



2017-2020 STRATEGIC PLAN





Awareness of the sport of Rugby has exploded in the past decade as it made its first appearance in the 2016 Olympic Summer Games. Inspired by the success of the performance by the Canadian Women's Team, Albertans are eager to try this growing sport. Rugby appeals to a diverse participation base.

Rugby Alberta is officially registered as a not-for-profit organization. It is governed by a volunteer Board of Directors, and provides leadership to unions and clubs across Alberta.

In 2016, the Board of Directors of Rugby Alberta realized that the sport had grown beyond its organizational capacity. Operational changes were implemented, and a focus was placed on preparing the organization to grow in alignment with the directives of *Going the Distance: The Alberta Sport Plan 2014-2024*.

For Rugby Alberta, it is time to:

- Embrace Long-Term Athlete Development and Canadian Sport for Life at all stages of development
- Mobilize passionate volunteers to contribute to the achievement of the vision of Rugby Alberta
- Empower coaches through training and education
- Expand the pool and contributions of quality officials
- Partner with other organizations to achieve common missions

Rugby Alberta is positioned for growth, fueled by the commitment of its board of directors, athletes, coaches, officials, and volunteers.

Mission

To develop and support the growth of rugby in Alberta.

Vision

Recognized as a national leader in rugby.

Values (Rugby Canada)

- Integrity
- Passion
- Solidarity
- Discipline
- Respect
- Sportsmanship
- Teamwork

Long-Term Athlete Development

In order to achieve our vision, Rugby Alberta is embracing Canadian Sport for Life and Long-Term Athlete Development. The following principles and values of Canadian Sport for Life and Long-Term Athlete Development (LTAD)¹ provide the foundation for Rugby Alberta's actions within the 2016-2019 Strategic Plan:

1. Life has significant stages of development that include transitions from child to adolescent, to adult, and then to senior, resulting in changed capabilities.
2. Training, competition and recovery programs should be based on the stage of the participant's capability, rather than chronological age.
3. For optimal development, sport programs must be designed for the stage of development and gender of the participant.
4. Physical literacy is the basis of lifelong participation and excellence in sport and engagement in health enhancing physical activity.
5. Every child is an athlete and, therefore, is genetically predisposed to be active if the environment encourages participation.
6. Lifelong participation and excellence in sport are best achieved by participating in a variety of sports at a young age, then specializing later in development.
7. There are sensitive periods during which there is accelerated adaptation to training during pre-puberty, puberty and early post-puberty.
8. A variety of developmental, physical, mental, cognitive and emotional factors affect the planning of optimal training, competition and recovery programs.
9. Providing guidance through the complete spectrum of LTAD stages of sport and physical activity will result in increased participation and performance.
10. Mastery in sport develops over time, through participation in quality sport and physical activity programs.
11. LTAD is participant/athlete-centered, coach-led, and organization supported, taking into account the demands of home, organized sport, community recreation and school.
12. Through cooperation and collaboration within sports (at all levels) and between sports, a more effective sport system can be achieved.
13. The integrated efforts of high-performance sport, community sport, school sport, school physical education, and municipal recreation will have a mutually positive benefit for all.
14. Quality sport and physical activity, combined with proper lifestyle, result in better health, disease prevention, enhanced learning, enjoyment, and social interaction; leading to improved wellness.
15. Sport practices, scientific knowledge and societal expectations are ever changing and, therefore, LTAD needs to continually adapt and improve.

Rugby Alberta will be athlete-centred, coach driven and administration, sport science and sponsor supported.

¹ Reference: *Canadian Sport for Life – Long-Term Athlete Development Resource Paper 2.0*

The 2017-2020 Strategic Plan is designed to assist Rugby Alberta in aligning with the goals of *Going the Distance: The Alberta Sport Plan 2014-2024*. All stakeholders within the Alberta sport system, including Rugby Alberta, have a responsibility to advance these coordinated efforts and activities:

Promotion

- **Value of Sport:** Increase the understanding of the many physical, social and mental benefits associated with sport in the province. Ensure that administrators, coaches, and officials are viewed as professionals and, together with athletes, are contributing to greater societal outcomes.
- **Marketing and Communications:** Develop common language and messaging throughout the sector and mechanisms that allow for increased communication channels to better promote outcomes, programs, and resources.

Alignment and Collaboration

- **Cross-Sector Engagement:** Engage and work collaboratively with other sectors (e.g. health, education, early childhood, active living, justice, human services) to ensure efforts are coordinated while working toward a common goal and increasing provision of quality programs across Alberta. Develop strategies to increase engagement with other Ministries. Specifically, work with Alberta Education around curriculum development, physical literacy and school use.
- **Educational Institutions** Work directly with educational institutions and school boards to ensure resources and best practices are being utilized before, during and after school.
- **Communities and Municipalities:** Recognize the benefits of collaboration and ensure increased coordination and communication between provincial and municipal bodies.
- **Across Sports:** Develop mechanisms to increase coordination among sporting organizations in an attempt to increase efficiency and reduce duplication. Provide athletes with the opportunity to optimally develop at early ages through participation in quality programs and activities.

Capacity Building

- **Organizational Capacity**
 - **Board Governance:** Determine if current governance models are still effective, and what supports are required for enhanced functionality of volunteer boards.
 - **Leadership:** Examine how to develop quality Alberta leaders from the community through to provincial, national and international levels.
 - **Abilities:** Examine the current capacity of organizations within the system and identify what supports are required to enhance programs and services.
- **Training and Education**
 - **Boards and Volunteers:** Examine current deficiencies and gaps and enhance training opportunities for boards and volunteers.

Capacity Building (continued)

- **Coaches and Officials:** Strengthen Alberta's coach and official system by examining current training and certifications, determining appropriate accountability measures, and ensuring both coaches and officials are viewed as professionals. Provide professional development for coaches and officials which ensures they have the skills and knowledge necessary to deliver quality programs and activities in safe environments.
- **Teachers and Leaders:** Provide professional development for individuals who support the sport system (e.g. teachers, recreation leaders, child care workers) which ensures they have the skills and knowledge necessary to deliver quality programs and activities in safe environments.
- **Sport Administrators:** Examine and enhance educational and professional development opportunities for new and existing staff within the sector.
- **Parents and Spectators:** Provide opportunities for parents to learn about the benefits of unstructured play, physical literacy, and participating in quality physical activity and sports programs. Develop tools that can be used to educate parents and spectators about acceptable behaviour at sporting events.

Creative Solutions

- **Innovation**
 - **Information Technology:** Use advances in technology and social media to better promote and market programs and increase engagement with Albertans.
 - **Big Picture Thinking:** Introduce bold ideas and create a culture where organizations can think and do differently.
- **Knowledge Production and Integration**
 - **Research and Technology:** Integrate research and technology across all parts of the system as a way of enhancing programs and services.
 - **Best Practices:** Promote and share promising practices and develop mechanisms for continuous evaluation and feedback.

Accountability

- **Monitoring:** Identify what accountability looks like at all levels within the system and determine how to best ensure we are meeting established accountability criteria.
- **Evaluation and Continuous Improvement:** Identify common goals and shared measures at all levels of the system to ensure continuous improvement.

Going the Distance: The Alberta Sport Plan 2014-2024 represents a new way of collectively advancing sport and identifies the coordinated efforts and activities necessary to promote collaboration, empower stakeholders and achieve a common vision:

Alberta is the national leader in sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for life-long participation for all Albertans.

Strategic Plan Summary

Officials Development

- Officials certification information is collected within a system that facilitates tracking, monitoring, and verification of credentials
- Officials recruitment, retention, and advancement strategies are developed
- Talent identification systems produce, monitor and progress officials through each stage of the officials development pathway

Coaching Development

- Coaching certification information is collected within a system that facilitates tracking, monitoring, and verification of credentials
- Coaching recruitment, retention, and advancement strategies are developed
- Talent identification systems produce, monitor and progress coaches through each stage of the coach development pathway
- Technologies are integrated into development
- A rural coach recruitment strategy is implemented
- A coach recognition strategy is implemented
- Succession/development strategies are developed and documented for provincial team coaches

Athlete Development

- The LTAD provincial implementation strategy model is reviewed, revised, and communicated to ensure a common understanding across regional unions and clubs
- Talent identification systems produce, monitor and progress athletes through each stage of the athlete development pathway
- Opportunities to integrate athletes with a disability are identified and expanded
- Athlete information is collected within a database that facilitates longitudinal data collection
- Club and school opportunities support athlete development
 - National and international hosting opportunities are leveraged to enhance development opportunities for athletes identified through the talent identification system

Organization Development

- Rugby Alberta leverages its volunteer network to formally establish standing committees and task groups as required to add capacity and value
- Members view Rugby Alberta as progressive and innovative
- Rugby Alberta integrates Canadian Sport for Life language in its internal and external communications
- Succession planning strategies are developed and documented for directors, committees, and employees
- Awards programs celebrate contributions of members
- Rugby Alberta members are satisfied with their membership value and communications
- Club Excellence is launched to support clubs and unions
- Rugby Alberta contributes to and benefits from relationships with other rugby organizations, provincial sport organizations, multi sport organizations, and the broader Alberta sport community
- Barriers to participation in rugby are identified and reduced through strategic partnerships
- Sponsorship is leveraged to support Rugby Alberta's initiatives
- Transparent financial reporting and accountability is maintained
- IT infrastructure supports operations
- New revenue sources are identified to enable Rugby Alberta to expand activities
- Terms of Reference and position descriptions are approved for all Directors and Committees

Success Indicators: 2017 to 2020

	2016 Benchmark	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4
Athlete Development					
Number of registered athletes	Minor: 758 Junior:1324 Senior: 1932 Other:471 Total: 4485	1058 (39.5%) 1700 (28.3%) 2104 (8.9%) 365 (-22.5%) 5227 (16.5%)	1000 (17.6%) 1525 (7.0%) 2000 (6.4%) 875 (6.1%) 5400 (8.4%)	1300 (30.0%) 1650 (8.2%) 2100 (5.0%) 925 (5.7%) 5975 (10.6%)	1500(15.4%) 1800(9.1%) 2200(4.8%) 1000(8.1%) 6500(8.8%)
Conversion of ASAA athletes to U21 players		333 players	U19/u21 leagues formed for 2018 %	%	%
Number of athletes on each national team	Sr. M: 12 Sr. W: 3 7s M: 0 7s W: 2 U20M: 2 U20 W: 6 U19M: 2 U18 M: 3 U18W: 1	Sr. M: 11 Sr. W: 7 7s M: 0 7s W: 2 U20M: 4 U20 W: 8 U19 M: 4 U18M: 8 U18W: 6	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W:	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W:	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W:
Ranking of teams at Canadian Championships	Sr. M: 2nd Sr. W: 4th 7s M: 4 th 7s W: 2 nd U19 M: 3rd U20 W: 3rd U18M: 3rd U18W: 2nd U16 M: 2 nd U16 W: 3 rd	Sr. M:3rd Sr. W: 4th 7s M: 3rd 7s W: 3rd U19M: 3rd U20 W: 1st U18M: 1st U18W: 1 st U16 M: 1 st U16 W: 3rd	Sr. M: Sr. W: 7s M: 7s W: U19M: U20 W: U18M: U18W: U16 M: U16 W:	Sr. M: Sr. W: 7s M: 7s W: U19M: U20 W: U18M: U18W: U16 M: U16 W:	Sr. M: Sr. W: 7s M: 7s W: U19M: U20 W: U18M: U18W: U16 M: U16 W:
Number of Rookie Rugby teams		Minor Rugby Rebranded as Rookie Rugby			
Coaching Development					
Number of registered coaches	• Level 1: • Level 2: • Level 3: • Level 4: • Level 5:	• Level 1: • Level 2: • Level 3: • Level 4: • Level 5:	• Level 1: • Level 2: • Level 3: • Level 4: • Level 5:	• Level 1: • Level 2: • Level 3: • Level 4: • Level 5:	• Level 1: • Level 2: • Level 3: • Level 4: • Level 5:
Number of regions with active coaches (zones)	8 regions	8 regions	8 regions	8 regions	8 regions

Success Indicators: 2017 to 2020

	2016 Benchmark	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4
Number of coaches on each national team	Sr. M: 1 Sr. W: 0 7s M: 0 7s W: 0 U20M: 0 U20 W: 0 U18M: 1 U18W: 1 U17M:	Sr. M: 1 Sr. W: 7s M: 7s W: U20M: U20 W: 1 U18M: 3 U18W: 1 U17M:	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W: U17M:	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W: U17M:	Sr. M: Sr. W: 7s M: 7s W: U20M: U20 W: U18M: U18W: U17M:
Number of coaches attending NCCP/World Rugby certified course	<ul style="list-style-type: none"> • Level 1: 27 • Level 2: 9 • Level 3: • Level 4: • Level 5: 	<ul style="list-style-type: none"> • Level 1: 63 • Level 2: 16 • Level 3: • Level 4: • Level 5: 	<ul style="list-style-type: none"> • Level 1: • Level 2: • Level 3: • Level 4: • Level 5: 	<ul style="list-style-type: none"> • Level 1: • Level 2: • Level 3: • Level 4: • Level 5: 	<ul style="list-style-type: none"> • Level 1: • Level 2: • Level 3: • Level 4: • Level 5:
Officials Development					
Number of registered officials	• 68	148			
Number of regions with active officials (levels)	5 zones	8 zones	zones	zones	zones
Number of officials receiving promotions	<ul style="list-style-type: none"> • Level 1: • Level 2: • NP: 2 	<ul style="list-style-type: none"> • Level 1:60 • Level 2:88 • NP 4 	<ul style="list-style-type: none"> • Level 1: • Level 2: • NP: 	<ul style="list-style-type: none"> • Level 1: • Level 2: • NP: 	<ul style="list-style-type: none"> • Level 1: • Level 2: • NP:
Organizational Development					
Number of clubs progressing through the Club Excellence levels	Grant obtained	53% of clubs are Club Excellence Affiliates	100% of clubs are Club Excellence Affiliates or higher; 50% of clubs achieve Club Excellence Level 1	100% of clubs are Club Excellence Affiliates or higher; 75% of clubs achieve Club Excellence Level 1	100% of clubs are Club Excellence Affiliates or higher; 100% of clubs achieve Club Excellence Level 1
Number of active committees with approved terms of reference and chair position descriptions	Committee responsibilities outlined in Bylaws				

Success Indicators: 2017 to 2020

	2016 Benchmark	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4
Percentage of membership survey respondents who believe Rugby Alberta is aligning with its mission, vision, and values	Membership survey not conducted	Summit held with members Dec 2017	80%	90%	95%
Number of athletes receiving support to reduce barriers to participation		264			