

BC RUGBY STRATEGIC PLAN



2022 - 2025



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A group of people, likely a rugby team or supporters, are standing in a long line on a grassy field. In the background, there are rolling hills and mountains under a cloudy sky. The image is overlaid with a dark blue tint.

BC Rugby and its Members gratefully acknowledge that we live, work, and play the sport of Rugby on the traditional and unceded territories of Indigenous Peoples across all regions of British Columbia.

LAND **ACKNOWLEDGEMENT**



WELCOME FROM THE BOARD OF DIRECTORS

On behalf of the BC Rugby Board, thank you for taking the time to read our new Strategic Plan. Devising a Strategic Plan and putting the resources and infrastructure in place to allow staff to implement it are central to a Board's purpose. In conjunction with our CEO, Annabel Kehoe, and external guidance, we have endeavoured to produce a plan that we believe is achievable over this coming three-year period. We have engaged extensively with our community to examine our purpose, to determine what we want to achieve and how we are going to do it.

The current five-year Strategic Plan has been focused on growing, developing and managing Rugby in BC. While we made progress on the goals set out in the current plan, our efforts to complete it were ultimately interrupted by the Covid pandemic. In this new three-year Strategic Plan, we take the goals of growing, developing and managing the game and we refocus and refine them through the lenses of our Clubs and community partners, the principles of Safe Sport, gender equity, diversity and inclusion, and leadership at BC Rugby that is more responsive and accountable to our members. We will be using more modern tools to extract hard data from our operations and we will be better at communicating what we do to our members.

These are exciting and critical times for our sport. While we have weathered the pandemic as well as could be hoped, we now need renewed purpose and vigour to be better than ever before. We all bear responsibility to ensure everyone is welcomed and respected in our sport, and to provide an environment where safety is paramount. BC Rugby will be working diligently to lead by example and provide appropriate resources and support to our Clubs and community partners. The ultimate success of the Strategic Plan depends on connected, collaborative, and complimentary efforts undertaken throughout the Rugby community. We look forward to working with you to achieve that success.

Sincerely,



Mark Lewis, BC Rugby President

ABOUT BC RUGBY

About

British Columbia Rugby Union, commonly known as BC Rugby, is the recognized governing body for Rugby Union in the Province of British Columbia. We are a Not-For-Profit Organization and one of 60 Provincial Sport Organizations (PSOs) to receive funding from the Provincial Government. BC Rugby is governed by a Board of Directors elected by its members and operated by staff led by the Chief Executive Officer.

History

BC Rugby was officially formed in 1889 in New Westminster and, across three centuries, has overseen remarkable growth in both the Men's and Women's game that has helped develop a diverse Rugby community. Clubs based in British Columbia began touring parts of Western America as early as 1893. Rugby's seven-a-side format was first played in Vancouver in 1956. For over 130 years, British Columbia has hosted many prestigious Rugby Teams such as the All Blacks, New Zealand Maori, Japan, Australia, England, British Lions, Scotland, Barbarians and Fiji.

As a Member Union of Rugby Canada, BC Rugby is a proud affiliate of World Rugby, the world governing body for the sport of Rugby. Many BC Players have gone on to represent Canada's Men's and Women's Teams at the International and Olympic level over the years.



PURPOSE AND VALUES

Purpose

To grow, develop and manage the sport of Rugby throughout British Columbia.

Core Values

- Safety:** Instill and uphold a culture of safety, injury prevention and fair play on and off the field.
- Integrity:** Upheld through honesty, diligence and fair play; individuals should demonstrate and promote good sportsmanship and spirit, follow the Laws of the Game, promote Rugby as a clean sport and comply with all laws.
- Respect:** Respect is the heart of Rugby. Everyone should treat others fairly and respectfully and should not behave in any way that constitutes harassment, online harassment or sexual harassment.
- Inclusion:** Rugby has the power to build communities through camaraderie, teamwork and loyalty which transcends cultural, geographical, political and religious differences. Rugby is a sport for all.



ਸਭ ਤੋਂ ਵੱਧ ਸੁਰੱਖਿਅਤ, ਸਭ ਤੋਂ ਵੱਧ ਜੋਸ਼ੀਲਾ,
ਅਤੇ ਨਾਲ ਮਲਿਕੇ ਕੰਮ ਕਰਨ ਵਾਲਾ ਰਘਬੀ ਭਾਈਚਾਰਾ

Wir streben danach die sicherste,
dynamischste und zugänglichste
Rugby-Gemeinschaft zu sein

Ser la Comunidad Más Segura,
Vibrante e Inclusive

W7ec-kucw re yecwmentwécw, cetcét, ell
me7 siséyse xwexwéyt te swet ne Rugby

Être la communauté de rugby la plus
sécuritaire, dynamique et inclusive

Upang maging Pinakaligtas, pinaka-
Masigla at inklusibong Komunidad
ng Rugby.

最も安全で、最も活気にあふれた、
インクルージブなラグビーコミュニティになる。

打造最安全、最具活力和包容性的橄欖球社區。

TO BE THE SAFEST, MOST VIBRANT AND INCLUSIVE RUGBY COMMUNITY

OUR VISION





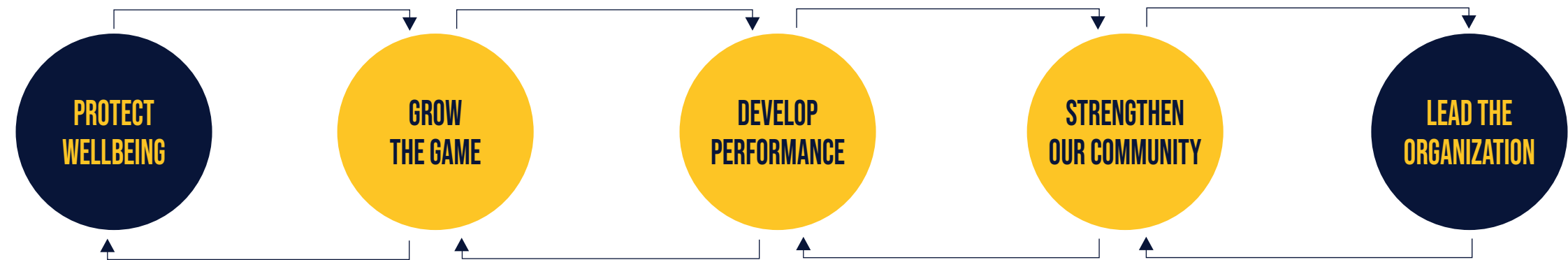
BC Rugby will elevate the profile and appreciation of Rugby, and our game variations, welcoming and retaining an increasingly diverse BC population. BC Rugby will support Member Clubs in delivering high-quality Rugby experiences, while upholding BC Rugby's values.

BC Rugby will facilitate and deliver a Rugby Pathway from Club to Bears to Maple Leaf, accessible to Players, Coaches and Officials from all regions and backgrounds. The organization will be known as a first-class amateur sport business, sustainably providing valued services to Stakeholders, Member Clubs and participants.

ENVISIONED FUTURE



STRATEGIC **PILLARS**



Pillar 1

Participants’ physical, mental and emotional wellbeing is safeguarded.

Pillar 2

Everyone is welcomed and finds their game, enjoying high quality Rugby experiences.

Pillar 3

All aspiring Players, Coaches and Officials are supported towards success on the world stage.

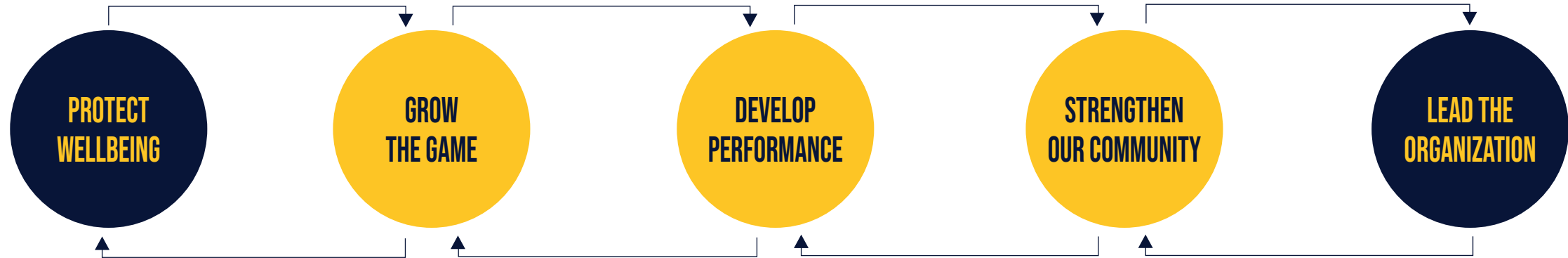
Pillar 4

Our diverse community is bolstered, engaged and celebrated.

Pillar 5

BC Rugby exemplifies organizational excellence in policies, practices and people.

GOALS OF THE STRATEGIC PILLARS



Goals of Pillar 1

1. Members' awareness of Safe Sport increases annually
2. All Rugby Programs are led by a fully certified Coach
3. Every Senior and Age-Grade contact match has a fully certified Official appointed to it
4. Clubs' capacity to deliver safe places to play has increased

Goals of Pillar 2

1. Member retention is improved by 20%
2. U6 to U14 membership grows by 25% year on year
3. Non-contact Player membership grows annually
4. Number of Member Organizations increases by 3

Goals of Pillar 3


1. A cohesive, accessible and challenging BC Bears Pathway is established and maintained
2. Portion of BC Players representing Senior and Age-Grade National Teams increases
3. 30 BC Officials meet standards for professional, National or International appointments
4. 12 BC Coaches earn Level 3 certification

Goals of Pillar 4

1. Member demographics better reflect BC's diversity from pitch to Boardroom
2. The profile and reputation of Rugby improves annually
3. BC Rugby and Member Clubs receive more funding from Government and other agencies
4. Workforce of Member Clubs are highly satisfied by BC Rugby services

Goals of Pillar 5

1. BC Rugby is recognized for excellence as a non-profit employer
2. BC Rugby develops a strong Governance Board with continued improvement in quality decision-making
3. Prepare a sustainable operating budget with a plan for growth and expanded external funding
4. BC Rugby's Policy Suite and operational procedures lead the non-profit industry



Participants' physical, mental and emotional wellbeing is safeguarded

**PROTECT
WELLBEING**



PILLAR 1

PROTECT WELLBEING



1. Members' awareness of Safe Sport increases annually

Key Outcomes

- Minimum of 2 regular season rounds of Senior Leagues dedicated to inclusion
- Code of Conduct Complaints are handled in a timely and respectful manner

Strategic Priorities

- BC Rugby delivers comprehensive, online information and professional development sessions for Club youth coordinators and Coaches (e.g. Intro to Tackling, Safety in Rugby 101)
- Through an experienced, qualified and respected Discipline Committee, BC Rugby oversees and applies individual, Team and Club sanctions for contraventions against the Laws of the Game and Code of Conduct
- Engage with world-leading research to identify interventions/programs/events that eradicate hateful or ignorant attitudes towards under-represented groups in Rugby

2. All Rugby Programs are led by a fully certified Coach

Key Outcomes

- 40 NCCP Level 1 Coaches are certified annually
- 40 NCCP Level 2 Coaches are certified annually

Strategic Priorities

- Annually deliver (piloted & approved) Rookie Rugby Coach certification for Clubs' Mini non-contact Programs, supporting Coaches with lesson plans
- Recruit and continually train, upskill and contract qualified and experienced NCCP/World Rugby Educator workforce
- Deliver NCCP Level 1 Coaching courses for Clubs' U11-U15 Programs, with a minimum of 4 courses delivered annually

PILLAR 1

PROTECT WELLBEING



3. Every Senior and Age-Grade contact match has a fully certified Official appointed to it

Key Outcomes

- Minimum of 50 participants in World Rugby Level 1 courses annually
- Number of active, registered match Officials grow annually

Strategic Priorities

- Annually plan, promote, deliver and review a calendar of educational and professional development opportunities available throughout the Province
- Execute partnership agreement with BC Rugby Referee Society that actions all BC Rugby responsibilities, including the completion of annual reviews with BCRRS leadership, to ensure agreement achieves its purpose
- Utilise XVs and 7s tournaments to introduce and mentor newly certified Officials with on-site coaching and support

4. Clubs' capacity to deliver safe places to play has increased

Key Outcomes

- All Clubs have 2 registered Medical Staff
- \$50,000 investment in upgrading safety infrastructure

Strategic Priorities

- Member Clubs awarded Rugby First Aid course, including a Psychology First Aid component
- Facilitate collective bulk purchase of post pads with the highest possible safety rating for Member Clubs
- Support Clubs in upholding and implementing Safe Sport obligations and policies, such as the Criminal Records Review Act, Code of Conduct and Athlete Protection Policy, by providing training and resources



Everyone is welcomed and finds their game,
enjoying high quality Rugby experiences

**GROW
THE GAME**



PILLAR 2

GROW THE GAME

GROW
THE GAME

1. Member retention is improved by 20%

Key Outcomes

- Total number of male and female Club Teams grow annually
- Retention of Coaches, Officials and volunteers is improved

Strategic Priorities

- Plan, promote, deliver and review Senior and Age-Grade competition structures and calendar to provide Clubs and Players sustainable and meaningful competition, connecting to both the Men and Boys' and Women & Girls' Bears Pathway (XVs and 7s)
- Conduct an annual member feedback survey to respond to deterrents and barriers, to identify what is needed/wanted by Players and their parents
- Utilise National and Provincial campaigns to promote respect and appreciation for Coaches, Officials and volunteers, and encourage Players to show thanks to everyone who make Rugby possible

2. U6 to U14 membership grows by 25% year on year

Key Outcomes

- 40 NCCP Level 1 Coaches are certified annually
- The percentage of Clubs delivering Mini Rugby programming increases annually

Strategic Priorities

- Run annual campaigns to educate newcomers on what Rugby is, our values and address misperceptions/myths about the sport
- Fund paid, certified Club Coaches to deliver Rookie Rugby in-school programming for Elementary Schools, timed to compliment Clubs' mini programming
- Plan, promote and deliver dedicated introductory sessions for under-represented groups (e.g. Girls, Ethnicities, Rural areas), delivered in partnership with Member Clubs, timed to effectively market Club programming

PILLAR 2

GROW THE GAME

GROW
THE GAME

3. Non-contact Player membership grows annually

Key Outcomes

- Establish a well-attended Provincial Touch Rugby Championship that grows annually

Strategic Priorities

- Launch and deliver inaugural BC Touch Rugby Championships, as a single or two-day tournament targeting adults
- Embracing one form of Touch, encourage, support and promote Member Clubs delivering in-house Touch Leagues

4. Number of Member Organizations increases by 3

Key Outcomes

- Provincial Regional Championships (PRCs) receive Team entries from all 5 health regions in BC
- All Zones represented at BC Summer Games

Strategic Priorities

- Facilitate formation of Regional Societies for areas not yet represented at Provincial Regional Championships (PRCs)
- Identify unserved communities throughout BC and facilitate the introduction of Rugby, leading to the formation of new Clubs
- Ensure the continued and expanded inclusion of 7s at the BC Summer Games, working with regional leads to grow sustained participation from all Zones

A background image of three rugby players in action, overlaid with a dark blue semi-transparent filter. One player is running with the ball while two others are tackling him. A solid yellow horizontal bar is located in the upper left area of the image.

**All aspiring Players, Coaches and Officials
are supported towards success on the
world stage**

**DEVELOP
PERFORMANCE**



PILLAR 3

DEVELOP PERFORMANCE

DEVELOP
PERFORMANCE

1. A cohesive, accessible and challenging BC Bears Pathway is established and maintained

Key Outcomes

- BC Bears Programs are fully staffed with qualified and certified personnel
- Competition calendar facilitates the Player Pathway

Strategic Priorities

- BC Rugby to lead by example by embedding Player welfare into BC Bears Pathway through policies (e.g. Athlete Protection Policy, Selection Policy) and practices (e.g. Rule of Two, safety officer, injury tracking)
- Plan, promote, deliver and review Senior and Age-Grade competition structures and calendar, to provide Clubs and players with sustainable and meaningful competition, connecting to the Women & Girls' Bears Pathway (XVs and 7s)
- Openly and proactively recruit collaborative Coaches, of diverse demographics, to BC Rugby Performance Programs and Representative Teams

2. Portion of BC Players representing Senior and Age-Grade National Teams increases

Key Outcomes

- Selected athletes improve their positioning on Rugby Canada's depth chart post-BC Bears Program (based on measurables)
- All Programs report measured improvement of all selected Players

Strategic Priorities

- Plan, promote, deliver and review Men's and Women's XVs Bears Teams to include high-performance training, IST services and elite competition to support Players in advancing their World-class Rugby careers
- Plan, promote, deliver and review U14 - U17 Boys' and Girls' XVs Bears Teams Programs that engenders a love of the game and culminates in LTAD-appropriate and easily accessible competition
- All Bears Programs are annually reviewed based on pre- and post-testing of, LTAD/age-appropriate key indicators to measure progress of individual Players and the overall Program

PILLAR 3

DEVELOP PERFORMANCE

DEVELOP
PERFORMANCE

3. 30 BC Officials meet standards for professional, National or International appointments

Key Outcomes

- At least 20 talent-identified Officials engage in mentorship annually
- At least 3 BC Rugby Officials receive an International appointment annually

Strategic Priorities

- Embed the World Rugby Level 1 Officiating course into U18, U19 and Senior Bears programming
- Promote the International opportunities within Rugby for Officials, developing and promoting an appreciation for Officials as athletes
- Identify talented and potentially-talented Officials twice-annually, of which at least 20% self-identify as non-male, to receive targeted support and coaching

4. 12 BC Coaches earn Level 3 certification

Key Outcomes

- Minimum of 3 BC Coaches are annually selected for Level 3 certification

Strategic Priorities

- Provide direct support and mentorship to BC-based Coaches selected to undertake Level 3 certification
- Embed professional development into BC Rugby Programs and Teams to develop and retain male and female certified Coaches to advance their coaching capabilities



**Our diverse community is bolstered,
engaged and celebrated**

**STRENGTHEN
OUR COMMUNITY**



PILLAR 4

STRENGTHEN OUR COMMUNITY

STRENGTHEN
OUR COMMUNITY

1. Member demographics better reflect BC's diversity from pitch to Boardroom

Key Outcomes

- Increase gender and ethnicity representation of registered Players, Coaches and Officials
- The number of Players accessing KidSport funding for Rugby increases (2021: 18 Players, \$4,427 value)

Strategic Priorities

- Plan, promote & deliver dedicated introductory sessions for under-represented groups (e.g. Girls, Ethnicities, Rural areas), delivered in partnership with Member Clubs, to effectively market Club programming
- Partner with Sport BC and Member Clubs to promote the opportunity of KidSport funding for qualifying families
- Support and promote inclusive Rugby Clubs and Teams, including the Vancouver Rogues and their participation at Bingham Cup

2. The profile and reputation of Rugby improves annually

Key Outcomes

- The member survey reports an annual increase in connection and appreciation of BC Rugby brand and values
- BC Rugby communication channels grow reach and engagement annually

Strategic Priorities

- Identify Organizations to support through Rugby and plan key activations that promote Rugby values in partnership with Organizations' objectives
- Plan, deliver and promote spectatorship/viewership of Rugby through the 2021 Women's Rugby World Cup, 2022 Commonwealth Games & Rugby World Cup 7s, 2023 Rugby World Cup and 2024 Paris Olympic Games, promoting BC Player stories with a call-to-action to try Rugby and join a Member Club
- 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

PILLAR 4

STRENGTHEN OUR COMMUNITY

STRENGTHEN
OUR COMMUNITY

3. BC Rugby and Member Clubs receive more funding from Government and other agencies

Key Outcomes

- Increase number and funds of Member Clubs awarded Community Gaming Grants (2020: 4 Clubs, \$45,000)

Strategic Priorities

- Develop BC Amateur Sport Trust Project to raise funds for BC Rugby disbursement to Clubs for targeted investment or programming
- Provide direct support to Clubs to meet eligibility for a Community Gaming Grant
- Support Clubs in planning and achieving financial sustainability, providing directions to access funding, fundraising initiatives and examples of business models

4. Workforce of Member Clubs are highly satisfied by BC Rugby's services

Key Outcomes

- Workforce of Clubs report high awareness and understanding of Safe Sport topics
- Workforce of Clubs report satisfaction with tools and resources provided to grow the game

Strategic Priorities

- Through an experienced, qualified and respected Discipline Committee, oversee and apply individual, Team and Club sanctions for contraventions against the Laws of the Game and BC Rugby's Code of Conduct
- Invest in Customer Relationship Management, League Management and communication platforms to effectively and efficiently track, measure and promote individual, Team and Club participation and progress



BC Rugby exemplifies organizational
excellence in policies, practices and people

**LEAD THE
ORGANIZATION**



PILLAR 5

LEAD THE ORGANIZATION

LEAD THE
ORGANIZATION

1. BC Rugby is recognized for excellence as a non-profit employer

Key Outcomes

- Best-practice staff annual reviews are completed
- All staff complete one Professional Development activity annually

Strategic Priorities

- Establish and implement 'best practice' human resource policies and practices to successfully recruit, develop and retain professional staff
- Complete timely, constructive staff annual reviews, highlighting areas for development
- Invest in Professional Development and team-building for BC Rugby staff

2. BC Rugby develops a strong Governance Board with continued improvement in quality decision-making

Key Outcomes

- Strategic Plan is updated annually based on reported progress
- Develop and operate BC Rugby Board as a Governance Board and follow good governance practices such as an annual Board effectiveness review, ongoing Board development and improved Director competencies

Strategic Priorities

- Continually review and update BC Rugby Strategic Plan to ensure maximising market opportunities and efficiently achieving Strategic Goals, as reported via Annual Report
- Annually review Board effectiveness, identify areas of improvement and invest in Professional Development for organizational leaders
- Openly and proactively recruit Board Directors, in compliance with BC Rugby Bylaws, to ensure strong, diverse and professional leadership

PILLAR 5

LEAD THE ORGANIZATION

LEAD THE
ORGANIZATION

3. Prepare a sustainable operating budget with a plan for growth and expanded external funding

Key Outcomes

- All priority strategic initiatives are securely funded
- External funding sources are diverse

Strategic Priorities

- Produce annual budget in advance of fiscal year, efficiently resourcing the annual operating plan, and quarterly report, and review progress to achieve desired year-end position
- Maximise the potential of funding and grant opportunities, strongly illustrating our ability to meet funding objectives and meet all reporting obligations
- Develop BC Amateur Sport Trust Project to raise funds for BC Rugby disbursement to Clubs for targeted investment or programming

4. BC Rugby's Policy Suite and operational procedures lead the non-profit industry

Key Outcomes

- Policy Suite is exhaustive and annually updated
- Operational Manual produced and implemented

Strategic Priorities

- Continually review and update BC Rugby governance policies, including the Bylaws, to ensure 'fit for purpose', resemblance to best practice and delivering community confidence
- Develop and implement effective and robust financial policies and processes to ensure the responsible management of funds
- Invest in Customer Relationship Management, League Management and Communication platforms to effectively and efficiently track, measure and promote individual, Team and Club participation and progress, while ensuring data security

OUR PARTNERS

Government Support



Sponsors





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