

RUGBY CANADA STRATEGIC PLAN 2016 - 2019





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MESSAGE FROM THE BOARD OF DIRECTORS



On behalf of the Rugby Canada Board of Directors, it is my distinct pleasure to present the *Rugby Canada Strategic Plan: 2016-2019*.

This new strategic plan will guide our organization into a critical period in its history. As we reflected on the goals and objectives of Rugby Canada over the past four years (2012-2015), we are excited by the successes that we have achieved. We are also very aware of significant shortcomings within some of our programs. We must capitalize on the momentum we have built on and off the pitch to ensure our future is bright. We must also address the opportunities to strengthen programs to assure our competitiveness going forward. With the leadership of our highly qualified Board and a truly passionate professional staff, I am confident in Rugby Canada's ability to continue its evolution into becoming a world leading National Sport Organization.

It is an exciting time for the sport of rugby in Canada. We are about to embark on a new arena for our sport – the Olympic Games. The 2016 Summer Olympic Games in Rio de Janeiro, Brazil will mark Rugby Sevens' inauguration in the Olympics, seeing the return of our sport since its last appearance in 1924. This will be a global game changer – a catalyst for growth. Rugby will be in the spotlight and we must be prepared for the opportunities that will be presented – we must be ready from community to country.

The *Rugby Canada Strategic Plan: 2016-2019* focuses on the immediate future, with specific attention on the pillars of our organization where we must concentrate our efforts. We have not lost sight of the challenges and hurdles we have faced in recent times, namely the readiness of our National Teams to compete on the world stage and the financial sustainability of our governing body. This plan details our commitment to building a platform for widespread growth at the community level, creating memorable events and experiences for our participants and fans to engage in, and establishing an infrastructure fit for developing the most competitive National Teams possible.

Whether you are an athlete, coach, match official, administrator or even a parent or sponsor, it remains our priority to make you proud of being part of the Canadian rugby community. It is with your support that we can become world leading.

I wish to acknowledge and thank the various stakeholders who participated in the creation of Rugby Canada's next strategic plan. I must also thank the Canadian rugby community, whom provide an unbelievable amount of support for our Canadian athletes, coaches and match officials year in and year out.

Yours in Rugby,

WHAT DOES THE CANADIAN RUGBY CENTRE OF EXCELLENCE MEAN TO OUR ATHLETES?



EXECUTIVE SUMMARY

The clear objective of Rugby Canada is to become not only a recognized force and authority on Rugby on and off the field, but also a respected and revered National Sport Organization.

The 2016-2019 plan will provide the critical direction to Rugby Canada that was defined and well delivered via the previous strategic plan. The future will continue to focus on seizing opportunities ahead, including the inclusion in the Summer Olympic Games.

RUGBY CANADA'S CONTEXT

As the 'National Sport Organization', Rugby Canada's responsibilities and core behaviours MUST revolve around leadership.





THREE CRUCIAL PERIODS

1 THE IMMEDIATE FUTURE

2016 - 2017

The immediate future is highlighted by Rugby's inclusion in the 2016 Summer Olympic Games. This follows the conclusion of another Rugby World Cup cycle, which remains as essential component of Rugby Canada's four-year performance plan. This is a critical period during which Rugby Canada and its stakeholders must capitalize on the positive impact the sport will experience through an elevated profile in the Summer Olympic Games, Pan Am Games and Rugby World Cup(s).

2 THE POST-OLYMPICS 'SPRINGBOARD'

2017 - 2018

Building on the opportunities from the Summer Olympic Games, the next period will focus on strengthening the foundation from which to develop Canada's future. A long-term approach to developing a professional pathway for Canada's national teams will be integral to our success. Improving all critical areas of the sport, while applying more resources to increase overall participation, shall form the primary objectives of this period.

3 THE LONGER TERM

2018 - 2020

The next phase will see Rugby Canada refocus on international performance for the continued development of its high performance programming. The next Olympic cycle will reinvigorate the sport and inspire widespread attention from stakeholders.

OUR COMMITMENT

Led by our Vision and Mission, Rugby Canada must continue its unified approach to the optimization of success within Canada and internationally. This will be accomplished by embracing the unprecedented growth in participation across Canada, capitalizing on our strengthened partnerships and the commercial growth of the brand.





VISION

Canadians unified **AS ONE**
to challenge the World through
Rugby.

MISSION

To inspire, develop,
promote, govern, and lead
Rugby in Canada.

OUR VALUES

Integrity
Passion
Solidarity
Discipline



Respect
Sportsmanship
Teamwork

PRINCIPLES OF RUGBY

A Game which started out as a simple pastime has been transformed into a global network around which vast stadia have been built, an intricate administrative structure created and complex strategies devised. Rugby Union, in common with any activity which attracts the interest and enthusiasm of all kinds of people, has many sides and faces.

World Rugby Playing Charter







THE OVERARCHING PLAN

The strategic plan calls for a consolidated approach that focuses upon two crucial departments:

A RUGBY DEPARTMENT that is focused upon the national and international success of the sport directly.

A LEADERSHIP DEPARTMENT striving for organizational and collaborative excellence.

Driving each department and pillar is a focused implementation and accountability framework coupled with identified metrics and expectations. The annual Operational Plan shall be the tool used to create this framework.

A systematic review process completes the execution format and leads to a 'plan, execute, review' performance-based organizational behaviour for Rugby Canada.

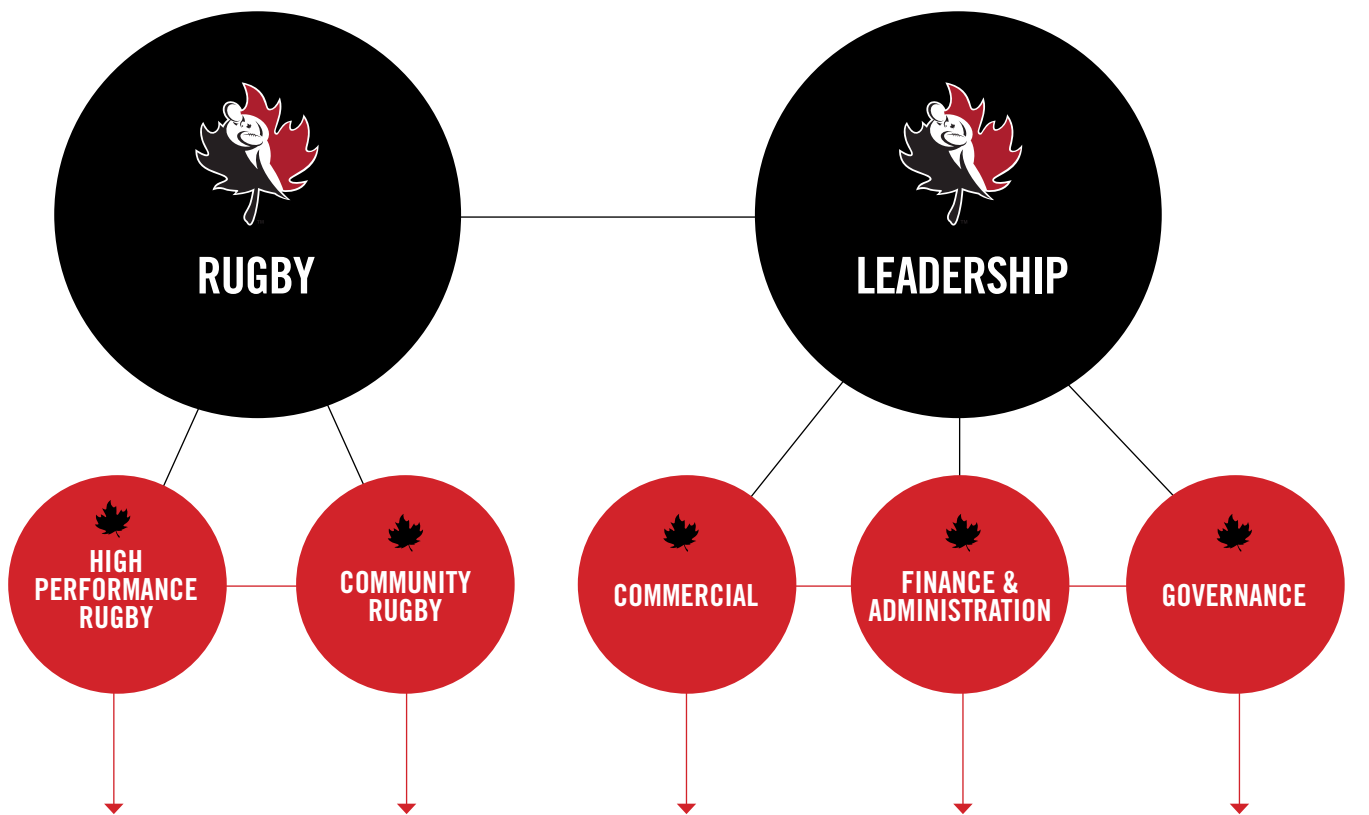


**“
DRIVING EACH
DEPARTMENT AND
PILLAR IS A FOCUSED
IMPLEMENTATION
AND ACCOUNTABILITY
FRAMEWORK
”**



GENERAL STRUCTURE

The Strategic Direction is focused upon two departments with five strategic pillars.



- | | | | | |
|--|--|--|---|--|
| <ul style="list-style-type: none"> • National Teams • Talent Identification • Player Development • Elite Training Environments <ul style="list-style-type: none"> - Facilities - Centre of Excellence Program (COE) - Decentralized Programs • High Performance Staff Development | <ul style="list-style-type: none"> • Age Grade Development • Coach Development • Match Official Development • Club Development • Domestic Competitions & Long Term Rugby Development (LTRD) | <ul style="list-style-type: none"> • Brand • Revenue Generation • Event & Competitions Management • Communications | <ul style="list-style-type: none"> • Human Resources • Operations • Financial Management • Member Relations | <ul style="list-style-type: none"> • Board of Directors • Risk Management • Stakeholder Relations |
|--|--|--|---|--|



RUGBY DEPARTMENT

**A WORLD LEADER IN ON-FIELD & OFF-FIELD
RUGBY DEVELOPMENT & PERFORMANCE**





1 HIGH PERFORMANCE RUGBY

TO CREATE THE GREATEST OPPORTUNITY TO SUCCEED AT THE INTERNATIONAL LEVEL.

“
MAINTAIN A HIGH
PERFORMANCE
DAILY TRAINING
ENVIRONMENT (DTE)
FOR CENTRALIZED
ATHLETES
”



1.1 NATIONAL TEAMS

- 1.1.1 Invest to achieve competitive excellence and enhanced performance at all pinnacle events.
- 1.1.2 Provide meaningful and consistent competition programs for all National Teams.

1.2 TALENT IDENTIFICATION

- 1.2.1 Establish and implement position specific profiles.
- 1.2.2 Establish a network of talent identification personnel across Canada.
- 1.2.3 Develop and implement an online talent identification database system.

1.3 PLAYER DEVELOPMENT

- 1.3.1 Develop, sustain and maintain a strong competition structure for men's and women's elite / HP athletes between Club and National levels.
- 1.3.2 Implement a national skills framework.
- 1.3.3 Provide opportunities for players to maximize their potential on and off the field.
- 1.3.3 Establish a professional rugby pathway.

1.4 ELITE TRAINING ENVIRONMENTS

Facilities

- 1.4.1 Complete and operationalize the national high performance centre.

Centre of Excellence Program (COE)

- 1.4.2 Maintain a high performance Daily Training Environment (DTE) for centralized athletes.
- 1.4.3 Enhance the Integrated Support Team (IST) for centralized athletes.
- 1.4.4 Establish a national medical science structure for all athletes and Rugby Canada programs.

Decentralized Programs

- 1.4.5 Build an effective network of regional programs for identified high performance athletes and coaches.
- 1.4.6 Identify and support the development of a network of regional training centres across Canada.
- 1.4.7 Enhance the Integrated Support Team (IST) for decentralized athletes.

1.5 HIGH PERFORMANCE STAFF DEVELOPMENT

- 1.5.1 Recruit and retain world-class high performance staff, and develop and include Canadian coaches in every National Team program.
- 1.5.2 Sustain a world-class high performance leadership system.
- 1.5.3 Provide professional development and advancement opportunities for high performance staff.

KPIs WHAT SUCCESS LOOKS LIKE

- At least one National Sevens team has won an Olympic medal.
- NSM15s Team achieves and sustains ranking in the Top 12 by 2019.
- NSW7s Team is ranked #1 in the World. NSW15s and NSM7s have improved on their 2015 rankings.
- National High Performance Centre is complete and operational.

The performance of our National Teams is of paramount importance. International success will be achieved through an increase in fixtures and quality competition for all National Teams. Qualification to all pinnacle events (i.e. Rugby World Cup; Women's Rugby World Cup; Summer Olympics) will be considered integral to achieving the anticipated performance standards. A Talent Identification network and a complete national skills framework will be established to ensure the next generation of elite athletes progresses through a clear performance pathway, inclusive of the Canadian Rugby Championship, club and post-secondary programs. This must be led by world-class high performance staff and supported by suitable training environments, including a state-of-the-art training centre and daily training environment, medical science network and integrated support team. An athlete focused-investment strategy to optimize player performance will be delivered to remove all barriers to achieving international success.

2

COMMUNITY RUGBY

**TO LEAD THE GROWTH OF RUGBY IN CANADA
AT THE COMMUNITY LEVEL**

2.1 AGE GRADE DEVELOPMENT

- 2.1.1 Drive consistent and sustainable growth in player participation.
- 2.1.2 Encourage more young Canadians to participate in rugby at an earlier age.
- 2.1.3 Implement a sustainable program to introduce and develop rugby in communities and schools.

2.2 COACH DEVELOPMENT

- 2.2.1 Recruit, develop and retain coaches that support the growth of the sport at all levels of Long Term Rugby Development (LTRD).
- 2.2.2 Ensure an adequate number of coach education programs are provided nationwide.
- 2.2.3 Provide opportunities for further professional development for community level coaches.

2.3 MATCH OFFICIAL DEVELOPMENT

- 2.3.1 Recruit, develop and retain match officials that support the growth of the sport at all levels of LTRD.
- 2.3.2 Ensure an adequate number of match official education programs are provided nationwide.
- 2.3.3 Provide opportunities for further professional development for community level match officials.



“

**ENSURE AN ADEQUATE
NUMBER OF COACH
EDUCATION PROGRAMS ARE
PROVIDED NATIONWIDE.**

”

2.4 CLUB DEVELOPMENT

- 2.4.1 Enhance and support the continued development of a strong club system across Canada.
- 2.4.2 Provide materials to assist clubs promote and develop rugby in their community.
- 2.4.3 Host, facilitate and actively engage in a regular National Rugby Leadership Summit to provide development opportunities for clubs.

2.5 DOMESTIC COMPETITIONS & LONG TERM RUGBY DEVELOPMENT (LTRD)

- 2.5.1 Provide a clear model for consistent domestic age grade competition based around the LTRD principles.
- 2.5.2 Ensure the domestic competition structure is aligned effectively on an annual and quadrennial basis with the National Talent Identification system / structure (National Teams).
- 2.5.3 Establish and communicate a multi-year playing program for age grade National Teams.



KPIs

WHAT SUCCESS LOOKS LIKE

- National participant registration has increased to 30,000 by 2019

Growing the sport must begin at the community level. An extensive marketing strategy will be implemented to educate and build further awareness about the safe-sport culture and positive values that exist within our sport. Rugby Canada will implement community rugby programs and safety programs from coast to coast to ensure participation in rugby increases by 20% over this period. The Rookie Rugby program will be delivered in all Provincial Unions, with widespread implementation in schools, clubs and community recreation programs. An increase in rugby participation will be evidenced by a significant surge in Coach (25% by 2019) and Match Official (20% by 2019) accreditations. A focus will be placed on providing resources at the club / community level, including a set of national standards to foster ongoing development and a regular

forum (i.e. National Rugby Conference) to educate all stakeholders. A model for domestic age grade rugby competition will be critical for creating alignment across all regions and Provincial Unions.





LEADERSHIP DEPARTMENT

**A WORLD LEADER IN SPORT ADMINISTRATION
& COMMERCIALIZATION**





3

COMMERCIAL

TO ENHANCE THE COMMERCIAL SUCCESS
OF RUGBY IN CANADA

“

**DELIVER THE BEST
TOURNAMENTS ON THE
WORLD RUGBY SEVENS
SERIES’ AND CREATE
ESTABLISH A HALLMARK
CANADIAN EVENT.**

”

3.1 BRAND

- 3.1.1 Increase the value of the brand by executing a consistent brand strategy across all pillars.
- 3.1.2 Protect the value of the brand by implementing consistent brand practices.
- 3.1.3 Regularly evaluate our brand against Rugby Canada’s mission and values to maximize value extraction from market

3.2 REVENUE GENERATION

- 3.2.1 Develop a long-term revenue generation strategy including identification and establishment of new revenue streams.
- 3.2.2 Ensure regularly established targets are met and exceeded.





3.3 EVENT & COMPETITION MANAGEMENT

- 3.3.1 Deliver the best tournaments on the World Rugby Sevens Series' and create establish a hallmark Canadian event.
- 3.3.2 Develop a long-term event and competitions strategy focused on revenue generation for Rugby Canada and its partners.
- 3.3.3 Maintain and consistently execute a calendar of high quality professional fundraising and corporate events.

3.4 COMMUNICATIONS

- 3.4.1 Develop a comprehensive communications strategy and achievable implementation plan to enhance the brand value.
- 3.4.2 Create consistent narrative and enhanced messaging practices.
- 3.4. Ensure regular broadcasting of Canada's national teams and matches.



KPIs WHAT SUCCESS LOOKS LIKE

Enhancing the profile of rugby in Canada is key to the commercial success of Rugby Canada. Increasing engagement and driving revenue will be a constant focus for the organization. A clear and constant brand, complemented by unique promotions and activations will launch the sport of rugby into the mainstream in Canada. A long-term "new" revenue generation plan (+10% per year) will be in place, maximizing every asset and opportunity, to ensure the financial sustainability of Rugby Canada. A commitment to event hosting and bringing the world to Canada will remain a key driver towards our commercial success. The Canada Sevens events will push the limits and place Canada as a marquee destination for international rugby.





4

FINANCE & ADMINISTRATION

TO ENHANCE ADMINISTRATIVE POLICIES AND PROCESSES AND EXECUTE RESPONSIBLE FISCAL MANAGEMENT.

4.1 HUMAN RESOURCES

- 4.1.1 Recruit, retain and develop the best people.
- 4.1.2 Establish and implement effective human resource functions and processes.
- 4.1.3 Ensure a cohesive and collaborative culture across the organization.

4.2 OPERATIONS

- 4.2.1 Develop annualized operational plans that are aligned to the strategic plan, resourced, achievable and measurable.
- 4.2.2 Achieve operational excellence across all pillars.
- 4.2.3 Ensure compliance with all funding partner requirements.

4.3 FINANCIAL MANAGEMENT

- 4.3.1 Provide accurate and timely financial reporting to stakeholders.
- 4.3.2 Increase financial independence for the organization.
- 4.3.3 Maintain internal controls and risk management.

4.4 MEMBER RELATIONS

- 4.4.1 Deliver an annual Member Relation Agreement.
- 4.4.2 Deliver an effective national registration and insurance program.
- 4.4.3 Ensure meaningful collaboration with all Provincial Unions (Members), Clubs and registered participants on matters of interest.





**“
ENSURE A
COHESIVE AND
COLLABORATIVE
CULTURE
ACROSS THE
ORGANIZATION.
”**

KPIs WHAT SUCCESS LOOKS LIKE

The Strategic Plan is supported annually by action-focused operational plans, led by the professional staff of Rugby Canada. Quarterly monitoring and a framework to evaluate the performance and execution of the strategic and operational plans will keep accountability in place. A focus on delivering a balanced budget and reducing the dependence on external-directed funding will be paramount to the financial health of the organization. A clear set of corporate policies, procedures and internal controls will position Rugby Canada as a leading National Sport Organization – one that attracts and retains world-class staff. Further developing the synergy between National and Provincial Unions will remain a constant, with emphasis placed on increasing participant / Member engagement and compliance with administrative functions. Rugby Canada will remain committed to removing barriers, financial or otherwise, to entry and keeping Canadian rugby a safe and enjoyable sport for all.





5

GOVERNANCE

TO ADVANCE BEST PRACTICE GOVERNANCE OF RUGBY CANADA.

5.1 BOARD OF DIRECTORS

- 5.1.1 Establish and review best governance practices, including but not limited to the By-Laws and Board Policy Manual.
- 5.1.2 Oversee the implementation of the strategic plan.
- 5.1.3 Recruit suitably skilled professionals in targeted areas that can bring the right balance of skills and knowledge to the Board of Rugby Canada.

5.2 RISK MANAGEMENT

- 5.2.1 Ensure a risk management framework is in place and regularly monitored.

5.3 STAKEHOLDER RELATIONS

- 5.3.1 Strengthen relationships with all key influencers and partners.
- 5.3.2 Focus on relations with all Provincial Unions (Members), Clubs, registered participants and future registered participants.



STRENGTHEN RELATIONSHIPS WITH ALL KEY INFLUENCERS AND PARTNERS.



**“RECRUIT
SUITABLY SKILLED
PROFESSIONALS IN
TARGETED AREAS
THAT CAN BRING
THE RIGHT BALANCE
OF SKILLS AND
KNOWLEDGE TO THE
BOARD OF RUGBY
CANADA.”**



KPIs

WHAT SUCCESS LOOKS LIKE

- The Board will hire a CEO in 2016.
- Achieve and maintain best-in-class status as a National Sport Organization in Canada (per sport funding partner assessments).

This strategic cycle, 2016-2019, will begin with a change in leadership. The Board of Rugby Canada will recruit and hire a world-class Chief Executive Officer to lead the organization through this critical period in our history. Rugby Canada will continue to be governed by a Board comprised of a diverse group of Directors, whom bring robust skills and experiences to the organization. Annual assessment of the Board and leadership will ensure best practice governance is in place. An external audit conducted by our sport partners within this period will ensure we maintain best-in-class status. A commitment to risk management and health and safety will be a distinctive characteristic of Rugby Canada's governance mandate and leadership. Stakeholder relations will remain a primary focus to keep Rugby Canada positioned in a place of influence at all levels of sport governance.



INTERNATIONAL COMPETITIONS

The three crucial periods are defined by the following international competitions.

THE IMMEDIATE FUTURE



- + Canada Sevens, annually
- + Canada Women's Sevens, annually
- + World Rugby Sevens Series (M/F), annually
- + U20 JWC/JWRT, annually
- + 2016 Summer Olympics (M/F)

POST OLYMPIC PERIOD



- + Canada Sevens, annually
- + Canada Women's Sevens, annually
- + 2017 WRWC
- + World Rugby Sevens Series (M/F), annually
- + U20 JWC/JWRT, annually

THE LONGER TERM



- + Canada Sevens, annually
- + Canada Women's Sevens, annually
- + 2018 Commonwealth Games
- + 2019 Pan Am Games (M/F)
- + 2019 RWC
- + World Rugby Sevens Series (M/F), annually



THE LONGER TERM: 2020 & BEYOND

WHAT IS OUR FOCUS?

Despite the difficulty of predicting accurately the future and the added challenge of the uncertain economic climate (past & future), the longer-term direction for Rugby Canada must hinge around three major themes:

- + A stable financial platform with a significantly higher level of self-generated funding than current.
- + A continued focus to ensure the 'AS ONE: Community to Country' philosophy, the harnessing of partnerships, and a strong domestic game.
- + A targeted approach to high performance programming coupled with clear international performance expectations.



WHERE SHOULD WE BE HEADED?

While this strategic plan focuses on the period of 2016 to 2019, it is imperative to contemplate the longer term. To prepare for the future of rugby in Canada, we must set our sights on long-term aspirations, including:

- + Podium performances at the Summer Olympic Games.
- + Legitimizing Canada's ability to host pinnacle World / International events, including future Rugby World Cup tournaments.
- + Being a world leader in player welfare and safe sport programming.
- + Mainstay on the World Rugby Sevens Series (Men and Women).
- + Leading performance standards in elite women's rugby.
- + A tier one nation for rugby (in accordance with World Rugby rankings).



“ TO PREPARE FOR THE FUTURE OF RUGBY IN CANADA, WE MUST SET OUR SIGHTS ON LONG-TERM ASPIRATIONS ”

ASSESSMENT SCORECARD

Consistent monitoring and regular assessment of the strategic plan are critical for achieving a successful implementation. Evaluation will ensure the organization follows the direction laid out in the planning process and in the identification of strategic goals and objectives.

Rugby Canada – the Board and Senior Leadership Team – have made a commitment to this strategic plan and shall complete quarterly assessment using the scorecard illustrated below. This exercise, completed at both a Board and Senior Leadership Team level, and independent of one another, will ensure a 360o assessment. The process of review and reflection will ensure the organization remains aligned to its goals and objectives and shall present opportunity to amend or identify new goals and objectives as the period elapses.

This Assessment Scorecard has been designed to measure the quality standard and implementation level of each identified Strategic Pillar (High Performance Rugby; Community Rugby; Commercial; Finance & Administration; and, Governance). A set of Key Performance Indicators established by the Board and Senior Leadership Team will serve as the basis for each measurement.

		IMPLEMENTATION LEVEL 				
		1	2	3	4	5
		Unacceptable	Below Expectations	Meets Expectations	Above Expectations	Exceptional
 ↑ QUALITY STANDARDS	A Exceptional					
	B Above Expectations					
	C Meets Expectations					
	D Below Expectations					
	E Unacceptable					

ACKNOWLEDGEMENTS

Rugby Canada wishes to acknowledge the contributions of the following key stakeholders in the creation of the *Rugby Canada Strategic Plan: 2016-2019*.

FACILITATOR & AGITATOR: Dr. Stephen Norris

RUGBY CANADA BOARD OF DIRECTORS

Pat Aldous	Larry Jones	Kathy Henderson	Dawn Dauphinee
Keith Gillam	Doug Campbell	John Seaman	Mark Lawson
Gordon Sneddon	Tim Powers	Brian Burke	Rick Powers
Jay Johnston	Jamie Lockwood	Chris Le Fevre	Rick Bourne
Troy Myers	Pearse Higgins	Dr. Patrick Parfrey	

RUGBY CANADA STAFF

Mark Lemmon, Chief Commercial & Marketing Officer
Myles Spencer, Chief Operating Officer
Linh Nguyen, Chief Financial Officer
Jim Dixon, GM, Rugby Operations & Performance

FORMER RUGBY CANADA STAFF

Graham Brown, CEO
Mike Chu, GM, Rugby Operations & Performance
Steve Lancaster, Manager, High Performance

OTHER Robin MacLachlan

PROVINCIAL UNIONS



OUR PARTNERS

PARTNERS IN THE PURSUIT OF EXCELLENCE



City of Langford



SHAWNIGAN LAKE SCHOOL

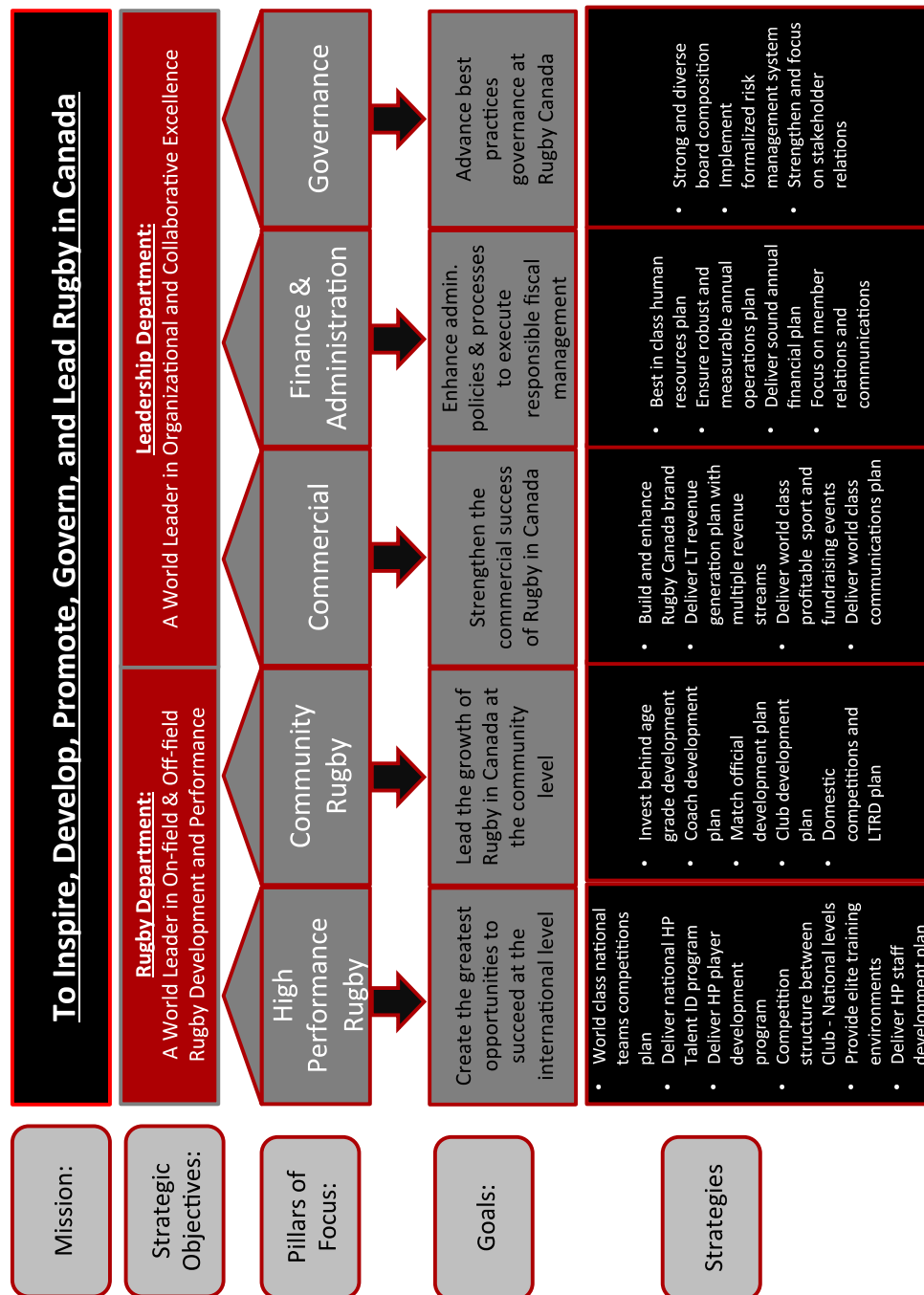


CANADIAN RUGBY
FOUNDATION



PLAN ON A PAGE

GENERAL STRUCTURE



What Success Looks Like:

The Board will hire a CEO by Q2 2016.

NSM15s Team achieves and sustains ranking in the Top 12 by 2016.

National HP Centre is complete and operational by 2019.

At least one National Sevens team has won an Olympic medal in 2016.

National player registration has increased to 30K by 2019.

NSW7s Team is ranked #1 in the World. NSW15s and NSM7s have improved on 2015 rankings, by 2019.

Maintain best-in-class status per the CQC audit for strategy, governance & admin relative to NSO community.



RUGBYCANADA.CA

