronger sponsorship decks with consumer data that will better position ourselves when we approach new sponsors.
- / Evaluate the possibility to hire consultants, as necessary, to capitalize on sponsorship potential.
- / Increase value of existing properties.
- / Create new properties and avenues to add strategic commercial value.
- / Create relationships with Professional Boxing Promoters to allow our athletes to participate in some events.

## 4.2. IDENTIFY KEY AREAS OF RISK FOR THE ORGANIZATION AND IMPROVE RISK MANAGEMENT STRATEGIES ACCORDINGLY.

- / Develop proactive contingency plan for future crisis with various scenarios when situation arises.
- / Develop strategic reserve fund plan.
- / Improve long-term financial forecasts and unforeseen fluctuations in operating costs.

## 4.3. ENSURE POLICIES ARE UP TO DATE AND WELL COMMUNICATED IN PARTICULAR IN AREAS OF HIGH RISK: HARASSMENT, CRISIS COMMUNICATIONS, GENDER EQUITY, CONFLICT OF INTEREST ETC.

- / Improve and promote health and safety of our sport.
- / Ensure inclusiveness and gender equity for all members.
- / Offer more trainings to all our members as per Safe Sport guidelines.
- / Offer independent third-party access as part of Harassment/Maltreatment Policy.
- / Join the Responsible coaching movement.
- / Improve gender equity in key positions.
- / Assure incorporation of the Universal Code of Conduct for Maltreatment in Sport is in place by March 31, 2021.

## 4.4. IMPROVE GOVERNANCE EFFICIENCY.

- / Reach governance structure and capacity to reflect best practice expectation as per SFAF 6 guidelines.
- / Ensure qualified and competent volunteer in all positions with skill-based focus.
- / Develop a succession plan with nomination committee and recruitment strategy.
- / Ensure to have Canadian representations involved in the international federation and committees.



## AN INCLUSIVE AND COMPREHENSIVE STRATEGIC PLAN PROCESS.

The Boxing Canada Strategic Plan is the result of a comprehensive process that involved many stakeholders, members and partners. Coaches, Athletes, PSOs, Board members, staff and sport partners were brought to Montreal in December of 2018 to engage in a Strategic Plan process. Under the guidance of LLB Strategies and Benoit Girardin, a series of surveys and focus group sessions began the task of developing an initial framework for the 2021-2024 Boxing Canada Strategic Plan.

The following months were active with additional consultations with key strategic partners. Additional work was done to define the mission and vision statements for the plan. Focus areas included: memberships and retention, high performance, development, financial, marketing and communications, safety, best practices across NSOs.

A working group subsequently reviewed the plan and it was presented for approval to the Boxing Canada Board of Directors in September 2020.

This plan aims to create tangible gains in terms of podium finishes, membership increase and financial health.

## WORKSHOP ATTENDEES / ACKNOWLEDGEMENT.

**Pat Fiacco** - President / **Ryan Savage** - Vice-President / **Yvon Michel** - Board Member / **Isabelle Perreault** - Board Member / **Roland Labbe (Board member)** - Official / **Jennifer Huggins** - Official / **Harley-David O'Reilly** - Athlete representative / **Ariane Fortin** - Athlete representative / **Jill Perry** - Coach / **Vincent Auclair** - Coach / **Samir El Mais** - National Team Assistant Coach / **Roy Halpin** - Boxing Canada (Executive Director) / **Daniel Trépanier** - Boxing Canada (High Performance Director) / **Emilie Garneau** - Boxing Canada (Marketing & Communications Manager) / **Andréane Bélanger** - Boxing Canada (Project & Program Coordinator) / **Kenneth Piché** - QC Executive Director / **Matt Kennedy** - ON Executive Director / **Kevin Watson** - NB Executive Director / **Eric Lamoureux** - Board Member / **Willie McNeil** - Board Member / **Benoit Girardin** - LLB Strategies.









