



# Toronto Rugby 2015 AGM

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## Toronto Rugby is for you!

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# TORONTO RUGBY ANNUAL GENERAL MEETING

**Sunday, January 10, 2016 – 10am**

**150 Austin Drive, Markham, ON**

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## **Agenda**

1. Motion to Open
2. Call to order / President welcome and address
3. Establishment of quorum
4. Approval of the Agenda
5. TR Board Reports
  - a. President's Report
  - b. Secretary's Report
  - c. Technical Director's Report
  - d. Discipline Director's Report
  - e. Game Director's Report
  - f. Treasurer's Report
6. Discussion on Board recommendation hiring a part-time staff to run more efficiently TR operation
7. Amendment to the Game Policies including an explicit Harassment Policy
8. Other Business
9. Election of Directors
10. Motion to Adjourn

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# President's Report

[president@torontorugby.ca](mailto:president@torontorugby.ca)

This has been a very difficult year. The board started the year with many goals related to the strategic plan and a mandate from the membership to carry through with the initiatives, however due to a number of challenges, few of the goals were realized.

The board was short staffed for the entire year and ran into some serious issues with the transition to a new treasurer which, unfortunately took a lot of time to get sorted out and took a time away from some of the SP initiatives. In addition, due to funding cuts in year 2 of the Mini-Rugby program at the RC level, the entire mini-program was changed. After a great deal of work and consultation with RO to put interns in place (and having 3 interviewed and on lined to get started), the entire structure was revamped.

There were some success stories, two of the most important being the first year of the U15 girls program which saw a number of tournaments being organized. This is an important initiative to help bridge the gap between the Flag programs and the junior teams, hopefully in the future we can continue to grow this program and perhaps start a league. Many thanks to Nico Pienaar, who stepped up and organized this program. In addition, through Philippe's efforts, in conjunction with Steve Shortly, managed to get a senior Flag program started. This program had some growing pains, however we believe we can grow this into a year round program and attract new members.

TR is struggling to maintain the status quo with volunteers and making any substantial changes to growing the game using the same structure is virtually impossible. Filling out the board with qualified individuals is becoming more and more difficult and the pool of people willing to help out seems to be shrinking and the load on the volunteers is growing.

I have had a great time and worked with some fantastic people over the past 15 or so years and it has been my pleasure to serve the membership. I will be taking some time away from the administrative of the game to hopefully get back on the field and do some coaching and refereeing. I will be available for any assistance to the new board and will look for to returning after the batteries are recharged.

Mark Pinguet - President



# Secretary's Report

[postmaster@torontorugby.ca](mailto:postmaster@torontorugby.ca)

As I am stepping down as Toronto Rugby Secretary I want to assure Toronto Rugby members that all TR Corporate Documentation is in order and I will continue supporting the new Board of Directors for a smooth transition.

We have not been able to achieve this year as much as we wanted largely due to lack of volunteers to work on both day to day activities and strategic initiatives.

I strongly believe that if Toronto Rugby Board of Directors and members are truly committed to strengthening and growing the game in our region, Toronto Rugby needs to invest in a part time administrative staff to allow the Board of Directors focusing on planning and executing on strategic initiatives.

My main focus as Secretary this year was to plan overall execution of strategic initiatives agreed for 2015 and achieve as many goals as possible within the work-streams I was responsible for.

During the April 2015 SGM the following strategic initiatives were presented and agreed for 2015 for which we had mixed results:

1. Increase senior participation and retention through (owner: Philippe Rouanet)

- Growing touch rugby by running co-ed leagues all year round

We established a good partnership with Steve Shortly (GTA Rugby) and were able to launch summer and fall touch leagues in addition to the existing winter league.

The summer league was organized at Eglinton Flats and followed a “pick-up” format. Despite a modest participation level mostly due to the one location available at the time, we were able to run a 12-week program. The summer league brought 17 brand new registrants to Rugby Canada not affiliated with any club.

The Fall League was organized at Downsview Park over 8 weeks. We had 8 teams registered. The Winter League kicked off on January 2<sup>nd</sup> in 2 locations (Downsview and UCC), involving over 20 teams.

My recommendations for next year are:

- Find early a more central location for the summer league
  - Launch an U18 fall league
  - Investigate appetite for a third location (somewhere in 905 area) for winter 2016 / 2017
- Organizing a major Senior Women / Men 7s tournament open to all Toronto Rugby member clubs

This objective was never achieved due to dates conflict with the planned Rugby Ontario 7s tournament which was cancelled in the end.

My recommendation is to organize the TR 7s tournament this spring prior to the League start. This would require reserving early a turf field in Toronto or may be in 2 locations.

- Revamping Senior Men play-offs in meaningful Cup competition

We created a new cup format this year at the end of the season instead of play-offs which we believed worked out well.

The key highlights of the cup were:

- Knock-out competition over 3 week ends
- It offered the opportunity for teams in Regional B competing against teams in Keenan
- All Toronto Rugby Men teams played in the same location (Fletcher's) for Cup Day

My recommendation is to renew the initiative and improve "Cup Day" scope by adding Women games and organizing entertainments around the games (BBQ, music, challenges...)

In addition, we increased the number of weeknight games in the TR Keenan leagues, in order to free up week ends for family or other activities. This initiative has been

very well received by most players and should be extended next year in consultation with the clubs.

2. Meaningfully increase Mini Rugby participation by (owner: Mark Pinguet):

- Working with RO, TIRF and clubs to develop the Rookie Rugby program

After several months working at finding volunteers, training them and working with all parties to launch new Rookie Rugby programs, the entire initiative was put on hold by Rugby Canada and Rugby Ontario and limited to a few pilot clubs working with Rugby Ontario.

- Setting mini-rugby programs in selected areas where it does not conflict with existing initiatives

No program has been set up due to lack of resources

3. Leverage Pan Am games to market the game and member clubs in the TR catchment area (owner: Greg Haley-Williams):

- Developing and executing a digital marketing / communication campaign to promote the game during the Pan Am games
- Organizing targeted initiatives during and leading to the 7s Pan Am games to increase awareness of Rugby in Toronto

Marketing initiatives linked to the Pan Am games were cancelled as Greg moved to a full time position at Rugby Ontario.

However, despite the lack of volunteer to run marketing and communication Toronto Rugby digital and social media presence has improved materially in 2015, for example:

- Our new web site received over 35,000 unique visitors in 2015 compared to 26,000 the year before.
- Toronto Rugby Twitter feed was very active in 2015 and has over 700 followers
- Toronto Rugby Facebook page has over 800 “like” in 2015

Our recommendation is to appoint at Board level one person to be solely responsible for Marketing and Communication. In addition, if a part time administrative staff is

hired make updating the web site and Facebook page on a regular basis part of his/her responsibilities.

I would like to take this opportunity to thank Toronto Rugby members for this chance giving back to the rugby community and would like to acknowledge the dedication and tireless work of the TR board of directors, conveners and permit officers alongside whom I worked over the past couple years.

Happy New Year to all!

Philippe Rouanet

Secretary





# Technical Director's Report

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This year we had great success with our Boys and Girls 7's Programs, not only as a program but with developing players for not only Ontario but for Canada.

Our Boys program featuring coaching from Tom McLeod (Nomads) George Azar (Irish) and Andrew Battaglia (Barbs/ Toronto Alumni). The manager for the program was Mike Jorgensen (Pagans). Overall we had over 50 players competing to make our 24 Spot Roster. Our Boys finished 1st and 2nd in Kingston with Tom's (East Team) beating George's (West Team) 22-12, we had a 2nd place finish in Brantford losing to Upright 5-20 in the finals. We had a 1st place finish at TIRF. We will be competing at NYC 7's in November to wrap up the year. Many of these boys have been ID for Rugby Ontario 7's which will have selection after New York and we had **3 players attend Rugby Canada Camps**.

Our Girls program was coached by Britt Douglas (Pagans/ Toronto Alumni) Angela Godfrey (Cobourg/ Toronto Alumni) Shauna Kuebeck (Vikings/ Toronto Alumni) Nick Daniels (Aurora) Bethany Chekay (Irish). Kari-Lynn Kuebek managed the program for a third straight year. Our girls finished 3rd and 5th in Kingston and 2nd in Brantford. They will travel to NYC 7's in November. This year we faced a major issue with availability for practices. Between hockey and work our practices lacked numbers. A highlight was having 5 players attend U-18 Rugby Canada Camp and one player training with the Canada 7's program in Guelph.

With our Strategic Plan focused on 7's growth. In 2016, we should try and run a U-15 Boys and U-15 Girls 7's program. We would also need to create more training hubs to get more players out and to travel less for practice and development. Currently we had 2 hubs but we should start to look at expanding to 3 or 4.

Lastly we have to grow the base of 7's coaches and referees. We will look at target marketing to get new bodies in the system, a great resource we have is Toronto Rugby alumni with the bulk of the current coaching staff who have played for Toronto in the past.

Khalil Ajram

Technical Director



# Discipline Director's Report

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This was my first year at this role and with no training and some latter guidance I managed to get to grips with the role.

2015 had 21 send off reports submitted compared to 16 sanctions executed the year before.

However, the quality and timing of the reports from referees left a lot to be desired; no names, late filing, no teams being named made the sanctioning process impossible unless it was a very clear report. In these incomplete instances I deemed "sending off sufficient" as the sanction. I had no other choice.

The system itself really needs a review, as I was trained (sic) there is a matrix of sanctions that are applied depending upon the offence. Therefore no discretion can be executed on my part. When a sanction is appealed then it goes to another panel for review.

I would suggest a better referee reporting system that was a drag down menu type that compelled the referee to FULLY complete the report before it could be submitted and the sanction automatically applied. Then it can be reviewed and if there is a feeling for appeal then it could be done in a more timely manner.

We have a short season and timely response and reaction can make or break a club team or player's ability to keep playing.

In the case of second or third offences, I had no access to any database to make a firm conclusion so I was compelled to give the minimum sanction on the basis that this must be the first offence.

Referee abuse is immediately escalated to the ORU, which is should be and sanction passed from there. Thankfully there were few cases this year, but one is too many.

Fighting was quite popular, but really on an exchange of punches rather than full blown war and tempers can and should be managed on the field without resort to cards in my opinion. Some offences were a defensive thrust whilst others were an assault.

Dangerous tackles were the high spike this year at all levels, more high tackles than spiking tackles but again this is open to interpretation. Having witnessed a couple of these "events"

personally, I seriously doubt we have consistency in the game but it all goes down to how well or how poorly the referee report was written.

In conclusion:

Timely referee reporting

Accurate referee reporting of core details (need more support for refs to make it easier)

Access to a dynamic record of offences and players with history

More dynamic reporting to allow categorization of offence

Readily and accessible appeals process (before the next game!)

An end to referee abuse – much longer sanctions

Sincerely

David Haslam

Director of Discipline



# Game Director's Report

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The Toronto Rugby Games Committee has adopted two key principles in establishing league structures.

1. Create structures that allow for the highest level of participation by all.
2. Create structures that allow for appropriate competition for all teams concerned.

The league formats are always under review and feedback will be sought at the preseason meetings.

Toronto Rugby did trial a 'Friday Night' fixture policy where Senior Men or Women teams could have games scheduled on Friday nights as long as the following criteria were met.

1. The field had lights and could accommodate matches with start times no earlier than 7:30pm.
2. The field had lines for rugby.
3. The opposing team was within 75 kms of the hosting club.

Though only the Mississauga Blues took advantage of the policy in 2015 there is significant interest from other clubs to explore the possibility in 2016.

The Games Committee will explore extending the night game policy to Wednesday or Thursday in weeks leading into long weekends. No firm policy for 2016 has been drafted yet.

Michael Curran

Game Director

**SENIOR WOMEN'S REPORT 2015**  
**TRU AGM, January 10, 2016**  
**Amy Murray**

**1. 2015 Women's McKenna League Final Standings:**

- a. West Division
  - i. Brampton Beavers I
  - ii. Markham Irish
  - iii. Balmy Beach
  - iv. Toronto Nomads
  - v. Mississauga Blues
- b. East Division
  - i. Belleville Bulldogs
  - ii. Peterborough Pagans
  - iii. Oshawa Vikings
  - iv. Cobourg Saxons
  - v. Brampton Beavers II

- 2. Brampton Beavers defeated Belleville in the East/West playoff to play for promotion to OWL. Brampton was not promoted for the 2016 season.
- 3. Playoff Champions: Markham Irish. Consolation Champions: Balmy Beach.
- 4. Concerns for next season include league structure:
  - a. How many teams? What structure do we want – East/West again?
  - b. OWL? What will the new OWL structure be?
  - c. Do we want to try for more mid-week games in order to free up additional weekends?
- 5. Despite two teams dropping out at the start of the season, the league ran very smoothly. We had to give teams bye weeks, but I think the structure limited travel, while providing good competition for playoffs. Great season overall 😊

**SENIOR MEN'S REPORT 2015**  
**TRU AGM, January 10, 2016**  
**Khalil Ajram**

Senior Men Rugby had three divisions of rugby in the 2015 season.

Premier Division (Top Level) which required 2 teams per club was very competition with a 10 game schedule (home and away format).

Bay Street won the league by 3 points but declined to play for a chance in the Marshall. Barrie who placed second by 3 points played in the Intermediate Cup and loss to Oshawa by 2 points. Oshawa will remain in the Marshall.

Regional B featured 8 teams which was divided into 2 regions with home and away within your region and 4 crossover games (2 home and 2 away) In a 10 game season the Toronto Bucs and Belleville both won there divisions and will be invited into a revamped 8 team Premiership in 2016.

The Central division was very competitive this year. There was over 10 clubs who were actively seeking games in the division. CRU III won the league and both them and Scottish III will be invited into the Regional B next year.

**For 2016**

**Premiership will have 8 teams**

West

- Barrie
- Mississauga
- Vaughan
- Beach

East

- Bay Street
- Belleville
- Bucs
- Saracens

It will be a 10 game schedule home and away within your division and 2 home games and 2 away games crossover games.

The 2nd team requirement was removed from this league but only a club who fields two teams throughout the season will be eligible to play for promotion in 2017. (\*if Rugby Ontario doesn't change their league schedule in 2017)

**Regional B will once again by 8 teams**

West

- Cru (Invited)
- Etobicoke
- Dragons
- North Halton

East

- Ajax
- Brock
- Cobourg
- Scottish (Invited)

Central will be all 2nd, 3rd and 4th teams seeking games, we will keep it club on club.

Playoff schedule TBD at the league start up meeting in April

**JUNIOR BOYS REPORT 2015**  
**TRU AGM, January 10, 2016**  
**Michael J. Curran**

The 2015 season was a great success for Toronto Rugby junior boys. The league saw slight growth in number of teams. With being said the consensus was that numbers were sometimes tough as the season progressed.

The league did not shut down for any weekends outside of the long weekends. This format did not produce anymore defaults than previous seasons but did allow for more games.

The format of the league going forward should search to find balance between:

1. Geography and travel
2. Competitiveness of games.

Congrats to the Oshawa Vikings on winning the U18 Boys Cup and to the Oshawa Vikings for winning the U16 Boys Cup. Both teams represented Toronto Rugby well at the Ontario Cup.

The fall 7s series continued with running tournaments culminating with a final Toronto Championship. These tournaments were independent of each other allowing teams to enter on weeks that suited them. A similar format for 2016 will be followed



**JUNIOR GIRLS REPORT 2015**  
**TRU AGM, January 10, 2016**  
**Christopher R. McKee**

**GIRLS U18 15's:**

This summer we had 16 U18 girls teams. We broke them into the following geographic divisions.

| <b>EAST</b>         | <b>CENTRAL</b> | <b>WEST</b>        | <b>TORONTO</b>   |
|---------------------|----------------|--------------------|------------------|
| <b>Lindsay</b>      | <b>Ajax</b>    | <b>Barrie</b>      | <b>Beach</b>     |
| <b>Peterborough</b> | <b>Barbs</b>   | <b>Brampton</b>    | <b>Dragons</b>   |
| <b>Cobourg</b>      | <b>Markham</b> | <b>Mississauga</b> | <b>Scottish</b>  |
| <b>Belleville</b>   | <b>Oshawa</b>  | <b>Oakville</b>    | <b>Yeo-Lions</b> |

The match ups were pretty good for travel and most teams were very competitive. We had a few issues with low numbers and a few defaults.

This season was the season of the upset. The Aurora Barbs entered the playoffs as the 7<sup>th</sup> seed and went on to defeat the #2 Balmy Beach and #1 Oshawa Vikings before defeating the #4 Oakville Crusaders in the TR Final. The Barbs then went on to win the Provincial Championship in convincing fashion over Kingston.

All other teams that were still able to field a team at the end of August were invited to take part in Plate, Shield and Bowl finals. Most finals were held at Fletchers Fields on our Junior Cup Day.

## **GIRLS U16 15's:**

This year we got Markham and Mississauga back into our U16 league. We also added Brantford, Oakville and North Halton to our league to boost our numbers to 12 teams (Oshawa ran 2 U16 teams) in the following divisions.

| <b>EAST</b>         | <b>CENTRAL</b> | <b>WEST</b>         |
|---------------------|----------------|---------------------|
| <b>Belleville</b>   | <b>Oshawa</b>  | <b>Oakville</b>     |
| <b>Peterborough</b> | <b>Barbs</b>   | <b>Brantford</b>    |
| <b>Cobourg</b>      | <b>Oshawa</b>  | <b>Mississauga</b>  |
| <b>Lindsay</b>      | <b>Markham</b> | <b>North Halton</b> |

We were able to run double headers which worked well for coaches and players.

All 3 divisions were fairly competitive however the top two in each separated themselves from the bottom two quite early. Each team in the league was involved in at least 2 post season games (Plate and Bowl games as well as friendlies between teams from the bottom of the standings).

Oshawa defeated Belleville in a very close and exiting Toronto Rugby Final while Oakville won the Plate.

Oshawa and Belleville both took part in the inaugural U16 Girls Provincial Championship. Both clubs easily defeated teams from the NRU and SWRU to meet again in the final where Oshawa was victorious.

## **THOUGHTS: (U18 and U16)**

I felt that the leagues ran fairly smoothly. Geographic divisions definitely help. However, we still have some numbers issues in the city (not all teams but in general) It would seem that in the East rugby is thriving with good numbers in all clubs. Teams in the west had better numbers (3 new U16 teams) which is great. Oshawa and Belleville had numbers for two U16 teams each (this kind of thing can vary from year to year. Peterborough had big numbers at U15) Rugby Ontario recognized the Peterborough girls program as the top in the Province this year. And a Toronto Rugby player from Lindsay (Olivia Apps) was named Provincial Junior Female Player of the Year. On the Provincial note, 80% of the Provincial U16 and U18 Storm players came from Toronto Rugby clubs this past summer.

Overall there was some very good rugby being played in our leagues.

## **THOUGHTS FOR NEXT YEAR**

With increasing numbers at most clubs we are seeing the geographic divisions balance out nicely at U16 and U18 (I hope this continues) I was thinking that maybe a slightly different approach to divisions may be good for next year. It would provide a bit more variety for our players. However we wouldn't be doing home and away (the City division would stay the same). This is the potential divisions based on last years teams.

**EAST****CITY****WEST****Belleville U18, U16 Beach U18****CRU U18, U16****Peterborough U18, U16 Scottish U18****Mississauga U18, U16****Lindsay U18, U16 Yeolions U18****Barbs U18, U16****Cobourg U18, U16 Dragons U18****Markham U18, U16****Oshawa U18, U16****Barrie U18****Ajax U18****Brampton U18****N. Halton U16****Brantford U16****GIRLS FALL 7's SERIES:**

This year we added a few teams (Oakville, Barbs 2, Mississauga 2 and Cobourg) however we lost Brampton, TIRF and Markham. So basically every other week a different club hosted a mini tourney (Oshawa, Peterborough, Barbs) and we held our finals day at FF. Some clubs had numbers issues on certain weeks.

I was away at the World Cup for most of this series so I apologize if I have missed a team. I think we had another club (Dragons or Scottish or YeoLions) on finals day.

| <b>U16</b>           | <b>U18</b>         |
|----------------------|--------------------|
| <b>Oshawa</b>        | <b>Oshawa</b>      |
| <b>Mississauga 2</b> | <b>Oakville</b>    |
| <b>Barbs 2</b>       | <b>Cobourg</b>     |
| <b>Oakville 2</b>    | <b>Mississauga</b> |

There was some very good 7's rugby being played. However, there was a lack of consistency.

The Oshawa Vikings came out on top winning U16s and Cobourg won the U18 Championship.

### **THOUGHTS:**

This Fall Series is a great thing. The girls love it and the rugby is great fun. Numbers can be an issue but it is still a worthwhile series. I think Fletchers Fields is the ideal venue to host these events.

All in all (a few default and numbers problems) I think that junior girls rugby is going very strong with many clubs doing great work to build the game in Toronto Rugby.



# Treasurer's Report

[Treasurer@torontorugby.ca](mailto:Treasurer@torontorugby.ca)

| Toronto Rugby Financial Statements-2015   |                  |                  |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Balance Sheet</b>                      |                  |                  |                  |                  |                  |                  |                  |
| Assests/Liabilities                       | 2009             | 2010             | 2011             | 2012             | 2013             | 2014             | 2015             |
| <b>ASSETS</b>                             |                  |                  |                  |                  |                  |                  |                  |
| Cash                                      | \$ 46,591        | \$ 48,482        | \$ 59,567        | \$ 61,451        | \$ 59,716        | \$ 62,779        | 53,293           |
| Receivables                               |                  |                  |                  | \$125            |                  | \$19,099         | 6,047            |
| Credits (prepaid expenses, etc..)         |                  |                  |                  |                  |                  |                  | 15,372           |
| Restricted Sr Player Development Fund     |                  |                  |                  | \$7,500          | \$11,000         | \$5,060          | -                |
| <b>Sub-Total</b>                          | <b>\$ 46,591</b> | <b>\$ 48,482</b> | <b>\$ 59,567</b> | <b>\$ 69,076</b> | <b>\$ 70,716</b> | <b>\$ 86,937</b> | <b>\$ 74,712</b> |
| <b>LIABILITIES</b>                        |                  |                  |                  |                  |                  |                  |                  |
| Undistributed rebate from City of Toronto |                  |                  |                  | \$3,371          | \$3,371          | \$3,371          | 0                |
| Unearned revenues                         |                  |                  |                  |                  |                  | \$11,549         | 0                |
| Prepaid                                   |                  |                  |                  |                  |                  | \$600            | 0                |
| Payables                                  |                  |                  |                  |                  |                  |                  | 4,000            |
| <b>Retained Surplus</b>                   | <b>\$ 46,591</b> | <b>\$ 48,482</b> | <b>\$ 59,567</b> | <b>\$ 65,705</b> | <b>\$ 67,345</b> | <b>\$ 71,417</b> | <b>\$ 70,712</b> |

1. \$4,000 payable is an estimate only. Referee fees for fall 7's series, no invoice received as of Dec

**Toronto Rugby Financial Statements-2015**

**Profit & Loss Statement**

| <b>Revenues</b>        |   | <b>2009</b>     | <b>2010</b>     | <b>2011</b>     | <b>2012</b>     | <b>2013</b>     | <b>2014</b>      | <b>2014</b>        | <b>2015</b>        | <b>2015</b>   | <b>2016</b>      |
|------------------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|--------------------|--------------------|---------------|------------------|
|                        |   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Proposed</b>  | <b>Actual</b>      | <b>Proposed</b>    | <b>Actual</b> | <b>Proposed</b>  |
|                        | Dues set  |                 | \$350/\$125     | \$300/\$125     | \$250/\$125     | \$250/\$125     | \$250/\$125      | \$250/\$125        | \$250/\$125        | \$250/125     | \$250/125        |
| <b>Team Fees</b>       | Men   | \$23,200        | \$21,000        | \$17,700        | \$12,000        | \$14,700        | \$14,700         | \$15,100.00        | \$14,700.00        | 13,625        | 13,625           |
|                        | Women   | \$11,575        | \$9,450         | \$6,600         | \$5,500         | \$6,000         | \$5,500          | \$6,000.00         | \$5,500.00         | 5,750         | 5,500            |
|                        | U21/U20   | \$0             | \$0             | \$1,500         | \$1,250         | \$0             | \$0              | \$0.00             | \$0.00             | 0             | 0                |
|                        | U18 G   | \$2,000         | \$2,125         | \$2,500         | \$2,750         | \$2,250         | \$2,125          | \$2,125.00         | \$2,125.00         | 1,750         | 1,750            |
|                        | U16 G   | \$0             | \$0             | \$0             | \$0             | \$875           | \$875            | \$875.00           | \$875.00           | 1,000         | 1,250            |
|                        | U15G  | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              | \$0.00             | \$0.00             | 0             | 0                |
|                        | U18 B   | \$3,000         | \$3,000         | \$3,625         | \$3,625         | \$3,375         | \$3,375          | \$3,375.00         | \$3,375.00         | 3,250         | 3,250            |
|                        | U16 B   | \$0             | \$0             | \$0             | \$4,250         | \$2,875         | \$3,250          | \$3,250.00         | \$3,250.00         | 2,875         | 3,000            |
|                        | U15 B   | \$0             | \$0             | \$0             | \$0             | \$1,125         | \$1,125          | \$1,125.00         | \$1,125.00         | 875           | 1,000            |
| <b>Fines</b>           |   | \$0             | \$0             | \$0             | \$0             | \$0             | \$0              | \$500.00           | \$0.00             | 0             | 0                |
| <b>Defaults</b>        |   | \$1,275         | \$0             | \$2,400         | \$1,050         | \$1,275         | \$1,000          | \$900.00           | \$1,000.00         | 2,250         | 1,500            |
|                        | <b>Sub-total</b>  | <b>\$41,050</b> | <b>\$35,575</b> | <b>\$34,325</b> | <b>\$30,425</b> | <b>\$32,475</b> | <b>\$31,950</b>  | <b>\$33,250.00</b> | <b>\$31,950.00</b> | <b>31,375</b> | <b>30,875.00</b> |
| <b>Other sources:</b>  |   |                 |                 |                 |                 |                 |                  |                    |                    |               |                  |
|                        | Funding from Restricted Development Fund                        |                 |                 |                 |                 |                 | \$6,050          | \$939.83           |                    | 0             | 0                |
|                        | Proposed Toronto 7s Tournament                                  |                 |                 |                 |                 |                 | \$1,000          |                    | 2500               | 0             | 0                |
|                        | <b>Revenue Totals</b>   | <b>\$41,050</b> | <b>\$39,203</b> | <b>\$36,000</b> | <b>\$31,128</b> | <b>\$32,950</b> | <b>\$39,000</b>  | <b>\$39,190</b>    | <b>\$34,450</b>    | <b>31,375</b> | <b>30,875.00</b> |
| <b>Expenses</b>        |   | <b>2009</b>     | <b>2010</b>     | <b>2011</b>     | <b>2012</b>     | <b>2013</b>     | <b>2014</b>      | <b>2014</b>        | <b>2015</b>        | <b>2015</b>   | <b>2016</b>      |
|                        |   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Actual</b>   | <b>Proposed</b>  | <b>Actual</b>      | <b>Proposed</b>    | <b>Actual</b> | <b>Proposed</b>  |
| <b>Core Services</b>   |   |                 |                 |                 |                 |                 |                  |                    |                    |               |                  |
|                        | Board - Directors   | \$8,575         | \$8,650         | \$8,650         | \$9,205         | \$3,125         | \$2,975          | \$2,550            | \$2,975            | 2,550         | 2,975            |
|                        | Convenors (new in 2013)   | \$0             | \$0             | \$0             | \$0             | \$5,240         | \$5,400          | \$5,080            | \$5,040            | 5,640         | 5,500            |
|                        | - Secretary   |                 |                 |                 |                 | \$300           | \$300            | 300                | 300                | 0             | 0                |
|                        | - IT Support  |                 |                 |                 |                 | \$475           |                  | 0                  | 0                  | 0             | 0                |
|                        | - Permit Coordinator  |                 | \$300           | \$475           | \$475           | \$475           | \$475            | 475                | 475                | 475           | 475              |
|                        | Phone/Communications  | \$796           | \$940           | \$1,553         | \$1,332         | \$1,019         | \$1,400          | 1375.21            | 1400               | 669           | 500              |
|                        | Meetings  | \$860           | \$1,053         | \$791           | \$658           | \$516           | \$1,000          | 512.23             | 1000               | 284           | 750              |
|                        | Office  | \$499           | \$392           | \$277           | \$150           | \$154           | \$500            | 210.85             | 500                | 78            | 200              |
|                        | Internet/IT   | \$734           | \$815           | \$592           |                 |                 | \$1,000          |                    | 1000               | 602           | 1,000            |
|                        | League Management   | \$1,244         | \$1,055         | \$1,685         | \$1,859         | \$2,441         | \$2,500          | 2236.5             | 2500               | 850           | 900              |
|                        | Bank  | \$103           | \$116           | \$101           | \$193           | \$250           | \$250            | 187                | \$250              | 455           | 250              |
|                        | Fletchers/Fields Permits/Parks                                  | \$165           | \$36            | \$313           |                 |                 |                  | 0                  | 0                  |               |                  |
|                        | Marketing/Development   | \$0             | \$0             | \$0             |                 | \$0             |                  |                    |                    | 929           | 1,000            |
|                        | Miscellaneous   | \$0             | \$5,000         | \$0             | \$125           | \$200           |                  |                    | 0                  |               |                  |
|                        | <b>Core Services Sub Total</b>                                  | <b>\$12,976</b> | <b>\$13,358</b> | <b>\$14,437</b> | <b>\$13,872</b> | <b>\$14,195</b> | <b>\$15,800</b>  | <b>\$12,927</b>    | <b>\$15,440</b>    | <b>12,531</b> | <b>13,550</b>    |
| <b>Programs</b>        |   |                 |                 |                 |                 |                 |                  |                    |                    |               |                  |
|                        | Senior Men  | \$5,407         |                 | \$0             | \$0             | \$0             | \$0              | 0                  | 0                  | 0             | 0                |
|                        | U21 Rep (Rebellion costs to RC)                                 | \$5,407         | \$2,632         | \$0             | \$0             | \$0             | \$0              | 0                  | 0                  | 0             | 0                |
|                        | OSG/Annual 7s Interbranch Comp (Girls & Boys)                   | \$0             | \$5,275         | \$0             | \$2,455         | \$10,360        | \$13,000         | 10846.22           | 13000              | 14,818        | 13,500           |
|                        | U16 15s Interbranch   | \$0             | \$0             | \$0             | \$0             | \$0             | \$1,500          | 0                  | 0                  |               |                  |
|                        | Referee Development & Equipment (T & DRRS)                      | \$8,000         | \$9,500         | \$8,000         | \$4,000         | \$0             | \$0              | 0                  | 0                  |               |                  |
|                        | Referees/AR & AT For Semi & Final Games                         | \$1,145         | \$825           | \$1,600         | \$1,260         | \$2,950         | \$3,000          | 825                | 2000               | 1,505         | 1,800            |
|                        | Coaching/Technical Development/High Performance                 | \$0             | \$0             | \$0             | \$0             | \$0             | \$500            | 500                | 500                |               |                  |
|                        | Finals (plaques, balls, neutral fields)                         | \$50            | \$317           | \$541           | \$1,026         | \$894           | \$1,000          | 805.74             | 1000               | 1,018         | 1,200            |
|                        | Fall Junior 7s (referees (as of 2015), plaques, AT, Convener)   |                 |                 |                 | \$2,011         | \$737           | \$700            | 1952.76            | 500                | 1,417         | 5,500            |
|                        | Fall 7s - Sr Men  |                 |                 |                 |                 | \$25            |                  | 0                  | 0                  | 0             | 0                |
|                        | Flag Rugby  |                 |                 |                 |                 |                 |                  |                    |                    | 300           |                  |
|                        | Field permits   |                 |                 |                 |                 | (\$381)         |                  | 1358.52            | 0                  | 0             | 0                |
|                        | Toronto 7s Tournament   |                 |                 |                 |                 |                 | \$1,000          | 0                  | 4000               | 0             | 0                |
|                        | <b>Program Totals</b>   | <b>\$20,009</b> | <b>\$18,549</b> | <b>\$10,141</b> | <b>\$10,752</b> | <b>\$14,941</b> | <b>\$20,700</b>  | <b>\$16,288</b>    | <b>\$21,000</b>    | <b>19,058</b> | <b>22,000</b>    |
| <b>Restricted Fund</b> |   |                 |                 |                 |                 |                 |                  |                    |                    |               |                  |
|                        | AGM-directed use of Development Funds - website (one time cost) |                 |                 |                 |                 |                 | \$2,300          | \$939.83           |                    |               |                  |
|                        | AGM-directed use of Development Funds - SEO/Media training      |                 |                 |                 |                 |                 | \$750            |                    |                    |               |                  |
|                        | AGM -directed use of Development Funds - Marketing (SEO)        |                 |                 |                 |                 |                 | \$3,000          |                    |                    |               |                  |
|                        | <b>Total Annual Expenses</b>                                    | <b>\$32,985</b> | <b>\$31,906</b> | <b>\$24,578</b> | <b>\$24,624</b> | <b>\$29,136</b> | <b>\$42,550</b>  | <b>\$35,155</b>    | <b>\$36,440</b>    | <b>31,589</b> | <b>35,550</b>    |
|                        | <b>Deficit/Surplus</b>  | <b>\$8,065</b>  | <b>\$7,297</b>  | <b>\$11,422</b> | <b>\$6,504</b>  | <b>\$3,814</b>  | <b>(\$3,550)</b> | <b>\$4,035</b>     | <b>(\$1,990)</b>   | <b>-214</b>   | <b>-4,675</b>    |

1. No income was realized from fall 7s junior series. Board agree NOT to bill the clubs.  
 2. Recommendation in 2016 that fall 7s junior series costs are again covered.

Mark Pinguet  
 Acting Treasurer  
 Toronto Rugby



## Appendices



# Appendix 1: Amendment to Game Regulations and Policies

## **Addition of an Explicit Harassment Policy, December 28, 2015**

### 21. Sanctions (Amended)

Failure to comply with game regulations may result in sanctions by Toronto Rugby including but not limited to: Warnings, fines (\$150, \$250, \$500 and escalating), loss of points, defaults, loss of playoff dates, loss of home dates, and expulsion from Toronto Rugby leagues.

Toronto Rugby Member Clubs shall co-operate with Toronto Rugby, communicate and advise Toronto Rugby of all measures taken to investigate complaints, all sanctions or penalties imposed and all measures taken to prevent further incidents, in writing within 21 days of receiving notification of the incident. The Game Director will investigate any issues directly related to the game regulations and make recommendations to the executive committee. The Game Director may take into consideration all factors when making their recommendations. The Executive Committee at its sole discretion will determine any sanctions and advise the club in question. The club will have seven (7) days to appeal the sanction(s) to the president of Toronto Rugby who will hear the appeal (or designate a chair to hear the appeal), report the appeal to the Board of Directors who will make a final determination to uphold the sanction(s) or make changes. Due to timing issues, the Board may make a vote on the appeal by e-mail, conference call or in person.

### 22. Harassment

a. Toronto Rugby is committed to providing an environment free of harassment on the basis of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status or disability.

b. All harassment incidents shall be reported to a Provincial Harassment Officer. Complaints will be managed according to the Rugby Ontario Harassment Policy posted on the Rugby Ontario web site. Sanctions and penalties to offenders will be determined and implemented according to the RO policy.

c. All members of Toronto Rugby have a responsibility to ensure that the Toronto Rugby sporting environment is free from harassment. Members should not engage in, allow, condone or ignore any behavior contrary to this policy.

In addition to any Rugby Ontario harassment investigation and independent of the Rugby Ontario proceedings, the Toronto Rugby Executive Committee may take sanctions against a Member Club in accordance with Section 21, if it is deemed that the Member Club has not taken sufficient action to discourage or prevent harassment or in the opinion of the Executive committee fails to impose sufficient or appropriate disciplinary measures on an offending party/

d. Toronto Rugby Member Clubs shall co-operate with Toronto Rugby, communicate and advise Toronto Rugby of all measures taken to investigate harassment complaints, all sanctions or penalties imposed and all measures taken to prevent further incidents, in writing within 21 days of receiving notification of the incident.

# Appendix 2: Part-time Staff Scope of Responsibilities

## A. Administration:

1. Prepare agendas for all meetings including board, fixtures and AGM. Receive reports for meetings and distribute as per policy.
2. Book meeting rooms for board meetings, AGM, fixtures meetings etc.
3. Take minutes, type up and send out.
4. Maintain action item list for board meetings.
5. Renew annual RO membership, fill out and submit any tour forms, request for field space etc.
6. Set up folders in virtual storage system and store copies of all documents, policies etc. in both PDF and WORD format NOTE: The initial setup will be a one time project.
7. Update policies as changes are made and insure that the latest versions are properly stored.
8. Receive general e-mail inquiries and either answer or redirect to the appropriate person.
9. Set up and update e-mail distribution lists (presidents, treasurers, coaches etc.) and send out board/convener announcements to the appropriate groups.
10. Enter league schedules in the league management system.
11. Send out, post any open positions (board, conveners, managers, coaches).
12. Receive and file all VSS forms, rep player sign offs etc.

## B. Marketing/Communications:

1. Structure and manage the website. Solicit and add content. Update on a regular basis.
2. Update social media (FB, Twitter etc.).
3. Prepare and send out newsletter (monthly or quarterly).

### **C. Operations:**

1. Receive red card reports, review, determine and send out appropriate sanctions. Insure copies of the report and sanctions are stored.
2. Update league standings, scores, etc.
3. Prepare and send out any RFP's, receive responses and make recommendations to the board (approved vendors, AT, travel etc.).
4. Research and book all travel, field rentals, AT etc.

### **D. Financial:**

1. Prepare and send out invoices for dues, permits, defaults, 7's etc.
2. Receive and track payables.
3. Receive and track all payments for rep programs.
4. Receive and track all quotes.
5. Match invoices to quotes, prepare cheques for payment, send out when signed.
6. Manage cheque register and balance monthly bank statement.
7. Insure that on going programs (rep teams) are on track and staying within the budget during the year.
8. Research and report on sponsorship opportunities with an initial view to cover the cost of the ED. Moving forward, to fund programs.