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2024-2025 Operational Plan

From the Strategic Plan:

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.

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Operational Plan Overview

The purpose of the Operational Plan is to clearly outline the operations of the organization. General understanding of all major programs and projects is critical to ensure that our participants (athletes, coaches, officials, supporters), clubs, and provincial/territorial members can fully benefit from being a part of Boxing Canada.

The Operational Plan is structured to provide a high level, but comprehensive, view. If a participant reviews this document they should recognize at least one program or project where they can clearly see their participation. But this document is not designed to provide detailed answers about technical issues. The exhaustive process, policy, evaluative, and technical documentation supporting the Operational Plan is not reproduced here. Detailed information about programs and projects is posted on Boxing Canada's website to the greatest extent possible.

Graphic relationship between Strategic Plans and Program/Project Plans



Boxing Canada's Operational Plan is created yearly. It is directly related to the direction set and approved by the membership in the Strategic Plan. The Board of Boxing Canada is tasked with evaluating the process of the Operational Plan against the direction of the Strategic Plan. The Operational Plan is supported by departmental plans. In General the departments are:

- Domestic - Programs and Projects focused on participation inside Canada, involving more than one province. Examples of Domestic Programs/Projects:
 - Coach Education

- Certifying Officials
 - Hosting the Canadian Championships
- High Performance - Programs and Projects focused on participation outside Canada.
Examples of High Performance Programs/Projects:
 - Selecting the Olympic Team
 - Preparing development athletes for their first global tournaments
 - Supporting National Team athletes
- Administration - Programs and Projects focused on serving the membership, ensuring compliance, and running the organization. Examples of Administration Programs/Projects:
 - Abuse-Free Sport
 - Membership tracking
 - Anti-Doping Education/Compliance
 - Processing Charitable Donations
 - Human resources for the NSO staff

The Board is also responsible for ensuring that programs and projects are compliant with the annual budget. Boxing Canada staff prepare the budget annually based on the operational plan.

Strategic Plan 2024(2025) Scorecard:

Strategic Plan Pillar	Key Performance Indicator (KPI)	As of Nov 30 2024 Score
Growth in Boxing	By 2024 we will have increased membership by 15%.	Achieved
	By 2024, we will increase coaches in Canada by 10%.	Achieved
	By 2024, we will increase active officials in Canada by 10%.	Not Achieved
	Strive to continually work with international bodies in order to establish a comprehensive competition calendar to build on.	Unclear
Excellence in Boxing	By 2024, we will increase podium standings in the World Championships or Olympic Games.	Achieved
Organizational Excellence	By 2024, we will increase our brand awareness and equity with key target audiences across the country and the world.	Achieved
	By 2024, develop a philanthropic strategy and execution.	Not Achieved
	By 2024, deliver updated and aligned best-in-class policies and procedures.	Achieved
	Improve communications and transparency of decision-making with all members.	Achieved
	Staffing planning and scalability.	Unclear
Sustainability and Risk Mitigation	By 2024, increase and diversify revenue sources from non-funding partners by 10%.	Not Achieved
	Identify key areas of risk for the organization and improve risk management strategies accordingly.	Not Achieved
	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.	Achieved
	Improve governance efficiency.	Achieved

Result: 8/14 Achieved (57%), 2 unclear (14%), 4 Not Achieved (29%)

Major Operational Priorities 2024-25:

Growth in Boxing

- Hosting Strategy: 3-Year calendar with defined 'windows' of activity
 - Stabilize the annual event calendar to provide consistency and predictability for members and participants
 - Provide a framework for hosting national-level events which partners with members to leverage and grow existing resources
- Get more coaches Comp Dev Certified
 - Certified Competition Development coaches are required for Canada Games
 - Trained (and eventually Certified) Competition Development coaches will help improve the athlete developmental pathway - particularly for athletes who choose to focus on National and International levels of competition
- More Evaluators: Comp Intro Facilitator/Evaluator Course
 - More Competition Introduction Facilitators/Evaluators will help PTSOs train/certify more Competition Introduction coaches
- More Evaluators: Comp Dev Facilitator/Evaluator Course
 - Currently only two Competition Introduction Facilitators/Evaluators exist and it is projected that five are needed, geographically and demographically diversified, to ensure continuity in training/certifying Competition Development Coaches

Excellence in Boxing

- Qualify athletes for LA2028
 - Ensure athletes who demonstrate the potential for qualification are provided training for, and opportunity to, qualify
- Focus at-games support on athletes who can win medals
 - Prioritize support for athletes who have demonstrated a clear pathway to the podium
- Review the experience of Paris 2024
 - Was the games successful compared the goals?
 - Was the 3-year plan post-Tokyo successful?
 - Based on the experience of athletes and coaches what lessons can be learned for LA2028?
- Identify athletes who will be targeting LA2028 Olympic Games
 - Provide framework for Paris2024 athletes who with to continue to LA2028
 - Identify U23 athletes who meet GMP and WSP assessment criteria suggesting potential qualification for LA2028
 - Identify U19 athletes who meet GMP and WSP assessment criteria suggesting potential qualification for Brisbane2032

Organizational Excellence

- Improve the relationship between Boxing Canada and its members
 - Improve servicing of members
- Provide consistent and robust communication to participants
 - More use of the website
 - Greater flow of communication directly to participants
- Customer service ethic
 - Prioritize a customer service model
 - Provide feedback tools to measure customer service quality
- Update Governance
 - Ensure compliance with new Sport Canada requirements
 - Build new strategic plan
- Continued Cultural Change
 - National Team Culture
 - All-participant Culture

Sustainability and Risk Mitigation

- Stabilize financial management and provide meaningful reporting
 - Monthly financial reporting
 - Update financial management practices
 - Review and update business processes
- Complete a full risk registry for Boxing Canada
 - Identify and prioritize areas of threat to ongoing operations of the NSO
- Revenue Generation and Fundraising
 - Protect charitable status
 - Evaluate all programming for branding and marketing value
 - Establish a Revenue Generation committee

Functional Area Plans 2024-25

Administration Operations

Area	Activity	How to measure success	Target KPI	Reach KPI
Staff Re-Organization	Staffing model reduced to ED and two program coordinators, HPD, 2 coaches	Staff morale survey	60% satisfaction	90%+ satisfaction
Bookkeeping	Bookkeeping is regular and formalized	Monthly financial statements produced for each month	Monthly financial statements available	All payments made <30 days All deposits made <2 business days
Financial Processes	Consolidate multiple financial services into one product	One system for invoicing, payments, and reporting	New software being used internally April 1, 2024	One software package bring used for all receivables by Aug 1st
Membership Database Execution	New Database system is fully executed	Workload on NSO and PSO staff is reduced	Workload on NSO staff <20 hours per month	Workload on NSO staff <10 hours per month
	Membership materials efficiently processed	Blue books, stickers, cards are processed quickly	Member orders are sent within 1 week of receipt	Member orders are sent within 3 days of receipt
Reduction of National Office footprint	Consolidate NSO Office at INS	Commitment to flexible model of work	Office is staffed 3 days per week	Office appears to be staffed 5 days per week

Website usage processes	Postings focused on information, clarity	Streamline the posting process to facilitate rapid and frequent sharing of information in clear and concise manner	Implementation of a new file structure behind the web interface	Minimize # clicks from front page to target
	Events	Improve the effectiveness of the Event Calendar of the website by increasing usage and exportability	Subscribe to major provincial calendars	Subscribe to all PTSO calendars, and international calendars
	Repository	Improve the system for archiving documents ensuring they are available but not diluting more timely documents	Functional Areas can post docs via Google Folders	Regular pruning of out-of-date information
Hosting Strategy	Domestic series providing windows for provincial activities, set dates for Nationals	Clearly outline the goals and objectives behind a more structured schedule	All major domestic events scheduled 1 year in advance	All major domestic events scheduled 3 years in advance
Bilingualism	Maintain our bilingual services	Improve workflows to engage online translation, and professional translation, depending on content	100% bilingual	Offer multilingual live online translation opportunities
Indigenous Outreach	Support needs of Indigenous boxers, clubs	Provide a forum for indigenous boxers/clubs to suggest what supports would be most meaningful	Startup the Indigenous Committee	Develop an Indigenous Athlete Development Matrix

Communications	Website	Evaluate the effectiveness of the website through surveys, focus groups, and consultation with the PTSO members	66% satisfaction rate	90%+ satisfaction rate
	Communication strategy	Website is for Process and Policy Socials are for stories about people, and those stories help explain policy/process	Process diagram to determine if an item should be website or social	Direct communication to membership via automated email newsletter
	Regular, public 'Info Meetings' for functional programming areas	Recordings of all information meetings are available for later viewing	Posted to website	Posted to YouTube
Customer Service	Create customer service feedback tool	Evaluate the effectiveness of interactions with participants	66% satisfaction	90%+ satisfaction
Merchandise Sales	Sell Branded product	Sales to internal customers	Effective online sales channels	\$30k net profit per year
Charitable Status	Ensure charitable status is protected	RCAAA status is clear	Complete missing reporting	Renew processes for all charitable giving and management

Domestic Operations

Area	Activity	How to measure success	Target KPI	Reach KPI
Coaching Programs	Instructor Beginner	Content KPI	Course content updated every two years	Specific remote-delivery content is produced
				Have courses available in four languages
	Comp Intro Courses	# of Facilitator/ Evaluators pulled from Locker	Maintain minimum 10 course facilitators across the country, 3 french course facilitators	Maintain minimum 1 course LF/E per PTSO
		Content KPI	Course content updated every two years	Have courses available in four languages
	Comp Dev Courses	# of Facilitator/ Evaluators pulled from Locker	Maintain minimum 10 course facilitators across the country, 3 french course facilitators	Maintain minimum 1 course LF/E per PTSO
		Content KPI	Move course content from coach.boxingcanada.org to thelocker.ca	Annual revision/updates to course content
		# of Courses KPI	Boxing Canada provides at least one course per year,	Boxing Canada maintains a waiting list of potential CompDev course attendees, and if

			alternating east and west	this list grows to more than 12 participants in either french or english an additional course is run to drop the waiting list to below 12 participants
	Coaches in all programs have access to rapid evaluation using video and live calls	Assess speed of evaluation process using date-based KPIs	Bring average time between receiving evaluation request to coach complete <28 days	Bring average time between receiving evaluation request to coach complete <14 days
	WB 1-Star Courses (or equivalent)	Certifications KPI	Boxing Canada maintains a waiting list of potential 1-Star course (or equivalent) attendees	If this list grows to more than 12 participants Boxing Canada will attempt to run a course in Canada.
Referee and Judging	Level 4	Workshop KPI	Workshop is provided at two major events per year, one east and one west	
	Level 4	Certifications KPI	Evaluation opportunity is provided at two major events per year, one east and one west	Maintain minimum 1 certified Level 4 official per PTSO

	Supervisors	Increase the number of Certified supervisors	Provide supervisor clinics once per year	Maintain minimum 1 certified supervisor per PTSO
Hosting	Canadian Championships	Nationals KPIs	Minimum 2 bouts per competitor Elite, Youth, Junior	Participant satisfaction rate >70%
	Canada Cup Series	3-4 major events per year before provincial championships and Canadian Championships	Golden Gloves Calgary, Brampton Cup, Quebec Cup	Add one additional event (BC?)
Hall of Fame / Recognition Committee	HOF Induction	No minimum per year	Online participation option	Live streamed induction ceremony
	Annual Awards	Each award winner gets a take-home something (plaque, trophy, ...)	-Male athlete of the Year -Female athlete of the year -Coach of the year -R&J of the year -Volunteer/Builder of the year -Female & Male Rookie of the year	Permanent display of HOF awards at the NTC
	NT athlete retirement recognition	Each award winner gets a take-home something (plaque, trophy, ...)	2 units provided to each athlete; one for the athlete and one for their home club	Public Ceremony

Coach Development Advisory Group	Regular meetings to guide staff	-publish minutes -report to board	Regular, public info meetings	
Officials Committee	Regular meetings	-publish minutes -report to board	Regular, public info meetings	
	Criteria published for National level event opportunities	-criteria clearly communicated -criteria executed	Criteria published 3 month in advance of opportunities	Criteria published 9 months in advance of opportunities
'Learn to Box Program'	New programming area for U12	Program-in-a-box for clubs	Evaluate the BC and Quebec programs	
Student-Athlete Pathway	Recognize and guide athletes focused on education and boxing	Increase the number of Student-Athletes	Recognize athletes meeting USport definition of Student-Athlete at major events	Provide access to uSport/FISU programming

High Performance Operations

Area	Activity	How to measure success	Target KPI	Reach KPI
High Performance Athlete Pathway	8 year HP Strategic Plan	Publication of the plan	Presentation at 2024 Nationals	Incorporation into NSO Strategic Plan
	Clear criteria for categorizations	Athletes and coaches understand the system	Categorization and ranking list is published and updated after every event	Scoreboard of categorization and criteria achieved by each athlete attending national-level events (Youth & Elite)
	Criteria for selections	Criteria is posted clearly and reliably	All selection criteria published minimum of 3 months in advance (more if possible!)	Zero appeals
Senior Programs	Continental Championships	Participation KPI	Full Team	2 bouts per athlete
		Performance KPI	6 medals	3 gold
	Pan Am Games (2027, update later for 2031)	Participation KPI	Full Team	2 bouts per athlete
		Performance KPI	6 medals	3 gold
	WCH	Performance KPI	2 T8s	3 T8s and 1 medal
		Participation KPI	2 bouts per athlete	3 bouts per athlete

	OLY	Performance KPI	2 T8s	1 medal
		Participation KPI	2 bouts per athlete	3 bouts per athlete
National Training Centre	Integrated Wellness Plan	Athletes and coaches understand the plan	Documented Wellness plan distributed to athletes	>80% wellness satisfaction from athletes, coaches, and IST
	Integrated Support Team	Rightsize the IST	Clear leadership	>80% IST satisfaction from athletes, coaches, and IST
	Number of athletes	All 1s and 2s at NTC	60%	90%
		Athletes who join NTC complete two or more seasons	80%	100%
	Boxing Gym	Cultural Facelift	Improve interior appearance	"Canada's Boxing Gym"
	Defined Entry and Exit processes	Provide clear onboarding and offboarding experience	Formal Onboarding and offboarding packages created	>80% athletes satisfaction with process of moving into and out of NTC
Coaching	NTC as Marketing	Develop a sub-brand and awareness of the NTC	Requirement for athletes to post about NTC on social channels	Weekly live broadcast of a training from NTC
	NT Coaches	Coach:Athlete Ratio	1:10	1:6

	Personal Coach Pilot Program	Support development of non-NT coaches	1 per continental games (Continentials, PanAms, Commonwealth, Francophonie, etc...)	Min 1 female per continental games (Continentials, PanAms, Commonwealth, Francophonie, etc...)
HP Development Program	Youth Camp	Quality Bouts per year	4+	10+
		International Sparring Partners	10+	20+
	U19 World Championships	Performance KPI	2 T8s	3 T8s and 1 medal
		Participation KPI	2 bouts per athlete	3 bouts per athlete
Boxing Podium Pathway	Podium results Track	Published	Presented at Elite Nationals 2024	Integration into IB, CI, CD programs
	Athlete Development Matrix	LTAD-related development steps (precursor to the GMP)	Update/expansion to the LTAD	Stand alone document integrated into IB, CI programs
	Gold Medal Profile	Revisions Published	Presented at Elite Nationals 2024	Integration into IB, CI, CD programs
	Winning Style	Published	Presented at Elite Nationals 2024	Integration into IB, CI, CD programs
Athlete Support Program	Athlete Assistance Program (Carding)	Published on time	"Live" updated ranking list	Zero appeals
	Centralized athlete support	Revised information package for NTC-bound athletes	Guidebook on how to move to Montreal and settle-in	Mentor athlete program

	Athlete Intern Program	Provide work experience and financial resource to NTC athletes	Two athlete interns	Four+ athlete interns
	Athlete Boxing-Specific Education	NTC athletes who wish to pursue Coaching or Officiating will be given direct support	Level 1 Judge, Inst Beg Coach programming support	Level 2 Official, Comp Int Coach support
	CAAT and Wallinga (or equiv)	Continue semi-annual cultural checkins	>70% participation in the surveys	>90% participation in the surveys