

Canadian Rugby Union - Fédération canadienne de Rugby
Financial Statements
For the year ended December 31, 2013

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Independent Auditor's Report

**To the directors of
Canadian Rugby Union - Fédération canadienne de Rugby**

We have audited the accompanying financial statements of Canadian Rugby Union - Fédération canadienne de Rugby, which comprise the statement of financial position as at December 31, 2013, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.



Basis for Qualified Opinion

In common with many charitable organizations, the Union derives revenue from donations, fundraising activities, events and competitions, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Union. Therefore, we were not able to determine whether any adjustments might be necessary to these revenues, deficiency of revenues over expenses and cash flows from operations and for the years ended December 31, 2013 and 2012, current assets at December 31, 2013 and 2012 and net assets as at January 1 and December 31 for both the 2013 and 2012 years. Our audit opinion on the financial statements for the year ended December 31, 2012 was modified accordingly because of the possible effects of this limitation in scope.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Canadian Rugby Union - Fédération canadienne de Rugby as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Supplementary Financial Information

Our audit was performed to form an opinion on the financial statements of Canadian Rugby Union - Fédération canadienne de Rugby as a whole. The supplementary financial information included in Schedule 1 is presented for the purpose of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from the underlying accounting and other records used to prepare the financial statements. The supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such supplementary information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves.

A handwritten signature in black ink that reads "BDO Canada LLP". The signature is written in a cursive, flowing style.

Chartered Accountants, Licensed Public Accountants


Ottawa, Ontario
April 13, 2014

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

December 31	2013	2012
Assets		
Current		
Cash	\$ 8,784	\$ 107,934
Temporary investments (Note 2)	170,792	169,954
Accounts receivable	484,628	754,312
Grants receivable	124,778	148,196
Inventory (Note 3)	358,759	385,346
Prepaid expenses	285,822	261,864
	1,433,563	1,827,606
Tangible capital assets and asset under capital lease (Note 4)	370,390	341,034
	\$1,803,953	\$ 2,168,640
Liabilities and Net Assets		
Current		
Demand loan (Note 6)	\$ 271,580	\$ 450,872
Accounts payable and accrued liabilities	847,676	818,605
Deferred fees and contributions (Note 8)	1,047,815	1,158,421
Current portion of obligation under capital lease (Note 7)	6,812	-
	2,173,883	2,427,898
Obligation under capital lease (Note 7)	8,716	-
Deferred lease inducement (Note 9)	125,233	140,888
	2,307,832	2,568,786
Commitments (Note 10)		
Contingencies (Note 11)		
Net Assets		
Internally restricted (Note 13)	173,701	104,333
Unrestricted deficiency	(677,580)	(504,479)
	(503,879)	(400,146)
	\$1,803,953	\$ 2,168,640

On behalf of the board:


 _____ Director
 Graham Brown, CEO


 _____ Director
 Jay Johnston, Treasurer

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

For the year ended December 31	Unrestricted	Internally Restricted	2013	2012
Balance, beginning of the year	\$ (504,479)	\$ 104,333	\$ (400,146)	\$ (742,301)
(Deficiency) excess of revenues over expenses	(173,101)	69,368	(103,733)	342,155
Balance, end of the year	\$ (677,580)	\$ 173,701	\$ (503,879)	\$ (400,146)

Canadian Rugby Union - Fédération canadienne de Rugby Statement of Operations

For the year ended December 31	2013	2012
Revenues		
External Funding		
International Rugby Board	\$ 2,557,892	\$ 2,310,528
Government of Canada	2,552,446	1,813,702
	5,110,338	4,124,230
Membership		
National insurance	882,207	857,124
National registration	908,600	696,918
	1,790,807	1,554,042
Rugby Canada		
Sponsorships	793,767	685,455
Fundraising	402,246	348,722
Donations	830,463	786,607
Domestic competitions	152,589	186,044
International events	2,190,923	1,031,662
National teams	1,190,315	759,110
Development - coaching & refereeing	78,924	62,976
Sales of merchandise	562,579	318,454
Other income	200,867	270,220
	6,402,673	4,449,250
	13,303,818	10,127,522
Expenses		
Accounting, legal and professional fees	382,913	155,277
Bad debts	4,669	2,762
Amortization	85,882	73,894
Short-term interest, bank charges and exchange rate	77,624	46,338
Staff salaries, benefits and commissions	1,029,241	798,490
Board of directors and planning meetings	227,393	190,991
Inventory write-down	-	14,059
National office and general administration	726,107	629,268
National insurance	743,471	763,957
National registration	35,941	34,179
Marketing	554,840	207,605
Donations	626,590	752,683
Domestic competitions	360,126	475,370
International events	2,524,615	1,547,431
National teams	5,213,022	3,442,841
Program development	281,606	282,939
Purchase of merchandise items	317,718	231,021
Fundraising	215,793	380,301
	13,407,551	10,029,406
(Deficiency) excess of revenues over expenses before Churchill Cup settlement	(103,733)	98,116
Churchill Cup settlement (Note 14)	-	244,039
(Deficiency) excess of revenues over expenses	\$ (103,733)	\$ 342,155

The notes are an integral part of these financial statements.

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

For the year ended December 31	2013	2012
Cash flows from operating activities		
Cash receipts from members and funders	\$ 13,403,196	\$ 10,777,243
Cash paid to suppliers and employees	(13,207,676)	(10,412,812)
Short-term interest & bank charges paid	(98,497)	(50,021)
	<u>97,023</u>	<u>314,410</u>
Cash flows from investing activities		
Acquisition of tangible capital assets	<u>(32,701)</u>	<u>(73,384)</u>
Cash flows from financing activities		
Repayment of capital lease	(5,052)	-
Repayment of demand loan	(179,292)	(134,735)
	<u>(184,344)</u>	<u>(134,735)</u>
Other activity		
Foreign exchange gain on cash held in foreign currency	<u>20,872</u>	<u>3,683</u>
Net (decrease) increase in cash	(99,150)	109,974
Cash (bank indebtedness), beginning of the year	<u>107,934</u>	<u>(2,040)</u>
Cash, end of year	<u>\$ 8,784</u>	<u>\$ 107,934</u>

Canadian Rugby Union - Fédération canadienne de Rugby

Notes to Financial Statements

December 31, 2013

1. Significant Accounting Policies

Purpose of Organization	Canadian Rugby Union - Fédération canadienne de Rugby is a not-for-profit organization incorporated without share capital under Part II of the Canadian Corporation Act. The Union's purpose is the development and promotion of the sport of rugby. The Union is a registered charity under the Income Tax Act and, as such, is exempt from income taxes and may issue income tax receipts to donors.
Basis of Accounting	The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.
Use of Estimates	The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. Areas of significant estimates include net realizable value of inventory and the estimated useful life of tangible capital assets and asset under capital lease.
Revenue Recognition	<p>The Union follows the deferral method of accounting for external funding. Restricted revenue is recognized as revenue in the year in which the related expenses are incurred. Unrestricted revenue is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>National insurance and national registration are recognized as revenue proportionately over the year to which they relate.</p> <p>International events, domestic competitions, sponsorships and other income are recognized when the event occurs.</p> <p>Donation and fundraising revenues are recognized when the amounts are received.</p> <p>Revenue from sales of merchandise is recognized when the goods have been transferred and collection is reasonable assured.</p> <p>National team revenue is comprised of external funding, national registration, sponsorships, other income and donations. These amounts are recognized in accordance with the respective policies.</p>
Inventory	Inventory is valued at the lower of cost and net realizable value. The cost is determined on a first-in, first-out basis.

Canadian Rugby Union - Fédération canadienne de Rugby

Notes to Financial Statements

December 31, 2013

1. Significant Accounting Policies (continued)

Financial Instruments	<p><u>Measurement</u> The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost.</p> <p>Financial instruments measured at amortized cost are cash, temporary investments, accounts receivable, grants receivable, demand loan and accounts payable and accrued liabilities.</p> <p><u>Impairment</u> Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment.</p> <p><u>Transaction costs</u> Financial instruments that are subsequently measured at amortized cost are adjusted by the transaction costs in the initial measurement of the asset or liability.</p>																
Tangible Capital Assets and Asset Under Capital Lease	<p>Tangible capital assets and asset under capital lease are stated at cost less accumulated amortization. Amortization is provided on the basis of their useful lives using the following methods and annual rates:</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Computers</td> <td>30% diminishing balance basis</td> </tr> <tr> <td>Donated rugby equipment</td> <td>20% diminishing balance basis</td> </tr> <tr> <td>Equipment under capital lease</td> <td>20% diminishing balance basis</td> </tr> <tr> <td>Office equipment</td> <td>20% diminishing balance basis</td> </tr> <tr> <td>Office furniture</td> <td>20% diminishing balance basis</td> </tr> <tr> <td>Software</td> <td>30% diminishing balance basis</td> </tr> <tr> <td>Vehicle</td> <td>30% diminishing balance basis</td> </tr> <tr> <td>Leasehold improvements</td> <td>10 years straight-line basis</td> </tr> </table>	Computers	30% diminishing balance basis	Donated rugby equipment	20% diminishing balance basis	Equipment under capital lease	20% diminishing balance basis	Office equipment	20% diminishing balance basis	Office furniture	20% diminishing balance basis	Software	30% diminishing balance basis	Vehicle	30% diminishing balance basis	Leasehold improvements	10 years straight-line basis
Computers	30% diminishing balance basis																
Donated rugby equipment	20% diminishing balance basis																
Equipment under capital lease	20% diminishing balance basis																
Office equipment	20% diminishing balance basis																
Office furniture	20% diminishing balance basis																
Software	30% diminishing balance basis																
Vehicle	30% diminishing balance basis																
Leasehold improvements	10 years straight-line basis																
Donated Assets	<p>The Union received donations of assets in the form of rugby equipment and clothing. The fair value of these assets has been determined by the Union and has been recognized in these financial statements.</p>																
Contributed Materials and Services	<p>Contributed materials and services which 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 if fair value can be reasonably estimated.</p>																
Deferred Lease Inducement	<p>The rent inducement, which is recorded as a reduction to rent expense in National office and general administration, is deferred and amortized over the term of the lease.</p>																

Canadian Rugby Union - Fédération canadienne de Rugby

Notes to Financial Statements

December 31, 2013

1. Significant Accounting Policies (continued)

Foreign Currency Transactions

The Union uses the temporal method to translate its foreign currency transactions. Monetary assets and liabilities 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 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 and the property's fair value at the beginning of the lease. Assets under capital leases are stated at cost less accumulated amortization. They are amortized on a 20% diminishing balance basis. All other leases are accounted for as operating leases wherein rental payments are expensed as incurred.

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

December 31, 2013

2. Temporary Investments

Short-term investments are comprised of three redeemable guaranteed investment certificates held at a chartered bank with effective interest rates from 0.15% to 1.07%, maturing between March and December 2014. They were purchased with donated funds from a previous year and are held as security for the Union's bank indebtedness.

3. Inventory

	2013	2012
Merchandise and Rugby Equipment	\$ 260,721	\$ 290,717
Gift of Kit	98,038	94,629
	\$ 358,759	\$ 385,346

4. Tangible Capital Assets and Asset Under Capital Lease

	2013		2012	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computers	\$ 119,781	\$ 72,804	\$ 89,530	\$ 52,671
Donated rugby equipment	80,767	30,189	18,811	17,545
Equipment under capital lease	20,581	4,116	-	-
Office equipment	44,936	30,194	42,486	26,508
Office furniture	127,912	78,239	127,912	65,821
Software	100,801	75,923	100,801	65,261
Vehicle	12,848	8,441	12,848	6,552
Leasehold improvements	203,338	40,668	203,338	20,334
	\$ 710,964	\$ 340,574	\$ 595,726	\$ 254,692
Net book value		\$ 370,390		\$ 341,034

During the year, the Union received a donation of rugby equipment. This equipment was recorded initially in the financial statements at its fair value of \$61,956.

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

December 31, 2013

5. Bank Indebtedness

The Union has two operating loans with authorized amounts of \$150,000 and \$165,000 both are due on demand and bear interest at the bank's prime rate plus 2.75% and 1% respectively, calculated and payable monthly. They are both secured by a general security agreement covering all assets including the temporary investments as disclosed in Note 2. At December 31, 2013, the Union had undrawn credit capacity under these facilities of \$150,000 and \$165,000 respectively.

6. Demand loan

	2013	2012
Non-Revolving, prime rate plus 1%, payable by monthly instalments of \$10,998, principal plus interest, secured by a guarantee of \$586,000 issued by IRB Services (Ireland) Limited.	\$ 271,580	\$ 450,872

7. Obligation Under Capital Lease

	2013	2012
Equipment		
2.08%, due March 2016, payable by monthly instalments of \$589, principal and interest.	\$ 15,528	\$ -
Less: principal portion due within one year	6,812	-
	\$ 8,716	\$ -

Future minimum lease payments over the next three years are as follows:

2014	\$ 7,070
2015	7,070
2016	1,768
	15,908
Less: interest	380
	\$ 15,528

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

December 31, 2013

8. Deferred Fees and Contributions

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

	2013	2012
Dues and insurance from players	\$ 566,523	\$ 566,199
Government of Canada	55,001	216,172
International Rugby Board	30,281	-
Gilbert sponsorship - gift of kit	83,462	94,629
World Cup Legacy Fund	260,399	246,004
Others	52,149	35,417
	\$ 1,047,815	\$ 1,158,421

9. Deferred Lease Inducement

Under the terms of a lease agreement for the Toronto office premises entered into during the 2011 fiscal year, the Union received one month's tenancy on a rent free basis, as well as an allowance for leasehold improvements. The amount that would have otherwise been paid has been set up as a deferred liability and is amortized over the 10 year term of the lease, as a reduction in rent expense since January 1, 2012.

10. Commitments

The Union has two operating leases for its premises at \$8,764 and \$8,667 per month, respectively, expiring in January 2022 and December 2026 respectively. The Union also has operating leases for its vehicles and different office equipment expiring, at the latest, in January 2019. The future minimum lease payments of the operating leases total \$2,287,329 and include the following payments over the next five years:

2014	\$	259,757
2015		258,756
2016		253,093
2017		217,599
2018		215,466

Canadian Rugby Union - Fédération canadienne de Rugby

Notes to Financial Statements

December 31, 2013

11. Contingencies

Rugby Canada 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 is confident that any resulting settlement will be covered under the terms of the insurance coverage in place for the Union.

12. Financial Instruments

Liquidity risk

Liquidity risk is the risk that the Union encounters difficulty in meeting its obligations with financial liabilities. Liquidity risk arises from demand loan and accounts payable and accrued liabilities.

The Union manages its liquidity risk by constantly monitoring forecasted and actual cash flows and financial liability maturities, and by holding assets that can be readily converted into cash.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Union is exposed to credit risk for its accounts and grants receivable. A significant amount of the Union's receivables are from government sources and provincial Unions. The Union works to ensure they meet all eligibility criteria in order to qualify to receive the corresponding funding. The Union provides credit to its members in the normal course of its operations.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Approximately 10% of the Union's activities are in foreign currency. Consequently, some assets are exposed to foreign exchange fluctuations. As at December 31, 2013, cash of \$- (2012 - \$53,503) is shown in US dollars and converted into Canadian dollars and cash of \$16,795 (2012 - \$-) is shown in Great Britain Pounds and converted into Canadian dollars. The Union does not use derivative instruments to reduce exposure to foreign exchange risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed rate instruments subject the Union to a fair value risk while variable rate instruments subject it to a cash flow risk. The Union is exposed to this risk for its demand loan since it is subject to a variable interest rate.

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

December 31, 2013

13. Internally Restricted Net Assets

The Board of Directors of the Union and member 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 net assets have been established based on half the surplus from the insurance program with the member unions.

14. Churchill Cup Settlement

Rugby Canada was a member of a partnership with USA Rugby and England Rugby Football Union (RFU) called Churchill Cup Rugby Limited Partnership. The partnership was established in October 2002 to promote the development of rugby in Canada and the United States and its main activity is the annual Churchill Cup tournament. The first event was held in 2003 and was held on an annual basis until 2010. On July 1, 2011, the England Rugby Football Union redeemed its economic and ownership interest in the Churchill Cup Rugby Limited Partnership and the partnership was subsequently dissolved. As a condition of the sale, England Rugby Football Union agreed to write off and forgive any outstanding debts in the amount of \$244,039.

Canadian Rugby Union - Fédération canadienne de Rugby
Schedule 1 - National Teams (unaudited)

For the year ended December 31

	NSMT	NSW7's	U20M	U18M	U17M	NSWT	NSW7's	U20W	COE	2013	2012
Revenues											
Grant / donation	\$ 43,783	\$ 11,010	\$ -	\$ -	\$ -	\$ 23	\$ 52,740	\$ -	\$ -	\$ 107,556	\$ 26,626
Players	-	37,597	5,075	49,826	71,072	21,995	44,938	89,901	-	320,404	244,291
World Cup and Olympic Legacy Fund	-	100,000	75,000	-	-	128,000	-	-	-	303,000	75,000
Sponsorship and other	233,579	52,795	24,194	29,053	5,010	43,076	11,271	40,610	19,767	459,355	413,193
	277,362	201,402	104,269	78,879	76,082	193,094	108,949	130,511	19,767	1,190,315	759,110
Expenses											
Payroll & administration	521,811	251,560	71,738	-	-	8,725	421,592	-	14,773	1,290,199	963,362
Program costs	1,313,278	844,545	247,815	78,879	76,082	214,369	892,969	130,511	124,375	3,922,823	2,479,479
	1,835,089	1,096,105	319,553	78,879	76,082	223,094	1,314,561	130,511	139,148	5,213,022	3,442,841
Shortfall	\$ (1,557,727)	\$ (894,703)	\$ (215,284)	\$ -	\$ -	\$ (30,000)	\$ (1,205,612)	\$ -	\$ (119,381)	\$ (4,022,707)	\$ (2,683,731)
Shortfall funding sources											
IRB	\$ 900,297	\$ 209,717	\$ 195,657	\$ -	\$ -	\$ -	\$ 99,804	\$ -	\$ 55,306	\$ 1,460,781	\$ 1,199,390
Sport Canada	475,104	563,800	9,507	-	-	30,000	1,117,048	-	-	2,195,459	1,332,328
Rugby Canada	182,326	121,186	10,120	-	-	-	(11,240)	-	64,075	366,467	152,013
	\$ 1,557,727	\$ 894,703	\$ 215,284	\$ -	\$ -	\$ 30,000	\$ 1,205,612	\$ -	\$ 119,381	\$ 4,022,707	\$ 2,683,731

The full team names are as follows:

- NSMT - Senior Men's Fifteen, includes HP Central
- NSW7's - Senior Men's Sevens
- U20M - Under 20 Men
- U18M - Under 18 Men
- U17M - Under 17 Men
- NSWT - Senior Women's Fifteen
- NSW7's - Senior Women's Sevens
- U20W - Under 20 Women
- COE - Center of Excellence