



**VISION: A vibrant, coordinated and diverse Rugby community throughout British Columbia where Rugby provides a field of possibilities for all.**

**VALUES: Safety, Integrity, Respect, Inclusion for All**

BC RUGBY STRATEGIC PLAN 2017-2022														
PRIORITY	STRATEGIC OBJECTIVE	2015-16 STATE OF PLAY	2021-22 GOAL	No.	STRATEGIC INITIATIVE	KEY PARTNERS	STAFF/CTTEE.	2017-18	2018-19	2019-20	2020-21	2021-22		
GROW: se Rugby participation throughout BC	GROW participation of children aged under 10 years' old	900 children have tried Rugby *	10,000 children experience Rugby through introductory opportunity	1.1.1	Plan, promote, deliver and review 'Come & Try Rugby' sessions to introduce Rookie Rugby to local communities, delivered in partnership with Member Clubs, timed to effectively market Club and Community Centre Rookie Rugby programs for boys and girls	Rugby Canada Member Clubs Elementary Schools Community Centres Municipal Gov'ts	Participation Committee Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager	✓						
				1.1.2	Plan, promote, deliver and review 'Girls Try Rugby' sessions to introduce Rookie Rugby to local communities, delivered in partnership with Member Clubs, timed to effectively market Club and Community Centre Rookie Rugby programs			✓	✓	✓	✓	✓		
				1.1.3	Explore opportunities to implement sustainable rugby programming in elementary schools			✓	✓	✓	✓	✓		
		1.1.4	Identify and forge sustainable partnerships between Member Clubs and alternative, appropriate delivery partners (e.g. Community Centres, Elementary Schools) to deliver Rookie Rugby	457 member players (15.8% female)	Increase to 2,000 member players (33% female)			Rugby Canada Member Clubs Elementary Schools Community Centres Municipal Gov'ts	Participation Committee Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager	✓	✓	✓	✓	✓
		1.1.5	BC Rugby to invest in the formalisation of the Rookie Rugby Jamboree delivery, schedule and promotion, integrating Club, Community Centre & school programs							✓	✓	✓	✓	✓
		1.1.6	Plan, promote, deliver and review multi-sport Summer Camps with Rookie Rugby, partnering with other PSOs or established organizations							✓	✓			
		1.1.7	BC Rugby to invest in mainstream advertising to market Club and Community Centre Rookie Rugby programs for boys and girls							✓	✓	✓	✓	✓
		1.1.8	BC Rugby to promote and support the accessibility and adaptability of non-contact Rugby with particular emphasis to children with communication and/or learning disabilities and children with physical disabilities								✓	✓	✓	✓
	1.2.1	Plan, promote, deliver and review Club age grade leagues, combining Sevens and XVs Rugby	800 member players aged 10 to 14 yrs (21% female)	Increase to 2,000 member players aged 10 to 14 yrs (30% female)	Rugby Canada Member Clubs Community Centres Municipal Gov'ts BCSSRU BCHSGRA BC Games Society	Participation Committee Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager	✓			✓	✓	✓	✓	
	1.2.2	Explore opportunities to implement non-contact Rugby programming & introduce age-grade leagues for 7s Touch Rugby								✓	✓	✓	✓	
	1.2.3	Plan, promote, deliver and review Game Ready program to introduce and emphasize National Key themes to players aged 13 to 18yrs old, complimenting the LTRD model					✓			✓	✓	✓	✓	
	1.2.4	Support BC Games and regional partners in the planning, delivery and promotion of Sevens Rugby at the BC Summer Games for U17 Girls, achieving team entries from all zones	2,977 member players aged 15 to 19 yrs (44% female)	Increase to 4,000 member players aged 15 to 19 yrs (40% female)			Rugby Canada Member Clubs Community Centres Municipal Gov'ts BCSSRU BCHSGRA BC Games Society	Participation Committee Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager		✓		✓	✓	
	1.2.5	Formalise and expand non-contact Rugby for High School aged players, partnering with the relevant delivery organizations									✓	✓	✓	
	1.2.6	Coordinate with High School Rugby Associations to ensure Club and High School Rugby competitions are complimentary							✓	✓	✓	✓	✓	
	1.2.7	Annually support the promotion and delivery of BCSSRU and BCHSGRA Provincial Championships for XVs and Sevens Rugby							✓	✓	✓	✓	✓	
	1.2.8	Utilise role models to directly market Rugby to young people, highlighting the social elements of Rugby and competitive opportunities								✓	✓	✓	✓	

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Increase				1.2.9	Negotiate with BCSSRU and participating schools to join BC Rugby as members to ensure consistency in safety and coaching standards and ensure a connected player pathway			✓	✓			
				1.2.10	BC Rugby to promote and support the adaptability of Rugby for young people with communication and/or learning disabilities and young people with physical disabilities				✓	✓	✓	✓
	GROW participation of adults	2,848 players (20.2% female)	Increase to 4,000 players (25% female)	1.3.1	Market BC Rugby leagues at High School Provincial Championships to increase awareness of Club opportunities	Rugby Canada Member Clubs Municipal Gov't Post-secondary institutions	Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager	✓	✓	✓	✓	✓
				1.3.2	Formalise, promote and resource Touch Rugby leagues, utilising existing Club delivery and sourcing new partners to deliver 'house league' style recreational competition, targeting new or returning participants			✓	✓	✓	✓	✓
				1.3.3	Support the introduction, promotion and development of Rugby within BC				✓	✓	✓	✓
				1.3.4	Utilise alternate forms of Rugby (e.g. 10s & Beach) to promote Rugby and retain players with social motivations and time constraints				✓	✓	✓	✓
				1.3.5	Support and promote the Men's over-40 league			✓	✓	✓	✓	✓
	GROW participation of Aboriginal peoples	3.81% of BC Rugby players with Aboriginal descent	Increase representation to 5% of BC Rugby Membership (meeting BC population %)	1.4.1	Partner with Rugby Canada & the Partners Council/Indigenous Sport, Physical Activity and Recreation Council (ISPARC) to tailor Rookie Rugby for Aboriginal communities	Rugby Canada Thunder Rugby Member Clubs ISPARC	Participation Committee Rugby Development Officers Marketing & Communications Manager Competitions & Events Manager	✓				
				1.4.2	BC Rugby to partner Thunder Rugby in piloting the ALTPD model, focusing on Stages 2, 3 and 4 of the LTPD model, within the Langford area			✓				
				1.4.3	Based on success of ALTPD pilot, expand Thunder Rugby programming to locations with high Aboriginal populations and opportunities for new Rugby activity or expansion				✓	✓	✓	✓
				1.4.4	Partnering with Thunder Rugby, design, promote and deliver Provincial Thunder Rugby Camps to provide opportunity for Thunder regions to come together				✓	✓	✓	✓
				1.4.5	Integrate competitive opportunities through Provincial Regional Championships and appropriate Sevens competitions					✓	✓	✓
				1.4.6	BC Rugby to provide marketing of targeted opportunities, utilising existing Aboriginal role models and champions, as well as integrate Aboriginal role models and champions into generic marketing initiatives			✓	✓	✓	✓	✓

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GROW: Increase the infrastructure to deliver safe, fun Rugby throughout BC	GROW participation of adults as trained coaches	340 (21.2% female) registered coaches	Increase to 450 (33% female)	2.1.1	Annually plan, promote, deliver and review a calendar of educational opportunities available throughout the Province, including women-only courses and the Aboriginal Coaching Module	Rugby Canada Member Clubs School Sport BC ISPARC	Rugby Dev. Manager Rugby Development Officers Marketing & Communications Manager	✓	✓	✓	✓	✓
				2.1.2	Access Pro-D days within the education sector to promote/deliver Rookie Rugby Instructor courses			✓	✓	✓	✓	✓
				2.1.3	Clearly promote the coaching pathway, highlighting benefits and opportunities of becoming certified Rugby Coach			✓	✓	✓	✓	✓
		2.1.4	Regularly promote to all Coaches, Assistant Coaches, Team Managers and any aspiring coaches to complete World Rugby's 'Rugby Ready' online course	✓	✓			✓	✓	✓		
		2.1.5	Promote & deliver Rookie Rugby instructor courses, targeting parents of players and senior players	✓	✓			✓	✓	✓		
	GROW participation of adults as certified officials	92 registered, active officials (6% female)	Increase to 200 registered, active officials (25% female)	2.2.1	Annually plan, promote, deliver and review a calendar of educational opportunities available throughout the Province, including women-only courses	Rugby Canada Member Clubs BC Rugby Referees' Society	Rugby Dev. Manager Rugby Development Officers Marketing & Communications Manager	✓	✓	✓	✓	✓
				2.2.2	Coordinate with local Referees' Societies to formalise the introductory process for graduates of the Level 1 Officiating course			✓	✓	✓	✓	✓
				2.2.3	Plan, promote, deliver and review World Rugby Level 1 Officiating course for women only			✓	✓	✓	✓	✓
				2.2.4	Utilise Sevens tournaments to introduce newly certified Officials with onsite coaching and support			✓	✓	✓	✓	✓
				2.2.5	Support the allocation of officials to age grade Rugby to provide a less intimidating officiating experience for newly qualified Officials				✓	✓	✓	✓
				2.2.6	Promote the opportunities of being a qualified referee through a diversity of personal stories			✓	✓	✓	✓	✓
	GROW the number of safe playing venues for contact & non-contact rugby	Majority of rugby delivery on grass fields	Diversity of venues and geographical reach	2.3.1	Identify indoor spaces to accommodate non-contact Rugby programs in local communities requiring additional venues and/or seasonal dependent venues	Rugby Canada Member Clubs Community Centres Municipal Gov'ts BCSSRU BCHSGRA	CEO Rugby Dev. Manager Rugby Development Officers	✓				
				2.3.2	Proactively work with Provincial and Municipal Governments to make the business case for protection and investment into safe playing spaces that accommodate contact Rugby and if appropriate, comply with World Rugby Law 1 and Regulation 22			✓	✓	✓	✓	✓
				2.3.3	Support Member Clubs and affiliated delivery partners by advocating for their access to safe, quality playing fields			✓	✓	✓	✓	✓

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Quality of Rugby	DEVELOP XV's and Sevens Competitions that successfully retain and develop players	12.5% Retention of male age-grade to senior rugby; 14% retention of female age grade to senior rugby	20% retention of male and female players between age-grade and senior rugby	3.1.1	Restructure XV's competition structure with new Rules of Competition to deliver meaningful, accessible competition throughout the Province aligned to the LTRD pathway	Rugby Canada Member Clubs BC Rugby Referees' Society	Player Welfare Committee Competitions & Events Committee Discipline Committee Rugby Dev. Manager Competitions & Events Manager	✓					
				3.1.2	Plan, promote, deliver and review senior and age grade competition structures and calendar to ensure the delivery of a coordinated representative pathway			✓	✓	✓	✓	✓	
				3.1.3	Work collaboratively with Premier League Clubs to ensure minimum standards of a high-performance environment are being met and embedded into Club operations and Premier League programs			✓	✓	✓	✓	✓	
				3.1.4	Optimise the investment into Provincial Club Finals, senior and age grade, to create a rewarding experience for Teams and their supporters while strongly promoting the sport and bringing together the community			✓	✓	✓	✓	✓	
				3.1.5	Develop feasibility study regarding Rugby seasons in BC and possibility of alignment to Canadian Rugby season				✓				
				3.1.6	Optimise the Provincial Regional Championships as both rewarding experience for players and promotion of Rugby			✓	✓	✓	✓	✓	
				3.1.7	Provide competitive Sevens Rugby opportunities, utilising the HSBC Canada Sevens to establish a world-wide recognised invitational tournament			✓	✓				
	DEVELOP more BC Players* that lead successful National Teams	All National ID Programs: Women's XV's - 18% Women's 7s - 16%  Men's XV's - 42% Men's 7s - 53%	All National ID Programs: Women's XV's - 50% Women's 7s - 45%  Men's XV's - 50% Men's 7s - 50%	3.2.1	Plan, promote, deliver and review the BC Rugby Academy to identify talented U15 to U18 male and female players and provide education and IST services	Rugby Canada Canadian Rugby Foundation CSI Pacific Pacific Sport BC Rugby Sponsors	BC Rugby High Performance Committee BC Rugby Stakeholders Committee Rugby Development Manager	✓	✓	✓	✓	✓	✓
				3.2.2	Plan, promote, deliver and review Elite Sevens program to identify and progress talented Sevens players through dedicated training and competitive experiences, complimenting the LTRD and Rugby Canada's Sevens programming			✓	✓	✓	✓	✓	
				3.2.3	In line with Rugby Canada funding & LTRD model, plan, deliver, promote and review the Rugby Excellence Program to identify and progress talented XV's male and female players through dedicated training and IST services			✓	✓	✓	✓	✓	
				3.2.4	Develop and maintain a network of Strength & Conditioning coaches & appropriate facilities across BC to support BC Rugby development programs			✓	✓	✓	✓	✓	
				3.2.5	Continually review the appropriateness of BC Rugby Selection Policies, ensuring the Policies work for both the overall team objectives and all aspiring players			✓	✓	✓	✓	✓	
				3.2.6	Plan, promote, deliver and review BC Rugby age grade Sevens Rugby Teams providing meaningful, motivating and safe rugby experiences to ensure alignment with the LTRD model & the development of World-class players			✓	✓	✓	✓	✓	
				3.2.7	Plan, promote, deliver and review BC Rugby age grade XV's Rugby Teams providing meaningful, motivating and safe rugby experiences to ensure alignment with the LTRD model & the development of World-class players			✓	✓	✓	✓	✓	
3.2.8	Create and promote a BC Rugby Player Grant Program to provide financial support to selected athletes requiring financial assistance to play rugby for BC Rugby and/or Rugby Canada	✓	✓	✓	✓	✓							

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DEVELOP: Increase the c	*BC Players are residents of BC as a minor	Senior National Teams: Women's XV's (Rank 2) - 18% Women's 7s (Rank 3) - 7%  Men's XV's (Rank 18) - 39% Men's 7s (Rank 13) - 53%	Senior National Teams: Women's XV's (Rank 2) - 45% Women's 7s (Rank 3) - 33%  Men's XV's (Rank 18) - 50% Men's 7s (Rank 13) - 50%	3.2.9	Plan, promote, deliver and review BC Rugby Women's Sevens and XV's Rep Teams to ensure high-performance training, IST services and elite competition to support aspiring NextGen players every opportunity to advance their World-class Rugby careers			✓	✓	✓	✓	✓	
				3.2.10	Plan, promote, deliver and review BC Rugby Men's Sevens and XV's Rep Teams to ensure high-performance training, IST services and elite competition to support aspiring NextGen players every opportunity to advance their World-class Rugby careers			✓	✓	✓	✓	✓	
				3.2.11	Develop business model & identify investors to sustain BC Senior Men's & Women's XV's Teams as a semi-professional program				✓	✓	✓	✓	
				3.2.12	Promote BC players that have successfully transitioned into National Teams and highlight their contributions to the success of National Teams			✓	✓	✓	✓	✓	
	DEVELOP more BC Coaches that lead successful National Teams	Senior National Teams: Women's XV's (Rank 2) - 27% Women's 7s (Rank 3) - 100%  Men's XV's (Rank 18) - 47% Men's 7s (Rank 13) - 0%	Senior National Teams: Women's XV's (Rank 2) - 45% Women's 7s (Rank 3) - 33%  Men's XV's (Rank 18) - 50% Men's 7s (Rank 13) - 50%	3.3.1	Build rewarding program to attract, develop and retain male and female certified coaches to deliver BC Rugby programs and lead BC Rugby Teams	Rugby Canada Canadian Rugby Foundation CSI Pacific	High Performance Committee Rugby Dev. Manager		✓	✓	✓	✓	✓
				3.3.2	Develop transparent recruitment practices of BC Rugby Rep Team Head Coaches, aligning with national coaching pathway and promoting the opportunities to male and female coaches			✓	✓	✓	✓	✓	
				3.3.3	Identify opportunities to optimise coach development through Representative XV's and Sevens Teams			✓	✓	✓	✓	✓	
				3.3.4	Plan, promote, deliver and review NCCP/World Rugby advanced coaching courses and professional development to compliment the development of male and female coaches			✓	✓	✓	✓	✓	
				3.3.5	Invest in alternative delivery methods to allow greater accessibility & targeted Professional development of male and female coaches across BC				✓	✓	✓	✓	
				3.3.6	Utilise the BC Rugby conference to provide direct support to identified talented male and female coaches, deliver key messages and high-performance learning opportunities for established & motivated coaches			✓	✓	✓	✓	✓	
	DEVELOP more BC Officials to successfully compete for International appointments	14 Officials (100% male)	20 Officials (10% female)	3.4.1	Collaborate with the BC Rugby Referees' Society, annually agreeing allocation priorities, referee honoriums and travel stipends for all BC Rugby sanctioned competitions	Rugby Canada BC Rugby Referees Society	Rugby Dev. Manager	✓	✓	✓	✓	✓	
				3.4.2	BC Rugby to assess the need for a dedicated staff member to support the recruitment, development and retention of officials and any associated programs			✓					
				3.4.3	Utilise the BC Rugby conference to deliver key messages and high-performance learning opportunities for established officials			✓	✓	✓	✓	✓	
				3.4.4	Collaborate with local Referees' Societies to support designated Official Coaches professional development and access to resources			✓	✓	✓	✓	✓	
				3.4.5	Develop selected officials to become Official Coaches, creating network of Official Coaches across the Province to formalise and standardise the development of aspiring officials				✓	✓	✓	✓	
				3.4.6	Identify min. 2 talented female officials to develop as Official Educators and high-performance officials				✓	✓	✓	✓	

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/ELOP: Improve the Member experience	DEVELOP a culture of safety and injury prevention within all Rugby delivery organisations	700 BC residents completed World Rugby's 'Concussion Management for General Public' online module within last 12 months	5,000 BC residents completed World Rugby's 'Concussion Management for General Public' online module within last 24 months	4.1.1	Regularly promote to all Individual Members, Parents, Guardians and Partners of Players to complete World Rugby's 'Concussion Management for General Public' online module	BC Government Rugby Canada CSI Pacific	Player Welfare Committee High Performance Committee Discipline Committee Rugby Dev. Manager Rugby Development Officers	✓	✓	✓	✓	✓	
				4.1.2	Promote and deliver First Aid in Rugby (FAIR) courses regularly and throughout the Province			✓	✓	✓	✓	✓	
				4.1.3	Plan, promote & deliver mental health initiative to ensure rugby community is a positive force for understanding of and support for mental health issues				✓	✓	✓	✓	
				4.1.4	Identify 'Safety Champions' within the BC Rugby community to promote best practice				✓	✓	✓	✓	
				4.1.5	Develop policies, systems and practices that embed player welfare into BC Rugby Governance, strategy, tactics and operations			✓	✓				
		Players representing BC are captured within an injury & concussion tracking system	All players competing within BC Rugby sanctioned competitions are captured within an injury & concussion tracking system	4.1.6	Utilise PRIVIT for all BC Rugby programs and teams, utilise tracking data to decrease injuries and plan professional development, and promote benefits of tracking program to Clubs			✓	✓				
				4.1.7	Ensure player tracking of all BC Rugby programs is integrated and shared amongst Provincial programs and available to NSO upon request				✓	✓	✓	✓	
				4.1.8	Continually seek, implement and review good practices in sport medicine, sport science, innovation and technology			✓	✓	✓	✓	✓	
				4.1.9	BC Rugby Teams to maintain a Coach:player ratio of 1:15 and 1 Therapist per team for training and matches			✓	✓	✓	✓	✓	
				4.1.10	Invest in league management system with in-built tracking of reasons for player substitutions, warning notifications for Return to Play protocols, Under-19 time restrictions and record of Therapist present			✓	✓	✓	✓	✓	
				All Clubs with nominated Safety Officer	4.1.11			Support Clubs in the recruitment of a Safety Officer and provide regular communications and advice to support the role with guidance and best practice	✓	✓	✓	✓	✓
					4.1.12			Support Clubs achieve a maintain recommended coach:player ratios for Senior and Youth programs	✓	✓	✓	✓	✓
					4.1.13			Educate coaches, players, administrators and parents/guardians of anti-doping regulations and promote Rugby as a Clean Sport	✓	✓	✓	✓	✓
					4.1.14			Support Clubs recruit qualified Therapists to provide expertise to Teams	✓	✓	✓	✓	✓

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DEV	DEVELOP a culture of appreciation and reward to retain and recognise strong contributors	Utilise external awards to nominate strong contributors that are known to BC Rugby	Annual Awards strongly supported Track # of Code of Conduct infractions	4.2.1	U18 Boys' & Girls', U19 Men & U20 Women BC Rugby XV's Team to receive level 1 officiating and Rookie Rugby instructor course as part of Rep Team program	BC Rugby Referees' Society Rugby Canada viaSport Sport BC ISPARC	Discipline Committee Competitions & Events Committee CEO Rugby Dev. Manager Member Services Manager	✓	✓	✓	✓	✓
				4.2.2	Collaborating with Clubs, plan, promote and support the delivery of a 'First XV's meet Minis' Jamboree on a Saturday Club day to facilitate interaction and support of Senior Men & Women players for the future of the sport & inspire Minis to stay with Rugby			✓	✓	✓	✓	✓
				4.2.3	Continually promote and uphold a culture of respect and understanding of officiating by rewarding Clubs that positively contribute through Rules of Competition incentives			✓	✓	✓	✓	✓
				4.2.4	Utilise National & Provincial campaigns to promote respect and appreciate for Coaches, Officials and Volunteers, and encourage Players to show thanks to all that make Rugby possible			✓	✓	✓	✓	✓
				4.2.5	Promote the BC Rugby Code of Conduct and its key values to all individual members and encourage adherence and reporting of gross misconduct			✓	✓	✓	✓	✓
				4.2.6	Plan, promote, deliver and review annual awards function with recognition of players and contributors in past season and hall of fame inductions			✓	✓	✓	✓	✓
				4.2.7	Identify industry award programs to recognise rugby contributors and players, and promote Rugby in general			✓	✓	✓	✓	✓
				4.2.8	Deliver public and private campaign of 'thanks' to Board Directors, Committee Members and all contributors			✓	✓	✓	✓	✓
	MANAGE BC Rugby Governance to model best practice & engender community confidence	Awarded 'Championing' (4) score in 17 of 22 'Organizational Readiness' criteria	BC Rugby has full marks in 'Organizational Readiness' and illustrates 'best practice' in Leadership, Strategic Planning & Governance and Policy	5.1.1	Continually review and update BC Rugby Bylaws to ensure compliance with BC Societies Act and 'fit for purpose'	BC Government viaSport	Board of Directors Executive Committee Governance Committee CEO	✓	✓	✓	✓	✓
				5.1.2	Continually review and update BC Rugby governance and operational policies to ensure 'fit for purpose', resemblance to best practice and delivering community confidence			✓	✓	✓	✓	✓
				5.1.3	Annually review Board effectiveness, identify areas of improvement and invest in Professional Development for organizational leaders			✓	✓	✓	✓	✓
				5.1.4	Openly and proactively recruit Board Directors, in compliance with BC Rugby Bylaws, to ensure strong, diverse and professional leadership			✓	✓	✓	✓	✓
				5.1.5	Annually review BC Rugby's Risk Management Policy, Risk Register and Assessment			✓	✓	✓	✓	✓
				5.1.6	Provide annual reports at BC Rugby's AGM on the progress made against the Strategic Plan			✓	✓	✓	✓	✓
				5.1.7	Continually review and update BC Rugby Strategic Plan to ensure maximising market opportunities and efficiently achieving strategic goals			✓	✓	✓	✓	✓

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MANAGE: Provide smart, professional and consistent leadership	MANAGE BC Rugby finances to model best practice, ensuring sustainability and community confidence	2016/17 revenue projected at \$1.7mil with 21% sourced from government	Increase overall revenue to \$3mil while ensuring balanced portfolio	5.2.1	Maximise the potential of funding and grant opportunities, strongly illustrating our ability to meet funding objectives and report strong ROI	BC Rugby Sponsors Rugby Canada viaSport CSI Pacific	Board of Directors Finance Committee Stakeholders Committee CEO	✓	✓	✓	✓	✓
				5.2.2	Provide accurate and timely reports to funders, highlighting financial investment and impact for Rugby			✓	✓	✓	✓	✓
				5.2.3	Identify assets, events, programs or categories of high spend to effectively raise funds or offset expenses			✓	✓	✓	✓	✓
				5.2.4	Develop fundraising strategy, identifying areas and programs in need of investment need and identifying programs, promotions and activities to elicit philanthropy				✓			
				5.2.5	Produce annual budget in advance of fiscal year, efficiently resourcing the annual operating plan, and provide quarterly budget v. actual reports			✓	✓	✓	✓	✓
				5.2.6	Review and potentially re-model the BC Rugby membership fee structure to reflect growth priorities and service provided to individual members			✓	✓			
				5.2.7	Develop and implement effective and robust financial policies and processes to ensure responsible management of funds			✓				
	MANAGE BC Rugby operations to have reliable, professional people and efficient processes	While basic data collation is automated and electronic, many league mgmt functions require manual entry and paperwork	Automated systems collate individual participation and progress, and provide insights to the State of Play	5.3.1	Develop and implement annual operational plans aligned to the Strategic Plan and that can be sufficiently resourced through the annual budget	Rugby Canada viaSport	Executive Committee Management Committees CEO	✓	✓	✓	✓	✓
				5.3.2	Invest in CRM, League Management and Communication platforms to effectively and efficiently track, measure and promote player, contributor and team participation and progress			✓	✓	✓	✓	✓
				5.3.3	Embed BC Rugby's Risk Management Policy into processes and operations			✓	✓	✓	✓	✓
		Some staff turnover and not all Committees recruited	High staff and Committee Member retention and satisfaction	5.3.4	Openly and proactively recruit Management Committee members to ensure diverse and wholly-representative Committees can be relied upon for tactical and operational advice			✓	✓	✓	✓	✓
				5.3.5	Establish and implement 'best practice' human resource policies and practices to successfully recruit, develop and retain professional staff			✓	✓			
				5.3.6	Identify resourcing gaps and utilise to develop internship opportunities that could qualify for federal or provincial funding			✓	✓	✓	✓	✓
	MANAGE BC Rugby Communications to generate high awareness of Rugby, our organization and activities	Website averages 10,000 monthly users with 49% bounce rate; Social media channels average 4,000 followers; Direct e-mail audience totals 5,838 with average open rate of 30.4%	Annual growth in reach and engagement on all BC Rugby platforms and direct e-mail	5.4.1	Plan, deliver and review annual communication plans to ensure Member Clubs, Stakeholders and Partners are informed of BC Rugby governance, policies, strategic plan and general activities	Rugby Canada BC Rugby Sponsors Media Outlets	CEO Marketing & Communications Manager Member Services Manager	✓	✓	✓	✓	✓
				5.4.2	Plan, deliver and review targeted and timely marketing and promotional campaigns to generate greater awareness of Rugby, highlighting the diversity of our community, our values and benefits of rugby, mythbust safety concerns and direct the public to 'Try Rugby' opportunities			✓	✓	✓	✓	✓
				5.4.3	Plan, deliver and review targeted and timely marketing and promotional campaigns to generate interest and engagement in BC Rugby competitions and events, for competitors and spectators			✓	✓	✓	✓	✓
				5.4.4	Partner with Rugby Canada and Canada Sevens to build-in opportunities at International Rugby events to promote and market Rugby opportunities for youth through ball kids, breaks in play and on-site advertising			✓	✓	✓	✓	✓
				5.4.5	Continually review and update BC Rugby website, direct email platforms & social media channels to ensure all marketing & communications effectiveness			✓	✓	✓	✓	✓



BC RUGBY STRATEGIC PLAN 2017-2022												
PRIORITY	STRATEGIC OBJECTIVE	2015-16 STATE OF PLAY	2021-22 GOAL	No.	STRATEGIC INITIATIVE	KEY PARTNERS	STAFF/CTTEE.	2017-18	2018-19	2019-20	2020-21	2021-22
				5.4.6	Clarify and reinforce organization brand and representative team brand with clear values and identities reflected through all communications, activations and branding			✓	✓	✓	✓	✓
				5.4.7	Plan, deliver and promote spectatorship/viewership of Rugby through 2017 Women's RWC, 2019 RWC and 2020 Tokyo Olympics, promoting BC player stories, and having clear 'call to action' to try Rugby and/or join a Member Club			✓		✓	✓	
				5.4.8	Partner with Rugby Canada to promote spectatorship at international rugby events that come to British Columbia			✓	✓	✓	✓	✓
Be industry-leading and valued service to stakeholders and partners	MANAGE the delivery of tailored servicing to Member Clubs to ensure their sustainability in growing and developing rugby	2.75 Full-time employees based in two regions covering 49 Clubs with face to face contact with each Club at least once per year	4 Full-time employees based in at least three regions, with face to face contact with each Club min. 3 times a year	6.1.1	Deliver an annual BC Rugby Conference providing coaches, officials, medical support and administrators access to learning, professional development and networking with leaders of BC Rugby, Canadian sport and International Rugby	viaSport CSI Pacific Pacific Sport BC Gaming	High Performance Committee CEO Rugby Dev. Manager Rugby Development Officers Member Services Manager	✓	✓	✓	✓	✓
				6.1.2	Resource and deploy full-time staff to collaborate with Member Clubs & their local communities, providing annual snapshots of Club membership to inform identifying opportunities to grow and develop and then providing the required support			✓	✓	✓	✓	✓
				6.1.3	Support Clubs in their recruitment for key volunteers by providing template job descriptions, advertisement templates and key information for all volunteers, such as directors liability insurance, background checks etc			✓	✓	✓	✓	✓
				6.1.4	Promote and provide on-site training and Pro-D workshops at Clubs, for Clubs			✓	✓	✓	✓	✓
		All Clubs with Constitution, By-laws and all Premier Clubs with an actionable Strategic Plan	6.1.5	Support Clubs in the creation, delivery and review of their Constitution, set of Bylaws, and policies that ensure compliance with Federal and Provincial legislation, such as the BC Societies Act, PIPA, CASL, Player Welfare and Child Protection	✓			✓	✓	✓	✓	
			6.1.6	Support Premier Clubs, and any other Club requesting support, in the creation, implementation and review of a multi-year Strategic Plan that is actionable through annual operational plans achieving growth and development	✓			✓	✓	✓	✓	
			6.1.7	Support Clubs in planning and achieving financial sustainability, providing directions to access funding, fundraising initiatives and examples of business models				✓	✓	✓	✓	
			6.1.8	Utilise industry resources and examples of best practice to share knowledge and learning amongst Member Clubs	✓			✓	✓	✓	✓	
	MANAGE, foster and deliver mutually-beneficial partnerships	Recognised as emerging leader within BC amateur sport market with some assets supported privately	To be recognised as a leader in the Canadian amateur sport market with a strong track record of delivering high ROI, with majority of assets supported privately	6.2.1	Invest in the refinement of BC Rugby assets, building in effective measurement of audience reach and engagement, to maximise commercial partnerships	BC Rugby Sponsors BC Government viaSport CSI Pacific BC Corporate Community	Executive Committee Stakeholders Committee CEO	✓	✓	✓	✓	✓
				6.2.2	Run a tender process for sponsorship of key categories and successfully negotiate financial and activation terms of sponsorship contracts			✓				✓
				6.2.3	Identify opportunities to build-in playing experiences in support of raising funds for investment into key programs, targeting the corporate sector			✓	✓	✓	✓	✓
				6.2.4	Plan, deliver and review hospitality opportunities that service and further commercial and private partnerships			✓	✓	✓	✓	✓
				6.2.5	Identify Charitable Organizations to support through Rugby and plan key activations that promote Rugby values & Charity's objectives				✓	✓	✓	✓

