Badminton Ontario Strategic Planning Committee Report

February 2021

In October 2020, Badminton Ontario created a Strategic Planning Committee to review the 2017-2020 Strategic Plan. The purpose of the Committee was to review the relevance of the existing plan and provide recommendations to the Board for approval of a 2021-2024 Strategic Plan. The past year has created an unprecedented challenge to Badminton Ontario as it, along with other sport organisations, has needed to adapt and respond to the negative effects of the worldwide pandemic, COVID-19. However, with a relevant and achievable Strategic Plan, Badminton Ontario will be able to continue to promote the development of the sport while this current public health crisis persists as well as when it subsides.

The 2017-2020 Plan identified 3 Priorities for programming:

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

Within each Priority, there were a number of Benchmarks and Key Performance Indicators (KPIs) identified in order to gauge progress over the years.

<u>Partnership Development Benchmarks</u>

- Develop the relationship with the Provincial Government
- Strengthen the relationship with Badminton Canada
- Review current structure with Districts
- Identify opportunities to enhance value of affiliation for clubs and players
- Partnerships with External Agencies for enhanced sport development

<u>Enhanced Organisational Effectiveness and Sustainability Benchmarks</u>

- Explore revenue generation and sustainability opportunities
- Consistent business practices
- Risk management framework
- Effective communication with stakeholders
- Explore solutions to volunteer/human resources challenges
- Governance and leadership

<u>Pursue Excellence and Growth in Badminton Ontario Benchmarks</u>

- Develop and implement a clear pathway for athlete development
- Host national and international tournaments
- Focus on developing officials and coaches
- Increase the profile of badminton in Ontario

Executive Summary

- The current 3 priorities of Partnership Development, Organisational Effectiveness and Sustainability, and Excellence and Growth are seen as relevant and should continue.

- The current health crisis has brought to light the importance of creating a Business Resumption Plan that will outline steps to recover from a disaster situation as well as ensure that Badminton Ontario will be prepared to withstand any future emergency.

- A focus on Organisational Effectiveness and Sustainability should be a priority, in particular the financial sustainability of Badminton Ontario.
    - A crucial step for Badminton Ontario would be identifying a revenue generation model that generates funds from its core programmes and services. Less reliance should be placed on sponsorships and grants as these are revenue sources that Badminton Ontario has less control over. If sponsorships and grants discontinue, then the core funding for the organisation will not be affected.
    - Badminton Ontario needs to determine what constitutes its core programme and services. The committee suggests that they are tournament delivery, coaching clinics, and officials development.

- Four benchmarks falling under the Organisational Effectiveness and Sustainability were compiled under the title of 'Strong Business Practices' as there were many KPIs duplicated amongst the four benchmarks. Thus, Consistent business process, Volunteer/human resources challenges, Governance and leadership, and Risk management were grouped into one benchmark.

- Due to the impact that COVID-19 has had on the state of badminton in the province and many clubs being unable to operate for several months, it is recommended that a priority for Badminton Ontario is to focus on the grassroots development of the sport. Badminton Ontario will need to rebuild and rekindle an interest in the sport and its sustainability will depend on developing a broad base of recreational players.

- A greater presence online should be pursued to maintain development of coaches and officials as well as increase engagement with the broader badminton community.

- A number of recommendations require further exploration that would involve development of standing and adhoc committees, which would also be beneficial to Badminton Ontario as those in the community would be engaged; providing an increased skill and knowledge base to the organisation.

Suggested Benchmarks and KPIs for Organisational 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 organisations.

Key Performance Indicators:

1. Identify a funding model that allows for its core programmes and services to provide sufficient funding through innovative methods for the key operations.
2. Badminton Ontario establishes a Reserve Fund with identified protocols as to purpose and thresholds on its use.
3. By 2024, the Sport Development Fund has a balance of at least $100,000 supported by donations, Player Card fee portions, and fee contributions from the District Members and the matching contributions from Badminton Ontario.
4. Year on year, Ministry funding levels are maintained or improved. Beyond 2024, Badminton Ontario shall strive to increase its revenue in order to have less reliance on Ministry funding within its overall budget.
5. Implement a nominal membership fee per player that will allow access to particular benefits.
6. Encourage the purchase of Player Cards and its benefits.
7. Identify a tiered sponsorship programme that will allow for varying degrees of involvement in the organisation.
8. Explore grants and bursaries offered by other organisations such as Coaching Association of Ontario.

2. Strong Business Practices

Badminton Ontario recognises that it has the opportunity to increase our operational effectiveness by having consistent business practices and processes. The organisation relies heavily on volunteer support both at the governance level and with the delivery of key programming. It is essential that concrete approaches are identified to develop these valuable human resources and create a positive volunteer experience. Furthermore, strong governance and leadership are a key success factor for any organisation. Badminton Ontario's long-term vision is to move to a governance model that is policy and strategy focused. This shift in focus will need to be supported by volunteer leaders and sustainable staffing.

Key Performance Indicators:

1. Badminton Ontario staff and Board establish an Operational Plan that is reviewed three times a year (September/January/May).
2. The Badminton Ontario Board conducts closed meetings a minimum of 6 times per year where minutes are produced and then distributed to the District Presidents.
3. The Badminton Ontario Board meets twice a year (September and January) with the District Presidents to discuss District focused issues and/or Badminton Ontario programme development.
4. A Board and Volunteer programme is developed that clearly identifies policies and practices with respect to recruitment, screening, orientation, training, supervision, and recognition.
5. Badminton Ontario will ensure that Board and Volunteer role descriptions are updated and available on the website.
6. The Badminton Ontario Nominations Committee will actively solicit candidates for Board posts on a continual basis.
7. Standing and Adhoc working committees are created that are facilitated by a Board Member and comprised of community members to engage the community to have a role in the development of the sport.
8. A Board "skills matrix" be developed to identify strengths and "gaps" in Board skill-sets.
9. Badminton Ontario conducts a survey of current volunteers to provide information on how best to provide direction for development/structure of Board Committees.
10. Badminton Ontario utilises a variety of sources and methods for recruitment of volunteers such as Volunteer Centres, previous volunteers from large events, and stakeholders within the sport.
11. Badminton Ontario will maintain its Annual Awards and Recognition program.
12. Badminton Ontario policies are reviewed annually by the Board of Directors.
13. By 2024, Badminton Ontario begin the process of conducting a Risk Management Review.

3. *Effective Communication with Stakeholders*

Badminton Ontario recognises that communication with its stakeholders is integral to building the relationships that maintain and develop the sport. Enhancing awareness of its activities and providing key updates is critical. Effective communication requires a highly skilled and trained individual and Badminton Ontario has a vision to move towards establishing such a position.

Key Performance Indicators:

1. Badminton Ontario develop a communications strategy that clearly identifies the purpose for use of print, digital, and verbal communication.
2. A Board Communications committee be established that is comprised of individuals with marketing/communications expertise to create communication pieces that are provided to staff for distribution. This committee would be in operation until a designated staff person becomes part of the organisation.
3. Badminton Ontario will work with District Presidents to support volunteer and organizational development/capacity at the District level.
4. Establish direct communication with players to ensure that they are made aware of relevant updates and to provide an opportunity for input on Badminton Ontario initiatives as needed.
5. Increased profile for the sport and organisation as identified through an annual review of the communications strategy.

Suggested Benchmarks and KPIs for Pursue Excellence and Growth in Badminton in Ontario

1. *Increase the profile of badminton in Ontario*

The next three years will require a concerted effort to encourage current badminton enthusiasts to remain in the sport as well as inspire new people, both young and old, to take up the sport. A year or more with playing opportunities shut-down due to the pandemic will require Badminton Ontario to work with its partners to enhance participation at the grassroots level. Continued partnerships with colleges and universities and our hosting platform will also enhance the visibility of badminton in Ontario.

Key Performance Indicators:

1. Develop and implement a Junior C circuit to encourage growth of the sport at the community/regional level and provide necessary technical support to Districts that allows Districts to be self-sufficient in competition management.
2. Partner with Badminton Canada to develop Shuttle Time and increase the number of Learning Facilitators to 6 active facilitators by 2024.
3. By 2024, Badminton Ontario will pursue funding sources that targets a multi-year plan for sustainable sport development in identified Districts.

4. 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.
5. Establish a communications plan to increase the use of social media and technology to engage the broader community in the sport.

2. 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 and the Competitions Committee for Officials.
2. That the Coaching Committee for Badminton Ontario be redefined, 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 allow for further development.
4. Increase involvement with the Coaches Association of Ontario to access funds to develop coaches.
5. Pursue avenues for online coaching and officials development to increase accessibility.

3. Pathway for High Performance athlete development

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

Key Performance Indicators:

1. Badminton Ontario will work with Canadian Sport Institute Ontario (CSIO) and Badminton Canada for elite athlete testing protocols in Badminton.
2. Badminton Ontario will work with Badminton Canada to create a High-Performance Athlete/Coach Strategic 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.

The Ontario High Performance Strategic Plan will align with Badminton Canada's High Performance Strategic Plan.

3. Badminton Ontario will work toward a more sustainable business model that will support its applications for funding programs such as the Ontario High Performance Sport Initiative Program (OHPSI) which includes a requirement for the PSO to have a High Performance Director on staff.
4. Badminton Ontario will establish a High Performance Fund that can contribute to the support of Ontario athletes and coaches in their quest to develop athletes and improve their performance both provincially and nationally.
5. Badminton Ontario will maintain the annual management of the "Quest For Gold" program (OAAP- Ontario Athlete Assistance Program)

4. 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 continued partnerships with Badminton Canada.

Key Performance Indicators:

1. Badminton Ontario continues to run at least one National Junior Elite and National Senior Elite Circuit competition in Ontario annually.
2. Badminton Ontario and its affiliates bid to host at least one National Championship in Ontario bi-annually until 2024.
3. Badminton Ontario works with Badminton Canada to develop a comprehensive international competition hosting strategy for Ontario through to 2024.
4. Engagement of volunteers to assist with tournament delivery is increased through an established volunteer programme.

Suggested Benchmarks and KPIs for Partnership Development

1. **Develop the relationship with the Provincial Government**
   The Ministry of Heritage, Sport, Tourism, and Culture Industries is a key partner for Badminton Ontario. In addition to being our primary funder, we look to the Ministry to guide our areas of focus and strategic imperatives. Badminton Ontario plays a role in furthering the provincial government priorities and supports equity and accessibility in the pursuit of excellence and participation in sport through policies which promote equal opportunities, fairness and inclusiveness.

Key Performance Indicators:

1. That Badminton Ontario maintains its recognition and funding status with the Ministry by annually submitting 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. Maintain and foster the relationship with Badminton Canada
Badminton Canada, as the National Sport Organization (NSO) for badminton in Canada, is a critical partner for Badminton Ontario. A solid relationship with Badminton Canada has been fostered 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 Junior Elite and National Senior Elite Circuit competition in Ontario annually.
2. That Badminton Ontario and its affiliates bid to host at least one National Championship in Ontario bi-annually from 2021-2024.
3. That Badminton Ontario works with Badminton Canada to develop a comprehensive international competition hosting strategy for Ontario through to 2024.
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 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, with an interest to examine the governance relationship with the Districts.

Key Performance Indicators:

1. That the District Affiliation Fee agreement is reviewed and implemented between Badminton Ontario and the Districts starting in 2021.
2. By 2024, the Sport Development Fund has identified a formal funding strategy and guidelines for fund distribution. The Sport Development Fund shall align with Game ON and capitalize on District programs taking into consideration Recreational/Grassroots development and High Performance. This strategy must address the issue of human resource capacity at all levels as a limiting factor for sport development.
3. That the rotational hosting of the Badminton Ontario Junior B competition circuit be reviewed.
4. Support District development and growth of the sport at the community/regional level through implementation of a Junior C competition circuit.
5. That appropriate technical support and training is provided by Badminton Ontario annually to develop self-sustainable competition management expertise in the Districts.
6. That Badminton Ontario develops an annual plan with each District to provide training opportunities for Coaches and Officials to increase the numbers throughout the province.
7. District members are encouraged and invited to participate on various Badminton Ontario committees.

4. Identify opportunities to enhance the 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 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 2024, 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 continue a Masters Working Committee that is tasked with an annual review of competition programming for Masters Age athletes in Ontario with the goal for Badminton Ontario to properly implement a Masters competition circuit that is reflective of current and future needs of this population.
3. By 2022, 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. Badminton Ontario establishes an advisory group to work with volunteer groups to assist clubs with developing plans of Risk Mitigation strategies based on the identified needs of the clubs.
6. Establish direct communication with players to ensure that they are made aware of relevant updates and provide an opportunity for input on Badminton Ontario initiatives as needed.

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 establishes an understanding of the needs of Special Olympics Ontario and identified para-sport delivery organisations and then develops and implements an effective Special Olympics and para-badminton strategy in Ontario by 2024.
2. By 2024, Badminton Ontario will establish an effective funding strategy that targets a multi-year plan for sustainable sport development in identified Districts.

3. By 2024, 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.

Business Resumption Plan

COVID-19 has significantly impacted people and communities world-wide and BON is no exception with the cancellation of its programming. Because programming consists primarily of hosting tournaments and in-person clinics or training sessions, a large revenue source for the organisation has greatly declined. The pandemic has created a challenging environment for BON but also an opportunity to identify key priorities and determine a strategy as to how to remain active and relevant to its membership. This strategy would be beneficial not only when programming is impacted detrimentally by external circumstances but also during periods of normal operations.

Financial Aspect

1. Ensure that Reserve Funds are established and adequate so that BON has the resources to continue to operate following pre-determined guidelines on the use and thresholds for accessing Reserve Funds in the event programming revenue is disrupted
2. Ensure that a Grants Committee continues to research and apply for needed funds from a variety of sources, which will allow for continuation of relevant programming for the membership

Interaction Aspect

1. Reassure membership through the BON website that BON will remain active and responsive to its membership
2. Establish a greater presence for virtual engagement with the membership and community
3. Coaching and Officials development could continue virtually. This will also be beneficial during times of normal business operation.
4. Expand the use of the BON Youtube channel to include technical information as well as personal interest stories

Emergency Response and Return To Play

1. Create a questionnaire for facilities/membership to assess their preparedness for a natural disaster/pandemic in order to assist them with planning
2. Establish a committee to ensure a Return to Play document is developed and regularly reviewed to assist clubs/facilities identify their readiness to return to play and determine the ways that clubs/facilities may need to adapt. This Return to Play document should be created with guidance from Badminton Canada.
3. Badminton Ontario can be a resource for clubs/facilities and provide guidance so that clubs/facilities have considered a variety of factors to safely open for players

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.