

RUGBY ONTARIO OPERATIONAL PLAN 2020

Approved: January 12, 2020



VISION AND MISSION STATEMENT

VISION

Lead the sport of rugby in Ontario into a new era of growth through increased participation, community involvement, sound administration and successful player development

MISSION

To establish a stronger identity for rugby in Ontario by promoting the sport's core values and by fostering a culture of inclusiveness and excellence on and off the field of play



STRATEGIC FRAMEWORK: PILLARS

A vertical blue-tinted image showing a group of young boys in blue and white rugby gear, some wearing caps, standing together.

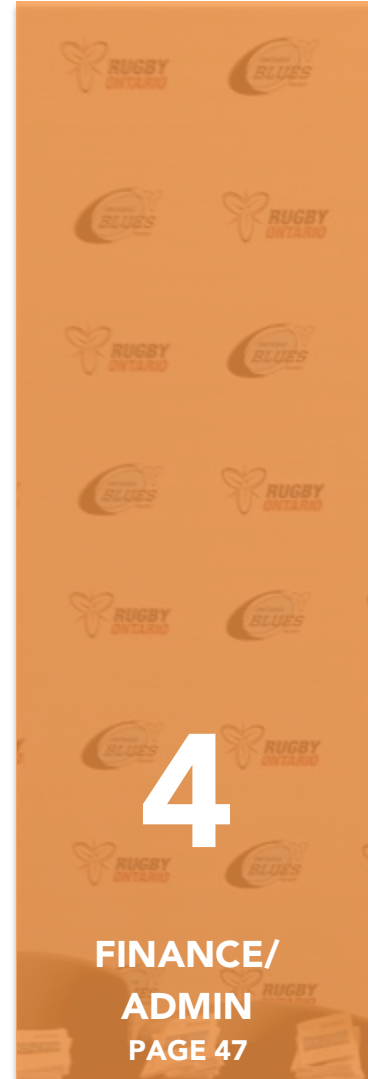
1
**COMMUNITY
RUGBY**
PAGE 4

A vertical red-tinted image showing a rugby player in a dark jersey jumping high to catch a ball during a scrum.

2
**HIGH
PERFORMANCE**
PAGE 17

A vertical green-tinted image showing a stylized green leaf graphic on a textured background.

3
COMMERCIAL
PAGE 38

A vertical orange-tinted image with a repeating pattern of the Rugby Ontario and Blues logos.

4
**FINANCE/
ADMIN**
PAGE 47

A vertical purple-tinted image showing a group of people, including a woman in sunglasses, looking towards the camera.

5
GOVERNANCE
PAGE 53

PILLAR 1: COMMUNITY RUGBY

VISION: Grow participation in partnership with all stakeholders in Ontario

COMMUNITY RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2019 TARGETS	2019 ACTUALS TO 31 DECEMBER	2020 TARGETS
Coach Development	<ul style="list-style-type: none"> Ensure that Ontario coaches are properly registered and completed Rugby Canada's PlaySmart initiative (Develop database to establish a baseline of all coaches across Ontario). Recruit, develop and retain coaches that will support the growth of rugby. 	<ul style="list-style-type: none"> Increase number of registered Coaches by 20% by 2020 	Coach Coordinator	<ul style="list-style-type: none"> 420 coaches registered with RC and RO by Dec 	<ul style="list-style-type: none"> 576 coaches registered with RC and RO as of December 31 	<ul style="list-style-type: none"> 570 coaches registered with RC and RO by Dec
	<ul style="list-style-type: none"> Implementation of an adequate amount of coach education clinics through a targeted and strategic approach. 		Coach Coordinator	<ul style="list-style-type: none"> 12 NCCP Community Initiation/World Rugby Level 1 courses conducted by Oct 	<ul style="list-style-type: none"> 17 NCCP Community Initiation/World Rugby Level 1 courses scheduled 	<ul style="list-style-type: none"> 14 NCCP Community Initiation/World Rugby Level 1 courses conducted by Oct

				<ul style="list-style-type: none"> 4 NCCP Comp Intro/World Rugby Level 2 courses conducted by Oct 	<ul style="list-style-type: none"> 3 NCCP Comp Intro/World Rugby Level 2 courses scheduled 	<ul style="list-style-type: none"> 5 NCCP Comp Intro/World Rugby Level 2 courses conducted by Oct
	<ul style="list-style-type: none"> Provide Professional Development across the province that will assist in the development of coaches (club, school and Post-Secondary Education Associations). 		Coach Coordinator	<ul style="list-style-type: none"> 6 Professional Development Sessions conducted by Dec 	<ul style="list-style-type: none"> 6 PD sessions (Coaching the Female Athlete Conference, TRI Unified Rugby Enabler Workshop, 3 Intro to tackle Workshops, Injury Prevention Workshop) 	<ul style="list-style-type: none"> 6 Professional Development Sessions conducted by Dec
	<ul style="list-style-type: none"> Provide 7s specific coach education programs. 		Coach Coordinator	<ul style="list-style-type: none"> 2 World Rugby Coaching Sevens Level 1 conducted by Nov 	<ul style="list-style-type: none"> 3 World Rugby Coaching Sevens Level 1 courses scheduled, all cancelled due to low registration numbers 	<ul style="list-style-type: none"> 2 World Rugby Coaching Sevens Level 1 courses conducted by Nov
Match Official Development	<ul style="list-style-type: none"> Ensure that Ontario match officials are properly registered and completed Rugby Canada's PlaySmart initiative (Establish 	<ul style="list-style-type: none"> Increase number of registered Match Officials by 20% in 2020 	Match Official Coordinator	<ul style="list-style-type: none"> 220 match officials registered with RC and RO by Dec 	<ul style="list-style-type: none"> 210 match officials registered with RC and RO as of December 31. 	<ul style="list-style-type: none"> 225 match officials registered with RC and RO by Dec 2020

	<p>database of all match officials across Ontario).</p> <ul style="list-style-type: none"> Recruit, develop and retain match officials that will support the growth of all forms of rugby. 	<ul style="list-style-type: none"> By 2020, develop a core group of 7s Match Officials 				
	<ul style="list-style-type: none"> Implementation of an adequate amount of match official education clinics through a targeted and strategic approach. 		<p>Match Official Coordinator</p>	<ul style="list-style-type: none"> 10 World Rugby Match Official Level 1 courses conducted by Oct 2 World Rugby Match Official Level 2 courses conducted by Oct 1 World Rugby Coaching of Match Officials Level 1 course if required 	<ul style="list-style-type: none"> 11 World Rugby Match Official Level 1 courses (Ottawa, Toronto, Brantford, London, Burlington, Guelph, Peterborough, Walkerton, Ottawa, Markham x 2). 1 World Rugby Match Official Level 2 course completed on May 4 & Aug 17. Determined only one was required. 1 World Rugby Coaching of Match Officials Level 1 course delayed – planned for 2020. 	<ul style="list-style-type: none"> 14 World Rugby Match Official Level 1 courses conducted by Oct 2 World Rugby Match Official Level 2 courses conducted by Oct 1 World Rugby Coaching of Match Officials Level 1 course if required conducted by Oct

	<ul style="list-style-type: none"> • Provide Professional Development across the province that will assist in the development of our match officials. • Provide 7s specific match official education programs 		Match Official Coordinator	<p>conducted by Oct</p> <ul style="list-style-type: none"> • 6 Professional Development Sessions held (15s and 7s) by Oct 	<ul style="list-style-type: none"> • 8 Professional Development Sessions held (London (2), Markham (2), Peterborough Toronto (2), Burlington) 	<ul style="list-style-type: none"> • 6 Professional Development Sessions held (15s and 7s) by Oct
	<ul style="list-style-type: none"> • Research and develop a Long Term Official Development Plan. 		Match Official Coordinator	<ul style="list-style-type: none"> • National Plan to be develop by Rugby Canada to be adopted by Rugby Ontario 	<ul style="list-style-type: none"> • Ongoing - working with Rugby Canada on Plan 	<ul style="list-style-type: none"> • National Plan to be develop by Rugby Canada to be adopted by Rugby Ontario
Youth Rugby	<ul style="list-style-type: none"> • Make safe, fun and inclusive programming available to all Ontario rugby clubs (e.g. Rookie Rugby) at Stages 1-4 of the LTAD model. 	<ul style="list-style-type: none"> • Rookie Rugby available to 100% of RO clubs. 	Rugby Development Manager	<ul style="list-style-type: none"> • 100% of RO clubs with Minor Programs continue access to Rookie Rugby • 30 Rookie Rugby Summer Students by May 	<ul style="list-style-type: none"> • 29 summer interns hired in May 	<ul style="list-style-type: none"> • 20 Rookie Rugby Summer Interns by May. • A full time regional Rugby Development Officer working with 4-6 clubs in a region in Ontario.
	<ul style="list-style-type: none"> • Introduce an additional tier from senior high school to senior club 	<ul style="list-style-type: none"> • Create u19 male and 	Manager - Competitions,	<ul style="list-style-type: none"> • Rugby Ontario to administer all male and 	<ul style="list-style-type: none"> • Rookie Rugby Festivals held in Brantford, 	<ul style="list-style-type: none"> • Rugby Ontario to administer all male and female

	<p>rugby, increase retention rate of high schoolers.</p>	<p>female 15s leagues</p>	<p>Events and Marketing</p>	<p>female junior competitions by Nov</p> <ul style="list-style-type: none"> • Establish an advisory committee of regional representatives to assist in development of junior competitions by March. 	<p>Hamilton, Oakville, Whitby, Fergus, Kingston, Peterborough (9 festival series), Sarnia, Toronto.</p> <ul style="list-style-type: none"> • Program launched in Markham, not enough participants registered. • 2 completed (Oshawa & Belleville), 3rd planned • Instructor Training Sessions held with McMaster U, Durham DSB, Brock U, Markham Irish RFC and Shape up (2 sessions). 	<p>junior competitions by Nov</p> <ul style="list-style-type: none"> • Engage a wide variety of club representatives to assist in the on-going review and development of junior competition structures by Dec 2020.
	<ul style="list-style-type: none"> • Develop a youth pathway that provides the opportunity for every player at both 7s and 15s to participate and 	<ul style="list-style-type: none"> • Regionally based competitions established at U14, U16 & U18, male 	<p>Manager - Competitions, Events and Marketing</p>	<ul style="list-style-type: none"> • Rugby Ontario to administer all male and female junior competitions by Nov 	<ul style="list-style-type: none"> • Administered all male and female junior competitions 	<ul style="list-style-type: none"> • Rugby Ontario to administer all male and female junior competitions by Nov 2020.

	<p>progress to the higher age groups.</p>	<p>& female, 7s and 15s</p>		<ul style="list-style-type: none"> Conduct four Fall 7s series club tournaments 	<ul style="list-style-type: none"> TIRF 7s (Toronto), QMeta Cup (Brantford), Whitu 7s (Ottawa), Belleville 7s. 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Work to develop rugby in non-traditional communities (e.g. Northern Ontario, indigenous communities etc). 	<ul style="list-style-type: none"> Establish rugby clubs or community programs in non traditional rugby communities 	<p>Rugby Development Manager</p>	<ul style="list-style-type: none"> Two mixed-abilities rugby programs established by April Partner with an indigenous organization by Dec 	<ul style="list-style-type: none"> Mixed Abilities rugby programs held in Whitby (Abilities Centre) and Ottawa Working with Iroquois Roots Rugby to continue to develop and grow their programming 	<ul style="list-style-type: none"> Develop Mixed Abilities rugby plan with the Abilities Centre to link mixed abilities athletes to club rugby by Dec Continue to develop partnership with indigenous rugby organizations by Dec..
<p>Recreational (Non-contact) Rugby</p>	<ul style="list-style-type: none"> Provide non-contact playing opportunities across all age groups and both genders beyond minor level in accordance with "Active for Life" stage of the LTAD model. 	<ul style="list-style-type: none"> Recreational rugby represents 10% of all registered players by 2020 	<p>Rugby Development Manager</p>	<ul style="list-style-type: none"> Grow non-contact rugby programs by running 2 new sites by December 	<ul style="list-style-type: none"> Burlington and Ottawa Flag House Leagues successfully ran 	<ul style="list-style-type: none"> Offer 2 non-contact rugby programs in the province by December.
<p>Club Rugby</p>	<ul style="list-style-type: none"> Conduct male and female senior provincial Leagues & Cups. 	<ul style="list-style-type: none"> All clubs provided with the opportunity to enter teams 	<p>Manager - Competitions, Events and Marketing</p>	<ul style="list-style-type: none"> 16 clubs participate in Men's Provincial 	<ul style="list-style-type: none"> 14 Round League and 4 Round Cup competitions 	<ul style="list-style-type: none"> 16 clubs participate in Men's Provincial Leagues & Cup by May

		into relevant leagues.		Leagues & Cup by May <ul style="list-style-type: none"> 8 clubs participate in OWL & OWL Cup by May 	<ul style="list-style-type: none"> 10 Round League and 3 Round Cup competitions 	<ul style="list-style-type: none"> 8 clubs participate in the OWL & OWL Cup by May
<ul style="list-style-type: none"> Foster and support competitive and recreational regional Leagues. Regionalize club play; more games + less travel. 	<ul style="list-style-type: none"> By 2018, regionalize 15s rugby season. 	Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Ongoing review of regional 15s rugby structure. Expand to regionalize all junior leagues where possible by Nov 	<ul style="list-style-type: none"> Review undertaken and revised 2020 men's structure established 6 Junior Regions ran supporting 123 Junior Teams in 2019. 	<ul style="list-style-type: none"> Establish regional playing structures for all Junior Age Grades by May 2020. Research, develop and implement 2 new initiatives that create more playing opportunities for Junior Club members by Dec. 2020. 	
<ul style="list-style-type: none"> Provide administrative support to clubs to ensure they meet all Rugby Canada and Rugby Ontario policy requirements. 	<ul style="list-style-type: none"> RO Policies and Procedures clearly communicated to all RO clubs. 	Director of Administration and Member Services	<ul style="list-style-type: none"> 2018 RO Operations Manual reviewed and 2019 version provided to all Clubs and published on website by March 	<ul style="list-style-type: none"> 2019 Operations Manual distributed to Clubs and publicly available on Rugby Ontario website 	<ul style="list-style-type: none"> 2019 RO Operations Manual reviewed and 2020 version provided to all Clubs and published on website by March 	

	<ul style="list-style-type: none"> • Provide assistance to clubs to develop and promote rugby in their local area (attracting schools with various growing the game strategies) 	<ul style="list-style-type: none"> • Provide Game development resources (e.g. Club Resource Manual) to RO Clubs. 	<p>Director of Administration and Member Services</p> <p>Rugby Development Manager</p>	<ul style="list-style-type: none"> • Conduct 6 Growing the Game Workshops across Ontario by June • Review RO Club Resource Manual. Provide revised document by Dec • Meet with 3 clubs to develop a club growth strategy 	<ul style="list-style-type: none"> • 7 Workshops completed in Owen Sound, London, Waterloo, Hamilton, Toronto, Ottawa, Peterborough • ONGOING • ONGOING – 2 completed (Oshawa & Belleville), 3rd planned 	<ul style="list-style-type: none"> • Conduct 8 growing the game workshops across Ontario by June • Establish and implement a Best Practices Sharing network resource with and for Clubs / Branches
	<ul style="list-style-type: none"> • Develop strategies with clubs to attract non-traditional participation groups depending on clubs operating region. 	<ul style="list-style-type: none"> • By 2020, partnerships developed between non-traditional communities and identified Rugby Ontario clubs 	<p>Rugby Development Manager</p>	<ul style="list-style-type: none"> • Consolidate 2018 partnerships • Identify an additional three partnerships for developing rugby in non- 	<ul style="list-style-type: none"> • Continued work with current partners from 2018 (Their Opportunity, MLSE Launchpad) • New partnerships established (Working with Fit Spirit, Scripture Union, Shape-up 	<ul style="list-style-type: none"> • Consolidate 2019 partners by Mar. • Identify 3 additional partnerships to develop rugby in Ontario by Q3.

				traditional communities by July	and True North Camps)	<ul style="list-style-type: none"> • Deliver an Olympic marketing / activation campaign in conjunction with Rugby Canada and the PSOs.
	<ul style="list-style-type: none"> • Increase two-way communication and promotion channels with and between clubs. 	<ul style="list-style-type: none"> • Maintain database of club contacts • Utilize communication features of competition management software to effectively communicate to invested parties 	Communications and Marketing Coordinator	<ul style="list-style-type: none"> • 2019 Communication Database completed & circulated by end of February 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • 2020 Communication Database completed & circulated by end of February
	<ul style="list-style-type: none"> • Research and develop financial support initiatives and new funding technologies for clubs. 	<ul style="list-style-type: none"> • Identify & provide clubs with potential grant and fundraising opportunities 	Director of Administration and Member Services	<ul style="list-style-type: none"> • Individual profile provided to each RO Club on 2019 opportunities by June (Grants Connect) 	<ul style="list-style-type: none"> • Every RO Member Club provided with a grant opportunities profile. 	<ul style="list-style-type: none"> • Individual profile provided to each RO Club on 2019 opportunities by June (Grants Connect)
	<ul style="list-style-type: none"> • Develop an entire season of Fall age-grade rugby 	<ul style="list-style-type: none"> • By 2017, launch 7s 	Manager - Competitions,	<ul style="list-style-type: none"> • Add another Club run 7s 	<ul style="list-style-type: none"> • Conducted in Belleville ON 	<ul style="list-style-type: none"> • Conduct 4 Fall Series

	<p>7s tournaments operating across Ontario.</p>	<p>specific Fall tournament calendar.</p> <ul style="list-style-type: none"> By 2018, develop Club Fall 7s point based series 	<p>Events and Marketing</p>	<p>tournament in September 2019</p> <ul style="list-style-type: none"> Finalize Junior 7s tournament schedule by June 2019 	<p>September 21/22, 2019.</p> <ul style="list-style-type: none"> Tournaments conducted in the Fall 	<p>tournaments that lead into a Provincial Championship by November 2020.</p> <ul style="list-style-type: none"> Finalize a Junior 7s Tournament schedule by June 2020. Work with member clubs and branch unions to establish a series of regional 7s competitions that complement the existing Fall 7s Series.
	<ul style="list-style-type: none"> Research and develop a shorter 15s rugby season to accommodate a longer 7s season which will cater to both senior and age-grade members. 	<ul style="list-style-type: none"> By 2018, research and propose regional provincial men's schedule. 	<p>Manager - Competitions, Events and Marketing</p>	<ul style="list-style-type: none"> Establish Senior Provincial and junior season formats and schedules by Feb 	<ul style="list-style-type: none"> Senior: in Feb U13: in Mar U15 – U19: in May 	<ul style="list-style-type: none"> Finalize Senior and Junior 15s season formats by end of Q1.
	<ul style="list-style-type: none"> Launch program to streamline club competitions, through an easy to use software platform. 	<ul style="list-style-type: none"> By 2020, develop an endowment to support clubs. 	<p>Manager - Competitions, Events and Marketing</p>	<ul style="list-style-type: none"> On-going review of Competitions management platform with clubs and key 	<ul style="list-style-type: none"> Review undertaken, 2020 revisions planned On-going communications with club 	<ul style="list-style-type: none"> On-going review of Competitions management platform with clubs and key stakeholders

				stakeholders throughout the 2019 season.	stakeholders and platform developers to better service membership.	throughout the 2020 season.
Player Welfare	<ul style="list-style-type: none"> Implement Rugby Canada's Play Smart initiative across the Ontario membership. 	<ul style="list-style-type: none"> Completion of Play Smart is a requirement of all registrants (and guardian if under 18) by 2020. 	Director of Administration and Member Services	<ul style="list-style-type: none"> Concussion management WR online course completed by an additional 20% of match officials and coaches Double the number of people from Barrhaven Scottish and Sarnia Saints to complete by Dec Identify and engage 3 additional clubs to engage in 2019 by Mar 	<ul style="list-style-type: none"> DELETED - Focus redirected towards the implementation of the Rowan's Law requirements of the Ontario Ministry. DELETED - 88% of registered coaches and 91% of registered match officials have completed the Rowan's Law requirements. DELETED - All new player registrants under 26 (and their guardian if under 18) required to revenue Concussion Awareness 	<ul style="list-style-type: none"> All registrants (and their guardian if under 18) required to review the Ontario Ministry Concussion Awareness Resources and Rugby Ontario Concussion Code of Conduct. Blue Card Initiative to be introduced into all Rugby Ontario sanctioned leagues by June

					Resources and Concussion Code of Conduct.	
	<ul style="list-style-type: none"> Identify, establish and maintain partnerships with organizations with relevant expertise in the area of player welfare. 	<ul style="list-style-type: none"> Partnerships established with organizations specializing in concussion and drug education and management. 	Director of Administration and Member Services	<ul style="list-style-type: none"> Engage Holland Bloorview by Oct with a view to extending partnership beyond 2019 Engage Parachute Canada with a view to developing a partnership by Dec 	<ul style="list-style-type: none"> Holland Bloorview engaged with a view to a continued partnership in 2020. ONGOING – Planned for 2020 	<ul style="list-style-type: none"> Continue with Holland Bloorview partnership in 2020
	<ul style="list-style-type: none"> Organize and provide access to player welfare educational opportunities. 	<ul style="list-style-type: none"> Develop and introduce player welfare education through RO social media and face to face methods 	Director of Administration and Member Services	<ul style="list-style-type: none"> Conduct three face to face community sessions plus online concussion education programs by Sep 	<ul style="list-style-type: none"> Face to face sessions conducted in July in Guelph for RO Junior Provincial teams and in September in Toronto for 9 TDSB schools. 	<ul style="list-style-type: none"> Blue Card Education Campaign to be undertaken (online and 6 to 8 face to face sessions) by May
Technology	<ul style="list-style-type: none"> Implement a proven competition platform to streamline branch union league management. 	<ul style="list-style-type: none"> By 2017, introduce a proven competitions management 	Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Sportlomo platform introduced in 2017 	<ul style="list-style-type: none"> ONGOING- SportLomo upgrades being introduced for both the 	<ul style="list-style-type: none"> SportLomo processes reviewed for both the registration and

	<ul style="list-style-type: none"> Empower volunteers with the implementation of a single competition management platform which will manage all aspects of club competitions including but not limited to; match management, match/injury reporting, roster form database development and streamlined club communication. 	platform to be utilized by all branch unions.	Director of Administration and Member Services	<ul style="list-style-type: none"> Pilot Blue Card system for concussion reporting by Sep 	<p>registration and league management platforms</p> <ul style="list-style-type: none"> Pilot undertaken in Marshall and OWL Leagues. 6 Blue Card cards issued in the Marshall league, 0 blue cards issued in OWL. 	league management platforms by Dec
Overall participation in Community Rugby	<ul style="list-style-type: none"> Through a combination of all of the tactics above, expand rugby participation within traditional clubs, as well as establishing new rugby clubs and participation models Acknowledge outstanding contributions by members of the rugby community 	<ul style="list-style-type: none"> By 2020 expand registered rugby players by 20% 	Rugby Development Manager Director of Administration and Member Services	<ul style="list-style-type: none"> 1% increase in senior, 5% increase in junior and 15% increase in minor registrants by Dec Conduct Hall of Fame & Annual Awards program by Nov 	<ul style="list-style-type: none"> Seniors 5% decrease, Juniors 6% increase, Minors 11% decrease. 262 people attended annual dinner, 7 HOF inductees, 13 annual award winners recognized. 	<ul style="list-style-type: none"> Status quo for senior, 5% increase in junior and 5% increase in minor registrations by December. Conduct Hall of Fame & Annual Awards program by Nov

PILLAR 2: HIGH PERFORMANCE

VISION: To develop national leading representative and player development programs, that consistently produces high performance 15s and 7s athletes.

HIGH PERFORMANCE RUGBY PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2019 TARGETS	2019 ACTUALS TO 31 DECEMBER	2020 TARGETS
	<ul style="list-style-type: none"> Significant investment to achieve success on the national scale (7s & 15s). Establish a clear pathway from Junior to Senior Blues Programs. 	<ul style="list-style-type: none"> By 2020, 50% of all national squads are made up of Ontario athletes. 	High Performance Manager	<ul style="list-style-type: none"> Expand winter "Program" Academy to London (supporting Guelph, Whitby and Ottawa) by Nov Add "elite" training sites at selected universities for our top national prospects by Mar 	<ul style="list-style-type: none"> London site established in partnership with MasterClass Rugby. CSIO Partnership in Ottawa and Guelph established. Sr. Men's Developmental Team (coordinated with U of T in 	<ul style="list-style-type: none"> 4 winter academy program sites (London, Guelph, Whitby, Ottawa) by Nov. RO to feed 3 to 5 players to the Arrows Academy through U19 program By Dec

				<ul style="list-style-type: none"> Expand partnership with CSIO to include men and potential "tight-five" national level prospects by Mar. 50% of all 2019 National Team squads are to be made up of Ontario players by Dec. 	<ul style="list-style-type: none"> Partnership with CSIO has expanded to 70 athletes. Increased funding with OPHSI as we are now a Tier 2 sport. Complete: <ul style="list-style-type: none"> Canada U18 Men's 7's (75%) Canada U18 Men 15's (TBD) Canada U20 Men 15's (30%) Canada U18 Women (TBD) Canada Men World Cup (35%) Canada Women 7's (47%) Canada Women 15's (30%) 	<ul style="list-style-type: none"> 100% of Provincial athletes will be assigned ETS Training App for Summer & Winter Programs by Nov OPHSI partnership to cater for 70 athletes by Nov \$76K investment received from OPHSI for HP initiatives by Dec 35% of National 15s men's players by Dec X% of National 7s men's players by Dec
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				<ul style="list-style-type: none"> • 2020 Pre-budgets set by Dec. • Execution of Winter "Program" at Guelph, Whitby and Ottawa by April • Establish 3-year partnership with ETS by March • Establish "Fields" partnership with the Town of Whitby by Mar 	<ul style="list-style-type: none"> • Completed all pre-budgets • Expanded number of athletes in program by 30%. 2019/20 Cycle Initiated: Focus on Elite Provincial Players and New Identified HP Athletes. Anticipate lower numbers but higher quality. • 3-year contract signed. • Ontario Central HP used Whitby Fields June/July and August. Major cost savings...excellent facility. 	<ul style="list-style-type: none"> • 60% of National 7s U18 Men's players by Dec • 55% of National 15s U18 Men's players by Dec • 35% of National 15s U20 Men's players by Dec • 50% of National 7s Women's players by Dec • 35% of National 15s Women's players by Dec • 45% of National 15s U18 Women's players by Dec • x% of National 7s U18 Women's players by Dec • x% of National 15s Women's U20 players by Dec • Identify 180 athletes for the RO the Winter Academy by Jan. • ETS partnership for provision for S&C services for all junior HP
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						<p>programs maintained by Sep.</p> <ul style="list-style-type: none"> Field partnership with Town of Whitby to include goal posts on Victoria training fields by Dec
	<ul style="list-style-type: none"> Continue to develop a 5 year aligned representative pathway program. 	<ul style="list-style-type: none"> By 2020, establish separate streams for 15s and 7s focused athletes. 	High Performance Manager	<ul style="list-style-type: none"> Support U16 and U18 development pathway for our 7's program based at regional academies by Nov. Continue to develop 15's regional program with expansion into London area by June. 	<ul style="list-style-type: none"> 2019/20 RO Pathway Finalized and Initiated in Q3. Partnership with MasterClass Rugby for Winter Sessions. Engagement with Southwest U17 group for Guelph Cross Border Series. Recruitment of 	<ul style="list-style-type: none"> Identify the top 60 male and female 15's players in each Jnr. age group by Jun Identify the top 36 male and female 7's players in each Jnr. age group by Jun

				<ul style="list-style-type: none"> • Establish direct pathway from Ontario U18 to Junior Arrows (U19) to Arrows Academy (U23) by June • Ongoing partnership with RC / CSIO to identify our best national level candidates by December. • Support our elite athletes by providing 	<p>London Based Coaches to Provincial Programs.</p> <ul style="list-style-type: none"> • Arrows are continuing to develop their Academy. U19 Ontario Team will remain Jr. Blues. U18 and U19 Programs will train together in 2020. Developing blueprint with respect to ID of Talent for Arrows. • Excellent partnership that will be expanding. Athletes Selected. Meeting with RC and CSIO to allocate funds for 2020. Performance Analyst added. • ONGOING - ETS support established. No 	<ul style="list-style-type: none"> • Identify 12 to 15 U18/U19 male players that will feed directly into the Canada U20 15's Program by Sep • Maintain RC/CSIO partnership growth by identifying 20 to 24 players for elite U14/15 male and female 7's and 15's programs by Mar • With RC, identify the top 5 to 10
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				regional university training sites supported by ETS/University S&C and Coaching partners by Mar	formal link with Universities has yet to be set. Continuing to examine.	15's players to be partnered with their nearest rugby university program to support off-season training and development by Dec
	<ul style="list-style-type: none"> • Solidify regional hub identification and development model. 	<ul style="list-style-type: none"> • Operate all provincial hub programs at full capacity. (18 Teams x 24 Players) 	High Performance Manager	<ul style="list-style-type: none"> • Maintain U15, U16, U17 and U18 Boys and Girls programs at Central and Western Regions by Jun • Expand Ottawa and London/Sarnia regions to U16 and U18 Boys and Girls by Jun (16 teams in total) • Rugby Canada to execute 3 combine tests 	<ul style="list-style-type: none"> • Completed Q2 • EORU executed Ottawa programing in 2019. London/Sarnia is still at development stage. U17 engagement at Guelph. London Winter Training Site established. • Undertaken Nov 30 	<ul style="list-style-type: none"> • 240 junior regional athletes will be selected to "AA" and "AAA" teams for 15's HP competition season by Jun • ETS/CSIO to undertake two combine testings for the 180 identified Winter Academy players by Apr. • Arrows staff to provide one PD development session for all RO Provincial coaching staff. • Five "AA" teams (3 male, 2 female)

				<p>(40, Jumps and Bronko).</p> <ul style="list-style-type: none"> • ETS to administer all other testing at Whitby Dome by Nov. • Establish working partnership with Toronto Arrows for all technical training by Jun. • All provincial teams selected as "Regional Teams" will compete at Eastern Nationals by Sep. • All provincial teams will utilize HUDL video analysis system. • All players will have access to 	<ul style="list-style-type: none"> • Undertaken Nov 30 • ONGOING – Goal: To work hand in hand with Arrows Academy for coach development. • U16 & U18 male and female teams competed in Eastern Nationals in Kingston in August. • HUDL video system sharing of all training sessions and game play. 	<p>will compete at Eastern National by Aug</p> <ul style="list-style-type: none"> • Five "AAA" teams (3 male, 2 female) will compete against elite competition by Aug (UK/USA) • HUDL video analysis system to be used by 100% of Provincial teams by Dec • Performance Analyst to be hired by RO/CSIO to work with HP Programs (paid through OPHSI grant) by Jan.
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				The Rugby Site technical streaming.	<ul style="list-style-type: none"> All athletes have access to The Rugby Site 	
	<ul style="list-style-type: none"> Increase high level playing opportunities for provincial teams. 	<ul style="list-style-type: none"> Identify and develop playing relationships with rugby organizations outside Ontario 	High Performance Manager	<ul style="list-style-type: none"> Continue EIRA series at Guelph University by July. EIRA series expanded to include U16 and U18 Women's competition by July. Introducing matches v UK touring teams to provide extra competition by Sep Jr. Arrows (U19) to compete at Guelph vs. EIRA and a series of exhibition 	<ul style="list-style-type: none"> Completed EIRA Series in July DELETED - Games vs. Stars Academy (USA) that were scheduled did not take place. Stars pulled out. Over 40 UK touring side games scheduled for our RO Age Grade Teams. DELETED - Stars Academy (USA) pulled out from U19 series at the last minute. 	<ul style="list-style-type: none"> Continue EIRA series for all 15's male teams at Guelph University by July. U16/U18 Girls 15's teams to play Mid-West USA by July 40 matches across 10 Jnr. Provincial programs against international touring teams by Sep

				<p>games in preparation for CRC in August 2019.</p> <ul style="list-style-type: none"> • Adopt regional model for U20 and Senior Women by Sep to match revised RC structure • Sr. Men to be represented at RC Nationals by Arrows Academy. (Partnership) by Sep 	<ul style="list-style-type: none"> • Teams selected / Eastern National Tournament completed. Silver Medalists. • RO established "Senior Blues Development Team" to represent at Eastern Canadian Championships (Halifax July Long Weekend). Very successful summer with Silver Medal. Establishment of Arrows Academy to replace Sr. Blues 	<ul style="list-style-type: none"> • Ontario to host Canada U19 male 15's Championships at Guelph University by Aug
Talent Identification	<ul style="list-style-type: none"> • Standardized selection and talent ID criteria. • Develop position profiles documentation (15s/7s). 	<ul style="list-style-type: none"> • Depth chart of provincial and national team athletes 	High Performance Manager	<ul style="list-style-type: none"> • Work with RC to establish updated player selection and 	<ul style="list-style-type: none"> • RO HP staff attended RC HP Summit. 3-year plan established. 	<ul style="list-style-type: none"> • Depth Charts developed for all 10 Jnr Provincial

		<p>to be produced each year.</p> <ul style="list-style-type: none"> All talent identification documents accessible via Rugby Ontario website 		<p>talent ID criteria by Mar.</p> <ul style="list-style-type: none"> Provide provincial coaches with position profile documentation for all winter sessions and April Regional Identification sessions by Apr. Maintain/update all provincial player IPP's and Depth Chart Rankings and make them available to RC programs (7's and 15's) by Sep. 	<ul style="list-style-type: none"> ONGOING: Working with RC to provide coaches with update Age Grade standards (S&C) and skill level expectations. Provincial Head Coaches Meeting held in November to examine needs. All IPP's done post ECRC. Depth Charts established at Head Coaches Meeting. 	<p>age grade programs by Sep</p> <ul style="list-style-type: none"> Individual Performance Plans (IPP's) developed for 100% of players in the 10 Jnr Provincial age grade programs by Sep. 100% of HP Coaches to be provided with age/gender specific standards for S&C testing by Apr
<ul style="list-style-type: none"> Establish model/network for talent ID personnel across Ontario Establish 7s ID Pathway. 	<ul style="list-style-type: none"> Identify and engage individuals to support talent 	High Performance Manager	<ul style="list-style-type: none"> Establish Regional YDO's for West, Central and East Regions in 	<ul style="list-style-type: none"> DELAYED - Hope was to establish at the start of Q3. Finances 	<ul style="list-style-type: none"> Establish Regional coaches network for West, Central and East Regions in support of 15's 	

		<p>ID across the province</p> <ul style="list-style-type: none"> Identify and engage 7s specific individuals 		<p>support of 15's and 7's regional programs By Mar.</p> <ul style="list-style-type: none"> Utilize Ontario Summer Games if held in 2019 (U17 Regional Based Competition) as talent identification for Ontario U18 Program by Jul 	<p>presently not available.</p> <ul style="list-style-type: none"> DELAYED - Summer Games not conducted in 2019. Pushed to 2020. 	<p>and 7's regional programs by Mar.</p> <ul style="list-style-type: none"> 2 to 4 Provincial team coaches to attend 2020 OSG competitions in London to identify potential U15 and U17 male and female players for Provincial age grade programs (7's and 15's) by Sep
<ul style="list-style-type: none"> Establish greater links with Post-Secondary Education Associations to identify players for senior provincial programs. 	<ul style="list-style-type: none"> By 2020, all major identified school, club and Post-Secondary Education Associations events to be attended by 	High Performance Manager	<ul style="list-style-type: none"> Establish School and Club Poster Promotional campaign to recruit new athletes and elite athletes from other sports by Mar. 	<ul style="list-style-type: none"> Delivered digitally to all schools and clubs. Engaged a "Coaches Workshop" as 	<ul style="list-style-type: none"> Undertake Poster Promotional campaign with all RO Clubs and identified High School to recruit new athletes by Mar. 	

		provincial ID staff.		<ul style="list-style-type: none"> • All RO Winter Academy sessions will be open to all High School and Club Coaches by April. • Continue to develop "Coaches Corner" Video site for all club and high school coaches by Dec. • Continue HS coaches talent ID network by June. • Work with University Coaches Network for players identification (Jr. Arrows and 	<p>part of our final combine session.</p> <ul style="list-style-type: none"> • Total of 10 new videos add as of October 2019. • Ongoing. Coaches will recommend all new Winter Academy Athletes with Application Process. • Ongoing: Co-ordinated by Cory Hector (Arrows) for Men. Ontario Blues Women's Coaching Staff. 	<ul style="list-style-type: none"> • Provide TWO coach workshops in conjunction with the RO HP Winter Academy By Mar • 10 new videos to be added to Coaches Corner for 2020 by Dec
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				Arrows Academy) by Dec		
Player Development	<ul style="list-style-type: none"> • Ensure all athletes engaging with provincial rep teams have strength and conditioning provision. • Utilize state of the art technology to support province wide athlete development. • Develop a year round individual player development program for high potential/high performance athletes. • Develop 7's specific player development program aligned with RC provincial Canadian Sevens Academies • Develop curriculum of excellence for player development programs. • Continue to develop 7s specific athletes through alignment with Rugby Canada Regional Development Centers. 	<ul style="list-style-type: none"> • By 2020, have 4 high performance training centers active in Ontario. • By 2020, 50% of all nationally carded rugby athletes are Ontarians. • By 2020, 90% of all athletes involved in individual player development program, will be achieving Rugby Canada fitness standards. 	High Performance Manager	<ul style="list-style-type: none"> • All provincial athletes will be monitored/lead by our ETS training partners by Dec. • Athletes supported by Ontario University Partners (regional) By Dec. 	<ul style="list-style-type: none"> • ONGOING Numerous touch points have been established and/or executed for 2019 and expanding in 2020. Combine #1 conducted November 30th. • ONGOING - Still in consultation phase, has yet to be established. 	<ul style="list-style-type: none"> • 100% of Jnr.Provincial players will be monitored/lead by ETS by Dec. • Jnr. Provincial players to be supported for S&C services by 6 University sites by Dec • Conduct 8 Winter Academy Training Sessions (15's and 7's) by Apr • Establish partnership with CSIO to execute elite 7's tournament and coach development

				<ul style="list-style-type: none"> • Maintain the year- round RO development program: • Winter Academy Training Sessions (15's and 7's) Nov- April: • 7's Competition Window: Mar- July • 15's Competition Window: April- August • 7's Club/Elite Competition: Sept-Nov. • Support 7's specific regional camps 	<ul style="list-style-type: none"> • ONGOING - "One Calendar Approach" Completed for 2019/2020 season. • 2018/19 in April. Commenced 2019/20 in November • Vancouver 7s (F) Tropical 7s Florida (M & F) • Eastern Nationals, EIRA series • Fall 7s Series • RO Top "60" established. Camps and 	<p>weekend in Kingston (March)</p> <ul style="list-style-type: none"> •
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				<p>and training (RO and CSIO) by Dec</p> <ul style="list-style-type: none"> • Develop RO “Tight Five” program in partnership with Ontario Universities by Dec. • Establish partnership with Hartpury College (UK) for PD opportunities and hosting for boy’s U16 tour/Academy exchanges by Nov 	<p>Regional Training Sites/Dates established and began in November.</p> <ul style="list-style-type: none"> • ONGOING - Not yet established. • Ontario U16 Girls England Tour November 2019. Training based at Hartpury College. PD opportunity for staff with Hartpury RFC. 	
Elite Competition Environment	<ul style="list-style-type: none"> • Identify developmental windows to place high potential athletes into performance level competition. 	<ul style="list-style-type: none"> • In 2017, plan regional representative competition. • By 2020, launch 4 funded 	High Performance Manager	<ul style="list-style-type: none"> • Execution of UofG / EIRA competition by July. • Hosting Eastern Canadian 	<ul style="list-style-type: none"> • Inclusion of touring sides improved event. • Excellent event. Over 700 athletes participated. 	<ul style="list-style-type: none"> • Conduct U of G EIRA competition for 5 “AAA” Jnr. teams (3 male and 2 female) 15’s) by July

	<ul style="list-style-type: none"> • Develop and maintain HP programming for identified regional athletes. • Develop a regional representative program across Ontario • Enhance support system to a wider base of sub provincial rep team athletes (Nutrition, S&C, Athlete Assistance). 	<p>regional representative Men's and Women's teams.</p> <ul style="list-style-type: none"> • Identify and develop support system and resources for athletes. 		<p>Championships at Queen's University Aug. 19-25th.</p> <ul style="list-style-type: none"> • Participate in CRC's Men u19 by Aug • Participate in Eastern Canadian Championships : Sr. Women and Men by Aug. • Double # of incoming tour games by as all levels by Sep • Introduce 2 inter-regional matches per team by Sep. 	<p>Excellent showing by Ontario Men: U16 and U18 Gold Women: U16 Gold /U18 Silver</p> <ul style="list-style-type: none"> • Excellent U19 Event. Ontario undefeated in pool play. Silver Medalists. • Quebec City Hosted. Silver Medalists. Excellent event/development opportunity. Push to maintain for 2020. • Played over 40 tour game fixtures. • Sr. Women Games Completed. 	<ul style="list-style-type: none"> • 5 "AA" Jnr. teams (3 male and 2 female) to attend ECRC in Newfoundland by Aug • Host men's CRC U19 Championships at Guelph University. in July 2020 • Participate in Eastern Canadian Championships for Sr. Women in June 2020.
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				<ul style="list-style-type: none"> Expansion of 7's Elite program to include Northern 7's Series (July 2019- Toronto) Support Elite Athlete Training at Regional University Sites by Dec. ASAD to continue to drive RO Coaches Corner PD and Video Production by Dec 	<ul style="list-style-type: none"> Toronto / Plan to move tournament to July Long Weekend 2020. INCOMPLETE - Not yet established. 10 Videos Completed. Technical content driving age grade program. 	
<ul style="list-style-type: none"> Support the development of Ontario 7s series program and Rugby Canada Elite competitions. 	<ul style="list-style-type: none"> Support key volunteer groups to facilitate the Ontario 7s series. 	High Performance Manager	<ul style="list-style-type: none"> Establish a clear player 7s pathway from club to country by Mar 	<ul style="list-style-type: none"> Completed. Presented to athletes for the start of Q3 as part of ECRC Pathway/Next 	<ul style="list-style-type: none"> Maintain a clear player 7s pathway from club to country by Dec 	

		<ul style="list-style-type: none"> Align HP 7s program to RC Regional Development Centers to support athletes and competitions. 			<p>Steps Presentation.</p> <ul style="list-style-type: none"> “One Calendar” Pathway presented to athletes for 2019/20 season. 	
	<ul style="list-style-type: none"> Research other Provincial Sport Organizations representative programs, develop a model for successful competition and development. 	<ul style="list-style-type: none"> Research and meet with current high performing provincial and national sport organizations to review and discuss representative programs. 	High Performance Manager	<ul style="list-style-type: none"> Establish direct partnership with the Toronto Arrows by Mar. Continue to communicate with Basketball Ontario - ongoing. 	<ul style="list-style-type: none"> Partnership established. Arrows meeting October 2019 to discuss Academy and linkage. Meeting with Basketball Ontario and CSIO with respect to program execution and support (September 2019). Will continue dialogue. Arrows meeting October 2019 to 	<ul style="list-style-type: none"> Consolidate partnerships with Ontario Soccer and Ontario Basketball Identify a 3rd Ontario PSO to examine best practices in HP programming. Continue to build partnership with Arrows through 2020.

					<ul style="list-style-type: none"> discuss Academy and linkage. Met with Ontario Soccer Q1. Sharing of best practices. 	
	<ul style="list-style-type: none"> Engage clubs to nominate players, coaches, managers and match officials to support regional representative leagues. 	<ul style="list-style-type: none"> Process developed and implemented to obtain required information from clubs 	High Performance Manager	<ul style="list-style-type: none"> Reach out to TFC with respect to developing a U23 Academy by Apr. Continue to broaden our recruiting base for Provincial Level coaches and managers by Dec. 	<ul style="list-style-type: none"> Ongoing: Increase in Talent ID network. U14 Club Coach Player ID for our U15 Winter Academy 	<ul style="list-style-type: none"> Engage 100% of RO Member Clubs with a view to broaden our recruiting base for Provincial Level coaches and managers by Dec.
Staff Development	<ul style="list-style-type: none"> Recruit/Retain HP and S&C staff to facilitate developmental HP programs. 	<ul style="list-style-type: none"> Create 2 professional development opportunities per year targeted at provincial coaches. 	High Performance Manager	<ul style="list-style-type: none"> Produce 20 RO Coach's Corner Videos with supporting technical documents by Dec. All Ontario based club, school and representative coaches and management staff invited to 	<ul style="list-style-type: none"> Ongoing: 10 completed by end of Q2. Re-engagement to begin start of Q3. Ongoing: 30 coaches attended development session at Combine #3. Re-engagement for first session on 	<ul style="list-style-type: none"> 10 new videos to be added to Coaches Corner for 2020 by Dec Conduct two new HP staff development workshops by Dec? 100% of HP coaches and managers invited

				<p>attend any Rugby Ontario Session by Dec.</p> <ul style="list-style-type: none"> • Support RO staff to attend three PD opportunities. (Queen's Conference) by Dec 	<p>November 30th and all other Core Skill sessions.</p> <ul style="list-style-type: none"> • Staff attended Queen's Conference. Rugby Site Membership. • Staff worked with Hartpury RFC on November Tour. 	<p>to attend the Queen's 2020 HP Rugby Conference by Feb</p>
<ul style="list-style-type: none"> • Develop a network of high level coaches to facilitate a consistent regional representative program. • Identify and develop specialist skills coaches to deliver specialist sessions to provincial teams, clubs, schools and universities • Identify and support a high performance-coaching cohort 	<ul style="list-style-type: none"> • Identify and recruit coaches in key areas of specialism – Scrum, Throwing, Scrum half pass and Kicking. 	High Performance Manager	<ul style="list-style-type: none"> • Engage 18 Ontario and/or Canadian Players to deliver position specific skill training to our age grade athletes by Dec. • Select one coach for each age level to provide position specific skill instruction (i.e. 	<ul style="list-style-type: none"> • Sr. Women players lead 5 sessions with Academy (paid \$150 per session). 3 players coaching at Girls clinic (also paid). • Selected and established. 	<ul style="list-style-type: none"> • Invite 2 NSM and 2 NSW players to attend two Winter Academy session as role models and coaches for our young athletes by Apr • Select one coach for each age level to provide position specific skill instruction (i.e. Throwers, #9's, Kicking, Scrum and Lineout) by Apr 	

				<p>Throwers, #9's, Kicking, Scrum and Lineout) by Sep</p> <ul style="list-style-type: none"> Utilize referees at 5 RO Core Skill sessions to improve Coach and Players Rugby IQ with respect to law interpretation By Dec. All Provincial players and coaches to utilize HUDL resources by Dec All provincial coaches provide with access to the The Rugby Site by Mar All junior Provincial players to be invited to join The Rugby Site by Jun 	<ul style="list-style-type: none"> Referees attended one winter session and one spring session in conjunction with Talent ID Camp at Arrows Game. HUDL set up for 2019. Excellent tool for all teams and athletes. All coaches provided access to The Rugby Site All players have access. 	<ul style="list-style-type: none"> Invite 4-5 referees to attend 5 RO Core Skill sessions to improve Coach and Players Rugby IQ with respect to law by Apr. 100% of Provincial players and coaches to utilize HUDL resources by Dec 100% of Provincial coaches provided with access to The Rugby Site by Mar 100% of junior Provincial players to be invited to join The Rugby Site by Jun
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PILLAR 3: COMMERCIAL

VISION: Continue to professionalize Rugby Ontario, strengthen our brand and development meaningful partnerships.

COMMERCIAL PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2019 TARGETS	2019 ACTUALS TO 31 DECEMBER	2020 TARGETS
Branding	<ul style="list-style-type: none"> Develop a top-line brand strategy. Consistent branding of Rugby Ontario Provincial teams (Blues). 	<ul style="list-style-type: none"> 1 consistent brand for Ontario Provincial programs New professional home established by end of 2017 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Continue 100% of existing partnership (e.g. Under Armour, Abilities Centre, Honda, ETS, Adelhard etc) by Dec Establish a minimum of 2 new partnerships (e.g. Local 27-Carpenters Union, a financial institution, 	<ul style="list-style-type: none"> Existing partnerships continuing with Under Armour, Abilities Centre, Honda, ETS. DELAYED by transition in the CEO position 	<ul style="list-style-type: none"> Review and pursue renewal terms with existing partners. Deliver enhanced value through the contributions from official partners and suppliers: 2020: Increase value-in-kind contribution for on-field and off-field apparel by 10% Establish a minimum of 2 new corporate partnerships with

				Penolta) by Dec		partner-led brand activation opportunities by Dec
	<ul style="list-style-type: none"> • Develop long lasting working relationships with partners. • Establish relationships with brands that add legitimacy to Rugby Ontario. • Develop champions for rugby in Ontario (Private Donors, Corporate Businesses etc.). 	<ul style="list-style-type: none"> • Continue to grow the pool of corporate sponsors. • Establish 2 key yearly philanthropic fundraising events by 2017, ongoing 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> • Establish a minimum of 2 new partnerships (e.g. Local 27-Carpenters Union, a financial institution, Penolta) by Dec 	<ul style="list-style-type: none"> • DELAYED by transition in the CEO position 	<ul style="list-style-type: none"> • Deliver 2 specific marketing / promotional activations with partner brands by Dec • Secure 1 sponsorship in partnership with an affiliate rugby organization (e.g. Toronto Arrows, Rugby Canada) • Establish the framework for and recruit members to serve an operational committee to support revenue generating strategies, including philanthropy and sponsorship acquisition.

	<ul style="list-style-type: none"> Develop consistent branding through on-line merchandising platform. 	<ul style="list-style-type: none"> Establish on-line store in 2017. Profitable, sustainable revenue stream by 2018. 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Establish Rugby Ontario online store by March 	<ul style="list-style-type: none"> 2 online shop windows undertaken (July & October 2019) 	<ul style="list-style-type: none"> Implement four (quarterly) on-line store sales windows.
	<ul style="list-style-type: none"> Establish a centralized professional home for Rugby in Ontario. 	<ul style="list-style-type: none"> Establish endowment fund for Rugby Ontario Centre of Excellence, ongoing to 2020 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> City of Vaughan and Fletchers Field Group targeted partners by Dec 	<ul style="list-style-type: none"> ONGOING - Delayed by CEO leaving in Q2. 	<ul style="list-style-type: none"> Determine Board / Member direction on whether to proceed with a Centre of Excellence.
Revenue Generation	<ul style="list-style-type: none"> Redefine jersey sponsorship structure. 	<ul style="list-style-type: none"> Grow recurring sponsorship funding by 15% in 2020 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Targeted revenue of \$100,000 by Dec 	<ul style="list-style-type: none"> INCOMPLETE due to transition in the CEO position 	<ul style="list-style-type: none"> Engage brand / sponsorship consultant to review commercial rights and assets.
	<ul style="list-style-type: none"> Target new funding opportunities available through Rugby Ontario partners. Redefine partnership expectations, shift to more mutually beneficial agreements. 	<ul style="list-style-type: none"> Establish new corporate partnerships with 3 key brands by 2019 	Chief Executive Officer and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> Key activity to establish new corporate partnerships with 3 key brands achieved by 2018 (Under 	<ul style="list-style-type: none"> Completed in 2018 	<ul style="list-style-type: none"> Asset inventory and valuation matrix is developed by Q2 2020. 2 new corporate partnerships with

				<p>Armour, Honda, Toronto Arrows)</p> <ul style="list-style-type: none"> Identify and engage 2 more brands by Dec. 	<ul style="list-style-type: none"> HP Partnerships established with The Winning Combination Inc, (BODYLOGIX), Shawn & Ed Brewing Co. for Hall of Fame. 	<p>2 key brands achieved by Dec.</p> <ul style="list-style-type: none"> Generate new revenue by executing an on-line auction of VIK product contribution from Honda by Q3.
	<ul style="list-style-type: none"> Secure funding for regional representative teams. 	<ul style="list-style-type: none"> Partnership with Ontario based organizations and government funding by 2018 	<p>Chief Executive Officer and Manager - Competitions, Events and Marketing</p>	<ul style="list-style-type: none"> 3 fundraising events conducted by Dec 	<ul style="list-style-type: none"> Completed: Summer Party Jun 27 (\$22K raised) Rugby in the Square completed July 5 (\$40K raised, split with TIRF) Silent Auction at HOF Dinner on Nov 23 (\$2K raised) 	<ul style="list-style-type: none"> 2 HP-specific fundraising events / campaigns delivered by Q3: 1) 50/50 draws at events; 2) Create a Representative Team Peer-to-Peer campaign to generate sponsorship revenue in direct support of each respective HP rep team (i.e. Team banner program).
	<ul style="list-style-type: none"> Continue to grow and professionalize Rugby 	<ul style="list-style-type: none"> Generate 10% of funding 	<p>Chief Executive Officer and</p>	<ul style="list-style-type: none"> Conduct all Rugby Ontario 	<ul style="list-style-type: none"> RO Junior Cup Day 25 Aug 	<ul style="list-style-type: none"> Conduct all Rugby Ontario

Event and Competitions Management	<p>Ontario major events. (Mag 7s, Junior Cup Day, McCormick Cup, Mini Festival).</p>	<p>from events by 2018</p> <ul style="list-style-type: none"> • Grow event revenue up 20% by 2020. • Generate international interest in Mag 7s tournament, generate \$25,000 profit in 2017. • 2018 \$50,000, 2019, \$75,000, 2020 \$100,000 	<p>Manager - Competitions, Events and Marketing</p>	<p>annual events (Corporate 7s, Junior Cup Day, McCormick Cup, Minor Festival, RO HS 7s, Jr. 7s Championships) by Dec</p> <ul style="list-style-type: none"> • Targeted revenue of \$100,000 by Dec 	<ul style="list-style-type: none"> • RO Minor Festival 18 Aug • OWL Cup Day 17Aug • McCormick Cup 19 Oct • Jr. 7s 25/26 Oct <ul style="list-style-type: none"> • INCOMPLETE due to transition in the CEO position 	<p>annual events (Rugby In The Square, Junior Cup Day, OWL Cup Day, McCormick Cup Day, Minor Festival, RO HS 7s, Junior 7s Championships, Hall of Fame Dinner) by Dec.</p> <ul style="list-style-type: none"> • Deliver 1 new community fundraising event by Dec. • Establish 1 new corporate/social 7s/5s fundraiser event in 1 new city (e.g. Ottawa) Target Revenue: \$45K • Secure min 1 competition event presenting / title sponsorship with brand activations.
	<ul style="list-style-type: none"> • Use major events as a way to promote our 	<ul style="list-style-type: none"> • Work in-conjunction 	<p>Chief Executive Officer and</p>	<ul style="list-style-type: none"> • All major Rugby Ontario 	<ul style="list-style-type: none"> • Activations held onsite at Rugby In 	<ul style="list-style-type: none"> • All major Rugby Ontario partners

	<p>programs and partners to our members, with direct selling and marketing opportunities to partners.</p> <ul style="list-style-type: none"> Develop a professional strategy to correctly market and promote Ontario Blues programs to the entire Ontario sporting community. 	<p>with the clubs to establish a direct pipeline to the club from the sponsor.</p>	<p>Manager - Competitions, Events and Marketing</p>	<p>partners activating onsite as per contractual agreements by Dec (Rugby in the Square, Junior Cup Day, Minor Festival, McCormick Cup, OWL Cup).</p> <ul style="list-style-type: none"> World Cup sendoff function conducted by Sep Golf Tournament conducted by Sep Fundraising dinner/luncheon (Martin Johnson) by Sep 	<p>the Square, Minor Festival, Junior Cup Day, OWL Cup Day, McCormick Cup.</p> <ul style="list-style-type: none"> DELETED– Conducted by Rugby Canada DELETED– not conducted due to insufficient interest from the community Summer Party held on 27 June \$22K raised. 	<p>activating onsite as per contractual agreement by Dec (Rugby In The Square, Junior Cup Day, Minor Festival, McCormick Cup, OWL Cup, etc.).</p>
<p>Communication and Marketing</p>	<ul style="list-style-type: none"> Create and deliver optimal communication 	<ul style="list-style-type: none"> Launch a new website in 2017 	<p>Communications & Marketing Coordinator and</p>	<ul style="list-style-type: none"> Grow social media 	<ul style="list-style-type: none"> Growth results: Facebook up 10% Twitter up 5% 	<ul style="list-style-type: none"> Grow social media followings by Dec:

	platforms to the RO membership.	<ul style="list-style-type: none"> • Double Social Media following by 2020 	Manager - Competitions, Events and Marketing	<p>followings by Dec:</p> <p>Facebook - 8%</p> <p>Twitter - 8%</p> <p>Instagram - 15%</p> <p>You Tube - 20%</p>	Instagram up 22%	You Tube up 412%	<p>Facebook - 8%</p> <p>Twitter - 5%</p> <p>Instagram - 15%</p> <p>You Tube - 20%</p> <ul style="list-style-type: none"> • Run 4 Social Media promotions by Dec.
	<ul style="list-style-type: none"> • Investigate potential new communication portals. 	<ul style="list-style-type: none"> • Introduce one new communication portal by 2020. 	Communications & Marketing Coordinator and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> • Investigate possibilities and if appropriate introduce new Communications Portal by Dec 	<ul style="list-style-type: none"> • Ongoing: Planned for 2020 	<ul style="list-style-type: none"> • Investigate possibilities and if appropriate introduce new Communications Portal by Dec 	
	<ul style="list-style-type: none"> • Through RO Communication platforms, ensure RO members are updated in a timely fashion on all relevant rugby news. 	<ul style="list-style-type: none"> • RO Communication platforms updated daily 	Communications & Marketing Coordinator and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> • Monthly newsletters distributed (Bi-monthly in off-season) by Dec • News updated daily via website and social media by Dec 	<ul style="list-style-type: none"> • 10 newsletters distributed in 2019 • Website and social media platforms updated daily or as required. 	<ul style="list-style-type: none"> • Distribute 10 monthly Newsletters starting in Jan and continuing till end of 2020. • News updated daily via website and social media by Dec 	
	<ul style="list-style-type: none"> • Targeted marketing and communication program to create positive messaging around the 	<ul style="list-style-type: none"> • Targeted marketed and communication program developed 	Communications & Marketing Coordinator and Manager – Competitions,	<ul style="list-style-type: none"> • Provide professional communications through graphics and 	<ul style="list-style-type: none"> • Provincial Events streamed via YouTube Channel. 	<ul style="list-style-type: none"> • Provide professional communications through graphics and multimedia 	

	<p>benefits of participation in rugby.</p> <ul style="list-style-type: none"> • Redefine marketing strategies around Ontario Senior Blues competitions. 	<p>and implemented by 2020.</p> <ul style="list-style-type: none"> • Research and implement marketing strategies around Ontario Senior Blues competitions by 2020. 	Events and Marketing	<p>multimedia for provincial team matches by Dec</p> <ul style="list-style-type: none"> • Stream Provincial team matches By Sep 	<ul style="list-style-type: none"> - Cross Boarder Series. - Eastern Canadian Rugby Championships. - Ontario Women's League Final. - McCormick Cup 	<p>for provincial team matches by Dec</p> <ul style="list-style-type: none"> • Streaming of 4 Major Provincial Events via YouTube Channel
Corporate Social Responsibility	<ul style="list-style-type: none"> • Strengthen ties to the various rugby communities through offering support to worthy charitable organizations. • Continue to promote and support clubs that take a proactive approach to making a difference in their communities. • Partner with charitable organizations to provide an opportunity for Rugby Ontario's membership to make a difference. 	<ul style="list-style-type: none"> • By 2020, encourage each member club to champion a local cause. • Promote club community activities and partnerships through RO media channels • 2 strategic partnerships established with charitable 	Chief Executive Officer, Director of Administration and Member Services, Rugby Development Manager and Manager - Competitions, Events and Marketing	<ul style="list-style-type: none"> • Continue partnerships with Their Opportunity, MLSE Launchpad, the Abilities Centre, Canadian Tire Jumpstart by Dec 	<ul style="list-style-type: none"> • Attended Dimes 4 Times Event March 21, Assisted at a local school program • Attendance at 2 summer camp programs planned for July with Their Opportunity. • Planned event partnership at Minor Festival and Their Opportunity end of year event. • Participation IN MLSE Launchpad Summer Camps 	<ul style="list-style-type: none"> • Continued partnerships with community development programs / partners, including but not limited to: Their Opportunity, MLSE Launchpad, Abilities Centre, Canadian Tire Jumpstart by Dec • Continued delivery of Mixed Abilities / Adaptive Rugby programming

		organizations by 2020.			<ul style="list-style-type: none"> • Canadian Tire Jumpstart program • Mixed Abilities match conducted at Rugby in the Square, including participants from the Abilities Centre “Thrive” program. 	<p>with partner organizations.</p> <ul style="list-style-type: none"> • Identify 1 new community partner organization to inspire growth and awareness of rugby in Ontario. • Celebrate Member Club community support through a recognition program at the Hall of Fame & Awards event.
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PILLAR 4: FINANCE/ADMINISTRATION

VISION: To raise the professional standard of the organization by remodeling and enhancing operational and administration processes.

FINANCE/ADMINISTRATION PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF	2019 TARGETS	2019 ACTUALS TO 31 DECEMBER	2020 TARGETS
Financial Management	<ul style="list-style-type: none"> Remodel the organization's financial system, processes and budgets. 	<ul style="list-style-type: none"> Online financial system identified and implemented 	Chief Executive Officer, Director of Administration & Member Services, Chief Operating Officer	<ul style="list-style-type: none"> System remodeling completed in 2017 and 2018 through Live CA 	<ul style="list-style-type: none"> Completed in 2017 and 2018 	<ul style="list-style-type: none"> System remodeling completed in 2017 and 2018 through LiveCA
	<ul style="list-style-type: none"> Increase financial independence and health of the organization. Deliver a balanced budget. 	<ul style="list-style-type: none"> Increase in the percentage of discretionary over targeted funding by 10% Reduce the percentage of annual revenue 	Chief Executive Officer, Chief Operating Officer	<ul style="list-style-type: none"> 2020 Annual Budget Board approved by Dec Maintain the percentage of discretionary over targeted funding by 10% by Dec 	<ul style="list-style-type: none"> ONGOING – Targeted for January 2020 ONGOING – Pending Q4/Year-End financial statements to confirm outcome. 	<ul style="list-style-type: none"> 2021 Annual Budget Board approved by Dec

		derived from registrant fees by 5%		<ul style="list-style-type: none"> Reduce the percentage of annual revenue derived from registrant fees by a 2% by Dec 	<ul style="list-style-type: none"> ONGOING – Pending Q4/Year-End financial statements to confirm outcome. 	
	<ul style="list-style-type: none"> To meet all annual financial reporting requirements. 	<ul style="list-style-type: none"> Ontario Ministry and RO governance annual requirements met. 	Chief Executive Officer, Director of Administration & Member Services, Chief Operating Officer	<ul style="list-style-type: none"> 100% of Ontario Ministry requirements met by Ministry due dates. 2018 Audited Financial statements provided to the Membership by April 	<ul style="list-style-type: none"> 2018 Audited Financial Statements provided to the Ministry as required by 31 March 2018 Audited Financial statements provided to the Membership In April 	<ul style="list-style-type: none"> 100% of Ontario Ministry requirements met by Ministry due dates 2019 Audited Financial statements provided to the Membership by April
Membership Services	<ul style="list-style-type: none"> Integrate an effective and efficient membership registration platform and process. 	<ul style="list-style-type: none"> New registration platform in place for 2018 season. 	Director of Administration & Member Services, Membership Services Coordinator	<ul style="list-style-type: none"> New registration platform introduced through SportLomo in 2018 Review functionality and recommend 	<ul style="list-style-type: none"> ONGOING- SportLomo upgrades being introduced for the registration platform ONGOING - Bi-weekly meetings held with SportLomo to review and 	<ul style="list-style-type: none"> Review Sportlomo functionality and recommend potential changes for 2021 by Dec

				potential changes for 2020 by Dec	recommend any relevant changes. <ul style="list-style-type: none"> Rugby Ontario provided active leadership in the ongoing development of the platform for rugby across Canada through participation in the Rugby Canada Registration, Membership & Insurance Steering Group. 	
	<ul style="list-style-type: none"> Provide educational opportunities and resources to member clubs on registration procedures, insurance. 	<ul style="list-style-type: none"> Registration webinars and resource materials available to all clubs for 2018 season 	Director of Administration & Member Services, Membership Services Coordinator	<ul style="list-style-type: none"> Sport Lomo registration webinars and resource materials, including any 2019 updates available by March 	<ul style="list-style-type: none"> Four online Club Training sessions held, resource materials distributed 	<ul style="list-style-type: none"> Sport Lomo registration webinars and resource materials, including any 2020 updates available by March
Operations	<ul style="list-style-type: none"> Integrate central management system to support administration and operational processes. 	<ul style="list-style-type: none"> New CMS platform in place for the 2017 season. 	Director of Administration & Member Services, Membership	<ul style="list-style-type: none"> New CMS platform introduced through 	<ul style="list-style-type: none"> Ongoing – Weekly meetings held with SportLomo to review and 	<ul style="list-style-type: none"> Attend SportLomo bi-weekly meetings to review and recommend any

			Services Coordinator, Manager - Competitions, Events and Marketing	SportLomo in 2017 <ul style="list-style-type: none"> 2019 updates completed by March 	recommend any relevant CMS platform changes <ul style="list-style-type: none"> Updates for 2019 season completed 	relevant CMS platform changes by Dec
<ul style="list-style-type: none"> Develop and deliver annual operational plans linked to Strategic Plan. 	<ul style="list-style-type: none"> Operation plans annual approved by RO Board. 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> 2019 Operational Plan Board approved by Jan 	<ul style="list-style-type: none"> Completed in January 2019 	<ul style="list-style-type: none"> 2021 Operational Plan Board approved by Dec 	
<ul style="list-style-type: none"> Meet all Ontario Ministry Sport Recognition Policy requirements. 	<ul style="list-style-type: none"> Annual Base funding received from Ontario Ministry. 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> OASF reporting requirements completed as per Ministry timelines OASF funds received as per Ministry timelines Attend and participate in Ministry organized 	<ul style="list-style-type: none"> 2018 Audited Financial Statements submitted by 31 March \$40,000 balance of 2018-19 OASF funding received in January. Confirmation received in Q3 of \$200,000 annual funding for 2019-2020 \$160,000 of 2019-2020 funding received in October 	<ul style="list-style-type: none"> OASF reporting requirements completed as per Ministry timelines OASF funds received as per Ministry timelines Attend and participate in Ministry organized events as required 	

				events as required	<ul style="list-style-type: none"> • CSIO Safe Sport Symposium attended by Nicole Kovacs, David Patterson, Ryan Jones in March • CSIO High Performance Symposium attended by Paul Connelly, Sean Medeiros, Ryan Jones in March • OHPSI Best Practices Workshop attended by Paul Connelly and Myles Spencer in November. • Ministry representatives attended Rugby in the Square in July 	
Membership Engagement/Feedback	<ul style="list-style-type: none"> • Increase the frequency in which staff formally engage the community through interviews. 	<ul style="list-style-type: none"> • Membership satisfaction surveys conducted 	All staff	<ul style="list-style-type: none"> • Membership satisfaction surveys conducted as relevant by Dec 	<ul style="list-style-type: none"> • Surveys undertaken with Clubs and registrants 	<ul style="list-style-type: none"> • Membership satisfaction surveys conducted as relevant by Dec

	<ul style="list-style-type: none"> • Continue to test what is working versus what is not working, continue to improve our processes to better serve our members. 	<p>annually in relevant areas</p> <ul style="list-style-type: none"> • Annually review RO processes and amend as necessary to improve member service. 		<ul style="list-style-type: none"> • RO processes reviewed and amended as necessary to improve member service by Dec 	<ul style="list-style-type: none"> • ONGOING - Annual review of RO policies and procedures being undertaken in December. 	<ul style="list-style-type: none"> • RO processes reviewed and amended as necessary to improve member service by Dec
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PILLAR 5: GOVERNANCE

VISION: Establish and implement cutting edge Governance practices which makes Rugby Ontario a recognized leader amongst Canadian sporting organizations

GOVERNANCE PILLAR AT A GLANCE

FOCUS AREA	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	RESPONSIBLE STAFF IN ADDITION TO BOARD OF DIRECTORS	2019 TARGETS	2019 ACTUALS TO 31 DECEMBER	2020 TARGET
Board of Directors	<ul style="list-style-type: none"> Ensure all RO business is conducted in accordance with legal requirements and RO by-laws and polices. 	<ul style="list-style-type: none"> Conduct a minimum of 6 Board meetings annually. 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> Minimum of 6 Board meetings conducted by Dec 	<ul style="list-style-type: none"> Board meetings held on Jan 13, Feb 24, Mar 15, Mar 31, May 26, June 23, Sep 15, Nov 23. 	<ul style="list-style-type: none"> Minimum of 6 Board meetings conducted by Dec
	<ul style="list-style-type: none"> Oversee the implementation of RO Strategic Plan. 	<ul style="list-style-type: none"> 4 yearly Strategic Plan developed and implemented. Approve Annual Operational Plan. 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> 2019 Operational Plan developed and approved by Jan Strategic Plan targets reviewed by Dec 	<ul style="list-style-type: none"> 2019 Operational Plan approved in Jan ONGOING – Planning process in development for 2021-2024 Strategic Plan 	<ul style="list-style-type: none"> 2020 Operational Plan developed and approved by Jan Quarterly Operational Plan Reports provided to the Board 2021-2024 Strategic Plan

						developed and Board approved by July
	<ul style="list-style-type: none"> Recruit dedicated professionals to provide guidance to Rugby Ontario CEO. 	<ul style="list-style-type: none"> Professionals identified and engaged across all areas of operation on a needs basis 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> Professionals identified where relevant and engaged by Dec 	<ul style="list-style-type: none"> Relevant professionals identified on a needs basis. 	<ul style="list-style-type: none"> Professionals identified where relevant and engaged by Dec
Risk Management	<ul style="list-style-type: none"> Monitor all aspects associated within the risk management framework. 	<ul style="list-style-type: none"> Review and amend risk management policies and procedures as required. 	Chief Executive Officer, Director of Administration & Member Services	<ul style="list-style-type: none"> Risk management policies and procedures to be reviewed, amended and CEO approved by Dec 	<ul style="list-style-type: none"> Harassment policies reviewed and amendments approved by the Board in September. 	<ul style="list-style-type: none"> Risk management policies and procedures to be reviewed, amended and CEO approved by Dec

Stakeholder Relations	<ul style="list-style-type: none"> Develop and maintain positive relationships with RO registrants and clubs, Provincial Unions, Rugby Canada, commercial partners, the Ontario Ministry, other PSO's and relevant community groups. 	<ul style="list-style-type: none"> Annual review of all stakeholders. 	All staff	<ul style="list-style-type: none"> Relevant stakeholders surveyed by Dec Attend Ministry organized events as required by Dec 	<ul style="list-style-type: none"> Completed CSIO Safe Sport Symposium attended by Nicole Kovacs, David Patterson, Ryan Jones in March CSIO High Performance Symposium attended by Paul Connelly, Sean Medeiros, Ryan Jones in March OHPSI Best Practices Workshop attended by Paul Connelly and Myles Spencer in November. RO presented to the OHPSI PSOs on the HP Women's 7s program at this workshop. 	<ul style="list-style-type: none"> Relevant stakeholders surveyed by Dec Attend Ministry organized events as required by Dec Chair & CEO to attend Rugby Canada AGM (Apr) and Bi-Annual meeting (Oct)
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				<ul style="list-style-type: none"> Attend Rugby Canada AGM (Apr) and Bi-Annual meeting (Oct) 	<ul style="list-style-type: none"> Chair & CEO attended RC AGM in Victoria in April. Chair & Interim CEO attended RC Semi-Annual Meeting in Ottawa in September. 	
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