



STRATEGIC PLAN 2017-2022



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MESSAGE FROM THE BOARD OF DIRECTORS

The Board of Directors is proud to present the BC Rugby Strategic Plan for 2017/18 - 2021/22.

This Strategic Plan aims to leverage the opportunity of British Columbia becoming an international focus for Rugby, courtesy of the HSBC Canada Sevens Vancouver Tournament and its growing success. Coupled with the successful introduction of Rugby Sevens in the Summer Olympics, never before have so many British Columbians been aware of our sport.

With such a conducive backdrop, we have a renewed focus to grow, develop and manage the sport of Rugby in British Columbia. Aggressive targets have been set and they will be achieved through collaborative working relationships with all stakeholders, particularly our Member Clubs. For our sport to thrive, every single player, every single team, every single Club, and every single region must recognize and respect their vested interest in the strength, skill and fitness of their opponents and it will be working together off the field that will ensure success on the fields across BC.

In building this plan, we would like to thank Doug Campbell and Peter Law of Ernst & Young LLP who supported the evaluation of our current position and the planning process. We would also like to thank the staff of BC Rugby for making this a top priority in 2016 and providing great insights into where we can go and how.

Most importantly, we want to thank all the Members who attended the community consultation meetings in Nanaimo, Victoria, Vancouver, Burnaby, Abbotsford, Kamloops and Kelowna, giving their time and thought to provide input on the vision, strategic priorities and key initiatives. Valuable lessons and feedback were obtained and significant edits were made to ensure this Strategic Plan reflected a Plan that the BC Rugby community wished to be a part of. Finally, we also wish to thank Rugby Canada, our Provincial Union partners, the BC Government and viaSport for their support and encouragement.

We are excited for what we can achieve by working together and we look forward to seeing you on and around Rugby pitches throughout BC.

ABOUT BC RUGBY AND OUR PURPOSE

The British Columbia Rugby Union, known as BC Rugby, is the governing body for the sport of Rugby and was founded in 1889.

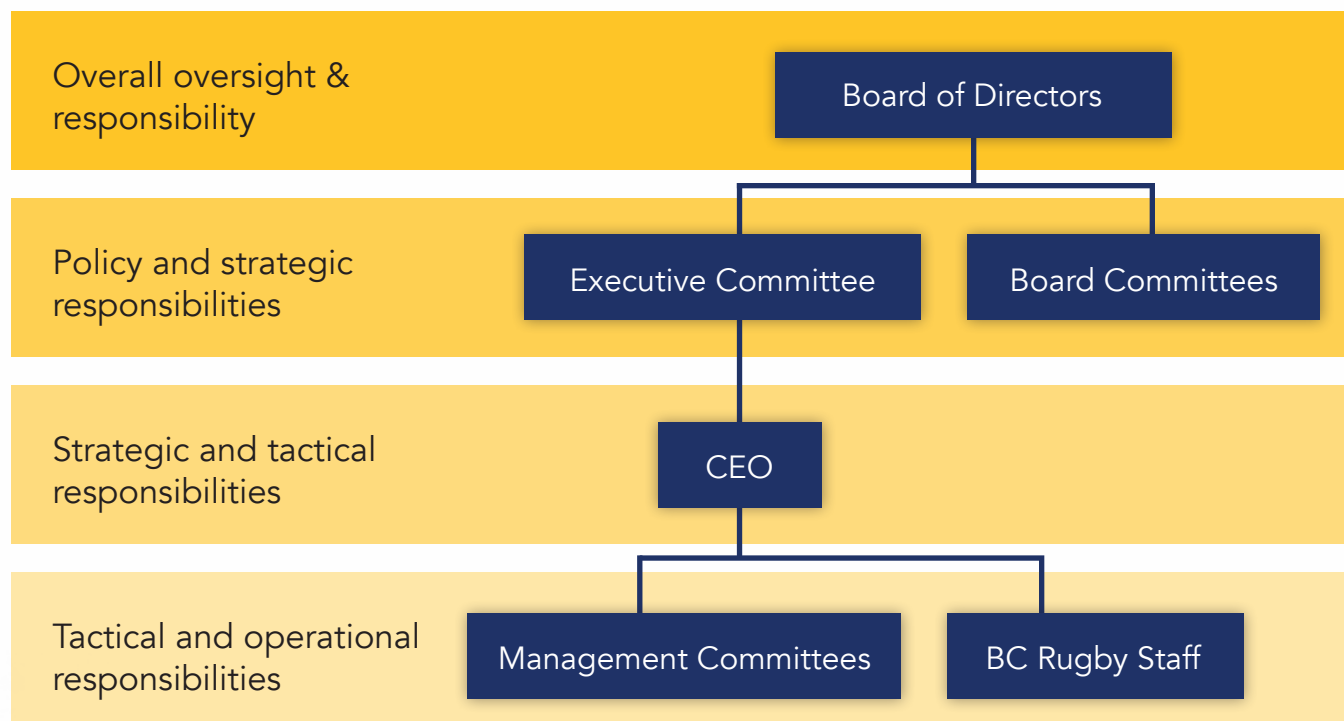
As a Member Union of Rugby Canada, BC Rugby is recognized by World Rugby and the BC Government as being the non-profit organization responsible for Rugby Union and its game variations, including Sevens, Flag and Touch Rugby.

BC Rugby is led by a Board of Directors that is elected by the Voting Members, and hold the over-arching responsibility to deliver the stated Purpose of the organization, while adhering to the key principles of safety, integrity, respect and inclusion. In 2016, the Members of BC Rugby approved a new Constitutional Purpose:

To grow, develop and manage the sport of Rugby in the Province of British Columbia; and, To undertake any other roles, functions, responsibilities or actions that best serve the sport of Rugby in the Province of British Columbia.

That Purpose has guided the design of this Strategic Plan and also guides the organizational structure of BC Rugby.

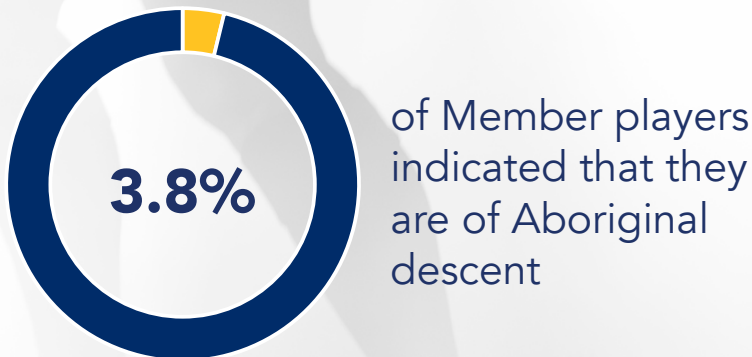
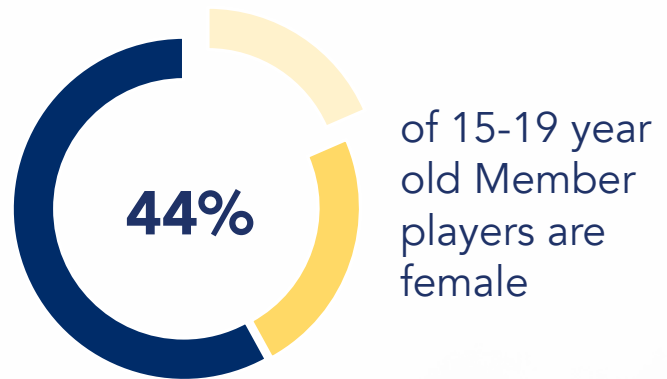
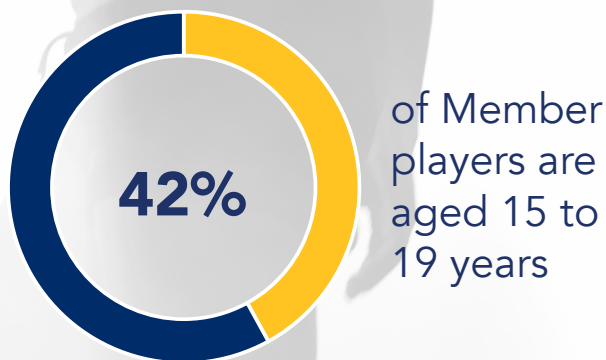
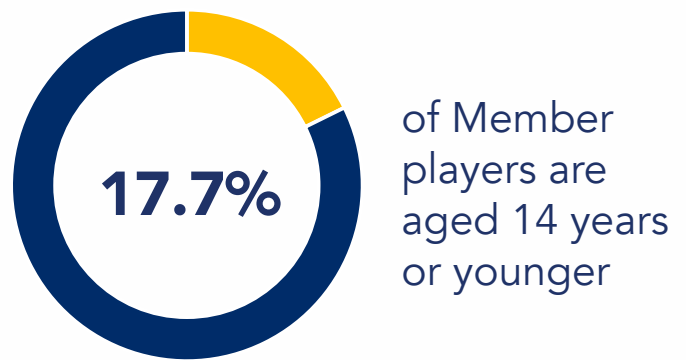
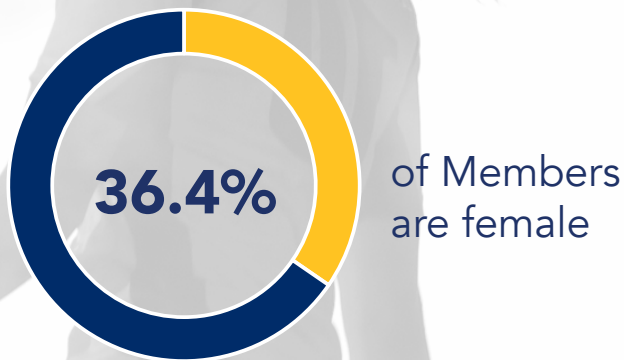
BC RUGBY STRUCTURE



CURRENT STATE OF PLAY AND THE BC LANDSCAPE

With the success of the HSBC Canada Sevens Vancouver Tournament and Team Canada at the Rio 2016 Summer Olympic Games in Rugby Sevens, a new Canadian audience has been introduced to the sport of Rugby and BC Rugby aims to ensure that, over the next five years, residents of British Columbia have every opportunity to join in the fun!

At the conclusion of the 2015/16 Membership year (Sept – Aug), BC Rugby had a total of **7,658** registered Members, of which:



340 adults were registered as a coach

92 adults were registered as a referee

The opportunity to increase those numbers is real, particularly amongst children. Figures reported by Provincial Sport Organizations show that there's a significant proportion of children and young people not engaged in organized sports. While British Columbia has a strong culture of adventure and outdoor activities, only 14% of BC's 4.8 million residents were engaged in organized sports in 2015. While the majority of those participating are 14 years and younger, with approximately 43% female representation, there still remains a significant number of young people who have not yet found their sport.

Examining the BC sporting landscape and comparing other team sport figures to our current membership highlights that we are missing this younger demographic. However, comparing ourselves to other team sports, we do better than most at retaining adult players, and we hold approximately 4% of the team sport market with adult males.

Also of interest is understanding how participation figures differ between regions. Despite significantly smaller populations, the Interior and Northern regions have higher propensities for organized sport with 17.3% and 16.3% of the respective populations participating in 2015. Again comparing ourselves to these figures, we must do better to provide services and support these regions to ensure Rugby thrives throughout the Province.

While there's no denying that we're operating in a highly competitive market, Rugby has advantages, such as game variations and strong community values, that we must promote effectively. To be a sustainable and successful team sport in BC, we need critical mass with competitive depth locally and regionally. Rugby participation across the country has been in a steady incline and is nearing the 30,000 mark. And with record Canadian viewership and spectator numbers being achieved at the 2015 Rugby World Cup and the HSBC Canada Sevens Vancouver Tournament respectively, we know that more British Columbians than ever before are aware and interested in our sport.

Our job now is to deliver fun, welcoming and safe experiences to ensure all British Columbians have the opportunity to play, coach or officiate the best sport in the world.



A VISION FOR RUGBY IN BRITISH COLUMBIA

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

- Where people of all ages, abilities and motivations have access to try their preferred game of Rugby in a safe and fun environment;
- Where aspiring athletes have the opportunity to access high-performance coaching and quality competition with appropriate officiating;
- Where Member Clubs across the Province have strong, sustainable and diverse membership and are reliably delivering valued programming to their local communities; and,
- Where BC Rugby is smart and sophisticated in its leadership and service to all current and potential stakeholders and partners.

BC RUGBY STRATEGIC PRIORITIES

The BC Rugby Strategic Plan 2017/18-2021/22 has identified six strategic priorities that align to BC Rugby's Purpose to grow, develop and manage the sport of Rugby in British Columbia.

GROW	Increase rugby participation across the Province for all ages and genders, reflecting the cultural diversity of BC #1	Increase infrastructure and workforce to ensure safe, inclusive and accessible opportunities to play Rugby in BC #2
DEVELOP	Increase the number of male and female BC Players contributing to successful National XV's and Sevens Rugby Teams #3	Improve the player experience with their welfare the top priority and enhance our culture of respect for officials, coaches and volunteers #4
MANAGE	Provide smart, professional and consistent leadership #5	Provide industry-leading and valued service to stakeholders and partners #6

To further articulate each priority, a total of 20 strategic objectives are detailed, each with a corresponding strategic goal which will be measured annually and reported against established benchmarks. The next section aims to provide a condensed overview of the strategic initiatives that BC Rugby will be undertaking to achieve each of the strategic objectives and corresponding goals. To view the BC Rugby Strategic Plan 2017-22 in its entirety, please visit bcrugby.com

STRATEGIC PRIORITY #1 - GROW

Increase Rugby participation across the Province for all ages and genders, reflecting the cultural diversity of BC

2021/22 GOAL

12,000 Member Players with 33% female & 5% of Aboriginal descent

1.1 Grow participation of children aged under 10 years of age

Currently, only 457 Member players are under 10 years of age. We aim to introduce 10,000 children to Rookie Rugby through promoting and delivering 'Come & Try Rugby' and 'Girls Try Rugby' sessions, and supporting Member Clubs in identifying and forging sustainable delivery partnerships with elementary schools, community centres and investing in Jamborees to achieve 2,000 playing Members.

1.2 Grow participation of youth aged 10 to 19 years of age

To grow membership of players aged 10 to 14 years from 800 to 2,000, we will look to introduce Sevens and non-contact offerings to attract and retain more young teenagers, particularly girls. For players aged 15 to 19 years, we aim to increase membership from 2,977 to 4,000 through collaborative relationships with Boys' and Girls' High School Rugby. For this entire age group, we will work with Member Clubs in better structuring age-grade XVs leagues, deliver BC Rugby's Game Ready program to reinforce core skill development and invest in promoting our sport through role models and campaigns that highlight social and competitive opportunities.

1.3 Grow participation of adults

Growing adult membership from 2,848 to 4,000 players will primarily focus on transitioning young people from age-grade into senior play. BC Rugby will invest in directly marketing to high school Rugby players the playing opportunities after graduation. Recognizing that not all adults wish to commit to XVs Rugby, we will also look at opportunities to formalize and promote Sevens Rugby and Touch Rugby leagues, each with a competitive and social offering.

1.4 Grow participation of Aboriginal Peoples

Partnering with the Partners Council/Indigenous Sport, Physical Activity and Recreation Council (ISPARC) and Thunder Rugby, BC Rugby will support a pilot for the new Aboriginal Long-Term Participant Development (ALTPD) pathway through Rookie Rugby and will look to expand Rookie Rugby offerings through Aboriginal Friendship Centres. We will work with partners to identify and plan the integration of competitive XVs and Sevens Rugby opportunities to the relevant ALTPD stages.

STRATEGIC PRIORITY #2 - GROW

Increase infrastructure and workforce to ensure safe, inclusive and accessible opportunities to play Rugby in BC

2021/22 GOAL

450 Registered Coaches, 200 Registered Officials and increase the number of safe playing venues

2.1 Grow participation of adults as trained coaches

Coaches are central to our ability to increase both the number and quality of Rugby players in BC and we aim to increase the number of trained coaches from 340 to 450. To build towards that goal, we aim to have 500 BC residents holding the basic qualifications to deliver introductory Rugby programs, by introducing and promoting World Rugby's Rugby Ready course and Rugby Canada's Rookie Rugby Instructor course. Partnering with Rugby Canada, BC Rugby will invest in the promotion and delivery of a Province-wide, educational calendar that is accessible, affordable and valuable.

2.2 Grow participation of adults as certified officials

Currently, only 92 officials were registered with BC Rugby and the consequences of this low number are evident every single week of competition. Similar to coaches, officials play a pivotal role in retaining and developing players. BC Rugby will work in partnership with Rugby Canada and the BC Rugby Referees Society to plan, promote and deliver an education calendar with coordinated opportunities to first experience officiating through Sevens Rugby tournaments and Assistant Referee appointments with onsite support.

2.3 Grow the number of safe playing venues for contact & non-contact Rugby

While we are without a definitive audit of current safe playing venues, we do recognize the need to diversify the type of venues that Rugby utilizes to make our sport more accessible. BC Rugby will identify private and public indoor spaces where non-contact Rugby would be feasible and forge local partnerships to access those spaces. We will also work with Provincial and Municipal governments, and our Member Clubs, to make the business case for the protection and upgrade of grass and turf playing spaces in BC to ensure those spaces safely accommodate Rugby.



STRATEGIC PRIORITY #3 - DEVELOP

Increase the number of male and female BC Players contributing to successful National XV's and Sevens Rugby Teams

2021/2022 GOAL

50% BC player and coach representation on National Men's Teams, 45% BC player and coach representation on National Women's XV's Team, 33% on National Women's Sevens Rugby Team and 20 Officials awarded international appointments

3.1 Develop XV's and Sevens Rugby Competitions that successfully retain and develop players

BC Rugby will continually review and restructure as appropriate, senior and age-grade competition structures and calendars to deliver meaningful, accessible competition for the player, the team and the Club, and with alignment to the Long-term Rugby Development (LTRD) pathway. Competitions will be supported by robust Rules of Competition that introduce minimum standards of player well-being and team staff qualifications. BC Rugby will invest in the promotion and delivery of Provincial Championships and invitational tournaments to attract outside competitors to add diverse and challenging opposition to the calendar.

3.2 Develop more BC Players that lead successful National Teams

For Canada to advance within the World standings, BC Rugby will invest in lifting the quality of young Rugby players through the BC Rugby Academy and the BC Elite Sevens programs, targeting U15 to U18 players, as well as provide more targeted support to those male and female players that are next in line for the Red jersey. BC Rugby will annually deliver age-grade representative teams for XV's and Sevens Rugby, and will plan comprehensive programs to ensure all selected players can advance their game. BC Rugby's Men's and Women's XV's and Sevens Teams will be planned to deliver a high-performance training experience culminating in elite competition to provide aspiring NextGen players every opportunity to advance their World-class Rugby careers.

3.3 Develop more BC Coaches that lead successful National Teams

Utilizing BC Rugby programs and representative teams, coaching positions will be designed to have built-in coach development and mentorship, ensuring opportunities are widely promoted and recruitment is aligned to the national coaching pathway. This aims to increase the proportion of BC Coaches with National appointments to average 45% across the four programs. All elements of professional development and support will culminate in the annual BC Rugby Conference where BC Rugby will invest in obtaining internationally renowned experts to provide insights and advice on developing and supporting world-class Rugby players.

3.3 Develop more BC Officials to be awarded international appointments

In partnership with the BC Rugby Referees Society and Rugby Canada, BC Rugby will support the continual development of Officials Coaches and Officials Educators, and develop a network of Officials Coaches to formalize and standardize the development of officials. BC Rugby will work with the Referees Society to annually agree allocation priorities for BC Rugby sanctioned competitions and provide targeted support to talent-ID officials to increase the number of BC Officials awarded international appointments to 20, with at least 2 of those being women.

STRATEGIC PRIORITY #4 - DEVELOP

Improve the player experience with their welfare as the top priority and enhance our culture of respect for officials, coaches and volunteers

2021/2022 GOAL

5,000 BC Residents to hold World Rugby certification in Concussion Management

4.1 Develop a culture of safety and injury prevention within all Rugby delivery organizations

BC Rugby will widely and regularly promote the benefits of completing and maintaining certification in World Rugby's Concussion Management for General Public and regularly deliver First Aid in Rugby (FAIR) courses throughout the Province. BC Rugby will also invest in the implementation of player injury and concussion tracking systems with the aim of capturing all players competing within BC Rugby sanctioned competitions. Combining that insight with data captured through a comprehensive league management platform, BC Rugby will provide insights and best practice advice to the developed network of Club Safety Officers and Athletic Therapists.

4.2 Develop a culture of appreciation and reward to retain and recognize strong contributors

In addition to utilizing existing industry campaigns and awards to promote and recognize the contribution of volunteers within our sport, BC Rugby will revive the Annual Awards program along with the BC Rugby Hall of Fame to recognize standout achievements and contributions by players, coaches, officials, volunteers, supporters and Clubs. Within regular operations, BC Rugby will utilize the Code of Conduct and its key values to promote respect and appreciation for those that make Rugby possible within BC.



*Kayla Moleschi of Williams Lake, BC
Rio 2016 Olympic Bronze Medalist*

Photo Credit: Craig Smith, The Stew Magazine (www.thestew.ca)

STRATEGIC PRIORITY #5 - MANAGE

Provide smart, professional and consistent leadership

2021/22 GOAL

BC Rugby is awarded full marks by viaSport by demonstrating 'best practice' in leadership, governance and policy, strategic planning and financial management

5.1 Manage BC Rugby Governance to model best practice and engender community confidence

BC Rugby will continually review and update BC Rugby Bylaws, governance and operational policies to ensure that we are legally compliant as well as meeting best practices, while ensuring policies are 'fit for purpose'. BC Rugby will openly and proactively recruit Directors to ensure the Board is strong, collaborative and diverse. BC Rugby will annually review and report against the Strategic Plan to ensure strategic goals and market opportunities are being timely and efficiently realized.

5.2 Manage BC Rugby finances to model best practice, ensuring sustainability and community confidence

BC Rugby aims to increase our operational budget to \$3million while maintaining a balanced portfolio by maximizing the potential of funding and grant programs, maximizing the direct and indirect revenue opportunities of BC Rugby events, programs and teams while implementing robust financial policies and processes to ensure responsible and transparent management of funds. BC Rugby will also examine the possibility of re-structuring the BC Rugby membership model to reflect growth priorities and services provided.

5.3 Manage BC Rugby operations to have reliable, professional people and efficient processes

BC Rugby will develop and implement annual operating plans that draw down from the Strategic Plan to ensure all activities support our strategic priorities and can be sufficiently resourced through the annual budget and BC Rugby's organizational structure.

5.4 Manage BC Rugby communications to generate high awareness of Rugby, our organization and activities

BC Rugby will plan and deliver regular, informative and engaging communications to the BC Rugby community and invest in timely marketing and promotional campaigns to generate greater awareness of our sport and direct the public to 'Try Rugby' opportunities, BC Rugby and Member Clubs' programs. BC Rugby will partner with Rugby Canada and Canada Sevens to utilize international events to capitalise on media and spectator interest.

STRATEGIC PRIORITY #6 - MANAGE

Provide industry-leading and valued service to stakeholders and partners

2021/22 GOAL

To be sought by partners and stakeholders as a key collaborator and delivery partner and recognized by industry and commercial partners for delivering strong ROI

6.1 Manage the delivery of tailored servicing to Member Clubs to ensure their sustainability in growing and developing Rugby

Member Clubs are critical to the lifeblood of Rugby in BC and we will invest in full-time staff to support Member Clubs, collaborating with them and their local communities to identify opportunities and areas of required support, such as volunteer recruitment. BC Rugby will provide guidance, advice and support materials to Member Clubs to ensure all Clubs comply with applicable laws and have actionable plans for their financial sustainability.

6.2 Manage, foster and deliver mutually-beneficial partnerships

BC Rugby will proactively seek, foster and service partnerships that support our strategic objectives and provide timely and robust reporting to partners to illustrate the business case for continuing support. Recognizing the competitive market for sponsorship and philanthropy, BC Rugby will work to identify playing and hospitality experiences that help partners gain a deeper understanding of the benefits of Rugby, its values and our community.

6.3 Manage and enhance the working relationship with Rugby Canada and Provincial Unions

BC Rugby will work collaboratively and openly with Rugby Canada and our nine Provincial Union partners, recognizing our vested interest in the success of the National Teams, sustainability of National competitions and therefore the need for Rugby to truly be a Canada-wide sport. BC Rugby will ensure strong representation on the Rugby Canada Board, Canada Sevens Board and key standing committees, while ensuring our proactive attendance at the Rugby Canada AGM and semi-annual meetings.



INTERNATIONAL RUGBY DATES

2017

Mar 11 – Mar 12

HSBC Canada Sevens
Vancouver, Canada

May 27 – May 28

HSBC Canada Women's Sevens
Langford, Canada

Aug 9 – Aug 26

Women's Rugby World Cup
Ireland

2018

Apr 4 – Apr 15

Gold Coast 2018 Commonwealth Games
Australia

2019

Sept 20 – Nov 2

Rugby World Cup
Japan

2020

Jul 24 – Aug 9

Tokyo 2020 Olympic Games
Japan

OUR PARTNERS



ACKNOWLEDGEMENTS

BC Rugby wishes to thank and acknowledge the contributions of the following in the creation of the BC Rugby Strategic Plan: 2017-2022.

- Rugby Canada & Provincial Unions
- Doug Campbell & Peter Law, Ernst & Young LLP
- BC Rugby Board of Directors
- BC Rugby Staff
- 2016/17 Member Clubs, partners and affiliates



www.bcrugby.com