



RUGBY CANADA
**ANNUAL
REPORT**
2016





CONTENTS

A Message From the Chairman	4
A Message From the Chief Executive Officer	5
Corporate Structure	6
National Teams	8
Rugby Training, Education & Development	19
Capital Campaign and National Training Centre Update	22
Alumni Relations & Player Support Programs	24
National Recognition Program	25
Commercial Operations	26
Operations & Member Relations	36
Financial Review	38
Partners and Provincial Unions	46



A MESSAGE FROM THE CHAIRMAN TIM POWERS



Rugby Canada went through a year of transition in 2016. Many senior leadership positions were filled by new people. The Chairman of the Board, Vice-Chairman of the Board, Chief Executive Officer, World Rugby Representative, the Men's XV Head Coach and the Men's Sevens Head Coach all changed over from the previous twelve months.

There have been some changes in approach and engagement strategies, which come whenever an organization has leadership transformation. But commitment to the goals articulated in the long-term strategic plan remains firm and resolute. The leadership of the organization will always be open to hearing from our members, partners, players, alumni and fans on how we can continue to lift our game. We don't have all the answers nor will we pretend we do. Collaboration is not just a buzzword it is something we believe in and will work to keep improving.

This past year saw Canada become the first Americas nation to win an Olympic medal in the first ever Olympic rugby sevens competition. That history can never be undone. Canada's Women's Sevens bronze medal win was without a doubt the highlight of the year. Our team was not only outstanding on the field they were first class ambassadors off of it. What they did in Rio helped inspire many young Canadians to consider playing the game, excite television networks about showing rugby and turn some of our athletes into household names. Building more Canadian rugby heroes to help our sport grow is essential.

A second highly successful Canada Sevens tournament in Vancouver was vital for our sport and organization. What a delight it was to see attendance grow from 60,000 in year one to 75,000 plus in year two. This bodes well for all of us. From the exposure the event gives rugby to the revenues that are raised and reinvested across a variety of programs will help us continue to compete in an ever increasing global rugby landscape. A tremendous thank you to John Furlong, Bill Cooper and Jamie Levchuk as well as many of our own staff and board who helped make this event a resounding success. No one will rest on their laurels in 2018; we need to keep excelling with Canada Sevens and we need the support of all to do that.

Just before Christmas another important moment occurred in the life of Rugby Canada. In early December the national training centre in Langford was christened as the Al Charron Rugby Canada National Training Centre. That was made possible thanks to the generosity of board member Bill Webb and Canadian businessman Kevin Reed. Bill and Rick Powers, former board member and COC representative, have driven an aggressive national fundraising program to build this \$8 million facility. The doors to of the Charron Centre should be officially open in the fall. Former Rugby Canada Vice-Chair Keith Gillam deserves much credit for his determined project management. And thank you again to you all as the Provincial Unions were among the first to put your hands up to put funds into the centre. That will not be forgotten.

While on the other side of the border they may be distracted with alternative facts that is not an affliction we will allow ourselves to suffer from here. Not everything was rosy in 2016. We all felt the pain of our Men's Sevens team not qualifying for the Olympics, not the least of all the players who were gutted. And the subsequent blow of losing Own the Podium funding that came with that. Regrouping, rebuilding and refocusing have occurred. Damian McGrath has come into coach the team and is having an impact as evidenced by the results so far this season. Harry Jones, Nathan Hirayama, John Moonlight and others have worked not only to improve the wellbeing of players but build a can do culture of confidence. There are always more

bumps in the road but the overall trajectory is heading in the right direction.

We were all disheartened by the recent results our men's XV in the Americas Rugby Championship competition. No one will be making excuses and coach Mark Anscombe along with his leadership team are firmly focused on doing what is necessary to make sure Canada qualifies for the 2019 Rugby World Cup. Nothing else is acceptable.

Coach Anscombe will be speaking at the AGM and will outline some of his plans. That said some context is necessary and important. We are developing for 2019 not 2017. New players need time to develop in a world where all countries are getting better. Centralization has just begun. The competition structures we use to develop players will continue to be enhanced. And you do not get better without taking risks, which includes letting developing players play in highly competitive games.

While our rugby public's passion should never be limited and the time taken to hear what is actually being said, it is vital we all work "as one" to achieve the best results we can. We all do wake up in the morning thinking of the good we can do for this sport we love not the converse. Finger pointing and blame were not valuable when we all played the game on the field nor are they useful off of it. Come with solutions and we will all benefit.

The Men's XV 2019 Rugby World Cup Qualification is only one key thing to focus on this summer. Our Women's XV team sets out to win the 2017 Women's Rugby World Cup in August in Dublin. Having been in Ireland last year I know there is much excitement and anticipation for this tournament. Canada heads into the World Cup as a favourite to win. Francois Ratier and his team are doing everything they can to get ready. The women have some important tours lined up before the World Cup including to the USA and New Zealand. Not unlike last summer we want to get the country behind the team to give them whatever edge we can on this journey. We continue to work with television broadcasters to make sure Canada can see these top athletes complete.

A hearty thank you to all the hard working staff at Rugby Canada who in my experience are always doing the best they can for the betterment of rugby in Canada this past year. Often the subject of criticism, which comes with the territory, they are to a person motivated, committed and able. It has been my pleasure to see so many of them in action in 2016.

Finally, this AGM will see the terms end of four excellent Rugby Canada board members. Dawn Dauphinee, Mark Lawson, Troy Myers and Gordon Sneddon have been incredible servants of rugby in Canada. They have given countless hours to better the game and have had positive lifetime impacts on numerous people. We will miss them but know they will always have their hands in rugby. Thank you Dawn, Mark, Troy and Gordon!

Go Canada!

Thank You,

Tim Powers, Chairman
Rugby Canada



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER **ALLEN VANSEN**



EXTRAORDINARY is the only way one can describe Rugby in Canada in 2016. What a remarkable year it was! A huge congratulations to every member, player, coach, official, volunteer, partner and fan!

The unquestionable highlight for 2016 was our Women's Sevens team performance at the 2016 Rio Summer Olympic Games, bringing home the Bronze medal!!! Not only did our Women perform

on the pitch exceptionally well, they were even better off the pitch with media interviews and events, spreading the message of how great the sport of Rugby is and in motivating thousands of youth across the country to give Rugby a Try! The Summer Olympic Games captivated a massive world-wide television audience with the excitement that the Sevens game is! This was indeed the case in Canada with our Women!

2016 provided many more highlights as well, from the important elimination of the Women's Fifteens Pay-to-Play model, with the financial support of the Monty Heald Fund donors and Rugby Canada, to the inaugural Men's Canada Sevens tournament in Vancouver, with record setting audiences, to the start of our Men's Fifteens centralized training program, to the fundraising and ground breaking of our Al Charon Rugby Canada National Training Centre, to the launch of a new Strategic Plan (2016-2020), to the National roll-out of our Rookie Rugby program and the launch of our PlaySmart program. What a year indeed!

2016 saw several new faces in key leadership positions around the Board of Directors and Management team. We have remained firm in our focus on implementing our Strategic Plan and achieving the long-term objectives set out in that plan. Three important areas of focus we have initiated in 2016 and will continue to drive through 2017 and beyond are; 1- Player Welfare, 2- Increased Transparent Communication and Collaboration, and 3- Professional Rugby Expansion into North America.

While we have many success to celebrate & be proud of, we must remain focused on finding long-term solutions to broadening the development of the game from the grassroots level to the Age Grade programs to the

Junior and Senior National Teams and professional player opportunities. As such, it is more critical than ever that we work closely with our Provincial members and the Clubs to grow and improve. As Rugby continues to see world-wide growth, it is important that Canada takes proactive and innovative approaches to bringing more players to our Game in Canada and providing these players with the training, skill development and opportunities to reach their performance potential and continue Canada's long standing tradition of high level performance.

Neither the success we have achieved, nor the challenges we face, are the result of one initiative, person or organization. Rather they are the collective forces of every Rugby member, partner and volunteer working together that has allowed us to achieve these successes and it is here that we will find the solutions to our current and future challenges.

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 aspirational 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!

Sincerely,

Allen Vansen
Chief Executive Officer
Rugby Canada





BOARD MEMBERS AND RUGBY CANADA STAFF

The Rugby Canada Board of Directors, for the Fiscal 2015 year:

TIM POWERS	Chairman
GORDON SNEDDON	Vice Chairman
KATHY HENDERSON	Secretary
JAY JOHNSTON	Treasurer
ANDREW BIBBY	Director
BRIAN BURKE	Director
DOUG CAMPBELL	Director
JOHN DRAKE	Director
LARRY JONES	Director
JAMIE LOCKWOOD	Director
TROY MYERS	Director
JOHN SEAMAN	Director
BILL WEBB	Director
PATRICK PARFREY	World Rugby Council Representative
DAWN DAUPHINEE	Female Athlete Representative
MARK LAWSON	Male Athlete Representative
PAT ALDOUS	Past Chairman / Canadian Olympic Committee Representative
RICK BOURNE	Rugby Americas North Representative



Rugby Canada would like to recognize and thank all of the part-time, volunteer and intern support staff who made significant contributions in 2016.

RUGBY CANADA WOULD LIKE TO RECOGNIZE THE MANY STAFF IN 2016

SENIOR LEADERSHIP TEAM

ALLEN VANSEN	Chief Executive Officer
JIM DIXON	General Manager, Rugby Operations & Performance
MARK LEMMON	Chief Commercial & Marketing Officer
LINH NGUYEN	Chief Financial Officer
MYLES SPENCER	Chief Operating Officer

STAFF

NATHAN ABDELNOUR	Manager, Match Official Development
DANA AGAR-NEWMAN	Strength & Conditioning Coach
DEANNA AHEE	Senior Manager, Merchandising & Licensing
NICOLE ALLEN	Physiotherapist, National Senior Men's Sevens Team
MITCH ANDERSON	Assistant, Ticketing & Competitions
CURTIS ANDRADE	Assistant, National Team Kit & Merchandising
MARK ANSCOMBE	Head Coach, National Senior Men's 15's Team
SCOTT ASSELSTINE	Coordinator, Operations & Member Relations
AL CHARRON	Senior Manager, Player Advancement and Alumni Relations
CINDY CUI	Coordinator, Accounts Payable
MICHAEL DEASY	Head Strength & Conditioning Coach, Men's Program
KAVITA DOBARIYA	Manager, Finance
LEE DOUGLAS	Assistant Coach, National Senior Men's Sevens Team
MARALEE DRAKE	Coordinator, Marketing & Promotions
CARLOS FERREIRA	Director, Marketing & Communications
SANDRO FIORINO	Assistant Coach, National Women's Sevens Team
ALANA GATTINGER	Manager, Operations & Logistics Men's 15s Program
ALEXANDRA GILLAM	Coordinator, Marketing Services & Administration
TYLER GOODALE	Strength & Conditioning Coach
KEN GOODLAND	Coordinator, National Player Development & Talent ID
DUSTIN HOPKINS	Director, National Rugby Development
MEAGHAN HOWAT	Director, Rugby Sevens Operations
PAUL HUNTER	Manager, National Coach Development
BRIAN HUNTER	Manager, National Men's Sevens Program
ASHTON JARRETT	Coordinator, Finance
CASSANDRA JENNINGS	Coordinator, Accounts Receivable
BRYAN KELLY	Manager, Communications and Media Relations
ERIN KENNEDY	Consultant, Mass Participation Rugby Programs
PENNY KROLL	Manager, Fund Development & Community Relations
KAURI LAFONTAINE	Training & Education Administrator
SEAN LIEBICH	Manager, National Senior Men's 7s / Daily Environment
GARETH LYNCH	Strength & Conditioning Coach, Men's Sevens
NEIL MACDOUGALL	Coordinator, Team Services & Member Relations
DANIELLE MAH	Lead Physiotherapist, National Senior Men's Sevens Team
ROSS MARTIN	National Team Performance Analyst
DAMIAN McGRATH	Head Coach, National Senior Men's Sevens Team
ANDREW MCMASTER	Manager, Match Official High Performance
STEPHEN McMULLAN	Strength & Conditioning Coach, Return to Play
MAXWELL McNAUGHTAN	Assistant, Corporate Partnerships & Marketing
LIAM MIDDLETON	Head Coach, National Senior Men's Sevens Team
CALLUM MORRIS	National Program Performance Analyst, Women's 7s
HILLARY O'REILLY	COE Administration
CALUM RAMSAY	National Program Performance Analyst, Men's 7s
FRANCOIS RATIER	Head Coach, National Senior Women's 15's Team
GARETH REES	Director, Commercial & Program Relations
SHAWN REEVES	Coordinator, Corporate Partnerships
NINA SCIROVA	Coordinator, Finance
JENNIFER SMART	Senior Manager, Events & Competitions
JOHN TAIT	Head Coach, National Women's Sevens Team
AARON TAKEL	National Program Performance Analyst, Men's 15s
MATT TIDCOMBE	Coordinator, Communications & Content
PAUL-HENRI VAN THIEL	Coordinator, Events & Competitions
MALLORY WHITE	Physiotherapist, National Senior Men's Fifteens Team



NATIONAL TEAMS

2016 was a landmark year for Rugby Canada's National Teams with some historic firsts. On a positive note, the National Senior Women's Sevens Team made history, winning an Olympic bronze medal at the 2016 Summer Olympic Games in Rio de Janeiro; centralisation commenced for the National Senior Men's Fifteens domestic training squad; Vancouver hosted the inaugural Canada Men's Sevens; and the longstanding pay-to-play program was eliminated for the National Senior Women's Fifteens Team.

These positives were somewhat shadowed by a less than satisfactory season from the National Senior Men's Sevens Team, achieving 13th place in the HSBC World Rugby Sevens Series and failing to qualify for the 2016 Summer Olympic Games. As always, with renewed focus, there is room for improvement in 2017.

The final stage of the Rookie Rugby pilot was completed in 2016, and 2017 will see a focussed, collaborative effort between the Provinces and Rugby Canada, ensuring a consistent and high-quality product is offered to both new and returning junior players. The aspiration is significant growth in young participant numbers that will deliver long-term success for rugby in Canada.

The following is a summary of the year for each National Team.

NATIONAL SENIOR WOMEN'S FIFTEENS TEAM

The National Senior Women's Fifteens Team used 2016 to refine both selections and style of play in preparation for Women's Rugby World Cup 2017. The program participated in the 'Super Series' in Utah, playing test matches against England, USA and France. This was followed by a European tour with fixtures against Ireland, New Zealand and England, crucial preparation and familiarization for RWC2017 in Ireland.

NATIONAL SENIOR WOMEN'S SEVENS TEAM

The National Senior Women's Sevens Team had an outstanding year, winning Canada's first Olympic medal in Rugby, an Olympic bronze at the 2016 Rio Olympic Games. The team were once again consistent top four performers in the World Rugby Women's Sevens Series tournaments, including winning the Cup Championship in Clermont. The team finished third in the series.

UNDER 20 WOMEN

The Canada Under 20 Women's Team, under head coach Jen Boyd, had a disappointing campaign, losing to England in a three-match series. Whilst results were not positive, the program remains an important element of the player pathway 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

2016 was a year of new beginnings for the National Senior Men's Fifteens team with a new staff and new program commencing. Following an extensive recruitment process Mark Anscombe was appointed Head Coach, and was joined by a new support staff. The year commenced with a positive showing in the inaugural Americas Rugby Championship that saw numerous players make the Test Debut. This was followed by a June series that saw narrow defeats to Italy and Japan and a convincing win over Russia. The November series saw Canada compete in an exciting fixture against Ireland at the iconic Aviva Stadium. The team were however unsuccessful in their three fixtures with defeats to Ireland, Romania and Samoa. The long-term redevelopment of the Men's program continues with qualification and performance at Rugby World Cup 2019 the priority.

NATIONAL SENIOR MEN'S SEVENS TEAM

The National Senior Men's Sevens Team finished the HSBC World Rugby Sevens Series in a disappointing 13th place. Whilst there were notable performances throughout the season, it was one that lacked consistency and positive outcomes. The highlight for 2016 was undoubtedly the Canada Sevens in Vancouver where the team placed 9th, winning five of six games over the weekend in front of record crowds. A thorough review of the program was undertaken following their unsuccessful season, Damian McGrath was subsequently appointed as Head Coach. The focus for 2017 is an improved performance on the World Series, and developing greater strength and depth in the squad.

UNDER 20 MEN

The Canada Under 20 Men's Team narrowly missed out on qualification to the 2016 Junior World Trophy. The program is focussed on 2017 qualification, with a greater emphasis on supporting players within their regions via more robust technical and strength and conditioning programming.

AGE GRADE MEN

Rugby Canada once again delivered its men's age-grade development programs. This consisted of U17 regional and national camps, U18 National Team and, a newly formed U19 National Team program.

The U17 talent identification camps were designed to begin athlete tracking and introduce them to the national training environment. Players were identified through the national championships and selected for regional camps hosted in Ontario and British Columbia.

The U18 Team toured Ireland in early 2016. The team played three of the four professional Irish provincial academies and performed admirably. The introduction to international competition forms a strong base for Canada U19 and U20.

The U19 program, new in 2016 is forming a vital link between U18 and U20 programs. 2016 saw enhanced identification and technical sessions, culminating in a two game series against the USA. The series was drawn 1-1.







PLAYER LIST (The following players received National Team honours in 2016)

NATIONAL SENIOR MEN'S FIFTEENS

Kyle Baillie, PEI
 Ray Barkwill, ON
 Brett Beukeboom, ON
 Nick Blevins, AB
 Grady Bowd, AB
 Rob Brouwer, ON
 Hubert Buydens, SK
 Aaron Carpenter, ON
 Admir Cejvanovic, BC
 Liam Chisholm, ON
 Alistair Clark, ON
 Paul Ciulini, ON
 Jamie Cudmore, BC
 Tom Dolezel, ON
 Matt Evans, BC
 Andrew Ferguson, ON
 Kyle Gilmour, AB
 Michael Hamson, NS
 Ciaran Hearn, NL
 Matt Heaton, QC
 Eric Howard, ON
 Jake Ilnicki, BC
 Brett Johnson, NS
 Ryan Kotlewski, AB
 Ben LeSage, AB
 Phil Mack, BC
 Jamie Mackenzie, ON
 Phil Mackenzie, ON
 Duncan Maguire, AB
 Alex Mascott, BC
 Gordon McRorie, AB
 Dan Moor, ON
 Callum Morrison, BC
 Evan Olmstead, BC
 Clay Panga, AB
 Pat Parfrey, NL
 Taylor Paris, ON
 Cam Pierce, BC
 Jacob Robinson, AB
 Lucas Rumball, ON
 Mozac Samson, AB
 Djustice Sears-Duru, ON
 Brock Staller, BC
 Matt Tierney, ON
 Conor Trainor, BC
 DTH van der Merwe, BC
 Jordan Wilson-Ross, ON

NATIONAL SENIOR MEN'S 'A'

Ryan Ackerman, SK
 Lucas Albornoz, BC
 Kyle Baillie, PEI
 Rob Brouwer, ON
 Admir Cejvanovic, BC
 Nanyak Dala, SK
 Guiseppe du Toit, BC
 Doug Fraser, BC
 Sam Hayward, Aus
 Matt Heaton, QC
 Eric Howard, ON
 Peter Houlihan, AB
 Daniel Joyce, Ire
 Conor Keys, ON
 Ryan Kotlewski, AB
 Martial Lagain, QC
 Ben Lesage, AB
 Kainoa Lloyd, ON
 Anthony Luca, BC
 Alex Mascott, BC
 Phil Mackenzie, ON
 Cody McClary, BC
 Rory McDonell, ON
 Aidan McMullan, QC
 Gordon McRorie, AB
 Dan Moor, ON
 Anton Ngongo, BC
 Oliver Nott, BC
 Pat Parfrey, NL
 Robbie Povey, UK
 Mozac Samson, AB
 Adrian Wadden, ON
 Jordan Wilson-Ross, ON

NATIONAL SENIOR MEN'S SEVENS

Phil Berna, BC
 Luke Bradley, BC
 Admir Cejvanovic, BC
 Nanyak Dala, SK
 Justin Douglas, BC
 Sean Duke, BC
 Mike Fuailefau, BC
 Lucas Hammond, ON
 Ciaran Hearn, NL
 Nathan Hirayama, BC
 Harry Jones, BC
 Caleb Jordan, QC

Pat Kay, BC
 Karsten Leitner, BC
 Phil Mack, BC
 Luke McCloskey, BC
 John Moonlight, ON
 Josiah Morra, ON
 Matt Mullins, ON
 Conor Trainor, BC
 Sean White, BC
 Adam Zaruba, BC

MAPLE LEAFS MEN'S SEVENS

Andrew Battaglia, ON
 Phil Berna, BC
 Luke Bradley, BC
 Trenton Cooper, ON
 Andrew Coe, ON
 Nanyak Dala, SK
 Riley Di Nardo, ON
 Justin Douglas, BC
 Aaron Evison, BC
 Mike Fuailefau, BC
 Lucas Hammond, ON
 Sam Hayward, Aus
 Nathan Hirayama, BC
 Pat Kay, BC
 Harry Jones, BC
 Caleb Jordan, QC
 Karsten Leitner, BC
 Luke McCloskey, BC
 Brandon McLeod, ON
 Aidan McMullan, QC
 John Moonlight, ON
 Matt Mullins, ON
 Liam O'Hallahan, AB
 Tony Pomroy, NL
 Liam Underwood, ON
 Adrian Wadden, ON
 Jon West, ON
 Adam Zaruba, BC

NATIONAL SENIOR WOMEN'S FIFTEENS

Elissa Alarie, QC
 Emily Belchos, ON
 Latoya Blackwood, QC
 Tyson Beukeboom, ON
 Andrea Burk, BC
 Olivia DeMerchant, NB

Fabiola Forteza, QC
 Chelsea Guthrie, AB
 Magali Harvey, QC
 Mackenzie Higgs, ON
 Anais Holly, QC
 Jane Kirby, ON
 Kayla Mack, SK
 Carolyn McEwen, BC
 DaLeaka Menin, AB
 Barbara Mervin, ON
 Katie McNally, ON
 Brianna Miller, QC
 Jacey Murphy, ON
 Karen Paquin, QC
 Frédérique Rajotte, QC
 Laura Russell, ON
 Kelly Russell, ON
 Elysa Sandron, MB
 Kristy Sargent, AB
 Demi Stamatakis, BC
 Katie Svoboda, ON
 Alex Tessier, QB
 Brittany Waters, BC
 Amanda Williams, MB
 Julianne Zussman, QC

MAPLE LEAFS WOMEN'S FIFTEENS

Gillian Allen, SK
 Gillian Boag, AB
 Alanna Fittes, BC
 Julia Folk, SK
 Ngaluta Fuamba, QC
 Lisa Gauthier, ON
 Julia Goss, AB
 Mackenzie Higgs, ON
 Colleen Irowa, ON
 Lori Josephson, ON
 Brittany Kassill, ON
 Daria Keane, ON
 Kathleen Keller, QC
 Chelsey Minter, NS
 Jess Neilson, BC
 Justine Pelletier, QC
 Camile Provençal-Aube, QC
 Gabrielle Senft, SK
 Natasha Smith, ON
 Sara Svoboda, ON
 Emma Taylor, NS
 Brandi Van Eeuwen, BC



Petra Woods, ON

NATIONAL SENIOR WOMEN'S SEVENS

Britt Benn, ON
Hannah Darling, ON
Bianca Farella, QC
Julia Greenshields, ON
Magali Harvey, QC
Sara Kaljuvee, ON
Jen Kish, AB
Ghislaine Landry, ON
Megan Lukan, ON
Kayla Mack, SK
Mandy Marchak, MB
Kayla Moleschi, BC
Breanne Nicholas, ON
Karen Paquin, QC
Kelly Russell, ON
Ashley Steacy, AB
Natasha Watcham-Roy, QC
Charity Williams, ON

MAPLE LEAFS WOMEN'S SEVENS

Elissa Alarie, QC
Olivia Apps, ON
Emily Belchos, ON
Britt Benn, ON
Christina Branch, ON
PamphINETTE Buisa, QC
Emma Chown, ON
Caroline Crossley, BC
Hannah Darling, ON
Sophie De Goede, BC
Bianca Farella, QC
Ashley Gordon, ON
Julia Greenshields, ON
Emmanuela Jada, ON
Sara Kaljuvee, ON
Alexandra King, ON
Jen Kish, AB
Ghislaine Landry, ON
Kaili Lukan, ON
Megan Lukan, ON
Nakisa Levale, BC
Kayla Mack, SK
Mandy Marchak, MB
Kayla Moleschi, BC
Breanne Nicholas, ON

Nadia Popov, ON
Denise Roy, BC
Kelly Russell, ON
Laura Russell, ON
Elysa Sandron, MB
Erika Scott, QC
Keyara Wardley, AB
Natasha Watcham-Roy, QC
Charity Williams, ON

UNDER 20 MEN

George Barton, BC
Phil Berna, BC
Matt Beukeboom, ON
Brendan Blaikie, ON
Luke Bradley, BC
Andrew Coe, ON
Trenton Cooper, ON
Curtis Delmonico, BC
Aaron Evison, BC
Cole Keffer, BC
Conor Keys, ON
Peter Milazzo, ON
Reegan O'Gorman, BC
Andrew Quattrin, ON
Nakai Penny, BC
Keaton Porter, ON
Will Manhire, UK
Cali Martinez, BC
Robbie Povey, UK
Mitch Richardson, ON
Gavin Rowell, BC
Conor Sampson, BC
Theo Sauder, BC
Matt Tierney, ON
Adrian Wadden, ON

UNDER 20 WOMEN

Jennifer Appleby, SK
Emily Babcock, ON
Shawna Brayton, QC
Mackenzie Carson, BC
Savannah Dubien, AB
Taylor Durham, ON
Alex Ellis, ON
Zana Everett, ON
Erin Geddes, ON
Sasha Guedes, QC
Veronica Harrigan, ON
McKinley Hunt, ON

Kasselle Menin, AB
Jordyn Orlando, ON
Tobi Owotomo, ON
Megan Pakulis, ON
Justine Pelletier, QC
McKenzie Pusch, AB
Julia Schell, ON
Gabrielle Senft, SK
Kylie Shaughnessy, ON
Dana Silerova, QC
Karina Stevenson, AB
Taejah Thompson, AB
Meggie Turgeon, QC
Emily Tuttosi, MB

UNDER 18 MEN

Marco Il Cazza, QC
Michael Coldwells, ON
Nicholas Davidson, NB
Thomas Davidson, QC
Nicholas De Lallo, ON
Liam Doll, BC
Elias Ergas, BC
Mostyn Findlay, SK
Robert Freckelton, ON
Nicholas Frost, BC
Fraser Hurst, BC
Sebastian Iaricci, QC
John Jubenville, BC
William Kelly, ON
Aidan McMullan, QC
Liam Murray, BC
Steven Ng, ON
James O' Neill, AB
Carson O'Sullivan, SK
Seth Purdy, BC
Dylan Parson, ON
Nick Chan, HK
Benjamin Scher, BC
Michael Smith, BC
Jacob Thiel, BC
Joshua Thiel, BC

UNDER 18 WOMEN

Taylor Black, ON
Tanika Bonneville, BC
Keegan Brantner, AB
Mackenzie Carson, BC
Maddi Cohoon, ON
Sophie de Goede, BC

Sydney De La Mare, AB
Taylor Donato, ON
Danika Elias, BC
Brooklynn Feasby, ON
Dawson German, BC
Daniella Grant, ON
Taylour Hurd, ON
Annie Kennedy, ON
Sarah Klock, BC
Alex Liepmann, ON
Emilie Merilainen, ON
Holly Phillips, AB
Kendra Roberts, MB
Sydney Smith, NS
Rylee Stone, AB
Harley Tucker, AB
Shaye Tudor, BC
Darcie Weir, AB

FISU WOMEN'S SEVENS

Samantha Alli, ON
Dria Bennett, ON
Christina Branch, ON
PamphINETTE Buisa, QC
Emma Chown, ON
Ashley Gordon, ON
Nakisa Levale, BC
Ciara Malone, BC
Arielle Normandin, QC
Irene Patrinis, ON
Julia Schell, ON
Erika Scott, QC

UNDER 18 EUROPEAN CHAMPIONSHIPS WOMEN'S SEVENS

Olivia Apps, ON
Brooke Bazian, BC
Khadija Brouillette, ON
Caroline Crossley, BC
Sophie De Goede, BC
Daniella Grant, ON
Niamh Haughey, ON
Taylor Hurd, ON
Tausani Levale, BC
Rachel McCallan, ON
Denise Roy, BC
Tia Svoboda, ON



RESULTS

NATIONAL SENIOR MEN'S FIFTEENS

Date	Tournament	Location	Home Team	Score	Away Team
Feb 6	ARC	Langford, BC	Canada	33-17	Uruguay
Feb 13	ARC	Round Rock, Texas	USA	30-22	Canada
Feb 20	ARC	Langford, BC	Canada	52-25	Brazil
Feb 27	ARC	Rosario, ARG	Argentina XV	54-21	Canada
March 6	ARC	Santiago, CHI	Chile	13-64	Canada
June 11	Summer Series	Vancouver, BC	Canada	22-26	Japan
June 18	Summer Series	Calgary, AB	Canada	46-21	Russia
June 26	Summer Series	Toronto, ON	Canada	18-20	Italy
August 20	UK Tour	Doncaster	Doncaster Knights	20-16	Canada 'A'
August 26	UK Tour	Belfast	Ulster 'A'	48-38	Canada 'A'
August 30	UK Tour	Glasgow	Glasgow Warriors	63-0	Canada 'A'
Oct 8	APC	Montevideo, URU	Canada 'A'	29-56	Argentina XV
Oct 12	APC	Montevideo, URU	Canada 'A'	37-47	USA Selects
Oct 16	APC	Montevideo, URU	Canada 'A'	22-27	Samoa 'A'
Nov 12	November Tour	Dublin	Ireland	52-21	Canada
Nov 19	November Tour	Bucharest	Romania	21-16	Canada
Nov 25	November Tour	Grenoble	Canada	23-25	Samoa

U20 MEN

Date	Tournament	Location	Home Team	Score	Away Team
Feb 13	U20 World Rugby Trophy Qualifier	Round Rock	USA	19-18	Canada

U18 MEN'S

Date	Tournament	Location	Home Team	Score	Away Team
March 26	Ireland Tour	Munster	Munster	12-5	Canada
March 30	Ireland Tour	Connacht	Connacht	26-24	Canada
April 2	Ireland Tour	Leinster	Leinster	19-14	Canada

MEN'S MAPLE LEAFS

Date	Tournament	Record (W-L-D)	Place
Jan 9-10	Mar del Plata 7s	2-4-0	7th
Jan 16-17	Vina del Mar 7s	1-5-0	4th: Lost bronze medal game
March 10-11	Vancouver 7s	4-1-0	2nd: Lost Final
Nov 12-13	RAN 7	5-0-0	1st: Won cup title



RESULTS

MEN'S SEVENS

Date	Tournament	Record (W-L-D)	Place
2015/2016 HSBC World Rugby Sevens Series			
Jan 30-31	Wellington 7s	2-3-0	11/12th: Lost bowl semi-final
Feb 6-7	Sydney 7s	3-3-0	9th: Won bowl
March 4-6	Vegas 7s	1-1-4	14th: Lost shield final
March 12-13	Canada 7s	5-1-0	9th: Won bowl
April 8-10	Hong Kong 7s	2-4-0	14th: Lost shield final
April 16-17	Singapore 7s	0-5-0	15/16th: Lost shield semi-final
May 13-15	Paris 7s	0-5-0	15/16th: Lost shield semi-final
May 21-22	London 7s	2-1-2	11/12th: Lost bowl semi-final
2016/2017 Sevens World Series			
Dec 2-3	Dubai 7s	2-4-0	13th
Dec 10-11	South Africa 7s	1-4-0	13th







RESULTS

NATIONAL SENIOR WOMEN'S FIFTEENS

Date	Tournament	Location	Home Team	Score	Away Team
July 1	Super Series	Salt Lake City	Canada	52-17	England
July 1	Super Series	Salt Lake City	USA	5-33	Canada
July 5	Super Series	Salt Lake City	Canada	29-10	France
Nov 19	November Tour	Dublin	Ireland	7-48	Canada
Nov 23	November Tour	Dublin	Canada	10-20	New Zealand
Nov 26	November Tour	London	England	39-6	Canada

U20 WOMEN

Date	Tournament	Location	Home Team	Score	Away Team
August 18	U20 Tour	Nottingham	England	46-8	Canada
August 22	U20 Tour	Nottingham	England	39-12	Canada
August 26	U20 Tour	Nottingham	England	34-12	Canada

WOMEN'S U18

Date	Tournament	Location	Home Team	Score	Away Team
April 5	England Tour	Devon, England	England	41-17	Canada
April 9	England Tour	Devon, England	England	17-12	Canada

WOMEN'S SEVENS

Date	Tournament	Record (W-L-D)	Place
2015/2016 HSBC World Rugby Sevens Series			
Feb 20-21	Brazil 7s	4-2	2nd: Lost cup final
April 8-9	USA 7s	4-2	4th: Lost 3rd place game
April 16-17	Canada 7s	5-1	5th: Won plate title
May 28-29	Clermont 7s	5-1	1st: Won cup title
2016/2017 Sevens World Series			
Dec 2-3	Dubai 7s	4-2	6th: Lost plate final





The organisation and implementation of training and education courses was significantly enhanced in 2016 by the introduction of a full annual online **Training and Education Calendar**. The ability to find a course months in advance, manage payments and carry out pre-task modules is now in place. This calendar was developed by the Rugby Canada's development staff in conjunction with the unions and is administered on a daily basis by Kauri Lafontaine, Rugby Canada's Development Administrator.

A key focus for 2016 was to improve the quality of our identified Training & Education workforce. As a result significant time and funding was targeted to ensure Trainers and Master Facilitators were present to carry out Quality Assurance Reports on Educators and Learner Facilitators in the course delivery environment.

As a result of an increase in Training and Education in 2016 it was equally important to implement a plan to ensure ongoing Professional Development. As a result Rugby Canada provided provincial unions National Key Themes Workshops to support ongoing development opportunities. These were all made available as offerings through the Training&Education.ca portal.

Rugby Canada supported provincially led Growing the Game workshops in various provinces as requested.

Rugby Canada's Trainer and Master Facilitator workforce supported by Rugby Americas North (RAN) undertook a number of best practice training weekends. The biggest of these was in Denver USA with over 70 Trainers and Educators on site from the RAN region. As a key figure in North American Rugby (RAN) Rugby Canada supported other less developed regions in their development. Through RAN development initiatives Rugby Canada assisted both Mexico and St Lucia with Coach Development support.

Dustin Hopkins was appointed to the Tier 1 Development Committee that is responsible for growth and development globally. That has allowed Rugby in Canada to have a voice around the table with some of the key decision makers in terms of Growing the Game. The Committee contains delegates from the following nations; England, Scotland, Ireland, Wales, South Africa, New Zealand, Australia and Italy.

COACH DEVELOPMENT

Rugby Canada's National Coach Development department identified 3 strategic objectives in line with the Rugby Canada Strategic Plan 2016-2020.

- **To recruit, develop and retain coaches that support the growth of the sport at all levels of the Long Term Rugby Development (LTRD).**
- **To ensure an adequate number of coach education programs are provided nationwide.**
- **To provide opportunities for further professional development for community level coaches.**

In 2016 the Rugby Canada Coach Development Workforce delivered 18 Community Initiation courses, rising from 7 in 2015. Rugby Canada Coach Development are projecting 24 courses in 2017. Also, in 2016 Rugby Canada Coach Development delivered 15 Competition Introduction Courses, rising from 11 in 2015. However, moving forward there will be a regression in Competition Introduction Courses with a projected 11 courses delivered in 2017; but an increase in Community Initiation, with the main reason being an increased focus on coaches becoming evaluated at a Competition Introduction level.

In 2015 the Rugby Canada Coach Development Workforce did not run any World Rugby Level 1 Coaching Sevens courses as the course was being re-written, with only one course being run in 2016. World Rugby nominated Canada, along with Fiji, to pilot the newly developed World Rugby Level 1 Coaching Sevens Pilot Course. It is projected that 7 of these pilot courses will be run in 2017.

Professional Development was not offered in 2015, and 2016 saw this area of Training and Education as a new venture. 33 Professional Development Workshops were facilitated in 2016.



RUGBY TRAINING, EDUCATION & DEVELOPMENT

The National Key Themes Resource was also launched in 2016. The resource was developed in consultation with National Team Coaches, Provincial Technical Staff, Community Coaches, and the Rugby Canada Staff and Board. The resource highlights four themes in the 15s game that coaches should focus on to improve the game. These themes are:

1. Run, Catch and Pass
2. Ball Out of Contact
3. Tackle Technique & Tracking
4. Breakdown & Clear Out

The resource is free of charge and is also being used as an identification tool for Provincial Players and National Age Grade Players.



MATCH OFFICIALS DEVELOPMENT

In 2015 it was identified that the coaching of Match Officials was a critical step to improving the quality of the product on the field. As a result Rugby Canada has trained 23 new Coach of Match Officials (CMO) and also provided ongoing Professional Development to more than 45 existing CMO's.

World Rugby Match Commissioner Training took place during the Canada vs. Italy game in Toronto. Six new World Rugby Match Commissioners (MC's) started their training to become fully qualified MC's by 2017. 4 of the 6 MC's are now fully certified with the remaining 2 due to be signed off by November 2017.

ROOKIE RUGBY

The Rookie Rugby program took great strides in 2016 with the introduction of the program in every province.

In order to support the delivery and marketing of the Rookie Rugby program, 6 inflatable fields were purchased. Alberta, Saskatchewan and Nova Scotia have their own designated fields and Rugby Canada has 3 other fields that can be utilized by various rugby programs. It was noted that many unions did not have the capacity to store the fields which was a factor preventing them from owning their own fields.





In September 2016 Rugby Canada hired Erin Kennedy as the dedicated administrator to develop and drive the Rookie Rugby Program.

A Rookie Rugby working group workshop was held to guide the strategic direction of the program in 2017 and beyond, as well as review new resources. Key provincial unions who had carried out some significant Rookie Rugby activity were invited to attend.

In 2016, eight out of ten Provincial Unions completed a 2017 Rookie Rugby Operational Plan.

Below are the 2016 Rookie Rugby registration numbers:

2016 Rookie Rugby Numbers		
Provinces with Rookie Rugby	10	All provinces introduced Rookie Rugby programs in 2016.
Rookie Rugby Try Participants	87,078	Participants that tried the sport of Rookie Rugby for the first time.
Rookie Rugby Registered Members	4,714	Rugby Canada minor registrations increased from 3,067 registrants in 2014.
Rookie Rugby Instructors	444	Individuals trained as Rookie Rugby Instructors in 2016.

RUGBY DEVELOPMENT ADMINISTRATIVE SUPPORT

In 2016 Rugby Canada posted and interviewed for the position of Rugby Development Administrator. Kauri Lafontaine filled the role and has been a significant asset to both the RC development staff and provincial unions. The primary role of the position is to be the first line of development admin support for all rugby administration for provincial unions and its members.

PLAYER WELFARE

In 2015 World Rugby made it clear that 2016 was going to be a year to focus on Player Welfare. As a result, a number of new minimum standards were implemented for all medical staff either working with teams or as tournament medical staff. In light of this in 2016 Rugby Canada trained 33 therapists and doctors to meet the new standards of World Rugby Level 2 Immediate Care in Rugby accreditation. RC is still very under resourced in this area and will look to increase our trained medical pool in 2017.

RUGBY CANADA PLAYSMART

In 2016 Rugby Canada launched the PlaySmart Initiative. Rugby Canada's Player Welfare Initiative aims to educate players, parents, coaches, match officials and administrators about player welfare with a focus on putting the player first in all rugby operations. The Rugby Canada PlaySmart Initiative includes annual online education around Concussion Management and how to make the game safer for everyone involved.





CAPITAL CAMPAIGN & NATIONAL TRAINING CENTRE UPDATE

Much has been said about the need to keep Canadian rugby competitive at the highest levels. A major step in that direction is the development of The Al Charron Rugby Canada National Training Centre – a focal point and world-class resource for the enhancement of high performance rugby in Canada. This landmark commitment is the most significant investment into infrastructure and high performance resources in Rugby Canada's history.

The Al Charron Rugby Canada National Training Centre will allow the athletes to train in the gym, undertake technical and tactical sessions on the turf fields, and undergo treatment and rehabilitation in the dedicated medical facility. This facility will enhance collaboration between coaches, players and personnel, and further their pursuit of excellence in each and every competition. The facilities will also be made available for use by players from within the local region as well as age grade athletes and teams from across Canada.

CAPITAL CAMPAIGN ACTIVITIES

The Capital Campaign for the Al Charron Rugby Canada National Training Centre, led by co-chairs Richard Powers and Bill Webb, has made significant strides towards its fundraising goal of approximately \$3,000,000. The Capital Campaign is the single largest capital raise ever within the Canadian rugby community. The community has responded in the initial drive to secure lead gifts providing the necessary foundation for a successful campaign. The naming rights of the facility were awarded in late 2016, to two passionate and overwhelmingly generous donors, whom came together with a purpose, motivated by a truly inspiring Canadian worthy of such recognition. The proposal to name the facility in honour of Al Charron was unanimously supported by the Rugby Canada Board of Directors. The naming of the Al Charron Rugby Canada National Training Centre is part of a comprehensive donor stewardship program and also marked the first formal naming of a physical space in Rugby Canada's history.

Prior to the announcement of the naming of the future National Training Centre, the campaign had been largely delivered in private, via a targeted donor approach. Since its naming, the campaign is now in the public domain and plans are being developed to initiate a mass campaign to reach a wider community. It will be the contributions from the grassroots community that will push the campaign closer to the goal line. The mass campaign will provide a platform for rugby enthusiasts from coast to coast to come together for a common purpose to inspire and develop a future generation of athletes. That remains a founding principle of this project.





MAJOR MILESTONES

The building project commenced in late July 2015, when the Government of Canada announced its commitment to invest in the development of a world-class high-performance rugby facility with the City of Langford in support of Rugby Canada. The Government of Canada is providing up to a maximum of \$2,935,250 matching grant towards the project under the Build Canada Fund – Major Infrastructure Component. In addition, the City of Langford has contributed \$1,000,000 in land costs and a repayable contribution of \$1,500,000. The financial contributions towards this world-class training facility by the Government of Canada and City of Langford demonstrate a commitment to supporting Canadian athletes.

On December 5th, 2016, the Government of Canada, City of Langford and Rugby Canada jointly announced the ground breaking of Rugby Canada's future high performance facility. The occasion was particularly special as Rugby Canada also unveiled the name of the future facility – The Al Charron Rugby Canada National Training Centre – in honour of the Canadian rugby icon's tireless devotion and commitment to the sport. Government officials, Rugby Canada Board members and management staff, as well as numerous community supporters and alumni celebrated the historic day. The announcement allowed Rugby Canada to show its deep appreciation to its funding partners who are making this important initiative a reality.

The next major milestone slated for the project is scheduled for late May 2017, when Infrastructure Canada will be onsite to celebrate the unofficial “half-way” point of the building construction.

BUILDING PROJECT UPDATE

It's really happening! The construction of the Al Charron Rugby Canada National Training Centre is well underway. In early November 2016, the construction officially commenced, with the site clearing and preparation for the building's foundation. Following the official ground breaking and naming announcement on December 5th, 2016, progress has been steady, highlighted by the completion of the foundation and a considerable portion of the ground floor block-wall structure in place (see photo below).





ALUMNI RELATIONS & PLAYER SUPPORT PROGRAMS

ALUMNI

The alumni continued to be invited to and attended Rugby Canada matches taking place on home soil in 2016. One complimentary ticket was gifted with the opportunity to purchase more tickets at a discounted price in order to maintain this level of attendance. Small alumni gatherings took place around the test matches in Vancouver, Calgary, and Toronto and many alumni attended the inaugural Canada Sevens in Vancouver and the Canada's Women's Sevens in Langford as well.

The alumni were also given the opportunity to purchase an Under Armour alumni golf shirt with an embroidered Rugby Canada logo, in an effort to continue to build engagement with this vital community.

Unfortunately, three male alumni members passed away in 2016. Rugby Canada and various alumni were present at all three funeral services for David Milne, John Cannon, and Norm Hadley and presented video tributes for these members on the Rugby Canada website and on the video screen at Rugby Canada events in Vancouver and Toronto.

Alumni updates, Rugby Canada events, and global rugby updates are circulated in e-mails on a monthly to bi-monthly basis bringing greater awareness to the initiatives taking place across all programs at Rugby Canada.

NATIONAL PLAYERS SUPPORT PROGRAM

This program continues to supplement gaps and deficits in funding enabling the athletes to focus attention on training and playing at the elite level. Funds are used to address the needs of team programs and players over the course of the year. In 2016, less money was raised than in previous years due to an increased focus on other Rugby Canada fundraising initiatives such as the National Training Centre Capital Campaign and the Monty Heald Fund.

MONTY HEALD NATIONAL WOMEN'S FUND

The Monty Heald National Women's Fund was developed in order to eliminate the current "pay-to-play" financial model that is required to support the National Senior Women's Fifteens program as it prepares for the 2017 Women's Rugby World Cup in Ireland. As part of the Canadian Rugby Foundation, the Monty Heald National Women's Fund is yet another opportunity for the Canadian rugby community to financially support the National Senior Women's program.





NATIONAL RECOGNITION PROGRAM

ANNUAL AWARDS PROGRAM

Our 2015 Annual Awards were once again hosted by Her Honour, Judith Guichon, Lieutenant Governor of British Columbia on April 15, 2016 at Government House in Victoria. Over 250, guests along with Her Honour, celebrated the year's Annual Award recipients for their outstanding contributions to the growth and development of rugby in Canada. The award recipients, recognized for their contribution for 2015 were:

Player of the Year, Men's Sevens
Player of the Year, Women's Sevens
Player of the Year, Men's Fifteens
Player of the Year, Women's Fifteens
Young Player of the Year, Male
Young Player of the Year, Female
Coach of the Year, Male
Coach of the Year, Female
Match Official of the Year
Volunteer of the Year
Provincial Union Award
NSM15 "Canadian Shield" Player of the Year
NSW15 Gillian Florence Player of the Year

John Moonlight
Karen Paquin
DTH van der Merwe
Laura Russell
Matt Tierney
Caroline Crossley
Graeme Moffat
Anna Wray
Rose La Breche
Rick Romsa
Rugby Alberta
DTH van der Merwe & Jamie Cudmore
Barbara Mervin





FUND DEVELOPMENT

Rugby Canada's Fund Development Program kicked off the year with an exclusive opportunity to attend a Toronto Raptors game in a private suite with Michael Cheika who was in town to present at Rugby Canada's Conference in January.

Our Annual Toronto and Victoria Players Championship Golf Tournaments were held in 2016 and the exclusive golf outing at Redtail Golf Course in Port Stanley, Ontario returned for its third year. All three tournaments combined to raise \$200,000.

Rugby Canada partnered with Queens, Western and Bishops Universities once again on the Rugby Regale with proceeds benefiting the rugby programs for each of the participating organizations.

We continued to support the Canadian Rugby Foundation's Hong Kong 7s Luncheon and incorporated some activations with local sponsors Maxwells Clothiers Limited and Sun Life Financial. The Foundation allocated \$30,000.00 from the luncheon to support our National Sevens Program. A second overseas fundraiser was held to bring Canadians together in conjunction with the London Sevens.

Online fundraising for rugby programs and tours were facilitated for the National Teams as well as Provincial Union programs through Rugby Canada. Over \$37,000 in donations were received to support the athletes.

The year closed with an online auction with exclusive items such as a Women's Sevens Bronze Medal team signed jersey and other rugby memorabilia from our 2016 rugby season.





COMMUNICATIONS

Rugby Canada continued to advance in Media Relations/Public Relations in 2016, with nearly 6,000 media hits throughout 2016 in television, print, radio and other forms of media. Last year saw Rugby Canada host over 20 successful Media/PR events including press conferences, team announcements, ticket launches, Mayoral visits, our inaugural National Rugby Conference and other key media opportunities across the country.

Our Social Media platforms, with a following of almost 200,000 across all channels, continue to be one of the national leaders in digital and written content, boasting a 3rd largest social media following amongst Canadian National Sport Organizations (only trailing Hockey Canada & Soccer Canada).

RUGBY CANADA WEBSITES

Growth continues to be the trend with Rugby Canada websites, primarily rugbycanada.ca of which maintains its status as the gateway for all Rugby information. In 2016, the Summer Olympic Games in Rio de Janeiro presented a tremendous opportunity to drive online engagement and direct access for new rugby fans. The development of TryRugby.ca allowed Rugby Canada to drive all new and engaged fans to one specific location for all sport information including rules, athlete information and 2016 Summer Olympic Games schedule. This great opportunity resulted in a successful increase in visitors to the members.rugbycanada.ca site with TryRugby.ca resulting in an increase of 16% of the new visitors to our member's site. With the launch of a new site in 2017, presenting many more opportunities to engage the rugby community and the larger sports fan, we can expect another successful year in growth in website traffic.



2,000,000
annual website views

TELEVISION BROADCAST

With the National Women's Sevens team competing in the 2016 Summer Olympic Games in Rio de Janeiro, August was an extremely busy month for Rugby Canada media coverage. In total, the month registered 2,239 media hits and the coverage reached a potential audience of 312.9 million people. 2016 also presented another great opportunity to expand our broadcast partnerships as CBC hosted our November Tour match vs. Ireland (November 12, Aviva Stadium, Dublin, Ireland) that drew a total audience number of 89,000 peaking at 147,000 at one point of the broadcast. As a comparison, the #RISEAsOne June Summer Series match vs. Japan (June 11, BC Place, Vancouver, BC) drew a total audience of 150,000.





SOCIAL MEDIA

- Rugby Canada continues to be national leader across all social media platforms, while maintaining the third largest following for a National Sport Organization.
- On Facebook, 2016 was an exciting year with Rugby Canada beginning to use “Facebook LIVE” to livestream events and promote upcoming test matches. Posts reached 51,000,000 views in 2016.
- On Twitter, Rugby Canada reached 28,100,000 views throughout 2016.
- On Instagram, Rugby Canada reached 18,000,000 views throughout 2016 and gained more than 12,500 new followers.
- On YouTube, Rugby Canada uploaded 240 videos in 2016. Rugby Canada began using a service called Send to News, which embeds the Rugby Canada video player in over 100 media outlets’ websites across Canada and allows reporters to use this footage on their news broadcasts. With this service over 100 stories were picked up by National News reporters (CBC, TSN, Sportsnet, CTV, etc.).
- On Snapchat, Rugby Canada continues to be an active user providing over 20 “Take Overs” with National Team athletes and comprehensive video throughout major events in Canada. In 2016 Rugby Canada follow base grew to over 5,000.





MERCHANDISE AND NATIONAL TEAM KIT

2016 was an exciting year for the Merchandise Department. As a whole, the department maintained revenue goals for many initiatives and had a number of significant highlights. Staff successfully managed and maintained relationships with over 17 apparel suppliers.

- **The HSBC Canada 7s Vancouver**

This inaugural event was a great success for Rugby Canada, surpassing and doubling budgetary goals. Merchandise per capita was \$4.56 (over 2 days) based on in stadium attendance of 61,000.

- **The HSBC Canada Women's 7s Langford**

For the second year in a row this event was a success for Rugby Canada, hitting budgetary expectations. Merchandise per capita was \$5.05 (over 2 days) based on in stadium attendance of 5,550.

- **International Summer Series**

The industry average of merchandise sold at a sporting event per attendee is approximately \$3.50. All of our international matches during the June Summer Series surpassed the industry standard.

vs. Japan: \$3.68 Per Capita in Vancouver, BC

vs. Russia: \$8.23 Per Capita in Calgary, AB

vs. Italy: \$4.68 Per Capita in Toronto, ON

- **Online Store**

The Online Store maintained budgetary goals for the 2016 holiday season. Picking, packing and shipping over 1,100 online purchase orders from November 1st – December 31st.

- **National Team Kit**

The Merchandise Department is responsible for all National Team Apparel and equipment for all Rugby Canada programs. Over 80 Team Uniform Orders were processed and managed through the Merchandise Department, from 19 national teams and programs. Which is a 30% increase in activity from 2015 to 2016. The Merchandise Department assisted and provided custom Olympic on field uniforms for Canada's Women's Rugby Sevens Team for the inaugural Rugby Sevens Olympic event at the 2016 Summer Olympic Games. Canada made history, claiming the bronze medal.

- **Rookie Rugby**

In 2015, Rugby Canada introduced Rookie Rugby. In the second year the program increased by 50% in its total Rookie Rugby kits ordered. All kits that were ordered were picked, packed and shipped to clubs across the country.





EVENTS & COMPETITIONS

In 2016 the event calendar was very top heavy with majority of the events and competitions taking place in the first 6 months of the year. This made for a very busy and exciting time, and allowed the event department to get ahead on some much needed planning and strategizing for 2017 and beyond in the second part of the year. With all eyes focused on the debut of Rugby Sevens at the 2016 Summer Olympic Games in Rio de Janeiro, the introduction of the Canada Sevens and a National age grade sevens competition, 2016 was an exciting year across the board.

The following are key highlights from the 2016 events and competitions season:

- The Inaugural Canada Sevens tournament in Vancouver was a roaring success, hosting 16 of the world's best men's sevens teams and welcoming more than 60,000 fans to BC Place and the City of Vancouver. Rugby Canada's event department worked closely with a new team of staff at Canada Sevens to plan and deliver this momentous event.
- After receiving confirmation of its home fixtures for the new Americas Rugby Championship (ARC) only six weeks out from the first match, the event department kicked into overdrive to ensure quality hosting of two international men's matches versus Uruguay and Brazil, and six curtain raiser club matches. Over 3,200 fans on Vancouver Island enjoyed two weekends packed with great rugby and an enjoyable atmosphere.
- Rugby Canada also hosted its inaugural Canadian Rugby Sevens U18 Championships alongside the Canada Sevens, in the neighbouring City of Burnaby. This tournament saw 8 men's teams and 7 women's teams making up 226 participants compete over two days at Burnaby Lake Rugby Club. The Cup Championship fixtures for both the U18 Men and U18 Women were held at BC Place during the first break on day 1 of the Canada Sevens.
- The National University Sevens Championship was also moved from its traditional location at Westhills Stadium in Langford to coincide with the Canada Sevens, with the tournament being played in Burnaby. Despite seeing an 8% increase in participation in 2016 over 2015 there was mixed reaction to the event moving from Westhills Stadium. After polling participating teams post tournament the decision was made to move it back to Langford after the Canada Sevens for 2017.
- Canada Women's Sevens maintained its reputation of being one of the top spots on the World Rugby Women's Sevens Series circuit, based on a World Rugby survey of the participating teams conducted at the end of the 2015-2016 season.
- Canada vs. Japan men's international test match was a historic moment, as it marked the first fifteens rugby match to take place at BC Place stadium in Vancouver. While attendance for the event did not meet the event department expectations, hosting rugby in another world-class venue elevates and legitimizes the status of the sport of rugby in the eyes of the casual sports fans and observers. Hosting in quality venues wherever possible is a step in the right direction to making rugby mainstream in Canada.
- Men's international rugby returned to Calgary for the first time in over a decade. The event was an overwhelming success as Calgary Rugby Park packed in more than 5,400 fans to watch Canada's men beat Russia in convincing fashion.
- A Request for Proposal (RFP) document and bidding process for the hosting rights for two of Rugby Canada's 2016 summer internationals was developed and implemented. This process saw the awarding of the Canada vs. Georgia and the Canada vs. Romania fixtures to the City of Calgary and the City of Edmonton respectively. There are a number of positives to take away from this bid process, as well as a number of learnings. Using an RFP bidding process to award hosting for Tier II fixtures will be evaluated in 2017.
- The return of the Canadian Rugby Championship U18s and U16s (formerly the National Championship Festival) was another highlight of 2016. With the addition of the Senior Women's division (formerly NWL) to the Championship, the tournament saw 840 participants and 24 teams come through and compete at Fletcher's Fields.





- Rugby Canada’s events provided a unique opportunity to reach youth and aspiring rugby players, coaches and officials through specialized clinics, courses and workshops as well as through special National Team appearances and ancillary events.
- Rugby Canada’s redemption rate (tickets out in circulation vs. tickets scanned in at the event) continues to impress with an average of 92% of tickets distributed translating into “bums in seats”. This speaks to the passionate and devoted community of rugby fans in Canada.
- Rugby Canada’s Senior Manager, Events and Director, Rugby Development both had seats at the table with World Rugby and other groups and unions from around the world to discuss the implications of World Rugby’s Regulation 22 and the use of artificial turf surfaces in rugby (and other contact sports). This is important moving forward as Rugby Canada works to put together its own advisory committee to review the standards and use of artificial turf and Regulation 22, putting player safety above all other priorities. This has also allowed Rugby Canada senior staff to assist venues and sub-unions wherever possible on ensuring their playing surfaces conform to Regulation 22.
- In 2016 Rugby Canada returned to Fletcher’s Fields with its two marquee fifteens National Competitions the CRC U19 Men / U20 Women and the CRC Sr. Women / U18 Men & Women / U16 Men & Women. While there is still challenges with the venue that need to be addressed, particularly in terms of pitch quality and maintenance, it is a positive to have repaired the relationship with the venue.
- After a year’s hiatus the 2016 fifteens competitions once again saw a strong turn out in participation with over 1,000 participants across Sr. Women, U20 Women, U19 Men, U18 Women, U18 Men, U16 Women and U16 Men. Additionally, a new regional format for the U18 divisions was trialed.
- The event department is looking forward to another exciting year in 2017 with another full calendar of events and competitions.



2016 NATIONAL COMPETITION RESULTS

2016 COMPETITIONS	DATES	LOCATION	VENUE	PARTICIPANTS
Canadian Rugby 7s U18 Championship	March 10 – 11	Burnaby, BC	Burnaby Lake RFC	226
National Invitational University 7s	March 11 – 12	Burnaby, BC	Burnaby Lake RFC	420
Canadian Rugby Championship (U19 Men & U20 Women)	July 13 – 19	Markham, ON	Fletcher’s Fields	260
Canadian Rugby Championships (Senior Women)	August 15 – 21	Markham, ON	Fletcher’s Fields	145
Canadian Rugby Championships (U18 Men & Women)	August 15 – 21	Markham, ON	Fletcher’s Fields	292
Canadian Rugby Championships (U16 Men & Women)	August 15 – 21	Markham, ON	Fletcher’s Fields	403
Canadian Rugby Championships (Senior Men)	Various	Various	Various	n/a



2016 NATIONAL COMPETITION RESULTS

2016 EVENTS	DATES	LOCATION	VENUE	ATTENDANCE
Americas Rugby Championship: NSM15 v. Uruguay	February 6	Langford, BC	Westhills Stadium	1,390
Americas Rugby Championship: NSM15 v. Brazil	February 20	Langford, BC	Westhills Stadium	1,865
Canada Sevens (HSBC World Rugby Sevens Series)	March 12-13	Vancouver, BC	BC Place	60,418
Canada Women's Sevens (World Rugby Women's Sevens Series)	April 16 – 17	Langford, BC	Westhills Stadium	5,550
NSM15 v. Japan	June 11	Vancouver, BC	BC Place	10,249
NSM15 v. Russia	June 18	Calgary, AB	Calgary Rugby Park	5,449
NSM15 v. Italy	June 26	Toronto, ON	BMO Field	13,125

2016 CANADIAN RUGBY CHAMPIONSHIP SENIOR WOMEN

Date	Location	Home	Score	Away
Aug 16	Markham, ON	Wolfpack	15-17	Ontario
Aug 16	Markham, ON	Quebec	50-0	Nova Scotia
Aug 17	Markham, ON	British Columbia	22-12	Quebec
Aug 18	Markham, ON	Wolfpack	33-6	Nova Scotia
Aug 18	Markham, ON	Ontario	26-15	British Columbia
Aug 19	Markham, ON	Nova Scotia	7-45	British Columbia
Aug 19	Markham, ON	Quebec	46-24	Ontario
Aug 20	Markham, ON	Quebec	24-5	Wolfpack
Aug 21	Markham, ON	British Columbia	35-10	Wolfpack
Aug 21	Markham, ON	Nova Scotia	0-51	Ontario

2016 CANADIAN RUGBY CHAMPIONSHIP SENIOR MEN

Date	Location	Home	Score	Away
June 4	Burlington, ON	Ontario	12-22	Atlantic Rock
July 2	Calgary, AB	Wolfpack	27-21	British Columbia
July 2	St. John's, NL	Atlantic Rock	13-24	Ontario
July 9	Victoria, BC	British Columbia	17-25	Wolfpack
July 21	St. John's, NL	Atlantic Rock	20-6	British Columbia
July 21	Markham, ON	Ontario	18-0	Wolfpack
July 24	St. John's, NL	Atlantic Rock	20-21	Wolfpack
July 24	Markham, ON	Ontario	50-21	British Columbia



2016 CANADIAN RUGBY CHAMPIONSHIP U19 MEN

Date	Location	Home	Score	Away
July 14	Markham, ON	Ontario	29-25	Wolfpack
July 14	Markham, ON	Atlantic Rock	36-7	Voyageurs
July 15	Markham, ON	British Columbia	25-15	Voyageurs
July 16	Markham, ON	Atlantic Rock	7-62	Wolfpack
July 16	Markham, ON	Ontario	10-19	British Columbia
July 17	Markham, ON	British Columbia	36-15	Atlantic Rock
July 17	Markham, ON	Ontario	36-31	Voyageurs
July 18	Markham, ON	Wolfpack	50-10	Voyageurs
July 19	Markham, ON	Wolfpack	10-31	British Columbia
July 19	Markham, ON	Ontario	39-10	Atlantic Rock

2016 CANADIAN RUGBY CHAMPIONSHIP U20 WOMEN

Date	Location	Home	Score	Away	Round
July 14	Markham, ON	Wolfpack	19-10	Nova Scotia	Round Robin
July 14	Markham, ON	British Columbia	5-60	Ontario	Round Robin
July 15	Markham, ON	Nova Scotia	14-24	Ontario	Round Robin
July 15	Markham, ON	Wolfpack	29-12	British Columbia	Round Robin
July 16	Markham, ON	Nova Scotia	17-10	British Columbia	Round Robin
July 16	Markham, ON	Wolfpack	7-36	Ontario	Round Robin
July 18	Markham, ON	British Columbia	10-46	Ontario	Semi Final
July 18	Markham, ON	Wolfpack	17-12	Nova Scotia	Semi Final
July 19	Markham, ON	British Columbia	15-22	Nova Scotia	Bonze Medal
July 19	Markham, ON	Wolfpack	0-42	Ontario	Final

2016 CANADIAN RUGBY CHAMPIONSHIP U18 MEN

Date	Location	Home	Score	Away
Aug 16	Markham, ON	British Columbia	34-0	Wolfpack
Aug 16	Markham, ON	Atlantic Rock	0-47	Ontario
Aug 17	Markham, ON	British Columbia	62-3	Quebec
Aug 18	Markham, ON	Ontario	41-0	Quebec
Aug 18	Markham, ON	Atlantic Rock	0-48	Wolfpack
Aug 19	Markham, ON	Ontario	8-10	British Columbia
Aug 19	Markham, ON	Wolfpack	24-12	Quebec
Aug 20	Markham, ON	British Columbia	57-7	Atlantic Rock
Aug 21	Markham, ON	Wolfpack	16-17	Ontario
Aug 21	Markham, ON	Wolfpack	20-20	Atlantic Rock



2016 CANADIAN RUGBY CHAMPIONSHIP U16 MEN

Date	Location	Home	Score	Away	Round
Aug 16	Markham, ON	Alberta	10-15	British Columbia 1	Round Robin
Aug 16	Markham, ON	British Columbia 2	17-10	Quebec	Round Robin
Aug 16	Markham, ON	Ontario 1	10-3	British Columbia 3	Round Robin
Aug 16	Markham, ON	Ontario 2	5-5	Manitoba	Round Robin
Aug 16	Markham, ON	Newfoundland	34-3	New Brunswick	Round Robin
Aug 16	Markham, ON	Quebec	19-0	Ontario 2	Round Robin
Aug 16	Markham, ON	Manitoba	0-88	Newfoundland	Round Robin
Aug 16	Markham, ON	Alberta	17-26	Ontario 1	Round Robin
Aug 16	Markham, ON	New Brunswick	5-17	British Columbia 3	Round Robin
Aug 16	Markham, ON	British Columbia 1	26-7	British Columbia 2	Round Robin
Aug 17	Markham, ON	Ontario 2	10-8	New Brunswick	Round Robin
Aug 17	Markham, ON	British Columbia 2	5-12	Alberta	Round Robin
Aug 17	Markham, ON	Newfoundland	29-0	Quebec	Round Robin
Aug 17	Markham, ON	British Columbia 1	5-19	Ontario 1	Round Robin
Aug 17	Markham, ON	British Columbia 3	36-3	Manitoba	Round Robin
Aug 19	Markham, ON	British Columbia 2	12-50	Newfoundland	Cup QF
Aug 19	Markham, ON	Alberta	47-3	British Columbia 3	Cup QF
Aug 19	Markham, ON	New Brunswick	17-22	Ontario 2	Bowl SF
Aug 19	Markham, ON	Manitoba	0-45	Quebec	Bowl SF
Aug 20	Markham, ON	British Columbia 1	22-19	Newfoundland	Cup SF
Aug 20	Markham, ON	Ontario 1	14-19	Alberta	Cup SF
Aug 21	Markham, ON	New Brunswick	7-10	Manitoba	Shield Final
Aug 21	Markham, ON	British Columbia 2	29-3	British Columbia 3	Plate Final
Aug 21	Markham, ON	Newfoundland	19-46	Ontario 1	Bronze Medal
Aug 21	Markham, ON	Quebec	5-0	Ontario 2	Bowl Final
Aug 21	Markham, ON	British Columbia 1	31-24	Alberta	Cup Final



2016 CANADIAN RUGBY CHAMPIONSHIP U18 WOMEN

Date	Location	Home	Score	Away
Aug 16	Markham, ON	Ontario	12-31	Wolfpack
Aug 16	Markham, ON	Quebec	0-42	British Columbia
Aug 17	Markham, ON	Nova Scotia	0-45	Wolfpack
Aug 18	Markham, ON	Quebec	3-32	Ontario
Aug 18	Markham, ON	Nova Scotia	14-56	British Columbia
Aug 19	Markham, ON	Wolfpack	58-3	Quebec
Aug 19	Markham, ON	Ontario	24-20	British Columbia
Aug 20	Markham, ON	Ontario	33-7	Nova Scotia
Aug 21	Markham, ON	Quebec	18-29	Nova Scotia
Aug 21	Markham, ON	Wolfpack	5-8	British Columbia

2016 CANADIAN RUGBY CHAMPIONSHIP U16 WOMEN

Date	Location	Home	Score	Away	Round
Aug 16	Markham, ON	Alberta	10-44	British Columbia	Round Robin
Aug 16	Markham, ON	Ontario	87-0	New Brunswick	Round Robin
Aug 17	Markham, ON	Alberta	80-5	New Brunswick	Round Robin
Aug 17	Markham, ON	Ontario	19-34	British Columbia	Round Robin
Aug 18	Markham, ON	New Brunswick	0-89	British Columbia	Round Robin
Aug 18	Markham, ON	Ontario	24-20	Alberta	Round Robin
Aug 20	Markham, ON	Ontario	22-15	Alberta	Semi Final
Aug 20	Markham, ON	British Columbia	94-0	New Brunswick	Semi Final
Aug 21	Markham, ON	New Brunswick	0-66	Alberta	Bronze
Aug 21	Markham, ON	Ontario	17-10	British Columbia	Final

ADDITIONAL 2016 NATIONAL CHAMPIONSHIP RESULTS

National University Sevens Rugby Championship www.canadianuniversity7s.com
 Canadian Rugby Sevens U18 Championship www.canadianuniversity7s.com



OPERATIONS & MEMBER RELATIONS

In 2016, the Operations and Member Relations Department experienced a number of integral changes. While many of the changes within the department were positive, and bring future promise, the reality is that there were a number of changes that were the result of fundamental technological issues that occurred throughout the year.

MEMBER MANAGEMENT & REGISTRATION

The National Rugby Registration System, also referred to as Member Management, started 2016 off on the right foot, by collecting dues earlier in the year than ever before. Rugby Canada and the Provincial Union's had a year under their belt with the SportNgin platform and were able to ensure that the member clubs had access to taking registrations as early as January 15th.

There were a number of minor improvements that were made to the 2015 Registration System, which included the introduction to the "Gateway Admin" who would manage the Upgrade, Transfer and Add Membership processes within the system, and changes to how member and order information was displayed. Ultimately, a number of issues that transpired from the 2015 season were not resolved and continued to be a burden to the various stakeholders throughout the 2016 season.

At the Fiscal 2015 AGM a decision was made by Rugby Canada and the Member Management Advisory Group to execute a tender process in order to determine the future direction of the Member Management program. It was decided through a comprehensive RFP process that Rugby Canada and the Provincial Unions would transition away from the SportNgin platform and to another platform to begin the 2018 season. Sport LoMo, an online cloud based software company was chosen to be the successful vendor, and preliminary conversations regarding implementation were conducted at the tail end of 2016.

Even through the various technology struggles, Rugby Canada experienced a material growth in participation again in 2016, due to the success of the Rookie Rugby program and from the exposure of rugby sevens at the 2016 Summer Olympic Games in Rio. Rugby Canada's membership grew 3.6 % from 2015 to 2016 and fell just short of the 29,000-member mark. The minor category alone grew by approximately 700 members as nine of the ten provinces increased registration in this particular age category. This is a positive reflection of the investments being made across the Canadian rugby community. Rugby Canada's member registration numbers have experienced a 19% increase since 2010, and continue to grow slowly year over year; however, the minor, recreational and university categories are still relatively untapped markets. In order to expand the participation base and "grow the game" to the 30,000 member strategic goal, Rugby Canada will need to re-strategize and re-think how Member Management is conducted.

INSURANCE

In 2016, Rugby Canada confirmed its Broker of Record through an exhaustive tender process, selecting Marsh Canada Ltd. to continue providing exceptional service to the National Insurance Program. Marsh's experience managing Rugby Canada's insurance program for over seven years brings vast knowledge of Rugby Canada's needs as a growing sport in Canada, as well the complexities of providing coverage to the Canadian rugby community.

At the last renewal Marsh successfully marketed the Directors' & Officers' Liability coverage after non-renewal of coverage by the prior underwriter. There has been growing concern throughout the insurance marketplace about concussions and head injuries, leaving very few insurers willing to underwrite this area of risk. Rugby Canada's PlaySmart program is a vital resource that will ensure an immediate and long-term approach to player welfare and safe sport education. It is anticipated this will have a real impact on future risk management.

In conjunction with Marsh, Rugby Canada undertook a risk assessment of the Accidental Death & Dismemberment and Travel Accident programs. This review reiterated the vast level of coverage that currently exists under both policies, while also uncovering some areas of coverage that have since been improved. All this being said, Rugby Canada is very pleased with the level of coverage in place and will continue to bring the greatest value to the membership via the National Insurance program.



2015 MEMBERSHIP REGISTRATIONS BY CATEGORY

Union	Minor	Junior	Senior	Other	Visitor	Grand Total
AB	749	1,352	2,118	320	476	5,015
BC	927	1,170	2,953	750	231	6,031
MB	36	72	461	3	124	696
NB	18	35	396	4	72	525
NL	53	124	146	-	43	366
NS	71	81	675	97	88	1,012
ON	1,963	3,787	3,751	863	757	11,121
PEI	23	63	75	1	5	167
PQ	318	639	1,573	56	165	2,751
SK	556	65	501	6	109	1,237
RC	-	2	16	7	20	45
Total	4,714	7,390	12,665	2,107	2,090	28,966

Notes:

1. Rugby Canada Memberships are based on paying members processed through the National Rugby Registration System
2. Other = Masters, Rec, University, Pre-Season, Offseason, Medical & Managers
3. Senior = Senior Players, Coaches, Match Officials
4. "RC" members include National Team athletes not associated with any Club / Provincial Union.





Statement of Financial Position

December 31	2016	2015
ASSETS		
Current		
Cash	\$ 294,673	\$ 135,447
Cash - Restricted	327,230	268,457.0
Temporary investments	170,792	170,792
Accounts receivable	633,887	605,305
Grants receivable	279,190	319,449
Inventories	397,429	574,415
Prepaid expenses	203,829	206,045
Deposit	100,000	
	<hr/>	<hr/>
	2,407,030	2,279,910
Investments in controlled organizations	284,531	300
Tangible capital assets and leased tangible capital assets	405,845	453,383
	<hr/>	<hr/>
Due from controlled organizations	312,448	58,635
	<hr/>	<hr/>
	\$ 3,409,854	\$ 2,792,228



LIABILITIES AND NET ASSETS

Current

Bank overdraft and line of credit	\$ 115,836	\$ 271,609
Accounts payable & accrued liabilities	1,234,178	1,169,187
Deferred fees and contributions	2,299,068	1,680,460
Current portion of obligations under capital lease	-	16,627
	<hr/>	<hr/>
	3,649,082	3,137,883

Due to controlled organizations	69,783	2,937
Deferred lease inducement	110,645	124,476
	<hr/>	<hr/>
	3,829,510	3,265,296

Net Assets

Internally restricted	18,721	202,635
Unrestricted deficiency	(438,377)	(675,703)
	<hr/>	<hr/>
	(419,656)	(473,068)
	<hr/>	<hr/>
	\$ 3,409,854	\$ 2,792,228



Statement of Operations

For the year ended December 31

2016

2015

Revenues

External Funding

World Rugby Limited	\$ 2,122,719	\$3,699,454
Sport Canada	2,965,999	2,992,509

Membership

National insurance	701,124	868,738
National registration	952,546	862,176

Rugby Canada

Sponsorships	1,609,175	1,444,866
Fundraising	329,541	504,323
Donations	729,856	1,365,543
Domestic competitions	301,912	114,251
International events	1,311,131	1,845,326
National teams	1,897,341	1,590,919
Development - Coaching & refereeing	156,856	110,817
Sales of merchandise	715,540	585,580
Rebate	24,946	128,000
Other income	209,858	106,639

Other

Revenue from controlled organizations	1,120,867	---
	15,149,411	16,219,141



Expenses

Accounting, legal and professional fees	160,765	441,683
Amortization of tangible capital assets and leased tangible capital assets	114,614	107,718
Bad debts	26,073	1,250
Board of directors and planning meetings	220,187	316,210
Domestic competitions	591,525	389,187
Donations	470,066	933,033
Exchange (gain) loss	18,320	159,330
Fundraising	166,621	293,525
High Performance Centre	140,057	10,975
International events	1,210,887	2,779,947
National insurance	806,646	688,487
National office and general administration	897,671	1,011,319
National registration	15,135	5,773
National teams	7,018,037	6,656,747
Marketing	462,508	670,667
Program development	621,756	364,283
Purchase of merchandise items	399,445	254,556
Short-term interest, bank charges and exchange rate	130,337	46,515
Staff salaries, benefits and commissions	1,625,349	1,358,899
	15,095,999	16,171,444
Excess of revenues over expenses	53,412	47,697



Statement of Changes in Net Deficiency

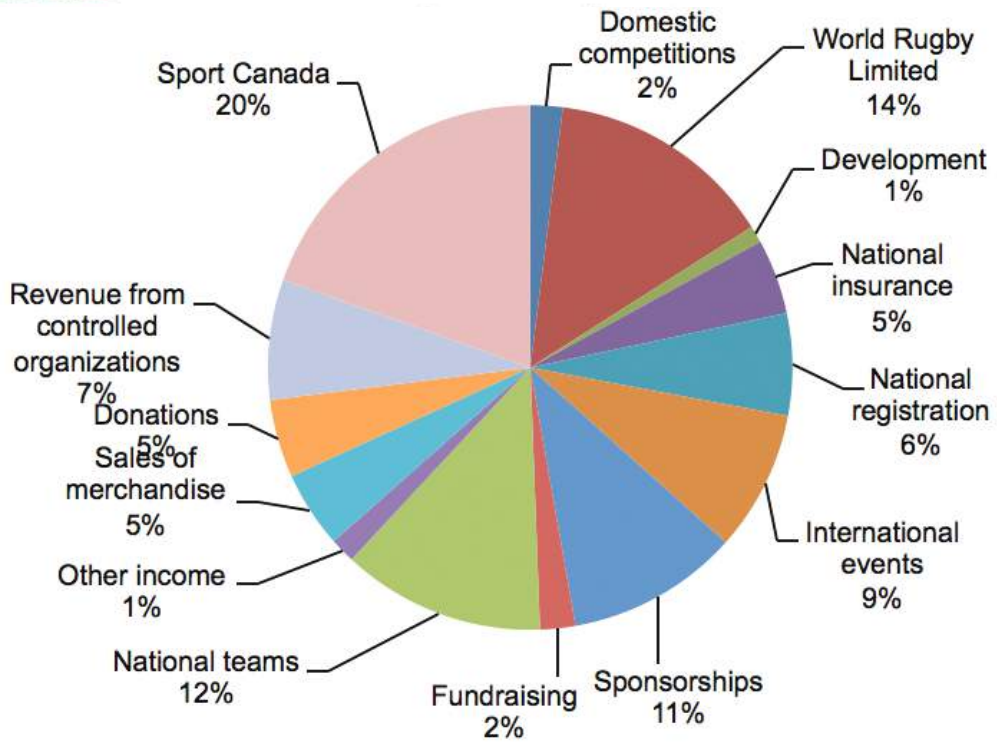
For the year ended December 31	Unrestricted	Internally Restricted	2016	2015
Balance, beginning of the year	(675,703)	202,635	(473,068)	(520,765)
Excess (deficiency) of revenues over expenses	237,326	(183,914)	53,412	47,697
Balance, end of the year	(438,377)	18,721	(419,656)	(473,068)

Source of Funds

Category	Amount	Percentage
Domestic competitions	301,912	2%
World Rugby Limited	2,122,719	14%
Development	156,856	1%
National insurance	701,124	5%
National registration	952,546	6%
International events	1,311,131	9%
Sponsorships	1,609,175	11%
Fundraising	329,541	2%
National teams	1,897,341	13%
Other income	234,804	2%
Sales of merchandise	715,540	5%
Donations	729,856	5%
Revenue from controlled organizations	1,120,867	7%
Sport Canada	2,965,999	20%
Total	\$ 15,149,411	



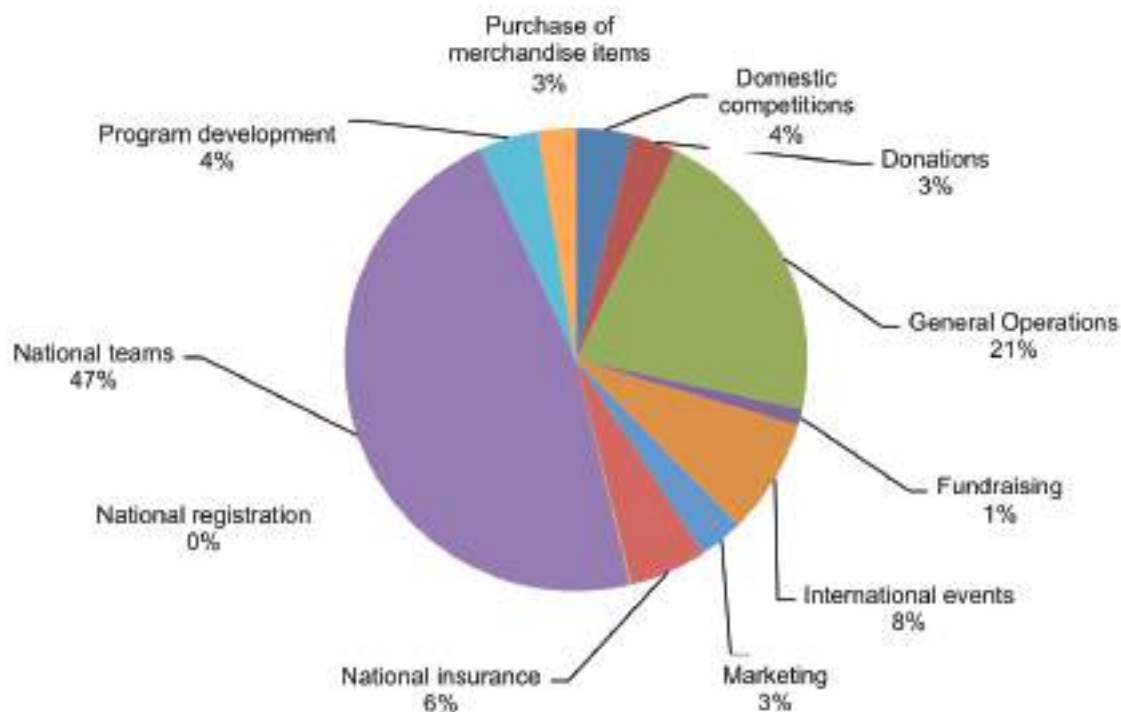
Source of Funds





Use of Funds

Category	Amount	Percentage
Domestic competitions	591,525	4%
Donations	470,066	3%
General Operations	3,193,316	21%
Fundraising	166,621	1%
High Performance Centre	140,057	1%
International events	1,210,887	8%
Marketing	462,508	3%
National insurance	806,646	5%
National registration	15,135	0.1%
National teams	7,018,037	46%
Program development	621,756	4%
Purchase of merchandise items	399,445	3%
Total	\$ 15,095,999	





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- Gowling WLG
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PROVINCIAL UNIONS







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