

RUGBY ONTARIO STRATEGIC PLAN 2017-2020



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EXECUTIVE SUMMARY

While the popularity of rugby continues to grow across the province, Rugby Ontario finds itself facing a new set of obstacles that need to be addressed in the coming four years. These include but are not limited to: 1) Player welfare 2) Changing lifestyles and 3) Shifting demographics. Our strategy, aligned with Rugby Canada will be divided into two pillars: **The Rugby Department** and **The Leadership Department**.

Our strategic vision is based on two complimentary themes: Inclusiveness and Excellence. By positioning rugby as the most inclusive sport in the province and by making it the easiest sport in which to participate and feel welcome – regardless of race, colour, creed, gender, gender identity, socio-economic status, physical or mental ability – we have the potential to grow it substantially. Similarly, by building a culture of excellence in the way Rugby Ontario operates and presents itself to all of its stakeholders, and in the way all of its representative (especially Blues) players and teams perform and conduct themselves on the field and in public we can realize the full potential of our athletes and our sport.



This mission translates into a set of strategic goals:

- 1 | Increase the participation of athletes, match officials, coaches, administrators and fans in our sport in both our traditional communities and by expanding into new ones**
- 2 | Retain our athletes through a series of initiatives that overcome these aforementioned challenges.**
- 3 | Place athletes into the right competition stream-which allows for the growth and development of the individual athlete; and, to establish a clearly defined pathway to the provincial and national teams.**
- 4 | Generate additional revenue streams so that we are able to minimize the pay to play model and eliminate any gender imbalances so that both our men and women are able to benefit from our high performance programs equally.**
- 5 | Establish a “Center of Rugby” for Ontario that provides an elite training environment for our athletes augmented with regional “Centers of Excellence”**
- 6 | Develop and sustain robust administrative and governance structure.**
- 7 | Remodel Rugby Ontario’s operations to professionalize and enhance the operational standard of the organization and accountability with our members and stakeholders.**

The steps defined to achieve this Vision are outlined below, with extensive detail contained within this document. The development of this plan has occurred over the last 5 months through consultation and discussion with the stakeholders at “bluesky sessions” and conducting detailed interviews of our stakeholders.

Inclusiveness: Regional rugby, more frequently

Fifteen a-side Rugby

- Rejuvenate the core fifteen a-side game to increase the number of teams which regularly play rugby within our network of 65 clubs and 425+ schools. A fit for purpose Provincial Competition to promote men's and women's Club Rugby, supported by a pyramid of Regional Rugby.

Seven a-side Rugby

- Leverage the profile of an Olympic Sport to retain and recruit both early and late entry' players through a series of men's and women's Sevens (at Age Grade and Adult) within clubs and schools.

Non-Contact Alternatives

- Promoting rugby to existing, lapsed and new populations by providing rugby in non-contact formats, in enjoyable and convenient environment.

VISION AND MISSION STATEMENT

VISION

Lead the sport of rugby in Ontario into a new era of growth through increased participation, community involvement, sound administration and successful player development

MISSION

To establish a stronger identity for rugby in Ontario by promoting the sport's core values and by fostering a culture of inclusiveness and excellence on and off the field of play



2013-2016 STRATEGIC PLAN

REVIEW SUMMARY

The 2013-2016 Strategic Plan identified 54 outcomes across 4 key areas of Growth & Development, Competitions, Members Services and Governance.

KEY ACHIEVEMENTS

43 of the 54 outcomes were achieved by the end of 2016, while 4 outcomes were partly achieved. The most significant of these achievements have been the:

- Development of recruitment strategies, especially in minor (i.e. Rookie Rugby) and non-contact rugby areas.
- Establishment of a wider range of communications functions. (i.e. Facebook, Twitter, Instagram)
- Creation and maintenance of sound stakeholder relationships. (e.g. Ontario Ministry, Rugby Canada)
- Governance restructure resulting in the delineation of Governance and Operational responsibilities
- Resurrection of the Rugby Ontario Hall of Fame.
- Strong youth and female representations in Canadian national teams.

KEY MISSES

7 of the 54 were not achieved by the end of 2016. The most significant of these were:

- Increasing the number of registered rugby players – whilst minor numbers have increased by 30%, junior & senior have both decreased by around 10%.
- Improvement in player retention rates – retention rates have remained at around 50%.
- Establishment of a robust registration system – whilst the move from paper to online registration was undertaken, a more user-friendly system is needed.
- Redesign of competitive structures to better address travel constraints - travel concerns remain an obstacle to the growth of rugby.
- Strengthening the Board Membership interface – with the Governance restructure removing Branch Presidents from the RO Board, the process of Branch communications with the Board needs to be redefined.

LESSONS LEARNED

In creating the 2017-2020 Strategic Plan, there are two key lessons learnt from the previous plan that were taken into consideration:

- Ensuring that Strategic Plan and annual Operational Plans are more closely linked
- That the Rugby Ontario Strategic Plan aligns with Rugby Canada's Strategic Plan

KEY CHALLENGES FOR 2017 & BEYOND

As we move into the next four-year cycle at Rugby Ontario, key challenges that Rugby Ontario faces in the execution of the Strategic Plan are:

- Development of HP rugby programs to better achieve “blue to red” targets
- Balancing the emergence of 7s and non contact rugby with traditional 15s programming
- Engaging commercial Ontario to support rugby
- Providing a strong support and education network for RO clubs
- Encourage the establishment of clubs in regions and districts where no rugby is currently played

KEY STRATEGIC THEMES

At the highest level our strategy is based on the two pillars of Inclusiveness and Excellence from our Mission and Vision. While there are many different moving parts that make up the strategy, several key themes are worth calling out as they manifest themselves across multiple pillars.

Inclusiveness

- Regionalize rugby so that the cost and time commitments decrease and the sport is more accessible to athletes
- Formalize a separate season, approach and pathway for 7s that is in character with the unique culture of the sport
- Actively collaborate with School Boards, Post-Education Associations and Clubs to minimize conflicts, optimize schedules, and to develop athletes, coaches and match officials together
- Eliminate any gender bias to funding models
- Actively open up additional forms of rugby that attract new athletes: flag, wheelchair, indigenous, etc.
- Drive a younger, broader, and more diverse population of rugby participants (Match Officials, Coaches & Athletes).

Excellence

- Establish a regional Rep league designed to increase the level of development and competition for our top athletes in the province
- Significantly increase the number and quality of expert resources that work with clubs, athletes, coaches and referees to increase technical skill and performance
- Upgrade our use of technology to improve the customer experience at all touch points between RO and our stakeholders and customers
- Build out a COE that motivates, excites and attracts athletes and sponsors to the sport

STRATEGIC FRAMEWORK: PILLARS



PILLAR 1: COMMUNITY RUGBY

VISION: Grow participation in partnership with all stakeholders in Ontario

OVERVIEW: A comprehensive strategy for the growth and support of rugby at grassroots level is fundamental for the future success and ongoing development of the game. Facilitating engagement by providing support to and bridging connections between local rugby clubs, school and community groups are critical to achieving this success. Rugby Ontario will allocate resources into areas including all levels of the Long Term Athlete Development model, player welfare, coaching, officiating and the strategic growth of clubs in order to accomplish these goals. Continuing to grow rugby will be top of mind. Rugby Ontario will dedicate significant time and resources to attract a younger, broader and more diverse population of participants in all facets of the game: recreational, competitive, match officiating and coaching.

Rookie Rugby will be a key element to introduce rugby to the youth of Ontario in a fun, safe and inclusive environment. The growth and more formal structuring of non-contact and 7s rugby will open rugby up to a wider cross section of the general community as well as provide a greater variety of participation options. Rugby Ontario will work with clubs to assist in developing professional relationships with School Boards to engage rookie rugby participants at both the club and school rugby.

Rugby Ontario recognizes that a greater effort can and should be made to develop the sport in communities that do not yet have a broad base of rugby. We see potential in locations like Northern Ontario, rapidly growing suburbs of Toronto, indigenous communities, accessible sport councils, for-profit recreational sports organizations (e.g. Toronto Sport and Social Club, TeamPlay), etc.

Recognizing the global growth of 7s rugby, Rugby Ontario will look to develop a series of 7s festivals for all levels (Non-Contact, Club, High School, Elite) to serve as a low cost alternative to traditional fall sports. Rugby Ontario will work with its member clubs to develop a Fall 7s tournament calendar, which incorporates the entire province of Ontario. Rugby Ontario will facilitate two major 7s tournaments to anchor the Fall 7s tournament calendar and add legitimacy to the Fall 7s season. In addition to the two major Fall 7s events, Rugby Ontario will support its member clubs in facilitating a number of high quality 7s events to provide a complete Fall 7s calendar. Rugby Ontario recognizes the importance of having a robust Club Fall 7s

series to further engage and introduce a broader segment of athletes to the sport. Rugby Ontario acknowledges the opportunity to further develop 7s specific coaches and match officials to support the development of a Fall 7s season.

Coaches and match officials are an integral part of the rugby community. Rugby Ontario understands that growing and retaining a capable group of registered, certified and educated people is important in delivering a quality rugby product for the community and providing enjoyable participation opportunities beyond playing. Growth in the coaching and match official segments of Rugby Ontario's membership will be targeted at a younger group of athletes. Rugby Ontario recognizes a trend which sees players finishing their playing careers and taking up officiating or coaching. Therefore, Rugby Ontario will work with its clubs to provide coaching and match official opportunities and information to age grade participants in addition to the traditional adult participants.

Ensuring player welfare is a major priority, so all participants can be confident that Rugby Ontario is providing the safest possible playing environment. Establishing partnerships with experts in concussion management and drug education fields will be key part of our strategy.

Rugby Ontario will work towards a greater reliance on its volunteers (branches) to administer rugby, while providing volunteers with the necessary tools, technology and skills for success. The integration a well-developed competition platform which will streamline the entire competitions process, from match officials and coaches to player welfare and competition management is only Rugby Ontario's first step towards providing its volunteers with the necessary tools to facilitate and grow rugby in Ontario.

COMMUNITY RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
Coach Development	<ul style="list-style-type: none"> Ensure that Ontario coaches are properly registered and completed Rugby Canada's PlaySmart initiative (Develop database to establish a baseline of all coaches across Ontario). Recruit, develop and retain coaches that will support the growth of rugby. 	<ul style="list-style-type: none"> Increase number of Coaches by 20% by 2020
	<ul style="list-style-type: none"> Implementation of an adequate amount of coach education clinics through a targeted and strategic approach. 	
	<ul style="list-style-type: none"> Provide Professional Development across the province that will assist in the development of coaches (club, school and Post-Secondary Education Associations). 	
	<ul style="list-style-type: none"> Provide 75 specific coach education programs. 	
Match Official Development	<ul style="list-style-type: none"> Ensure that Ontario match officials are properly registered and completed Rugby Canada's PlaySmart initiative (Establish database of all match officials across Ontario). 	<ul style="list-style-type: none"> Increase number of registered Match Officials by 20% in 2020 By 2020, develop a core group of 75 Match Officials

	<ul style="list-style-type: none"> Recruit, develop and retain match officials that will support the growth of all forms of rugby. 	
	<ul style="list-style-type: none"> Implementation of an adequate amount of match official education clinics through a targeted and strategic approach. 	
	<ul style="list-style-type: none"> Provide Professional Development across the province that will assist in the development of our match officials. Provide 7s specific match official education programs 	
	<ul style="list-style-type: none"> Research and develop a Long Term Official Development Plan. 	
Youth Rugby	<ul style="list-style-type: none"> Make safe, fun and inclusive programming available to all Ontario rugby clubs (e.g. Rookie Rugby) at Stages 1-4 of the LTAD model. 	<ul style="list-style-type: none"> Rookie Rugby available to 100% of RO clubs.
	<ul style="list-style-type: none"> Engage Ontario schools & community groups to assist in developing rugby including establishing a process for the conversion of players to club rugby. 	<ul style="list-style-type: none"> By 2020, 3% of players engaged through the schools & community groups convert to club rugby.
	<ul style="list-style-type: none"> Introduce an additional tier from senior high school to senior club rugby, increase retention rate of high schoolers. 	<ul style="list-style-type: none"> Create u19 male and female 15s leagues
	<ul style="list-style-type: none"> Develop a youth pathway that provides the opportunity for every player at both 7s and 15s to participate and progress to the higher age groups. 	<ul style="list-style-type: none"> Regionally based competitions established at U14, U16 & U18, male & female, 7s and 15s
	<ul style="list-style-type: none"> Work to develop rugby in non-traditional communities (e.g. Northern Ontario, indigenous communities etc). 	<ul style="list-style-type: none"> Establish rugby clubs or community programs in non traditional rugby communities
Recreational (Non-contact) Rugby	<ul style="list-style-type: none"> Provide non-contact playing opportunities across all age groups and both genders beyond minor level in accordance with "Active for Life" stage of the LTAD 	<ul style="list-style-type: none"> Recreational rugby represents 10% of all registered players by 2020

	model.	
Club Rugby	<ul style="list-style-type: none"> Conduct male and female senior provincial Leagues & Cups. 	<ul style="list-style-type: none"> All clubs provided with the opportunity to enter teams into relevant leagues.
	<ul style="list-style-type: none"> Foster and support competitive and recreational regional Leagues. Regionalize club play; more games + less travel. 	<ul style="list-style-type: none"> By 2018, regionalize 15s rugby season.
	<ul style="list-style-type: none"> Provide administrative support to clubs to ensure they meet all Rugby Canada and Rugby Ontario policy requirements. 	<ul style="list-style-type: none"> RO Policies and Procedures clearly communicated to all RO clubs.
	<ul style="list-style-type: none"> Provide assistance to clubs to develop and promote rugby in their local area (attracting schools with various growing the game strategies) 	<ul style="list-style-type: none"> Provide Game development resources (e.g. Club Resource Manual) to RO Clubs.
	<ul style="list-style-type: none"> Develop strategies with clubs to attract non-traditional participation groups depending on clubs operating region. 	<ul style="list-style-type: none"> By 2020, partnerships developed between non traditional communities and identified Rugby Ontario clubs
	<ul style="list-style-type: none"> Increase two-way communication and promotion channels with and between clubs. 	<ul style="list-style-type: none"> Maintain database of club contacts Utilize communication features of competition management software to effectively communicate to invested parties
	<ul style="list-style-type: none"> Research and develop financial support initiatives and new funding technologies for clubs. 	<ul style="list-style-type: none"> Identify & provide clubs with potential grant and fundraising opportunities
	<ul style="list-style-type: none"> Develop an entire season of Fall age-grade rugby 7s tournaments operating across Ontario. 	<ul style="list-style-type: none"> By 2017, launch 7s specific Fall tournament calendar. By 2018, develop Club Fall 7s point based series
	<ul style="list-style-type: none"> Research and develop a shorter 15s rugby season to accommodate a longer 7s season which will cater to both senior and age-grade members. 	<ul style="list-style-type: none"> By 2018, research and propose regional provincial men's schedule.
	<ul style="list-style-type: none"> Launch program to streamline club competitions, through an easy to use software platform. 	<ul style="list-style-type: none"> By 2020, develop an endowment to support clubs.
Player Welfare	<ul style="list-style-type: none"> Implement Rugby Canada's Play Smart initiative across the Ontario membership. 	<ul style="list-style-type: none"> Completion of Play Smart is a requirement of all registrants (and guardian if under 18) by 2020.
	<ul style="list-style-type: none"> Identify, establish and maintain partnerships with organizations with relevant expertise in the area of player welfare. 	<ul style="list-style-type: none"> Partnerships established with organizations specializing in concussion and drug education and management.

	<ul style="list-style-type: none"> Organize and provide access to player welfare educational opportunities. 	<ul style="list-style-type: none"> Develop and introduce player welfare education through RO social media and face to face methods
Technology	<ul style="list-style-type: none"> Implement a proven competition platform to streamline branch union league management. Empower volunteers with the implementation of a single competition management platform which will manage all aspects of club competitions including but not limited to; match management, match/injury reporting, roster form database development and streamlined club communication. 	<ul style="list-style-type: none"> By 2017, introduce a proven competitions management platform to be utilized by all branch unions.
Overall participation in Community Rugby	<ul style="list-style-type: none"> Through a combination of all of the tactics above, expand rugby participation within traditional clubs, as well as establishing new rugby clubs and participation models 	<ul style="list-style-type: none"> By 2020 expand registered rugby players by 20%

PILLAR 2: HIGH PERFORMANCE

VISION: To develop national leading representative and player development programs, that consistently produces high performance 15s and 7s athletes.

OVERVIEW: The development of a high performance culture within Rugby Ontario is of utmost importance. Rugby Ontario runs representative programs that have historically had great success and produced large proportions of national junior and senior team players. A directional and intellectual change is now needed to further increase the level of players being produced.

To ensure that Rugby Ontario is not only producing national players but the best national players, a structured and detailed driven player development program will be initiated and developed to accelerate the development of the top provincial athletes from U16 through to Senior regardless of gender. This program will be tailored to individual player needs and address technical, tactical, physical and mental development.

To create cutting edge training environments, Rugby Ontario will deliver performance level facilities for year round engagement in the program, an Integrated Support Team (IST) – athletic therapy, strength and conditioning and sports psychology and performance level coaching staff. To accomplish this, Rugby Ontario will work with external organizations to develop multiple Regional Centres of Excellence, complimented by one central Centre of Rugby which will focus on high performance athlete and coach development throughout Ontario.

Player development programming will allow Rugby Ontario to identify, develop and challenge current and potential high performance coaches. Coaches will be provided with increased time with high level players and evaluations and performance meetings with Provincial and National high performance and coach development staff. Rugby Ontario will support and encourage this coaching group in the quest to develop the next generation of national coaches.

To align competitions with this new high performance focus, the Provincial representative programs will develop underpinning high-level game opportunities and development structures. A crucial area will be the initiation and

development of four regional based performance teams. This will allow for a wider base of aspirational players to be developed beneath the provincial program while at the same time removing logistical barriers to player engagement. These programs will align with Rugby Canada's high performance focus on increased player development and increased level of competition for domestic players. Rugby Ontario will work to pilot this program to further develop high level athletes, coaches and match officials. Rugby Ontario recognizes the importance of sustainable growth and will look to establish four regional based male and female performance teams by 2020.

With Rugby Ontario being the biggest province, it is crucial to the future success of rugby in Canada and the Canadian National teams that we broaden our horizons beyond identifying players to establishing a focused approach to player development and high level playing opportunities. Rugby Ontario will commit to dramatically increasing the time that staff spend in the field, with coaches and players increasing technical skills and growing the game.

HIGH PERFORMANCE RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
Provincial Teams	<ul style="list-style-type: none"> Significant investment to achieve success on the national scale (7s & 15s). Establish a clear pathway from Junior to Senior Blues Programs. 	<ul style="list-style-type: none"> By 2020, 50% of all national squads are made up of Ontario athletes.
	<ul style="list-style-type: none"> Continue to develop a 5 year aligned representative pathway program. 	<ul style="list-style-type: none"> By 2020, establish separate streams for 15s and 7s focused athletes.
	<ul style="list-style-type: none"> Solidify regional hub identification and development model. 	<ul style="list-style-type: none"> Operate all provincial hub programs at full capacity. (18 Teams x 24 Players)
	<ul style="list-style-type: none"> Increase high level playing opportunities for provincial teams. 	<ul style="list-style-type: none"> Identify and develop playing relationships with rugby organizations outside Ontario
Talent Identification	<ul style="list-style-type: none"> Standardized selection and talent ID criteria. Develop position profiles documentation (15s/7s). 	<ul style="list-style-type: none"> Depth chart of provincial and national team athletes to be produced each year. All talent identification documents accessible via Rugby Ontario website
	<ul style="list-style-type: none"> Establish model/network for talent ID personnel across Ontario Establish 7s ID Pathway. 	<ul style="list-style-type: none"> Identify and engage individuals to support talent ID across the province Identify and engage 7s specific individuals

	<ul style="list-style-type: none"> Establish greater links with Post-Secondary Education Associations to identify players for senior provincial programs. 	<ul style="list-style-type: none"> By 2020, all major identified school, club and Post-Secondary Education Associations events to be attended by provincial ID staff.
Player Development	<ul style="list-style-type: none"> Ensure all athletes engaging with provincial rep teams have strength and conditioning provision. Utilize state of the art technology to support province wide athlete development. 	<ul style="list-style-type: none"> By 2020, have 4 high performance training centres active in Ontario. By 2020, 50% of all nationally carded rugby athletes are Ontarians.
	<ul style="list-style-type: none"> Develop a year round individual player development program for high potential/high performance athletes. Develop curriculum of excellence for player development programs. 	<ul style="list-style-type: none"> By 2020, 90% of all athletes involved in individual player development program, will be achieving Rugby Canada fitness standards.
	<ul style="list-style-type: none"> Continue to develop 7s specific athletes through alignment with Rugby Canada Regional Development Centres. 	
Elite Competition Environment	<ul style="list-style-type: none"> Identify developmental windows to place high potential athletes into performance level competition. 	<ul style="list-style-type: none"> In 2017, plan regional representative competition.
	<ul style="list-style-type: none"> Develop and maintain HP programming for identified regional athletes. Develop a regional representative program across Ontario 	<ul style="list-style-type: none"> By 2020, launch 4 funded regional representative Men's and Women's teams.
	<ul style="list-style-type: none"> Enhance support system to a wider base of sub provincial rep team athletes (Nutrition, S&C, Athlete Assistance). 	<ul style="list-style-type: none"> Identify and develop support system and resources for athletes.
	<ul style="list-style-type: none"> Support the development of Ontario 7s series program and Rugby Canada Elite competitions. 	<ul style="list-style-type: none"> Support key volunteer groups to facilitate the Ontario 7s series. Align HP 7s program to RC Regional Development Centres to support athletes and competitions.
	<ul style="list-style-type: none"> Research other Provincial Sport Organizations representative programs, develop a model for successful competition and development. 	<ul style="list-style-type: none"> Research and meet with current high performing provincial and national sport organizations to review and discuss representative programs.
	<ul style="list-style-type: none"> Engage clubs to nominate players, coaches, managers and 	<ul style="list-style-type: none"> Process developed and implemented to obtain required

	match officials to support regional representative leagues.	information from clubs
Staff Development	<ul style="list-style-type: none"> Recruit/Retain HP and S&C staff to facilitate developmental HP programs. . 	<ul style="list-style-type: none"> Create 2 professional development opportunities per year targeted at provincial coaches.
	<ul style="list-style-type: none"> Develop a network of high level coaches to facilitate a consistent regional representative program. Identify and develop specialist skills coaches to deliver specialist sessions to provincial teams, clubs, schools and universities Identify and support a high performance-coaching cohort 	<ul style="list-style-type: none"> Identify and recruit coaches in key areas of specialism – Scrum, Throwing, Scrum half pass and Kicking.

PILLAR 3: COMMERCIAL

VISION: Continue to professionalize Rugby Ontario, strengthen our brand and development meaningful partnerships.

OVERVIEW: A detailed strategy targeted at strengthening the commercial component of Rugby Ontario is essential to the success of our organization. As rugby continues to grow globally and in North America, Rugby Ontario must establish itself as a professional entity that provides a high level of quality to its members and corporate partners.

Central to our Commercial strategy is revitalizing the brand of Rugby Ontario around the themes of Inclusiveness and Excellence. Both offer unique opportunities to attract different, but complimentary audiences and partners.

Rugby Ontario will work to establish new revenue generation strategies by partnering with registered charities allowing for a larger scope of grant funding opportunities. Through various funding opportunities Rugby Ontario will look to decrease the financial barriers to participation for players and guardians further strengthening rugby as an inclusive sport. In addition to charitable organizations, Rugby Ontario will partner with well-established companies that will add value to our membership and add legitimacy to the Rugby Ontario brand.

Developing four Centres of Excellence and one Centre of Rugby will provide Rugby Ontario's business development department the unique opportunity to engage the corporate business world in a way that is completely new to Rugby Ontario. All five Centres will be utilized by Rugby Ontario to diversify its traditional revenue generation strategies. Rugby Ontario will work to expand its footprint in the corporate business community, which will ultimately have a positive impact on empowering thousands of rugby volunteers who facilitate countless community rugby programs throughout the province.

Rugby Ontario is committed to hosting a number of provincial, community and high performance rugby events that will deliver value back to our membership. Such events will grant Rugby Ontario partners the opportunity to showcase their brand through direct marketing and selling opportunities. These events will establish Ontario as a commercial leader in the Canadian rugby landscape.

Clear and consistent communication is essential to the overall professionalism of Rugby Ontario. Fostering member engagement through social media is vital to organizational success. Rugby Ontario recognizes that a greater effort can be made to the promotion of our provincial competitions and our programs. Therefore, Rugby Ontario is committed to redefining our marketing strategies in an effort to further develop and professionalize all aspects of our sport. The implementation of new and easy to use website and competition platforms will act as the figurehead of a new and improved communication strategy.

Rugby Ontario is dedicated to challenging its member clubs to actively seek out new and innovative opportunities to make a difference in their communities. In addition to supporting its member clubs, Rugby Ontario will challenge itself to make a significant difference in supporting and championing various causes. Rugby Ontario is committed to assisting its member clubs achieve financial sustainability through various fundraising and business development initiatives.

COMMERCIAL PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
Branding	<ul style="list-style-type: none"> Develop a top-line brand strategy. Consistent branding of Rugby Ontario Provincial teams (Blues). 	<ul style="list-style-type: none"> 1 consistent brand for Ontario Provincial programs New professional home established by end of 2017
	<ul style="list-style-type: none"> Develop long lasting working relationships with partners. Establish relationships with brands that add legitimacy to Rugby Ontario. Develop champions for rugby in Ontario (Private Donors, Corporate Businesses etc.). 	<ul style="list-style-type: none"> Continue to grow the pool of corporate sponsors. Establish 2 key yearly philanthropic fundraising events by 2017, ongoing
	<ul style="list-style-type: none"> Develop consistent branding through on-line merchandising platform. 	<ul style="list-style-type: none"> Establish on-line store in 2017. Profitable, sustainable revenue stream by 2018.
	<ul style="list-style-type: none"> Establish a centralized professional home for Rugby in Ontario. 	<ul style="list-style-type: none"> Establish endowment fund for Rugby Ontario Centre of Excellence, ongoing to 2020
Revenue Generation	<ul style="list-style-type: none"> Redefine jersey sponsorship structure (Eliminate nickel and dime model). 	<ul style="list-style-type: none"> Grow recurring sponsorship funding by 15% in 2020
	<ul style="list-style-type: none"> Target new funding opportunities available through Rugby Ontario partners. Redefine partnership expectations, shift to more mutually beneficial agreements. 	<ul style="list-style-type: none"> Establish new corporate partnerships with 3 key brands by 2019
	<ul style="list-style-type: none"> Secure funding for regional representative teams. 	<ul style="list-style-type: none"> Partnership with Ontario based organizations and government funding by 2018
Event and Competitions Management	<ul style="list-style-type: none"> Continue to grow and professionalize Rugby Ontario major events. (Mag 7s, Junior Cup Day, McCormick Cup, Mini Festival). 	<ul style="list-style-type: none"> Generate 10% of funding from events by 2018 Grow event revenue up 20% by 2020. Generate international interest in Mag 7s tournament,

		<p>generate \$25,000 profit in 2017.</p> <ul style="list-style-type: none"> 2018 \$50,000, 2019, \$75,000, 2020 \$100,000
	<ul style="list-style-type: none"> Use major events as a way to promote our programs and partners to our members, with direct selling and marketing opportunities to partners. Develop a professional strategy to correctly market and promote Ontario Blues programs to the entire Ontario sporting community. 	<ul style="list-style-type: none"> Work in-conjunction with the clubs to establish a direct pipeline to the club from the sponsor.
Communication and Marketing	<ul style="list-style-type: none"> Create and deliver optimal communication platforms to the RO membership. 	<ul style="list-style-type: none"> Launch a new website in 2017 Double Social Media following by 2020
	<ul style="list-style-type: none"> Investigate potential new communication portals. 	<ul style="list-style-type: none"> Introduce one new communication portal by 2020.
	<ul style="list-style-type: none"> Through RO Communication platforms, ensure RO members are updated in a timely fashion on all relevant rugby news. 	<ul style="list-style-type: none"> RO Communication platforms updated daily
	<ul style="list-style-type: none"> Targeted marketing and communication program to create positive messaging around the benefits of participation in rugby. Redefine marketing strategies around Ontario Senior Blues competitions. 	<ul style="list-style-type: none"> Targeted marketed and communication program developed and implemented by 2020. Research and implement marketing strategies around Ontario Senior Blues competitions by 2020.
Corporate Social Responsibility	<ul style="list-style-type: none"> Strengthen ties to the various rugby communities through offering support to worthy charitable organizations. Continue to promote and support clubs that take a proactive approach to making a difference in their communities. Partner with charitable organizations to provide an opportunity for Rugby Ontario's membership to make a difference. 	<ul style="list-style-type: none"> By 2020, encourage each member club to champion a local cause. Promote club community activities and partnerships through RO media channels 2 strategic partnerships established with charitable organizations by 2020.

PILLAR 4: FINANCE/ADMINISTRATION

VISION: To raise the professional standard of the organization by remodeling and enhancing operational and administration processes.

OVERVIEW: Continually developing the relationship between Rugby Ontario and our members will remain at the forefront of the organization's priorities by providing sufficient avenues for registration and administration processes, with the objective of saving volunteer and staff hours.

Operational plans will be aligned to the strategic plan, action-focused, resourced, achievable and measurable. Transparency to the membership will be achieved through monitoring and reporting on the strategic and operational plans. To remodel and improve the administration processes.

Rugby Ontario will frequently engage the community through interviews to test its strategy and modify based on what is working and what is not working. Rugby Ontario recognizes the importance of engaging traditional and non-traditional stakeholders to gain a full understanding on what is happening in not only the rugby community, but also, the greater sporting community.

FINANCE/ADMINISTRATION PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
Financial Management	<ul style="list-style-type: none"> Remodel the organization's financial system, processes and budgets. 	<ul style="list-style-type: none"> Online financial system identified and implemented
	<ul style="list-style-type: none"> Increase financial independence and health of the organization. Deliver a balanced budget. 	<ul style="list-style-type: none"> Increase in the percentage of discretionary over targeted funding by 10% Reduce the percentage of annual revenue derived from registrant fees by 5%
	<ul style="list-style-type: none"> To meet all annual financial reporting requirements. 	<ul style="list-style-type: none"> Ontario Ministry and RO governance annual requirements met.
Membership Services	<ul style="list-style-type: none"> Integrate an effective and efficient membership registration platform and process. 	<ul style="list-style-type: none"> New registration platform in place for 2018 season.
	<ul style="list-style-type: none"> Provide educational opportunities and resources to member clubs on registration procedures, insurance. 	<ul style="list-style-type: none"> Registration webinars and resource materials available to all clubs for 2018 season
Operations	<ul style="list-style-type: none"> Integrate central management system to support administration and operational processes. 	<ul style="list-style-type: none"> New CMS platform in place for the 2017 season.
	<ul style="list-style-type: none"> Develop and deliver annual operational plans linked to Strategic Plan. 	<ul style="list-style-type: none"> Operation plans annual approved by RO Board.
	<ul style="list-style-type: none"> Meet all Ontario Ministry Sport Recognition Policy requirements. 	<ul style="list-style-type: none"> Annual Base funding received from Ontario Ministry.

Membership Engagement/Feedback	<ul style="list-style-type: none"> • Increase the frequency in which staff formally engage the community through interviews. • Continue to test what is working versus what is not working, continue to improve our processes to better serve our members. 	<ul style="list-style-type: none"> • Membership satisfaction surveys conducted annually in relevant areas • Annually review RO processes and amend as necessary to improve member service.
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PILLAR 5: GOVERNANCE

VISION: Establish and implement cutting edge Governance practices which makes Rugby Ontario a recognized leader amongst Canadian sporting organizations

OVERVIEW: Strong Governance is the key pillar for the ongoing stability of any sporting organization. Through a proactive Board of Directors and Chief Executive Officer, Rugby Ontario will ensure that all legal, financial and risk parameters together with stakeholder relationships are effectively and efficiently administered.

GOVERNANCE PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
Board of Directors	<ul style="list-style-type: none"> Ensure all RO business is conducted in accordance with legal requirements and RO by-laws and policies. 	<ul style="list-style-type: none"> Conduct a minimum of 6 Board meetings annually.
	<ul style="list-style-type: none"> Oversee the implementation of RO Strategic Plan. 	<ul style="list-style-type: none"> 4 yearly Strategic Plan developed and implemented. Approve Annual Operational Plan.
	<ul style="list-style-type: none"> Recruit dedicated professionals to provide guidance to Rugby Ontario CEO. 	<ul style="list-style-type: none"> Professionals identified and engaged across all areas of operation on a needs basis
Risk Management	<ul style="list-style-type: none"> Monitor all aspects associated within the risk management framework. 	<ul style="list-style-type: none"> Review and amend risk management policies and procedures as required.
Stakeholder Relations	<ul style="list-style-type: none"> Develop and maintain positive relationships with RO registrants and clubs, Provincial Unions, Rugby Canada, commercial partners, the Ontario Ministry, other PSO's and relevant community groups. 	<ul style="list-style-type: none"> Annual review of all stakeholder.

STRATEGIC PLAN

What Success Looks Like

Increase number of accredited Coaches by 25% by 2020.

Launch a new website in 2017.

Review and amend risk management policies and procedures as required.



Continue to grow and promote the game of rugby at the club level.

By 2020, 50% of all national teams are made up of Ontario athletes.

Increase in the percentage of discretionary over targeted funding.

3% of players engaged through the schools & community groups convert to club rugby

APPENDIX A

SWOT ANALYSIS

SWOT Analysis for Rugby Ontario	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Values of rugby • Rugby is an international and Olympic sport • Vibrant network of clubs and schools • Game for all shapes and sizes • Evidence of health and social benefits from playing rugby • Growth of the 7's game • Positive relationship with Ontario sports ministry • Loyalty of community 	<ul style="list-style-type: none"> • The game is overly structured, and lacks flexibility to mould into players' lifestyles • 15's rules are difficult to pick up initially • Over-regulation and rigid competition structures which create barriers to players participating & ultimately progressing • Lack of Succession planning for future volunteer leaders • Shortage of suitable facilities to allow games to be played all year round • School system not aligned with the Club programs
Threats	Opportunities
<ul style="list-style-type: none"> • Negative perceptions of safety in the game due to injuries and concussion • Changes within education, and teaching profession, affecting school rugby programmes • Emergence of 'eSport Communities' (electronic games) • Alternative team based sports and physical activities which are easier and more convenient • Clearly defined pathway for most other sports • Lack of resources to deliver required to deliver performance curve vs participation curve • Schools cancel programs due to lack of educators 	<ul style="list-style-type: none"> • Popularity of 7's game, introduce new athletes to rugby • Demography: an age grade population wave occurring over the next five years • Expansion of rugby into new areas-indigenous, wheelchair • Use the values and health & social benefits of rugby to promote participation • Other forms of rugby games to recruit and retain players • Use of technology to create the 'value' connection with participants and the Rugby Ontario family • Build relationships in the non-rugby communities • Centre of Excellence

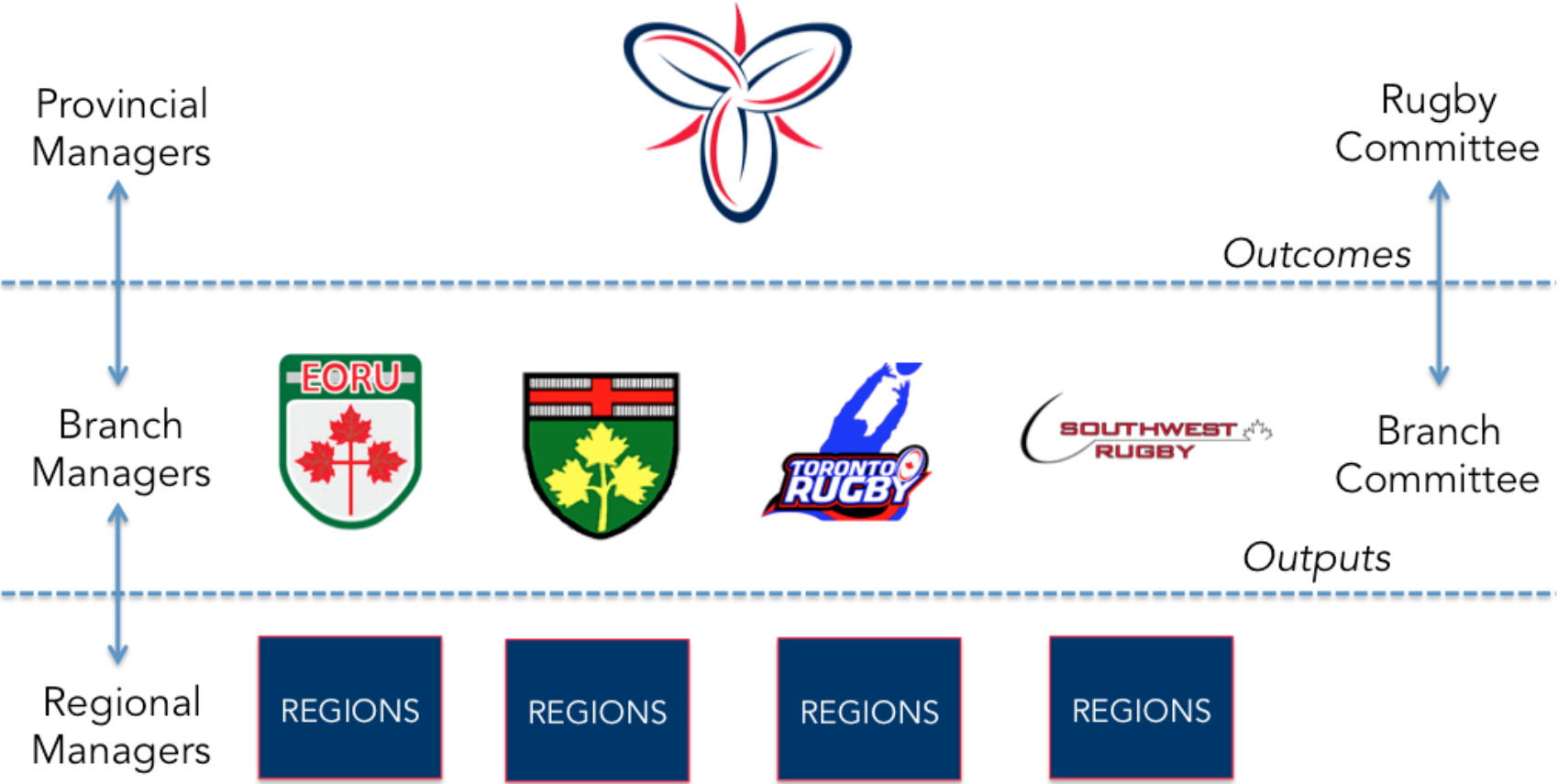
APPENDIX B

LONG TERM ATHLETE DEVELOPMENT PATHWAY



APPENDIX C

REGIONAL BRANCH STRUCTURE



APPENDIX D

INTERVIEW PARTICIPANTS

