STRATEGIC PLAN

2017-2024

LEADING THE NATION IN BADMINTON
Badminton Canada Strategic Plan 2017 - 2024

ANIL KAUL
There has never been a more exciting time for those of us involved in badminton in Canada. With a record number of participants, increasing financial support along with sponsors, donors and other funding agencies, and dedicated leaders working together at all levels - from local clubs, through the Provincial and Territorial Associations, to the National governing body - our sport has never been stronger. Badminton Canada’s 2017-2024 Strategic Plan, titled Leading the Nation in Badminton, reflects that excitement. This is a plan with a difference and we want to make sure it is shared with all our members and stakeholders.

We have reached out to the Canadian badminton community, looking for ideas and guidance on where we need to take the game in our country. Canadians responded - players, parents, coaches, officials, administrators, and sponsors. This is what we heard - Badminton Canada needs to:

1. Grow and Strengthen our sport in Canada through investments in people, clubs, our province and territorial members and the national programs;
2. Ensure Consistent, World-Class Performances by our National Teams;
3. Encourage and oversee the Growth of our Game in our country; and
4. Govern the game in Canada Professionally in collaboration with our partners.

The 2017-2024 Strategic Plan is based on ideas gathered from coast to coast. It helps us build towards becoming a leading badminton nation, and provides the road map to help get us there. It is a product of the passion that pervades the Canadian badminton community - the passion that will ensure our success moving forward.

While the road ahead is clear, we can expect some bumps along the way. Our diverse community will not always agree on every priority but ultimately, we all have the same goal: Canadians unified AS ONE to grow the sport of Badminton at all levels in Canada and to challenge the world in our sport.

Anil Kaul

President
Badminton Canada
In November 2016, Badminton Canada initiated the development of a new Strategic and High Performance Strategic Plans with the support of the Canadian Olympic Committee and Sport Canada. Badminton Canada engaged LLB Strategies to lead the stakeholder consultation and to facilitate the development of both plans.

In December 2016, Badminton Canada held a series of stakeholder meetings with our provincial/territorial partners, national team players, alumnae, coaches, club operators, sponsors and other stakeholders. The information gathered in these sessions was very valuable and developed the initial framework for the plans.

In January 2017, the Badminton Canada Board of Directors held a one day retreat to further develop the framework for the plans.

In February 2017 Badminton Canada held a one day summit meeting with our provincial/territorial partners to gather feedback and provide an overview of the work completed, as well as discuss next steps in the plans development. Additional consultation was occurred with key strategic partners throughout the rest of the Winter and Spring in 2017.

In June 2017, the draft plans were presented to the membership for feedback. Over the summer of 2017 additional work was done with key stakeholders to refine the mission and vision statements for the Strategic Plan. The plans were approved by the Board of Directors of Badminton Canada in October 2017.

The final version of the plans were circulated to the membership and general public in December 2017.
NOVEMBER 2016
BCAN engages with COC, Sport Canada and LLB Strategies

DECEMBER 2016
BCAN initiates stakeholder meetings to develop framework

JANUARY 2017
BCAN held a retreat with Board of Directors to refine framework

FEBRUARY 2017
BCAN holds summit with PSO/TSO’s to further develop plan

JUNE 2017
BCAN presents first draft to membership for feedback

OCTOBER 2017
BCAN Board of Directors approves Strategic Plans

DECEMBER 2017
Final version of Strategic Plan revealed
About

Badminton in Canada

Badminton Canada was founded in 1921, with the first national championships being held in Montreal that same year. Badminton Canada was one of nine founding members of the International Badminton Federation (now Badminton World Federation or BWF) in 1934. Badminton Canada is composed of 13 member associations representing each Canadian Province and Territory in the country.

Badminton Canada is a registered non-profit organization which reinvests all revenues back into the sport each fiscal year and receives financial support from Sport Canada, Own the Podium, the Canadian Olympic Committee, and the Canadian Paralympic Committee along with sponsors, donors and funding agencies. Badminton Canada also generates revenue from sanctioned national and international events organized in Canada.

Badminton Canada offers programming for National Team Programs (Senior, Junior, Para) as well as programming in coach development, technical officials development, grassroots development and aboriginal sport development.

Badminton Canada estimates that over 2 million people play badminton regularly in Canada on an annual basis. These participants include recreational players as well as school sports (Primary, Secondary, University and College), along with over 8,000 players competing at sanctioned National/Provincial/Territorial events.

Badminton was included in the 1972 Munich and 1988 Seoul Olympics as a demonstration sport and was added as a full medal sport at the 1992 Olympic Games in Barcelona. Badminton Canada has had significant international success on the world stage. Canada has won the 3rd most medals at the Commonwealth Games with Jamie Paulson (1970), Claire Backhouse and Johanne Falarneau (1982) and Michelle Li (2014) winning gold medals in their respective Games. Recently, Badminton Canada players finished 4th at the 2012 London Olympics in Women’s Doubles and had two top 13 finishes at the 2016 Rio Olympics.

For more information on Badminton Canada please visit www.badminton.ca
Badminton Canada would like to acknowledge the following who supported and contributed to the development of these plans:

• Badminton Canada Players Assoc.
• Badminton British Columbia
• Badminton Alberta
• Badminton Saskatchewan
• Badminton Manitoba
• Badminton Ontario
• Badminton Quebec
• Badminton New Brunswick
• Badminton Nova Scotia
• Badminton Prince Edward Island
• Badminton Newfoundland
• Badminton Nunavut
• Badminton Northwest Territories
• Badminton Yukon
• Canadian Olympic Committee
• Canadian Paralympic Committee
• Own the Podium
• Sport Canada
• Members and former members of Badminton Canada National Teams
• Members of the Canadian Badminton Coaching Community
• Alumnae
• LBB Strategies
OUR VISION

Canadians unified AS ONE to grow the sport of Badminton at all levels in Canada and to challenge the world in our sport.

OUR MISSION

To inspire, promote, govern and develop exceptional Badminton experiences in Canada and lead a world class Canadian Badminton sport system.

OUR KEY STRATEGIC GOAL

By 2024, our Canadian badminton system will have produced world class performers as evidenced by our athletes' improved ranking and the number of medals at major events.
OUR

THREE STRATEGIC PILLARS

1. STRENGTHEN OUR FEDERATION AND SPORT SYSTEM (BCAN, PSO’S, CLUBS, COACHES, OFFICIALS)
2. STRENGTHEN THE DEVELOPMENT SYSTEM TO FILL OUR NATIONAL TEAMS WITH PODIUM POTENTIAL PLAYERS
3. DEVELOP AND IMPLEMENT AN EFFECTIVE HP SYSTEM
1 STRONGER BCAN, ORGANIZATION AND PEOPLE

- Revenue Generation
- Governance & HR
- Officiating Strategy
- Club Operations Strategy
- Event Management

2 STRONGER DEVELOPMENT SYSTEM

- Technical Leadership
- Player Development Pathway
- Coaching Excellence
- Club Program Enhancement
- Competitions System
- Participation Strategy

3 STRONGER HIGH PERFORMANCE SYSTEM

- HP Technical Leadership
- National Team Programs
1.1 **FINANCIAL**

**Strategic Objective**
Enhance our financial capacity (cash and VIK).

**Tactics (how to)**
BCAN, PSO and Clubs will develop and deploy revenue generation (RG) plans (financial targets).

**Key success indicators**
- Increase, diversification and stability of revenue sources;
- Optimization of public funding programs;
- Strong financial management practices; and
- Increase in strategic cash and VIK partnerships.

**Partners’ Roles & Responsibilities**

**BCAN**
- Lead and implement the RG plan at national level
- Provide tools and share best practices on RG

**PSO**
- Lead and implement the RG plan at provincial level
- Provide tools and share best practices on RG

**CLUB**
- Lead and implement the RG plan at club level
- Share best practices on RG
1.2 GOVERNANCE & OPERATIONS

Strategic Objective
Improve our governance and operational performance.

Tactics (how to)

Governance
BCAN, PSO’s and Clubs will perform governance review, develop governance enhancement tools, offer governance training, and improve succession planning.

Operations
All organizations will perform organizational effectiveness reviews, develop and implement customized operational enhancement plans.

BCAN and PSO’s will create a learning/resource center on organizational excellence.

Key success indicators
- Strategic, policy and competency based boards at PSO’s and BCAN
- All organizations’ board and staff collaborate and partner to drive the strategic plan forward
- All organizations have improved their operational weaknesses and gaps

Partners’ Roles & Responsibilities
BCAN
- Lead the improvement of BCAN
- Develop and share tools and best management practices with PSO’s and Clubs

PSO
- Lead the improvement of PSO’s
- Develop and share tools and best management practices with other PSO’s, BCAN and Clubs

CLUB
- Lead the improvement of its club
- Develop and share tools and best management practices with BCAN and Clubs and PSO

1.3 OFFICIALS

Strategic Objective
Strengthen our Officials.

Tactics (how to)

BCAN, PSO’s and Clubs will partner to develop and implement a clear Officiating Pathway and Strategy (OPS).

Key success indicators
- BCAN has an officiating pathway;
- PSO’s and CLUBS fully endorse and implement the officiating pathway and strategy;
- Increase in the number of certified officials; and
- Increase in the number of PD opportunities.

Partners’ Roles & Responsibilities
BCAN
- Lead the development of the OPS
- Organize/offer national PD initiatives

PSO
- Partner with BCAN on OPS
- Implement the OPS in the province
- Organize/offer provincial PD initiatives

CLUB
- Implement the OPS at club level
1.5 MANAGEMENT

**Strategic Objective**
Improve our event management practices.

**Tactics (how to)**
BCAN and PSO’s will develop and implement operational quality standards, business models for event management (competitions, marketing, event presentation, protocols, budget, volunteer and HP management, venue, etc.).

**Key success indicators**
- Enhanced experience in competitions and positive feedback from players and all stakeholders;
- Events generate optimal ROI (legacy, financial, VIK);
- Optimal impact on the development and promotion of the sport and venues;
- Better management of risks; and
- More corporate and public partners and media are involved in events.

**Partners’ Roles & Responsibilities**

**BCAN**
- Co-Lead with PSO’s the clubs’ enhanced capacity initiative
- Develop and provide tools

**PSO**
- Co-Lead with BCAN the clubs’ enhanced capacity initiative
- Accompany clubs

**CLUB**
- Organize events in compliance with PSO/BCAN organizational standards

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1.4 CLUB OPERATIONS

**Strategic Objective**
Enhance club’s operations capacity.

**Tactics (how to)**
BCAN and PSO’s will develop and deploy a club operations enhancement strategy.
BCAN and PSO’s will develop a club incentives/recognition affiliation model.
BCAN and PSO’s will develop operational tools and share best practices with clubs.

**Key success indicators**
- Increase in the number of affiliated/recognized clubs; and
- Clubs have access to more resources and tools to enhance their operational capacity.

**Partners’ Roles & Responsibilities**

**BCAN**
- Co-Lead with PSO’s the clubs’ enhanced capacity initiative
- Develop and provide tools

**PSO**
- Co-Lead with BCAN the clubs’ enhanced capacity initiative
- Accompany clubs

**CLUB**
- Clubs implement enhancement initiatives
“By 2024, our Canadian badminton system will have produced world class performers as evidenced by our athletes’ improved ranking and the number of medals at major events."
Strengthen our development system to better feed our national teams with podium potential players.

Key Measure of Success
The pool of well developed players has increased in the T2T, T2C, L2C Stages.

2.1 Leadership

Strategic Objective
Enhance PSO's and BCAN technical leadership.

Tactics (how to)
All PSO's and BCAN technical staff or volunteers will work together to improve the feeder system.

Key success indicators
- BCAN and PSO's have a person/committee responsible of technical leadership; and
- BCAN and PSO's have joint committees on feeder system issues.

Partners' Roles & Responsibilities

BCAN
- Lead the TL initiative
- Hire/recruit a leader in domestic development

PSO
- Recruit technical leaders

CLUB
- Contribute to PSO and BCAN technical leadership
2.2 PLAYER DEVELOPMENT PATHWAY

Strategic Objective
Develop and implement a clear player development pathway.

Tactics (how to)
BCAN, PSO and Clubs will partner to develop and implement a clear Player Development Pathway (PDP).
PSO and BCAN will align their programs around the next gen strategy.

Key success indicators
- BCAN has a PDP that aligns with LTAD principles and GMP; and
- PSO’s and CLUBS fully endorse and implement the PDP.

Partners’ Roles & Responsibilities
BCAN
- Lead the development of the PDP
PSO
- Participate in the development of PDP
- Implement the PDP through provincial programs
CLUB
- Participate in the development of PDP
- Implement the PDP through club programs

2.3 COACHING

Strategic Objective
Strengthen our coaching capacity.

Tactics (how to)
BCAN, PSO and Clubs will partner to develop and implement a clear Coaching Pathway and Strategy (CPS).
BCAN, PSO and Clubs will partner to offer Professional Development (PD) opportunities to coaches.

Key success indicators
- BCAN has a coaching pathway that aligns/compasses with LTAD principles and CAC standards, programs and services;
- PSO’s and CLUBS fully endorse and implement the Coaching Pathway and Strategy (CPS);
- Increase in the number of certified coaches; and
- Increase in the number of certified coaches engaged in the PD opportunities.

Partners’ Roles & Responsibilities
BCAN
- Lead the development of the CPS
- Organize/offer national PD initiatives
PSO
- Partner with BCAN on the CPS
- Implement the CPS in the province
- Organize/offer provincial PD initiatives
CLUB
- Implement the CPS at club level
2.4 CLUB PLAYER DEVELOPMENT

Strategic Objective
Enhance our club’s system (player development).

Tactics (how to)
BCAN and PSO’s will develop and deploy a club technical enhancement strategy.
BCAN and PSO's will identify key development clubs (designated as BCAN Development Clubs).

Key success indicators
• A network of BCAN designated Development Clubs implementing the national/provincial technical programs and pathways;
• Clubs are better tooled with technical expertise and knowledge; and
• Other clubs are engaged in becoming BCAN development clubs.

Partners’ Roles & Responsibilities
BCAN
• Lead the BCAN clubs’ enhancement initiative
• Identify and support the BCAN Development Clubs

PSO
• Work in conjunction with BCAN to identify and support the BCAN development clubs

CLUB
• BCAN development clubs implement enhancement initiatives and BCAN programs
• Non-designated clubs strive to become BCAN development clubs

2.5 COMPETITIONS

Strategic Objective
Improve our competitions system.

Tactics (how to)
BCAN and PSO's will modify the competitions system to align with LTAD, PDP and GMP.

Key success indicators
• BCAN and all provinces have adopted the new competitions system;
• Improved retention of participants in competitions (from junior, senior to masters);
• Improved active play during competitions;
• Better balanced competitions; and
• Skills based competitions for LTAD stages specifically for fundamentals, L2T, T2T.

Partners’ Roles & Responsibilities
BCAN
• Lead the Competitions System Review and implementation plan (skills matrix for each LTAD stages competitions)
• Lead and implement changes at national competitions

PSO
• Lead and implement national changes at provincial competitions

CLUB
• Lead and implement national changes at local and interclub competitions
2.6 PARTICIPATION

Strategic Objective
Grow participation in badminton.

Tactics (how to)
BCAN and PSO’s will develop a National Participation Strategy (NPS).
BCAN and PSO’s will improve the measurement tools.
BCAN and PSO’s will improve their affiliation system to engage/connect more people with Badminton.

Key success indicator
• Increase in participation and membership at all levels in both recreational and competitive badminton

Partners’ Roles & Responsibilities
BCAN
• Co-lead with PSO to deploy the National Participation Strategy and develop the measurement tools and affiliation systems
• Contribute by developing programs and marketing tools

PSO
• Co-Lead with BCAN to deploy the National Participation Strategy and develop the measurement tools and affiliation systems
• Consult with their clubs on participation issues
• Implement programs and use the tools

CLUB
• Implement programs and use the tools
Develop and implement an effective HP system (this pillar is further developed in the HP strategic plan).

By 2024, our Canadian Badminton system will have produced world class performers as evidenced by our athletes' improved ranking and the number of medals at major events.

PART 1: TECHNICAL LEADERSHIP

Strategic Objective
3.1 Strengthen BCAN HP team (HPL, National coaches, pool of HP coaches, IST, HP committee)
3.2 Podium pathway (PP) and Gold Medal Profile (GMP)
3.3 Benchmark BCAN with best in class nations in HP

PART 2: NATIONAL TEAMS

Strategic Objective
3.4 Structure our national teams' programs
3.5 Improve the HP club DTE
3.6 Expose our athletes to appropriate international competitions and sparring
3.7 Organize periodization of training camps
3.8 Maximize benefits from Canadian HP organizations (COC, CPC, OTP, CGC, CCES, B2I0, CSC, CAC, Provincial HP organizations)
3.9 Host international competitions
3.10 Develop and deploy a Coaching in Excellence Strategy and Program (CESP) (Performance coaches)

Please read the High Performance Strategic Plan for full details on Pillar 3.
PERFORMANCE METRICS:

2018–2019
BWF World Championships: 6 athletes qualify, 1 top 8 finish
BWF Para Championships: 4 athletes qualify, 1 medal
BWF World Junior Championships: 1 top 16 finish

2020
Olympic Games: 4 athletes qualify, 1 top 8 finish
Paralympic Games: 3 athletes qualify, 1 medal

2021–2023
BWF World Championships: 8-10 athletes qualify, 1 top 8 finish
BWF Para Championships 6 athletes qualify, 1 medal
BWF World Junior Championships: 2 top 16 finishes

2024
Olympic Games: 6 athletes qualify, 1 top 8 finish
Paralympic Games: 6 athletes qualify, 1 medal, 2 top 8 finishes

2028
Olympic Games: 8 athletes qualify, 1 medal, 2 top 8 finishes
Paralympic Games: 6 athletes qualify, 1 medal, 2 top 8 finishes
GLOSSARY
BCAN  Badminton Canada
BWF  Badminton World Federation
CAC  Coaching Association of Canada
CCES  Canadian Centre for Ethics and Sport
CESP  Coaching Excellence Strategy and Program
CGC  Commonwealth Games Canada
COC  Canadian Olympic Committee
CPC  Canadian Paralympic Committee
CPS  Coaching Strategy and Pathway
CSC  Canadian Sport Centres
DTE  Daily Training Environment
GMP  Gold Medal Profile
HP  High Performance
HPD  High Performance Director
IST  Integrated Support Team
JR  Junior
L2T  Learn to Train (LTAD stage)
LTAD  Long Term Athlete Development

NEXT GEN  Next Generation Program
NT  National Teams
NPS  National Participation Strategy
OPS  Officiating Pathway and Strategy
OTP  Own the Podium
PARA  Para Badminton
PC  Para Championship
PD  Professional Development
PDP  Player Development Pathway
PP  Podium Pathway
PSO’S  Provincial/Territorial Members of Badminton Canada
RG  Revenue Generation
ROI  Return on investment
SR  Senior
TL  Technical Leadership
T2C  Train to Compete (LTAD Stage)
T2T  Train to Train (LTAD Stage)
VIK  Value in Kind (sponsoring)
WC  World Championship
WJC  World Junior Championship