



**BADMINTON CANADA**

**STRATEGIC PLAN**

**Version 2.0**

**2015-2018**

**October, 2015**

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## **1.0 MESSAGE FROM THE PRESIDENT**

On behalf of the Board of Directors and Staff of Badminton Canada, I am pleased to have been given the opportunity to introduce our Strategic Plan for 2015-2018. We are excited about the future of Badminton Canada and the “new beginning” on which we are embarking. Members of Badminton Canada have begun to see some important changes and will see further changes starting 2015. We are committed to meeting the needs of, and providing strong leadership to, all Badminton players, clubs and communities. In order to fulfill that role, we must adapt to the ever changing needs of those groups. This plan embodies those needs.

The Badminton Canada Strategic Plan 2015-2018 is a roadmap that outlines the potential of badminton in the Country. Through well-defined work and evaluation plans we are determined to reach the objectives we have established for our organization. We believe that this plan will begin unifying the diversity of clubs and individuals across the country. Throughout this journey we welcome your feedback and contributions to accomplish our goals and objectives. We encourage collaboration of all those who are passionate for our sport to ensure we are going in the right direction.

## **2.0 MISSION, VISION AND CORE VALUES**

### **2.1 Our Mission**

To be an innovative and highly respected sports organization that is the leader in contributing to badminton becoming the most successful racquet sport in Canada and the world by enabling Canadian Athletes, Coaches and Officials of all ages, cultural background and skill level the opportunity to excel in badminton and in life

### **2.2 Our Vision**

Build a sustainable and clearly understood world class high performance development system.

Provide outstanding training and competition opportunities for Canadian badminton athletes.

Provide National leadership for excellence and participation by organizing, regulating, monitoring and reviewing all levels of participation.

To be well aligned with our member organizations and sport partners.

Be accountable to our stakeholders and performance-oriented.

Develop male and female badminton athletes who are amongst the best in the world, athletes that consistently achieve top 16 BWF rankings and podium results at the World Championships and Olympic games.

To win a medal at the 2020 Olympic and Paralympic Games.

### 2.3 Core Values

**Collaboration** - working together with our Provincial/Territorial members, Regional members individual members, Clubs members, Pan Am Badminton, the BWF, sponsors and other Canadian Sport related entities to achieve shared and common goals.

**Transparency** - openness, communication, and accountability in all Badminton Canada activities

**Trust** - reliability, ability, and strength of Badminton Canada in the delivery of all our activities

**Excellence** - Badminton Canada, through its players, members, clubs, volunteers and staff, strives for excellence in all its activities

**Mutual Respect and Equity** – Badminton Canada values and respects all members of the badminton community, each of whom individually and collaboratively makes a contribution to create, strengthen, and enrich our environment.

**Enjoyment** - Participating in a Badminton Canada program should enhance people’s natural enjoyment of sport

**Accountable** – Badminton Canada will be transparent about what, how and why it operates the way it does

**Inclusiveness** - Badminton Canada will strive to ensure that social justice, respect and equity issues are resolved as they relate to processes and challenges associated with employment, religion, age, ability, gender, sexuality, race, ethnicity, the work environment, class and any other bases of inequality and inequity among employees and students.

### 3.0 STRATEGIC OBJECTIVE

#### 3.1 MARKETING

##### 3.1.1 Develop and populate a Marketing/Communications Committee

Badminton Canada needs to develop a marketing committee to assist with the development of a robust and comprehensive marketing plan.

| Action Steps                        | Person/s       | Year | Completion | Evaluation | Interdependencies    | KPI  |
|-------------------------------------|----------------|------|------------|------------|----------------------|--|
| Define Committee Terms of Reference | Vice President | 2015 | Dec-15     | BOD        |                      | Completed T of R which are approved by BOD |
| Populate Committee                  | Vice President | 2015 | Jan-16     | BOD        | Other BOD and P/TSOs | Active Committee of Five                   |

##### 3.1.2 Develop and Communications Plan

Badminton Canada needs to develop a comprehensive communications plan to better facilitate interactions with various stakeholders.

| Action Steps   | Person/s            | Year | Completion  | Evaluation | Interdependencies         | KPI  |
|--|---------------------|------|-------------|------------|---------------------------|--|
| Identify list of events/activities to be covered in 2016 to 2018 | Marketing Committee | 2016 | Winter 2016 | BOD        | HP, BOD, other Committees | Shared list with domestic event hosts and other key stakeholders |

|   |                     |      |                  |             |                                    |  |
|---|---------------------|------|------------------|-------------|------------------------------------|--|
| Identify type of coverage required (traditional coverage, webcasting, social media) | Marketing Committee | 2016 | Winter 2016      | BOD         | Event Hosts and other stakeholders |  |
| Resource Allocation   | Marketing Committee | 2016 | Winter 2016      | BOD         | Finance Committee                  | Allocated budget for communication contractor as well as other media coverage in 2016/17 and 2017/2018 budgets |
| Engagement of Communication Contractor  | Marketing Committee | 2016 | Winter 2016      | BOD         | ED                                 | Communications contractor engaged within budget allocations  |
| Communications Contractor Review  | Marketing Committee | 2017 | Spring 2017/2018 | BOD / P/TSO | ED                                 | Formal review conducted of contractor in spring 2017 and 2018  |

### 3.1.3 Develop a pre and Post Olympic Games promotional and visibility Plan

Badminton Canada needs to leverage the opportunity provided through the Rio Olympics in order to promote and grow our sport.

| Action Steps                                   | Person/s            | Year | Completion  | Evaluation  | Interdependencies    | KPI   |
|--|---------------------|------|-------------|-------------|----------------------|---|
| Identify list of opportunities around Olympics | Marketing Committee | 2016 | Winter 2016 | BOD         | HP                   | Development of ideas and list of potential events for increased visibility around Rio |
| Develop schedule of events                     | Marketing Committee | 2016 | Spring 2016 | BOD         | HP / Potential Hosts | Full schedule of events identified and secured  |
| Host events                                    | Marketing Committee | 2016 | 01-Jul      | BOD         | HP / Hosts           | Events hosted with all revenue towards HP programming                                 |
| Evaluation                                     | Marketing Committee | 2016 | 01-Sep      | BOD / Hosts | HP / Hosts           | Written debrief approved by BOD   |

### 3.1.4 Increase Donations

Badminton Canada has had some success in securing donations in the recent past which has assisted in program development. Donors need to be fostered to ensure continued giving and a potentially legacy giving.

| Action Steps                                      | Person/s            | Year           | Completion            | Evaluation | Interdependencies | KPI   |
|---|---------------------|----------------|-----------------------|------------|-------------------|---|
| Develop Donor Messaging                           | Marketing Committee | 2016/2017/2018 | Winter 2016/2018/2019 | BOD        | Communications    | Refinement of existing donor messaging                                      |
| Identify events / persons to target for donations | Marketing Committee | 2016/2017/2018 | Spring 2016/2017/2018 | BOD        | BOD P/Tso         | Development of list of potential donors with at least 50 individuals listed |



|                                 |                     |                |                       |     |                |  |
|---------------------------------|---------------------|----------------|-----------------------|-----|----------------|--|
| Launch Donor Program Initiative | Marketing Committee | 2016/2017/2018 | Spring 2016/2017/2018 | BOD | Communications | Launch donor program in conjunction with RIO promotion plan in 2016 and spring championships & Canada Open |
| Evaluate Donor Program          | Marketing Committee | 2016/2017/2018 | Dec 2017 / 2018       | BOD | BOD            | Donations totaling \$15,000  |

### 3.1.5 Investigate new sponsor opportunities

Badminton Canada with the development of new products and our existing product line, Badminton Canada will explore additional sponsorship revenue.

| Action Steps   | Person/s | Year | Completion | Evaluation | Interdependencies | KPI   |
|--|----------|------|------------|------------|-------------------|---|
| Develop Sponsorship Proposal for BCAN Programs                         | ED/VP    | 2015 | Fall 2015  | BOD        | EXCO              | Robust Sponsor Proposal package developed   |
| Develop list of potential BCAN sponsors and initiate contact with them | ED/VP    | 2015 | Fall 2015  | BOD        | BOD /P/Tso        | List of 30 potential corporate sponsor developed and initial contact made with key individuals within those organizations |

|  |                     |                      |             |     |                 |  |
|--|---------------------|----------------------|-------------|-----|-----------------|--|
| Sponsor presentations and securing of additional sponsor               | ED/VP               | 2015/2016/2017 /2018 | Ongoing     | BOD | ED/President/VP | Badminton Canada incrementally increases sponsorship revenue by \$100K in 2016, \$150K in 2017, & \$200K in 2018 |
| Development of online certificate system for Shuttle Time Participants | Marketing Committee | 2016                 | Spring 2016 | BOD | BOD / BADAB     | Low cost participant registration system developed which track and issues certificates to student participants   |

### 3.1.6 Government and NGO Revenue

Determine the funding priorities of Sport Canada, government agencies (CAC, PT Coaching, PT Sport, OTP, CSI Network), and other government agencies (municipal/provincial) and better understand the opportunities obligations that go along with that funding.

| Action Steps   | Person/s                         | Year | Completion  | Evaluation | Interdependencies         | KPI   |
|--|----------------------------------|------|-------------|------------|---------------------------|---|
| Identify Funding Priorities for CAC/ Sport Canada/ OTP   | Executive Director / HP Director | 2015 | Fall 2015   | BOD        | HP/LTAD/Sport Development | Gap analysis of previous SFAF submission completed and activities undertaken to bridge gaps. Review of Above Reference priorities. Development of podium profile as initial step to secure OTP funding. Review of CAC funding priorities. |
| Submit SFAF funding application for next quad            | Executive Director / BOD         | 2016 | Fall 2016   | BOD        | HP/LTAD/Sport Development | SFAF application submitted  |
| Review SFAF contribution agreement for next quad with SC | Executive Director / BOD         | 2016 | Winter 2016 | BOD        |                           | Increase in SFAF yearly contributions   |

|   |                                  |                |             |     |                                 |   |
|---|----------------------------------|----------------|-------------|-----|---------------------------------|---|
| Survey P/Tso for funding opportunities for Coaching Development/ Officials Development/ LTAD Programs | Executive Director               | 2016           | Spring 2016 | BOD | P/Tso/HP/LTAD/Sport Development | Detailed results from P/Tso on different funding sources for joint projects                               |
| Identify and initiate strategic partnerships with P/Tso on projects                                   | Executive Director               | 2016           | Summer 2016 | BOD | P/Tso/HP/LTAD/Sport Development | MOU with P/Tso and initiation of program delivery that deliver increased services and participation rates |
| OTP funding review  | Executive Director / HP Director | 2016           | Fall 2016   | BOD | P/Tso/HP/LTAD/Sport Development | Badminton Canada qualifies for OTP funding as Tier 3 sport  |
| Above Reference (SC) and CAC funding priority review  | Executive Director               | 2016/2017/2018 | Variable    | BOD | P/Tso/HP/LTAD/Sport Development | Increase in Above Reference and CAC funding for aligned projects  |

### 3.1.7 Look at alternate revenue streams – insurance, coach training

Badminton Canada needs to look outside our regular business operation in order to offer a fee for service for non-traditional product offerings.

| Action Steps                                     | Person/s            | Year | Completion  | Evaluation | Interdependencies | KPI   |
|--|---------------------|------|-------------|------------|-------------------|---|
| Insurance Review                                 | VP                  | 2015 | Fall 2015   | BOD        | ED                | New insurance provider identified that offers a discount for directors, event, injury and physical recourse |
| Coaching Development Revenue Generation          | ED / Staff          | 2016 | Spring 2016 | BOD        | Sport Development | National online registration module for NCCP courses and content launched                                   |
| Implementation of new coaching fees tied to NCCP | ED                  | 2016 | Jan 2016    | BOD        | Sport Development | Badminton Canada collecting fees from LF for each participant in courses                                    |
| Launch of membership Insurance Package           | Marketing Committee | 2016 | June 2016   | BOD        | Membership        | All players both domestic and international have comprehensive injury insurance.                            |

### 3.2 MEMBERSHIP

#### 3.2.1 Define individual membership categories

Badminton Canada needs to review our different stakeholders and segment them into different membership categories. The segments can then be evaluated to ensure that fee for services and membership benefits match.

| Action Steps   | Person/s   | Year | Completion | Evaluation | Interdependencies | KPI   |
|--|------------|------|------------|------------|-------------------|---|
| Environmental scan of the all Badminton in Canada stakeholders for membership segmentation | Membership | 2015 | Fall 2015  | BOD        | Marketing /P/Tsos | List various membership categories within P/Tso and other groups which could be included into membership categories |
| Define member benefits for each segment  | Membership | 2015 | Fall 2015  | BOD        | Marketing         | Defined membership benefit and reinvestment plan developed  |

### 3.2.2 Re-examine fee structures

#### 3.2.2.1 P/TSO competitive member fees

#### 3.2.2.2 NSO competitive member fees

#### 3.2.2.3 Non player membership fees

| Action Steps   | Person/s   | Year | Completion | Evaluation | Interdependencies | KPI  |
|--|------------|------|------------|------------|-------------------|--|
| Review Competitive membership fees for provincial, national and non-athlete stakeholders | Membership | 2015 | Fall 2015  | BOD        | P/Tso             | List of all membership categories within P/Tso |

|   |            |      |           |     |                                  |   |
|---|------------|------|-----------|-----|----------------------------------|---|
| Define membership benefits  | Membership | 2015 | Fall 2015 | BOD | Marketing /P/Tsos                | List all existing membership benefits and potential enhancements  |
| Develop membership portal for members that allow them to purchase PSO/NSO memberships at one time | membership | 2015 | 01-Jun-16 | BOD | P/Tsos / Competitions (rankings) | Merging of existing P/Tso databases with BCAN database with launch of national database system June 1, 2016 |

### 3.3 HIGH PERFORMANCE

#### 3.3.1 Development of a Podium Profile/Pathway for Olympic Games

In order to access Own the Podium funding, a Podium Profile for an Olympic medal winner must be developed.

| Action Steps | Person/s | Year | Completion | Evaluation | Interdependencies | KPI |
|--------------|----------|------|------------|------------|-------------------|-----|
|--------------|----------|------|------------|------------|-------------------|-----|

|   |             |      |             |              |  |  |
|---|-------------|------|-------------|--------------|--|--|
| Review of 2012 podium finishers and their past careers and development that includes progressions and career KPIs | HP Director | 2015 | Fall 2015   | HP Committee | BWF and other National Badminton Federations | Development of Podium Pathway document |
| Development of a review tool for Canadian player performances against progression and KPIs                        | HP Director | 2016 | Spring 2016 | HP Committee | Outside Consultant                           | Tool developed and piloted             |
| Development of a Gap analysis tool  | HP Director | 2016 | Spring 2016 | HP Committee | Outside Consultant                           | Tool developed and piloted             |
| Develop universal strategies to mitigate the podium gap   | HP Director | 2016 | Spring 2016 | HP Committee | Outside Consultant                           | Tool developed and piloted             |



|  |             |      |             |              |                    |   |
|--|-------------|------|-------------|--------------|--------------------|---|
| Implementation of Podium Profile tool for junior players at national and P/Tso level | HP Director | 2017 | Spring 2017 | HP Committee | Outside Consultant | Tool actively used by 4 P/Tso and national team coaches to align player development to podium pathway |
|--|-------------|------|-------------|--------------|--------------------|---|

### 3.3.2 Development of a High Performance Plan to 2020

Upon completion of the development of a Podium Profile, Badminton Canada will need to implement strategies to overcome the gaps between Canadian players and podium finishers.

| Action Steps   | Person/s    | Year | Completion  | Evaluation   | Interdependencies | KPI   |
|--|-------------|------|-------------|--------------|-------------------|---|
| Implementation of existing support tools (IST, online athlete monitoring) into gap mitigation strategies | HP Director | 2016 | Spring 2016 | HP Committee |                   | IST, online athlete monitoring fully integrated into Podium Pathway program |
| Implementation Podium Pathway into HP four year strategic plan (2020)                                    | HP Director | 2016 | Summer 2016 | HP Committee | P/Tso             | New National Team selection criteria and event selection criteria developed |

|  |             |            |             |              |       |   |
|--|-------------|------------|-------------|--------------|-------|---|
| Evaluation of existing player pool against Podium Pathway Profile    | HP Director | 2017       | Spring 2017 | HP Committee | P/Tso | Top seniors and junior players are evaluated against the tool                           |
| Identification of National Team players and development team players | HP Director | 2017/ 2018 | June        | HP Committee | P/Tso | BCAN selects players based on Podium Pathway evaluations rather than tournament results |

### 3.3.3 National Team

Badminton Canada's National Team(s) needs not only be selected on performance based but also reflects the Podium Pathway and the Canadian player gap analysis. With this in mind, Badminton Canada will be reexamining our national team structure and support mechanisms to ensure that there is alignment between the Podium Pathway and the 2020 HP Strategic Plan.

| Action Steps       | Person/s    | Year   | Completion | Evaluation   | Interdependencies | KPI  |
|--------------------|-------------|--------|------------|--------------|-------------------|--|
| National Team Camp | HP Director | Yearly | TBD        | HP Committee | PSO/Marketing     | Camp held yearly with National Team Athletes, targeted junior players and PSO nominated participants |

|   |             |        |             |              |           |  |
|---|-------------|--------|-------------|--------------|-----------|--|
| Selection of AAP and National Team Athletes                                   | HP Director | Yearly | June        | HP Committee |           | AAP selection include athletes with immediate podium potential as well as athletes closely aligned with Podium Profile |
| Selection of National Team Athletes   | HP Director | Yearly | July        | HP Committee | Marketing | Selection include athletes with immediate podium potential as well as athletes closely aligned with Podium Profile     |
| Integration of Podium Pathway Profile into National Criteria for 2017/18      | HP Director | 2016   | Spring 2016 | HP Committee |           | New National Team Criteria published   |
| Integration of Podium Pathway Profile into AAP (Carding) criteria for 2016/17 | HP Director | 2016   | Spring 2016 | HP Committee |           | New AAP Criteria Published   |

|  |             |             |                  |              |  |
|--|-------------|-------------|------------------|--------------|--|
| Implementation of gap mitigation strategies into National Team activities and support plan | HP Director | 2016 onward | Fall 2016 onward | HP Committee | Gap mitigation strategies are communicated to PSO/Personal coaches/National Team coaches for targeted athletes |
|--|-------------|-------------|------------------|--------------|--|

### 3.3.4 National Coaching Pool

The National Coaching Pool is a key tool in supporting our Players aspirations and success. Badminton Canada will perform yearly coaching evaluations for each national team coach an overall program review, as well as prepare the call for the next quadrennial.

| Action Steps                               | Person/s                         | Year   | Completion | Evaluation   | Interdependencies | KPI  |
|--|----------------------------------|--------|------------|--------------|-------------------|--|
| Assign events and athlete monitoring tasks | HP Director/<br>HP Chair /<br>ED | Yearly | March      | HP Committee | Personal Coaches  | Each Coach has assigned athletes they are tracking |
| Conduct yearly performance review          | HP Director/<br>HP Chair /<br>ED | Yearly | September  | HP Committee |                   | Formalized performance review                      |
| Conduct yearly program review              | HP Director/<br>HP Chair /<br>ED | Yearly | February   | HP Committee |                   |  |

|   |                            |      |           |                    |                |  |
|---|----------------------------|------|-----------|--------------------|----------------|--|
| Identify Coaching needs for next quad                         | HP Director/ HP Chair / ED | 2016 | Fall 2016 | HP Committee       |                | National coaching pool segmented into key activities - Athlete Monitoring, Para, Junior/Senior, Podium Pathway |
| Draft and circulate call and selection criteria for next quad | HP Director/ HP Chair      | 2016 | Fall 2016 | HP Committee       | Communications | Call circulated  |
| Selections National Team Coaching Pool                        | HP Director/ HP Chair / ED | 2016 | Fall 2016 | HP Committee / BOD |                | Coaches selected for next quad   |

### 3.3.5 Competitions Systems

In the next three year, Badminton Canada will be looking at the following activities to improve our competition structure.

#### 3.3.5.1 Canada Games

There exists opportunities to clarify and update the Canada Games Technical Package.

| Action Steps   | Person/s               | Year | Completion | Evaluation | Interdependencies | KPI   |
|--|------------------------|------|------------|------------|-------------------|---|
| Revisit current technical package and review for gaps. | Competitions Committee | 2015 | Fall 2015  | BOD        | P/Tso             | Gaps in technical package documented to Competition committee |

|  |                        |      |             |     |       |   |
|--|------------------------|------|-------------|-----|-------|---|
| Address identified gaps (competition clothing, seeding, team draw and other) | Competitions Committee | 2015 | Fall 2015   | BOD | P/Tso | Competition has clear policies in place to address gaps                       |
| Review of age groups for Canada Games  | Competitions Committee | 2015 | Fall 2015   | BOD | P/Tso | Realignment of Canada Games age groups from Train to win to Train to Compete. |
| Submit technical package and age group recommendations to CGC for approval   | Competitions Committee | 2016 | Winter 2016 | BOD |       | Documentation submitted and approved.   |

### 3.3.5.2 U15 Age Group

Badminton Canada needs to review our LTAD document and determine if the additional of U15 age categories should be added to our Junior Elite Competitions or used as a tool to identify future national team players.

| Action Steps | Person/s | Year | Completion | Evaluation | Interdependencies | KPI |
|--------------|----------|------|------------|------------|-------------------|-----|
|--------------|----------|------|------------|------------|-------------------|-----|

|   |                        |            |                   |     |       |  |
|---|------------------------|------------|-------------------|-----|-------|--|
| Review LTAD document to determine the appropriateness of adding U15 age categories to Junior Elite Series | Competitions Committee | 2015       | Spring 2015       | BOD | P/Tso | Formal review document submitted to Competitions committee for review  |
| Determine ranking and seeding policies and procedures for U15 events                                      | Competitions Committee | 2016       | Fall 2015         | BOD | P/Tso | Ranking and seeding policies developed                                 |
| Expand U15 pilot to 5 Junior Elite tournament holding U15 events  | Competitions Committee | 2015/ 2016 | 2015/ 2016 Season | BOD | P/Tso | 5 Junior Elite Events hosting U15 pilot events                         |
| Decision regarding full integration of U15 into Junior Elite Competition Structure                        | Competitions Committee | 2016       | Jun-16            | BOD | P/Tso | Competition Committee makes recommendation at AGM regarding U15 events |

### 3.3.5.3 Development of new ranking process to include Provincial Level Events into national rankings

In an effort to give more weight to the strong competition structure already existing at the P/Tso level, to drive value back to our membership and potentially increase membership numbers, Badminton Canada will review P/Tso competitions with the intent of including P/Tso competitions in a national ranking tool.

| Action Steps  | Person/s               | Year | Completion       | Evaluation | Interdependencies | KPI   |
|---|------------------------|------|------------------|------------|-------------------|---|
| Develop national level ranking criteria for P/Tso level events in Juniors/Seniors/Masters | Competitions Committee | 2015 | Spring 2015      | BOD        | P/Tso/Membership  | Approved document that includes weighing of P/Tso event imperically |
| Communicate Ranking Modules   | Competitions Committee | 2015 | AGM 2015         | BOD        | P/Tso/Membership  | Presented and approved at AGM                                       |
| Implementation of new ranking system  | Competitions Committee | 2016 | Fall 2016 onward | BOD        | P/Tso             | P/Tso events included in national rankings                          |

#### 3.3.5.4 Development of new citizenship regulations

Badminton Canada desires to be inclusive in all our activities, however our competition structure and ranking tools do create situations where non-Canadian citizens can displace Canadians who are attempting to qualify for National Team or International Events.

| Activity | Person/s | Year | Completion | Evaluation | Interdependencies | KPI |
|----------|----------|------|------------|------------|-------------------|-----|
|----------|----------|------|------------|------------|-------------------|-----|



|  |                        |      |             |     |                  |   |
|--|------------------------|------|-------------|-----|------------------|---|
| Complete recommendations of the new citizenship requirements for the 2016 Junior and Senior National Championships | Competitions Committee | 2015 | Spring 2015 | BOD | P/Tso/Membership | New citizenship requirements developed                    |
| Communicate new Citizenship requirements   | Competitions Committee | 2015 | AGM 2015    | BOD |                  | New citizenship requirements presented at AGM             |
| Review Citizenship requirements for both Junior and Senior Elite Events  | Competitions Committee | 2016 | Winter 2016 | BOD |                  | Document produced with recommendations                    |
| Provide BOD recommendation on Citizenship requirements for Junior and Senior Elite Events                          | Competitions Committee | 2016 | Winter 2016 | BOD | P/Tso/Membership | BOD decision on citizenship requirements for Elite events |

### 3.3.5.5 Development of ideal NSO according to CS4L recommendations

Badminton Canada must continue to develop and align our activities according to the IDEAL NSO principal developed by CS4L.

| Action Steps   | Person/s                            | Year      | Completion  | Evaluation         | Interdependencies                 | KPI  |
|--|-------------------------------------|-----------|-------------|--------------------|-----------------------------------|--|
| Foundation - AWAD                                      | See Para                            |           |             |                    | Competitions, HP, Para Committees | LTAD document for para badminton                                       |
| Foundations - Skills Matrix and LTAD Stage Transitions | See HP Committee and Para Committee |           |             |                    | Competitions, HP, Para Committees | Podium Pathway Document and tools                                      |
| Foundations - Discipline Specific                      | Competitions Committee              | 2016      | Spring 2016 | BOD                | P/Tso, HP/Para Committees         | Develop framework for required events according to national age groups |
| R&R Competition Review                                 | Competitions Committee              | 2015/2016 | Spring 2016 | BOD/<br>Membership | P/Tso                             | Complete competition review document for membership approval           |
| R&R Competition Restructuring                          | Competitions Committee              | 2015/2016 | Spring 2016 | BOD/<br>Membership | P/Tso                             | Complete competition review document for membership approval           |
| R&R LTOD   | See Officials Committee             | 2016      | Fall 2016   | BOD                | P/Tso,<br>Competitions Committee  | LTOD document for officials  |

|   |                     |  |  |  |   |   |
|---|---------------------|--|--|--|---|---|
| R&R<br>Programing<br>and Physical<br>Literacy -<br>Shuttle Time | See LTAD            |  |  |  | Competitions<br>Committee                               | Fully developed<br>School Program that<br>includes online<br>learning, online<br>participant tracking<br>and NCCP<br>intruactional beginner<br>stream |
| Adv. Program -<br>Pathways Club<br>Program                      | See LTAD            |  |  |  | Marketing,<br>membership,<br>competitions<br>committees | Fully developed club<br>program that is<br>online and records<br>participants   |
| Adv. Program -<br>Monitoring and<br>optimal<br>pathway          | See HP<br>Committee |  |  |  | Competitions and<br>HP Committees                       | Podium Pathway<br>Document and tools  |
| Sector<br>Activation -<br>School Based<br>Sports                | See LTAD            |  |  |  | Competitions<br>Committee                               | Fully developed<br>School Program that<br>includes online<br>learning, online<br>participant tracking<br>and NCCP<br>intruactional stream             |

### 3.3.5.6 Develop of criteria for players to access BWF sanctioned events.

Badminton Canada does not have a minimum criteria or guidelines for players to be entered into BWF events.

| Action Steps  | Person/s               | Year | Completion  | Evaluation | Interdependencies | KPI  |
|---|------------------------|------|-------------|------------|-------------------|--|
| Review current players with BWF numbers, their results internationally and their results nationally                               | Competitions Committee | 2017 | Spring 2017 | BOD        | HP Committee      | Document created which links domestic historical domestic results with international results   |
| Develop in conjunction with HP Committee a criteria to determine what minimum domestic results merit the awarding of a BWF number | Competitions Committee | 2017 | Summer 2017 | BOD        | HP Committee      | Policy developed that aligns Podium Pathway Document and domestic results which clearly indicates baseline results to be entered into BWF events |
| Policy approval   | Competitions Committee | 2017 | Fall 2017   | BOD        |                   | Policy approved by BOD   |
| Implementation of new policy  | Competitions Committee | 2018 | 01-Jan-18   | BOD        |                   | Implementation of new policy   |

### 3.3.6 Para Badminton

In the fall of 2014, the IPC determined that para badminton would be included in the 2020 Paralympics in Tokyo. To that end, Badminton Canada has determined that we will develop a HP program and domestic competitions structure that will eventually support a potential medalist for the 2024 Paralympic Games.

| Action Steps   | Person/s       | Year  | Completion  | Evaluation | Interdependencies              | KPI   |
|--|----------------|-------|-------------|------------|--------------------------------|---|
| Conduct environmental scan to determine best practices in developing a comprehensive para badminton Program. | Para Committee | 2015  | Fall 2015   | BOD        |                                | Ongoing meetings with other para racket sports and other national badminton federation to determine best practices. Meetings with Tennis Canada, Table Tennis Canada and attendance at para international events. |
| Identifying and training Classifiers   | Para Committee | 2015/ | Fall 2015   | BOD        |                                | 8 Classifiers Trained by 2017   |
| Development of a 4 year operations plan to address development needs for the sport                           | Para Committee | 2016  | Winter 2016 | BOD        | Competitions and HP Committees | Development of a 4 year plan document from Rio 2016 to Tokyo 2020 that outlines domestic competition, coach, officials development as well as a HP component that will see Canada medal in 2020                   |

|  |                |      |             |     |  |   |
|--|----------------|------|-------------|-----|--|---|
| Development of regulations allowing for para players to integrate into existing competition structure of BCAN  | Para Committee | 2016 | Spring 2016 | BOD | Officials Committee/<br>Competitions Committee | Rules and regulations for intergration of para competitions published to membership/website |
| Demonstration of Para Badminton at 2016 Junior National Championships  | Para Committee | 2016 | Spring 2016 | BOD | Competitions Committee / Host Committee        | Para badminton Championship held in conjunction with Junior National Championships          |
| Development of National Team Selection and AAP Criteria for para badminton                                     | Para Committee | 2016 | Spring 2016 | BOD | HP Committee                                   | AAP criteria document created and published   |
| Development of a AWAD LTAD and Classification Matrix for the six classifications: WH1, WH2, SL3, SL4, SS5, SS6 | Para Committee | 2016 | Spring 2016 | BOD | Contractor                                     |   |

|   |                |      |             |     |  |  |
|---|----------------|------|-------------|-----|--|--|
| Coach, Club and facility identification   | Para Committee | 2016 | Fall 2016   | BOD |  | List of clubs capable and interested in supporting AWAD athletes collected and published on website                      |
| Identify and deliver additional coach training session as well as potentially integrate a para badminton module into the NCCP competitions Stream | Para Committee | 2017 | Winter 2017 | BOD |  | Para PD module developed for NCCP maintenance. Delivery of one para development coach course by BWF in 2016, 2017, 2018. |

### 3.4 SPORT DEVELOPMENT

#### 3.4.1 Coaching Development

##### 3.4.1.1 Development of Coaching Committee

Badminton Canada currently has a small coaching committee. The committee needs to grow in light of the need for additional expertise in the areas of the competition stream and instructional stream.

| Action Steps   | Person/s                                  | Year | Completion | Evaluation | Interdependencies | KPI   |
|--|---|------|------------|------------|-------------------|---|
| Coaching committee meets and targets specific coaches and P/Tso staff/Volunteers to become part of BCAN Coaching Committee | Executive Director/<br>Coaching Committee | 2015 | 15-Apr     | BOD        | P/Tsos            |   |
| Recruitment of Committee Members   | Executive Director                        | 2015 | 15-May     | BOD        | P/Tsos            | Committee composed of CAC rep, P/Tso reps, national team coaches and club coaches |

#### 3.4.1.2 Completion of NCCP Competition Introduction Stream

This project has been underweight for several years now, but happily approaching final approval stage with CAC. However there will be a few tasks that need to be accomplished to have the program fully up and running.

| Action Steps               | Person/s                          | Year | Completion | Evaluation | Interdependencies | KPI          |
|----------------------------|-----------------------------------|------|------------|------------|-------------------|--------------|
| Final CAC Approval         | Executive Director/<br>Contractor | 2015 | 15-Mar     | CAC        |                   | CAC approval |
| Roll out of new program to | Executive Director                | 2015 | 15-Apr     | BOD        | P/Tsos            |              |



|                              |                                   |      |             |     |                     |   |
|------------------------------|-----------------------------------|------|-------------|-----|---------------------|---|
| P/Tso                        |                                   |      |             |     |                     |   |
| Development of online module | Executive Director/<br>Contractor | 2016 | Spring 2016 | BOD | Marketing Committee | National online registration module for NCCP courses and content launched |

### 3.4.1.3 Completion of NCCP Instructional Stream – Beginner Stream

Badminton Canada has partnered with Badminton Alberta to start piloting the BWF Shuttle Time Program in Canada with the goal of delivering the program in schools. Based on this program, Badminton Canada will be creating teacher specific NCCP program.

| Action Steps   | Person/s                                       | Year | Completion  | Evaluation         | Interdependencies | KPI   |
|--|--|------|-------------|--------------------|-------------------|---|
| Review and development of Shuttle Time material into three Modules | Executive Director /<br>Bad AB /<br>Contractor | 2015 | Summer 2015 | Coaching Committee | LTAD / CAC / BWF  | Shuttle Time segmented into Gold/Silver and Bronze levels |
| Preparation and submission of CAP material                         | Executive Director /<br>Bad AB /<br>Contractor | 2015 | Fall 2015   | CAC                |                   | Submission made   |
| CAP Approval   | Executive Director /<br>Bad AB /<br>Contractor | 2015 | 01-Jan      | CAC                |                   | CAC CAP   |

|  |  |      |             |                    |                  |  |
|--|--|------|-------------|--------------------|------------------|--|
| Development of online portal for Shuttle Time and Instructional Beginner program | Executive Director / Bad AB / Contractor | 2016 | 01-Jan      | Coaching Committee | LTAD / Marketing | Fully developed School Program that includes online learning, online participant tracking and NCCP instructional beginner stream |
| CAP Feedback integration   | Executive Director / Bad AB / Contractor | 2015 | Feb-16      | Coaching Committee |                  | Final documentation ready for CAC approval   |
| CAC Final Approval   | Executive Director / Bad AB / Contractor | 2016 | Fall 2015   | CAC                |                  | CAC Approval   |
| MLF/LF/LE Training   | Executive Director / BADAB Contractor    | 2016 | Spring 2016 | Coaching Committee | P/Tso            | Deliver LF/LE training in new context  |

#### 3.4.1.4 Development of NCCP Competition Development Stream

To date, Badminton Canada initiated some small steps in the development of the new NCCP. Badminton Canada has completed the “Analyze Performance” module for this level. However, significant badminton specific content needs to be developed in order to get this module ready for CAC final approval.

| Action Steps   | Person/s                                | Year | Completion  | Evaluation         | Interdependencies | KPI  |
|--|---|------|-------------|--------------------|-------------------|--|
| Hiring Contractor to generate material for Competitions Development Modules in Analyze Performance | Executive Director / Coaching Committee | 2015 | Winter 2015 | BOD                |                   | Contractor hired and attends CAC workshop              |
| Development of materials and piloting  | Contractor                              | 2015 | Fall 2015   | Coaching Committee |                   | Material written (workbook and evaluation) and piloted |
| Submission for Conditional Approval  | Executive Director / Contractor         | 2016 | Fall 2015   | Coaching Committee |                   | Materials submitted                                    |
| Conditional Approval   | CAC                                     | 2016 | Jan-16      | CAC                |                   | CAP  |
| CAP Feedback integration   | Executive Director / Contractor         | 2016 | Feb-16      | Coaching Committee |                   | Completed document                                     |
| CAC Final Approval   | Executive Director / Contractor         | 2016 | Mar-16      | CAC                |                   | Final CAC approval                                     |
| MLF/LF/LE Training   | Executive Director / Contractor         | 2016 | Spring 2016 | Coaching Committee | P/Tso             | Deliver LF/LE training in new context                  |

### 3.4.2 Officials Development

#### 3.4.2.1 Develop and implement Long Term Officials Development Model

Currently, Badminton Canada does not have a long term development model for officials. Badminton Canada will initiate the development of a Young Officials Program and begin to strategically target both Umpires and Officials to move them to Pan Am and BWF levels.

| Action Steps  | Person/s            | Year | Completion  | Evaluation | Interdependencies | KPI  |
|---|---------------------|------|-------------|------------|-------------------|--|
| Update Term of Reference for Officials Committee  | Officials Committee | 2015 | Fall 2015   | BOD        |                   | New terms of reference published and approved  |
| Development of a long term strategy and process to identify, evaluate and support international officials development | Officials Committee | 2016 | Winter 2016 | BOD        | P/Tsos            | By 2020 BCAN will have 2 BWF certified referees, 1 BPAC certified referee, 3 BWF certified umpires, 5 BPAC certified umpires |

|                                     |                     |      |             |     |        |   |
|-------------------------------------|---------------------|------|-------------|-----|--------|---|
| Redevelopment of Officials Policies | Officials Committee | 2016 | Spring 2016 | BOD |        | New policy will contain, LTOD model, uniform policy, evaluation policy, travel policy, international development policy, code of conduct, record of work, assignment selections |
| Young Officials Program             | Officials Committee | 2017 | Spring 2017 | BOD | P/Tsos | BCAN will launch new young umpires program  |
| National Linejudge Program          | Officials Committee | 2018 | Spring 2018 | BOD | P/Tsos | BCAN will launch new linejudge training program   |

### 3.5 LTAD

#### 3.5.1 Develop and implement a schools based skill development awards tool

Badminton Canada has partnered with Badminton Alberta to start piloting the BWF Shuttle Time Program in Canada with the goal of delivering the program in schools.

| Action Steps | Person/s | Year | Completion | Evaluation | Interdependencies | KPI |
|--------------|----------|------|------------|------------|-------------------|-----|
|--------------|----------|------|------------|------------|-------------------|-----|

|  |  |      |                         |                |                                      |  |
|--|--|------|-------------------------|----------------|--------------------------------------|--|
| Review and development of Shuttle Time material into three Modules               | Executive Director / Bad AB / Contractor | 2015 | Winter 2015             | LTAD Committee | Coaching Committee                   | Shuttle Time segmented into Gold/Silver and Bronze levels  |
| Pilot Alberta  | LTAD Committee / Bad AB                  | 2015 | Fall 2015 / Winter 2016 | BOD            |                                      | Pilot conducted in Calgary and Cochrane AB   |
| Integration of Shuttle Time program into student tracking database / awards tool | LTAD Committee                           | 2016 | Summer 2016             | BOD            | Marketing Committee                  | Low cost participant registration system developed which track and issues certificates to student participants |
| PHE Evaluation and endorsement   | LTAD Committee / Bad AB                  | 2016 | Spring 2016             | BOD            | Marketing Committee                  | PHE endorse program under "PHE Endorsed Programs"  |
| National Rollout   | LTAD Committee                           | 2016 | Fall 2016               | BOD            | Marketing Committee / Communications |  |

### 3.5.2 Develop and implement a club based player tracking and skill development awards tool

Badminton Canada has developed a skills matrix and club based tool that will allow track a layers progression through a skills matrix and ensure an orderly sequence to skill delivery.

Note that while the content of the program has been developed, the rollout is scheduled for 2017.

| Action Steps                               | Person/s       | Year   | Completion  | Evaluation                   | Interdependencies                   | KPI   |
|--|----------------|--------|-------------|------------------------------|-------------------------------------|---|
| Piloting Phase                             | LTAD Committee | 2017   | Winter 2017 | Pilot Clubs / LTAD Committee |                                     | Feedback from pilots intergrated into program |
| Development of Targeted Marketing Material | LTAD Committee | 2017   | Spring 2017 | BOD                          | Marketing Committee                 | Material developed                            |
| Communications and Promotions              | LTAD Committee | 2017   | Summer 2017 | BOD                          | Marketing Committee/ Communications | Material circualetd                           |
| National Rollout                           | LTAD Committee | Yearly | Fall 2017   | BOD                          | P/Tsos                              | Delivery of program in 20 clubs               |

### 3.6 OPERATIONS

#### 3.6.1 Enhance administrative capacity

##### 3.6.1.1 Conduct an inventory of current P/TSO staff and their responsibilities and identify areas for possible collaboration to increase administrative capacity

Badminton Canada will seek out oppourtunities to engage with our P/Tso members in an effort to share resources and capacity to build a better, stronger organization with shared resources.

| Action Steps   | Person/s           | Year   | Completion | Evaluation           | Interdependencies | KPI   |
|--|--------------------|--------|------------|----------------------|-------------------|---|
| Conduct needs assessment and an environmental scan of P/Tso staff and BOD / Committee Members to identify expertise and potential for shared resources | Executive Director | Yearly | Variable   | Operations Committee | P/Tsos            | BCAN outsources projects or activities based on capacity issues and relative expertise of within P/Tsos |

### 3.6.1.2 Strategically seek out new volunteers for board of directors and volunteer committees

Badminton Canada will seek out new members for our Board of Directors and Committees in an effort to build capacity and increase member involvement.

| Action Steps  | Person/s              | Year        | Completion  | Evaluation | Interdependencies | KPI   |
|---|-----------------------|-------------|-------------|------------|-------------------|---|
| Development a recruitment and retention strategy and policies for BOD and committee members | Nominations Committee | Winter 2016 | Spring 2016 | BOD        |                   | Executive Committee will serve as BOD and committee recruitment group, will have set terms of references and develop policies around recruitment, retention and evaluation. |



|   |                       |        |          |             |                |  |
|---|-----------------------|--------|----------|-------------|----------------|--|
| Review committee needs and upcoming BOD vacancies for next elections      | Nominations Committee | Yearly | Variable | BOD         | All committees |  |
| Develop call for BOD and Committee members                                | Nominations Committee | Yearly | Winter   | BOD         | Communications | Full committees  |
| Badminton Canada BOD and committee members conduct yearly self-evaluation | Nominations Committee | yearly | Spring   | BOD or EXCO | all committees | BOD and Committee members conduct self-evaluation of their activities to gauge productivity and engagement |

### 3.6.2 Develop a long term hosting strategy for Domestic and International events

Badminton Canada will develop a long term hosting strategy for both domestic and international events.

| Action Steps | Person/s | Year | Completion | Evaluation | Interdependencies | KPI |
|--------------|----------|------|------------|------------|-------------------|-----|
|--------------|----------|------|------------|------------|-------------------|-----|

|  |               |                      |             |     |  |   |
|--|---------------|----------------------|-------------|-----|--|---|
| Review and identify events for the 2016 to 2021 calendar years (both domestic and international)                     | Bid Committee | 2015                 | Spring 2015 | BOD |  | Develop long term hosting strategy for domestic and international events - 4 National Championship, Canada Open, International Junior, International Challenge and other BPAC/BWF events. |
| Update RFP for domestic events in 2018 and 2019 as well as international events between 2017 and 2021 and circulates | Bid Committee | 2015                 | Jan-16      | BOD | Competitions Committee (System/Calendar Alignment) / P/Tso |   |
| Evaluate Bid Packages and awarding of bids   | Bid Committee | Yearly (if required) | Fall        | BOD | P/Tso  | Bids awarded  |

### 3.6.3 Policies and Procedures

Badminton Canada will invest in revising and updating all our Operational Policies and Procedures to ensure they are current and that there are no policy gaps.

| Action Steps  | Person/s             | Year      | Completion       | Evaluation | Interdependencies | KPI  |
|---|----------------------|-----------|------------------|------------|-------------------|--|
| Conduct corporate policy and procedure review to identify gaps in existing material | Operations Committee | 2015/2017 | Summer 2015/2017 | BOD        |                   | Gaps identified and policies redrafted or created                                  |
| Approval of the BOD   | Operations Committee | 2015      | Fall 2015/2017   | BOD        |                   |  |
| Review  | Operations Committee | Yearly    | Variable         | BOD        |                   | Policies evaluated and modifications are made as issues or gaps present themselves |

#### 3.6.4 New Opportunities

Badminton Canada will continue to seek out new opportunities and develop new products in order to raise the profile of the sport and better service the membership.

| Action Steps                                  | Person/s             | Year   | Completion | Evaluation | Interdependencies | KPI   |
|---|----------------------|--------|------------|------------|-------------------|---|
| Receive and review new opportunity activities | Operations Committee | Yearly | Variable   | BOD        | Variable          | BCAN has the ability to react in a timely manner to capitalize on new opportunities that present themselves to the organization |

#### 3.6.5 Awards and Recognition

Badminton Canada needs to celebrate and recognize our success – both past and present. These celebrations bring visibility to our organization.

| Action Steps   | Person/s         | Year           | Completion               | Evaluation | Interdependencies                                | KPI  |
|--|------------------|----------------|--------------------------|------------|--|--|
| Review and approve new Hall of Fame Criteria and annual award criteria         | Awards Committee | 2015           | Fall 2016                | BOD        |  | Criteria completed, translated and published to website and circulated to membership |
| Review nominations for Hall of Fame and Annual Awards                          | Awards Committee | 2016/2017/2018 | Spring 2016/ 2017 / 2018 | BOD        | BOD/ P/Tso                                       | Winners selected   |
| Determine location and time of Hall of Fame and award presentations ceremonies | Awards Committee | 2016/2017/2018 | Spring 2016/ 2017 / 2018 | BOD        | BOD / Event Hosts / P/Tso / Marketing Committee  | Confirmed locations, times and other presentation details                            |
| Ceremonies   | Awards Committee | 2016/2017/2018 | Variable                 | BOD        | P/Tso/Hosts/ Marketing Committee/ Communications | Presentations Made   |
| Publish list of Former Olympians to website                                    | Awards Committee | 2016           | Jul-16                   | BOD        | Marketing Committee/ Communications              | List on Website  |

### 3.6.6 Finance

Strong financial planning and reporting are essential to ensure Badminton Canada maximizes our available financial resources to ensure the growth and development of our sport.

| Action Steps                                      | Person/s                | Year                            | Completion                   | Evaluation       | Interdependencies                   | KPI  |
|---|-------------------------|---------------------------------|------------------------------|------------------|-------------------------------------|--|
| Next Fiscal year Budget Development Period begins | ED/Treasurer/ Secretary | December - Yearly               | February - Yearly            | BOD              | BOD members, Staff, Committee Chair | Badminton Canada Committees have fully costed plans for next fiscal year.  |
| Quarterly Report                                  | ED/Treasurer/ Secretary | June/September/ December Yearly | July/ October January Yearly | BOD              | Accounting contractor               | 3 quarterly reports are developed and approved by BOD                      |
| Approval of next fiscal year budget               | BOD                     | March Yearly                    | March Yearly                 | BOD              |                                     | BOD approved budget for next fiscal year                                   |
| Yearly Audit                                      | ED/Treasurer/ Secretary | May Yearly                      | May Yearly                   | P/Tso Membership | Accounting Contractor/ Auditor      | Badminton Canada produces Audited statement that is approved by membership |

#### 4.0 CONCLUSION

In order for Badminton Canada to realize its vision and goals, resources will be reallocated and aligned with the strategic goals and priorities. These efforts must include ongoing collaboration between members, potential members, staff and volunteers.

This Strategic Plan is designed to reduce complexity and ensure that resources (human and financial) are channeled within an orderly framework. With the focus on the strategic directions, there is every reason to expect that Badminton will succeed in realizing its most important goals. Badminton Canada is committed to fulfilling its vision of “being an innovative and highly respected sports organization that enables Canadians the opportunity to excel in badminton and in life.”