



REPORT NAME: CEO Report
SUBMITTED BY: Allen Vansen
DATE OF REPORT: April 13, 2016

On behalf of the staff of Rugby Canada, I am pleased to share with you the 2015 CEO Report.

2015 was a remarkable year for Rugby Canada. It is a honor and a privilege to join Rugby Canada as your CEO. Rugby Canada had many successes in 2015. The highlight of the year was the qualification of our National Senior Women's Sevens Team for the 2016 Summer Olympic Games in Rio de Janeiro. This success was quickly followed by our dominating and exciting Gold Medal performances by both our Men's and Women's Sevens Teams at the 2015 Pan Am Games in Toronto. While our National Senior Men's Fifteens team did not have the success we all wanted at the Rugby World Cup in England, Canada did show great progress in many important aspects of the Game that will bold well for our Men's program moving forward.

The following is a summary of the highlights across all departments in 2015.

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I would like to thank the many supporters, funding partners, sponsors and members of Rugby Canada. Most importantly I want to thank our Players for their inspiring dedication and performance as they represent Canada on our National Teams at home and around the World. The support and dedication of everyone involved in Rugby Canada are the backbone of our success and our future. Thank you to the Provincial Unions, Clubs and Rugby Canada Board of Directors for your bold leadership and vision to bring our sport to new heights. To the volunteers and staff of Rugby Canada, thank you for your passionate contributions to our organization. It is an honor to join you!

Sincerely

Allen Vansen
Chief Executive Officer

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FINANCE & ADMINISTRATION / OPERATIONS DEPARTMENT

FINANCE

The year ended December 31, 2015 featured solid financial performance by Rugby Canada. Operationally, the Union showed a surplus of \$47,697.

Highlights in 2015 included:

- The balance of the Demand Loan relating to the 2006 Women's Rugby World Cup has been paid off at the end of fiscal 2015.
- The Board of Directors of the Union and Provincial Unions have established the internally restricted net assets to keep monies in reserve for potential insurance claims in excess of the insurance policy coverage which may arise in the future. As at December 31, 2015, the internally restricted balance is \$202,635.
- World Rugby financial support increased by 28% over the previous year due to a Rugby World Cup year and international events.
- Sponsorship revenue increased by 85% over the previous year and now represents 9% of the Union's overall revenues.
- International events revenue increased by 63% over the previous year and now represents 11% of the Union's overall revenue. It must be noted that the 11% in the pie chart below does not include grants from World Rugby and Sport Canada. Funding from World Rugby and Sport Canada for events have been reclassified in a separate line under World Rugby and Sport Canada. The events would not be successful without financial support from our funding partners. The hosting of home matches and the attendance of Canadian Rugby fans to support these matches is not only having an impact on revenue generation but on the Rugby Canada's brand building effort.

In summary, the overall financial position of Rugby Canada continues to improve. We remain committed to providing a sound financial platform and will continue efforts to reduce the deficit. Significant effort must still be applied to revenue generation and current revenue streams must be further strengthened in order to continue to meet the demands associated with the growth of our rugby department.

ADMINISTRATION / OPERATIONS

The following is a report of key activities, highlights and issues from the General Operations & Administration department for 2015.

Operational and Strategic Planning

2015 was the final year of Rugby Canada's strategic plan, marking the end of the 4-year cycle. As such, the work on developing the next iteration of the strategic plan, for the period 2016-2019, was initiated in late 2014. Considerable effort went into the development of the plan, starting with a facilitated workshop and ending with a small group of Board representatives pulling together the various elements of the new strategic plan. On multiple occasions throughout 2015, the Board and Members were kept engaged in

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the process, culminating in a final presentation of the strategic framework in late 2015, prior to its launch in 2016. The final *Rugby Canada Strategic Plan: 2016-2019* will be launched at the Fiscal 2015 Annual General Meeting. Many thanks to the various contributors and key stakeholders throughout the planning process.

Operational planning for all departments was initiated in the fall of 2015 and was completed in early January. This coincided with the annual budget process, as well, the conclusion of the 2016-2019 strategic planning process. The plan for managing the operational and strategic plans was to use an online application called Envisio; however, a decision was reached to discontinue its use and develop another form of “offline” reporting and monitoring. This decision also resulted in a savings. The Senior Leadership Team will continue to make staff operational planning and reporting an annual priority.

Board Governance

The governance mandate of the organization continued to be carried out by the Board of Directors, led in large part by the Governance Committee. The operational staff, namely the CEO and COO, supported various governance projects throughout 2015. The Fiscal 2014 Annual General Meeting took place from April 15-17, 2015 in Langford, BC to great success. After 1.5 days of business sessions and Board meetings, the formal AGM took place in just over thirty minutes. There was no change to the Rugby Canada Board of Directors in 2015, as only a single Provincial Director vacancy was filled by re-nomination of Larry Jones to serve his second term. In conjunction with the strategic planning work that was completed, a full review of the By-laws and Board Policy Manual – the two primary governing documents of the organization – took place in late 2015 with the intent of approving both at the upcoming AGM.

Perhaps the single biggest change from a governance perspective was the resignation of Graham Brown as CEO, after 13 years in the position. Graham officially resigned in August 2015 to pursue the role of CEO with Canadian Interuniversity Sport. Graham remained in his position until the end of October, allowing for a smooth transition to Mark Lemmon, whom was named Interim CEO. The Board quickly established a sub-committee to conduct a global search for a new CEO. A five month process came to an end in February 2016 when Allen Vansen was named Rugby Canada’s next CEO on March 1st, 2016.

Human Resources

In addition to the abovementioned change in CEO, the organization underwent a degree of change throughout 2015. A number of coordinator and manager level positions were filled in both the Toronto and Victoria offices. With an increase in commercial activity, there came an increased demand for suitably qualified individuals to drive the marketing, communications and event management activities of Rugby Canada. After a market search in early 2015, the positions of Director, Marketing & Communications and Director, Events & Competitions were filled by Jason Travis and Carlos respectively. The Commercial Department added additional staff in Sales and Promotions, as well a coordinator to provide day-to-day communications support. Similarly in the Finance Department, additional support staff were hired to assist the CFO.

In the Rugby Department, OTP funding continued to support the growth of the staff structure, namely on the Men’s Sevens side with the appointment of a full-time Assistant Coach, Strength & Conditioning Coach and daily training environment Team Manager. These positions strengthen the management structure at an integral point for the program ahead of the Rio 2016 qualification process. Significant

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effort also went into the recruitment of a replacement for the Manager, High Performance position, which was vacated by Steve Lancaster at the close of 2014. Despite multiple rounds of interviews with reputable candidates, the process was unsuccessful in finding the appropriately qualified / experienced candidate. OTP has supported this recruitment effort and in early 2016 committed to work with Rugby Canada on amending the role to serve specifically the Sevens High Performance. Lastly, to further the commitment to community rugby development across Canada, a Manager, Community Coach Development was hired on contract, and subsequently hired full-time as Manager, National Coach Development after Dustin Hopkins was appointed Manager, National Rugby Development to oversee all development initiatives.

As the organization continues to evolve, so does the need to evaluate the organizational structure and staffing needs. The management of HR remains a function of the COO / CFO with direction from the CEO. This will be the focus of attention in 2016.

General Administration / Office Infrastructure

As the human resources continue to expand, the needs of both office environments do as well. There has been major growth in the past two years requiring special attention to resources and services. A third-party company who conducted an audit of Rugby Canada's IT infrastructure has been retained. A number of issues were identified and resolved, while other improvements are in progress. Investment in communications equipment to connect the Rugby Canada offices will allow for more collaboration between offices, and the opportunity to reduce travel expenses. The Centre of Excellence expansion project remained a major priority in 2015, and on July 30th, 2015 Rugby Canada received a commitment of \$3M from the Government of Canada through its Build Canada Fund to support the new High Performance Facility. The City of Langford has shored up its commitment and worked diligently with Rugby Canada's administration.

Provincial Union Relations

2015 marked the first year in which all ten Provincial Unions entered into a Member Relation Agreement with Rugby Canada. That was a major positive step forward, reinforcing the commitment by all Provincial Unions to invest in the sport in the area of program and service delivery. Rugby Canada worked with all Provincial Unions to deliver high performance and community rugby initiatives in various regions, most notably in Rookie Rugby implementation. Various commercial and administrative functions were supported also.

The Semi-annual Provincial Planning Meeting once again took place in November 2015, and was a well-attended and productive gathering of key stakeholders. The meeting provided a great opportunity to openly discuss important subjects prior to the AGM, as well a chance to share best practices among the Provincial Unions. The meeting was used to present and seek feedback on a proposed dues structure, which would support the World Cup & Olympic Legacy Fund over the next six years. While not formally approved, the proposal received support from the Provincial Unions, allowing Rugby Canada to prepare its 2016 Budget accordingly.

The communication continues to improve but remains an area for improvement. Our member relations staff are in contact with the professional staff / volunteers of each union and their clubs on a very regular basis, which has improved the working relationship at that level immensely.

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Members Relations – Insurance & Registration

A full report for both the National Insurance Program and National Registration Program were submitted with the AGM materials.

To summarize the work in 2015, the primary objective of Registration (now being referred to as Member Management) was the implementation of a new online platform by Sport Ngin. Despite a near nationwide adoption of the online system for dues collection, which is considered a major positive, the year was plagued with financial and member reporting challenges resulting in administrative burden for many national, provincial and club administrators. A review of the issues took place in the fall and was supported by the Provincial Unions by striking a Member Management Advisory Group. The role of this Advisory Group is to support the operational staff in rectifying issues with Sport Ngin and preparing a recommendation on the move-forward position relative to Member Management platform. The group had its first meeting in late November.

Plans for an insurance brokerage review process were put in place in November 2015, and carried out in early 2016. The purpose was to conduct a transparent evaluation and tender process resulting in the procurement of insurance brokerage services. On the policy / coverage side, the issue identified in 2014 with our existing coverage for National Team athletes led to search for suitable coverage. This is a major concern and discussions with Marsh have already begun on how to resolve this and find the appropriate coverage options. Education on the insurance program was identified as a major need and the staff are committed to improving this for our members and athletes.

Sport Federation Relations

Rugby Canada continued to receive considerable attention from the various sport funding partners / governing bodies. In a year highlighted by a Rugby World Cup and Pan Am Games, there was an increase in awareness of the sport and our athletes as they competed at the highest level. The results of the 2015 Rugby World Cup, noted in the Rugby Department Report, suggest major system changes are required; however, the success of the Men's and Women's Sevens teams at the 2015 Pan Am Games, winning double gold, was a moment captured by many. The position with the Canadian Olympic Committee has been elevated, following the Women's Sevens qualification for the 2016 Summer Olympic Games. The support of Own The Podium and the relationships with its senior leaders is integral to the success of the Sevens programs.

With regards to the funding activities, the senior staff completed all World Rugby and Sport Canada grant requirements, and secured investment from both. The focus of Sport Canada has shifted towards Sevens; however, remain committed to supporting the growth of rugby across Canada through the Sport Support Program and various sport hosting grants. In addition to these commitments, Rugby Canada was successful in receiving a significant grant from the Canadian Olympic Committee, as noted in the Commercial Department Report.

Legal

Rugby Canada continued to utilize the services of a number of legal advisors, whom in 2015 provided considerable support to Rugby Canada in areas of corporate governance, employment practices, immigration, intellectual property management and contract negotiation. The most significant undertaking

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in 2015 was the establishment of a General Partnership and Limited Liability Partnership to govern the Canada Sevens tournaments / events (men's and women's).

Summary

In summary, the organization continues to advance at high-speed year over year. The demands of the operational staff increase each year as Rugby Canada soars to new heights in event hosting, competition and commercial activity. As such, the demand for greater resources and world-class leadership is advancing. The major change in leadership marks the beginning of a new era, one that has the commitment of the staff and Board. The organization is well positioned for success and will continue to grow as more and more investment is made in the administration / management of the sport.

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COMMERCIAL DEPARTMENT

2015 proved to be a very active and positive year for the Commercial Department at Rugby Canada. In addition to the 2015 Rugby World Cup and the subsequent marketing programs that spun out of this major international event, Rugby Canada was host to a record number of home internationals in 2015. The substantial increase in hosted events created an opportunity for Rugby Canada to drive revenue through ticket sales, sponsorship and merchandising. Finally, the increase in domestic events, coupled with TSN's full coverage of the 2015 Rugby World Cup created the perfect storm for national broadcast coverage of the sport of rugby in 2015.

Marketing & Events

Rugby Canada continues to elevate our marketing efforts with focus generally centred on our major events and programs. Given the significant number of events across Canada, 2015 proved to be a unique opportunity for Rugby Canada to drive brand awareness and engage our brand with the consumer. The fact that 2015 represented a Rugby World Cup year, coupled with Canada's hosting of the inaugural Women's Canada Sevens provided the perfect marketing platform for our sport across Canada.

Media Partnerships across Canada continue to play an integral role in our marketing efforts. All 2015 Rugby Canada hosted events had their own unique media and promotions strategy with the objective of driving revenue and profit for each event. Media investment continues to shift away from traditional print toward digital and social media, while maintaining investment levels in radio. Television investment continues to pose challenges for Rugby Canada due to its high costs. As such, continued focus on nurturing and developing a stronger relationship with TSN is critical in assisting in reaching mass sport fan audiences.

Rugby Canada Re-Branding Initiative

A major branding and research project was also initiated in 2015. Rugby Canada was successful in our bid for funding support from the Canadian Olympic Committee and as such has now undertaken a major marketing initiative that will launch in January, 2017.

This project has three (3) major areas of focus:

1. Market Research – In-depth understanding of our current brand and community
2. Website Redesign – Complete overhaul and redesign of RugbyCanada.ca
3. Brand/Logo Re-Launch – New Rugby Canada brand

Communications

From a Communications perspective, Rugby Canada continued to proactively communicate with existing and new fans in a proactive fashion through effective media relations, increased broadcast exposure of its games, social media activation, the RUGBYca magazine and traditional Rugby Canada communications vehicles.

This professional approach has clearly positioned Rugby Canada as a leading sports organization, which will bode well during the next few years. In particular, the RUGBYca magazine is a unique point of differentiation from other sports organizations that is well received by fans nationwide. Another indication

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of Rugby Canada's relevance is found in its relative placement on social media rankings where Rugby Canada has the third most followers amongst Canadian NSF's on Twitter and the fourth most on Facebook.

Broadcast

We continue to focus on building audience through the most cost efficient and effective means. A significant amount of programming was broadcast on TSN in 2015 (PNC x 3, Women's Sevens, Canada/USA, 2015 RWC).

Our current relationship with TSN is relatively strong, however recent broadcast industry budget cuts has had an impact on TSN's future capacity to subsidize production costs moving forward. Rugby Canada will continue to explore producing our own content and partnering with the most committed distribution partner possible. TSN is officially lined up for 2016 and will produce three (3) Men's Fifteens international matches (June, 2016).

Rugby Canada will continue to produce our own content for distribution on RugbyCanada.ca. In fact, this will become an area of investment for Rugby Canada moving forward as the creation, management, distribution and monetization of one's own content is the industry trend. Rugby Canada is a leader in this area of all NSO's and as such, we will continue to invest to protect our position and our audience.

The following summarizes the major event schedule highlights from 2015:

Event Name	Dates / City	Broadcast
U20 Men x 4 Matches	March, 2015 – Langford, BC	RC Stream
Women's Canada Sevens	April, 2015 – Langford, BC	TSN
Women's Super Rugby Series	June, 2015 – Calgary, AB	RC Stream
Women's Super Rugby Series	July, 2015 – Red Deer, AB	RC Stream
Women's Super Rugby Series	July, 2015 – Edmonton, AB	RC Stream
2015 Pan Am Games	July, 2015 – Toronto, ON	CBC Stream
PNC – Canada vs. Tonga (Men's 15s)	July, 2015 – Burnaby, BC	TSN
PNC – Triple Header (Men's 15s)	July, 2015 – Toronto, ON	TSN (all 3 games)
PNC - Final - Triple Header (Men's 15s)	August, 2015 – Burnaby, BC	TSN
Canada vs. USA (Men's 15s)	August, 2015 – Ottawa, ON	TSN
Canada vs. Glasgow (Men's 15s)	August, 2015 – Halifax, NS	East Link (Local)
2015 Rugby World Cup	September/October - UK	TSN

Women's Canada Sevens – Langford

2015 represented the inaugural year for the Women's Canada Sevens and by all accounts it was a tremendous success. With over 6,000 rugby enthusiasts attending the event at West Hills Stadium in Langford, British Columbia, coupled with the national broadcast of day two (Sunday) of the tournament,

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Rugby Canada hosted the most successful tour stop on the global World Rugby Sevens Series. Rugby Canada's event, marketing, communications, sponsorship, finance and rugby departments all played a role in staging this successful event – a true team effort and a proud moment for all involved with Rugby Canada.

Sponsorship

In 2015, the Commercial Department raised \$1.273MM in cash revenue representing a 59.3% increase over 2014 sponsorship cash revenue. 2015 saw the successful confirmation of new partnership agreements with major, industry-leading brands.

2015 New Partnership Agreements:

Sponsor	Program / Asset
Guinness	Union Sponsor / Events
Dairy Farmers of Canada	Women's Sevens / Front of Jersey
Goldcorp	Women's Fifteens / Front of Jersey
Honda Canada	Rookie Rugby Program Sponsor
Kubota	PNC Tournament Sponsor
Johnsonville Sausage	CRC + Events
PSB Speakers	Union Sponsor
Temple Street Productions	Union Sponsor (Video Production)

In addition to the revenues generated through these relationships, these new sponsorships are significant in that all of the organizations are perceived as active sports marketers with dedicated sponsorship staff.

Continued focus sponsor acquisition (revenue generation) will continue into 2016. However, with increased sponsorship acquisition and accompanying revenue, coupled with a highly competitive sponsorship market, additional human resources will be required to ensure future renewals and revenue growth potential (Partner/revenue protection and growth).

Merchandising & Licensed Products

2015 enjoyed a solid year in the National Team Kit Management and Merchandise sales department. The large number of events in 2015 provided for a significant opportunity to drive revenue and profit throughout the year. A continued focus on managing inventory and product cost provided for a solid business once again.

As we move into 2016, we will endeavour to lower inventories, negotiate better product costs while leveraging our major event sales opportunities (BC Place, Women's Sevens, BMO Field, Etc.).

Summary

2015 represented a significant year for the Commercial Department. A year of significant activity (events) required increased marketing and communications activity. This increase in events, coupled with the

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2015 Rugby World Cup and the “lending” of key commercial human resources forced a number of young staff to step up and fill the void. Everyone took this challenge on with open arms – a testament to their passion and commitment to Rugby Canada. The commercial department is extremely strong and with a few additional resources, will be well equipped for continued growth in 2016 and beyond.

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RUGBY DEPARTMENT

HIGH PERFORMANCE / NATIONAL TEAMS

2015 was a significant but mixed year for Rugby Canada's National Teams. The National Senior Women's Sevens, had historic success, qualifying for the Rio Olympics and winning Pan Am Games gold, however, the National Senior Men's Fifteens struggled to achieve satisfactory results. The National Senior Men's Sevens achieved 9th place in the HSBC Sevens World Series, Pan Am Games gold, however, are yet qualify for the 2016 Rio Olympics, that target awaits in June 2016.

Off the field, a number of significant initiatives were achieved. These included hosting our inaugural Canada Women's Sevens in Langford, as well as substantial successful performance funding applications to World Rugby, Sport Canada and Own The Podium. The ongoing development of the Community Rugby Plan and continued rollout of Rookie Rugby is also a significant step forward for Rugby Canada. The full rollout of Rookie Rugby is a departmental priority for 2016.

National Senior Women's Fifteens Team

The National Senior Women's Fifteens Team used 2015 to identify new players, introduce them to the national team program in preparation for Rugby World Cup 2017. The program participated in the 'Super Series' in Alberta, playing test matches against England, USA and New Zealand. This was followed by a European tour for the Maple Leafs program where a number of players made their international debuts for Canada. Both competitions provided necessary competitive games and time together, laying the foundations for the new Rugby World Cup cycle.

National Senior Women's Sevens Team

The National Senior Women's Sevens Team continues to perform extremely well on the international stage, with consistent top four places in all World Rugby Women's Sevens World Series tournaments except one, including winning the cup final in Amsterdam. The team were automatic qualifiers for the Rio Olympics due to their 2nd overall finish in the World Series in 2015. The team also produced a flawless display at the Pan Am Games in Toronto winning a gold medal. Canada continues to challenge New Zealand and Australia for number one and is tracking well for success in Rio.

The Maple Leafs team continues to perform well also, winners in Hong Kong International Tournament, Central Coast Sevens and 3rd place in the Las Vegas International Tournament.

- Canada secured a 2nd place finish on the HSBC Sevens World Series
- Gold medal at the Pan Am Games, Toronto
- The program sustained funding from Own The Podium
- The program was successful in bringing new young talent into the various teams selected for the HSBC Sevens World Series tournaments

Under 20 Women

The Canada Under 20 Women's Team, under head coach Jen Boyd, had a disappointing campaign, losing to USA in a two match series. The program remains an important element of the player pathway

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model for both the Senior Fifteens and Sevens teams, with a number of younger players being selected to National Team honours.

National Senior Men's Fifteens Team

Overall 2015 was a disappointing year for the National Senior Men's Fifteens Team. The Pacific Rugby Championship and Pacific Nations Cup series were utilised to prepare the team for the 2015 Rugby World Cup. Despite playing an exciting, open style of rugby the results were unsatisfactory at the Rugby World Cup, losing all four fixtures in the pool. As a consequence a thorough review was undertaken and significant changes have been made to the program, designed to deliver greater success in 2019 Rugby World Cup.

- Canada once again competed in the Pacific Nations Cup
- Rugby Canada competed in the 2015 Rugby World Cup playing Ireland, Italy, France and Romania, losing the four fixtures

National Senior Men's Sevens Team

The National Senior Men's Sevens team finished the HSBC Sevens World Series in 9th place, which was a positive achievement. Other notable results included a first ever victory over New Zealand, 4th place finish in Tokyo, Shield winners Wellington, and Bowl winners South Africa. The Pan Am Games were a significant highlight in 2015, the team winning gold in the final against Argentina.

Another highlight for 2015 was the successful application to Own The Podium for sustained financial support for the program based on the performances from 2015.

- Canada secured a top-10 finish on the HSBC Sevens World Series – 9th Place.
- Gold medal at the Pan Am Games, Toronto
- The program sustained funding from Own The Podium
- The program was successful in bringing new young talent into the various teams selected for the HSBC Sevens World Series tournaments

Under 20 Men

The Canada Under 20 Men's Team finished the World Rugby Junior World Trophy in second place. Under a new coaching team and program model led by Jeff Williams the team performed well and challenged Georgia in the final, eventually losing 24-49.

Age Grade Men

Rugby Canada once again delivered its restructured Men's age-grade development programs. This consisted of U17 regional and national camps. These were talent identification camps designed to commence athlete tracking and introduce them to the national training environment. Players were identified through the national championships, selected for regional camps before the group was refined for a national camp at Shownigan Lake School.

The U18 program followed a similar format with regional and national camps – to be followed by a tour of Ireland in early 2016. The goal is to enhance regional competition at U19 level, which strengthens the National U20 program.

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RUGBY DEVELOPMENT

Key Development Department planning includes the creation of a National Development Calendar, which includes all Professional Development activities and Training and Education courses for Coaching, Match Officials, Strength & Conditioning and First Aid in Rugby. 2015 saw effective management of a national database for all aspects of development, including reviewing and aligning historical data with the training.rugbycanada.ca online program. Huge steps were also taken to ensure that Player Welfare is incorporated as a core component to all development programs. The completion of Rugby Ready and Concussion Management – as well as Laws of the Game for Match Officials – modules is now mandatory, as these three modules are recognized as Rugby Canada's PlaySmart.

Rookie Rugby

The Rookie Rugby program was introduced in 2014 and has seen great development since then. In 2015, RC conducted a full review of its pilots at the Honda offices in Markham, ON, as Honda is sponsoring the RC Rookie Rugby program. This was very well received and made the concept of *Honda Rookie Rugby* very real for all who attended. Rugby Canada identified the need for quality equipment to support the program after the review meetings in September 2015. As a result, 750 Rookie Rugby kits are now in stock in advance of the 2016 spring orders. Additionally, Rugby Canada was chosen by Aurelie Lemouzy (Development Programs Officer, World Rugby) for an on-site visit of one of RC's Rookie Rugby pilots. The Red Deer pilot hosted Aurelie for 2 days and RC received excellent reviews.

Territories Rugby Development (Whitehorse, Yukon)

In conjunction with the newly rejuvenated Yukon Gold Diggers RFC, Rugby Canada initiated a week-long development program that was supported by both Rugby Canada Educators and National Team Players. The key activities were a Yukon High School Development Clinic (Hubert Buydens), an NCCP Community Coaching Course (WR Level 1), and a Rookie Rugby Try Rugby Clinic (for players 6-14 years).

Youth Clinics and Rugby Camps

On June 26th, over the first leg of the 2015 Women's Super Series, Rugby Canada in Partnership with CN Rail ran a youth clinic for children aged 6-14 at Calgary Rugby Park. The event was run by the Rugby Canada National Senior Women's Team and was supported by the Prairies Wolfpack senior men's team. A total of 98 kids attended the camp; all of whom received a rugby ball, a CN Rail water bottle and an autograph session with the National Senior Women's Team.

On July 3rd, over the final leg of the 2015 Women's Super Series, the National Senior Women's Team supported and ran a clinic in Edmonton with Clansmen Rugby Club. 48 kids aged 6-14 attended the clinic, all of whom received a rugby ball, a CN Rail water bottle and an autograph session with the National Senior Women's Team.

Rugby Canada's National Senior Men's Team had their final World Cup preparation game in Halifax against the Glasgow Warriors rugby club in August. As part of the local legacy program, the National Senior Men's World Cup team ran a youth clinic on August 27th in conjunction with CN Rail and the Nova Scotia Rugby Union. Hosted at Citadel High School, a total of 56 local age grade players aged 6-12

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attended the clinic, all of whom received a rugby ball, a CN Rail water bottle and an autograph session with the National Senior Men's Team.

World Rugby Planning Meetings and Database Updates

A full review of the World Rugby database was held with Mike Luke and Jock Peggy for training and education. As a result, the World Rugby data files are now fully up to date and meet all World Rugby standards. Rugby Canada has exceeded its delivery expectations for 2015 in all aspects of Training and Education.

World Rugby Level 2 Strength & Conditioning Course

Rugby Canada, in conjunction with World Rugby, ran a Level 2 Strength & Conditioning Course. The participants were selected along with the Rugby Canada Strength & Conditioning staff in order to add value to de-centralised players across Canada.

Canadian Olympic Schools Program (Basic Skill Card)

This year saw the creation of an in-class tool to assist teachers in elementary and junior high schools in teaching the basics of rugby in a classroom setting. This tool was used to help promote the 2015 PanAm Games and the upcoming Summer Olympics.

Rugby Canada PlaySmart

With significant input from Paul Hunter, planning and development was carried out on Rugby Canada's PlaySmart program. The emphasis of this program was to educate and highlight all areas of Player Welfare and ultimately to put players first when it comes to safety in Rugby. PlaySmart was successfully launched at this year's National Rugby Conference.

RBC Learn to Play Funding Allocation and Criteria Planning (Rookie Rugby)

Rookie Rugby was successful in gaining a \$25,000 grant application from the RBC Learn to Play program. Rugby Canada has completed the basic orientation for this grant which outlined the reporting process for receiving funds. The funds are being allocated to the effective implementation of Phase 2 of the Rookie Rugby Strategic Plan.

Selections for National Age Grade Staff

- National U18 Women's Coaches
 - Daniel Valley (Head Coach, Ontario)
 - Ricky Coombe (Assistant Coach, Alberta)
 - Duncan McNaughton (Assistant Coach, Ontario)
 - Francois Ratier (Technical Support)
- National U18 Men's Coaches
 - Dean Murten (Head Coach, BC)
 - John Lavery (Assistant Coach, Quebec)

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- Ander Monro (Assistant Coach, BC)
- Dave Butcher (Technical Support)
- National U17 Men's East Coaches
 - Michael Curran (Head Coach, Ontario)
 - Jack Hanratty (Assistant Coach, Nova Scotia)
- National U17 Men's West Coaches
 - Dan Meikle (Head Coach, Alberta)
 - Tony La Carte (Assistant Coach, BC)

There are a number of other provincial coaching staff that are identified on Rugby Canada's coaching pathway involved in all of the above age grade programs.

Community Coach Development

Rugby Canada's new Community Coach Development position was created in June 2015. The purpose of the position is to improve the effectiveness of Rugby Canada's Coach Development Workforce through Training and Education to deliver quality NCCP / World Rugby courses and workshops. The goal was to improve athletes and grow the game of Rugby Union while building a safer environment for both athletes and coaches.

This year, a stronger focus on the governance of coach development was a priority, and was aided by the integration of development platforms like World Rugby Passport, the Coaching Association of Canada's (CAC) Locker System, and the Rugby Canada Training & Education online platform.

Several coach development highlights of 2015 include Coach Development Training weekends held in Vancouver, Calgary and Toronto; the launch of National Coaching Certification Program / World Rugby integrated coaching courses in all provinces on April 15th 2015; and the creation of a National Training and Education calendar, which includes all workshops and courses in 2016 throughout all 10 provinces.

Other notable events include an International Professional Development Workshop lead by the Glasgow Warriors and Gregor Townsend in Halifax, NS, which had 68 coaches in attendance. World Cup National Professional Development Workshops were also delivered in Vancouver, Toronto, Calgary and Halifax, with a total of 122 coaches in attendance. Additionally, the KickSmart Professional Development Workshop, which aims to enhance the development of Kicking Skills at all levels of the game, was piloted.

An emphasis was also placed on introducing a system of Quality Assurance Reports for Coach Educators across Canada to ensure their accreditations do not expire. 22 of the 28 Educators were put through Quality Assurance in 2015. The Rugby Canada Registration Platform, which will allow a more streamlined administration process for all Coach Development Workshops has been developed and merged with training.rugbycanada.ca and CAC Locker.

Lastly, consultation with National Team Coaches, Provincial Unions, National Age Grade Coaches, Rugby Canada Board Members, and Provincial Union Staff to identify the key needs of a national skills document have resulted in the creation of National Key Themes Skills Resource and Professional Development resources.

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Match Official Development

2015 was a good year for reviewing and building a new administrative structure to ensure the effective delivery and growth of Match Official development.

Some of the key areas of focus included the appointment and implementation of a new Regional Match Official Development Committee, which will aid in reporting on successes and weaknesses of current programming in regions, and the creation of a National Training and Education calendar for Match Officials which lists all courses and professional development workshops across the country.

Quality Assurance reports of Match Official educators were introduced this year to professionalize the Match Official educator workforce and have them all work under the same set of guidelines and criteria. This took place in the form of an East (Toronto) and West (Calgary) workshop with all Match Official educators present, where they were assessed using the new QA structure.

In 2015, Rugby Canada paid particular attention to developing our current crop of Coach of Match Officials (CMO) across the country. Professional development sessions were run around the 2015 Women's Super Series in both Calgary and Edmonton, with 12 CMOs in Alberta attending.

Other development opportunities included the Pacific Nations Cup Match Official Development Workshops, where international referees attending the first two legs of the Pacific Nations Cup matches conducted professional development sessions for local referees in BC and Ontario. There were also Match Official Development workshops in Western Canada for referees attending the Western Canadian Age Grade Championships in Kelowna, who received coaching from Nathan Abdelnour (Match Official Manager for the event) throughout the tournament. The development included one-on-one video review and group feedback on the tackle and scrum.

High Performance Match Officials

With our High Performance Match Officials, 2015 was an unusual year with reduced numbers of National level games (eg. CRC) but increased international opportunities for Canadian Match Officials due to events like the Pacific Nations Cup and the PanAm Games.

Some key successes included the integral role that Rugby Canada's Match Officials played in the very successful PanAm Games: three Referees (Rose Labreche, Chris Assmus and Harry Mason), four Assistant Referees (Sherry Trumbull, Karen Lozada, Michael Jones and Amy Murray), and one Performance Reviewer (Andrew McMaster) were appointed as Match Officials.

Canada also provided match officials to numerous 15s matches through the summer, in advance of the Rugby World Cup:

- Pacific Nations Cup - Andrew McMaster, David Smortchevsky and Harry Mason were all appointed as Assistant Referees;
- Chris Assmus refereed Canada v Glasgow (with Rose Labreche and Dave Crisp as Assistant Referees);
- Andrew McMaster (Assistant Referee) was appointed to Canada v USA; and,

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- David Smortchevsky (Assistant Referee) and Andrew McMaster (Television Match Official) were appointed to Australia vs. USA in Chicago.

Lastly, Rose Labreche being invited to referee at the Canada Women's 7s in Langford, and performing well enough to secure herself inclusion in World Rugby's Women's 7s Referee Panel for the 2015-2016 HSBC Women's Sevens World Series is an enormous success. Rose was also appointed to her first 15s test match during the Women's Super Series, held throughout Alberta. Sherry Trumbull also continued to demonstrate that she is one of the top female referees in the world, with two referee appointments during the Super Series, which followed another two referee appointments during the 2015 Women's 6 Nations.

There were two retirements from the Rugby Canada National Panel at the end of 2015; Bryan Arciero has chosen to focus more on family life, and will fill a new role of Performance Reviewer for the National Panel in coming years, and Andrew McMaster stepped down to take over the role of Manager, High Performance Match Officials, from Trevor Arnold.

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