



# **Crusaders Rugby Club**

## **2022-2025 Strategic Plan**

**FINAL DRAFT**

Jun 16, 2022

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## Vision Statement

Be the leading rugby club in Canada, recognized for excellence in programming, community participation and player development.

## Mission Statement

To build a broadly inclusive, successful and sustainable community-based rugby club that develops all its members and participants to their highest potential in a safe and supportive environment, encouraging social engagement, fun, enjoyment, discipline, respect, integrity and honour, on and off the pitch.

## Key Achievements: 2018-2021 Strategic Plan

- Substantial grants/funding success
- Substantial sponsorship success
- Introduction of new programming: indoor, S&C, summer camps, clinics
- Diversified revenues
- Substantially improved profitability
- Significantly improved community relations with various levels of government contact
- Initiated exploration of facilities options
- Fully-compliant: payroll/taxes, HST, corporate tax returns, WSIB, corporate filings
- Annually reviewed financials; monthly up-to-date financial reporting to board
- Net new matters not otherwise captured in previous strat plan: successfully navigated COVID-19 pandemic challenges by executing a return to play plan in compliance with RO and public health guidance

## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Great reputation</li> <li>● Facilities/grounds</li> <li>● Strong but small core of committed volunteers</li> <li>● Growing community awareness of club</li> <li>● Size and scale</li> <li>● Improved club management</li> <li>● “Proper club”: clubhouse, social</li> <li>● Diversified programming / revenue</li> <li>● Improved relationships with other clubs</li> <li>● Catchment area demographics for minis/juniors</li> </ul>	<ul style="list-style-type: none"> <li>● Female rugby</li> <li>● Lack of dedicated female facilities</li> <li>● Perceived lack of support for female programs</li> <li>● Long-Term Player Development ethos</li> <li>● Capability &amp; organizational capacity</li> <li>● Competition from RO &amp; other sports in the catchment area marketplace</li> <li>● Too reliant on too few / key-man/woman risk</li> <li>● Volunteerism/experience/burnout</li> <li>● New member experience and inclusion</li> <li>● Field safety/water &amp; potential liability</li> <li>● Culture can be cliquey and siloed</li> <li>● “Old Boys” club perception</li> <li>● Relationship with RO</li> <li>● Relationship/engagement with schools and other sports in the community</li> <li>● Current grounds/number of pitches is a constraint to future growth</li> <li>● Lack of transparent/engagement (ie. surveys) with membership and non-voting stakeholder on matters outside of AGMs</li> <li>● Accessibility of the ground (transport links and foot traffic to/for the local community)</li> <li>● Clubhouse accessibility (AODA Compliance)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Grow/support female programs</li> <li>● Grow senior programs.</li> <li>● Rebuild from COVID</li> <li>● Improved relationship with Town</li> <li>● Improve retention</li> <li>● Expand tours and tournaments</li> <li>● Expand programming to attract more diverse ages and abilities, including touch, 7s, house leagues</li> <li>● Leverage increased public and sponsorship funding opportunities</li> <li>● Facilities renewal/clubhouse renewal</li> <li>● Pricing reevaluation &amp; “no one left behind” fund</li> <li>● Partnership with foreign clubs and universities</li> <li>● Social and community ‘hub’ potential</li> <li>● On-site strength &amp; conditioning facilities/programming</li> </ul>	<ul style="list-style-type: none"> <li>● Competition/governance from RO</li> <li>● Competition from newly-enriched Fletchers Fields clubs</li> <li>● Facilities uncertainty / lease</li> <li>● Water/field safety</li> <li>● Concussion concerns</li> <li>● COVID resurgence</li> <li>● Catastrophic injury, publicity, liability</li> <li>● Slide of national programs and rugby visibility</li> <li>● Catchment area demographics for seniors</li> <li>● New clubs and programs entering the ‘mix’ locally, possibly drawing on our membership (women’s rugby, junior/academy, minis rugby)</li> </ul>

# Strategic Objectives, Outcomes, Strategies & Actions

## 1. Rebuild and Growth

Rebuild participation to pre-COVID levels and grow the club general playing participation.

### Target Outcomes

- Re-attract old players/membership
- Increase membership
- Less attrition, higher retention
- More programming options and breadth

### Key Targets

- 1000 playing participants by 2025
  - 15% annual camp growth
  - 15% annual offseason/clinics/skills growth
  - Retention improvement/targets (TBD)

### Strategies/Actions

Strategy	Actions	Targets	Who
1. Introduce new forms of programming to drive growth	<ul style="list-style-type: none"> <li>● Camps, skills, clinics, offseason, additional forms of rugby: senior touch, mens/masters touch, ladies touch, junior house league (limited by facilities in evenings)</li> <li>● 7 days/week (utilize Sundays and Fridays)</li> <li>● Skills/clinics/Offseason increased offering and participation</li> <li>● Touch leagues</li> <li>● In-house house leagues</li> </ul>	<ul style="list-style-type: none"> <li>● 15% growth in camp participants annually</li> <li>● 15% growth in offseason/clinics/skills annually</li> </ul>	Rugby Committee
2. Introduce recruitment strategy	<ul style="list-style-type: none"> <li>● Develop, document and formalize an annual recruitment plan that brings together communications, events, advertising, etc. in a clear and repeatable fashion (Rugby Committee, Events, Communications)</li> <li>● RO intern/paid staff recruiting at local schools in April, May, June (Rugby Committee/Treasurer)</li> <li>● Try Camps and Try Rugby days</li> <li>● RO intern/paid staff recruiting at local schools in April, May, June (Rugby Committee/Treasurer)</li> </ul>	<ul style="list-style-type: none"> <li>● 1000 playing participants by 2025 (up from 597 members &amp; campers in 2021)</li> </ul>	Rugby Committee

	<ul style="list-style-type: none"> <li>Formal and sustained outreach/meetings/engagement with high school coaches</li> <li>Elementary school outreach: minis recruitment and camps</li> </ul>		
3. Introduce retention strategy	<ul style="list-style-type: none"> <li>Retention Plan: Identify reasons people leave the club (coaching? inclusion? rugby? culture?) and establish a plan to mitigate against those factors</li> <li>Ensure that there is a fluid plan for transition U18 players, men and women into senior rugby. Therefore the development of the thirds for men. Academy team and the second women's team</li> <li>Ensure active plan to maintain contact be it monthly for university area players. Encourage the return to the club</li> <li>Develop an orientation/onboarding experience</li> <li>Better offseason communication with and active recruitment of players, especially U18/19/20s (Senior Directors)</li> </ul>	<ul style="list-style-type: none"> <li>Identify and analyze retention data to set targets for below</li> <li>Increase retention from x to y in senior men</li> <li>Increase in retention from a to b in senior women (U-18 to senior)</li> <li>Retention of U6 to U18 of 85% year over year</li> </ul>	Executive
4. Membership/program pricing: confirm or change our current approach in relation to growth objectives	<ul style="list-style-type: none"> <li>Explore broadening installment plans for members (already in place for Seniors/Students)</li> <li>Explore incentives like Bring a Friend and receive a discount on your membership</li> <li>Explore the possibility of reducing the membership fee when a threshold of club volunteering has been met?</li> <li>Explore discounts if the participant agrees to coaching and/ or club referee</li> <li>Annual pricing and value review (Executive)</li> </ul>		Executive

## 2. Excellence In Rugby Programming

Focus on developing the core of what the club offers: rugby. Broaden the club's offerings to include new participants, strengthen our programming and offer more player development opportunities within the club.

### Target Outcomes

- Build improved and broadened rugby programming
- Broaden participation to new include ages and abilities
- Support growth objectives
- Improve in-club player development options

## Key Targets

- Annual improvements in player/member satisfaction survey results
- TBD coaching certification targets
- TBD hosting/tour targets

## Strategies/Actions

Strategy	Actions		
1. More focus on, and support for, female programs	<ul style="list-style-type: none"> <li>● Build from high school programs (pipeline)</li> <li>● Community outreach to universities</li> <li>● Girls/women need to feel valued                             <ul style="list-style-type: none"> <li>■ facilities</li> <li>■ coaching staff</li> </ul> </li> <li>● Recruitment based incentive for female coaching</li> </ul>		Rugby Committee
2. Introduce more year-round rugby programming and increase breadth/audience	<ul style="list-style-type: none"> <li>● Winter training and camps to senior</li> <li>● Entering and managing the winter touch team presently playing at the Burlington Dome.</li> <li>● Annual Player/member satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>● Annual improvements in Player/member satisfaction survey results</li> </ul>	Rugby Committee
3. Improve/support coaching development with a focus on long-term player development principles	<ul style="list-style-type: none"> <li>● Budget for and deliver internal coach development program</li> <li>● LTPD Training for all coaches (how often?) (Rugby Committee)</li> <li>● Develop recruitment, training, support plan for female coaches (Rugby Committee)</li> <li>● Reimbursement/payment policy for coach training</li> </ul>	<ul style="list-style-type: none"> <li>● TBD: Set targets and identify candidates for numbers of level 1, level 2 and level 3 coaches</li> </ul>	Rugby Committee (support from Treasurer)
4. Introduce more inbound and outbound tours; more hosted tournaments	<ul style="list-style-type: none"> <li>● Attract inbound touring sides directly (rather than passively through RO); develop a marketing strategy for overseas tour operators; work with Visit Oakville</li> <li>● Continue to develop tournaments and tournament hosting capabilities: Womens 7s, Mens 7s Junior 7s, 10-a-sides etc. Add two major tournaments in 2022, one in 2023, one in 2024. (Tournaments)</li> </ul>	<ul style="list-style-type: none"> <li>● TBD: Set and host a target number of tours</li> </ul>	Tournaments (support from Rugby Committee)
5. Diversify and develop programming; up the value chain (academies etc.) and broaden	<ul style="list-style-type: none"> <li>● Develop a CRU Academy program</li> <li>● Linked with opportunity to play with the Men's senior third team for U18 men and the potential second team for the Women's</li> <li>● Continue development of Women's and</li> </ul>		Rugby Committee

(house leagues, touch programs, winter programs etc.)	Men's touch leagues - maybe push to Fridays at the club		
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### 3. Develop Organizational Capacity and Depth

Address the growth limitations imposed by organizational capacity constraints: volunteerism, coaching, administrative, managerial, key man dependencies.

#### Target Outcomes

- Build capacity: coaching, administrative, volunteer
- Support growth
- Reduce key-man/woman risk
- Build club depth

#### Key Targets/Outcomes

- Monthly reporting from committees

#### Strategies/Actions

Strategy	Actions		
1. Attract and recruit more volunteers, improve experience	<ul style="list-style-type: none"> <li>● Formalize reach out to high schools for community hours (include Guidance departments)</li> <li>● Develop volunteer program</li> <li>● Volunteer coordinator</li> <li>● Source funding/grants to support volunteer program/coordinator</li> </ul>		Executive
2. Solve for / reduce administrative burden on coaches/volunteers/board	<ul style="list-style-type: none"> <li>● Initial funding for Program Coordinator/GM (Fundraising/Grants) with a view to longer-term sustainability out of surpluses/revenues</li> <li>● Directors to document roles/responsibilities and how-tos &amp; update job descriptions</li> <li>● Create operations manual (playbook) (President)</li> <li>● Formal 3 month transition process from each Director to transition to new Directors</li> </ul>		Executive (+President)
3. Increase number of, and function of, committees	<ul style="list-style-type: none"> <li>● Formalize standing committees in 2022:                             <ul style="list-style-type: none"> <li>○ Rugby Committee</li> <li>○ Social Committee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Monthly report from each committee</li> </ul>	Vice President

	<ul style="list-style-type: none"> <li>○ Fundraising Committee</li> <li>○ Community Relations Committee</li> <li>● Terms of reference for each committee</li> </ul>		
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## 4. Improve Governance and Financial Management

Continue to improve the governance and financial management of the club.

### Target Outcomes

- Strategic execution
- Increased transparency
- Build trust
- Secure future

### Targets

- Capital Fund of \$500k by 2025
- 30% female board participation by 2025

### Strategies/Actions

Strategy	Actions		
1. Establish Capital Strategy	<ul style="list-style-type: none"> <li>● Establish a Capital Fund funded by:                             <ul style="list-style-type: none"> <li>○ Annual surpluses of 15% of revenues (\$60k/yr)</li> <li>○ Fundraising: \$40k/year target</li> <li>○ Explore capital levy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Capital Fund of \$500K by 2025</li> </ul>	Fundraising Executive
2. Achieve and sustain 30% female board representation	<ul style="list-style-type: none"> <li>● Effect culture changes to ensure female participants are welcome</li> <li>● Active recruitment of females to board (Executive)</li> <li>● Diversity and Inclusion policy</li> <li>● Non-voting club Patron (MP, Mayor, etc.?)</li> </ul>	<ul style="list-style-type: none"> <li>● 30% or greater female board participation by 2025</li> </ul>	Executive
3. Continue to diversify revenues	<ul style="list-style-type: none"> <li>● Identify opportunities for non-rugby camps, programs and partnerships (volleyball?, other sports?)</li> <li>● Business development to explore additional programming and partnership opportunities</li> </ul>		Executive
4. Focused governance/manag	<ul style="list-style-type: none"> <li>● Quarterly strategic plan review (Executive, Board)</li> <li>● Annual Review (Executive, Board)</li> </ul>		Board Executive President

ement of club to strategic plan	<ul style="list-style-type: none"> <li>• Strategic Plan report in Annual Report (President)</li> </ul>		
5. Continue to develop fundraising and sponsorship programs; secure ongoing levels of funding to support strategic objectives.	<ul style="list-style-type: none"> <li>• Target long-term (3+ year), larger and less numerous sponsorship agreements that are more easily sustained and managed</li> <li>• Add more value to sponsorships to raise more sponsorship funding/elevate</li> </ul>		Fundraising Sponsorship

## 5. Secure and Improve Facilities

Ensure the club has adequate facilities to achieve its strategic objectives.

### Target Outcomes

- Secured facilities well before 2033
- Improved field safety
- Female facilities
- Space/fields/clubhouse/facilities to grow and diversify
- Certainty to enable investment in facilities

### Key Targets

- Business Plan (before Sept 21)
- Long-Term Business Plan/Vision (before Oct 21)

### Strategies/Actions

Strategy	Actions		
1. Engagement with Town/Region/Province on facilities options	<ul style="list-style-type: none"> <li>• Review stated goals/objectives of Town/Region with respect to “sports”.</li> <li>• Align Club with Town/Region’s objectives in a Business Plan which demonstrates ways in which the Club program is complimentary.</li> <li>• Ensure ongoing constructive dialogue with elected officials and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Business Plan (complete before September 2021)</li> </ul>	Community Relations
2. Prepare 30 year “vision” for club and supporting business plan to support development of facilities options based upon future target	<ul style="list-style-type: none"> <li>• Develop a long-term business plan, including options for partnership with other rugby, sport and community organizations, to develop new facilities with appropriate infrastructure.</li> <li>• Define a Vision and Visionary Plan for the club based on what unique benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Long Term Vision/Business Plan (complete before October 2021)</li> </ul>	Community Relations

membership size and appropriate infrastructure requirements	we can bring to the wider community.		
3. Secure a long-term land lease extension or a suitable alternative location that enables the club's future growth and sustainability	<ul style="list-style-type: none"> <li>Develop a business plan with identified projects to support Town/Region "sports" objectives which then support our facilities requirements.</li> <li>Based upon objective criteria, secure current or new grounds (with suitable investment in infrastructure), to support the club's long term growth.</li> </ul>		Community Relations
4. Introduce field improvement and maintenance program, secure irrigation water	<ul style="list-style-type: none"> <li>Maintenance plan for all playing surfaces</li> <li>Upgrade field lighting</li> <li>Address long-term water/field needs</li> </ul>		Facilities
5. Develop on-site strength and conditioning facilities/programming	<ul style="list-style-type: none"> <li>Partnership with training facility</li> <li>Strength and conditioning program</li> <li>Build requirements into long-term/facilities plan</li> </ul>		Rugby Committee

## 6. Improve Community Engagement & Participant Experience

Continue to develop membership and broader community engagement with the club, including external stakeholders.

### Target Outcomes

- Strengthen club culture
- Improve member/parent engagement with club and overall experience
- Improved rugby relationships (RO, other clubs)
- Increase Alumni and Social Member engagement
- Strengthen relationships with schools
- Mitigate against RO governance and competition threat

### Key Targets

- Annual Improvement in membership survey results

### Strategies/Actions

Strategy	Actions	Targets	Who
1. Improve engagement with, relationships and	<ul style="list-style-type: none"> <li>Broaden involvement and communication, seek partnerships</li> </ul>		Community Relations

communications with/to external stakeholders (politicians, community) to increase community support for the club	where appropriate, with the community & community organizations. <ul style="list-style-type: none"> <li>Ex. santa claus parade, community events participation, charity run, etc</li> </ul>		
2. Improve communications to /relationships with/to internal stakeholders (members, alumni, social members, parents) to encourage engagement and improve culture	<ul style="list-style-type: none"> <li>Membership survey / Market sounding <ul style="list-style-type: none"> <li>Develop actions based on feedback</li> </ul> </li> <li>We need a good definition of what we mean by "Club Culture" as it relates to internal stakeholders.</li> <li>What do the internal stakeholders want from the Club?</li> <li>Determine what we can realistically offer to internal stakeholders.</li> </ul>	Annual Improvement in membership survey results	Executive
3. Introduce more broad, inclusive and numerous social activities and events to encourage engagement and improve culture	<ul style="list-style-type: none"> <li>Introduce more events, tied to achieving the objectives of enhancing Cru's culture, as defined <ul style="list-style-type: none"> <li>Reintroduce social events and develop more events to improve engagement/culture</li> <li>Target groups within the club that don't have specific events such as Rugby Players' Dinner (minis?, juniors? parents? coaches? teenagers? etc.)</li> </ul> </li> </ul>		Social/Events Rugby Committee
4. Manage RO relationship/governance/direction and engagement with member clubs	<ul style="list-style-type: none"> <li>Formalized sustenance of "President's Club" engagement with other clubs (President)</li> <li>Actively advocate for regular inter-club conventions</li> <li>Formal plan to manage RO relationship</li> </ul>		President Executive

## Strategic Plan Governance

- How are we going to keep this on track and at the forefront of what we do?
  - Quarterly Review
  - Annual Review
  - AGM/Annual Report Update