

BOXING ONTARIO STRATEGIC PLAN



BOXING ONTARIO STRATEGIC PLANNING SESSION



“Setting the Stage”

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REVIEWED BENEFITS OF EFFECTIVE PLANNING

improves performance and competitiveness
board management team and employees pulling in same direction
gets ideas on to paper
focused, effective strategies
emphasis on action and desired results
clear sense of vision and purpose
honest assessment of strengths and weaknesses
sets specific goals and objectives, and allocates resources for accomplishment
provides means for evaluation
increases rate of success and reduces risk of failure

PRIMARY OBJECTIVE

Develop a two year plan designed to increase the organizational and technical capacity of Boxing Ontario.

GROUP CONSENSUS

Full support was agreed on for the following:

1. achieve primary objective
2. fully support the plan created to the Boxing Ontario membership
3. carry through on tasks assigned within the deadlines proposed

It was also agreed that during the second year of this plan, steps should be initiated to ensure a comprehensive four year strategic planning process will be undertaken and that between \$3500.00 and \$7000.00 must be budgeted for the next strategic planning process.

As a collective, it was agreed that by the 2014 Annual General Meeting of Boxing Ontario members, the participants wished to be able to successfully report on the progress that was made in each of the following areas:

- high performance multi-level plan was created
- inter-provincial competitions were held
- educational opportunities were provided for athletes, coaches, volunteers and staff
- coaching programs would have been promoted to Coaching Association of Ontario and held cooperatively with clubs and other combative PSOs and Martial Arts Clubs
- surplus in bank (\$100,000 suggested)
- club membership will have increased by 15% and individual memberships would have increased by 25%
- all club members will have been registered
- number of trained tournaments host would have increased
- Premier Boxing league (PBL) program will have been introduced
- MMA clubs will have been tapped as members and the resultant revenue increase would be noted
- Number of officials who will referee will be up by 30%
- Enhanced officials training clinics held will be more skill specific
- Marketing and promotion campaigns will have been implemented to benefit from past Olympic success
- Social media communication campaign will have been introduced
- ProAms will have occurred on a regular basis

- Merchandising campaign will have become a success (e.g. new tee-shirts, mouth guards, etc.) and new lines will continue to be developed
- Trust among association membership will have increased
- Increased educational opportunities specific to coach and athletes needs will have been held (e.g. small clinics and large conferences)
- 3 successful fundraisers targeted at specific corporations will have been held (e.g. linked perhaps to the theme of bullying)
- Consistent medical practices and protocols will be common at all events
(medical support staff to be the responsibility of officials committee)
- Boxing Ontario medical support staff will be solidly linked to Kickboxing Ontario medical staff for meeting and training opportunities
- State of the art inter-active web site will have been created
- IT efficiencies will have been introduced; membership process will have been the first priority for action
- NSO and PSO technical programs will be fully aligned
- Clear roles for the board, committee chairs and staff will have been created
- Staff and volunteer leaders will have been empowered to act / delays and obstacles will have been removed
- Boxing Ontario will have submitted a successful bid to host a National Championship
- Competition opportunities will have been increased to include other provinces and athletes from the neighbouring United States
- An improved communication strategy was employed and the positive outcomes included transparency
- A female athlete succession plan was created
- Male athlete performances were more successful
- Event hosting was de-centralized (e.g. Ottawa hosted a tournament) when successful hosts of club shows were approached to manage tournaments

RESULT OF THE S.W.O.T. EXERCISE

- Strengths (BO assets to be built on)
- Weaknesses (areas to be addressed so BO will succeed)
- Opportunities (to be seized that BO not currently addressing)
- Threats (to be protected against / holding BO back)

ASSOCIATION STRENGTHS

- Good representation on NSO board and committees
- Dedicated staff, eager volunteers
- Outside support / 3rd party support
- Geography of membership
- Olympic, Pan American and Commonwealth Games bound athletes
- Quest for Gold funding
- Basic funding
- Strong volunteer base and strong, knowledgeable board of directors
- Successful event planning / good competitions
- Successful athlete members with high profile (Mandy and Mary)
- Passionate membership
- Good participant numbers
- Talented boxers
- Great coaching and officials – very knowledgeable

ASSOCIATION WEAKNESSES

- Registration system / PSO database links
- Combative athletes entering boxing stream
- Funding > \$'s limited
- Fundraising opportunities lacking
- Lack of support at NSO level / relationship with NSO
- Funding support being provided by BO for high performance athlete programming
- Website/social media under developed
- Variance of competition opportunities available to boxers and officials

- Reduced staff numbers in office
- Gossiping, disgruntled members
- Ongoing issues with the Ontario Boxing Alliance
- Insufficient number of officials for number of events held
- Clear vision for BO missing
- Not using good people well
- Internet slander
- Slow to act, move agenda, take action
- Weak communication (inconsistent, slow, etc.)
- Neither staff or volunteers assigned to specifically manage marketing /sponsorship
- Staff overworked; situation worsened since staffing complement reduced
- Officials membership fees required / officials not paid for their services
- Centralized membership – programming not provincial in scope
- Roles and responsibilities of board and committee members unclear / links to authority of staff also unclear

ASSOCIATION OPPORTUNITIES

- Pro-Ams
- Draw on membership expertise
- Exploit previous success
- CABA changes
- Olympic athletes (Mary/Mandy)
- Use Canada Golden Gloves
- Untapped fundraising and marketing opportunities
- Better access current volunteer talent / institutional knowledge
- High level training centres / resources
- Video training feedback for officials
- Social media an untapped resource
- Consistency nationally
- AIBA: WSB – AOB - APB
- New coaches
- Increase revenue source by running more training camps, tournaments, club shows, corporate shows
- MMA boom > new members / clubs / coach / officials / athletes to tap into

- Work with other combative PSOs
- Have other provinces and countries enter provincial events offered
- Tournament evaluation, tournament development
- Sponsorships/corporations > untapped resource

THREATS TO THE ASSOCIATION

- Coaches and athletes not being honest
- Member egos
- Revenue streams diminishing
- No surplus funds or plan to build one
- MMA, UFC sport dynamics
- Unrecognized sanctioning bodies
- Technology lacking
- Public and government concern over head injury and concussions
- Injuries
- Lack of membership alignment
- Old ideas and incorrect perceptions – people can't let go
- Past history
- Poor communication
- Misinformed public
- In-fighting
- Lack of available and willing volunteers
- Insufficient interest in growing the sport
- Ostracized by NSO
- Losing funding – government cuts a risk

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“Building the Plan”

MISSION STATEMENT

It is the purpose of Boxing Ontario to promote and foster the development of the sport of amateur boxing throughout the province of Ontario. This shall be done through information, education, positive public relations, leadership and citizenship. It is also the intent of Boxing Ontario to develop its boxers to the height of their potential through self-discipline, confidence, fitness, and sportsmanship. The association will develop all coaches and officials to ensure competence and quality throughout the amateur boxing program. Boxing Ontario will strive to ensure continuity among all registered amateur boxing clubs.

VISION STATEMENT

Boxing Ontario will continue to be recognized as a leader in combative sport in the Province. We will continue to develop comprehensive programs that supports the Athlete, Coach, and Official learning process and lifelong participation and wellness through our implemented LTAD pathway. We value personal development, collaboration and professionalism. We look to grow through collaborative efforts to create partnerships in order to achieve excellence within all facets.

PRIORITIES FOR ACTION

Based on the 'dream exercise', the SWOT exercise and the conversation that was generated in phase one of this process, the group consensus agreed that the priority order of subject matter to be addressed should be in the following order:

1. Funds/Finance and Partnerships/Relationships
2. Programs and Services
3. Organizational Effectiveness
4. Promotion
5. Parameters shared for next steps were as follows:
 - The point of a planning process is the refinement of needs and the defining of appropriate responses to address those needs
 - A good planning session should formulate more goals than the association's present resources of people and money can handle
 - Objectives need to be measurable, they need clear timelines and they need to determine who is responsible for the tasks
 - Goals need not be rigid, but rather fluid and flexible

RESULT OF PROCESS UNDERTAKEN BY THE GROUP AREA IS AS FOLLOWS:

FUNDS FINANCE AND PARTNERSHIPS RELATIONSHIPS

A. FINANCIAL (REVENUE GROWTH, PLANNING, SUSTAINABILITY, ETC.)

Responsible: Lyla (& Nicole)

- Tournaments – reassess ownership of property (club, tournament and corporate events) clubs / determine more appropriate (fair) partnership agreement between BO and the member clubs (e.g. sanctioning fees, entry fees, paying officials, merchandising, etc.) Immediate (in order to be able to comply with goal of providing competition schedule by next September)
- Create plan to increase all potential revenue sources (merchandising to be rejuvenated, camps, clinics, etc.) summer of Year One
- Create entry / grass roots level programming opportunities (e.g. summer camps) Year Two
- Provide athlete camps to each LTAD level as an ongoing revenue stream (include coach component with each) Year Two
- Create an all encompassing finance policy for BO Year Two

B. MARKETING (SPONSORSHIPS, PARTNERSHIPS, ETC.)

Responsible: Lyla & Marketing Rep

- Create plan with clubs to encourage on expert sharing (e.g. priority one – find parent of member athlete with marketing expertise to volunteer on BO marketing committee) Immediate
- Gain pre Olympic support from Mandy/Mary for post Olympic Boxing Ontario print/promotional campaign (e.g. brochures, pamphlets, posters, etc.) 3 months
- Empower current marketing volunteer to immediate take action to attain commitment for 3 Corporate Shows Immediate
- Create a plan intended to reconnect with BO alumnae Year One
- Gain support of alumnae for sport promotion purposes Year Two

C. CLUB DEVELOPMENT

Responsible: Marketing Rep

- Revitalize 'Box On' Program (e.g. Mary/Mandy post Olympics marketing/promotion campaign, reconnect with former clients e.g. Boys and Girls Clubs, add badges to program to increase revenue source to offset ongoing program needs, etc.) Year One
- Revitalize 'Champs' program – option to assimilate with 'Box On' and ensure trade mark of program occurs Year One

D. GOVERNMENT (MTCS AND MCS)

Responsible: Ron + Matt

- Agreed to separate technical opportunities with all Combative PSOs from unsanctioned event issues currently underway with MTCS
- Full involvement with all combative PSOs on joint challenges with MTCS Year One and ongoing
- ProAms - assist promoter with MCS application for first ProAm event Immediate Action
- Application for PSO Base Funding Program Immediate Priority
- Application for Sport Priority Funding Program Immediate Priority
- Undertake application for each available government grant program Year Two
- Ensure officials, coaches and athletes are availed of MCS Professional competitive opportunities Year One

E. OTHER COMBATIVE PSOS

Responsible: Ron + Matt

- Agreed priority for joint PSOs work will be with Kickboxing for the foreseeable future
- Create program to provide for sharing of medical protocols and Doctor education, potential event hosting opportunities and database sharing, etc.) Year One
- Timelines – ongoing > reporting at board meetings and to include applicable committee chairs (e.g. Shawn on Officials/Doctors protocol and education pieces, ? on competition opportunities, etc.)

2. PROGRAMS AND SERVICES

A. COMPETITION MANAGEMENT (CLUB COMPETITIONS, PROVINCIAL CHAMPIONSHIPS, NATIONAL CHAMPIONSHIPS)

Responsible: Rob *AGM deadline for all elements

- Reassess competition structure to ensure LTAD alignment
- Add out of province events as athlete needs dictate
- Prepare schedule of BO events for yearly distribution at AGM

- After sanction approved, standardized management to be used at all events / templates to be created and added to sanction process
- Club show reports to be collected and reviewed as part of decision making for future club event sanctioning
- Education piece to be established and shared with clubs and their coaches to ensure the need for LTAD alignment is understood

B. LTAD LEVELS (GRASS ROOTS TO TRAIN TO WIN CATEGORIES) Responsible: Charlie & Bob

- 'Active Start and Fundamentals' programs will be addressed through revitalization of the 'Box On' and Champs programs Year One
- Plan for a series of 'learn to' camps for non Boxing Ontario members as a new way to educate on sport specific skills and as a new revenue stream (Mixed Martial Arts clubs will be first point of contact) Year Two
- Skill levels will be heightened by introducing an athlete camp at each LTAD level Year Two

C. ATHLETE DEVELOPMENT (E.G. HIGH PERFORMANCE FOCUS, TRAINING CAMPS, ETC.)

Responsible: Charlie & Bob - ALL

- Premier Boxing League > pilot series to be introduced Year One
- Establish Team Program / planning stage – September distribution
- Competitions will be introduced to specifically meet the needs of this LTAD stage of athlete development Year Two

D. COACH PROGRAMMING (CERTIFICATION AND PROFESSIONAL DEVELOPMENT)

Responsible: Charlie & Bob - ALL

- Plan and introduce education sessions at all BO tournaments and provincial events
- Widely publicize the 2013 deadline requiring that all coaches be Level 3 NCCP certified in order to attend the National Championship Year One
- Add a coach education component to each High Performance athlete session held

E. OFFICIALS PROGRAMMING (CERTIFICATION & PROFESSIONAL DEVELOPMENT) ALL Shawn

- Run a mandatory 'Train the Trainer' program. Need LF's. 3 months
- Create a mentorship program for event Chief Officials
- Start videotaping each provincial event so that a video playbook system is available for ongoing officials education
- Host a level 3 Official's professional development clinic / invite Quebec officials to lead (also possibly to participate *revenue source) Year One

3. ORGANIZATIONAL EFFECTIVENESS

A. HUMAN RESOURCES (VOLUNTEER AND STAFF)

Lyla

- Establish clear roles and responsibilities for each category of member (e.g. code of conduct for athletes, coaches, officials and board members) Year One to be included in next membership application)
- Fill vacancies in current board and committee structure 3 months
- Contact local community to seek services of college co-op program student with web site creation abilities Matt immediate

- Staff assessment for additional hires Year One
- Hiring process for additional hires Year Two

B. ASSOCIATION MANAGEMENT (POLICIES AND PROCEDURES, CONSTITUTION, ETC.) ALL MIKE

- Assess effectiveness of current constitution/by-laws and objects and determine where revisions needed in order to be presented at AGM Immediate Action
- Consolidate and assess effectiveness of each current association policy and propose revisions to the board for fall implementation
- Ensure roles and responsibilities outlined in the association by-laws allow those elected and appointed to leadership roles are empowered to take action (e.g. remove current delays to decision making and action) Immediate Action

C. COMMUNICATION (WEBSITE, NEWSLETTERS, RESULTS, MEDIA, ETC.) OPEN

- Create social media policy Year Two
- Create social media marketing plan to include regular newsletter updates / add sponsors on board, etc. Year Two
- Put association newsletter on website Year Two
- Expand distribution list (e.g. send information to Boys and Girls Clubs, MMA clubs, etc. on association clinics and competitions) Year One
- Create a state of the art, interactive website / software for registration to be the first piece added Year Two
- Create strategic messaging plan to better include and update clubs on an ongoing basis. Initial pieces to be shared include update on association finances, athlete high performance succession plans, etc.) Ongoing communication to include small presentation at all BO tournaments and championships. Year One

D. CAPACITY BUILDING OPEN

- Create board success plan (e.g. volunteer recruitment on business aspects of BO in particular rather than technical volunteers) Year One
- Research financial / business efficiencies / seek out new options for building a stronger business base for BO Year One

4. PROMOTION

A. MEMBERSHIP (RECRUIT, REGISTER AND RETAIN CLUBS AND ATHLETE MEMBERS)

- Review membership requirements and find immediate efficiencies (e.g. mandatory athlete paperwork requirements, timing of the process, etc.) Year One Mike
- Create a plan to recruit alumnae into coaching or officiating or volunteer committee positions Year Two Mike
- Introduce a pay schedule for BO officials by 2014 *this does not mean reimbursing for expenses, it means allocating payment per event Year One (research so process will be sound for 2014 implementation) Shawn and Lyla
- Assignment process needs to be reviewed and modified as part of financial policy creation Year One Shawn and Lyla

B. PROMOTION

- System be created to encourage designated High Performance athletes to use social media messaging on behalf of Boxing Ontario OPEN Year One
- Database list be expanded to include Boys and Girls Clubs, Jump Start, Mixed Martial Arts Clubs, designated municipalities, etc.) OPEN
Year One
- Organize small media events (e.g. Sick Children's Hospital) OPEN *leverage Boxing as an Olympic, Para/Pam American and Commonwealth Game Immediate (February/March)
- Submit nominations for all government sport awards programs OPEN
Immediate
- Create a Team Ontario strategy for 2013 National Championships Bob Year One

It is the responsibility of Ron, in his role as the President, to determine the most efficient manner in which to ensure the ongoing monitoring of each facet of this plan.

Those responsible for each area sort through their strategic priorities and the initiatives agreed upon by the group and come prepared to outline the timelines and performance measures for your tasks at the next executive meeting.

- Complete initiative lists under each heading
- List priority for action for each task – year one > two
- Determine measurable outcome for each of the tasks listed in year one of the operational plan

Finally – Discuss monitoring process for year one of the strategic plan.

PROGRAMS AND SERVICES

1. Competition management (club competitions, provincial championships, national championships, etc.)
2. LTAD levels – grass roots to Train to Win categories
3. Athlete development (e.g. training camps)
4. Coach programming (certification and professional development)
5. Officials programming *certification and professional development)

Organizational Effectiveness

1. Human Resources (volunteers and staff)
2. Association Management (policies and procedures, constitution, etc.)
3. Communication (website, newsletters, results, media, etc.)
4. Capacity building – PSO, regional and club

Promotion

1. / Membership (recruit, register and retain clubs and athlete members)
2. Promotion of Boxing to wider community as a means of physical fitness and health promotion

Funds/ Finance and Partnerships/Relationships

1. Financial (revenue growth, planning, sustainability, etc.)
2. Marketing (sponsorships, partnerships, etc.)
3. Clubs
4. Government
5. Other Combative PSOs
6. Ministry/Other Combative PSOs/NSOs

BOXING ONTARIO STRATEGIC PLAN



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