



STRATEGIC PLAN 2021-2023

INTRODUCTION.

Strategic Plan work began in 2019 with a survey of our membership. Further consultation was done with internal and external stakeholders - including Provincial member Unions - in preparation for publishing.

Due to the impacts of the global COVID-19 pandemic, the Strategic Plan has been refocused to 2021-2023 to guide us for the next three years.

Our objectives became clear:

- Cultivate the community game
- Perform with excellence
- Protect the participant welfare
- Inspire engagement in the game
- Be a resilient organization

Due to the potential on-going impact of COVID-19 to operations and revenue generation, initiatives and targets set out in this Strategic Plan may need to be adjusted in response to pandemic influence.



VISION

THAT ALL CANADIANS CAN CHOOSE RUGBY TO TRY, PLAY AND WIN.

MISSION

**TO DELIVER LIFE-LONG, INCLUSIVE RUGBY EXPERIENCES THAT CULTIVATE PARTICIPATION
AND INSPIRE EXCELLENCE FROM COMMUNITY TO CLUB TO COUNTRY.**



TRY. PLAY. WIN.

THIS IS RUGBY. THIS IS CANADA.

OUR VALUES.

INTEGRITY is central to the fabric of the game and is generated through honesty and fair play.

The rugby community have a **PASSION** and enthusiasm for the game. Rugby generates excitement, emotional attachment and a sense of belonging to the global rugby family.

Rugby provides a spirit of **SOLIDARITY** that leads to life-long friendships, camaraderie, teamwork and loyalty which transcends cultural, geographic, political and religious differences.

DISCIPLINE is an integral part of the game both on and off the field and is reflected through adherence to the laws, the regulations and rugby's core values.

RESPECT for team-mates, opponents, match officials and those involved in the game is paramount.



STRATEGIC PILLARS.

1

CULTIVATE THE COMMUNITY GAME

Provide leadership and expand capacity for provinces to grow rugby for all.

2

PERFORM WITH EXCELLENCE

Build strong national teams and enhance performance development and pathways.

3

PROTECT PARTICIPANT WELFARE

Provide a safe environment and an enjoyable, inclusive experience for all involved in rugby.

4

INSPIRE ENGAGEMENT IN THE GAME

Attract supporters & partners through innovative experiences & events.

5

BUILD A RESILIENT ORGANIZATION

Produce efficient systems and a strong financial plan with transparency and oversight.

STRATEGIC PILLAR – 1

CULTIVATE THE COMMUNITY GAME

Provide leadership and expand capacity for provinces to grow rugby for all.

INITIATIVES

- 1.1 Increase the number of club and school participants playing alternative and innovative variations of the game
- 1.2 Diversify Rugby so that the game reflects ALL of Canada.
- 1.3 Increase the number of accredited coaches, match officials and medical staff
- 1.4 Provide and continually improve upon a high-quality national registration system and national insurance program
- 1.5 Increase the visibility and promotion of the community game

KEY TARGETS

- When it is safe for rugby to return, support Provincial Unions and clubs to increase registration via retention and new participants according to set metric goals
- Achieve accreditation targets for Coaches, Match Officials and Medical personnel across Canada
- Establish registration options other than a traditional 12-month membership
- Profile key stories from the rugby community



STRATEGIC PILLAR – 2

PERFORM WITH EXCELLENCE

Build strong national teams and enhance performance development and pathways.

INITIATIVES

- 2.1** Support all targeted national team programs to ensure they are consistently competitive on the world stage
- 2.2** Provide a world class training environment for targeted players to support the transition from amateur to performance/ professional rugby
- 2.3** Implement a robust talent identification system to ensure Canada stays competitive on the world stage

KEY TARGETS

- NSM15s qualify for RWC 2023
- NSW7s achieve podium finish at Tokyo 2020 and qualify for Paris 2024
- NSM7s achieve top-8 finish at Tokyo 2020 and qualify for Paris 2024
- NSW15s achieve a podium finish at RWC 2021 and directly qualify for RWC 2025
- Continually improve and maintain a robust nation-wide talent ID system



STRATEGIC PILLAR – 3

PROTECT PARTICIPANT WELFARE

Provide a safe environment and an enjoyable, inclusive experience for all involved in rugby.

INITIATIVES

- 3.1** Update and implement annually reviewed human resource policies to ensure a safe and supportive workplace at Rugby Canada
- 3.2** Support Provinces and Clubs to provide a safe and inclusive quality experience for current and future rugby communities across Canada
- 3.3** Develop National leading Diversity, Equity and Inclusion policies, with a focus on BIPOC inclusion

KEY TARGETS

- Advance gender equity and diversity across Rugby Canada's governance
- All levels of Rugby will be aware of and have access to safe sport resources to promote safe and thriving communities
 - Includes access for coaches, athletes, administrators and others to complete Safe Sport, Diversity & Inclusion, and Concussion awareness training and other requirements



STRATEGIC PILLAR – 4

INSPIRE ENGAGEMENT IN THE GAME

Attract supporters & partners through innovative experiences & events.

INITIATIVES

- 4.1 Deliver viable rugby events across the country that meet or exceed hosting standards
- 4.2 Develop a vertically integrated annual PR, Marketing and Media plan with a focus on digital content and team & player profiling to engage existing fans and attract new rugby fans & followers
- 4.3 Build corporate and community partnerships that provide value to all stakeholders
- 4.4 Diversify intellectual asset portfolio to create increased revenue potential

KEY TARGETS

- Secure a minimum 2 high profile/revenue events per year in large markets that meet budget goals
- Secure hosting rights for the next World Rugby 7s Series cycle
- PR/Marketing/Media plan includes alignment with World Rugby and Provincial/community game priorities
- Increase partner assets outside of hosted events



STRATEGIC PILLAR – 5

BUILD A RESILIENT ORGANIZATION

Produce efficient systems and a strong financial plan with transparency and oversight.

INITIATIVES

- 5.1** Implement a robust and efficient internal finance system capable of providing improved reporting
- 5.2** Utilize effective accounting controls to achieve annual operating budget targets while contributing to a reserve fund
- 5.3** Revise governance terms of reference to ensure appropriate skillsets are recruited and involved throughout the organization

KEY TARGETS

- Finance system reporting capabilities ready for start of F2021
- Quarterly financial reports shared on-time with Board and Provincial members
- Annual General Meetings held with Provincial members with robust / transparent reporting and engagement
- Build a reserve fund to mitigate impacts of future external events as we emerge from the COVID-19 pandemic





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