

### MISSION

To encourage the establishment of breast cancer dragon boat teams, within the framework of participation and inclusiveness. We support the development of recreational dragon boat paddling as a contribution to a healthy lifestyle for those diagnosed with breast cancer.

### VISION

IBCPC is recognized globally as the leader in support of those diagnosed with breast cancer to gain a healthy lifestyle through participation in dragon boating.

**VALUES**    **AWARENESS**    **PARTICIPATION**    **SUPPORT**

## IBCPC Strategic Pillars

How will we deliver our mission

### Governance

Provide the foundation for IBCPC to operate at the highest level of integrity. Ensure the organisation remains sustainable for the future.

### Growth & Development

Encourage the development of breast cancer paddling as a contribution to a healthy lifestyle. Expand and continually improve the range of services and programs we offer to meet the needs of paddlers affected by breast cancer.

### Engagement

All members and the wider community engage and communicate effectively with our member groups. Offer opportunities for members to participate in breast cancer paddling events.

# Governance

## Financial sustainability

### KEY DELIVERABLES

**Meet** budget as defined by IBCPC SC  
**Explore** and assess new income streams  
**Attract** global sponsors

### ACTIONS

**Source** sponsorship to support the operations of IBCPC  
**Work** within the financial parameters according to the annual budget

### MEASURES

**Budget** reviewed annually  
**IBCPC** operate within the annual budget parameters  
**Sponsorship** package developed as appropriate for partnerships  
**Financial** support with at least one partner/sponsor

## Ongoing management of key IBCPC operations and initiatives

### KEY DELIVERABLES

**Maintain** matrix of key responsibilities/roles  
**Create** sub committees for specific projects – e.g. Outreach, new team development  
**Develop** new model for national representative engagement

### ACTIONS

**Matrix** developed  
**Sub** committees created with defined terms of reference  
**National** Representative model updated and communicated

### MEASURES

**Responsibilities** are available on the website  
**Sub** committees are created, operational and communicated to the membership  
**National** representatives are in place and operational

## Organisational risk

### KEY DELIVERABLES

**Develop** and implement a succession plan for IBCPC Steering Committee  
**Identify** potential future Steering Committee members

### ACTIONS

**Succession** plan created  
**Steering** Committee members identified

### MEASURES

**New** Steering Committee members elected or appointed

## Member group alignment

### KEY DELIVERABLES

**Produce** a member team guide to support member teams  
**Identify** policies / processes to be included in the guide

### ACTIONS

**Member** guide developed and communicated to membership  
**Review** guide annually for currency  
**Survey** member groups on effectiveness of the guide

### MEASURES

**Member** engagement and compliance in the processes/policies of IBCPC through national rep engagement, surveys, or congress discussion

# Growth and Development

## Promotion

### KEY DELIVERABLES

**Promote** events that include Breast Cancer categories to support the participation of BC paddling and healthy lifestyles  
**Continue** association with other organisations with breast cancer focus, i.e. paddling organisations, breast cancer organisations

### ACTIONS

**Provide** mechanism for event organisations to promote their events  
**Create** a plan to associate with organisations to promote healthy lifestyle through breast cancer paddling

### MEASURES

**Member** groups advertise their paddling events according to IBCPC criteria of including breast cancer category  
**Team** member numbers and countries increased  
**Global** breast cancer organisations actively promoting breast cancer dragon boat paddling as part of a healthy lifestyle

## Outreach and support

### KEY DELIVERABLES

**Facilitate** outreach programs  
**Source** funds to support outreach programs

### ACTIONS

**Development** guidelines and criteria for Outreach programs  
**Identify** regions where Outreach programs will support the formation of breast cancer paddling groups  
**Perform** Outreach programs to identified regions

### MEASURES

**At** least one Outreach program facilitated each year  
**Outreach** report created by program facilitators and communicated to SC and member groups

## Pathway for team support

### KEY DELIVERABLES

**Provide** all teams with access to support needed to ensure team sustainability

### ACTIONS

**Provide** teams link to their governing dragon boat bodies  
**Encourage** member groups to support breast cancer paddlers - coaching, team management, recruitment  
**New** teams are provided guidance on sourcing equipment such as boats etc

### MEASURES

**Teams** are aware of their regional/state, national governing dragon boat resources  
**Teams** can report on success of recruitment

# Engagement

## Marketing and Communication

### KEY DELIVERABLES

**Implement** effective communications to IBCPC member groups to strengthen the engagement and collaboration with member groups.

### ACTIONS

**A** comprehensive communications plan is developed and implemented  
Create sponsorship material to provide to potential sponsors

### MEASURES

**Positive** feedback from membership  
**Increase** in newsletter subscriptions  
**Increase** in other social media hits such as Facebook as per communication plan

## IBCPC Festivals

### KEY DELIVERABLES

**IBCPC** Festivals are organised according to IBCPC criteria  
**Selection** of next festival site for 2026

### ACTIONS

**IBCPC** Future Festival Committee appointed for the (2026) festival bid assessment  
**Update** festival selection criteria and bid process for 2026  
**Invitations** to member groups to bid for 2026 festival

### MEASURES

**Future** Festival Committee (FFC) established no later than March 2022  
**Festival** selection criteria and process updated by FFC  
**Invitations** sent to member groups to place bids by October 2022  
**Selection** of 2026 festival site approved and announced July 2023

## Communication with teams

### KEY DELIVERABLES

**Provide** avenue for discussion forums with member teams to facilitate 'face to face' communications

### ACTIONS

**Identify** medium for annual team meetings (such as Zoom)  
**Schedule** team meetings

### MEASURES

**Team** meetings facilitated twice a year  
**Participation** in member team meetings

## On site engagement

### KEY DELIVERABLES

**Facilitate** site visits to teams – established and new teams

### ACTIONS

**Identify** teams that would benefit from IBCPC engagement via site visits  
**Create** a schedule/plan and agenda for visits

### MEASURES

**Teams** identified and schedule developed  
**Site** visits are facilitated, and outcomes reported back to the SC and member groups