



Building our foundations firmly
"From a small seed, a mighty trunk shall grow" - Aeschylus



OUR 2020 VISION

CRLA STRATEGIC PLAN
(2017-2020)

Integrity, Excellence, Innovation, **FUN**, Accountability, Teamwork, Respect



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Canada Rugby League would like to acknowledge the contribution of the many community groups, community organizations and national establishments that sponsor and grow this great sport.

January 2018



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INTEGRITY
EXCELLENCE
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INTRODUCTION

It is with a sense of realistic optimism for the future that the Canada Rugby League Association (CRLA) launches its Strategic Plan – *Our 2020 vision*.

As the Governing Body for the National Rugby League Team, and with extensive research and consultation with stakeholders, it is our collective resolve that this first stage in our vision for Rugby League in Canada be titled: **"Building our foundations firmly. "From a small seed a mighty trunk shall grow – Aeschylus"**

It is a source of satisfaction that the production of a professional Rugby League team – The Toronto Wolfpack – has served to enrich the profile of Rugby League in the country. Notwithstanding the negative effects of the economy on our game, rugby league is providing a stimulating and uplifting effect on our sense of identity and provides a favourable antidote to some to ease the current difficulties. We believe that our game commands a distinctive place in our communities and society generally and that it traverses social, religious and political divisions across the country.

A key component of this document is the inclusion of our vision and mission statements along with our core values. We believe these statements and core values create the backbone of a culture that is positive and all encompassing. During the consultative process for this plan, the values of: **Integrity**, Excellence, **Passion**, Fun, **Accountability**, Teamwork and **Respect** were confirmed as our core values. The challenge now is to cement these values within the Canada rugby league family and spread them among the wider audience that comes into contact with the game.

An additional key component of this document is *Plan Canada*. Its goal is to recognise the importance and primacy of our national team in the community, including the ambition for the Wolverines and Ravens teams to deliver consistent performances in the international fixtures, and qualify for the 2021 World Cup, setting up the first time the Wolverines will be in a Rugby League World Cup, while simultaneously sustaining success by creating a Junior development League, all the while garnering further support for the woman's team. At the core of *Plan Canada* it is the belief that by developing enhanced governance and performance structures we will create a platform for consistency in all our teams and across every level and become a full member in the Rugby League international Federation.

Our goal is to ensure the continuance in our domestic clubs which maximizes the participation and retention of all involved and which provides an environment that upholds all the time-honoured and worthy principles and values of Rugby League. These values are the foundation on which Canada rugby league and its new traditions and bonds are based.

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The ever-present passion throughout the Canada Rugby League family gives us confidence that together we can meet the challenges presented by this Strategic Plan and ensure the enhancement of our game and its values for the future. The CRLA acknowledges all those who took part in the preparation of this document and in doing so would emphasise that this is a plan to meet the aspirations of the entire Canada Rugby League family, of which the CRLA is but one stakeholder. We invite you all to support this plan and its objectives, as we believe it is incumbent on us all that in our shared vision we achieve its aims and values, so as to further enrich the pride and enjoyment we get from our game long into the future.

President



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CRL Vision

To deliver all those that come into contact with this great game, honesty, fun and respect – and every player coach and official, a culture that empowers, inspires, educates and develops.

CRL Mission

To promote, and provide, rugby league playing opportunities to all athletes of all abilities, recreationally and competitively, and support their pursuits of excellence.
To deliver the best possible environment for our players, so as they can reach their maximum playing potential through distinction in coaching and support.

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CRLA CORE VALUES DEFINED

Core values create the backbone of a culture. These standards should be reflected in every aspect of the game, how it is played, governed, administered and developed. Our values are a key strength and we must promote them, not only at a national team level, but in every club across this great land.

VALUE	DEFINITION	LIVING THE VALUES
INTEGRITY	Integrity is the foundation of the game. It is generated through honesty, transparency, ethical (Drug Free) and fair play.	-Code of conduct, player agreements and ongoing education for players, coaches, volunteers and supporters.
EXCELLENCE	CRLA aspires to be a leader in sport and in the community, which achieves success at all levels through being transparent, innovative and forward thinking. Canadian Rugby League prides itself in doing things well and in a professional manner.	- CRLA shows transparency in decision making and the cascade of information to all levels. -There is a responsibility for officials to show positive leadership at every aspect. -Players are role models to all in their community and their performance on and off the park confirm and promote our values.
INNOVATION	Given where Rugby League sits in the social climate of Canada, innovation is a critical element of responsible stewardship.	-The CRLA will challenge the boundaries, and redefine the standards of sport, through innovation, creativity, decisive implementation and good governance in order to give every Canadian a chance of being involved in this great game.
FUN	The game generates enjoyment, passion, pride, excitement, emotional attachment and a sense of belonging to the Canadian Rugby League Family.	-Domestic, Provincial and National teams are to ensure that players have a lifelong, and more importantly, enjoyable experiences in the game. -Reform competition models to maximise camaraderie and ethos associated within the traditions of the modern game.
ACCOUNTABILITY	At the core of accountability is reliability and personal responsibility; therefore we value the ability of our association to right what is wrong, to solve what is problematic and honour our commitments.	-The CRLA board will build a reputation based on honesty, integrity, respect and transparent actions to benefit the growth of the game.
TEAMWORK	Our teamwork is defined as the collaborative, cooperative, and supportive spirit within a group of people working together to achieve a common goal.	-As representatives of the Rugby League community, we move together in unison to achieve progressively better outcomes with strength and conviction.
RESPECT	Discipline and respect are cornerstones of our game. Participants and stakeholders show respect both on and off the pitch for teammates, opponents, match officials, and all those involved in the rugby league family.	-Players are role models to all and their behaviour on and off the pitch confirm and promote our values. -Respect for all players, referees, coaches and volunteers regardless of ability, age or gender.

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THE PURPOSE AND THE PROCESS

The Purpose: Why develop a Strategic Plan?

A strategic plan is a document used to communicate the actions needed to achieve set goals and all of the other critical elements developed during the planning exercise.

As a new sporting member to the Canadian landscape, the Canadian Rugby League Association (CRLA) face growing demands, competing interests and limited financial resources, and the association has to question where to focus their resources. Successful organisations think strategically and engage their stakeholders in defining future directions and priorities. In today’s challenging environment, strategic planning is a valuable management tool. The CRLA have made this available to its members for a number of reasons:

- Developing a collective vision. In a time of growing demands and scarce resources, it is important to marshal the resources of a community behind a common vision. In this way, the collective investment in the community can be maximized. This need is particularly critical as the club deals with the demands of growth and change.
- Establishing a framework for other plans and partnerships. This Strategic Plan – *Our 2020 vision* will function as an “umbrella document”; it will be implemented by the CRLA through its new and renewed policies/documents, as well as through its work with community partners.
- Maximizing resources. As a management process, strategic planning provides a mechanism for deploying resources in an effective manner. Through the identification of a vision, objectives and strategies, the CRLA planning process will allow the community to focus on key strategic issues and to suggest actions to address them.

The Process: How was the Plan Developed?

The process was guided by the Associations board, and strategic advice was provided by current national players, long serving members of the domestic clubs across the country, and objective viewpoints from experienced consultants. In January of 2017, the CRLA has made public this document, launching it to the rugby league community worldwide to guide the CRL Association and its community partners over the next four years.



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PLAN CANADA

Overall key objective – To achieve full member status with the RLIF in 2020

Six major objectives to achieve our 2020 vision

1. GRASSROOTS GROWTH

Strong and vibrant domestic club environment

Create a comprehensive program for grassroots growth through:

- Stronger, sustainable domestic clubs for both men and women
 - Enhanced game experience for all
 - Growth in volunteer and participation numbers
 - Grow a culture that keeps our past national players invested
- Every game has a properly appointed referee and touch judges
- Strengthen partnerships with recreational forms of the game (Touch Rugby)
- Strengthen partnerships with Professional forms of the game (Wolfpack)
 - Coordinate a 10 week competition in at least one province
 - Develop a junior base, specifically targeting U18's
 - Have 500+ registered participants

2. GROW OUR FAN BASE

A strong, positive and inclusive game experience

Consolidate the current fan base and generate new fans by:

- A positive, inclusive rugby league experience for all
- Strong growth and presence of women, families and kids in the game
 - Improve the game day experience
 - Directly engaging with members and fans
- Targeting specific marketing initiatives at potential fans
- Pursuing a venue strategy that places national matches in optimal locations around the country



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3. *INTERNATIONAL SUCCESS*

Lead off the field and win on it

Create a performance based team by:

- National selection continues to be revered as the pinnacle of player achievement
- Toughness and camaraderie is embedded into the culture of the Wolverines and Ravens
- All Provincial training is streamlined in better accordance with the National expectations
 - Ravens make the semi-final in their first World Cup 2017
 - Ravens are top 3 in the World
- Wolverines make the final of the Emerging Nations World Cup 2018
 - Wolverines are top ten in the World
- Wolverines and Ravens qualify for the 2021 Rugby League World Cup
 - The Ravens and Wolverines play 5+ games per year
- A Canadian based referee who officiates in the United Kingdom Division 1 League
- Commercial growth through stable long term international calendar fixtures

4. *PARTNERSHIPS*

Strong and deep partnerships

- Attain additional sponsors for the National Men's and Women's team
 - Major sponsors are durable, committed long-term partners
- The RLIF and RLEF regard the CRLA as a strong North American member
 - The CRLA are accepted as a full member with the RLIF
 - Strengthen partnerships with our referee association
- Strengthen partnerships with professional forms of the game (Wolfpack)
- Strengthen partnerships with recreational forms of the game (Touch Rugby)
 - Strengthen partnerships with media partners (Photographers)
 - Key partners goals achieved through CRLA relationships
- CRLA are considered a valued, respected and influential partner and brand

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5. *MARKETING AND COMMUNICATIONS*

Relevant, consistent, current and influential brand

- Carry a surplus in the budget by 2019 and then 2020
- By 2019 to be working off a complete subsidised payment model for players
 - Triple the amount of social media followers by 2019
 - A database of 10,000 highly engaged fans nation wide
- Receive Provincial and/or Federal Government funding and/or grants
 - Strengthen support for the game in traditional Rugby Union areas
 - Increase the profile of National team players
- Expanding rugby leagues presence through strategic placement and national exposure of matches and event
- Strengthen partnerships and work in parallel with recreational forms of the game (Touch Rugby)
- Strengthen partnerships and work in parallel with media partners such as photographers
- Strengthen partnerships and work in parallel with professional forms of the game (Wolfpack)

6. *GOVERNANCE & LEADERSHIP*

Everyone knows their role with agreed priorities and respect

- Provinces are financially independent
- Everyone knows their roles with agreed priorities and respect
- Strong alignment between CRLA and Provinces on budgets, priorities and KPI's
 - Provinces feel engaged with the CRLA
 - Carry a surplus in the budget by 2020
- Consistent good governance practices across all levels of the game
 - Strong and consistent CRLA brand



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MOVING AHEAD

In the end, the true test of this Strategic Plan process will be action. Individuals who participated in the process emphasized the need for the association, working with its partners, to take action.

This plan will reinforce and help guide the CRLA's steps into the future. The plan will come to life through a number of initiatives.

Preparation of Detailed Action Plans: The Association will take this document and translate it into action by preparing more detailed action plans for each objective. These action plans will identify the specific tasks that the individual(s), domestic clubs, Provinces and/or community partners will undertake within the framework of this plan.

Communications: This document will become a primary communication tool for the Association. The document will be shared with members and staff as well as existing and potential partners, including the sponsors and potential sponsors, neighbouring area municipalities, businesses and community organizations.

Partnership Development: If the Association's vision is to be realized, the CRLA will need to prepare specific strategies to actively develop and support a variety of partnerships.

How it will be monitored:

Annual Review: The Strategic Plan provides the framework for an annual "Report Card" to the stakeholders. On an annual basis, an independent committee will review and report on the progress of the Strategic Plan. During this process, the need to update strategies and/or add new ones will be discussed. The report card will also highlight new challenges and issues which the Association and community partners need to address. This is an essential step in ensuring that the strategic plan remains a relevant "living" document.

New Committee Review: Following the election (or reinstatement) of the newly appointed board at the Annual General meeting (AGM), the Association will review the strategic plan for the purpose of ensuring the executive members are familiar with the core values, objectives and strategies.



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IN CLOSING

MESSAGE FROM THE DIRECTOR OF RUGBY LEAGUE

I welcome and applaud the CRLA's first strategic plan. It is an achievement well worth celebrating.

Many objectives and strategies have been identified. The next critical step, and a significant commitment for the Association and its community partners, is implementation... Build it and they will come.

The CRLA is committed to the successful application of this plan. Through the development of detailed action plans, follow-up communications, cooperation and community engagement, the execution of this plan will be realized; after all it is our 2020 vision!

The whole of the Canadian Rugby League community will benefit from this strategic plan. Let's all work together to turn the vision into reality.

Director of Rugby League



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OUR PROUD PARTNERS



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"We can build upon foundations anywhere if they are well and firmly laid."

Ivy Compton-Burnett, English Novelist

"Never believe that a few caring people can't change the world. For, indeed, that's all whoever have."

Margaret Mead, American cultural anthropologist

"Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

Andrew Carnegie, Scottish American industrialist

"Leadership is the capacity to translate vision into reality."

Warren Bennis, American pioneer of leadership studies