



# Strategic Plan

2017-2020

# Contents

- Executive Summary..... 3
- Introduction ..... 4
  - Background ..... 4
  - Our Role ..... 4
  - Districts ..... 4
  - Vision..... 5
  - Core Values and Principles..... 5
  - Mission..... 5
- Current Programs and Activities ..... 6
- Strategic Planning ..... 8
  - Alignment Model of Strategic Planning ..... 8
  - Process ..... 8
- Strategic Priorities..... 9
  - Partnership Development..... 10
  - Enhance Organizational Effectiveness and Sustainability ..... 13
  - Pursue Excellence in Badminton in Ontario..... 15
- Growth Opportunities..... 17
- Evaluation Approach..... 17

## Executive Summary

The Strategic Plan for Badminton Ontario provides a clear pathway on the programming priorities for the organisation within the 2017-2020 timeframe. The plan itself balances the priorities of current member service with the opportunities for growth and engagement in the sport across the Province, with many of these priorities dove-tailing well with the Ontario government's "*Game ON*" sport and active living plan.

Badminton Ontario is in the enviable position whereby demand for service outstrips current capacity to manage the demand – a core "enabler" in this strategic plan is in the ability to build the human resource capacity (staff and volunteer) for the association within this timeframe in order to best position the organisation for continued strong growth and stability well into the future. At the same time, Badminton Ontario needs to be cognizant of the limitations of government funding – while a critical partner for Badminton Ontario well into the future, this strategic plan establishes the importance of building out a stronger self-generated funding path for the association such that there is less reliance on government funds for the longer term.

This Strategic Plan outlines three strategic "Pillars" for the association in terms of programming:

1. Partnership Development
2. Enhanced Organisational Effectiveness and Sustainability
3. Pursue Excellence and Growth in Badminton in Ontario

The Plan's details further outline the strategic priorities within each "Pillar", together with measureable benchmarks and "key performance indicators" to gauge progress. The Badminton Ontario Board is committed to this Plan and to ensuring that there is an annual "Operational Plan" developed from this Strategic Plan that is communicated to the membership and monitored on a consistent basis.

The importance of the Strategic Plan is in its relevance to the membership – how well does it reflect the current and future needs of the association and how well does the Plan continue to reflect the ability for the association to grow and prosper. This Plan is a "living document" that is embraced by the Badminton Ontario Board of Directors, but it will only remain relevant if there is a willingness on the part of the leaders within this association to continue to monitor the priorities and adjust expectations and outcomes as needed. This Plan is the result of significant consultation and input with and from the membership – that same engagement needs to continue throughout the time-period of the Plan in order for the association to reach the stated outcomes in the Plan.

The Badminton Ontario Board of Directors thanks all the District Presidents, Committee Members, staff and interested individuals for their input to create this Plan, and we look forward to the continued dialogue as we work collectively to grow the sport in Ontario.

# Introduction

## Background

Badminton Ontario (BON) is a not for profit amateur sport organization responsible for badminton within the province of Ontario. It was formed on February 25, 1925, and is recognized by the Ministry of Tourism, Culture and Sport as the Provincial Sport Organization (PSO) for badminton in Ontario. We are affiliated with Badminton Canada (BCAN) and the Badminton World Federation (BWF). We are responsible for delivering programming province-wide and influencing participation, excellence, capacity and interaction in badminton at the provincial level.

## Our Role

- To organize, promote, encourage and develop interest and participation in the sport of badminton.
- To seek support from and work cooperatively with other organizations, groups and individuals, whose aims or objectives are consistent with those of the Association, to promote amateur badminton.
- To stimulate public awareness and involvement, and to encourage participation in badminton as a healthful exercise for improving physical fitness;
- To provide opportunities for all amateur badminton players and to encourage and promote proficiency and excellence by Ontarians in all aspects of amateur badminton;
- To encourage and support badminton tournaments and competitions leading to participation in Provincial, National and International competition.

## Districts

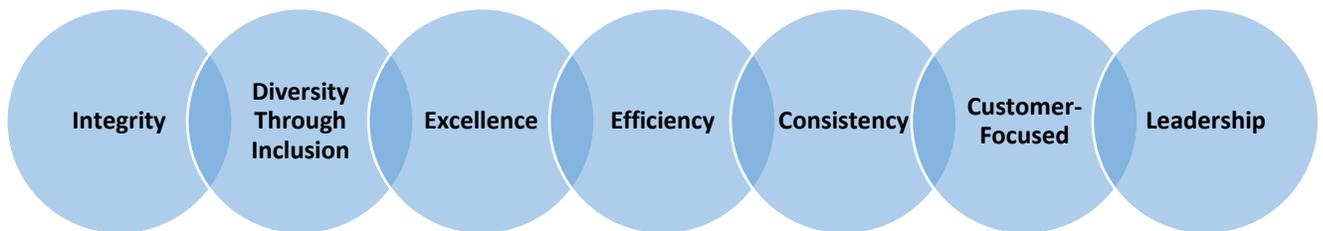
Ontario is divided into seven districts, each led by a local badminton association that is affiliated with Badminton Ontario.

- **Central Ontario District:** Regions of Lennox and Addington, Northumberland, Hastings, Victoria, Prince Edward, Regions of Durham, Peterborough and Frontenac.
- **Georgian Bay District:** Regions of Bruce, Simcoe, Muskoka, Grey, Dufferin, Parry Sound and Haliburton, and the towns of Aurora and Newmarket.
- **Northern Ontario District:** Districts of Cochrane, Sudbury, Algoma, Timiskaming, Nipissing, Manitoulin, Kenora, Rainy River, and Thunder Bay.
- **Ottawa District:** Counties of Prescott, Lanark, Russell, Renfrew, Glengarry, Grenville, Stormont, Leeds, Dundas and the Regional Municipality of Ottawa-Carlton.
- **Toronto District:** Municipality of Metropolitan Toronto, Provincial Region of Peel, and the towns of Halton Hills and Oakville.
- **Western Ontario District:** Regions of Wellington, Huron, Hamilton-Wentworth, Perth, Lincoln, Waterloo, Haldimand Brant, Oxford, Elgin, Middlesex, Kent, Lambton, Haldiman-Norfolk, Essex, Milton and the town of Burlington.
- **York District:** Provincial Region of York (except for the towns of Aurora and Newmarket).

## Vision

To connect with all Ontario citizens participating in badminton in Ontario, inspiring them to cherish badminton and establish it as their sport for life.

## Core Values and Principles



## Mission

To be the leader of badminton in Ontario by helping citizens lead healthier, active lives through the sport of badminton. We will provide this through an innovative and sustainable infrastructure that allows participation and enjoyment of the sport of badminton at all ages, levels and regions of the Province. Badminton Ontario promotes the sport, and maintains badminton as one of the top five sports in Ontario and the World ranked by participation.

# Programs and Activities

## Core Activities

Membership & Affiliation: Players, Districts, Clubs, Officials & Coaches

Quest for Gold and Elite Athlete Development

Training and Development: Officials and Coaches

Provincial HP training: Canada Winter Games

Organize and Support Tournaments: Provincial Junior A & B, Adult open, Masters

Host National and International Competitions

Para Badminton and Special Olympics Badminton Development

School and Recreation Participation and Development

## Enabling Activities and Services

Ontario Junior Ranking System (OJRS)

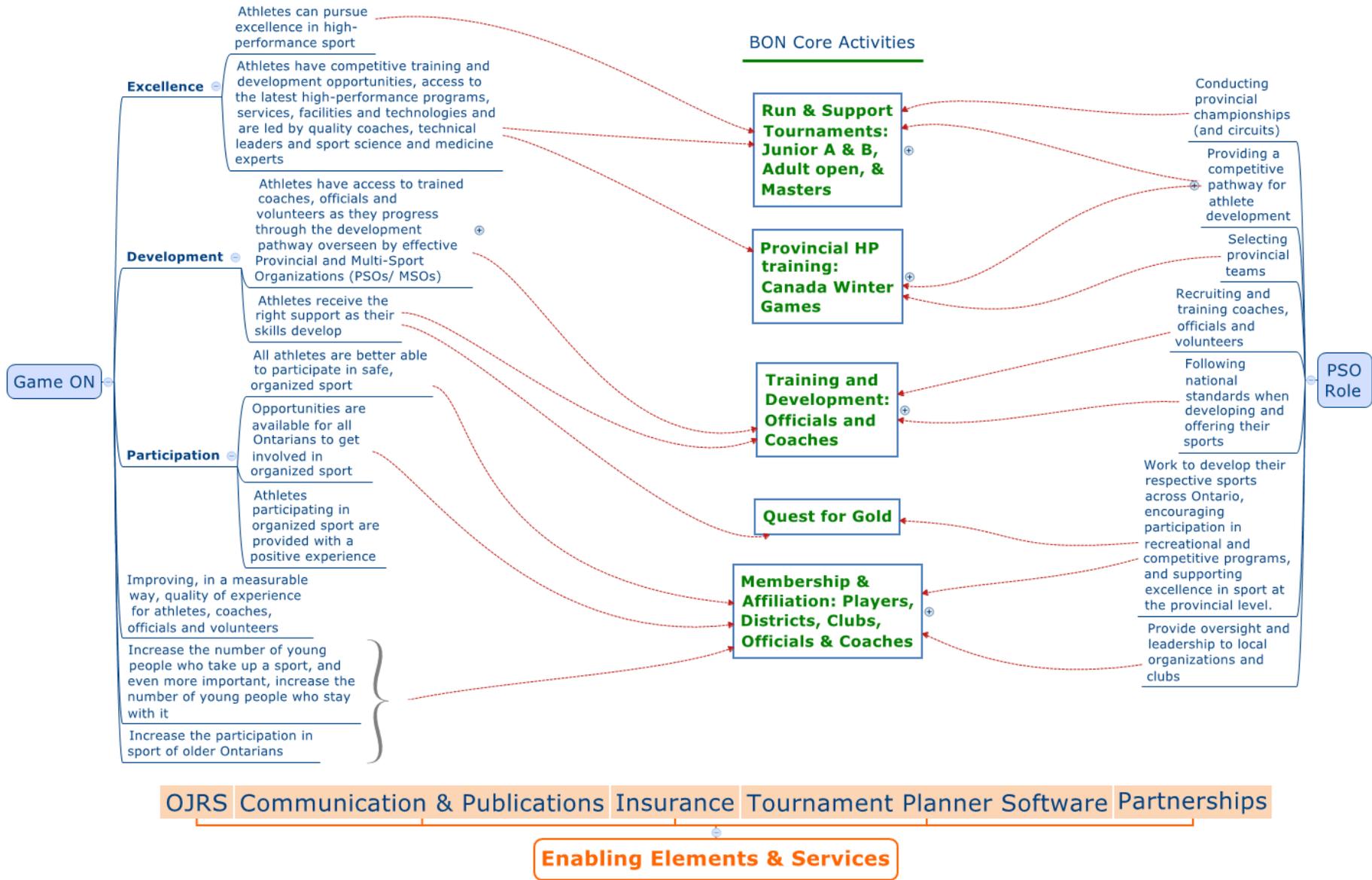
Communication & Publications

Club and Player Insurance

Tournament Planner Software

Partnerships

# Business Model Alignment



# Strategic Planning

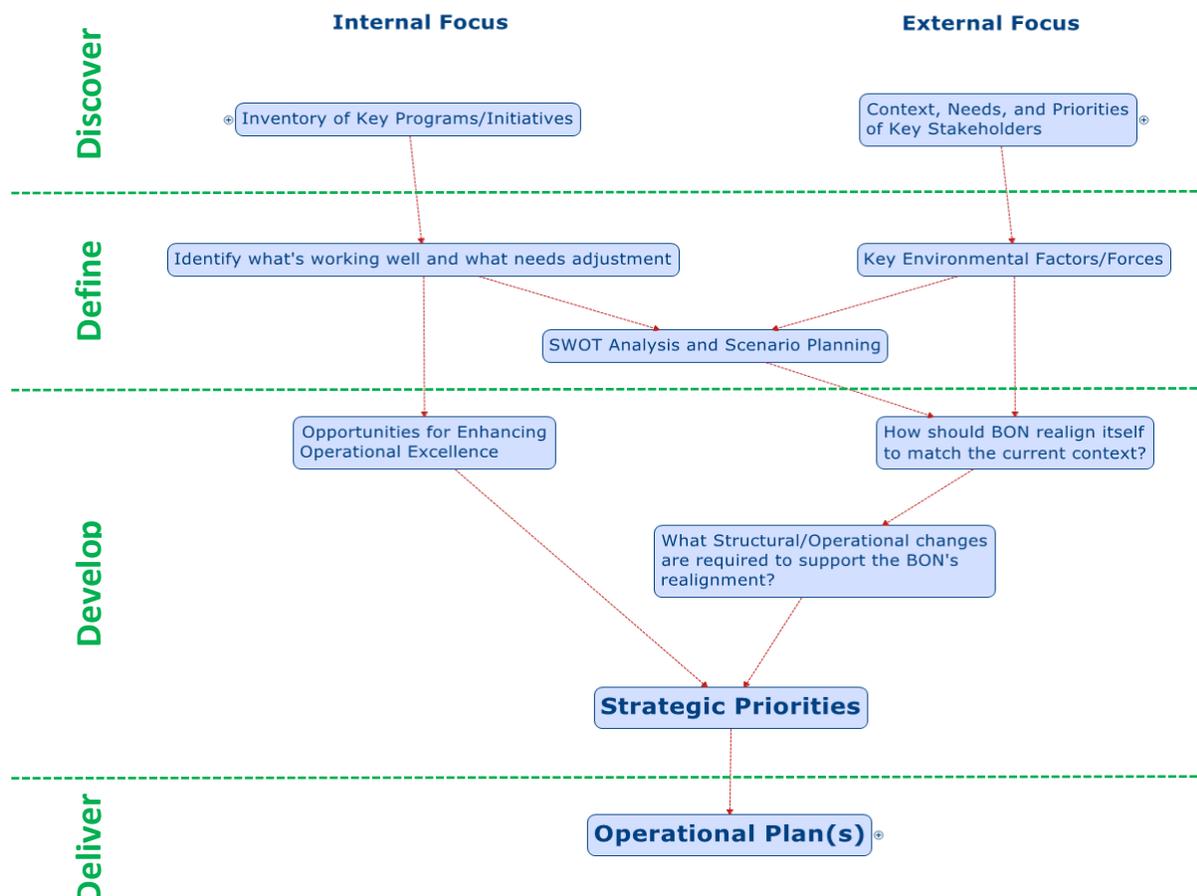
Strategic Planning is a means to an end, a method used to position an organization, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time. It helps organizations to anticipate and respond effectively to their changing environments.

Starting in the fall 2015, Badminton Ontario initiated discussions on the need to develop a new strategic plan for the 2017-2020 period to ensure a coordinated and clear approach to programming priorities into the foreseeable future. Our approach to the same was confirmed and launched in December 2015. Badminton Ontario has worked closely with its partners and system stakeholders in developing this plan. The process was punctuated with collaborative planning sessions and frequent touch points to ensure a transparent process.

## Alignment Model of Strategic Planning

Badminton Ontario has adopted the alignment model of strategic planning. The overall purpose of the model is to ensure strong alignment among the organization’s mission and its resources to effectively operate the organization. This model is useful for organizations that need to fine-tune strategies, identify limitations in the current approach, or need to evolve to align with environmental changes.

### Process



# Strategic Priorities

Badminton Ontario has identified three strategic priorities for the 2017-2020 timeframe:

- Partnership Development
- Enhanced Organizational Effectiveness and Sustainability
- Pursue Excellence and Growth in Badminton in Ontario

## Partnership Development

### 1. Develop the relationship with the Provincial Government

The Ministry of Tourism, Culture and Sport is a key partner for Badminton Ontario. In addition to being our primary funder, we look to the Ministry to inform our areas of focus and strategic imperatives. Badminton Ontario has a role in furthering the provincial government priorities. Some key priorities include: para-badminton, enhanced participation of Indigenous Ontarians, females, and minorities in sport. We will support equity and accessibility in the pursuit of excellence and participation in sport through policies which promote equal opportunities, fairness and inclusiveness.

Badminton Ontario will work to further the goals of “*Game ON*”, the Ontario government’s strategy for supporting and enhancing the engagement of Ontarians in sport and active living in the province..

It is important that we undertake to further strengthen our relationship with the Ministry and its representatives. The Ministry assigned consultant is the main channel of communication for Badminton Ontario. We will look at opportunities to enhance communication with our consultant by providing regular updates and through collaborative planning activities.

#### *Key Performance Indicators:*

1. That Badminton Ontario maintains its recognition and funding status with the Ministry:
  - a. In 2017, successful completion of the PSO “*Sport Recognition*” process
  - b. Annually, submission of required reporting documents and funding requests for activities aligned with the “*Game ON*” sport development strategy
2. That Badminton Ontario staff and identified Board members maintain consistent communication with the Ministry assigned Sport Consultant regarding Badminton Ontario current programming and future opportunities.
3. That Badminton Ontario invite Ministry officials to major competitions hosted annually by Badminton Ontario.
4. That Badminton Ontario pursue Ministry support for special initiatives that align with the “*Game ON*” sport development strategy.

### 2. Strengthen the relationship with Badminton Canada

Badminton Canada, as the National Sports Organization (NSO) for badminton in Canada, is a critical partner for Badminton Ontario. We desire to strengthen our relationship with Badminton Canada through enhanced communication that focuses on mutually beneficial partnership development. We look to the national governing body for guidance on emerging priorities and standards for the sport.

#### *Key Performance Indicators:*

1. Badminton Ontario continues to run at least one National Elite Junior and National Elite Senior Circuit competition in Ontario annually.
2. That Badminton Ontario and its affiliates bid to host at least one National Championship in Ontario annually from 2017-2020.
3. That Badminton Ontario works with Badminton Canada to develop a comprehensive international competition hosting strategy for Ontario through to 2022.

4. That, on a consistent basis, Badminton Ontario promotes and nominates technical officials and leading volunteers for national service and, where appropriate, international service on behalf of Badminton Canada.
5. That Badminton Ontario explore the opportunity to introduce the “Shuttle Time” introductory badminton program with assistance from Badminton Canada.
6. That the Badminton Ontario President and lead staff person maintain consistent dialogue and engagement with Badminton Canada and, where appropriate, invite Badminton Canada officials to competitions and other events organized by Badminton Ontario.

### 3. Review current structure with districts

The districts represent the local/regional presence of Badminton Ontario in the province. The districts, with their proximity to players and clubs, are an invaluable resource. There is an opportunity to explore and define the roles and responsibilities related to this partnership. There is a particular interest in examining the existing affiliation model and adopting one that is aligned to our shared current context. Robust communication channels will be formalized to further the goals of transparency and collaboration.

#### *Key Performance Indicators:*

1. That a revised District Affiliation Fee agreement is implemented between Badminton Ontario and the Districts starting in 2017.
2. By 2018, an integrated sport development strategy (including a funding strategy) is developed between Badminton Ontario and the Districts that is aligned with identified priorities of the membership and the Ministry’s “Game ON” strategy. This strategy must address the issue of human resource capacity at all levels as a limiting factor for sport development.
3. By 2020, the “Keith Hollands Fund” (sport development fund) has minimum assets of \$100,000, and that a formal District/Club development funding strategy has been developed for this Fund.
4. That the Badminton Ontario Junior B competition circuit hosting rotation is well established within the Districts and that appropriate technical support and training is provided by Badminton Ontario annually to develop self-sustainable competition management expertise in the Districts.
5. That Badminton Ontario develops an annual plan for Coach and Officials training with all Districts.

### 4. Identify opportunities to enhance value of affiliation for clubs and players.

The badminton clubs in Ontario have a direct connection with our most important stakeholder – badminton players. With the goal of increasing the number of affiliated clubs and enhancing support for existing affiliates, we need to do develop a business model that provides a strong value proposition for these partners. This needs to include elements that are of value to both competitive and recreational clubs.

*Key Performance Indicators:*

1. By 2018, Badminton Ontario and the District members have implemented an integrated sport development strategy that reflects the input and identified needs of players and other affiliates for enhanced membership value.
2. That Badminton Ontario create a Masters Working Committee that is tasked with an annual review of competition programming for Masters Age athletes in Ontario in order for Badminton Ontario to properly implement a Masters competition circuit that is reflective of current and future needs of this population.
3. By 2018, Badminton Ontario create a High Performance Athlete/Coach Support Plan that outlines the programming scope, funding needs, capabilities and role of Badminton Ontario in the support for Ontario athletes and coaches to achieve world class performances in the future.
4. That Badminton Ontario work with respective funding and programme partners, and clubs/Districts, to create and implement a Province-wide para-Badminton and Special Olympics Badminton programme that is sustainable and can contribute to the growth of the sport in the Province.
5. That Badminton Ontario work with clubs and Districts to address the linkages with the sport of Pickle-Ball as part of the overall integrated sport development strategy.

5. Partnerships With External Agencies for Enhanced Sport Development:

Badminton Ontario will develop partnerships with other sport and recreation agencies that can contribute to the overall growth and development of the sport in the Province. As part of this strategy, Badminton Ontario must also consider relevant funding engagement opportunities that can directly or indirectly contribute to the sustainability of any programming that is initiated in such partnerships.

*Key Performance Indicators:*

1. Badminton Ontario will work with Special Olympic Ontario and identified para-sport delivery organisations to implement an effective SO and para-badminton strategy in Ontario by 2018.
2. By 2018, Badminton Ontario will establish an effective Trillium Fund initiative that targets a multi-year plan for sustainable sport development in identified Districts.
3. By 2018, Badminton Ontario will partner with Badminton Canada and the Canadian Sport Institute – Ontario for the implementation of a high-performance athlete monitoring and coach education programme.
4. By 2018, Badminton Ontario will determine the merits of any programming or formal partnership with the sport of Pickle Ball in Ontario.

## Enhance Organizational Effectiveness and Sustainability

### 1. Explore revenue generation and sustainability opportunities

Ensuring the long-term financial sustainability of Badminton Ontario has been identified as a key priority. Our evolving context makes it important for us to look at the development of revenue generation opportunities to supplement Ministry funding and contribute to the programming capacity of the organisation. Our intent to develop a stronger value proposition for our partners is closely linked to this objective. We will explore opportunities to leverage specialized funding envelopes that are available through the Province and other funders.

Key Performance Indicators:

1. By 2020, Badminton Ontario's reserve fund is at least \$250,000
2. By 2020, the Keith Hollands Fund (Sport Development) has a balance of at least \$100,000, partially supported by fee contributions from the District members.
3. Year on year, while Ministry funding levels are maintained or improved, the percentage of Ministry funding as a total within the overall Badminton Ontario budget is reduced.

### 2. Consistent business process

Badminton Ontario has identified an opportunity to increase our operational effectiveness by standardizing business functions and processes. This will be accomplished by developing an inventory of key operational activities and adopting consistent practices related to the same.

Key Performance Indicators:

1. Badminton Ontario staff and Board establish an annual Operational Plan that is reviewed quarterly for continued suitability and progress.
2. The Badminton Ontario Board of Directors meets on a timely basis, with minutes produced and circulated accordingly. As well, the Badminton Ontario Board will commit to meet with the District Presidents at least four times annually.
3. Badminton Ontario will establish a working "Nominations Committee" that will develop a permanent list of candidates for future Board and Committee positions.
4. Badminton Ontario staff job descriptions and annual performance appraisals are reviewed annually for suitability.

### 3. Risk management framework

A robust risk management framework is a key enabler for the continued success of Badminton Ontario. The development of the same will enhance our ability to identify, forecast and manage risks.

Key Performance Indicators:

1. Badminton Ontario policies are reviewed annually by the Board of Directors
2. Every three years, starting in 2018, Badminton Ontario will contract a Risk Management Review.

#### 4. Effective communication with stakeholders

Badminton Ontario will formalize a communication strategy that will enhance awareness of its activities and key updates among its various stakeholders. This will be achieved through a multi-pronged approach that includes media releases, newsletters, as well expanding our presence on social media.

Key Performance Indicators:

1. Increased profile for the sport and organisation as identified through an annual review of website/social media “hits” and Provincial/local media profiling of the sport.
2. Badminton Ontario will maintain a staff member responsible for communication and media engagement activities.

#### 5. Explore solutions to volunteer/human resources challenges

As an organization that depends heavily on volunteer support for the delivery of its key programming, it is essential that we identify concrete approaches to develop this resource. Volunteer recruitment and retention is a key success factor. Badminton Ontario will take steps to ensure a positive volunteer experience and will continue to develop its volunteer recognition program.

Key Performance Indicators:

1. Badminton Ontario will ensure that volunteer job descriptions are updated and available on the website for all positions.
2. Badminton Ontario will establish a permanent Nominations Committee to develop a list of possible candidates for volunteer leadership roles in the organisation.
3. Badminton Ontario will maintain its Annual Awards and Recognition program.

#### 6. Governance and leadership

Strong governance and leadership is a key success factor for any organization. Recruitment and retention of resources in this regard is a key organizational imperative. Badminton Ontario’s long-term vision is to move to a governance model that is policy and strategy focused. This is a shift that will need to be supported by a robust contingent of volunteer leaders and sustainable staffing. Succession planning is a related enabler.

Key Performance Indicators:

1. Board job descriptions will be updated and posted on the website
2. The Badminton Ontario Nominations Committee will actively solicit candidates for Board posts on a continual basis
3. As a minimum, the Board will meet 6 times per year, including at least 2 face- to-face meetings
4. As a minimum, the Board will establish at least 4 meetings per year with the District Presidents.
5. A Board “skills matrix” will be developed to identify strengths and “gaps” in Board skill-sets
6. Where possible, Badminton Ontario will establish a professional development fund for senior staff and key volunteer leaders to access on an annual basis.
7. Badminton Ontario will work with District Presidents to support volunteer and organizational development/capacity at the District level

## Pursue Excellence and Growth in Badminton in Ontario

### 1. Develop and implement a clear pathway for athlete development

A significant focus of the Ontario Government's Sport Plan is to ensure that PSOs have the mandate and capacity to ensure clear pathways to development for Ontario athletes. Badminton Ontario will develop a robust structure in which athletes, coaches and officials are very clear on the opportunities at all levels so that each player, coach or official can be the very best they can be.

A coherent, competitive high performance structure will allow top athletes, coaches and officials to attain success at the national and international level. Badminton Ontario will also work towards Improving, in a measurable way, the quality of experience for athletes, coaches, officials and volunteers.

Badminton Ontario recognizes the importance of working at the local, regional, provincial and national levels to develop effective and efficient sport development system in Ontario and Canada.

Key Performance Indicators:

1. By 2018, Badminton Ontario has established a partnership with CSIO and Badminton Canada for elite athlete testing protocols in Badminton.
2. By 2018, Badminton Ontario will create a High Performance Athlete/Coach Support Plan that outlines the programming scope, funding needs, capabilities and role of Badminton Ontario in the support for Ontario athletes and coaches to achieve world class performances in the future. This plan will be established in order to apply for the Ministry HP funding program (OHPSI)
3. By 2020, Badminton Ontario has established a "high performance fund" that can contribute annually to the support of Ontario athletes and coaches in their quest for improved national and international performances.
4. Badminton Ontario will maintain the annual management of the "Quest For Gold" programme.

### 2. Host national and international tournaments

Badminton Ontario will continue to develop its hosting platform to bring prestigious events to Ontario. We will leverage our success in organizing high-visibility tournaments to further this objective. Success in this regard will entail further partnerships with Badminton Canada.

Key Performance Indicators:

1. Badminton Ontario continues to run at least one National Elite Junior and National Elite Senior Circuit competition in Ontario annually.
2. That Badminton Ontario and its affiliates bid to host at least one National Championship in Ontario annually from 2017-2020.
3. That Badminton Ontario works with Badminton Canada to develop a comprehensive international competition hosting strategy for Ontario through to 2022.

### 3. Focus on developing officials and coaches

Ensuring that athletes have access to trained coaches, officials and volunteers as they progress through the development pathway is a key objective. Badminton Ontario will work to provide improved opportunities, education and training for coaches and officials in the province. Access to a cadre of qualified coaches and officials is a critical success factor for any PSO.

Key Performance Indicators:

1. That Badminton Ontario maintain an inventory list of trained coaches and officials within Ontario, and that identified gaps and opportunities are dealt with by action from the Coaching Committee.
2. That the Coaching Committee for Badminton Ontario be properly managed, including appropriate staff support for programming activities.
3. That Badminton Ontario maintain strong dialogue with Badminton Canada regarding the Badminton NCCP and opportunities for Ontario Officials and Coaches to be provided with improved development.

### 4. Increase the profile of badminton in Ontario

One of the measures of success for Ontario's sport plan Ontario is to increase the number of young people who take up a sport, and even more importantly, increase the number of young people who stay with it.

Recreation is also seen as a core component of the sport pathway, as reiterated in the Canadian Sport Policy 2012 which outlines "Recreational Sport" as a core objective that provides opportunities for fun, health, social interaction and relaxation.

Badminton Ontario will work with its partners to enhance participation at the grassroots level. Our continued partnerships with colleges and universities will support this objective. We anticipate that our hosting platform will also enhance the visibility of badminton in Ontario.

Key Performance Indicators:

1. By 2019, Badminton Ontario establishes a "Schools Outreach" programme that provides support and materials to Districts for introductory badminton activities in the schools environment.
2. By 2018, Badminton Ontario will establish an effective Trillium Fund initiative that targets a multi-year plan for sustainable sport development in identified Districts.
3. Badminton Ontario maintains and, where possible, improves its relationship with multi-sport School, College and University organisations in order to strengthen the position of the sport of Badminton within these organisations.

## Growth Opportunities

The biggest challenge for Badminton Ontario and the sport of Badminton in Ontario is not interest but, rather, capacity to address the interest. In any new programming that Badminton Ontario embarks upon, we must be cognizant of the human resource capacity needs in order to sustain that programming. The need to establish sustainable funding capacity (segregated funds) to ensure that programming can continue well into the future is seen as a high priority for Badminton Ontario in this Strategic Plan – Ministry funding alone cannot sustain the organisation to the level of demand from our current membership, and certainly cannot address most opportunities for growth.

The Badminton Ontario Board of Directors is committed to a programme and funding approach that is “strategic”: any new programming, or the expansion of existing programming, must come with a sustainable funding model in order to be properly implemented. Badminton Ontario is always concerned about maintaining affordability in this sport, but we must continue to find the balance between fees and an ability for the association to programme the sport and grow the sport.

## Evaluation Approach

In order to ensure the continued success of the Strategy, it is essential that we have mechanisms in place to evaluate the same. This is especially important from the perspective of furthering the goals of accountability and transparency.

Key Performance Indicators:

1. The Badminton Ontario Board and staff will dedicate at least one meeting per year as a planning and evaluation meeting. Within this meeting will be a review of the Strategic Plan priorities and progress, and how the Plan is properly reflected in the association’s annual Operation Plan.
2. Badminton Ontario will provide an annual update to the Districts at the Annual General Meeting.