



Alberta Rugby Union

11759 Groat Road
Edmonton, AB T5M 3K6

Alberta Rugby Union
2016 – 2020 Strategic Plan

Approved: February 21, 2017





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Moving Forward AsOne in Alberta

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, players, coaches, officials, and volunteers.





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Mission, Vision & Values

Mission

“Rugby Alberta will be player-centred, development driven and administration, sport science and sponsor supported.”

Vision

“To be recognized at a National Leader in rugby, by developing Good People, Good Places and Good Programs.”

Values

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





Long-Term Athlete Development

In order to achieve our vision, Rugby Alberta embraces 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 2016-2020 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, considering 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 player-centered, development driven and administration, sport science and sponsor supported.

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





Supporting Going the Distance: The Alberta Sport Plan 2014 - 2024

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.





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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

<p style="text-align: center;">Officials Development</p> <ul style="list-style-type: none"> • 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 • An officials recognition strategy is implemented 	<p style="text-align: center;">Coaching Development</p> <ul style="list-style-type: none"> • 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
<p style="text-align: center;">Player Development</p> <ul style="list-style-type: none"> • 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 players through each stage of the player development pathway • Opportunities to integrate players with a disability are identified and expanded • Player information is collected within a database that facilitates longitudinal data collection • Club and school opportunities support player development • National and international hosting opportunities are leveraged to enhance development opportunities for players identified through the talent identification system • Regional Training Centres are expanded to include Grande Prairie and Fort McMurray regions • Planning for a centralized provincial training centre is completed 	<p style="text-align: center;">Organization Development</p> <ul style="list-style-type: none"> • 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 communications • Succession planning strategies are developed and documented for directors and employees • Awards programs celebrates the 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 • Rugby Alberta's alumni network is effectively engaged • 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 – 2020)

	2016 Benchmark	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4
Player Development					
Number of registered players	Minor: 751	850 (13.2%)	1000 (17.6%)	1300 (30.0%)	1500 (15.4%)
	Junior: 1379	1425 (3.3%)	1525 (7.0%)	1650 (8.2%)	1800 (9.1%)
	Senior: 1864	1880 (0.9%)	2000 (6.4%)	2100 (5.0%)	2200 (4.8%)
	Other: 755	825 (9.3%)	875 (6.1%)	925 (5.7%)	1000 (8.1%)
	Total: 4749	4980 (4.9%)	5400 (8.4%)	5975 (10.6%)	6500 (8.8%)
Conversion rate of U18 to U21 (M & W)	15% (est.)	Increase of 7% from 2016	Increase of 8% from 2017	Increase of 10% from 2018	Increase of 10% from 2019
Conversion rate of U21 to Seniors (M & W)	15% (est.)	Increase of 5% from 2016	Increase of 7% from 2017	Increase of 8% from 2018	Increase of 8% from 2019
Number of players invited for each national Camp* (Team) <i>*Invitations are issued for regional camps for U17 to U19. National teams are not identified for U17 M.</i>	Sr. M: 12 (12)	Sr. M: 7 (6)	Sr. M: 7 (6)	Sr. M: 7 (6)	Sr. M: 7 (6)
	Sr. W: 7 (3)	Sr. W: 7 (3)	Sr. W: 8 (3)	Sr. W: 9 (3)	Sr. W: 10 (3)
	7s M: 2 (2)	7s M: 3 (3)	7s M: 4 (3)	7s M: 4 (3)	7s M: 5 (3)
	7s W: 2 (2)	7s W: 2 (2)	7s W: 1 (1)	7s W: 1 (1)	7s W: 1 (1)
	U20M: 7 (7)	U20M: 5 (3)	U20M: 5 (3)	U20M: 5(3)	U20M: 5 (3)
	U20 W: 6 (6)	U20 W: 5 (5)	U20 W: 5 (5)	U20 W: 5 (5)	U20 W: 5 (5)
	U19 M: 11 (2)	U19 M: 11 (2)	U19 M: 11 (3)	U19 M: 11 (3)	U19 M: 11 (3)
	U18 W: 10 (6)	U18 W: 11 (5)	U18 W: 12 (6)	U18 W: 12 (6)	U18 W: 12 (6)
	U18 M: 1 (0)	U18 M: 6 (2)	U18 M: 6 (2)	U18 M: 6 (2)	U18 M: 6 (2)
	U17 M: 7	U17 M: 7	U17 M: 7	U17 M: 7	U17 M: 7
Ranking of teams at Canadian Championships	Sr. M: 2	Sr. M: 1	Sr. M: Top-2	Sr. M: Top-2	Sr. M: Top-2
	Sr. W: 4	Sr. W: Top-2	Sr. W: Top-3	Sr. W: Top-3	Sr. W: Top-2
	U19M: 3	U20M: Top-3	U20M: Top-3	U20M: Top-3	U20M: Top-2
	U20 W: 2	U20 W: Top-2	U20 W: Top-2	U20 W: Top-2	U20 W: Top-2
	U18M: 3	U18M: 1 ²	U18M: Top-3	U18M: Top-3	U18M: Top-2
	U18W: 2	U18W: Top-2	U18W: Top-2	U18W: Top-2	U18W: Top-2
	U16M: 2	U16M: Top-3	U16M: Top-2	U16M: Top-3	U16M: Top-2
	U16W: 3	U16W: Top-3	U16W: Top-2	U16W: Top-2	U16W: Top-2
Number of Clubs hosting Rugby "Try-Play-Stay" Rookie Rugby events	1 Club	25% of clubs with A junior Program	50% of clubs with A junior Program	75% of clubs with A junior Program	100% of clubs with A junior Program
Regional Training Centres	5 zones are supported	6 zones are supported	6 zones are supported	7 zones are supported	8 zones are supported
Coaching Development					
Number of certified coaches	Level 1: TBD	Level 1: +10%	Level 1: +20%	Level 1: +20%	Level 1: +20%
	Level 2: TBD	from 2016	from 2017	from 2018	from 2019
	Level 3: N/A	Level 2: +10%	Level 2: +20%	Level 2: +20%	Level 2: +20%
	LF: 3	from 2016	from 2017	from 2018	from 2019

² Ontario and BC will not be competing



	2016 Benchmark	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4
	MLF: 1	Level 3: 0 LF: 4 MLF: 1	Level 3: 3-5 in progress LF: 5 MLF: 1	Level 3: 3-5 complete LF: 6 MLF: 2	Level 3: 1 per region certified LF: 7 MLF: 2
Number of coaches on each national team	3 coaches with national team programs, two support team	3 coaches with national team programs, 4 support team	3 coaches with national team programs, 4 support team	3 coaches with national team programs, 4 support team	3 coaches with national team programs, 4 support team
Officials Development					
Number of registered officials	Level 1: TBD Level 2: TBD National Panel Referees: 4 International: 4	Level 1: +10% from 2016 Level 2: +10% from 2016 National Panel Referees: 4 International: 4	Level 1: +10% from 2016 Level 2: +10% from 2016 National Panel Referees: 4 International: 4	Level 1: +10% from 2016 Level 2: +10% from 2016 National Panel Referees: 4 International: 4	Level 1: +10% from 2016 Level 2: +10% from 2016 National Panel Referees: 4 International: 4
Organizational Development					
Number of clubs progressing through the Club Excellence levels	Grant obtained	75% 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; 25% of clubs achieve Level 2	100% of clubs are Club Excellence Affiliates or higher; 100% of clubs achieve Club Excellence Level 1; 50% of clubs achieve Level 2
Number of active committees with approved terms of reference and chair position descriptions	Committee responsibilities outlined in Bylaws	100% of standing committees have terms of reference	100% of new and standing committees and task groups have terms of reference and position descriptions for their chairs	100% of new and standing committees and task groups have terms of reference and position descriptions for their chairs	100% of new and standing committees and task groups have terms of reference and position descriptions for their chairs
Percentage of membership survey respondents who believe Rugby Alberta aligns with its mission, vision, and values	Membership survey not conducted	70%	75%	80%	85%

