



ANNUAL REPORT 2017-18



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MESSAGE FROM THE PRESIDENT

This year the Board continued its growth and development, building on the new governance foundations laid in the past two years. Meetings often centered on review of the 2017-2022 Strategic Plan, priorities for delivery within the plan and the operational plan executed by the CEO, staff and committees. These living documents will continue to be the backbone of our Board focus.

The Board very much enjoyed speaking with the clubs this spring and appreciate your taking the time to speak with us about matters in rugby in BC. We got insights on important topics for rugby in BC but also got to enjoy the opportunity to connect with you and your stories. There were inspiring messages from those who continue to provide passion to our sport. Notably, I was inspired by leaders who are supportive of growth and development of the rugby clubs and regions around them so they in turn can get better and stronger. It is a message that, effectively leveraged together, has the potential to enhance our sport province-wide. Our competitor on the field is also a partner in growth, development and championing of our sport.

We take pride as a community for being inclusive. We are a sport for all shapes and sizes, vocations and ages. This is a sport that can connect you to the globe without needing to be an elite athlete. As we endeavour to exemplify the unique values and virtues of our game, we have a chance to expand and grow stronger. We are all ambassadors for our sport – even when we spend time away from the clubhouse, pitch and team, we bring our unique rugby character to the community at large. Let's continue to be ambassadors. Let's make our sport an easy choice for volunteers, parents, players, officials, competitors and visitors.

I thank all financial supporters of BC Rugby inclusive of our members, sponsors, Rugby Canada and Canadian Rugby Foundation, viaSport and Gaming Commission of British Columbia. I thank especially the Onni Group for providing new financial opportunities for our Men's Premier League and, with significant strategic impact, our newly created Officials Development Officer position. The opportunity to invest in our officials directly is congruent with their importance to the success of our sport.

Thank you very much to Steve Cook and Mike James as departing directors. Steve Cook, Past President, has been an exemplary leader for our province over many years and is a fierce protector of the culture of our sport. Mike James, a premier player of international renown, is a strong voice for our youth athletes and will continue to share his passion for rugby with our community for many years to come. Lastly, thank you to Vice President Doug Manning. Doug Manning continues to exemplify thoughtfulness, effective communication and work ethic beyond compare. His leadership is a great service to rugby in BC.

Sincerely,



Samantha Shorter
President

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

April 1, 2017 was the official start date of implementing BC Rugby's new Strategic Plan and, with one year under our belts, we've achieved both progress and lessons learned to improve upon in year two.

Acquiring increases and new government funding, along with new sponsorship and increased fundraising dollars has allowed the operating budget to expand to a little over \$2 million. This has resulted in new and increased rugby activity at both the grassroots and high performance level.

In partnership with Thunder Rugby, introducing Rookie Rugby to Indigenous youth has been a proud and fulfilling highlight. Led by Tony LaCarte and supported by ISPARC, programming was delivered within six communities concentrated in Vancouver Island and Greater Vancouver and led to BC Rugby being selected by Sport for Life and ISPARC for Aboriginal Long-Term Participant Development Pathway (ALTPDP) mentorship. This entailed several Board, Thunder Rugby and local rugby volunteers joining all BC Rugby staff for a two-day workshop resulting in the design of a 12-month Aboriginal Long-Term Participant Development Pathway (ALTPDP) implementation plan.

Representative XV's Teams dominate the summer and was punctuated by the BC Bears winning the Canadian Rugby Championships with an unbeaten record for the first time since 2009. Summer 2017 also heralded the removal of pay-to-play for BC Rugby's Senior Women's XV's Team – the first province to do so – courtesy of support from new sponsor, belairdirect. We also introduced a player subsidy program for both representative XV's and Sevens Teams, making an investment of ~\$18,000 to provide discounts on player fees to those selected players needing financial support to represent BC.

At the Club level, a great deal of work was completed by the Competitions Committee in consulting both Clubs and players in resetting the objectives of Senior Club Rugby and rewriting Rules of Competition to support those objectives. While there's still room for improvement, the 2017-18 season did welcome an U23 Men's League as well as two Clubs to first support two Senior Women's Teams in Capilano RFC and Westshore RFC. Led by the Rugby Development Officers, Junior Club leagues were also revamped and a great deal of work has gone into continuously modifying the Mini Jamboree format as numbers grow and more Clubs add Mini programs.

As we look to grow and advance the sport throughout British Columbia, this requires a dedicated and skilled workforce. I want to thank the BC Rugby staff for their passion, expertise and commitment to advancing both the quantity and quality of Rugby throughout the Province. I also want to thank the volunteers that provide a great deal of time and expertise through BC Rugby's operational committees, particularly the Player Welfare, Discipline and Competitions Committees.

While there's still much to get done, we're off to a strong start.

Yours in Rugby,



Annabel Kehoe
Chief Executive Officer

BC RUGBY BOARD

Samantha Shorter - President
Doug Manning - Vice President
Steve Cook - Past President
Brittany Cook - Treasurer
Tanya Donaldson

Mike James
Connie McGinley
Tony Watson
Nikyta Witkowski
Jen Ross (*resigned January, 2018*)

BC RUGBY STAFF

Annabel Kehoe	Chief Executive Officer
Dean Murten	Senior Manager, Rugby Growth & Development
Louise Wheeler	Manager of Member Services
Euan McGhee	Marketing & Communications Manager
Oisin Daly	Events & Competitions Manager
John Abreu	High Performance Manager (<i>position concluded March, 2018</i>)
Darcy Patterson	Rugby Development Officer
Tony LaCarte	Rugby Development Officer
Thomas Viljoen	Rugby Development Officer
Chris Assmus	Officials Development Officer

ABOUT BC RUGBY AND OUR PURPOSE

The British Columbia Rugby Union, known as BC Rugby, is the governing body for the sport of Rugby and was founded in 1889.

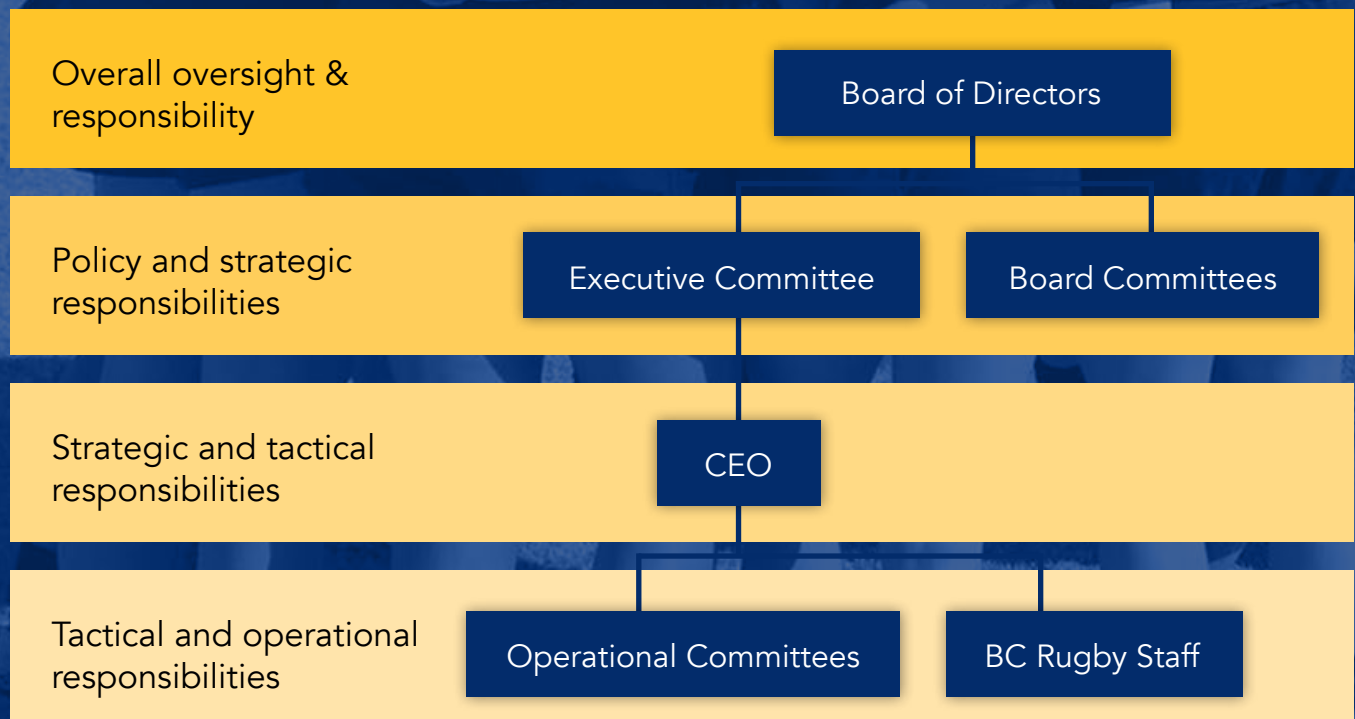
As a Member Union of Rugby Canada, BC Rugby is recognized by World Rugby and the BC Government as being the non-profit organization responsible for Rugby Union and its game variations, including Sevens, Flag and Touch Rugby.

BC Rugby is led by a Board of Directors that is elected by the Voting Members, and hold the over-arching responsibility to deliver the stated Purpose of the organization, while adhering to the key principles of safety, integrity, respect and inclusion. In 2016, the Members of BC Rugby approved a new Constitutional Purpose:

To grow, develop and manage the sport of Rugby in the Province of British Columbia; and, To undertake any other roles, functions, responsibilities or actions that best serve the sport of Rugby in the Province of British Columbia.

That Purpose has guided the design of this Strategic Plan and also guides the organizational structure of BC Rugby.

BC RUGBY STRUCTURE



A VISION FOR RUGBY IN BRITISH COLUMBIA

A vibrant, coordinated and diverse Rugby community throughout British Columbia where Rugby provides a field of possibilities for all.

- Where people of all ages, abilities and motivations have access to try their preferred game of Rugby in a safe and fun environment;
- Where aspiring athletes have the opportunity to access high-performance coaching and quality competition with appropriate officiating;
- Where Member Clubs across the Province have strong, sustainable and diverse membership and are reliably delivering valued programming to their local communities; and,
- Where BC Rugby is smart and sophisticated in its leadership and service to all current and potential stakeholders and partners.

BC RUGBY STRATEGIC PRIORITIES

The BC Rugby Strategic Plan 2017/18-2021/22 has identified six strategic priorities that align to BC Rugby's Purpose to grow, develop and manage the sport of Rugby in British Columbia.

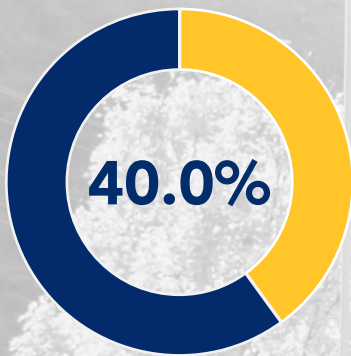
GROW	Increase rugby participation across the Province for all ages and genders, reflecting the cultural diversity of BC	Increase infrastructure and workforce to ensure safe, inclusive and accessible opportunities to play Rugby in BC
DEVELOP	Increase the number of male and female BC Players contributing to successful National XV's and Sevens Rugby Teams	Improve the player experience with their welfare the top priority and enhance our culture of respect for officials, coaches and volunteers
MANAGE	Provide smart, professional and consistent leadership	Provide industry-leading and valued service to stakeholders and partners

To further articulate each priority, a total of 20 strategic objectives are detailed, each with a corresponding strategic goal which will be measured annually and reported against established benchmarks.

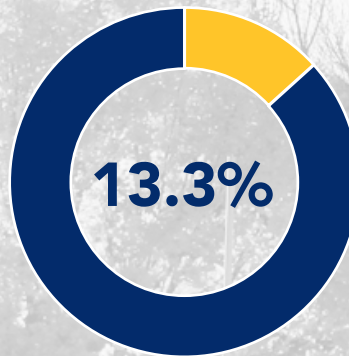
To view the BC Rugby Strategic Plan 2017-22 in its entirety, please visit bcrugby.com/strategicplan

CURRENT STATE OF PLAY OF RUGBY IN BC

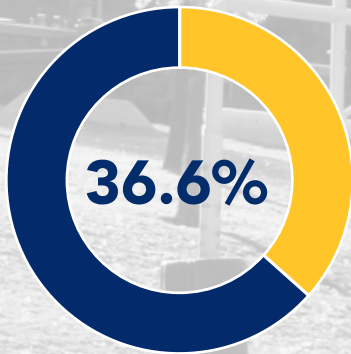
Ambitious targets have been set for growth and development of Rugby throughout British Columbia over the next 5 years. At the conclusion of the 2016/17 Membership year (Sept – Aug), BC Rugby had a gain of 218 members to achieve a total of **7,876 registered Members**, of which:



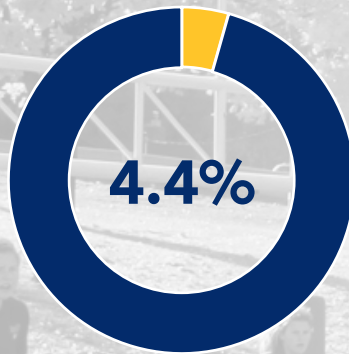
of Members are female



of Member players are aged 12 years or younger



of Member players are aged 13 to 17 years



of Member players indicated that they are of Aboriginal descent

337

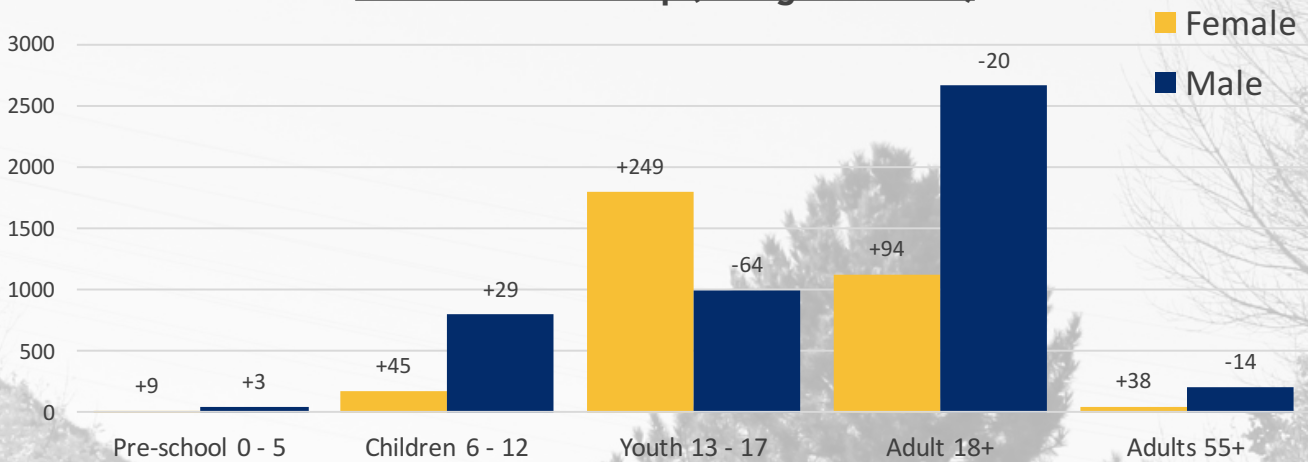
adults were registered as a coach

90

adults were registered as an Official

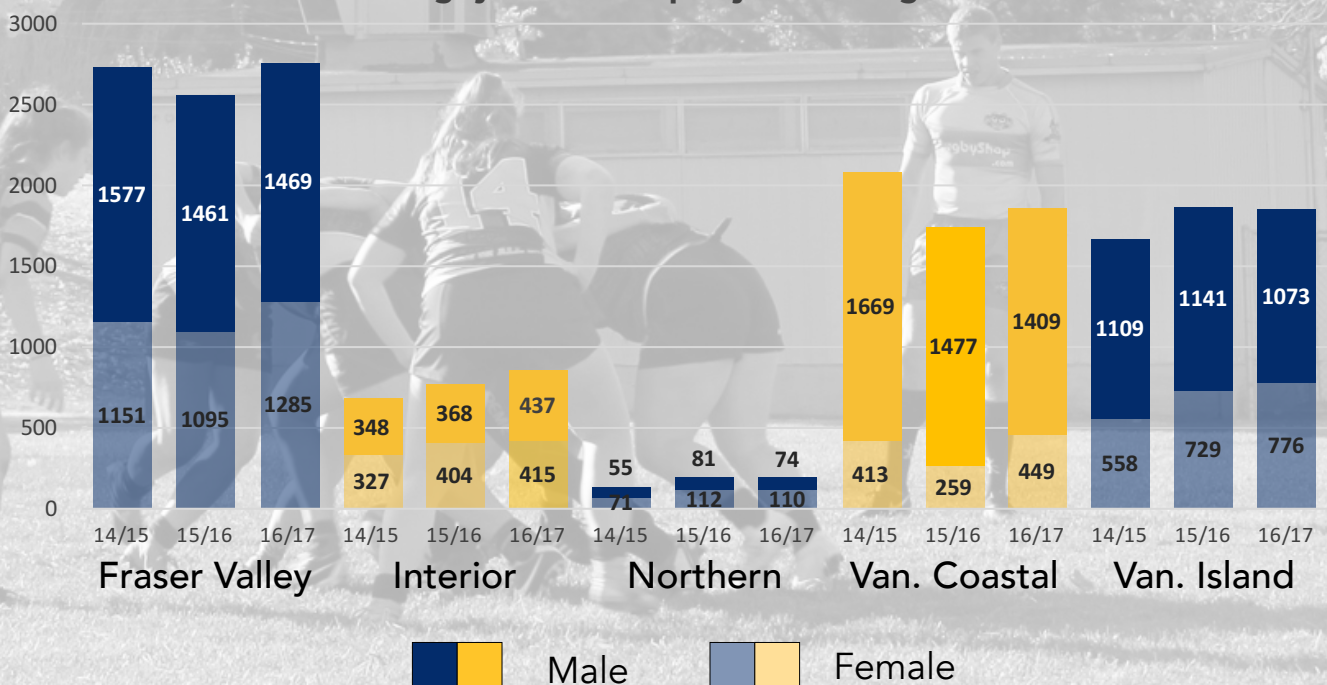
Unpicking those numbers shows some great areas of growth and some for concern. Growth in women and girls continues to trend and in the 2016/17 membership year, we surpassed 3,000 female Members who now account for 40% of all BC Rugby Members (up from 36.4% in 2015/16). In addition to more female players, we also increased the number of women coaching and officiating.

2016/17 Membership (Change vs. 15/16)



Regionally, we can see that the Interior and Fraser Valley are the two regions to achieve growth in both male and female members. In fact, the Interior shows three years of continued growth in both genders. Across most regions and age-groups, the decline in male members is causing great concern. In addition to growing participation from an earlier age, we need to work collectively, particularly between club and school rugby, to work at retaining young male players in the game.

BC Rugby Membership - By Year & Region



PROGRESS AGAINST STRATEGIC PRIORITY #1: GROW

Increase Rugby participation across the Province for all ages and genders, reflecting the cultural diversity of BC

2021/22 GOAL

12,000 Member Players with 33% female & 5% of Aboriginal descent

In addition to supporting more Clubs running a Mini Rugby program, BC Rugby has been reaching out to alternative delivery venues to increase the accessibility of our sport for primary-aged children. Over the past year, a mixture of 'Try Rugby' sessions, primary and middle school visits and community centre programming has introduced Rookie Rugby to over 4,000 young people.

For those youngsters playing with Member Clubs, the 2017-18 Jamboree schedule was collaboratively developed with a focus on creating local play zones, reducing the travel commitment required to attend Jamborees. The schedule was highlighted by the HSBC Rookie Rugby Jamborees hosted as part of the build-up to the 2018 HSBC Canada Sevens which were held at South Surrey Athletic Park and Trillium Park, both supported by National Team players including Jen Kish and BC's own Andrea Burk.

Youth players enjoyed a much more development-focused and organised Club season throughout Fall 2017. League play consisted of a blend of Sevens and XV's Rugby with the Kamloops Sevens acting as a quasi-championship tournament, with the season concluding with the Age-Grade Club Finals with Teams playing XV's in U18 and U16 Girls' and Boys' divisions.

With financial support from the Province of British Columbia through the Ministry of Community, Sport and Cultural Development, BC Rugby partnered with Thunder Rugby and ISPARC to initially pilot Rookie Rugby delivery within several Indigenous communities on Vancouver Island. Based on the success of the pilot, which delivered Rookie Rugby programming for 197 Indigenous youth, further funding was granted and delivery expanded to Greater Vancouver in Fall 2017. This timing enabled us to offer over 70 participants an unique opportunity of showing off their skills during the half-time break of the Maori All-Black match at BC Place.

While the main focus on growing participation will continue to be towards youth, BC Rugby introduced an adult initiative involving recreational Touch Leagues. During Summer 2017, BC Rugby's Darcy Patterson ran a pilot offered at Vancouver's Andy Livingstone Park. Registration reached capacity and, with the exception of the Justice RFC and a handful of Scribes and Kats players, the majority of participants were new to our sport. Based on the success of the pilot, expansion has been implemented for Summer 2018 with all new venues being delivered in partnership with Member Clubs.



PROGRESS AGAINST STRATEGIC PRIORITY #2: GROW

Increase infrastructure and workforce to ensure safe, inclusive and accessible opportunities to play Rugby in BC

2021/22 GOAL

450 Registered Coaches, 200 Registered Officials and increase the number of safe playing venues

The number of registered coaches in the 2016-17 membership year slightly dipped from the previous year to 337 (from 340). However, a significant silver lining is the increase in female coaches to now represent 25.8% of all registered coaches, a jump from 21.2% in 2015-16.

As a first step in the coaching pathway, the number of BC residents to complete World Rugby's Rugby Ready certificate is encouraging, which aims to equip rugby-deliverers with a fundamental understanding of safeguarding players and the core skills for the game. Rookie Rugby Instructor training provides another low-commitment entry into coaching introductory rugby. In 2017-18, 16 Rookie Rugby Instructor training courses were delivered at Clubs and Schools throughout BC, training 221 people.

World Rugby's Rugby Ready Certificate	
2016/17	413
2017/18	453
Total	866

In 2017-18, less than half the planned number NCCP Community Initiation / World Rugby level 1 Courses took place due to low registrations. In total, courses ran in Kelowna, Duncan and Langford training 29 new coaches. Uptake for the NCCP Rugby Competition Introduction / World Rugby Level 2 courses were stronger and at the three courses offered in Vancouver, Mill Bay and Kelowna in 2017-18, a total of 36 Rugby Coaches were trained to this level.

The number of registered officials in 2016-17 also remained stagnant. Similarly to changes within coaching demographics, the proportion of female officials increased in the 2016-17 membership year to 10%, up from 6% in 2015-16. Level 1 Officials Courses were run in all five regions in 2017-18, training 110 new officials, and two Level 2 Officials Courses were run in the lower mainland, though several planned Level 1 and 2 courses were cancelled due to low registrations.

While the Level 1 Officials Course is a great first step for aspiring officials, it was recognised that more was needed to help introduce aspiring officials to their role in the middle of the field. Utilising several age-grade rugby events, such as the Kamloops Sevens Tournament, BC Rugby's Officials Development Officer invited recent Level 1 graduates to put their newly acquired qualifications to the test with the support of a qualified Coach of Match Officials (CMO). The uptake and feedback from Level 1 graduates has been positive and this process will continue to evolve and expand to convert Level 1 graduates into active, registered officials.

Augmenting both coach and officials courses with complimentary workshops, presentations and mentoring opportunities is key in professional development as well as in delivering a diverse and attractive educational calendar. In 2017-18, BC Rugby also offered World Rugby's First Aid in Rugby courses, several 'National Key Themes' workshops and free coaching sessions delivered by Canada's Damian McGrath and Australia's Men's Sevens Head Coach Andy Friend, as well as officiating workshops delivered by Andy Brace, Pro-14 and International Official, and World Rugby's Craig Joubert and Patty O'Brien.

PROGRESS AGAINST STRATEGIC PRIORITY #3: DEVELOP

Increase the number of male and female BC Players contributing to successful National XV's and Sevens Rugby Teams

2021/2022 GOAL

50% BC player and coach representation on National Men's Teams, 45% BC player and coach representation on National Women's XV's Team, 33% on National Women's Sevens Rugby Team and 20 Officials awarded international appointments

Competition is at the heart of our sport and the catalyst to recruiting, retaining and developing players. With this clear objective set, the Competitions Committee led a collaborative process, which involved input from both players and Club representatives, in resetting the structure of Senior Club XV's Rugby Leagues and rewriting the Rules of Competition. This included the removal of promotion/relegation from Men's Premier Leagues and embedded 'Recognise and Remove' concussion management policy in our Rules.

Accessing challenging competition remains a focus for BC Rugby's Representative Sevens and XV's Teams. The Las Vegas Invitational Tournament continues to provide a test for both the Elite Youth Sevens and NextGen Men's and Women's Sevens Teams. With significant support from the Canadian Rugby Foundation, BC Rugby embarked on a Rugby Tour for the U18 Boys & Girls' XV's Teams, meeting this likes of Leinster and Munster while a rest day was utilised to support the Canadian Women's 15s Team at the 2017 Women's Rugby World Cup. Back in Canada, BC's U17 Boys' and Girls' Teams were challenged to play up an age at the U18 Canadian Rugby Championships.

Representative XV's and Sevens Team opportunities are augmented by the BC Rugby Academy & Elite Youth Sevens programs respectively. The Academy expanded into the Interior/Okanagan regions to offer added support to talented and motivated players. The Elite Youth Sevens programs were this year overlapped by U18 National Teams competing for inclusion at the Youth Olympic Games, where BC's top U18 players represented 25% of both the Boys' and Girls' Teams. All BC programs and teams are designed to produce more players to lead our National Teams to success. In 2017-18, BC has the highest representation on the Senior Men's Sevens Team with 13 of the 19-player roster hailing from BC. The year concluded with our highest representation in the Senior Women's Sevens program at 25% (up from 7% in 2016), due to several talented Elite Youth Sevens graduates making the leap into the 25-player senior squad.

Switching to XV's, the Senior Men's Team averaged 47% for BC representation (up from 39% in 2016), which included the Rugby World Cup qualification matches against USA in June 2017 and Uruguay in 2018. The Senior Women's Team went to Ireland for the 2017 Women's Rugby World Cup with 53.57% of the Team calling BC home. Given the current standings of both the Senior Men's & Women's XV's Teams, it's imperative that we continuously assess our competitions and programs on their ability to positively impact the development of players to an internationally-competitive standard.

Coach and official development are critical ingredients to this overarching goal. The Gerald McGavin Coaching Bursary was tied into the Ireland Tour and awarded Pam Hadikin of Nanaimo and Mike Jamieson of Surrey assistant coaching positions with the Girls' and Boys' Teams respectively as well as undertaking a 4-day mentorship at the Leinster Rugby Academy. Through the Men's Premier League, mentorship of BC's top officials has been led by BC Rugby's new Officials Development Officer and supported by BCRRS, involving weekly video analysis and practical on-field training sessions.

PROGRESS AGAINST STRATEGIC PRIORITY #4: DEVELOP

Improve the player experience with their welfare as the top priority and enhance our culture of respect for officials, coaches and volunteers

2021/2022 GOAL

5,000 BC Residents to hold World Rugby certification in Concussion Management

The safety of all players has and shall continue to be the top priority of BC Rugby. In the past year, BC Rugby has implemented a number of policies and protocols to ensure the safety of players on and off the field. Led by Monique Charbonneau, the Player Welfare Committee has supported BC Rugby staff in identifying and implementing best practice for concussion management and injury tracking.

For Team Therapists to do their best job, they require timely and robust information. BC Rugby continues to use Privit® to maintain an up-to-date and secure medical history of all BC representative players, which is also utilised to monitor any injury trends within the Representative Teams. Looking for a more efficient way to identify a concussion, BC Rugby trialled the use of HeadCheck Health with the 2018 Representative Sevens Teams and, with the blessing of the Player Welfare Committee, will implement this platform across all Representative Teams.

While these platforms enable an efficient and secure way to identify and track injuries, awareness of concussion symptoms is the first step. To educate the Rugby community to identify the symptoms of concussion and to act accordingly, BC Rugby has promoted World Rugby's Concussion Management for the General Public Certificate. First available in 2016-17, the number of BC residents to complete the certificate has continued to grow but this number needs to greatly increase to ensure that the "Recognise and Remove" policy is implemented at every rugby training and match across the Province.

World Rugby's Concussion Management for the General Public Certificate	
2016-17	501
2017-18	292
Total	793

The BC Rugby Hall of Fame was hosted for the first time since 2015 and welcomed an outstanding class. Chaired by Doug Sturrock, the Hall of Fame Committee were forced to make some tough decisions due to the volume of strong nominations but could not deny the induction of Alan Hudson (Builder/Referee), Ruth Hellerud-Brown (Builder/Player), Scott Stewart (Player), Winston Stanley (Player) and Dr. Ian Birtwell (Builder/Coach).

Outstanding BC individuals were also recognised by the BC Sports Hall of Fame and Rugby Canada. Mark Wyatt was inducted into the BC Sports Hall of Fame in 2017, joining fellow 1991 Rugby World Cup teammate Gareth Rees, in the illustrious Hall of Fame. In just its second year running, Rugby Canada's Hall of Fame is dominated by British Columbians and in March 2018, Dr. Ian Birtwell (Builder), Dr. Maria Gallo (Player), Ruth Hellerud-Brown (Builder), Spence McTavish (Player/Builder), Douglas 'Buzz' Moore (Builder) and Stephanie White (Player) were inducted.

PROGRESS AGAINST STRATEGIC PRIORITY #5: **MANAGE**

Provide smart, professional and consistent leadership

2021/22 GOAL

BC Rugby is awarded full marks by viaSport by demonstrating 'best practice' in leadership, governance and policy, strategic planning and financial management

At the 2017 Annual General Meeting, the Voting Members approved new Constitution and Bylaws for BC Rugby, ensuring compliance with BC's new Societies Act. The Governance Committee, consisting of Doug Manning, Tanya Donaldson, Tony Watson, Alan Snowden, Peter Finley and Annabel Kehoe, completed a large amount of research into the new Societies Act and, in addition to drafting new Bylaws for BC Rugby, produced a comprehensive guide and bylaws template for Member Clubs and Associations to utilise for their transition. Also produced by the Committee was a new Risk Management Policy which will be put into practice in the 2018-19 year. Many thanks to those volunteers on the Governance Committee.

In the 2017-18 fiscal year, BC Rugby increased its operational budget to \$2million which was made possible through increases in government and commercial revenue. BC Rugby was awarded an increase in core funding from viaSport in April 2017 while high-performance funding is maintained at the highest award available. Sponsorship and fundraising revenues increased in this fiscal, however, opportunities are still not being maximised and this will be a focus for the CEO and Stakeholders Committee in 2018-19.

A significant change in 2017-18 was the introduction of a new membership platform, Sportlomo. Implementation was relatively pain-free and all Clubs have utilised the system for the 2017-18 membership year. A key benefit of the system is its integration with an online league management platform, which includes team rosters, referee allocations and match reporting that are auto-published to bcrugby.com. More benefits will be forthcoming as this system retains data year-on-year and uniquely identifies members, allowing us to accurately measure retention and build a better understanding of how people move through our sport over time.

SOCIAL MEDIA FOLLOWERS BY CHANNEL



4,625



5,149



2,113

Bcrugby.com was given a much needed facelift in early 2017 and, while reach and engagement improved, we still haven't nailed it. Communications through direct email, with a little over 9,000 subscribers as at March 31, as well as social media channels, continue to grow in both reach and engagement. Facebook and Twitter continue to be the main sources of reaching audiences in the moment, with the most successful posts and tweets reaching over 10,000 individuals. Looking for more avenues to reach new audiences while improving communications, including bcrugby.com, will be a priority in 2018-19.

PROGRESS AGAINST STRATEGIC PRIORITY #6: **MANAGE**

Provide industry-leading and valued service to stakeholders and partners

2021/22 GOAL

To be sought by partners and stakeholders as a key collaborator and delivery partner and recognized by industry and commercial partners for delivering strong ROI

Supporting and servicing Member Clubs and Associations is a top priority. The growth and development of the game must happen at the local level to have any impact on our Provincial goals. BC Rugby's three Rugby Development Officers are allocated to Member Clubs and reach out to collaboratively determine areas of support required. In 2017-18, Rugby Development Officers were focused on improving the Mini Jamboree format and working with Clubs on delivering a meaningful Club Age-Grade season for both boys and girls. There's much more that can be done and recognising the need to support Clubs' outreach to schools will be a priority moving forward, as well as ensuring that Clubs' coaching staff and volunteers are trained and equipped to deliver a safe and quality rugby experience.

The BC Rugby Conference also acts as a key vehicle for supporting Member Clubs, Rugby Coaches and Officials. At the 2018 Conference, BC Rugby welcomed keynote speakers Dr. Wade Gilbert, an award-winning professor and coaching scientist at California State University, David Fraser, Coach Development Manager for the RFU, and Canada Men's Sevens Head Coach, Damian McGrath.

The scale of BC Rugby operations would simply not be possible without support from commercial and private sponsors. Being able to provide robust reporting to those sponsors, demonstrating both value and impact has been a focus of both the Stakeholders Committee and the CEO. Detailed reports were collated and supplied to the Canadian Rugby Foundation as well as for relevant commercial sponsors.

On the national stage, BC Rugby recognises its role as an owner of Rugby Canada and our vested interest in the growth and development of Rugby in all Provinces and Territories. On the field, BC Rugby sent Representative Teams to all National Competitions but withdrew support for the Women's U20 Canadian Rugby Championships when Rugby Canada made national team selections preceding the Championships.

In the boardrooms, BC Rugby was strongly represented on both governance and operational committees of Rugby Canada, including Doug Campbell as the appointed Provincial Director to the Rugby Canada Board. BC Rugby was represented by the CEO and at least one member of the Executive at Rugby Canada's annual general and semi-annual meetings. While BC Rugby did not support the recent fee increase presented by Rugby Canada, we remain committed to supporting all players taking the field in red and white, and look forward to supporting the development of a new Strategic Plan and governance model for the National Governing Organisation.



RESULTS IN 2017-18

Senior Club Finals	2016/17 Season	2017/18 Season
Men's Premier League	UBC Thunderbirds	UBCOB Ravens RFC
Women's Premier League	Westshore RFC	Westshore RFC
Men's Premier Reserve	Burnaby Lake RFC	Meraloma Rugby Club
Women's Division 1	United RFC	Meraloma Rugby Club
Men's Division 1	Surrey Beavers RFC	Vancouver Rowing Club
Women's Division 2	Kelowna Crows RFC	Scribes RFC
Men's Division 2	Meraloma Rugby Club	Kamloops RFC
Men's Division 3A	Westshore RFC	Westshore RFC
Men's Division 3B	Capilano RFC	-
Men's U23 Division	-	United RFC

2017 Age-Grade Club Finals	
U18 Boys	Castaway Wanderers RFC
U18 Girls	South Vancouver Island
U16 Boys	Cowichan RFC
U16 Girls	North Vancouver Island

2017 Provincial Regional Championships	
U18 Boys	Fraser Valley (East)
U18 Girls	Thompson-Okanagan
U16 Boys	North Vancouver Island
U16 Girls	Vancouver Island
U15 Boys	Vancouver (South)
U14 Boys	Vancouver Island
U14 Girls	Fraser Valley (Gold)

BC Representative Teams

XVs - Canadian Rugby Championships	
BC Bears	MacTier Cup Winners
U19 Men	Winners
U17 Boys	Silver in U18 Division
U16 Boys A	Silver in U16 Division
U16 Boys B	Bronze in U16 Division
U15 Boys	4th Place in U16 Division
Sevens - Las Vegas Invitational	
NextGen Men	11th in Aces Division
NextGen Women	5th in Elite Division
U18 Boys	7th in HS Elite Division
U18 Girls	Silver in HS Elite Division
U16 Girls	Bronze in U16s Division

XVs - Canadian Rugby Championships	
Senior Women	Bronze
U17 Girls	Bronze in U18 Division
U16 Girls	Silver in U16 Division
XVs - U18 Tour of Ireland	
U18 Boys	3-0-0
U18 Girls	4-0-1
Sevens - National U18 Sevens Championships	
U18 Boys	Silver
U18 Girls	Bronze
Sevens - Vancouver Rugby Festival	
NextGen Men	Won - NextGen Division
NextGen Women	Silver - NextGen Division

AWARDS AND HONOURS



2018 BC Rugby Hall of Fame - Inductees & Awards			
Dr. Ian Birtwell	<i>Inductee - Builder</i>	Winston Stanley	<i>Inductee - Player</i>
Ruth Hellerud-Brown	<i>Inductee - Builder</i>	Scott Stewart	<i>Inductee - Player</i>
Alan Hudson	<i>Inductee - Builder</i>	Mimi Applebee	<i>Joan Spray Award</i>

2018 Rugby Canada Awards & Hall of Fame	
Dr. Ian Birtwell	<i>Inductee - Builder</i>
Ruth Hellerud-Brown	<i>Inductee - Builder</i>
Douglas Moore	<i>Inductee - Builder</i>
Spence McTavish	<i>Inductee - Builder/Player</i>
Stephanie White	<i>Inductee - Player</i>
Dr. Maria Gallo	<i>Inductee - Coach</i>
Justin Douglas	<i>Men's Sevens Player of the Year</i>
Alan Hudson	<i>Match Official of the Year</i>

2017 BC Sports Hall of Fame	
Mark Wyatt	<i>Player</i>

2018 Sport BC Annual Awards	
Tere Blake	<i>Presidents Award</i>

FINANCIAL STATEMENTS

For the 2017-18 fiscal year, BC Rugby has significantly increased revenues on the previous fiscal year, achieving a 15% increase. This is driven significantly by being awarded an increase in core funding from viaSport as well as project funding by the Provincial Government for Indigenous initiatives. Further Government funding was awarded for the first time in 2017-18 from the Federal Government's Canada Summer Jobs program.

Also contributing to the increase in revenue has been the commercial activities undertaken by BC Rugby, largely sponsorship and fundraising. New sponsorship from the Onni Group, the Marcon Group and belairdirect was acquired in 2017-18 and the success of the fundraising luncheon held in the week of the HSBC Canada Sevens have combined to drive the increase in commercial activity revenues. Additionally, in 2017-18 BC Rugby received a first-time donation from the Canadian Rugby Foundation in support of the U18 Boys' & Girls' XV's Tour to Ireland.

Achieving increases in revenues from both government and commercial activities has maintained BC Rugby's income diversity (see Graph 1).

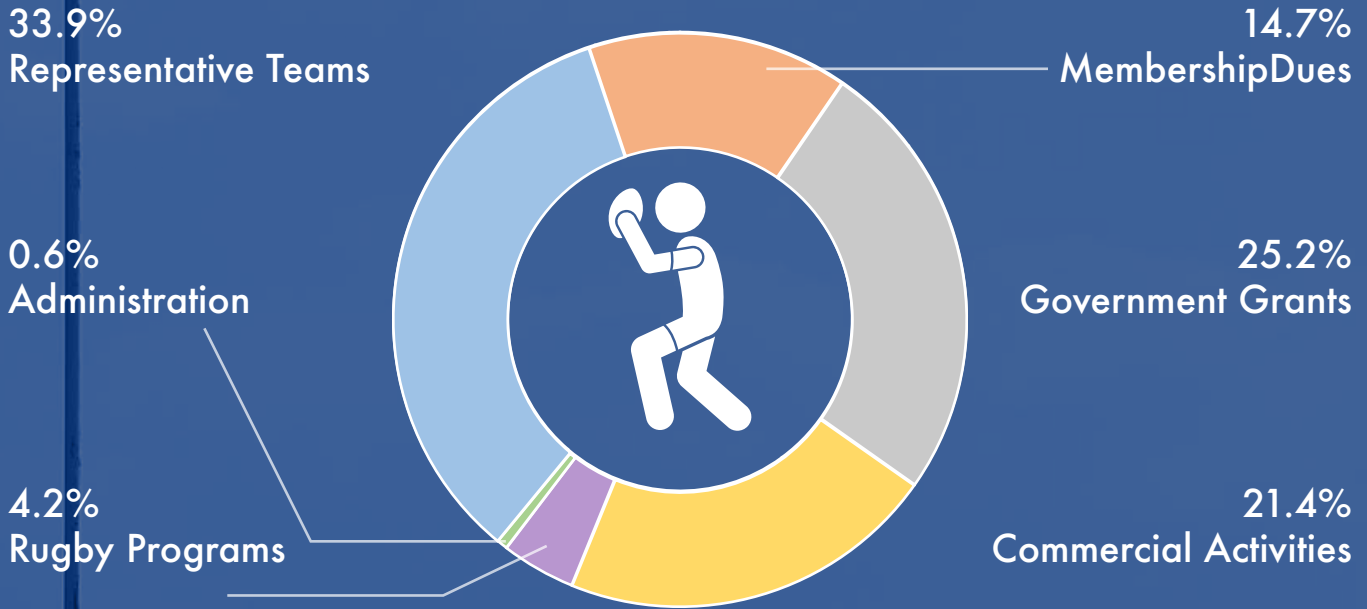
The increase in revenues has correlated with a corresponding increase in expenses. The investment made into both Senior and Youth Representatives Teams (XVs and Sevens) significantly increased in 2017-18 in addition to making available player subsidies for the first time. This increased investment was made possible by the Canadian Rugby Foundation (U18 Boys' & Girls' XV's Tour to Ireland) and the Marcon Group (NextGen Men's & Women's Sevens Teams). However, the overall cost of attending National Championships has continued to increase over the years and has largely contributed to the decision to switch to Western/Eastern Rugby Championships for U16 and U18 XV's Teams in the coming years. We will continue to be challenged when touring outside of Canada as the dollar, while may have steadied in 2018, has fallen significantly over the last 3 years against the US dollar, pound and euro.

Increases in human resources spend is due to the introduction of two, new full-time positions, Officials Development Officer and High-Performance Manager, and two summer internships largely funded by Canada Summer Jobs. The staffing needs of BC Rugby will continue to be reviewed and adjusted to reflect the priorities outlined in annual operating plans. However, the introduction of the Officials Development Officer will be continue to be a priority, as reflected by the outcomes we wish to achieve, in partnership with the BC Rugby Referees' Society, in growing and developing officials.

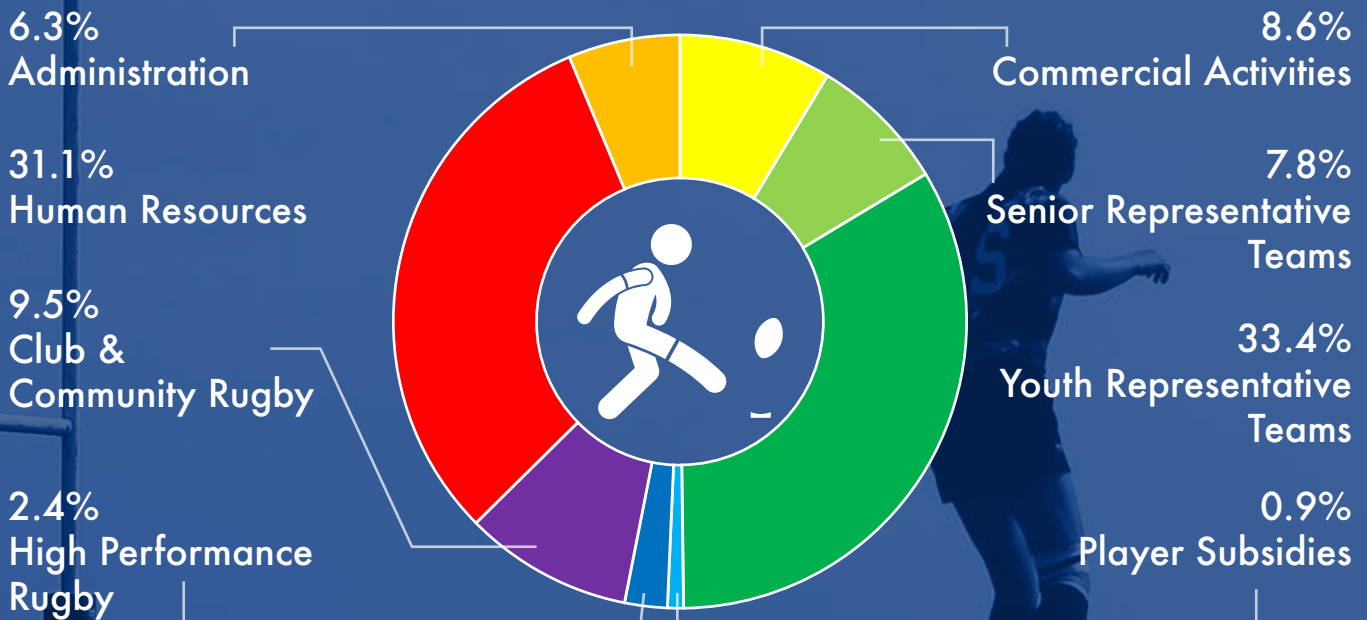


FINANCIAL STATEMENTS

Graph 1 - Source of Funds*



Graph 2 - Use of Funds*



*Source: 2017-18 Statement of Operations and accompanying Schedules as reported in BC Rugby's Financial Statements.

FINANCIAL STATEMENTS

BRITISH COLUMBIA RUGBY UNION

Statement of Financial Position - 31 March 2018

		Total	
		2018	2017
Assets			
Current			
	Cash and cash equivalent	276,200	314,090
	Accounts receivable	144,988	121,536
	Prepaid expenses	53,740	38,562
		474,928	474,188
Due from other fund		26,300	26,300
Tangible capital assets		29,425	33,167
		530,653	533,655
Liabilities			
Current			
	Accounts payable and accrued liabilities	84,728	54,394
	Deferred revenue	9,420	25,080
	Refundable deposits	20,850	20,650
		114,998	110,124
Due to other fund		26,300	26,300
		141,298	126,424
Commitments			
Fund Balances			
	Invested in tangible capital assets	29,425	33,167
	Internally restricted	87,998	87,903
	Unrestricted	271,932	286,161
		389,355	407,231
		530,653	533,655

These pages are a snapshot of BC Rugby's audited financial statements. To access the Financial Statements in their entirety, please visit bcrugby.com/agg

BRITISH COLUMBIA RUGBY UNION

Statement of Operations and Changes in Fund Balances - 31 March 2018

		Total	
		2018	2017
Revenues			
Operating Fund	Dues	296,204	308,638
	Government grants	509,949	380,827
	Commercial activities	432,619	367,351
	Representative Teams	684,492	613,973
	Rugby Central	86,017	79,964
	Human Resources	-	-
	Administration	12,003	1,315
		2,021,284	1,752,068
Expenses			
Operating Fund	Dues	-	-
	Government grants	-	-
	Commercial activities	174,613	132,439
	Representative Teams	857,885	681,462
	Rugby Central	242,264	275,622
	Human Resources	634,968	517,249
	Administration	129,525	124,044
		2,039,255	1,731,816
		(17,971)	20,252
Fund balance - beginning of year		319,328	299,076
Fund balance - end of year		301,357	319,328
Tour Legacy Fund	Administration	95	62
Fund balance - beginning of year		87,903	87,841
Fund balance - end of year		87,998	87,903
Fund Balance Totals			
Excess (deficiency) of revenues over expenses		(17,876)	20314
Fund balance - beginning of year		407,231	386,917
Fund balance - end of year		389,355	407,231

MEMBER CLUBS AND ASSOCIATE MEMBERS

2017/18 Member Clubs		
Abbotsford RFC	Kelowna Crows RFC	Seattle Saracens RFC
Bayside Sharks RFC	Langley RFC	Simon Fraser Rugby Club
Brit-Lions RFC	Legends RFC	Snowcaps RFC
Burnaby Lake RFC	Manthers RFC	Semiahmoo Old Boys
Campbell River AA	Meraloma Rugby Club	Squamish Axemen RFC
Capilano RFC	Nanaimo Hornets RFC	Surrey Beavers AA
Castaway Wanderers RFC	Northwest Old Boys RFC	Terrace Northmen RFC
Chilliwack RFC	Penticton Harlequins RFC	Twilighters RFC
Comox Valley Kickers RFC	Originals RFC	University of Victoria RFC
Cowichan RFC	Prince George Gnats RFC	UBC Thunderbirds RFC
Ebb Tide RFC	Port Alberni Black Sheep RFC	UBCO Heat RFC
Elk Valley Bulls RFC	Priest Valley Vicars RFC	UBCOB Ravens RFC
Evergreen RFC	Prince Rupert Seamen RFC	United Rugby Club
James Bay AA	Richmond RFC	Vancouver Rowing Club
Justice RFC	Ridge Meadows Bruins RFC	Vernon RFC
Kamloops RFC	Rocky Mountain Rogues RFC	Westshore RFC
Kats RFC	Scribes RFC	Williams Lake Rustlers RFC

2017/18 Associate Members	
Vancouver Island Rugby Union (VIRU)	Vancouver Rugby Union (VRU)
Fraser Valley Rugby Union (FVRU)	British Columbia Rugby Referees Society (BCRRS)
BC Girls High School Rugby Association (BCGHSRA)	

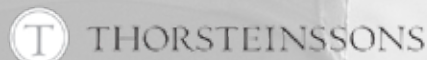
BC RUGBY PARTNERS & SPONSORS

BC Rugby would like to thank all of the partners and sponsors who continue to help us grow and develop rugby in the Province of British Columbia.



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