

RUGBY ONTARIO OPERATIONAL PLAN 2017



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

STRATEGIC FRAMEWORK: PILLARS



PILLAR 1:

COMMUNITY RUGBY

VISION: Grow participation in partnership with all stakeholders in Ontario

COMMUNITY RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2017 TARGETS	2017 ACTUALS FINAL	2018 TARGETS
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 registered Coaches by 20% by 2020 	Coach and Match Official Development Manager	<ul style="list-style-type: none"> 400 coaches registered with RC and RO 	<ul style="list-style-type: none"> 239 coaches registered with RC and RO 	<ul style="list-style-type: none"> 420 coaches registered with RC and RO by Dec Establish recruitment strategy
	<ul style="list-style-type: none"> Implementation of an adequate amount of coach education clinics through a targeted and strategic approach. 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> 8 NCCP Community Initiation/World Rugby Level 1 courses conducted 4 NCCP Comp Intro/World Rugby Level 2 courses conducted 4 Make Ethical Decisions courses held 	<ul style="list-style-type: none"> 12 NCCP Community Initiation/World Rugby Level 1 courses conducted 5 NCCP Comp Intro/World Rugby Level 2 courses conducted 2 Make Ethical Decisions courses held 	<ul style="list-style-type: none"> 12 NCCP Community Initiation/World Rugby Level 1 courses conducted by Oct 4 NCCP Comp Intro/World Rugby Level 2 courses conducted by Oct

	<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). 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> 6 Professional Development Sessions conducted 	<ul style="list-style-type: none"> 8 Professional Development Sessions held 	<ul style="list-style-type: none"> 6 Professional Development Sessions conducted by Oct
	<ul style="list-style-type: none"> Provide 7s specific coach education programs. 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> 2 World Rugby Coaching Sevens Level 1 courses conducted 	<ul style="list-style-type: none"> 1 World Rugby Coaching Sevens Level 1 course conducted 	<ul style="list-style-type: none"> 2 World Rugby Coaching Sevens Level 1 conducted by Oct
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). Recruit, develop and retain match officials that will support the growth of all forms of rugby. 	<ul style="list-style-type: none"> Increase number of registered Match Officials by 20% in 2020 By 2020, develop a core group of 7s Match Officials 	Coach and Match Official Development Manager	<ul style="list-style-type: none"> 198 match officials registered with RC and RO 	<ul style="list-style-type: none"> 184 match officials registered with RC and RO 	<ul style="list-style-type: none"> 205 match officials registered with RC and RO by Dec Establish recruitment strategy
	<ul style="list-style-type: none"> Implementation of an adequate amount of match official education clinics through a targeted and strategic approach. 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> 8 World Rugby Match Official Level 1 courses conducted 2 World Rugby Match Official Level 2 courses conducted 1 World Rugby Coaching of Match Officials Level 1 course conducted 	<ul style="list-style-type: none"> 11 World Rugby Match Official Level 1 courses conducted 1 World Rugby Match Official Level 2 course conducted 0 World Rugby Coaching of Match Officials Level 1 courses held 	<ul style="list-style-type: none"> 10 World Rugby Match Official Level 1 courses conducted by Oct 2 World Rugby Match Official Level 2 courses conducted by Oct 1 World Rugby Coaching of Match Officials Level 1 course conducted by Oct

	<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 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> • 6 Professional Development Sessions held (15s and 7s) 	<ul style="list-style-type: none"> • 3 Professional Development Sessions held 	<ul style="list-style-type: none"> • 6 Professional Development Sessions held (15s and 7s) by Oct •
	<ul style="list-style-type: none"> • Research and develop a Long Term Official Development Plan. 		Coach and Match Official Development Manager	<ul style="list-style-type: none"> • Research other PSOs Long Term Official Development Plans 	<ul style="list-style-type: none"> • Research commenced in Q4 	<ul style="list-style-type: none"> • Begin developing a Long Term Official Development Plan by Dec
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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> • Rookie Rugby resources and training available to 100% of RO clubs with minor programs • 20 Rookie Rugby summer students 	<ul style="list-style-type: none"> • Resources have been made available • Training made available to all clubs • 21 Rookie Rugby Summer students engaged 	<ul style="list-style-type: none"> • Rookie Rugby resources and training available to 100% of RO clubs with minor programs by June • 25 Rookie Rugby summer students by May
	<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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> • 7 new school regions engaged in 2017 • Conduct 7 Regional Rookie Rugby School Festivals 	<ul style="list-style-type: none"> • 6 new regions engaged (Barrie, Bytown, Oakville, Kingston, Waterloo, Wilmot) • 7 School Festivals held (Ajax, Bowmanville, Brantford, Cobourg, Fergus, Peterborough, Toronto East) 	<ul style="list-style-type: none"> • 5 new school regions engaged in 2018 by June • Conduct 8 Regional Rookie Rugby School Festivals by June • Pilot a municipal non contact rugby program for 40 players by June • Identify and engage a further 3 to 5 Municipalities with a view to introducing non

						contact rugby programs in 2019 by Dec
	<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 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Introduce 3 regional U19 male leagues by June Introduce 2 regional U15 female leagues by June
	<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 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Conduct U14, U16 & U18 male and female 15's competitions Conduct U14, U16 & U18 male and female 7s competitions via Fall 7s Festival season 	<ul style="list-style-type: none"> RO met with clubs and organized u14 boys and girls competitions in Q1 and Q2. Branches planned u16 u18 boys/girls leagues Fall 7s – 7 Festivals conducted in Q3 and Q4. 	<ul style="list-style-type: none"> Conduct U13, U15, U17 & U19 male and female 15's competitions starting in June Conduct U13, U15 & U17 male and female 7s competitions via Fall 7s Festival season starting in Sept
	<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 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Identify and engage three partners for developing rugby in non-traditional communities 	<ul style="list-style-type: none"> 5 identified and engaged - Abilities Centre, Aboriginal Sport & Wellness Council, Six Nations of the Grand River, Lambton County, Hockey Canada (Parry Sound) 	<ul style="list-style-type: none"> Establish three rugby programs in non-traditional communities by Aug

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 model. 	<ul style="list-style-type: none"> Recreational rugby represents 10% of all registered players by 2020 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Conduct eight new recreational non contact programs through the 2017-18 OSRCF Grant 	<ul style="list-style-type: none"> 5 Programs undertaken in Brantford, Burlington, Fergus, Oshawa and Sarnia (indigenous) 3 programs planned for Peterborough (Indigenous), North Bay and Niagara 	<ul style="list-style-type: none"> Consolidate the eight new recreational non contact programs introduced in 2017 by June Add four new non contact recreational programs in 2018 by Dec
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. 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> 16 clubs participate in Men’s Provincial Leagues & Cup 8 clubs participate in OWL & OWL Cup 	<ul style="list-style-type: none"> 16 Clubs Participated in Men’s Provincial Leagues 8 Clubs participated in OWL Cup competitions commenced in Q3, to be completed in Q4. 	<ul style="list-style-type: none"> 16 clubs participate in Men’s Provincial Leagues & Cup by May 8 clubs participate in OWL & OWL Cup by May
	<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. 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Pilot regional model in Provincial Leagues in 2018
	<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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> 2017 RO Operations Manual provided to all Clubs and published on website by March 	<ul style="list-style-type: none"> Manual Board approved on 15 February, distributed to member clubs and posted on RO website 	<ul style="list-style-type: none"> 2017 RO Operations Manual reviewed and 2018 version provided to all Clubs and published on website by March
	<ul style="list-style-type: none"> Provide assistance to clubs to develop and promote rugby in their local area (attracting 	<ul style="list-style-type: none"> Provide Game development resources (e.g. 	Rugby Development and Administration	<ul style="list-style-type: none"> Review RO Club Resource Manual. Provide revised 	<ul style="list-style-type: none"> Review to take place in 2018 	<ul style="list-style-type: none"> Review RO Club Resource Manual. Provide revised

	schools with various growing the game strategies)	Club Resource Manual) to RO Clubs.	Manager	document by 31 Dec 2017		document by Dec <ul style="list-style-type: none"> Create and distribute specific resources to target 7s players and women and girls
	<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 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Identify three potential partners for developing rugby in non-traditional communities 	<ul style="list-style-type: none"> Five identified - Aboriginal Sport & Wellness Council of Ontario, Six Nations of the Grand River, Lambton County, Abilities Centre, Hockey Canada 	<ul style="list-style-type: none"> Identify an additional three partnerships for developing rugby in non-traditional communities by July
	<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 	Communication Coordinator	<ul style="list-style-type: none"> Communications Database completed & circulated by end Feb 2017 Utilize communication features of competition management software to effectively communicate to invested parties 	<ul style="list-style-type: none"> Database completed and circulated Communication features investigated 	<ul style="list-style-type: none"> 2018 Communications Database completed & circulated by end of February. 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 	Club Services Coordinator	<ul style="list-style-type: none"> Individual profile provided to each RO Club on 2017 opportunities by end Q2 	<ul style="list-style-type: none"> Clubs provided with grant and fundraising opportunities through the Growing The Game Workshops 	<ul style="list-style-type: none"> Individual profile provided to each RO Club on 2018 opportunities by June (Grants Connect)
	<ul style="list-style-type: none"> Develop an entire season of 	<ul style="list-style-type: none"> By 2017, launch 	Competitions,	<ul style="list-style-type: none"> Establish 4 Club 	<ul style="list-style-type: none"> Completed Q2 – 	<ul style="list-style-type: none"> Standardize and

	Fall age-grade rugby 7s tournaments operating across Ontario.	<p>7s specific Fall tournament calendar.</p> <ul style="list-style-type: none"> By 2018, develop Club Fall 7s point based series 	Events and Marketing Coordinator	facilitated, standardized 7s events in 2017.	Launched Fall 7s Series	<p>professionalize 7s tournament structure (game regs, schedules, referee payment process etc.)</p> <ul style="list-style-type: none"> New Club 7's point base series/ league organized and completed by November League culminates at RO Jr 7s Event
	<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. 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> By end of Q3, 2018 Senior and Junior season formats determined. 	<ul style="list-style-type: none"> 2018 Senior and Junior season formats determined by end of Q4. 	<ul style="list-style-type: none"> By Oct, have 2019 Senior and Junior season formats determined.
	<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. 	Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Competitions management platform launched and utilized by all Ontario competitions in 2017 	<ul style="list-style-type: none"> SportLomo Competitions management platform launched in Q1 	<ul style="list-style-type: none"> Review Competitions management platform launched in 2017 and amend as necessary by March 2018
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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Set up 2018 Registration (Sport Lomo) system so that Play Smart must be completed as part of the registration process. Conduct a pilot 	<ul style="list-style-type: none"> Now targeted for 2020 as per KPI Sarnia and 	<ul style="list-style-type: none"> Pilot completion of Play Smart with players and parents in 3 clubs Play Smart completed by 75% of registered match officials

				program with 2 clubs to have all registrants complete Play Smart.	Barrhaven Scottish identified and engaged as pilot clubs. Pilot to be undertaken in 2018	and 50% of registered coaches
	<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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Establish partnerships with one organization specializing in drug education and one specializing in concussion management 	<ul style="list-style-type: none"> Partnerships established with Succeed Clean (drug education) and Holland Bloorview Kids Rehabilitation Hospital (concussion management) 	<ul style="list-style-type: none"> Partnerships established in 2017 with Succeed Clean (drug education) and Holland Bloorview Kids Rehabilitation Hospital (concussion 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 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Develop and introduce player welfare education through RO social media and face to face methods 	<ul style="list-style-type: none"> Two Concussion management face to face sessions conducted (Toronto and Sarnia) Social media campaign launched in conjunction with Holland Bloorview Kids Rehabilitation Hospital Drug education session conducted with Junior provincial teams 	<ul style="list-style-type: none"> Conduct three face to face community sessions plus online concussion education programs Conduct face to face drug education sessions with all Provincial teams by August
Technology	<ul style="list-style-type: none"> Implement a proven competition platform to streamline branch union league management. Empower volunteers with the 	<ul style="list-style-type: none"> By 2017, introduce a proven competitions management 	Chief Operating Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Competitions management platform available and utilized by all branches and Ontario 	<ul style="list-style-type: none"> SportLomo Competitions management platform launched in Q1 	<ul style="list-style-type: none"> Review SportLomo Competitions management platform

	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.	platform to be utilized by all branch unions.		clubs in 2017.		launched in 2017 and amend as necessary by March 2018 <ul style="list-style-type: none"> Collaborate with Sportlomo on additional features (ex. Injury reporting).
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% 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Maintain 2016 junior and senior registration numbers, 10% growth in minor numbers. Employment of a full time Rugby Development Officer 	<ul style="list-style-type: none"> Minors up 21% (2013 to 2435) Juniors up 3% (3924 to 4039) Senior down 2% (3539 to 3482) Full time Rugby Development Coordinator role commenced in April 	<ul style="list-style-type: none"> Registration - Stable senior numbers. A 5% increase in junior numbers, 15% growth in minor numbers by Dec

PILLAR 2: HIGH PERFORMANCE

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

HIGH PERFORMANCE RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2017 TARGETS	2017 ACTUALS FINAL	2018 TARGETS
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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. 	High Performance Manager	<ul style="list-style-type: none"> In conjunction with CEO continue to develop provincial budgets and sponsorship to develop increased frequency of high performance training and playing opportunities for all provincial teams Continue to develop relationships with high performance partners to aid in the development of Ontario based national players Continue to develop greater lines of communications with key RC High Performance personnel Develop documentation to be accessible to all RO stakeholders with regard to provincial pathway for 7's and 15's for 2017 season and multi year programs 	<ul style="list-style-type: none"> 2 x fundraising events ran by Senior Blues men. Limited Success. Sr. Men match vs. Glendale RO, RC, OTP & CSIO agreed a draft MOU for 7's HP women's partnership Provincial Pathway documentation undertaken. 	<ul style="list-style-type: none"> In conjunction with CEO construct provincial budgets and sponsorship to develop increased frequency of high performance training and playing opportunities for all provincial teams by July Develop relationships with high performance partners to aid in the development of Ontario based national players by July 40% of all 2018 national squads are made up of Ontario Players by Dec Pre-budgets to be set by Nov. HP winter training dates established for our HP athletes by Oct. ETS, Town of Whitby and Abilities Centre to be brought in as partners for winter HP development.
	<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. 	High Performance Manager	<ul style="list-style-type: none"> Solidify 7 team junior rep program in 2017 Develop skills curriculum for u15 through to U19 in 2017 	<ul style="list-style-type: none"> Skills curriculum developed and implemented during Ontario 	<ul style="list-style-type: none"> Identify potential additional 7's Provincial teams and programs beyond

				<ul style="list-style-type: none"> • All head coaches to attend player succession and develop depth chart meeting at the culmination of all provincial programs • Continue to develop working partnership with RC to build 7's program within the province to aid in the development of high performance/ high potential players 	<p>Age Grade Camps and Team practice sessions</p> <ul style="list-style-type: none"> • Age grade depth charts were not completed. • A strong relationship with RC 7's coaches has been developed and supported. 	<p>the U18 level (e.g. U16)</p> <ul style="list-style-type: none"> • All head coaches to attend player succession and develop depth chart meeting at the culmination of all provincial programs by September. • Continue to develop working partnership with RC to build 7's program within the province to aid in the development of high performance/ high potential players (ongoing)
	<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) 	High Performance Manager	<ul style="list-style-type: none"> • 18 regional hub teams at full capacity of 24 players (432 total players) • 18 regional teams at full complement of 2 coaches per team (36 total coaches) • Each Hub program at full complement of 2 managers • Each hub to deliver 3 x 1 day camps consisting of 3 on field session • Each hub to participate in 1 inter hub game 	<ul style="list-style-type: none"> • 344 Players Participated in Hub Program • East hub did not meet player engagement expectations • 28 coaches engaged in program • 4 managers engaged in program • 3 x 1 day camps in Q3 • Inter-hub game in Q3 	<ul style="list-style-type: none"> • Addition of Provincial Teams at Boys U-15, Boys U-16, Girls U-16. • Partnership with RC in athlete combine testing and core skill development. • Single training site for winter HP. • Addition Core Training in London and Ottawa. • Central and Western Hubs for Team Training. • Increased number of training sessions and

					<ul style="list-style-type: none"> Standard of games proved to be poor. 	competitive games during competition
	<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 	High Performance Manager	<ul style="list-style-type: none"> Boys U18 and U16 to play US Impact Academies in summer 2017 U18 girls to play USA Mid west in summer 2017 U19 Blues men to play HSAA in summer 2017 Senior Blues men to play 2 x games against USA based teams Develop potential international tier 3 games for Senior Blues teams 	<ul style="list-style-type: none"> Games in Q3 undertaken against all US based teams Snr Women and U20 women successful in pre season games v Quebec Sr. Men split games vs. Glendale. Discussion with Columbia national team and Aboriginal Australian Rep team started for 2018 season 	<ul style="list-style-type: none"> Boys U18 and U16 to play similar standard USA teams in summer 2018 U18 girls to play similar standard USA teams in summer 2018 U19 Blues men to play similar standard USA teams in summer 2018 Senior Blues men to play 2 x games against USA based teams by Sept Support establishment of Ontario Arrows Professional Rugby. Sr. Blues development side to play in Eastern CRC Sr. Blues in RC completion.
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 	High Performance Manager	<ul style="list-style-type: none"> Positional profiles to be finalized and utilized in all provincial programs by June 2017 Provincial selection criteria to be reviewed and amended to be used for programs commencing June 2017 	<ul style="list-style-type: none"> All player profiles complete First draft of provincial selection criteria complete Selection criteria has been shared 	<ul style="list-style-type: none"> Positional profiles to be finalized and utilized in all provincial programs by June 2017 Provincial selection criteria to be reviewed and

		documents accessible via Rugby Ontario website		<ul style="list-style-type: none">Selection criteria to be shared with Rugby Canada	with RC.	<ul style="list-style-type: none">amended to be used for 2018 programs commencing JuneSelection criteria to be established at November/December coaches planning meeting.Selection criteria to be shared with Rugby Canada by June.
<ul style="list-style-type: none">Establish model/network for talent ID personnel across OntarioEstablish 7s ID Pathway.	<ul style="list-style-type: none">Identify and engage individuals to support talent ID across the provinceIdentify and engage 7s specific individuals	High Performance Manager	<ul style="list-style-type: none">Identify key personnel to works as identifiers of talent in school, age group club and junior provincial hub programsOntario talent ID staff to utilize branch and club 7's competitions from September to December to identify provincial depth chart playersRun 1 open combine per season for U15 – U17 players in both genders to identify potential 7's playersIdentify 7's specific talent ID personnel to aid provincial coaching staff in ID process	<ul style="list-style-type: none">On-going discussion with RC around talent ID network.Network has not been formed for National IdentificationOntario 7's talent identification has been established.3 Combine Testing Dates have been set and confirmed.	<ul style="list-style-type: none">Review performance of 2017 talent ID staff who worked as identifiers of talent in school, age group club and junior provincial hub programs by March.Reappoint or identify new talent ID staff as required by MayIncrease “on ground” personal for 2018. 4 total coaches. One for each region.Ontario talent ID staff to utilize Ontario Summer Games and club 7's competitions from September to December to develop 2018	

						provincial depth chart players <ul style="list-style-type: none"> • Establish “The Program” • 3 combines over 8-month period. Set training standards. • 6 Core Skill Sessions • 3 Position Specific Skill Sessions.
	<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. 	High Performance Manager	<ul style="list-style-type: none"> • Run a minimum of 2 coach development session focused on University and College coaches each year • Contact all OUA rugby coaches 2 x per year with regard to identified and potential players • Develop OUA viewing ID program for Senior Blues staff 	2 coach Development sessions executed. All Uni coaches from OUA teams contacted with regard to HP players and nominations	<ul style="list-style-type: none"> • Run a minimum of 2 coach development session focused on University and College coaches by Dec • Contact all OUA rugby coaches 2 x per year with regard to identified and potential players by Dec • Develop OUA viewing ID program for Senior Blues staff by Dec • February RO Super Coaches Clinic to be established. • OUA coaches to be approached to identify “Arrow Academy” players.
Player Development	<ul style="list-style-type: none"> • Ensure all athletes engaging with provincial rep teams have strength and 	<ul style="list-style-type: none"> • By 2020, have 4 high performance training centers active in Ontario. 	High Performance Manager	<ul style="list-style-type: none"> • All players engaged in Provincial programs to receive strength and conditioning programming through RO App 	<ul style="list-style-type: none"> • Strength and conditioning app finalized and rolled out to Jnr 	<ul style="list-style-type: none"> • RO and RC to consolidate working partnership to maximize OHPSI

	<ul style="list-style-type: none"> conditioning provision. Utilize state of the art technology to support province wide athlete development. Develop a year round individual player development program for high potential/high performance athletes. Develop 7's specific player development program aligned with RC provincial Canadian Sevens Academies Develop curriculum of excellence for player development programs. Continue to develop 7s specific athletes through alignment with Rugby Canada Regional Development Centers. 	<ul style="list-style-type: none"> By 2020, 50% of all nationally carded rugby athletes are Ontarians. 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"> (total 432 athletes) Develop 3 academy training centers (East, West and Central) to be operational by October 2017 All players selected to the academy to receive 8 months of skills and physical development programing totaling 3840 mins of contact time (minimum) All players selected to the academy to receive individual S&C programing and monitoring through RO app managed by ETS All players selected to the academy to receive individual 12-month development plans RO and RC to develop partnership to design 3 7's academy hubs in Ontario RO and RC to develop working partnership to maximize OHPSI and OTP funding 	<ul style="list-style-type: none"> Provincial Players Initial engagement with academy training centres; West (Guelph Uni), Central (Abilities Centre, Whitby) and East (RA Centre, Ottawa). Central Academy established at Abilities Centre for 2018. Ottawa Area support is proposed for 2018. 7's male academy running weekly sessions 7's female academy established with RC and OTP. Weekly sessions established. 	<ul style="list-style-type: none"> and OTP funding by March ETS establishing winter training program for all "Program" athletes. Move to single academy training centre (Whitby) with support centres in Ottawa and London. Multiple combines (3) in an effort to hold athletes accountable for their S&C training. All selected provincial athletes will be provided ETS app for remainder of the competitive season. (Funded) Work in hand with RC Eastern 7's Academy with respect to talent ID and training.
Elite Competition Environment	<ul style="list-style-type: none"> Identify developmental windows to place high potential athletes into performance level competition. Develop and maintain HP programming for 	<ul style="list-style-type: none"> In 2017, plan regional representative competition. By 2020, launch 4 funded regional representative Men's and Women's teams. Identify and 	High Performance Manager	<ul style="list-style-type: none"> Work with competitions and events coordinator to develop competition structures for Ontario club competitions Develop player and coach selection policy for regional rep program Structure east and west GTA teams to play minimum of 2 games in 2017 	<p>Ontario Club Jr. Provincial Competitions were executed.</p> <p>Regional Representative Programs were not established.</p>	<ul style="list-style-type: none"> Structure east and west GTA teams to play minimum of 2 games by Oct 2018 Support EORU senior men's team and facilitate GTA and EORU team competition

	<p>identified regional athletes.</p> <ul style="list-style-type: none"> Develop a regional representative program across Ontario Enhance support system to a wider base of sub provincial rep team athletes (Nutrition, S&C, Athlete Assistance). 	<p>develop support system and resources for athletes.</p>		<ul style="list-style-type: none"> Support EORU senior men's team and facilitate GTA and EORU team competition 	<p>GTA East (Central) and West U-15 to U18 teams have been proposed for the 2018 season.</p> <p>EORU vs. Blues Development was executed.</p> <p>Ontario Jr. Teams vs. EORU executed in Brantford successfully.</p>	
	<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 Centers to support athletes and competitions. 	High Performance Manager	<ul style="list-style-type: none"> Support volunteer network where needed to develop 7's series In conjunction with competitions and events coordinator aid in the development of the Mag 7's as a key event in the Ontario 7's series calendar RO and RC to develop schedule for CSA elite competitions RO to partner with the Abilities Centre to develop skills and educational pilot program in 2017 	<p>Additional competitions were developed focusing on branch teams.</p> <p>7's Series was used as part of ID structure.</p> <p>6 stop 7's series was designed with Mag 7's as signature event.</p> <p>RO supporting RC Elite 7's Competitions.</p> <p>ASAD established as leader of HP development for RO. Educational Templated used for RO HP program.</p>	<ul style="list-style-type: none"> Support volunteer network where needed to develop 7's series In conjunction with competitions and events coordinator deliver the Mag 7's as a key event in the Ontario 7's series calendar by Oct RO and RC to develop schedule for CSA elite competitions With the Abilities Centre review skills and educational pilot program conducted 2017 and expand program where deemed appropriate by Dec

	<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. 	High Performance Manager	<ul style="list-style-type: none"> Approach high performing sports Organizations to arrange a minimum of 2 opportunities each year to meet and share best practice 	HP Administration visited TFC Soccer. 2 visits (academy included)	<ul style="list-style-type: none"> Consolidate the partnership developed with two sports Organizations in 2017 by March Add a third sports organization by March Conduct a minimum of 2 meetings to share best practices by Dec
	<ul style="list-style-type: none"> Engage clubs to nominate players, coaches, managers and match officials to support regional representative leagues. 	<ul style="list-style-type: none"> Process developed and implemented to obtain required information from clubs 	High Performance Manager	<ul style="list-style-type: none"> Develop club committee to aid in the development of regional rep program 	<ul style="list-style-type: none"> Committee members engaged and continuing to develop potential programs for 2018. 	<ul style="list-style-type: none"> Review success of Club Committee and redefine roles and responsibilities as deemed necessary by March
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. 	High Performance Manager	<ul style="list-style-type: none"> In conjunction with RC High Performance staff run 2-day coaching clinic for all provincial coaches in May 2017 With coach development manager identify 1 opportunity per year (minimum) to engage provincial staff in performance level work shop 	<ul style="list-style-type: none"> S&C coaches identified regionally. ETS provided Training APP 3 PD session completed om Q2 	<ul style="list-style-type: none"> In conjunction with RC High Performance staff run 2-day coaching clinic for all provincial coaches in February. With coach development manager identify one opportunity (minimum) to engage provincial staff in performance level work shop by December.
	<ul style="list-style-type: none"> Develop a network of high level coaches to facilitate a consistent 	<ul style="list-style-type: none"> Identify and recruit coaches in key areas of specialism 	High Performance Manager	<ul style="list-style-type: none"> Identify through application and recruitment coaches to staff all level of provincial programing 	<ul style="list-style-type: none"> Specialist skills coaches in areas of scrum and 	<ul style="list-style-type: none"> Identify through application and recruitment coaches

	<p>regional representative program.</p> <ul style="list-style-type: none"> 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 	<p>– Scrum, Throwing, Scrum half pass and Kicking.</p>		<ul style="list-style-type: none"> Identify through provincial rep program coaches with the ability to coach at national age grade level Develop a minimum of 2 opportunities per year for identified coaches to receive coach development Recruit 1 performance level coach in the 4 key areas of specialist skills. Run 1 x specialist skills clinic per year for provincial club and school coaches 	<p>scrum half play have been identified</p> <ul style="list-style-type: none"> HP Manager and Coordinator have been identified. Performance level coaches have been identified for all age group representative programs. 3 Specialist Skills clinics scheduled for Q4 and 2018. 	<p>to staff all level of provincial programming by January.</p> <ul style="list-style-type: none"> Identify through provincial rep program, coaches with the ability to coach at national age grade level by Sept Provide a minimum of two opportunities for identified coaches to receive coach development by December. Review performances of 2017 skills coaches and retain existing or recruit new coaches as needed by January. Run one specialist skills clinic for provincial, club and school coaches (Academy)
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PILLAR 3: COMMERCIAL

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

COMMERCIAL PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2017 TARGETS	2017 ACTUALS FINAL	2018 TARGETS
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 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Ontario Storm and Ontario Blues brands consolidated. Partner with 2 well established organizations to add value to Rugby Ontario brand Launch on-line merchandising platform by Summer 2017 Rugby Ontario operations move to Whitby by end of Q3 	<ul style="list-style-type: none"> Completed Q1 BioSteel, Under Armour, Abilities Centres, Holland Bloorview, SportSide Medical Launched on site merchandise in Q2 After discussions with UA, online merchandise platform targeted for 2018 Move to Whitby completed in April. 	<ul style="list-style-type: none"> Review the two new 2017 partnerships with well established organizations. Add a partnership with a third organization by June. Implement an online merchandising platform launched in by April
	<ul style="list-style-type: none"> Develop long lasting working relationships with partners. Establish relationships with brands that add legitimacy to Rugby Ontario. 	<ul style="list-style-type: none"> Continue to grow the pool of corporate sponsors. Establish 2 key yearly philanthropic fundraising events by 2017, ongoing 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Partner with 2 well established organizations to add value to Rugby Ontario brand 	<ul style="list-style-type: none"> BioSteel, Under Armour, Abilities Centres, Holland Bloorview, SportSide Medical 	<ul style="list-style-type: none"> Partner with an additional well established organization to add value to Rugby Ontario brand by June

	<ul style="list-style-type: none"> Develop champions for rugby in Ontario (Private Donors, Corporate Businesses etc.). 					
	<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. 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Launch on-line merchandising platform by Summer 2017 	<ul style="list-style-type: none"> After discussions with UA, online merchandise platform targeted for 2018 	<ul style="list-style-type: none"> 25% increase in merchandising revenue from 2017 to 2018 by Dec
	<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 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Rugby Ontario operations move to Whitby by end of Q2. 	<ul style="list-style-type: none"> Move to Whitby completed in April. 	<ul style="list-style-type: none"> Identify & engage potential partners for the Centre of Excellence by Dec
Revenue Generation	<ul style="list-style-type: none"> Redefine jersey sponsorship structure. 	<ul style="list-style-type: none"> Grow recurring sponsorship funding by 15% in 2020 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> \$50,000 in 2017 	<ul style="list-style-type: none"> \$19,175 Dairy Farmers of Canada \$5000 - Men in Kilts 	<ul style="list-style-type: none"> Targeted revenue of \$50,000 by Dec
	<ul style="list-style-type: none"> Target new funding opportunities available through Rugby Ontario partners. Redefine partnership expectations, shift to more mutually beneficial 	<ul style="list-style-type: none"> Establish new corporate partnerships with 3 key brands by 2019 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> 2 Key Brands by 2017 	<ul style="list-style-type: none"> Honda - \$20,000 \$72,500 raised at Wine Fundraising Dinner in June \$ 40,000 raised at Redtail Golf Tournament in September 	<ul style="list-style-type: none"> Review two Key Brands established in 2017 by March Identify and engage a 3rd brand by Dec.

	agreements.					
	<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 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Targeted for post 2017 	<ul style="list-style-type: none"> Targeted for 2019
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, generate \$25,000 profit in 2017. 2018 \$50,000, 2019, \$75,000, 2020 \$100,000 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Conduct all Rugby Ontario annual events (Mag 7s, Junior Cup Day, McCormick Cup, Minor Festival) 	<ul style="list-style-type: none"> Planning completed in Q1 Minor Festival & Junior Cup Day held in August. Mag 7s & McCormick Cup scheduled for October. \$26,000 in sponsorship obtained for Mag7s 	<ul style="list-style-type: none"> Conduct all Rugby Ontario annual events (Corporate 7s, Junior Cup Day, McCormick Cup, Minor Festival) by Oct \$50,000 profit generated by Corporate 7's by Nov
	<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 	<ul style="list-style-type: none"> Work in-conjunction with the clubs to establish a direct pipeline to the club from the sponsor. 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> All major Rugby Ontario partners activating onsite as per contractual agreements. All Ontario based Senior Blues (Men) competitions to be linked to a local club day or community festival 	<ul style="list-style-type: none"> Gilbert @ Glendale Match Glendale Match in Burlington – Jr matches prior 	<ul style="list-style-type: none"> All major Rugby Ontario partners activating onsite as per contractual agreements by Dec All Ontario based Senior Blues (Men) competitions continue to be linked to a local club day or community festival by Aug

	sporting community.					
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 	Communications Coordinator and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Launch new website in March 2017 Grow social media following by 15% across all platforms 	<ul style="list-style-type: none"> Q1 website launched Q3 target Completed by end of Q2. (17.5% total follower growth) 	<ul style="list-style-type: none"> Grow social media following by 25% across all platforms by Dec
	<ul style="list-style-type: none"> Investigate potential new communication portals. 	<ul style="list-style-type: none"> Introduce one new communication portal by 2020. 	Communications Coordinator and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Re-establish newsletter system for enhanced communication with entire membership 	<ul style="list-style-type: none"> Newsletter re-established – first ed. released in 1st week of July 	<ul style="list-style-type: none"> Recommend a new communication portal to be established in 2019 by Dec
	<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 	Communications Coordinator and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> All relevant rugby news updated daily via website and social media 	<ul style="list-style-type: none"> Ongoing 234 articles published 1717 Tweets 711 FB Posts 267 Instagrams 	<ul style="list-style-type: none"> Quarterly newsletters to produced for the membership All relevant rugby news updated daily via website and social media (ongoing)
	<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 	<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. 	Communications Coordinator and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Enhance branding of Ontario Blues on social media through graphics, biographies and increased video/photo content from events 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Enhance branding of Ontario Blues on social media through graphics, biographies and increased video/photo content from events (ongoing)

	Senior Blues competitions.					
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. 	Chief Executive Officer and Competitions, Events and Marketing Coordinator	<ul style="list-style-type: none"> Establish 1 partnership with a charitable organization. 	<ul style="list-style-type: none"> Canadian Tire JumpStart Program and Abilities Centre 	<ul style="list-style-type: none"> Renew 2017 partnership established with a charitable organization by March. Identify and engage potential 2nd charitable organizations by Dec

PILLAR 4: FINANCE/ADMINISTRATION

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

FINANCE/ADMINISTRATION PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2017 TARGETS	2017 ACTUALS FINAL	2018 TARGETS
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 	Chief Executive Officer, Chief Operational Officer and Rugby Development and Administration Manager	<ul style="list-style-type: none"> LiveCA system fully functional by end of Q1 	<ul style="list-style-type: none"> Transitioned all financial operations and processes to Xero and LiveCA and is fully operational 	<ul style="list-style-type: none"> Review 2017 functionality of LiveCA system by January. Adjust as required by March.
	<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% 	Chief Executive Officer	<ul style="list-style-type: none"> Increase the percentage of discretionary over targeted funding by 10% in 2017 Reduce the percentage of annual revenue derived from registrant fees by 2% in 2017 	<ul style="list-style-type: none"> \$72,500 raised at Wine Fundraising Dinner in June \$ 40,000 raised at Redtail Golf Tournament in September. 	<ul style="list-style-type: none"> Maintain the percentage of discretionary over targeted funding by 10% by Dec Reduce the percentage of annual revenue derived from registrant fees by a 2% by Dec
	<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. 	Chief Executive Officer and Rugby Development and Administration Manager	<ul style="list-style-type: none"> 100% of Ontario Ministry requirements met by Ministry due dates. 	<ul style="list-style-type: none"> Ontario Ministry Sport Recognition Policy (SRP), Ontario Amateur Sport Fund (OASF), Ontario Sport Recreation 	<ul style="list-style-type: none"> 100% of Ontario Ministry requirements met by Ministry due dates.

					& Community Fund (OSRCF) submissions and reports lodged	
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. 	Chief Operational Officer, Rugby Development and Administration Manager and Membership Services Coordinator	<ul style="list-style-type: none"> Sport Lomo registration system fully functional by end of Q4. 	<ul style="list-style-type: none"> Sport Lomo registration system fully functional by end of Q4, ready for clubs to use in 2018. 	<ul style="list-style-type: none"> Provide support and guidance to clubs to ensure effective and efficient integration of registration process. Continually review functionality of the new Sport Lomo registration and relay to SportLomo Recommended potential changes (if any) for 2019 by Oct.
	<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 	Chief Operational Officer, Rugby Development and Administration Manager and Membership Services Coordinator	<ul style="list-style-type: none"> Sport Lomo registration webinars and resource materials available to all clubs by end of Q4. 	<ul style="list-style-type: none"> Initial training session held for clubs in December. Resources made available 	<ul style="list-style-type: none"> Sport Lomo registration webinars and resource materials, including any 2019 updates, available by Dec
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. 	Chief Operating Officer and Rugby Development and Administration Manager	<ul style="list-style-type: none"> Sport Lomo fully integrated for competition management by start of rugby season. 	<ul style="list-style-type: none"> SportLomo Competitions Management (including referee appointments) fully functional in 	<ul style="list-style-type: none"> SportLomo registration management fully integrated by end of Jan

					Q1	
	<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. 	Chief Operational Officer and Rugby Development and Administration Manager	<ul style="list-style-type: none"> 2017 Operational Plan Board approved by end Q1. 	<ul style="list-style-type: none"> 2017 Operational Plan Board approved in Q2 	<ul style="list-style-type: none"> 2018 Operational Plan Board approved by Jan
	<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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> Full recognition achieved under the Ontario Ministry's new Sport Recognition Policy by end Q1 Base Funding reporting requirements completed, funds received by end Q2 	<ul style="list-style-type: none"> Recognition achieved from the Ministry Base Funding reporting requirements completed. Formal agreement signed with Ministry. Receiving \$200,000 per year for the next 2 years (an 82% increase from \$110,000 per year). 	<ul style="list-style-type: none"> OASF reporting requirements completed as per Ministry timelines, funds received as per Ministry timelines
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 	<ul style="list-style-type: none"> Membership satisfaction surveys conducted annually in relevant areas Annually review RO processes and amend as necessary 	All staff	<ul style="list-style-type: none"> Membership satisfaction surveys conducted as relevant by end of Q4 RO processes reviewed and amended as necessary to improve 	<ul style="list-style-type: none"> Survey completed with parents of all registered Minor & Junior players. Results shared with Clubs. 	<ul style="list-style-type: none"> Membership satisfaction surveys conducted as relevant by Dec RO processes reviewed and amended as

	processes to better serve our members.	to improve member service.		member service by end of Q4		necessary to improve member service by Dec
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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

GOVERNANCE PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2017 TARGETS	2017 ACTUALS FINAL	2018 TARGETS
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. 	Board of Directors and Chief Executive Officer	<ul style="list-style-type: none"> Conduct 6 board meeting in 2017 	<ul style="list-style-type: none"> Q1 meeting - February Q2 meetings – April, May Q3 meetings – July, September Q4 meeting - November 	<ul style="list-style-type: none"> Minimum of 6 board meetings conducted by Dec
	<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. 	Board of Directors and Chief Executive Officer	<ul style="list-style-type: none"> 4-year Strategic Plan developed, approved and implemented 2017 Operational Plan developed and approved 	<ul style="list-style-type: none"> 2017-2020 Strategic Plan Approved by Board in Q1 2017 Operational Plan approved by board in Q1 	<ul style="list-style-type: none"> 2018 Operational Plan developed and approved by Jan Strategic Plan targets reviewed by Dec
	<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 	Board of Directors and Chief Executive Officer	<ul style="list-style-type: none"> Professionals identified and engaged 	<ul style="list-style-type: none"> Development Committee and Competition Committee 	<ul style="list-style-type: none"> Professionals identified and engaged by Dec

		on a needs basis			Established	
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. 	Rugby Development and Administration Manager	<ul style="list-style-type: none"> HR Manual to be reviewed, amended and CEO approved by end Q4. 	<ul style="list-style-type: none"> HR Manual reviewed commenced, completion targeted for Q1, 2018. 	<ul style="list-style-type: none"> Risk management policies and procedures to be reviewed, amended and CEO approved by Dec
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. 	Board of Directors and All staff	<ul style="list-style-type: none"> 2017 Satisfaction survey sent to all RO clubs by end October. 	<ul style="list-style-type: none"> Clubs engaged on league structures through Competitions Committee. All junior and minor parents surveyed. 	<ul style="list-style-type: none"> 2018 Satisfaction survey sent to all RO clubs by Oct.