



BC Rugby Board of Directors Meeting Minutes

Saturday, September 26, 2020

10am – 3:30pm

2015 Main Street, Vancouver

In Attendance:

Mark Lewis, Chair

Tanya Donaldson

Marvin Foss

Brad Baker (via Zoom)

Connie McGinley

Alan Snowden

Bob Strachan

Annabel Kehoe

Apologies: Matt Gordon

Call to Order: M. Lewis, 10:05am

1. Opening of Meeting and Chair's Comments

The Chair emphasised the importance of today's Board meeting, seeking input from the Directors on areas that they wish to champion to ultimately make BC Rugby better and rugby in BC better.

2. Acceptance of Meeting Agenda

Motion: To accept the meeting of the agenda. Moved by C. McGinley. Seconded by A. Snowden. Carried unanimously.

3. Declaration of Conflict of Interest

The Chair asked the Directors to declare any conflicts of interest with any items on the agenda. No Directors declared any conflicts.

4. Approval of August 12 Board Minutes

Motion: To approve the minutes of the August 12 Board Meeting. Moved by T. Donaldson. Seconded by B. Strachan. Carried unanimously.

Review of action items from the minutes:

- **ACTION:** The Chair asked the Directors to attend the September board meeting with ideas for improvement, causes that they would like to champion, areas that the Board should focus on. Each director will be asked to present their ideas. Completed in today's meeting
- **ACTION:** Outstanding signed declarations to be completed and emailed to CEO.
Follow-up: one Director outstanding.



- ACTION: Update Governance Manual with correct one-pager. Completed.
- ACTION: Ahead of the next board meeting, Directors will be asked to complete/update the board competencies skills matrix. Completed.
- ACTION: Prior to the next meeting, the CEO will circulate the risk register and ask all Director's to complete scoring. Completed.
- ACTION: M. Lewis to initiate next steps on forming a BC Rugby working group that facilitates learning and understanding from rugby members and supporters of minority ethnicities. To be discussed today.
- ACTION: All Directors have been asked to complete the Commit 2 Kids online training. Directors have been granted a short extension but must be completed as requirement of viaSport funding. The Board discussed the importance of this training and implementing improvements in our current policies and processes, and the promotion of these.

5. Director Roundtable

Each Director spoke to an area or topic that they wish to be a champion for:

- B. Baker: BIPOC and schools' rugby
- A. Snowden: increasing the profile of the sport, increasing the awareness of BC Rugby and the benefits/services of the organization
- C. McGinley: shared some insights from her family re: communication
- B. Strachan: connecting with rugby aficionados who are looking for ways to positively contribute to the growth of the game
- M. Foss: schools' rugby and ensuring aspiring players (and their coaches) connect with pathway/more opportunities (saw the relationship with officials being an opportunity to develop that relationship)
- T. Donaldson: supporting clubs' longer-term stake in their municipality's facility planning; exploring how to bring back/retain the core culture of rugby in the 2020s
- M. Lewis: maximising the strength and expertise of this board to achieve results.

6. VP Finance / Finance Committee Report

The Treasurer updated the Board on the discussions of the September 16 Finance Committee meeting, relating to the presentation of the Statement of Financial Position, Statement of Operations and Cash Flows, all as at August 31 (documents circulated). All were presented not as a formal report, but as context to present an adjusted budget to year end for the 2020-21 fiscal year.

The Treasurer reminded the board that the original budget for this fiscal was set in February, and then adjusted in May in response to the coronavirus pandemic which the Board approved a year end deficit of ~\$65k. An adjusted budget to year end was presented that has brought back the year end position back to breakeven. This balanced budget includes a \$5,900 contingency that will go towards retained earnings if not drawn upon.



The adjustments include the extension of CEWS, conservation revenue for membership and sponsorship, and confirmation of receiving the full gaming grant, while removing the revenue and expenses related to the various events and fundraising activities that BC Rugby delivers in relation to the HSBC Canada 7s (Men's). The CEO shared with the Board the changes to the terms and conditions of the BC Community Gaming Grant and will consider deferring a portion of this revenue to ensure monies are only spent against programs being delivered. There will be Gaming-funded programming delivered in this fiscal, for example coach & official education. There are several other targeted funding projects that remain in the budget as both revenue and corresponding expense, that, should delivery not be possible in this fiscal, can be deferred into next fiscal. The CEO also provided a staffing update to the Board.

MOTION: To approve the adjusted 2020-21 budget as presented. Moved by B. Strachan. Seconded by A. Snowden. Carried unanimously.

The Treasurer noted that the Finance Committee intends to present to the Board at the next meeting Finance Policy for approval, as well as update on the Membership project. The Committee will also be looking to adopt the Whistleblower Policy as to be provided by Rugby Canada.

7. President's Report

The President updated the Board on the frequency of the Executive Committee meeting every other Monday morning. The President and the CEO also communicate regularly on specific issues. The President updated the Board on some current issues that he has been supporting the CEO with, including negotiating some sponsorship relationships.

The President then presented clarity on the structure of the Board Committees and ad hoc working groups that are being formed to support those Committees. This included the introduction of a Safe Sport Committee, which will replace the Player Welfare Committee. The Governance Committee will be responsible for presenting a Charter for this new Board Committee. The Board will be asked to approve the Charter and membership at the next meeting, which is anticipated to be quite broad and address safety both on and off the pitch. The President is looking to ensure all Board Committees are expertly and diversely resourced by members of our community and supported by at least one Director.

8. Breakout Session

The Chair shared the progress of the BIPOC Inclusiveness Working Group (Statement of Intent document circulated) which will be led by Brad Baker & Matt Gordon. The President then directly addressed the two breakout groups which were assigned as follows:



- Board Effectiveness Working Group (reporting to the Governance Committee): Bob Strachan, Connie McGinley & Mark Lewis
- Risk Management Working Group (reporting to the Finance Committee): Tanya Donaldson, Alan Snowden & Marvin Foss

9. Stakeholders Committee Report

[Rescheduled to 1pm] The Chair welcomed John Lecky, BC Rugby Past President and Chair of the Stakeholders Committee, to the meeting.

The Chair of the Stakeholders Committee gave the Board an overview of the history and success of several of the Committee's key projects, including the 7s Kickoff Luncheon, procurement of apparel supplier and the continued management of major sponsors.

The group discussed the success of different fund raising strategies, including sponsorship, match funding and charitable donations, all in agreement that a specific ask was required regardless of the type of financial strategy. Additionally, possible joint projects with the Canadian Rugby Foundation and the Toronto Arrows were discussed.

ACTION: The Treasurer and CEO are to meet with the Stakeholders Committee to discuss BC Rugby's current financial position and the projects that new or additional investment are required.

ACTION: Meeting to be arranged for President and CEO to update major sponsor on BC Rugby's navigation of COVID and future plans.

10. VP Internal / Governance Committee Report

a. Governance Committee: new member for approval

MOTION: To approve K. Myrah as a member of the Governance Committee. Moved by T. Donaldson. Seconded by C. McGinley. Carried unanimously.

The Vice-President gave an overview of K. Myrah's professional appointments and achievements

b. For Approval: applications for membership

The Vice-President presented to the Board the Governance Committee's recommendations on the following three applications:

1. Rugby Match Officials Society of BC (aka BC Rugby Referee Society)

MOTION: To accept the Governance Committee's recommendation to admit the Rugby Match Officials Society of BC as Voting Members. Moved by T. Donaldson. Seconded by C. McGinley. Carried unanimously.



The Board discussed the ability for officials to hold dual membership with this Society and a Rugby Club, and how voting allocation can be assigned to the individual's primary affiliation. The CEO confirmed this is currently possible and facilitated through the registration system.

2. Vancouver Island Rugby Referee Society

MOTION: To accept the Governance Committee's recommendation to admit the Vancouver Island Rugby Referee Society as Associate Members. Moved by T. Donaldson. Seconded by A. Snowden. Defeated.

This was not a unanimous recommendation from the Governance Committee. The Board discussed concerns raised by the Governance Committee regarding this application, as well as some other considerations raised by Directors. The Board sought clarity on several concerns. The CEO confirmed that officials may still access membership (and insurance) as unaffiliated members, as well as the remit of BC Rugby's staff to grow & develop officials right throughout the Province.

3. BC Grassroots Rugby Society

MOTION: To accept the Governance Committee's recommendation to admit the BC Grassroots Rugby Society as Associate Members. Moved by T. Donaldson. Seconded by A. Snowden. Carried unanimously.

Associate Membership means that the Society does not meet eligibility requirements to enter BC Rugby Club Competitions, but is able to fulfil their mandate to deliver introductory rugby sessions to disadvantaged and/or marginalised youth.

c. Review Strategic Plan

The Vice-President lead a session with the Board on reviewing the vision, mission, and values of the current Strategic Plan. Directors participated in two activities. Due to time constraints, the second activity will be circulated to the Board for completion and discussion at future meetings.

ACTION: Board to complete Strategic Plan activity and share back to T. Donaldson.

11. CEO's Report

The CEO presented on the strategic priorities for the remaining 18 months of this current strategic cycle.

GROW: The CEO updated the Board on the progress of the Inclusivity Project being undertaken as a second phase to the Monash University research exploring perception and realities of players' experiences of homophobic, racist, and sexist language and attitudes.



Those Clubs that have been chosen to participate will be notified this month. Additional priorities are growth of U12 (minis) with the goal to get all Clubs delivering to this age-group; retention of age-grade players.

DEVELOP: Key focus will be planning for a spring season, hopefully under Phase 4, for both club leagues and high-performance programming. The Competitions Committee will be re-assembled to consider options based on club consultation. To support the Competitions Committee through this, the CEO will join the Committee as ex-officio. Coach education will be a significant focus to capitalise on the 'free' weekends Club coaches currently have with no inter-club leagues running. BC has an abysmal number of NCCP Level 2 certified coaches – many reasons for this that are or will be addressed.

MANAGE: In addition to continuing financial management through the pandemic, a top priority under 'Manage' will be the process of designing the next Strategic Plan which will be led by the Governance Committee. This time next year, the Board will be wanting to review a draft Strategic Plan to be on track for a finalised, new Strategic Plan by the end of the 2021 calendar year. The Finance Committee will be driving home the membership project, alongside the Governance Committee working on terms and conditions of Members, jointly presenting changes to the Membership at a Special General Meeting pencilled for early February 2021. This requires townhalls with Clubs for feedback by late November. These initiatives are in addition to the annual cycle of activities to ensure a smooth audit and a successful Annual General Meeting.

At the next Board meeting, the CEO will be presenting scenarios for the next fiscal year for discussion that will encompass these priorities.

12. Safe Sport

The CEO reiterated the importance of all Directors completing the Commit 2 Kids online training.

13. Return to Play Update

The CEO updated the Board on the number of Clubs sanctioned to date and shared with the Directors the tracking document staff are utilising to manage the sanctioning process. Most Clubs are now sanctioned, and the CEO acknowledged the huge amount of work that the staff have completed to get to this stage. There are a few Clubs that are outstanding on their application for sanctioning that staff are reaching out to with support. This sanctioning process has highlighted that several Clubs have not been up to date or even registered with the Societies Act which is a significant risk exposure for those volunteers, we've also discovered that some Clubs are in fact two separate legal entities.



ACTION: This insight needs to be considered in the project work the Governance Committee will be undertaking.

With respect to adherence, staff are conducting spot-checks of attestation and attendance being collected through Sportlomo. The CEO noted the best adherence found to date has been with Masters (aka Old Boys') Clubs.

The CEO updated the Board on the number of registrations to date, which showed that we are at 65% of registrations from this same time last year (2,562 compared to 3,974). Mini registration has returned the strongest compared to this same time last year (85%) but still represents a small portion of overall membership (15%). Female registration was slow at first, but as of Friday it is now at 70% of registrations at this same time last year. Majority of Clubs have focused on providing senior programming initially, but we are seeing a number of Clubs return to us to seek sanctioning for age-grade programs.

Planning for the spring will commence shortly, pending the approval of updates to the Return to Rugby in BC plan that is incorporating viaSport Guidelines (already provided) and Rugby Canada's National policy updates (anticipate these in hand next week). Key changes to the plan include:

- Formal adoption of viaSport's cohort approach
- Adoption of viaSport's allowances for high-performance programming
- Adoption of RC changes to permit in-person education under Phase 3 (previously, Phase 4 only)
- Adoption of RC changes to permit indoors spaces for in-person rugby activities
- Adoption of RC changes to allow outbound international player transfers and consider exceptional circumstances for inbound international player transfers.

ACTION: The CEO to circulate update Return to Rugby in BC plan to Board for approval via email.

14. High Performance Presentation

The Chair welcomed Darcy Patterson (BC Rugby Development Manager, Women & Girls' Rugby) and Aaron Takel (BC Rugby Development Manager, Men & Boys' Rugby) to present to the Board their work on defining a high-performance player pathway.

The two staff presented to the Board the process undertaken to design a new framework to track and evaluate player progression from club to country. Pathways have been designed for both the women & girls' game and the men & boys' game, reflecting the different competitions currently available.



This framework provides a way to assess players on their playing (attack, contact & defence), tactical, personal, mental, and physical skills, relative to the playing setting that they've been assessed. The outcome is an overall numerical value, but more importantly, it provides a player scorecard that has graded the players' skills based on a green light system (1=red, 3=green). This scorecard informs the player (and their coaches when relevant) the areas that they are performing well and their work-ons. Collectively, the scorecards would also be able to measure if a team, competition, or program has made players better, and inform whether BC Rugby is delivering the right competition or programming to support that player development.

While some testing of this framework is the next step in completing this project, the staff highlighted the need to ensure this data is securely and entirely collected and stored. Staff are currently seeking a few options, including speaking with both Rugby Canada and their new platform supplier directly.

15. Addressing a Risk: Rugby not delivered in schools in 2021 Spring

The CEO highlighted to the Board concerns over losing another school spring season for Rugby. BC School Sports have recently published a 'Return to School Sport' plan but there are no timelines or clarity on if and how inter-school rugby can or would take place. More information is being sought to understand likely scenarios and consider what support could be offered. B. Baker provided some insights from his professional role, including no plans to re-assess until January 1 but anticipating no inter-school team sports this academic year.

The Board discussed a few considerations and ideas for supplementing this gap in rugby provision at such a critical stage of player recruitment and development.

16. Any other business

None.

17. In camera session

Meeting concluded at 3:50pm.

Next meeting November 4
