



RUGBY CANADA

ANNUAL REPORT 2024





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A MESSAGE FROM THE CHAIR

KATHLEEN MCGINN

CHAIR



The end of 2024 marked the first year of Rugby Canada’s execution of our new [Strategic Plan: 2024 – 2027](#) and beyond. This past year saw the greatest number of international rugby fixtures on Canadian soil, an Olympic silver medal in Paris, a Canadian elected to World Rugby’s Executive Board and double-digit growth within the broader Canadian rugby community.

In addition to wins on the field and in the boardroom, our ongoing efforts to unify the national and provincial rugby systems have yielded several positive results. A completed Accord agreement, a high-functioning President’s Council, a pan-Canadian safe sport policy suite and a comprehensive National Growth Plan are among the many achievements resulting from high levels of engagement and cooperation between our provincial members and the national union.

We are truly fortunate to have an unprecedented level of collaboration across the rugby community. This speaks directly to the high calibre of rugby leadership across Canada. As an organization, we will continue to invest in aligning the nation around a common rugby identity, which, in the long term, will provide us with a material competitive advantage—on and off the field. While the rest of the rugby world fights amongst itself, Canada aims to rise above it. We must. This is what can differentiate us as a rugby nation, and this is what will help us win.

The power that is fundamental to strong alignment should not be taken lightly. The glaring economic disparity of the global game is creating significant headwinds for Canadian rugby abroad. The funding required to be competitive in today’s game is materially more than we generate and success on the field will require a radical shift in our income statement and in how we work together.

This work of (rugby) unity can be hard. It often involves confronting long-held beliefs, wrestling with the rugby of the past and aligning disparate views. In this regard, I would like to personally thank Rugby Canada’s Board of Directors, our Provincial Chairs and Presidents, our provincial CEOs and Executive Directors and all Canadian Rugby Supporters for your courage and for doing the hard work of supporting alignment across governance, high performance and rugby operations. You are One Squad at its finest.

In closing, please know that Rugby Canada will continue to work in the best interests of supporting the growth, participation and performance of rugby in Canada. We have much more to do in this regard and look forward to working together with you in 2025.

Here’s to a successful World Cup Year and thank you for the privilege of serving the Canadian rugby community as your Chair.

A MESSAGE FROM THE CEO

NATHAN BOMBRYNS

CEO, RUGBY CANADA



I believe we saw significant progress across 2024 toward the achievement of our [Strategic Plan 2024 - 2027](#) and Beyond. And whilst there continue to be areas where we strive for further improvement, I was most encouraged by the alignment behind our One Squad philosophy demonstrated across our national teams, our organization and the entire community throughout the year.

Through that focus on One Squad in supporting our teams to win, our national teams inspired us with some incredible successes. Our women beating New Zealand in Christchurch to go unbeaten and win the Pacific Four Series and rise to No. 2 in the World. Our U20 women went unbeaten on their UK tour, highlighting a convincing win over England. Our men played some joyous rugby in Ottawa to beat Romania for the first time since 1995. And who will forget those amazing days in Paris; our women beating France, then Australia and nearly again in the final against New Zealand to bring Olympic silver back to Canada.

Our men's (7) and women's (6) national teams played 13 full test matches. As an organization, we hosted 11 international matches on Canadian soil, the most in decades, plus another successful Vancouver SVNS that was voted favourite stop on the SVNS World Series by the participating teams.

We invested in our capability to increase our financial capacity through hosting major events, generating commercial sponsorship and philanthropic fundraising. The home matches hosted in Ottawa and Vancouver generated surpluses that contributed toward the costs of our programs. We welcomed new partners in Raymond James, Kanata North, Adera and Safeguard Global to our sponsorship family, in addition to the generous support of the Peter and Joanne Brown Foundation.

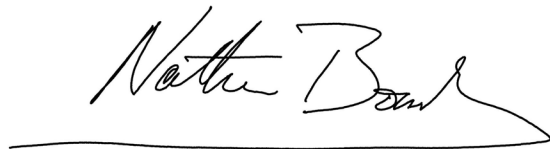
We would like to thank our outstanding family of sponsors in NFP, Velocity Trade, Macron, Gilbert, Butchart Gardens, Helijet, Langara Fishing Adventures along with the Canadian Rugby Foundation for their continued and long-standing support.

With our sponsors’ support, we have worked to set the foundations for future growth in our revenues and our ability to invest in our teams and programs. However, more effort and investment will be required in 2025 and the years ahead to build on the commercial value and rewarding experiences that our teams and programs can provide to our investors. I'm confident that if we continue to build as One Squad, our supporters will truly get their money's worth from their support of Rugby Canada.

We continue to strive to be a leading sports organization, and in 2024 we applied a strong focus on alignment with our Provincial Sports Organizations to create a National Growth Plan for our sport which was launched earlier this month. Our sport enjoyed 11% growth in participation across the country, with every single province registering an increase in playing numbers in 2024. Our registrations have now exceeded 40,000 members, and with the alignment and collaboration of our National Growth Plan, I believe we are positioned for further growth in the years to come. I would like to thank the PSOs and clubs for their outstanding efforts to grow our great game in 2024.

The year ahead brings some incredible challenges for our organization as focus is set on sending our world No. 2 ranked women to the Rugby World Cup in England with the best preparation possible by raising \$1M in additional support behind their Mission to Win the Rugby World Cup. At the same time, we must generate support behind our Men's national team in their efforts to qualify for the Rugby World Cup 2027 in Australia. All of that will commence in August of this year, with our men hosting the USA in the Pacific Nations Cup on the same weekend that our women kick-off their World Cup campaign in York against Fiji - a true Rugby Day in Canada live on TSN!

The year ahead will stretch our capacity as an organization and as a rugby nation like no other. What an amazing opportunity to further the growth our sport and increase the profile of Rugby Canada!



CORPORATE STRUCTURE

2024 BOARD OF DIRECTORS

Kathleen McGinn	Chair
Steve Swaffield	Vice Chair
Jim Logan	Finance & Audit Committee Chair, Treasurer
Sandy Donald	Secretary
David Fortier	HR Committee Chair
Lauren Wolman	Governance Committee Chair
Tara Erskine	Director
Sean Hofstetter	Director
Jebb Sinclair	Director Athlete-Appointed
Karen Paquin	Director Athlete-Appointed

The Rugby Canada board thanks Sally Dennis for her terms as Director and Chair of the Rugby Canada board. We also thank Phil Otto for his time as a Director.

APPOINTED REPRESENTATIVES

Karen Paquin	Canadian Olympic Committee Representative
Dr Araba Chintoh	Rugby Americas North Representative
Sally Dennis	World Rugby Council Representative

FUNDING PARTNER RECOGNITION

Rugby Canada would like to acknowledge World Rugby, the Government of Canada, Own the Podium, the Canadian Olympic Committee, the Provinces of British Columbia and Ontario, the Cities of Ottawa and Langford, and the Greater Victoria Sports Tourism Commission for their program and event funding support in 2024.



LEADERSHIP TEAM

Nathan Bombrys	Chief Executive Officer
Stephen Aboud	High Performance Director
Jamie Levchuk	Managing Director, Operations & Game Development
Ashley Lewis	Managing Director, National Sport Organization Services
Tania Richards	Managing Director, Marcomms and Commercial
Dustin Hopkins	Managing Director, Rugby Operations
Gareth Rees	Director, Strategic Partnerships
Riley Ilnicki	Director, Finance

SUPPORTING OUR TEAMS TO WIN

Kingsley Jones	Head Coach, Canada’s Men’s Rugby Team
Sean White	Head Coach, Canada’s Men’s Sevens Team
Kevin Rouet	Head Coach, Canada’s Women’s Rugby Team
Jocelyn Barrieau	Head Coach, Canada’s Women’s Sevens Team
Billy Longland	Chief Medical Officer
Christiaan Esterhuizen	Head Coach, Pacific Pride Pathway Coach & U20’s
Iain Monaghan	Head Coach, Maple Leaf Academy
Meaghan Howat	Director, National Training Centres
Philip Mack	Senior High Performance Coach & Technical Lead
Michael Deasy	Head of Men’s 15’s Athletic Performance
Hubert Buydens	Assistant Coach, Pacific Pride Academy
Neil MacDougall	Team Manager, Canada’s Men’s Rugby Team
Sarah Monaghan	Senior Manager, Rugby Sevens Operations
Stacey Maskelyne	Lead Analyst
Richard Owen	Lead Analyst
Gwern James	Lead Analyst
Richard Andrews	Analyst 7s
Jennifer Joyce	Strength & Conditioning Coach
Clarence Gay	Strength & Conditioning Coach
Connor Turner	Strength & Conditioning Coach
Danielle McNally	Lead Therapist, Canada’s Women’s Sevens Team
Aiyanna Grubac	Therapist, Academy
Erin Schatkowsky	Therapist, Academy
Kristie Mueller	Lead Physiotherapist, Canada’s Men’s Rugby Team
Andrew McMillan	Therapist, Canada’s Men’s Sevens Team
Alli Rodway	Lead Physiotherapist, Canada’s Women’s Rugby Team
Alexandra Henry	Coordinator, Team Services & Logistics
Justen Lyle	Facility Manger

EXPAND FINANCIAL CAPACITY

Deanna Cowan	Director, Merchandising & Team Apparel
Bob Cairnduff	Director, Events
Josh Appel	Senior Manager, Partnerships & Fundraising
Rob Cowan	Senior Manager, Commercial Partnerships
Karen Cundy	Manager, Finance
Stephanie Wright	Manager, Partnership Fulfilment
Nina Mittendorf	Manager, Event Operations
Brett Hurley	Coordinator, Team Services & Logistics
Nathan Seto	Specialist, Ticketing

BE A LEADING SPORTS ORGANIZATION

Kate Carmichael	Senior Manager, Human Resources
Elisa DiGiulio	Manager, Member Services
Keegan Brantner	Specialist, Policy & Research
Alexis Vozza	Administrator, Governance and Member Services
Jo Morrissey	Coordinator, Research & Planning
Bethany Wood	Director, Marketing
Liz Montroy	Manager, Communications
Natalie Smakosz	Manager, CRM & Digital
Braedan Willis	Specialist, Corporate Communications
Bryn Evans	Specialist, Marketing & Promotions
Max McNaughtan	Graphic Designer
Maxine O’Leary	Coordinator, Social Media Content
Steph Veal	Senior Manager, Game Development
Cam Russell	Manager, Training & Education
Heather Josephides	Manager, Training & Education (on leave)
Jonathan Taylor-Ebanks	Manager, Community Rugby
Connor Millenor	Coordinator, Community Rugby
Rachel Mccallan	Coordinator, Training & Education



STRATEGIC AIM #1

SUPPORT OUR TEAMS TO WIN



HIGH PERFORMANCE REPORT

INTRODUCTION

In 2024, Rugby Canada focused on reinforcing the "One Squad" philosophy across our High Performance operations, ensuring that the best available Canadian players are selected to represent the national teams.

This effort began with restructuring the High Performance staff in Langford, where the head coaches of Canada's Men's Rugby Team and Canada's Women's Rugby Team now lead both their respective developments programs, including the Pacific Pride and Maple Leaf Academies.

STAFF APPOINTMENTS

To support the restructuring of the High Performance programs, the following key appointments were made:

- **Neil McDougall** – Manager, Canada's Men's Rugby Team
- **Dustin Hopkins** – Extended role to Manager, Canada's Women's Rugby Team
- **Sarah Monaghan** – Manager, Sevens Operations
- **Christiaan Esterhuizen** – Head Coach, Pacific Pride & Canada's U20 Men's Rugby Team

CANADA'S WOMEN'S RUGBY TEAM

Led by Head Coach Kevin Rouet, Canada's Women's Rugby Team continued building towards the 2025 Rugby World Cup, achieving significant milestones in 2024 that included moving into second in the World Rugby global rankings.

Canada beat the New Zealand Black Ferns, the reigning Rugby World Cup champions, for the first time in team history to win the 2024 Pacific Four Series, with a 22-19 comeback victory in Christchurch. Prior to the historic win, Canada beat the USA and Australia to finish the 2024 Pacific Four Series with an undefeated record.

At WXV1, a global competition between the best women's teams in the world, Canada defeated France and Ireland but fell to England in the final match in Vancouver. This tournament allowed the coaching staff to integrate and assess an extended squad of players.

As part of the One Squad philosophy, Canada's Women's Rugby Team integrated coaches and staff from the sevens team throughout the season. Former national team players and university coaches were also involved to assist during preparation camps.

CANADA'S WOMEN'S SEVENS TEAM

Canada's Women's Sevens Team achieved historic success, winning the silver medal at the Paris 2024 Olympics under Head Coach Jack Hanratty. Canada defeated host nation France in the quarterfinals and Australia in the semifinals on their way to the gold medal match against New Zealand. Following the Olympics, Jocelyn Barrieau was appointed as the new head coach to lead the program towards Los Angeles 2028.

Prior to the Olympics, the Canadian women finished third at their home tournament in Vancouver, defeating Australia in the third-place playoff. At the final tournament of the 2024 HSBC SVNS series in Madrid, Canada defeated New Zealand for the first time since 2016 to finish on top of their pool, going on to finish fourth overall in 2024.

WOMEN'S CANADA SELECTS

The Women's Canada Selects were invited to play two matches against Spain in Villajoyosa. This provided younger players with international experience against a Spanish team preparing for their WXV qualification match against Wales. Canada won both matches.



CANADA'S MEN'S RUGBY TEAM

During the 2024 summer fixtures hosted in Ottawa, Canada lost to Scotland but secured a victory against Romania.

In August, Canada's Men's Rugby Team participated in the Pacific Nations Cup, competing against Japan, USA, and Tonga. Although all three matches were losses, they provided valuable insight into the challenges Canada will face in pursuit of Rugby World Cup 2027 qualification in 2025.

In November, a squad missing several first-choice players competed against Chile and Romania in Bucharest, resulting in two further defeats. However, the two games provided valuable opportunities to test emerging players at the senior international level.

Following the matches in Romania, Head Coach Kingsley Jones stepped down after seven years leading Canada's Men's Rugby Team. Steve Meehan, from Australia, was appointed as the new head coach and will lead the team into the 2025 summer fixtures, Pacific Nations Cup and Rugby World Cup qualifiers. Steve officially begins his role in mid-April 2025.



CANADA'S MEN'S SEVENS TEAM

Under Head Coach Sean White, Canada's Men's Sevens Team faced two major challenges in 2024, qualifying for the Paris Olympics and maintaining their place in the HSBC SVNS series. Unfortunately they fell short of both targets, losing their SVNS series status at the final tournament in Madrid and losing in the semifinal of the final Olympic qualification tournament in Monaco.

Following these setbacks, Sean White rebuilt the squad with a mix of experienced and young players. The team rebounded by winning the Rugby Americas North (RAN) Sevens to qualify for the HSBC World Rugby Sevens Challenger series, marking the first step toward getting back on the HSBC SVNS series.

DECENTRALIZATION

For the first year of the LA 2028 Olympic cycle, starting in the fall of 2024, both the women's and men's sevens programs will adopt a decentralized model. This allows players to pursue personal, professional, and academic goals outside Langford while also benefiting from playing 15s as part of their development, particularly in preparation for Women's Rugby World Cup 2025.

Langford remains the central hub for training, with teams continuing to use the facilities for preparation and camps. Players still train there year-round, maintaining the location's importance. However, there is now greater flexibility for athletes who wish to balance their training with personal, professional, or academic goals.

MAPLE LEAF ACADEMY

Under the leadership of Iain Monaghan, players from the Maple Leaf Academy trained alongside Canada's Women's Sevens Team, with several players making their international debut in 2024 on the HSBC SVNS series. The program's highlight was winning a silver medal at the FISU World University Championship Rugby Sevens in France.



AGE GRADE

CANADA'S U20 MEN'S RUGBY TEAM

Two key initiatives were introduced to improve player development and team performance:

1. Coaching Leadership – Pacific Pride Head Coach Christiaan Esterhuizen, assisted by Hubert Buydens and Cory Hector, led the U20 team, ensuring closer alignment with national technical direction.
2. Enhanced Preparation – An extended development camp at Shawnigan Lake School, supported by the Canadian Rugby Foundation (CRF), provided top-tier coaching and support. Senior coaches Kingsley Jones, Phil Mack, and John McFarland contributed during the three-week camp.

Canada lost both U20 Trophy qualifier matches against the USA on Vancouver Island. However, several standout players were later included in the Canada Selects squad.

CANADA'S U20 WOMEN'S RUGBY TEAM

Canada's U20 Women's Rugby Team participated in the inaugural Transatlantic Quad Series in Cardiff, defeating the USA, Wales, and England to win the tournament. Head Coach Dean Murten, assisted by former internationals Carolyn McEwen (UBC) and Colette McAuley (University of Guelph), led a squad of 30 players. In 2025, the U20 women will travel to Europe for a two-test series against Ireland.

PACIFIC PRIDE DEVELOPMENT ACADEMY

Under the new coaching leadership of Christiaan Esterhuizen and Hubert Buydens, the Pacific Pride won the Coastal Cup in 2024. The program continues to develop players who successfully transition to both Canada's Men's Rugby Team and Canada's Men's Sevens Team for international competition.

U19 CANADIAN RUGBY CHAMPIONSHIPS (CRC)

Halifax hosted the 2024 U19 Canadian Rugby Championships for women's and men's teams, organized by Nova Scotia Rugby and supported by Rugby Canada staff under Nathan Abdelnour.

Rugby Ontario made history by winning both the women's and men's titles. Competing provinces included Ontario, Quebec, Alberta, BC, and Atlantic Canada. For the first time, each team's head coach participated in the U20 player identification process, collaborating with national U20 coaching staff to prepare for the 2025 season.

U18 WOMEN'S AND MEN'S RUGBY PROGRAMS

Aligned with Rugby Canada's technical model, Canada's U18 Women's and Men's Teams each had 50 players attend regional one-week camps focused on player development and identification.

Players participated in practical and theoretical sessions led by a range of coaches and former players. Feedback indicated that the camps were valuable and enjoyable experiences.

- Women's camps were led by Chelsea Ross (East) and Jennifer Russell (West).
- Men's camps were led by Didier Banse (West) and Cory Hector (East).



NATIONAL TEAM FIXTURES & RESULTS

CANADA'S WOMEN'S RUGBY TEAM

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
APR 28, 2024	PAC4 SERIES	CALIFORNIA, USA	USA	7-50	CANADA
MAY 11, 2024	PAC4 SERIES	SYDNEY, AUS	AUSTRALIA	14-33	CANADA
MAY 19, 2024	PAC 4 SERIES	NEW ZEALAND	NZ	19-22	CANADA
SEPT 29, 2024	WXV 1	VANCOUVER, BC	CANADA	46-24	FRANCE
OCT 5, 2024	WXV 1	LANGLEY, BC	CANADA	21-8	IRELAND
OCT 12, 2024	WXV 1	VANCOUVER, BC	CANADA	12-21	ENGLAND

CANADA'S WOMEN'S SEVENS TEAM

DATE	LOCATION	PLACING
NOV 30–DEC 1, 2023	DUBAI, UAE	4TH PLACE
DEC 7–8, 2023	CAPE TOWN, SOUTH AFRICA	5TH PLACE
JAN 24–26, 2024	PERTH, AUSTRALIA	4TH PLACE
FEB 21–23, 2024	VANCOUVER, CANADA	3RD PLACE
MARCH 1-3, 2024	LOS ANGELES, USA	4TH PLACE
MARCH 28–30, 2024	HONG KONG, CHINA	6TH PLACE
APRIL 5–6, 2024	SINGAPORE	4TH PLACE
MAY 3–4, 2024	LOS ANGELES, USA	4TH PLACE
MAY 31–JUNE 2, 2024	MADRID, SPAIN	4TH PLACE

2024 OLYMPICS

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
JULY 28	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	17-14	FIJI
JULY 28	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	7-33	NEW ZEALAND
JULY 29	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	26-17	CHINA
JULY 29	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	19-14	FRANCE
JULY 30	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	21-12	AUSTRALIA
JULY 30	PARIS 2024 OLYMPICS	PARIS, FRANCE	CANADA	12-19	NEW ZEALAND

WOMEN'S CANADA SELECTS

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
JUNE 9, 2024	TEST MATCH	SPAIN	SPAIN	12-27	CANADA
JUNE 15, 2024	TEST MATCH	SPAIN	SPAIN	26-27	CANADA

CANADA'S U20 WOMEN'S RUGBY TEAM

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
JULY 15, 2024	CARDIFF, WALES	TRANSATLANTIC QUAD SERIES	USA	10-23	CANADA
JULY 19, 2024	CARDIFF, WALES	TRANSATLANTIC QUAD SERIES	ENGLAND	33-36	CANADA
JULY 24, 2024	YSTRAD MYNACH, WALES	TRANSATLANTIC QUAD SERIES	WALES	17-53	CANADA

CANADA'S MEN'S RUGBY TEAM

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
JULY 6, 2024	SUMMER FIXTURES	OTTAWA	CANADA	12-73	SCOTLAND
JULY 12, 2024	SUMMER FIXTURES	OTTAWA	CANADA	35-22	ROMANIA
AUG 25, 2024	PACIFIC NATIONS CUP	VANCOUVER	CANADA	28-55	JAPAN
AUG 31, 2024	PACIFIC NATIONS CUP	LOS ANGELES	CANADA	15-28	USA
SEPT 14, 2024	PACIFIC NATIONS CUP	TOKYO	CANADA	17-30	TONGA
NOV 9, 2024	TEST MATCH	BUCHAREST	CANADA	14-44	CHILE
NOV 16, 2024	TEST MATCH	BUCHAREST	CANADA	27-35	ROMANIA

CANADA'S MEN'S SEVENS TEAM

DATE	LOCATION	PLACING
NOV 30-DEC 1, 2023	DUBAI, UAE	12TH PLACE
JANUARY 24-26, 2024	PERTH, AUSTRALIA	12TH PLACE
FEBRUARY 21-23, 2024	VANCOUVER, CANADA	12RD PLACE
MARCH 1-3, 2024	LOS ANGELES, USA	12TH PLACE
MARCH 28-30, 2024	HONG KONG, CHINA	12TH PLACE
APRIL 5-6, 2024	SINGAPORE	12TH PLACE
MAY 31-JUNE 2, 2024	MADRID, SPAIN	LOSS IN CHALLENGER PLAY-OFF



CANADA'S U20 MEN'S RUGBY TEAM

DATE	COMPETITION	LOCATION	HOME	SCORE	AWAY
JUNE 1, 2024	WR U20 TROPHY QUALIFIER	VANCOUVER	CANADA	18-33	USA
JUNE 6, 2024	WR U20 TROPHY QUALIFIER	VANCOUVER	CANADA	24-32	USA

RUGBY CANADA REGIONAL TRAINING CENTRES (RTCS)

In 2024, Rugby Canada launched the Regional Training Centres (RTCs) project.

PURPOSE:

The Regional Training Centres (RTCs) are designed to create high performance Daily Training Environments (DTEs) that provide specialized performance services, elevating the standards of national rugby. These elite training hubs aim to enhance domestic player development and address critical gaps in the player pathway.

RTCs will offer identified Canadian players increased field and gym contact hours, supported by expert coaching and sports science professionals. This structure will optimize both physical attributes (such as speed, size, and strength) and rugby-specific skills (technical and tactical).

Strategically located in key rugby regions across Canada, RTCs will be staffed with top-tier coaches, medical personnel, and sports scientists to create high-functioning environments that support year-round player growth.

DEVELOPMENT PROCESS:

The RTC model was shaped through extensive consultation with leading coaches, medical staff, high-performance professionals, and sports science experts. Key engagement efforts include:

- **150+ consultations with stakeholders, including:**
 - Provincial Sport Organizations (PSOs)
 - Universities
 - National team and age grade coaching staff
 - Municipalities, tourism, and economic development groups
 - Parks and field organizations
 - Canadian Sport Institutes
 - World Rugby, NSOs, and regional rugby unions/clubs
 - Sport researchers, scientists, and medical experts
- 26 potential regions assessed, with 10 selected for in-depth research and 6 currently under consideration by the end of 2024
- 8 site visits conducted
- National team player survey completed

NEXT STEPS:

The findings have been compiled into a comprehensive proposal, now divided into three documents:

1. Internal report
2. Stakeholder version (to be shared ahead of the PSO workshop in May 2025)
3. Public-facing document

This structured approach ensures clarity and alignment as we move forward with the RTC initiative.



STRATEGIC AIM #2

EXPAND FINANCIAL CAPACITY



2024 HOSTED EVENT SCHEDULE

HSBC SVNS VANCOUVER – BC PLACE, VANCOUVER, BC

Event Host Report: [LINKED HERE](#)

MEN'S SUMMER FIXTURES:

Canada vs Scotland – TD Place, Ottawa, ON

Canada vs Romania – TD Place, Ottawa, ON

Event Host Report: [LINKED HERE](#)

PACIFIC NATIONS CUP (MEN):

Canada vs Japan – BC Place, Vancouver, BC

WXV1 TOURNAMENT (WOMEN):

Canada, USA, New Zealand, England, France, Ireland - BC Place (Vancouver, BC) & Langley Events Centre (Langley, BC)

Event Host Report: [LINKED HERE](#)



2024 HSBC SVNS VANCOUVER

Following a one-year tournament extension renewal in 2023, World Rugby revamped the series as HSBC SVNS, globally rebranding the event with unified positioning to be at the forefront of their growth strategy, appealing to a younger, leisure-hungry audience.

The ninth iteration of Vancouver Sevens (and first under the newly launched HSBC SVNS structure) returned to BC Place in Vancouver from February 23-25, 2024. Building on the momentum of combining the women’s and men’s events in 2023 (and extending the tournament from two to three days), attendance continued to grow in maximizing ticket sales behind Saturday single day seats.

Canada’s Women’s Sevens Team upset Australia 19-14 to win bronze in front of its home crowd, giving the team its first appearance on the podium in four years. This year’s tournament also saw the debut of France’s Antoine Dupont.

Results of the event drove \$24 million in estimated economic impact with 43% of spectators travelling from outside Vancouver. Rugby Canada engaged over 10,000 schoolchildren as part of our Youth Super Session on Friday February 23, and throughout the weekend raised approx. \$222,000 for grassroots initiatives. Key partners and funders supported adjustments and gaps in the commercial hosting model.

Expectations of World Rugby were exceeded and another one-year extension of the event to host in 2025 was announced in-stadium after the final matches.

DATE	VENUE	LOCATION	ATTENDANCE	WINNERS
FEB 23-25, 2024	BC PLACE STADIUM	VANCOUVER	67,753	ARGENTINA (MEN) NEW ZEALAND (WOMEN)

- SERIES PRINCIPAL PARTNER:** HSBC
- TECHNICAL PARTNER:** Gilbert
- PREMIER PARTNERS:** Sport Hosting Vancouver
- SIGNATURE PARTNER:** BC Lottery Corporation
- EVENT PARTNERS:** BC Place, StayVancouverHotels, Destination Vancouver
- FUNDING PARTNERS:** Government of Canada, Province of British Columbia, World Rugby

TELEVISION & BROADCAST

In 2024, Rugby Canada made historic strides in broadcasting by securing a long-term partnership with TSN/Bell Media Ltd., establishing it as the “Home of Rugby” in Canada through 2029. Previously, rugby content was negotiated on an event-by-event basis, often undervalued and finalized at the last minute. This new agreement ensures that all Rugby Canada events—such as home test matches—along with World Rugby properties (Rugby World Cups, SVNS, U20s, Sevens Challenger, Pacific Nations Cup, WXV, etc.) will be broadcast on TSN, Canada’s leading sports network.

This partnership offers extensive opportunities to grow the game, enhance visibility, and elevate sponsorship value. Rugby Canada has also expanded its production approach, working with Dome Productions Ltd. and Roll Focus to deliver broadcasts of varying scale based on budget. Additionally, partner assets will now be consistently integrated into broadcasts, maximizing commercial value.

By leveraging both linear and digital platforms, Rugby Canada will increase accessibility to rugby content in Canada. Archived matches will also be available on World Rugby’s RugbyPass TV, further expanding reach and engagement.



SPONSORSHIPS & PARTNERSHIPS

Aligned with Rugby Canada's 2024-2027 Strategic Plan, we have made significant strides in strengthening and expanding our commercial partnerships. Two team members were added to our roster – Senior Manager, Commercial Partnerships, and Manager, Partnership Fulfillment for continued focus on expanding financial capacity in this area.

We are pleased to welcome Raymond James, the Canadian arm of North American investment dealer Raymond James Financial Inc., as an official partner focused on the women's program, including being the presenting sponsor of Canada's U20 Women's Rugby Team.

Additionally, Kanata North Business Association (KNBA), home of Canada's largest technology park joined forces with Rugby Canada as a Hub350 Partner in summer 2024. This partnership provides access to Kanata North's events and facilities at Hub350, an ecosystem for KNBA's partners to work and collaborate.

We continued to bolster our partnerships with Safeguard Global and Adera Development Corporation, as well as renew our agreement with premiere partner NFP.



SEE SELECT WEB STORIES:

1. [Raymond James becomes an Official Partner of Rugby Canada](#)
2. [Rugby Canada becomes newest community partner at Hub350](#)
3. [NFP and Rugby Canada Extend Their Signature Partnership Through 2026](#)

Rugby Canada also established an overarching sponsorship strategy with a tiered framework and asset matrix to maximize partner value. A CRM system was implemented to improve engagement, track deliverables, and enhance reporting efficiency.

NFP PARTNERSHIP

Since 2022, NFP has been Rugby Canada's Official Insurance Partner and the team partner of Canada's Women's Rugby Team. The partnership was extended through 2026, with NFP continuing as the front-of-jersey sponsor for women's competitions and supporting initiatives for young girls in rugby. Additionally, NFP offers Rugby Canada members an exclusive home and auto insurance program (get.nfp.ca/rugbycanada), reinforcing their commitment to both elite and grassroots rugby while adding value to the rugby community.



THANK YOU TO OUR PARTNERS & PROVINCIAL UNIONS



PREMIER PARTNERS



MAJOR PARTNERS



SUPPORTING PARTNERS



EVENT PARTNERS



MERCHANDISE & TEAM UNIFORMS

MACRON: OFFICIAL APPAREL PARTNER OF RC (2020-2029)



Macron is committed to developing high-quality, fully customized match-day uniforms, as well as training and leisure apparel for Rugby Canada. Each item is meticulously designed to provide maximum performance, comfort, and style, ensuring that athletes are equipped for both competition and recovery. Their commitment to rugby, along with our shared values, helps unite our teams under the banner of One Squad in top-tier gear.

The company is deeply focused on technicality, utilizing innovative and premium materials to enhance the functionality of its products. Macron consistently strives to exceed expectations, delivering gear that excites not only players and teams but also fans of Rugby Canada.

In 2024, Macron introduced a new uniform, specifically designed for the Paris Olympics. The new design blends tradition with innovation, featuring a modern twist on the classic uniform. Key elements include a new crewneck collar, a 3D silicon logo application, and Canadian provinces and territories listed on the side panels in both French and English. The uniform also showcases a newly designed maple leaf, prominently displayed throughout the body, reinforcing Canada's national pride. The Rugby Canada Store also launched a new replica range and athleisure wear collection that exceeded expectations.

THE MERCHANDISE DEPARTMENT SERVICES:

- National Senior Women's Team
- National Senior Men's Team
- National Senior Women's Sevens Team
- National Senior Men's Sevens Team
- National Senior Women Canada Selects
- National Senior Men Canada Selects
- Under 18 Men's Program (East / West)
- Under 18 Women's Program (East / West)
- Under 20 Women's Program
- Under 20 Men's Program
- Pacific Pride Performance Academy
- Women's Sevens Academy



ONLINE STORE PERFORMANCE & GROWTH:

YEAR	GROWTH %	ORDERS PICKED, PACKED & SHIPPED
2022	7%	1,495
2023	63%	2,112
2024	27%	2,945

***Black Friday / Cyber Monday increased 50% year-over-year in sales compared to 2023 with a concerted marketing campaign.**

BY THE NUMBERS

MERCHANDISE SALES HIGHLIGHTS

914
ROOKIE RUGBY BALLS SOLD



892
NEW REPLICAS JERSEYS SOLD



826
RUGBY CANADA BALLS SOLD



TEAM KIT SHIPPED



1,057 TEAM JERSEYS
PICKED, PACKED, AND SHIPPED



13,728 PIECES OF KIT
SHIPPED OUT ACROSS ALL PROGRAMS



MARKETING & COMMUNICATIONS

Rugby Canada’s marketing and communications efforts in 2024 have played a critical role in telling the stories of our national teams and players, growing the rugby fanbase in Canada, expanding our financial capacity, and increasing membership in the rugby community.

Our core focus was around event marketing campaigns to drive ticket sales and revenues for our fully committed schedule of hosted events.

HOSTED EVENT	DATE	ATTENDANCE
HSBC SVNS VANCOUVER BC PLACE VANCOUVER	FEBRUARY 23-25, 2024	67,753
CANADA VS. SCOTLAND TD PLACE OTTAWA	JULY 6, 2024	11,447
CANADA VS. ROMANIA TD PLACE OTTAWA	JULY 12, 2024	3,362
PACIFIC NATIONS CUP: CANADA VS. JAPAN BC PLACE VANCOUVER	AUGUST 25, 2024	6,439
WXV1 WOMEN’S WORLD CHAMPIONSHIPS	SEPTEMBER 27-29, 2024 OCTOBER 4-6, 2024 OCTOBER 11-13, 2024	CANADA VS. ENGLAND (FINAL): 4,403

See the Event Host reports (linked on page 21) for more information. Nearly \$50 million of combined economic impact was driven, drawing over 50 million impressions of event-related content. Ticket sales targets were surpassed for Vancouver Sevens, and Ottawa saw the largest crowd TD Place has seen for an international test match.

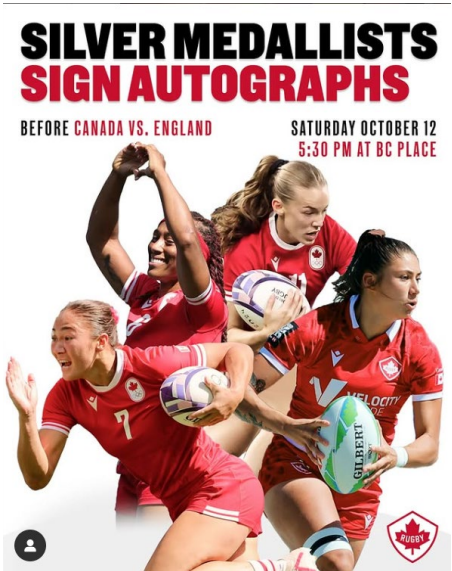
The marketing team developed awareness campaigns and collateral to support community development, contributing to raising over \$400,000 for grassroots rugby through 50/50 campaigns, Age Grade fundraisers, and more. Marketing and ticketing teams initialized a streamlined club cashback program for all hosted events, where clubs received a 15% rebate back on tickets purchased. This contributed to \$19,827 provided back to 67 rugby clubs who signed up across the country.

We promoted over two dozen community events in 2024 in addition to Rookie Rugby festivals and NFP Let’s Play Rugby experiences. Highlights include the growth of our “Friday Youth Super Session” at HSBC Vancouver Sevens where we provided complimentary tickets to over 6,000 school kids in partnership with Vancouver School Board. In Ottawa, we partnered with Ottawa School Boards to offer a free ticket to every school child in the city to see Canada vs. Scotland.

The National Registration Campaign in collaboration with Rugby Development supported a 11% year-over-year growth in membership during the spring 2024 registration period, generating over 5 million impressions. Initiatives behind the Community Rugby Fund and Women in Leadership Fund were also supported.

The prominence of the women’s teams led to capitalizing on storytelling and brand-building opportunities. Rugby Canada’s social channels peaked in engagement following the historic win of the Pacific Four Series in New Zealand in May 2024. Similarly, the Olympic silver medal celebration resulted in 125+ media interview requests and fulfillments within 48 hours of the final match, producing over 650 media pieces with a potential audience reach of 1.6 billion. These earned media pieces deepened our relationships with key Canadian and International outlets. Focus also leaned to the growing trajectory of the women in sport ecosystem.

Supporting team and player visibility with on-site support, media liaising, and content collection were also of priority in 2024. Recognizing our marketing team continues to operate at capacity, the department expanded its resources to onboard key roles including a Social Media Content Coordinator, CRM & Digital Marketing Manager, and Director of Marketing in Q4 2024. These increased resources poise Rugby Canada to expand its marketing efforts from event and ticket-sales related campaigns to broader brand building, integrated campaigns, and increased player profile support in 2025.





BY THE NUMBERS

SOCIAL MEDIA



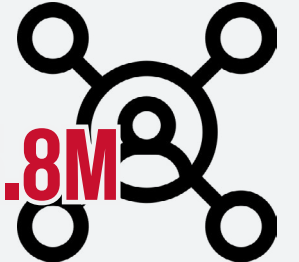
8.3M

8.3 MILLION
VIEWS
ON INSTAGRAM



334K

334 THOUSAND
INTERACTIONS
ON FACEBOOK



5.8M

5.8 MILLION
REACH
ON FACEBOOK

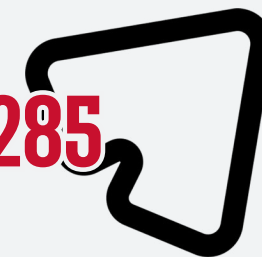
22.5K INCREASE IN FOLLOWERSHIP ON META

EMAIL MARKETING



+34K

34K INCREASE
IN EMAIL MARKETING
DATABASE



285

285
EMAILS SENT



1.2M

1.2 MILLION
EMAILS DELIVERED



CANADIAN RUGBY FOUNDATION

In 2024, Rugby Canada continued its partnership with the Canadian Rugby Foundation (CRF) under an existing MOU, receiving valuable financial support.

FOUNDATION FUNDS & SUPPORT

The CRF supports Rugby Canada’s women’s and men’s teams, as well as age grade programs, through endowment funds. These funds are flexible, providing disbursements that supplement Rugby Canada’s budget. While largely funded by investment returns, each fund was initially established with major donations and is now sustained by annual campaigns and fundraising events.

FUND ADMINISTRATION

Funds are managed by Fund Representatives and Trustees, who organize campaigns, engage donors, and ensure proper investment management. They also review Rugby Canada’s requests for fund disbursements and provide regular reports on donations and fund balances.

FINANCIAL SUPPORT IN 2024

In 2024, Rugby Canada received financial contributions from the following funds:

- **Hong Kong and Olympic 7s Fund:** \$13,000 contributed around 50% of the costs of an additional training camp which aided our M7’s squad’s efforts to prepare for the Olympic repechage tournament
- **Men’s U20 Fund (now Men’s Age-Grade Rugby Fund):** \$50,000 towards costs for 5 week preparation camp at Shawnigan Lake School, with additional \$50,000 from valued supporters that together represented about 40% of total program costs.
- **Women’s Age-Grade Rugby Fund:** \$10,000 directly supported the women’s tour to Wales for the inaugural Transatlantic Quad Series, which saw our U20 Women achieve a perfect record of 3-0, defeating the USA, England and Wales.
- **Women’s High Performance Fund:** \$20,500 to support the Canada Selects successful tour of Spain in June and the Quebec Ontario Rugby Championship, providing high-level competition to the women’s domestic pathway.
- **CRF Unrestricted Fund:** \$10,000 towards the 2024 U19 Men’s and Women’s Canadian Rugby Championships (CRC’s) hosted by Rugby Nova Scotia in Wolfville. This represented 17% of the overall financial support supplied by Rugby Canada.

These contributions have been vital in supporting Rugby Canada's national teams and programs.

STRATEGIC AIM #3

BE A LEADING SPORTS ORGANIZATION



NATIONAL SPORT ORGANIZATION SERVICES

Rugby Canada's National Sport Organization (NSO) services, including registration, sanctioning, insurance, and member services, are vital to its leadership in Canadian sport. These services provide a solid foundation for rugby's growth by ensuring streamlined processes, participant safety, and support for players, coaches, and clubs. Through these initiatives, Rugby Canada fosters a safe, structured environment and enhances engagement across the rugby community.

GOVERNANCE

Strong governance practices continue to be a focus for Rugby Canada. We thank all our volunteers who dedicate time to important committees and subcommittees to ensure we uphold these practices.

The following committees of the board have been essential in upholding strong practices as an NSO.

- Governance Committee
- Nomination Committee
- Ethics & Integrity Committee
- Human Resource Committee
- Finance & Audit Committee
- Risk Management Committee

Our Provincial Unions are key players in the success of the sport across the country. Rugby Canada and the leadership of the Provincial Unions meet monthly to steward initiatives and projects together. In addition, we gathered for two very productive workshops in April 2024 at the National Training Centre and in October 2024 at the Richmond Olympic Oval. One of the significant outcomes of these workshops was the creation of a National Growth Plan.

NATIONAL RECOGNITION PROGRAM

RUGBY CANADA HALL OF FAME CLASS OF 2024

Rugby Canada proudly announced its Hall of Fame Class for 2024, recognizing nine individuals for their significant contributions to Canadian rugby. Since its inception in 2016, the Hall of Fame has honoured the sport's most distinguished figures.



CLASS OF 2024 INDUCTEES:

- **Eddie Evans (Player):** A standout player with 50 caps and three Rugby World Cup appearances from 1985-1999.
- **Ed Fairhurst (Player):** Represented Canada in both 15s and sevens, earning 57 caps and participating in three Rugby World Cups between 2001-2012.
- **Joyce Henry (Match Official):** Officiated 16 test matches, including two Rugby World Cups (2006, 2010), from 2004-2012.
- **John Hutchinson (Player):** Played in the 1995 and 1999 Rugby World Cups and scored eight tries during his career.
- **Ian Hyde-Lay (Match Official):** Served on the National Refereeing Panel from 1993-2003 and was a key figure in Canadian officiating.
- **Colette McAuley (Builder):** Contributed as a player, director on Rugby Canada's board, and a member of the Hall of Fame Project Team from 2003-2024.
- **Barbara Mervin (Player):** Played for Canada's 15s and sevens teams from 2006-2017, competing in three Rugby World Cups.
- **Rick Powers (Builder):** Served as Vice Chair of Rugby Canada from 2003-2010 and was instrumental in the sport's governance and strategic direction.
- **DTH van der Merwe (Player):** One of Canada's most iconic players, with 61 caps and four Rugby World Cup appearances between 2006-2019.

RUGBY CANADA LIFETIME ACHIEVEMENT AWARDS

Rugby Canada is proud to announce the three recipients of the 2024 Lifetime Achievement Awards, honouring individuals for their exceptional contributions to rugby in Canada.

2024 RECIPIENTS:

- **Jay Johnston:** With over four decades of service, Jay has contributed as a player, referee, and administrator, notably with his local Referees Society, Rugby Park (Twin Elm), and Rugby Canada's Board of Directors.
- **Tim Murdy:** A coach, assistant coach, and selector for national age grade teams over the past 30 years, Tim also played a key role in formalizing Rugby Canada's partnership with Shawnigan Lake School.
- **Ed Carty:** A key figure in Nova Scotia rugby, Ed has been a player, coach, and administrator with StFX Rugby Club for over 50 years, greatly shaping the club and the sport in the region.

RUGBY DEVELOPMENT

TRAINING & EDUCATION

In 2024, Rugby Canada’s Training and Education sector was strengthened with the launch of a new online Learning Management System, "The Breakdown." By year-end, provinces began onboarding to prepare for the 2025 season. Key highlights from training and education in 2024 include:

- Rugby Canada hosted Educator Training in Kingston, Ontario, training 6 new Educators (2 Match Officials, 4 Coaches).
- The Women in Leadership Fund, in its fourth year, awarded funds of up to \$2,000 to each of the six recipients across 5 provinces.
- A total of 8 Professional Development workshops were delivered for coaches and match officials nationwide, including 1 in-person and 7 online sessions, reaching 287 Coaches and 144 Match Officials.

DOMESTIC COURSE DELIVERY

CATEGORY	COURSE	# OF COURSES	# OF TRAINEES
COACH DEVELOPMENT	NCCP ROOKIE RUGBY	10	110
COACH DEVELOPMENT	NCCP COMMUNITY INITIATION / WR LEVEL 1 COURSES	51	597
COACH DEVELOPMENT	NCCP COMPETITION INTRODUCTION / WR LEVEL 2 COURSES	16	176 (53 EVALUATIONS COMPLETED)
COACH DEVELOPMENT	NCCP COMPETITION INTRODUCTION / WR LEVEL 2 COURSES	N/A	11 EVALUATIONS COMPLETED
MATCH OFFICIAL DEVELOPMENT	WR LEVEL 1 INTRODUCTION TO MATCH OFFICIATING	34	244
MATCH OFFICIAL DEVELOPMENT	WR LEVEL 2 DEVELOPING MATCH OFFICIALS	2	15
MATCH OFFICIAL DEVELOPMENT	WR COACH OF MATCH OFFICIALS	1	8
MEDICAL DEVELOPMENT	WR COACH OF MATCH OFFICIALS	2	11

E-LEARNING DELIVERY

COURSE	# OF PARTICIPANTS
WR RUGBY READY	2305
CONCUSSION MANAGEMENT FOR THE GENERAL PUBLIC	2353
WR LAWS OF THE GAME	1040
RUGBY CANADA - INTRODUCTION TO THE BLUE CARD	608



COMMUNITY RUGBY FUND

In 2024, Rugby Canada, with support from the Government of Canada, awarded Community Rugby Fund grants to 22 organizations across the country. This is the highest number of clubs selected in a single year since the fund began in 2021. This initiative, part of the federal Community Sport for All Initiative (CSAI), aims to reduce barriers to sport participation, particularly among underrepresented groups.

Rugby Canada received 67 applications from across Canada and with 22 recipients selected for 2024, a total of 49 applications have now been approved for funding since the Community Rugby Fund began in 2021.

THE 2024 RECIPIENTS ARE:

ORGANIZATION	LOCATION	FOCUS AREAS
LANGLEY RUGBY CLUB	BRITISH COLUMBIA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT & MIXED ABILITIES RUGBY
AURORA WOLVES RUGBY UNION	BRITISH COLUMBIA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
AXEMEN RUGBY CLUB	BRITISH COLUMBIA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
BELLEVILLE BULLDOGS RFC	ONTARIO	PROGRAMMING FOR WOMEN & GIRLS, CAPACITY BUILDING
BROCKVILLE PRIVATEERS RFC	ONTARIO	PROGRAMMING FOR WOMEN & GIRLS, CAPACITY BUILDING, SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
CALGARY HORNETS RFC	ALBERTA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
DONALD A. WILSON SECONDARY SCHOOL	ONTARIO	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
EDMONTON CLANSMEN RUGBY FOOTBALL CLUB	ALBERTA	NEW YOUTH PROGRAMMING AND PROGRAMMING FOR WOMEN & GIRLS
ELK VALLEY RUGBY FOOTBALL CLUB	BRITISH COLUMBIA	NEW YOUTH PROGRAMMING & SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
JAMES BAY ATHLETIC ASSOCIATION	BRITISH COLUMBIA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT, YOUTH LEADERSHIP PROGRAMMING
MANITOBA WOMBATS	MANITOBA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
MISSISSAUGA BLUES RUGBY CLUB	ONTARIO	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT, YOUTH LEADERSHIP PROGRAMMING
MONT-TREMBLANT RFC	QUEBEC	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT & CAPACITY BUILDING
NOR' WESTERS ATHLETIC ASSOCIATION	ALBERTA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT, PROGRAMMING FOR WOMEN & GIRLS
OTTAWA IRISH RUGBY CLUB	ONTARIO	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT

ORGANIZATION	LOCATION	FOCUS AREAS
OTTAWA WOLVES RUGBY FOOTBALL CLUB	ONTARIO	DIVERSITY, EQUITY, AND INCLUSION PROGRAMMING
RAINBOW GRIFFINS RUGBY FOOTBALL CLUB	ONTARIO	DIVERSITY, EQUITY, AND INCLUSION PROGRAMMING
THUNDER RUGBY	BRITISH COLUMBIA	INDIGENOUS PARTICIPATION PROGRAMMING
TORONTO CITY RUGBY CLUB	ONTARIO	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
TRI-COUNTY REGIONAL CENTRE FOR EDUCATION	NOVA SCOTIA	SCHOOL-TO-CLUB PATHWAY DEVELOPMENT, NEW YOUTH PROGRAMMING
WILLIAMS LAKE RUGBY FOOTBALL CLUB	BRITISH COLUMBIA	INDIGENOUS PARTICIPATION PROGRAMMING & SCHOOL-TO-CLUB PATHWAY DEVELOPMENT
WINNIPEG HIGH SCHOOL RUGBY	MANITOBA	CAPACITY BUILDING & NEW YOUTH PROGRAMMING

This marks the highest number of clubs selected in a single year since the fund's inception in 2021, reflecting Rugby Canada's commitment to fostering inclusivity and growth within the sport nationwide.

WOMEN IN LEADERSHIP

In December 2024, six recipients were awarded up to \$2,000 to support leadership development in rugby. Selected from club executive committees and provincial boards across Canada, the program fosters a strong and diverse leadership base. A record number of applications highlighted the fund’s growing impact on individuals and their communities.

RECIPIENTS

- **Tiffany Floud** (ON) – Executive Committee Member & Program Coordinator, Peterborough RUFC & Bruce County RFC | Leadership Development & Ethics in Sport
- **Sharmila Amin** (QC) – Secretary, Rugby Club de Montréal | Grassroots Rugby Development
- **Leah Corvec** (BC) – Executive Secretary/Administrator, Langley Rugby Club | Grassroots Rugby Development
- **Sarah O’Connor** (NS) – Director of Internal Competition, Riverlake RFC & Rugby Nova Scotia | Communications & Equitability
- **Shannon Atkins** (PEI) – Member at Large, PEI Rugby Union | Grassroots Rugby Development
- **Kelly Zacny** (ON) – President, Georgian Bay Titans Rugby Club | Communications & Equitability

Applicants submitted a summary of their rugby background, leadership aspirations, a development plan, and an endorsement letter from their provincial union or club. This initiative continues to empower future leaders and strengthen inclusivity in Canadian rugby.

SESSIONAL COACHES

In 2024, Rugby Canada, in partnership with provincial unions, implemented the Sessional Coach Program as a key component of the Community Sport for All Initiative (CSAI). This program aimed to introduce rugby to youth across Canada by deploying 42 part-time coaches to deliver quality sessions in schools and communities. Collectively, these efforts resulted in engaging 27,747 youth across 122 schools in rugby activities nationwide, significantly contributing to the sport's grassroots development.

SAFE SPORT

Rugby Canada is dedicated to maintaining a safe and welcoming environment by aligning with the Canadian Safe Sport Program under CCES. This ensures a survivor-centric, independent approach to safeguarding participants. Additionally, Rugby Canada is enhancing its policies with Sport Integrity standards to promote safety, accountability, and protection at all levels. These efforts support Rugby Canada’s 2024-2027 Strategic Plan, fostering a safe, inclusive, and respectful environment for all.

EQUITY, DIVERSITY, AND INCLUSION

Through its READI Framework, Rugby Canada remains committed to equity, diversity, and inclusion. In 2024, the framework was updated with funding from Sport Canada, incorporating community input and leadership from the Rainbow Griffins. The revised framework fosters a safe, welcoming space for all participants and guides policies that remove barriers and promote representation. Rugby Canada is committed to integrating the READI Framework at all levels, reinforcing rugby as a game for everyone.

MEMBER SERVICES

Registered participants are listed in the table below. We would like to thank all the clubs and programs for ensuring their participants are properly registered, helping us comply with World Rugby regulations. This also enables us to implement robust risk management strategies, including providing top-tier insurance coverage for clubs, leadership, and players.

Rugby Canada experienced another year of strong growth, with a 11% year-over-year increase in membership. Rugby is expanding across the country, and every province has seen a rise in participation since 2023, reflecting the sport's growing popularity and reach.

The table to the right has been updated from previous reports to distinguish between coaches and match officials who were previously captured under the Senior category.

UNION	MINOR	JUNIOR	SENIOR	OTHER	VISITOR	COACHES	MATCH OFFICIALS	TOTALS
ALBERTA RUGBY	1200	2210	1613	233	677	188	94	6215
BC RUGBY	1524	3147	2936	794	597	303	97	9398
NEW BRUNSWICK RUGBY	353	561	299	70	125	26	8	1442
NEWFOUNDLAND RUGBY	203	268	162	12	82		6	733
NOVA SCOTIA RUGBY	349	656	567	56	54	12	11	1705
PEI RUGBY	59	142	91	18	38	8		356
QUEBEC RUGBY	555	799	1836	250	475	104	33	4052
RC NATIONAL PROGRAMS CLUB								483
RUGBY MANITOBA	220	229	406	27	64	16	19	981
RUGBY ONTARIO	2893	5544	3900	1,116	838	427	97	14815
SASKATCHEWAN	31	290	433	30	202	28	8	1022
GRAND TOTAL								41202

PROVINCIAL UNIONS



Canadian Rugby Union - Fédération canadienne de Rugby Non-Consolidated Statement of Financial Position

December 31	2024	2023
Assets		
Current		
Cash	\$ 2,727,914	\$ 2,690,535
Accounts receivable (Note 2)	1,040,606	588,888
Grants receivable	289,106	60,000
Inventories (Note 3)	707,046	585,317
Prepaid expenses	434,285	250,158
	<u>5,198,957</u>	<u>4,174,898</u>
Investments in controlled organizations (Note 10)	297,304	39,584
Tangible capital assets and leased tangible capital assets (Note 4)	6,943,875	7,188,696
	<u>\$ 12,440,136</u>	<u>\$ 11,403,178</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 1,978,359	\$ 785,272
Players Legacy Fund payable	50,000	50,000
Deferred fees (Note 7)	1,410,163	1,114,168
Deferred contributions (Note 7)	1,021,729	1,095,514
Current portion of note payable to the City of Langford (Note 6)	157,894	120,657
Current portion of obligations under capital lease (Note 6)	32,459	30,818
Due to controlled organizations (Note 10)	12,778	12,225
	<u>4,663,382</u>	<u>3,208,654</u>
Players Legacy Fund payable	500,513	517,546
Note payable to the City of Langford (Note 6)	1,518,511	1,708,535
Obligations under capital lease (Note 6)	1,289,732	1,322,191
Deferred contributions related to leased tangible capital assets (Note 8)	3,098,818	3,192,721
Deferred lease inducement	-	13,831
	<u>11,070,956</u>	<u>9,963,478</u>
Contingencies (Note 9)		
Net Assets		
Contribution of land	290,206	290,206
Internally restricted (Note 12)	48,721	48,721
Unrestricted	1,030,253	1,100,773
	<u>1,369,180</u>	<u>1,439,700</u>
	<u>\$ 12,440,136</u>	<u>\$ 11,403,178</u>

Canadian Rugby Union - Fédération canadienne de Rugby Non-Consolidated Statement of Changes in Net Assets

For the year ended December 31	Unrestricted	Contribution of Land	Internally Restricted	2024	2023
Balance, beginning of the year	\$ 1,100,773	\$ 290,206	\$ 48,721	\$ 1,439,700	\$ 994,191
Excess of revenues over expenses	(70,520)	-	-	(70,520)	445,509
Balance, end of the year	<u>\$ 1,030,253</u>	<u>\$ 290,206</u>	<u>\$ 48,721</u>	<u>\$ 1,369,180</u>	<u>\$ 1,439,700</u>

Canadian Rugby Union - Fédération canadienne de Rugby Non-Consolidated Statement of Operations

For the year ended December 31	2024	2023
Revenues		
External Funding		
World Rugby Limited	\$ 7,612,857	\$ 3,989,247
Sport Canada, Canadian Olympic Committee and Canadian Olympic Foundation	2,984,400	3,352,665
Other grants	900,694	692,816
	<u>11,497,951</u>	<u>8,034,728</u>
Membership		
Dues and insurance from players	3,274,163	2,889,604
Rugby Canada		
Amortization of contributions related to leased tangible capital assets (Note 8)	93,903	93,903
Domestic competitions	1,226,868	598,237
Donations and fundraising	580,951	909,059
National teams	515,005	672,030
Other income	337,051	257,651
Sales of merchandise	656,153	521,239
Sponsorships and advertising revenue	1,704,748	1,736,339
	<u>5,114,679</u>	<u>4,788,458</u>
Other		
Revenue (loss) from controlled organizations (Note 10)	257,720	(145,323)
	<u>20,144,513</u>	<u>15,567,467</u>
Expenses		
Accounting, legal and professional fees	146,954	154,764
Amortization of tangible capital assets and leased tangible capital assets	277,342	289,655
Domestic competitions	343,703	88,441
Exchange (gain) loss	(25,593)	25,270
National insurance	684,485	665,972
National office and general administration	1,117,968	904,257
National teams	8,366,061	7,627,418
Marketing	1,161,053	791,488
Program development	716,544	343,093
Cost of sales	519,712	464,353
Interest on long-term debt and bank charges	91,846	94,056
Staff salaries, benefits and commissions	1,912,364	1,608,025
Team costs	1,049,029	595,236
Travel	3,853,565	1,469,930
	<u>20,215,033</u>	<u>15,121,958</u>
(Deficiency) excess of revenues over expenses	\$ (70,520)	\$ 445,509

Canadian Rugby Union - Fédération canadienne de Rugby Non-Consolidated Statement of Cash Flows

For the year ended December 31	2024	2023
Cash flows from operating activities		
(Deficiency) excess of revenues over expenses	\$ (70,520)	\$ 445,509
Items not affecting cash:		
Amortization of tangible capital assets and leased tangible capital assets	277,342	289,655
Amortization of deferred capital contributions related to leased tangible capital assets	(93,903)	(93,903)
Unrealized foreign exchange loss (gain)	(26,324)	44,540
Amortization of deferred lease inducement	(13,831)	(13,830)
Revenue (loss) from controlled organizations	(257,720)	145,323
	<u>(184,956)</u>	<u>817,294</u>
Changes in non-cash working capital:		
Accounts receivable	(314,988)	(296,061)
Grants receivable	(229,106)	221,497
Inventories	(121,729)	(40,778)
Prepaid expenses	(184,127)	54,061
Accounts payable and accrued liabilities	1,171,330	(231,280)
Deferred fees	295,995	83,946
Deferred contributions	(73,785)	182,633
Decrease in Players Legacy Fund	(17,033)	(6,741)
	<u>341,601</u>	<u>784,571</u>
Cash flows from investing activities		
Acquisition of tangible capital assets	(32,521)	(51,424)
Cash flows from financing activities		
Repayment of the note payable to the City of Langford	(152,787)	-
Increase in the note payable to the City of Langford	-	70,354
Repayment of obligations under capital lease	(30,818)	(29,260)
Advances from controlled organizations	553	-
Repayments to controlled organizations	-	(18,734)
	<u>(183,052)</u>	<u>22,360</u>
Other activity		
Foreign exchange loss (gain) on cash held in foreign currency	(88,649)	4,311
Net increase in cash	37,379	759,818
Cash, beginning of the year	2,690,535	1,930,717
Cash, end of year	\$ 2,727,914	\$ 2,690,535

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

1. Accounting Policies

Status and Purpose of Organization	Canadian Rugby Union - Fédération canadienne de Rugby (the Union) is a not-for-profit organization incorporated without share capital under the Canada Not-for-profit Corporations Act. The Union's purpose is the development and promotion of the sport of rugby. The Union is a Registered Canadian Amateur Athletic Association under the Income Tax Act and, as such, is exempt from income taxes and may issue income tax receipts to donors.
Basis of Accounting	These non-consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.
Presentation of Controlled Organizations	Canada International Sevens GP Ltd. and Canada Men's International Sevens Limited Partnership are for-profit entities controlled and wholly owned by the Union. The Union has chosen to account for its interest in the controlled organizations using the equity method. The investment is initially recorded at cost and is adjusted thereafter to include the Union's share of income and losses of the controlled organizations computed by the consolidation method. Information regarding these controlled organizations is presented in note 10.
Use of Estimates	The preparation of non-consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenues and expenses for the year covered. The main estimates relate to the valuation of accounts receivable, valuation of inventories, the estimated useful lives of tangible capital assets and leased tangible capital assets, insurance claims payable included in accounts payable and accrued liabilities, and the investments of controlled organizations.

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

1. Accounting Policies (continued)

Revenue Recognition	<p>The Union follows the deferral method of accounting for contributions. Restricted contributions, which include grants, donations and fundraising, are recognized as revenue in the year in which the related expenses are incurred.</p> <p>Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>Contributions related to tangible capital assets are deferred and amortized on the same basis as the related tangible capital assets.</p> <p>Dues and insurance from players are recognized as revenue proportionately over the year to which they relate.</p> <p>Domestic competitions, and sponsorships and advertising revenue are recognized when the event occurs.</p> <p>Revenue from sales of merchandise is recognized when the goods have been transferred and collection is reasonably assured.</p> <p>National teams revenue is comprised of external funding, national registration and insurance, sponsorships, other income and donations. These amounts are recognized in accordance with the respective policies as noted above.</p>
Inventories	Inventories are measured at the lower of cost and net realizable value. Cost is determined using the first-in, first-out basis.

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

1. Accounting Policies (continued)

Financial Instruments	Arm’s length financial instruments are recorded at fair value at initial recognition.	
	Related party financial instruments are recorded at cost at initial recognition.	
	In subsequent periods, financial instruments are reported at cost or amortized cost less impairment. Transaction costs on the acquisition, sale or issue of financial instruments are charged to the financial instrument for those measured at amortized cost.	
	Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in net income. A previously recognized impairment loss may be reversed to the extent of the improvement, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously, and the amount of the reversal is recognized in net income.	
Tangible Capital Assets	Purchased tangible capital assets are stated at cost less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution, unless fair value is not determinable in which case contributed tangible capital assets are recorded at nominal value at the date of contribution. Contributed tangible capital assets are subsequently amortized.	
	Building	40 years straight-line
	Computers	30% diminishing balance basis
	Donated rugby equipment	20% diminishing balance basis
	Leased equipment	20% diminishing balance basis
	Office equipment	20% diminishing balance basis
	Office furniture	20% diminishing balance basis
	Software	30% diminishing balance basis
	Leasehold improvements	straight-line basis over the term of the lease

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

1. Accounting Policies (continued)

Contributed Materials and Services	Contributed materials and services that are used in the normal course of the Union's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution. A corresponding amount of revenue is recorded on the same basis as the expense is recognized.
Translation of Foreign Currency Transactions and Balances	Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate in effect at the balance sheet date. Other assets, other liabilities, revenues and expenses are translated at the rate of exchange prevailing on the transaction date. Exchange gains and losses are included in the non-consolidated statement of operations.
Leases	Leases are classified as capital or operating leases. A lease that transfers substantially all of the benefits and risks incidental to the ownership of property is classified as a capital lease. At the inception of a capital lease, an asset and an obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments including any bargain purchase option and the property's fair value at the beginning of the lease. Amortization relating to capital leases is recorded in accordance with the policy stated above. All other leases are accounted for as operating leases wherein lease payments are expensed over the term of the lease.

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

2. Accounts Receivable

	2024	2023
Trade receivable	\$ 949,139	\$ 460,097
Trade receivable - controlled organization	-	130,000
HST Receivable	169,500	29,216
Allowance for doubtful accounts	(78,033)	(30,425)
	\$ 1,040,606	\$ 588,888

3. Inventories

	2024	2023
Retail merchandise and rugby equipment	\$ 403,118	\$ 345,054
Value in-kind kit	303,928	240,263
	\$ 707,046	\$ 585,317

The amount of inventories recognized as an expense during the year is \$1,054,152 (2023 - \$892,078). This expense has been recorded as cost of sales, national teams and team costs in the non-consolidated statement of operations.

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

4. Tangible Capital Assets and Leased Tangible Capital Assets

	2024		2023	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Operating				
Computers	\$ 177,883	\$ 92,790	\$ 153,279	\$ 61,588
Donated rugby equipment	145,460	99,022	145,460	87,413
Leased equipment	617,559	488,819	617,559	456,634
Office equipment	74,006	41,175	67,627	33,765
Office furniture	48,040	33,687	48,040	30,099
Software	27,550	18,101	27,550	14,051
Leasehold improvements	240,882	240,882	240,882	240,882
National Training Centre				
Land	496,000	-	496,000	-
Building	7,431,391	1,300,420	7,431,391	1,114,660
	\$ 9,258,771	\$ 2,314,896	\$ 9,227,788	\$ 2,039,092
Net carrying amount		\$ 6,943,875		\$ 7,188,696

5. Line of Credit

The Union has an operating line of credit with a maximum authorized amount of \$240,000 that is due on demand and bears interest at the bank's prime rate plus 2.75% per annum, calculated and payable monthly. This is secured by a general security agreement covering all properties of the borrower. At December 31, 2024, the Union had undrawn credit capacity of \$240,000 (2023 - \$240,000).

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

6. Obligations Under Capital Lease

	2024	2023
City of Langford, 5.20% per annum, due December 2033, payable by monthly instalments of \$8,333 principal and interest, and a purchase option of \$1,000,000 at the end of the lease term.	\$ 1,322,191	\$ 1,353,009
Less: principal portion due within one year	32,459	30,818
	<u>\$ 1,289,732</u>	<u>\$ 1,322,191</u>
Minimum lease payments required under the capital lease are as follows:		
2025	\$ 100,000	
2026	100,000	
2027	100,000	
2028	100,000	
2029	100,000	
Thereafter	<u>1,300,000</u>	
	1,800,000	
Less: interest included in payments	<u>477,809</u>	
	<u>\$ 1,322,191</u>	

Interest on obligations under capital lease for the year is \$69,182 (2023 - \$70,740) and has been included in the national teams expenses in the non-consolidated statement of operations.

In 2017, the Union entered into an agreement (the Agreement) with the City of Langford (the City) for the construction and lease of the National Training Centre (the Facility).

In November 2023, the Union refinanced its obligations under the original Agreement. Under the revised terms, the note payable to the City, amounting to \$1,676,405, has an extended maturity date of June 1, 2033. Interest accrues on any outstanding principal at a rate of 4% compounded annually. The scheduled principal payments for the next five years amount to: 2025, \$154,798; 2026, \$160,990; 2027, \$167,429; 2028, \$174,126; and 2029, \$181,091.

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

7. Deferred Fees and Contributions

Deferred fees and contributions represent funds received to cover operating expenses in the subsequent year. The balance is comprised of the following:

			2024	2023
Deferred fees				
Dues and insurance from players			\$1,410,163	\$ 1,114,168
	Balance, beginning of the year	Received in the year	Recognized as revenue	2024
Deferred contributions				
Sport Canada	\$ 474,000	\$2,440,900	\$(2,473,775)	\$ 441,125
Macron S.p.A	240,263	419,046	(365,363)	293,946
World Rugby Limited	257,225	7,506,390	(7,612,857)	150,758
Other contributions	124,026	1,403,193	(1,391,319)	135,900
	\$1,095,514	\$11,769,529	\$(11,843,314)	\$1,021,729

8. Deferred Contributions Related to Leased Tangible Capital Assets

Deferred contributions related to leased tangible capital assets represent contributions received for leased tangible capital assets and restricted donations relating to the acquisition of the National Training Centre. The balance is comprised of the following:

	2024	2023
Balance, beginning of the year	\$ 3,192,721	\$ 3,286,624
Less: amount amortized to operations	<u>(93,903)</u>	<u>(93,903)</u>
Balance, end of the year	<u>\$ 3,098,818</u>	<u>\$ 3,192,721</u>

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

9. Contingencies

The Union is party to legal claims relating to accidents that occurred to participants during scheduled rugby games. The claims have been made against the Union's insurance policy and each incident is for an amount less than the single occurrence coverage available under the policy. Management cannot estimate the likelihood of the obligation under each claim but estimates that any resulting settlement will be covered under the terms of the insurance coverage in place for the Union. The Union's deductible related to these insurance claims is \$50,000 per claim up to a maximum of \$200,000 per year. Once this amount is reached, the deductible decreases to \$25,000 per claim. The estimated insurance deductible payable at December 31, 2024 of \$37,896 (2023 - \$37,896) has been recorded in accounts payable and accrued liabilities. Any difference between the actual settlement or claim payment and the amount recorded is not expected to be material and will be recorded as a gain or loss in the period it becomes known.

Canadian Rugby Union - Fédération canadienne de Rugby
Notes to Non-Consolidated Financial Statements

December 31, 2024

10. Investments in Controlled Organizations and Due to Controlled Organizations

Canada International Sevens GP Ltd. (CISGP), which is the general partner of the Canada Men's and the Canada Women's was incorporated under the laws of the Province of Alberta on February 20, 2015.

CISGP is controlled by the Union since the Union owns 100% of the Class "A" common shares, management of the Union is closely involved in developing the policies of CISGP and can influence their content.

Canada Men's International Sevens Limited Partnership (Canada Men's) and Canada Women's International Limited Partnership (Canada Women's) were created to manage the activities of the World Rugby Sevens Series and were incorporated under the laws of the Province of Alberta on February 26, 2015.

Canada Men's and Canada Women's are controlled by the Union since the Union owns 100% of the Limited Units and owns 100% of the General Units through CISGP.

Starting in 2023, the International Women's and Men's Sevens tournaments have been merged into a single event. Consequently, on December 31, 2023, the Union filed for the dissolution of the Canada Women's.

	2024	2023
Investments in Controlled Organizations		
Canada International Sevens GP Ltd.	\$ 4	\$ 3
Canada Men's	297,300	(122,070)
Canada Women's	-	161,651
	<u>\$ 297,304</u>	<u>\$ 39,584</u>
Due to Controlled Organizations		
Canada Men's	<u>\$ 12,778</u>	<u>\$ 12,225</u>

The amount due to the controlled organizations is unsecured, interest free with no specified terms of repayment. As such, the amount has been classified as a current liability in the non-consolidated statement of financial position.

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

10. Investments in Controlled Organizations and Due to Controlled Organizations (continued)

Summarized financial information relating to controlled organizations is as follows:

	CISGP	Canada Men's	
June 30, 2024			
Total assets	\$ 4	\$ 359,569	
Total liabilities	-	223,917	
Partners'/shareholder's equity	\$ 4	\$ 135,652	
	CISGP	Canada Men's	Canada Women's
June 30, 2023			
Total assets	\$ 3	\$ 595,730	\$ 161,648
Total liabilities	-	717,794	-
Partners'/shareholder's equity	\$ 3	\$ (122,064)	\$ 161,648

The results of operations are as follows:

	CISGP	Canada Men's	
For the year ended June 30, 2024			
Total revenue	\$ 1	\$ 4,910,689	
Total expenses	-	4,652,970	
Net income (loss)	\$ 1	\$ 257,719	
	CISGP	Canada Men's	Canada Women's
For the year ended June 30, 2023			
Total revenue	\$ 1	\$ 5,597,602	\$ 1,012
Total expenses	-	5,689,584	54,352
Net income (loss)	\$ 1	\$ (91,982)	\$ (53,340)

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

10. Investments in Controlled Organizations and Due to Controlled Organizations (continued)

The Union's investment in CISGP and Canada Men's are reflected in these non-consolidated financial statements using financial information prepared as of June 30, 2024, covering the year from July 1, 2024 to June 30, 2024.

As the fiscal years of the Union and CISGP and Canada Men's are not coterminous, significant financial transactions that occurred during the intervening period would be disclosed. However, the results for the period from July 1 to December 31 2024 are not recorded in these non-consolidated financial statements as they are not significant to the Union's operations due to the timing of the events in February.

During the year, the Union incurred total costs of \$780,000 (2023 - \$780,000) for salaries and benefits on behalf of the Canada Men's, which were subsequently reimbursed.

During the year, the Canada Men's paid \$181,777 (2023 - \$388,466) to TTG Strategic Marketing & Communications Canada Corporation (TTG), a company related by virtue of common management, for the purchase of services and expense reimbursements.

These transactions are within normal course of business and measured at the exchanged amount, which is the amount of consideration paid or received.

Canadian Rugby Union - Fédération canadienne de Rugby Notes to Non-Consolidated Financial Statements

December 31, 2024

11. Financial Instruments

Credit risk

The Union is exposed to credit risk for its accounts and grants receivable. The majority of the Union's receivables are from government sources and provincial Unions. The Union works to ensure it continues to meet all eligibility criteria in order to qualify to receive the corresponding funding. The Union provides credit to its members and sponsors in the normal course of its operations.

The Union is also exposed to credit risk arising from all of its bank accounts being held at one financial institution. There has been no changes in the credit risk comparing to prior year.

Currency risk

Approximately 38% of the Union's revenues are in foreign currency. Consequently, some assets are exposed to foreign exchange fluctuations. As at December 31, 2024, accounts receivable of \$300,036 (2023 - \$579) is denominated in Great Britain Pounds and converted into Canadian dollars and cash of \$161,431 (2023 - \$3,975) is denominated in US dollars and converted into Canadian dollars. These amounts are presented in Canadian dollars in the non-consolidated statement of financial position. There has been no changes in the currency risk comparing to prior year.

Interest rate risk

The Union is exposed to interest rate risk on its note payable to the City of Langford since it is subject to a fixed interest rate. Fixed-interest instruments subject the Union to a fair value risk. There has been no changes in the interest rate risk comparing to prior year.

12. Internally Restricted Net Assets

The Board of Directors of the Union and provincial Unions have established the internally restricted net assets to keep monies in reserve for potential insurance claims in excess of the insurance policy coverage which may arise in the future. The internally restricted net assets have been established based on half the surplus from the insurance program with the provincial Unions unless otherwise resolved by the provincial Unions at the Annual General Meeting. As at December 31, 2024 cash of \$58,014 has been restricted in a separate bank account.



THANK YOU TO OUR PARTNERS & PROVINCIAL UNIONS

Rugby Canada extends heartfelt gratitude to our partners, stakeholders, and provincial unions for their ongoing support. Your dedication and collaboration are vital in growing the game, strengthening our community, and advancing rugby across Canada. Together, we are building a stronger, more inclusive future for our sport.



PREMIER PARTNERS



MAJOR PARTNERS



SUPPORTING PARTNERS



EVENT PARTNERS





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