



# RUGBY CANADA

ANNUAL REPORT 2021







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# A MESSAGE FROM THE CHAIR

## SALLY DENNIS

### CHAIR



Last year's report described 2020 as 'turbulent,' so 2021 can only be described as 'stormy.' It was another extremely challenging year for Rugby Canada and for rugby in Canada, but everyone soldiered on and demonstrated, in spades, the resilience and resolve so typical of our sport.

I give my heartfelt thanks and appreciation to the staff who continued to give us their all despite immense stress from multiple directions. Many were required to take on new roles and responsibilities on top of already heavy workloads. Their passion for our sport and commitment to the organization are truly astounding. Allen was hugely instrumental in launching the independent review of Rugby Canada's high-performance environment – a bold and courageous move. He also pushed forward many other initiatives including funding alliances with other NSOs, the formation of an inclusion, diversity, equity and accessibility committee, safe sport policies, collaborative community and provincial programs, and more rigorous financial systems that allowed our Union to continue to weather the COVID-19 pandemic.

Despite various disappointments, our national teams welcomed many new faces, whose talent and energy bode very well for the future.

2021 saw many changes in the governance of Rugby Canada, including a new Chair and many new faces at the (virtual) Board room table. I offer sincere thanks to Tim Powers for his years as Chair - his dedication and personal sacrifices can't be over-stated. He empowered significant governance reform during his tenure which laid the foundation for many positive changes. I give a warm welcome to the new Board members who joined us as the first products of our fully collaborative and inclusive nominations process.

Looking ahead to 2022, I see it as a year of more change and opportunity, all with a view to building a better, stronger organization and re-positioning Canada as a rugby nation on the world stage. I look forward to continuing working together with our various stakeholders and cheering on our teams to success at the Rugby World Cup 2021 (playing in 2022), and the Rugby World Cup Sevens!

# A MESSAGE FROM THE CEO

## ALLEN VANSEN

### CEO, RUGBY CANADA



Another year of Canadian Rugby has passed with some of our sport and organization's biggest challenges being encountered.

The COVID-19 pandemic continued to have monumental impacts on all aspects of sport around the world and in Canada, with Canadian Rugby being significantly impacted. Fortunately, we saw a very positive return to participation levels across the country and a return to youth being active and passing a rugby ball on the pitches once again. Rugby Canada's close work with our Provincial Rugby Unions in developing a national leading return-to-play program has enabled the safe return of rugby. Thank you to our Provincial leaders and partners for your steadfast support and cooperation.

2021 saw the return of our National Teams finally being able to compete in international matches. For some, this was the first time the teams have been able to assemble and compete in over 20 months, an incredible impact not felt by all rugby nations equally but one that greatly affected our men's 15s team in particular. The men's 15s Rugby World Cup 2023 dreams came to an emotional and dramatic end with a loss to an up and coming, strong Chilean team. Our women's 15s team was equally impacted with an extended period of not being able to assemble, however the team came together well with improving performances during a four-week tour in the USA and United Kingdom as the team embarks on their journey to the Rugby World Cup. Our women's and men's 7s teams both competed at the Tokyo Olympic Games, proudly representing Canada in two deeply contested tournaments. Congratulations to all the players who, after many years, and became Olympians. A special congratulations to Nathan Hirayama on being selected as one of Canada's opening ceremony flag bearers. An incredible and well-deserved honor for a true Canadian rugby legend.

A core pillar of Canadian rugby must be an increased focus on developing the game at the community and club level. Significant planning and investment has been targeted for Rugby Canada to enable and support growth of the community game in partnership with Provinces and Clubs. It will be more important than ever for all partners to work collaboratively and supportively in growing participation levels across the country.

Rugby Canada's financial performance over the past year has continued to be exceptional as a result of strong management and tough choices made to ensure the organization is poised to rebound from the COVID-19 pandemic in a new and better normal. Thank you once again to our corporate sponsors and funding partners who have stood with Rugby Canada through a year of limited returns on their investment.

2021 will mark the final year of my leadership of Rugby Canada. It is time for a new, invigorated leader to further many of the long-term initiatives we have implemented over the past six years and, importantly, to bring the community and stakeholders together in growing the game and reaching new heights.

Leading Rugby Canada has been an incredible honour. I must thank the very dedicated board of directors for their steadfast guidance, in particular the board Chairs with whom I have worked with in - Pat Aldous, Tim Powers and Sally Dennis. Their commitment and leadership has been inspiring and greatly valued. To all the staff, and in particular the senior leadership team and coaches, thank you for your unwavering support and camaraderie in making tough decisions with respect and holding true to our values. To the many national team players who represented Canada on the pitch and with whom I've had the pleasure and honour to engage, congratulations on your many successes wearing the jersey and thank you for your open engagement in pushing Rugby Canada's leadership to do more.

Thank you and my warmest wishes for Canadian Rugby's many successes in the future!

# CORPORATE STRUCTURE

## 2021 BOARD OF DIRECTORS

<b>Sally Dennis</b>	Chairman
<b>Maria Samson</b>	Vice-Chair & Governance Committee Chair
<b>Jeff Hassler</b>	Secretary & Director (athlete-appointee)
<b>Steve Swaffield</b>	Treasurer & Finance/Audit Committee Chair
<b>Bill Webb</b>	Director
<b>David Fortier</b>	Director
<b>Phil Otto</b>	Director
<b>Isabelle Oliva</b>	Director (resigned December 1, 2021)
<b>Karen Paquin</b>	Director (athlete-appointee)

## APPOINTED REPRESENTATIVES

<b>Doug Campbell</b>	Canadian Olympic Committee Representative
<b>Dr Araba Chintoh</b>	Rugby Americas North Representative
<b>Dr. Patrick Parfrey</b>	World Rugby Council Representative
<b>Kathy Henderson</b>	HR Committee Chair

## RUGBY CANADA WOULD LIKE TO ACKNOWLEDGE THE BOARD MEMBERS WHOSE TERMS EXPIRED IN 2021

<b>Tim Powers</b>	Chair
<b>Kathy Henderson</b>	Secretary
<b>Brian Burke</b>	Director
<b>John Seaman</b>	Director
<b>Meaghan Howat</b>	Director (Players' Director - Women)

## SENIOR LEADERSHIP TEAM AND HEAD COACHES

<b>Allen Vansen</b>	Chief Executive Officer
<b>Jamie Levchuk</b>	Managing Director, Business Operations
<b>Dustin Hopkins</b>	Managing Director, Rugby Operations
<b>Paul Hunter</b>	Senior Director, Community Rugby & Development
<b>Kim Wilson-McCreath</b>	Chief Financial Consultant
<b>Kingsley Jones</b>	Director, Men's Performance Rugby & Men's 15s Head Coach
<b>Matt Barr</b>	Director, Athletic Performance
<b>Sandro Fiorino</b>	Women's 15s Head Coach & Lead, Rugby Canada Development Academy
<b>Henry Paul</b>	Men's 7s Head Coach
<b>Jack Hanratty</b>	Women's 7s Head Coach (Interim)
<b>John Tait</b>	Director, Women's Performance Rugby & Women's 7s Head Coach (through April)
<b>Phil Mack</b>	Head Coach, Pacific Pride Academy
<b>Jamie Cudmore</b>	Head Coach, Pacific Pride Academy (through July)
<b>Kelly Russell</b>	Head Coach, Maple Lead Academy
<b>Gareth Rees</b>	Director, Commercial & Program Relations
<b>Deanna Cowan</b>	Director, Merchandise & Team Apparel
<b>Sam Carter</b>	Director, Events
<b>Jennifer Smart</b>	Director, Events (through June)
<b>Tania Richards</b>	Acting Director, Marketing & Communications
<b>Shaun Thompson</b>	Director, Marketing & Communications (through July)
<b>Laine Walden</b>	Director, HSBC Canada Sevens (through June)





# COVID-19 PANDEMIC

## TIMELINE / RETURN TO PLAY

The COVID-19 pandemic still had a large impact on Rugby Canada and the sport of rugby in our country in 2021. The key objective that remained throughout the pandemic was the maintaining of the health and safety of our members, supporters, players, coaches, officials and staff.

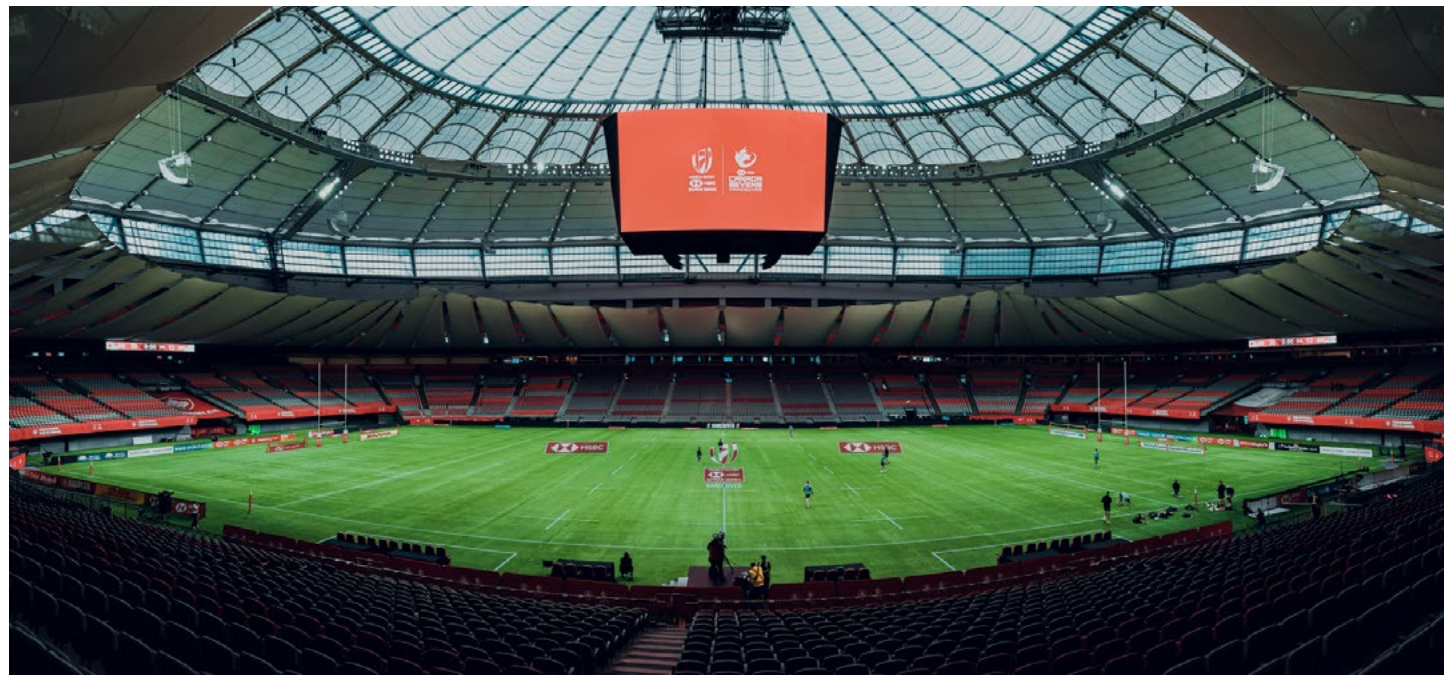
Although the national suspension of sanctioned rugby activities was lifted in June 2020, many clubs still needed to abide by Provincial and Regional restrictions on gatherings and sport as the severity of the pandemic ebbed and flowed throughout 2021. However, through the commitment and hard work of Provincial Union administrators and many local volunteers, rugby was able to return in full and in different forms in many regions across the country. The end of the year provided promise with British Columbia having completed a full half-season of play and all Provinces gearing up for a return to play in 2022.

Rugby Canada would like to recognize the countless volunteers across Canada that contributed their time and effort to ensuring that rugby continued safely in whatever forms were possible while continuing to address the impacts of the COVID-19 pandemic.

## FINANCIAL IMPACT OF THE PANDEMIC

Similar to the previous year, Rugby Canada remained in a strong financial position with adequate cash bank balances and manageable accounts payable. The support from key funding and commercial partners was crucial in maintaining union operations, including the Government of Canada who provided support to Rugby Canada via the Canada Emergency Wage Subsidy and Sport Support Program. This support, in conjunction with a reduction in program expenditures due to event cancellations, lessened the continued impact to the Union.

Rugby Canada continued to face difficult decisions to maintain a viable position for the extended timeframe of the pandemic impact and operated with reduced staffing levels in many areas. Despite the above mitigation, the return of the majority of normal operations near the end of the year and into 2022 will require constant monitoring of finances to ensure organizational viability moving forward.





# RUGBY CANADA GOVERNANCE

## A YEAR OF FIRSTS

In 2021, Rugby Canada elected their first female Chair in Sally Dennis, also marking the first time the top-two Board positions were held by female members including Maria Samson as Vice Chair. Jeff Hassler, an athlete-nominated Board Director, held the officer position of Secretary for the first time. Other firsts included the use of the revamped Nominations Committee that contained representatives from each province and all board members completed an updated skills self-assessment to support the nominations process. These self-assessments will be conducted prior to each semi-annual general meeting to identify current and upcoming skills gaps on the board.

## BY-LAW AMENDMENTS

The 2021 governance amendments included the following:

- Extensive feedback was provided to Sport Canada on the proposed COC-NSO Sport Governance Code
- The terms of reference of the five standing Board committees were updated by the respective committee chairs to reflect good governance practices, current processes, and recent updates in the by-laws
- All standing committees now include external members from the rugby community to source expertise.
- All external members have signed committee member engagement agreements
- Conflict of interest documentation was created and approved for Board Members of Rugby Canada and the Canadian Rugby Players Association
- An Ethics & Integrity Steering Committee was formed, external candidates were sourced, an environmental scan was completed and the recommendation to form an Ethics & Integrity Standing Committee was executed
- A new directory of all Board Governance Documentation was created for easy access by Board members

# HIGH-PERFORMANCE REPORT

## NATIONAL SENIOR WOMEN'S SEVENS PROGRAMMING

Coming off a difficult year, Canada's Women's Sevens Team found new leadership on and off the field. Temporary staffing solutions got the team through the Olympic training period and environment. Interim Head Coach Jack Hanratty has since brought a fresh new perspective instilling a team philosophy that this is a 'new franchise' with a new culture. This new franchise features eight players under 23, four of whom are under 20 ensuring a prosperous future. The team faced the following challenges and successes throughout the year:

Successes:

- On field performance in Dubai, April 2021, first and second finishes in their first international competition since February 2020
- Large number of new players capped, four of which were U20
- Coaching staff gained experience at the senior international level

Challenges:

- New staff coming in and out of the program
- External pressures regarding the investigation and poor performance at the Olympics

DATE	TOURNAMENT	LOCATION	RECORD (W-D-L)	PLACE
July 26-28	2020 Olympics	Tokyo	3-0-2	9th
September 18-19	2021 Fast-Four Vancouver (CAN)	Vancouver, BC	2-0-3	3rd
September 25-26	2021 Fast-Four Edmonton (CAN)	Edmonton, AB	2-2-1	3rd
November 26-27	HSBC Sevens Series	Dubai, UAE	1-0-4	8th
December 3-4	HSBC Seven Series	Dubai, UAE	1-0-4	8th





## NATIONAL SENIOR MEN'S SEVENS PROGRAMMING

2021 was a transitional year for the Canada's Men's Sevens Team with many veteran players retiring after the summer Olympics. These departures brought opportunity for many young new players, and with the integration of our national men's coaches, we were able to recognize, share and enhance player development during this shortened pandemic year. Successes and challenges the senior men's sevens team faced included:

**Successes:**

- Credible 4th place finish in the shortened 2021 HSBC World Series placing in-front of USA, Ireland and Spain
- The Pacific Pride provided 11 young athletes to the team in 2021
- 16 newly capped players have played on the HSBC World Series
- Sharing of national team coaches during the 2021 season due to the Olympics and Covid-19 was a major benefit for our athletes in our daily training environment
- Players recognized and nominated as future prospects to watch by international 7s coaches and commentators

**Challenges:**

- 11 Senior Men's 7s players retired from the squad post the 2020 Tokyo Olympic Games
- Reduction in World Series stops from 6 to only 2
- HSBC World Series 2021-2022 started early and added significant challenges to managing our players
- Significant injuries and COVID-19 infections affected our ability to maintain selection continuity

DATE	TOURNAMENT	LOCATION	RECORD (W-D-L)	PLACE
July 26-28	2020 Olympics	Tokyo	1-0-5	8th
September 18-19	2021 WWSS Vancouver (CAN)	Vancouver, BC	3-0-3	6th
September 25-26	2021 WWSS Edmonton (CAN)	Edmonton, AB	3-0-3	4th
November 26-27	HSBC Sevens Series	Dubai, UAE	1-0-4	11th
December 3-4	HSBC Seven Series	Dubai, UAE	0-0-5	12th



## NATIONAL SENIOR WOMEN'S FIFTEENS PROGRAMMING

Canada's Women's Rugby Team finally had a chance to re-assemble in the summer of 2021 after a difficult period due to the pandemic. Athletes welcomed the opportunity to be in the daily training environment again and it proved successful as the Women's Team found success at their fall fixtures, as well as the condensed Pacific Four Series where games we're only played against USA. The year of 2021 was highlighted by:

**Successes:**

- Relaunching in-person assembled activities east and west camps in July
- Top 50 camp in Halifax, Nova Scotia which concluded with a red vs. black match in front of Canadian fans
- Two wins in three test matches during the Fall Tour
- Further alignment with the National Senior Women's 7s team and the Maple Leaf Academy
- Finalized 2022 calendar and road to the 2021 Rugby World Cup (playing in 2022)

**Challenges:**

- Restricted activity from January to July due to pandemic
- Budget restraints created lack of GPS and Analysis resources
- Turbulent time in staff relationships and program leadership

CANADA SENIOR WOMEN'S XV RESULTS					
DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
Nov. 1	Pacific Four (Condensed)	Affinity Park, Glendale Co.	USA	9-15	CANADA
Nov. 5	Pacific Four (Condensed)	Affinity Park, Glendale Co.	USA	13-26	CANADA
Nov. 14	Autumn Internationals	Twickenham Stoop, London	ENGLAND	51-12	CANADA
Nov. 21	Autumn Internationals	Cardiff Arms Park, Wales	WALES	7-24	CANADA





## NATIONAL SENIOR MEN'S FIFTEENS PROGRAMMING

Canada's Senior Men's Rugby Team faced a difficult year in 2021. Staffing changes and shortages limited capacity, pandemic related issues caused numerous limitations and operational difficulties, and lack of game time and opportunity to play greatly impacted the team's performance. This past year was inclusive of the following:

**Successes:**

- Earned first victory of USA in 8 years
- Significant improvements in strength and conditioning saw the best test results in the last 4 years
- 10 players in 30-man squad were graduates of 2019 U20 team, 8 who were also part of the Pacific Pride
- Average age of 23 compared to 2019 with an average of 28.5 years of age
- Staff alignment between the senior men's 7s and 15s teams
- 7s + 15s Staff alignment. Players excited to cross between programs
- New partnerships with MLR clubs
- Continuity in selection by using primarily MLR and Canada based players

**Challenges:**

- The dismissal of Jamie Cudmore
- Only two full time coaches and one part time scrum coach
- Border crossing posed a challenge for players and staff living outside of Canada during the pandemic
- Toronto Arrows relocating for Atlanta for the 2021 MLR season
- 9 players from the Senior Men's 7s team retired
- Only playing 6 games in 2 years with no domestic rugby available besides the MLR
- Vaccinations requirements caused challenges for travelling players

CANADA SENIOR MEN'S XV RESULTS					
DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
July 2021	Summer Tests	Cardiff	Wales	Lost – 68-12	Canada
July 2021	Summer Tests	London	England	Lost – 70-14	Canada
August 2021	RWCQ	St Johns	Canada	Won – 34-21	USA
September 2021	RWCQ	Denver	USA	Lost – 38-16	Canada
October 2021	RWCQ	Langford	Canada	Won - 22-21	Chile
October 2021	RWCQ	Valparaiso	Chile	Lost - 33-24	Canada
November 2021	Fall Tests	Lisbon	Portugal	Lost – 20-17	Canada
November	Fall Tests	Brussels	Belgium	Won – 0-24	Canada



## MEN'S NATIONAL ACADEMY (PACIFIC PRIDE)

Once the majority of health restrictions due to the pandemic had subsided, the Pacific Pride were able to resume play in time for the inaugural Coast Cup competition in BC. The team managed to finish in second place behind the Vancouver Wave, winning four of their six games including a tie against the UBC Thunderbirds. Other highlights for the Pride in 2021 included:

- Phil Mack appointed as the new head coach
- No assistant coach or manager to start the season
- Many players called up to the National Senior Men's 15s and 7s teams
- Aligned program with U18 and U20 Canada programs

**2021 Player List:**

- |                      |                    |                       |
|----------------------|--------------------|-----------------------|
| • Aaron Clarke       | • Gabriel Smith    | • Caleb Barker        |
| • Foster Dewitt*     | • Oliver MacKenzie | • Sam Reimer          |
| • Dewald Kotze       | • Nick Hildebrandt | • Mark Balaski        |
| • James O'Neil       | • Dawson Fatoric   | • Blake Van Heyningen |
| • Callum O'Neill     | • Tyler Wong       | • Morgan MacIntyre    |
| • Ethan Fryer        | • Taylor De Souza  | • Emerson Prior       |
| • Taitusi Vikilani   | • Callum Botchar   | • Max Stewart         |
| • Matt Klimchuk      | • Thomas Davidson  | • Ben Cameron         |
| • Matt Oworu*        | • Cody Nhanala     | • William Daniel      |
| • Jarvis Dashkewytch | • Chris Atkinson   | • Liam Murray*        |
|                      | • Kai Khan         | • Isaac Olson*        |

\*Indicates player who earned national team cap in 2021





## WOMEN'S MAPLE LEAF ACADEMY

Despite no official competition for the team to participate in, the Maple Leaf Academy managed to maintain a consistent training schedule with limited interruptions in 2021. By the end of the year Maple Leaf players Chloe Daniels, Fancy Bermudez, Nakisa Levale and Renee Gonzalez were selected to transition into Canada's Senior Women's Sevens team. Those players have all made regular appearances during the 2021-2022 HSBC World Rugby Sevens Series. Daniels, Levale and Gonzalez also earned their first 15s cap in 2021. Other highlights from the Maple Leaf Academy in 2021 included:

- Intersquad scrimmages against local 15's players provided regular opportunities to test skill development
- Nine players concurrently enrolled in post-secondary education in degree & diploma programs
- Seven players competing or actively on U Sports varsity rosters
- All athletes completed 12 educational seminars ranging from Sport Nutrition to Mental Performance to Navigating Healthy Relationships.
- Currently six athletes are recipients of RBC Training Ground Funding
- 14 players met or improved upon physical program benchmarks in weightlifting, speed, power and fitness
- Team records set by Sierra Gillis in bench press (228lbs) and power clean (209lbs) and Ella O'Regan in the Bronco (4:58)







# NATIONAL RECOGNITION PROGRAM

## HALL OF FAME

On March 22, 2021, Rugby Canada announced the class of 2020 Hall of Fame Inductees. The Rugby Canada Hall of Fame was established to honour and preserve rugby's culture and heritage in Canada by recognizing the extraordinary achievements of rugby participants throughout our country. These four Canadian rugby heroes and one outstanding team join the 23 individuals and one other team enshrined since 2016.

**2020 INDUCTEES INCLUDE:**

**Leslie Cripps** - *Player*

**Josée Lacasse** - *Player*

**Moira Shiels** - *Player*

**Winston Stanley** - *Player*

**Canada's 2014 Women's Rugby World Cup Team**

The Hall of Fame nominations and selection process are overseen by a subcommittee of the Ways and Means Committee.



# RUGBY TECHNICAL SERVICE

## RUGBY DEVELOPMENT

### RUGBY DEVELOPMENT OFFICERS

In 2021, Rugby Canada continued its partnership with Provincial Unions to support the growth of the workforce delivering rugby in schools, clubs and community organizations. Rugby Canada continued its partnership with Rugby Alberta, Sask Rugby, Rugby Manitoba and New Brunswick Rugby to employ jointly funded development officers in each of the provinces, as well as a sessional coach in Newfoundland. This initiative has seen pockets of growth in the rugby community when restrictions on school, club and community delivery were lifted. The number of youths participating in rugby in Manitoba and New Brunswick, the provinces with the least number of restrictions in 2021, increased beyond pre-2020 participation numbers.

### HSBC ROOKIE RUGBY

HSBC Rookie Rugby continues to be an integral program to support the mass participation of rugby in schools, clubs and community organizations. In 2021 we saw a sporadic return of in person delivery in each province. Key numbers from the 2021 HSBC Rookie Rugby program included:

- 2399 sessions delivered
- 19,434 male participants
- 18,585 female participants
- Total of 57 instructors trained
- Three in person training sessions delivered





## RUGBY TRAINING & EDUCATION

In 2021, Rugby Canada's Training and Education sector was highlighted by the launch of the Women in Leadership Scholarship Program. Three recipients were selected from a dozen applicants within our provincial unions. Claudie Noel from Quebec, Vanessa Robertson from Nova Scotia and Vanessa Duffy from New Brunswick all received \$4000 to put towards individualized professional development plans. Other important information from training and education in 2021 included the following:

- Launch of the eLearning module “Introduction to the Blue Card” in April 2021
- Free, accessible, bilingual, hosted on the Locker
- 162 participants have completed an introductory module designed to teach the Blue Card process and the roles of players, coaches, match officials, therapists, and administrators within it
- 22 staff members from various Rugby Canada departments participated in a diversity and inclusion training program
- Revisions made to the World Rugby Match Official Level 1 course to include educator resources, blue card and work to continue to align with World Rugby course outcomes

### DOMESTIC COURSE DELIVERY

CATEGORY	COURSE	# OF COURSES	# OF TRAINEES
Coach Development	NCCP Community Initiation/WR Level 1 courses	14	143
Coach Development	NCCP Competition Introduction/WR Level 2 courses	3	28
Match Official Development	WR Level 1 Introduction to Match Officiating	6	41
General Development	Online Delivery Training for NCCP Community Initiation/WR Level 1	3	24
General Development	Online Delivery Training for NCCP Community Initiation/WR Level 2	2	19

### WORLD RUGBY E-COURSE DELIVERY

COURSE	# OF PARTICIPANTS
Rugby Ready	1165
Concussion Management for the General Public	936
COVID-19 Return to Play Awareness for Players and Coaches	913





# RUGBY SERVICES

## REGISTRATION

COVID-19 still has had an impact on registrations numbers across Canada in 2021. Though the return to rugby was slow, we've seen the hard work of the Return to Play working group paying off. We've seen a 141% increase to membership participation from 2020. Rugby Canada and the member Provincial unions have been working together over the past 2 years to learn from each other and how to deliver a more cohesive game of rugby across Canada.

UNION	MINOR	JUNIOR	SENIOR	OTHER	VISITOR	GRAND TOTAL
AB	486	1477	1270	447	130	3810
BC	987	1473	2258	1202	2166	8086
MB	48	60	275	56	62	511
NB	26	526	315	30	53	946
NL	200	175	123	41	70	619
NS	257	347	680	52	24	1360
ON	2426	4389	3193	753	1494	12321
PEI	-	102	127	19	48	296
PQ	490	434	1240	214	63	2441
SK	107	115	430	188	55	895
RC	-	-	-	-	-	-
<b>TOTAL</b>	<b>5027</b>	<b>9098</b>	<b>9921</b>	<b>3002</b>	<b>4165</b>	<b>31,285</b>

**Notes:**

1. Rugby Canada Memberships are based on paying members processed through the National Rugby Registration System
2. Other = Masters, Rec, University, Pre-Season, Offseason, Medical, Managers, Board, Social, & Volunteers
3. Senior = Senior Players, Coaches, Match Officials
4. "RC" members include National Team athletes not associated with any Club / Provincial Union.
5. Visitor = Those who participated under a Temporary 2-week, 72-hour, or 12-week registration.

## SANCTIONING

Rugby Canada made improvements to the sanctioning process, inclusive of the following:

- Continued updates to the online process for sanctioning events, which was integrated into the national registration platform, SportLoMo
- Updates to the Outbound Touring Sanctioning Form including creating a new Outbound Touring application for Schools/Non-member Clubs that has been added to the website in both English and French
- Created a Sportlomo development list for 2022 that will be worked on to help streamline and improve the sanctioning process from start to finish in the future for all parties involved

## INSURANCE

Marsh Canada Ltd. continues to serve as Rugby Canada's broker. Chubb Insurance continued to administer personal accident claims for Rugby Canada's members which however came to an end in March/April of 2021.

The National Team Accident and Out of Country Medical Policies switched over from Chubb to Sutton Special Risk on March 22, 2021 and the General Members and Out of Province/Country Medical policies switched over to Sutton Special Risk on April 30, 2021. All emergency travel medical claims are processed by On Call International.

Rugby Canada has a dedicated claims specialist with Sutton Special Risk Insurance to ensure faster communication between all involved parties and are currently working on getting all policy information accessible and available on our website.



# COMMERCIAL OPERATIONS

## SPONSORSHIP

Last year's report started with the comment "a year unlike any other": That statement remains accurate on the sponsorship front for 2021. Rugby Canada continued to work hard to deliver for their valued sponsors and suppliers. The unforeseen challenges of the pandemic included short lead times for activations and events, as well as uncertainty around attendance for both event partners and our supporters in 2021. Although COVID-19 caused major disruptions, we were still able to support all contracted partners and grow our relationships as we all looked for unique ways to provide value to our sponsor family.

The following are key highlights from the 2021 sponsorship department:

- Despite massive challenges around supply lines and uncertainty as to when teams would be competing, Rugby Canada was able to support our long-term partnership with global technical sportswear brand Macron. Macron provides technical clothing for our teams and is a major part of our Merchandise business.
- DHL Express Canada partnership renewal with Rugby Canada extends until the end of 2023. Activation and hosting opportunities were limited due to the event challenges that the pandemic caused. Rugby Canada delivered all branding deliverables to DHL as well as some extra, good faith, assets around the women's national team. DHL has been a proud supporter of Rugby Canada since 2014, while also having a global presence through their partnerships with the World Rugby HSBC Sevens Series and the Rugby World Cup.
- Rugby Canada's partner HSBC Bank launched an incredibly successful "Community Rugby Fund" that offered resources for Canadian rugby groups looking to grow the game in communities across Canada. After processing and evaluating over 100 applications, 8 successful recipients were identified, and the full fund value was distributed (recipients hailed from 6 different Provinces and Nunavut!). An enhanced fund program will return in 2022. This was a fantastic addition to the relationship especially in a year, when due to COVID-19, HSBC was facing extremely limited in-person opportunities to connect because of internal precautions and policy around client engagement. HSBC Bank is Rugby Canada's Official Banking Partner, with a strong commitment to grassroots rugby in Canada, as the Rookie Rugby Title Sponsor. HSBC Bank have also aimed to continue the growth of rugby globally, as shown through their title sponsorship of the World Rugby HSBC Sevens Series.
- CTMS Travel Group has been Rugby Canada's Official Air Travel Services Partner since 2016. The industry faced massive challenges in 2021 and services from both groups (RC and CTMS) were curtailed significantly in the first half of the year. We can report a very positive return to business in the last six months that should continue into 2022.
- Rugby Canada agreed to extend the activation term with Sobeys as a Rugby Canada partner through to the end of 2021 because of the Olympic postponement. Sobeys partnership was based on an unprecedented profiling of and focus on the National Senior Women's Sevens program, and their journey to the Tokyo Summer Olympics. Several unforeseen challenges meant the national television ad campaign and related storytelling was not maximized with this partner.

- The Butchart Gardens, located in Brentwood Bay, British Columbia, renewed their partnership with Rugby Canada, which included The Butchart Gardens remaining the Premier Partner of the HSBC Canada Women's Sevens event.
- Helijet International, Rugby Canada's Official Aviation Partner continued their long-standing partnership with Rugby Canada through to December 2021. The benefits provided for our staff and programs are a significant privilege and provide valuable budget relief.
- One of Rugby Canada's long-term partners, Langara Fishing Adventures extended their support and official partnership with Rugby Canada through to December 2023. Their continued support in a challenging year for their own operation was invaluable in helping crucial fundraising initiatives that benefit our programs.
- Bodylogix renewed their partnership with Rugby Canada in 2021 to continue as the Official Nutritional Supplement Supplier. The benefits to our athletes are considerable and their products are valued by the Rugby Canada sport science leadership in Langford.
- The Globe and Mail renewed their partnership for 2021 to provide valuable media promotion surrounding the HSBC Canada Sevens events in September.
- Several smaller partners and suppliers for the abbreviated sevens events in Edmonton and Vancouver were introduced despite the uncertainty of these stops.

While the first 6 months of 2021 were very challenging for the commercial team, the second half of the year required considerable work to deliver 4 international events. This period created important value for our partners and considerable momentum as we hope to emerge from the pandemic in 2022.

## TELEVISION BROADCAST



Rugby Canada continued its partnership with CBC Sports for live broadcast and highlights coverage of the truncated World Rugby HSBC Sevens Series held in 2021. The linear and digital platforms they provide are hugely valuable in supporting the viewing habits of sevens supporters as well as a great vehicle to introduce new consumers and families to the sevens brand. With CBC as the Olympic provider, Rugby Canada's teams were profiled at an unprecedented level for the duration of their competition involvement at the summer games.

All Rugby Canada's Fifteens fixtures faced uncertainty in 2021. The major domestic television property of the quadrennial, hosting England in Toronto, was cancelled. The Rugby World Cup 2023 qualifiers were hastily scheduled by necessity to meet the timelines and protocols required around Covid (as only certain regions of the country were "open for sport business").

While frustrating for the team and with delivery not achievable by our traditional partner Bell Media (TSN), we used the adversity to engage a different model. Rugby Canada signed with Premier Sports to partner on distributing and promoting the RWC Qualifiers in Canada and globally on a subscription basis. The results secured unprecedented production funding as well as an increased market appreciation for our product. The commercial team is using this momentum to aid in securing a long-term deal, beyond 2021. The result will hopefully provide Rugby Canada fans, partners and the so-far uninitiated the best opportunity to view and celebrate our national 15s teams in the future.



## FUND DEVELOPMENT

The ongoing impact of COVID-19 caused many traditional fundraising efforts to again be halted or postponed in 2021. Rugby Canada continues to evaluate fundraising operations and opportunities moving forward to find efficiencies while still providing the financial support required to performance and community programs.

### INDIVIDUAL CHAMPIONS & DONORS

Rugby Canada would like to recognize select champions and donors who consistently go above and beyond with their support of rugby in our country:

- Rick Powers
- Robin and Barnabas Clarke
- Andrew Purdey
- Dr. Pat Parfrey
- Pat and Linda Aldous
- Rob Ash & Family
- Erik Blachford
- Kevin Reid
- Bill Webb
- Andy Wright

## MERCHANDISING & TEAM UNIFORMS

### Macron: Official Uniform & Team Apparel Partner for Rugby Canada 2020-2029

Due to restraints surrounding the pandemic, the merchandise department managed expectations while experiencing manufacturing, sourcing, and shipping delays.

The official 2021/2022 national team collection was launched in July before our national teams returned to rugby. Once rugby returned, the department provided custom on field uniforms for all national teams.

All national team apparel must abide by World Rugby’s Regulation 11 Guidelines, which clearly outlines all union crests, manufacturer and advertising mark dimensions for each garment that is worn within the playing enclosure. Uniform branding is a key component to many partnerships with Rugby Canada. This provides significant brand exposure both in Canada and across the world through the international events Rugby Canada’s teams compete in.

Rugby Canada joins World Rugby, Scotland, Wales, Italy, Portugal, Georgia, and Romania as National Unions partnered with the brand.

### ONLINE STORE / GROUP SALES

The Online Store had a challenging 7-month period with limitations and delays on product selection due to the COVID-19 Pandemic. Sales became stable for the remainder of 2021, once the Official National Team Collection was launched in July.

Shopify is the best e-commerce platform on the market today. With hundreds of built-in apps and features its designed to help business’ start, grow and manage their business. With our sleek design and platform, the Online Store exceeded revised budgetary goals for the holiday season. Picking, packing, and shipping over 1,000 online purchases domestically and internationally.

Shopify platform streamlined the shopping experience, providing insight and analytics on customer purchasing trends to better assist in planning promotional campaigns.

## EVENT SALES

For all domestic hosted Rugby Canada Events, the Merchandise Department oversees and executes all in stadium merchandise sales objectives. Operating functions include outsourcing (as appropriate) to third party vendor and managing partner salesforce merchandise settlement and contract, retail product selection, retail pricing strategy, product shipping logistics, venue point-of-purchase display materials and set up, branding, inventory management and financial reconciliation.

### HSBC Canada Sevens Vancouver

Merchandise per capita was \$4.95 (over 2 days) based on in-stadium scanned attendance of 20,070. Merchandise was available throughout the stadium across 4 kiosks and 1 suite location.

### HSBC Canada Sevens Edmonton

Merchandise per capita was \$9.72 (over 2 days) based on in-stadium scanned attendance of 8,924. Merchandise was available throughout the stadium across 6 kiosks.

### Men’s XVs International Series

The industry average of merchandise sold at a sporting event per attendee is approximately \$3.50.

Canada vs. USA (RWCQ)	\$10.33 Per Capita in St. John’s, NFLD
Canada vs. Chile (RWCQ)	\$4.02 Per Capita in Langford, BC

## HSBC ROOKIE RUGBY, PRESENTED BY HONDA MERCHANDISE KITS

In 2015, Rugby Canada introduced Rookie Rugby. This program continues to grow year to year, increasing total purchased kits. In 2018 the ability to order ‘a la carte’ was introduced allowing clubs and schools to purchase all HSBC Rookie Rugby equipment separately. All kits that were ordered were picked, packed and shipped to clubs across the country. The partnership with Honda ended in December 2021.





# MARKETING & COMMUNICATIONS

The ongoing COVID-19 pandemic has posed a variety of challenges for the Marketing and Communications department at Rugby Canada. However, as restrictions began to loosen around the country, 2021 saw Rugby Canada slowly return to a sense of normalcy.

The lack of high-performance and club rugby across the country at the start of 2021 gave the Marcomms team the opportunity to continue working on driving digital content through our different communications channels. An emphasis was placed on producing creative and engaging content for our rugby communities across the country. The department also used this time to serve Rugby Canada's commercial partners.

The spring of 2021 was highlighted by the return of our national athletes to a regular training schedule. The marketing and communications team shifted its focus to ensure the proper level of promotion, awareness and media planning was in place for the senior men's and women's 7s teams as they prepared for the 2021 Summer Olympics in Tokyo.



Once summer arrived, the Marcomms team concentrated on marketing and ticket sale campaigns for the four international events held in Canada. The department took on the task of providing support for Vancouver 7s, Edmonton 7s and the two domestic World Cup qualifiers for the national men's 15s team, all within a five-week period. These initiatives happened while also supporting the club and grassroots level as most provincial unions were gearing up for their first season since 2019.

After our domestic fall events had concluded, we shifted gears to a traditional communications team and supported both the men's and women's 15s teams on their fall fixtures in Europe. The end of 2021 was rounded out with numerous promotional campaigns to help support our internal departments such as merchandise and apparel, commercial partners and rugby development.

This year the Marketing and Communications department was pushed to capacity. As a department, it became clear there was an immediate need to begin to rebuild the communications team through staffing, infrastructure and resources. Despite our limitations, we were able to support in the promotion of the ticket sales for the four international events we hosted over a five-week span. We were also able to develop more digital content and storytelling compared to 2020. The department will continue to grow and be restructured in order to properly support our marketing and communications needs as a national sport organization.

# SOCIAL MEDIA

With the return of international and community events, Rugby Canada's social channels returned to a regular number of published posts in 2021. 2357 total posts were made across all four of our social media platforms compared to 1765 in 2020. Our Instagram, Twitter and Linked In accounts all increased their followers by at least 893. The engagement numbers across all platforms saw a large jump due to the increased number of posts compared to the previous year. Every account saw at least a 43% increase in their engagement totals.





## DIGITAL CONTENT

As the landscape of the COVID-19 pandemic began to change throughout 2021, the Marketing and Communications department saw a gradual return of events and competition across Canadian rugby communities. From a Rugby Development standpoint, the Marcomms team focused on creating digital content that helped re-engage the clubs as well as grassroots and age-grade programs. The same level of focus was placed on communicating the details and creating content for the four international events that were hosted in Vancouver, Edmonton, St. John's and Langford.





# EVENTS & COMPETITIONS

## INTERNATIONAL EVENTS & NATIONAL / DOMESTIC COMPETITIONS

Rugby World Cup Qualifier – Canada vs USA – St. John’s, NL

The first international 15s match hosted in Canada since 2019 and a long-awaited return to St John’s, NL where we last beat USA back in 2006, saw Canada seal an exciting 34-21 win against our American rivals on home soil. The event garnered fantastic support from the local rugby community, and all held at the intimate setting of Swilers RFC.

Date: September 4th, 2021  
 Location: St. John’s, NL  
 Venue: Swilers RFC  
 Attendance: 1,258  
 Ticket Revenue: \$84,002  
 Result: Canada 34 -21 USA

Rugby World Cup Qualifier – Canada vs Chile – Langford, BC

Canada hosted a much-improved Chile on October 2nd at Rugby Canada’s home field in Langford after losing the first round of qualification on aggregate to the USA. In front of a packed Starlight Stadium and with the home fans cheering them on, Canada secured a one-point victory with a last-minute penalty kick.

Date: Oct 2nd, 2021  
 Location: Langford  
 Venue: Starlight Stadium  
 Attendance: 3,075  
 Ticket Revenue: \$73,460  
 Result: Canada 22 – 21 Chile



## HSBC CANADA SEVENS

Due to the impacts of COVID, and the subsequent cancellation of the other nine stops on the World Sevens Series, the Vancouver and Edmonton Sevens tournaments made up the entirety of the 2021 competition. Rugby Canada are proud to have successfully delivered two back-to-back sevens tournaments for the first time and brought the sevens to a new market in Edmonton. Rugby Canada hosted over 300 athletes and team management, 30 officials, 100 volunteers and 30 international World Rugby staff over the two weeks.

Travel restrictions meant teams from Fiji, New Zealand, Samoa, Australia, and France were unable to attend the Canada Sevens tournaments. England, Wales and Scotland also continued as Team Great Britain following the Tokyo Olympics. As a result, the tournament altered to include a 12 team men’s event (down from 16 teams). This provided an opportunity for new up and coming teams to compete on the World Series including Germany, Hong Kong, Jamaica, Mexico and Chile. The revised tournament structure also provided a unique opportunity to integrate a “Fast Four” women’s event over both tournament weekends including Canada, Great Britain, USA and Mexico.

### HSBC Canada Sevens Vancouver

The HSBC Canada Sevens hosted over 16,000 fans over tournament weekend. An all-African final saw South Africa claim the gold medal spot after beating Kenya. Great Britain women’s team won gold in the Fast Four competition after beating USA.

DATE	LOCATION	VENUE	ATTENDANCE	WINNERS
2021-09-18 to 2021-09-19	Vancouver, BC	BC Place Stadium	16,234	Men - South Africa Women - Great Britain

### HSBC Canada Sevens Edmonton

The HSBC Canada Sevens Edmonton hosted over 8,000 fans over tournament weekend. South Africa beat Great Britain in the final to complete back-to-back victories in Canada and were therefore crowned 2021 HSBC World Sevens Series Champions. Great Britain women’s team also claimed back-to-back gold medals with another win over the USA.

DATE	LOCATION	VENUE	ATTENDANCE	WINNERS
2021-09-26 to 2021-09-27	Edmonton, AB	Commonwealth Stadium	8,314	Men - South Africa Women - Great Britain

**Series Principal Partner:** HSBC

**Series Global Partners:** DHL  
 Capgemini  
 UL

**Technical Partner:** Gilbert  
**Premier Partners:** Sport Hosting Vancouver  
 Explore Edmonton  
 City of Edmonton

**Event Partners:** BC Place  
 StayVancouverHotels.com  
 Commonwealth Stadium

**Funding Partners:** The Government of Canada  
 The Province of British Columbia  
 The Province of Alberta  
 World Rugby Sevens Series

**Suppliers:** Stanley Park Brewing  
 Mike's Hard Sparkling Water

**Official Partners:** Adera Development Corp.

Helijet  
 Honda Canada  
 Langara Fishing Adventures  
 SW / Showtime Event & Display  
 The Butchart Gardens  
 The Vancouver Club  
 Wheaton Precious Metals  
 Edmonton International Airport

**Media Partners:** Daily Hive  
 Global BC  
 Global Edmonton  
 CISN Country 103.9  
 The Globe & Mail  
 CFOX  
 980 CKNW  
 Rock 101





# FINANCIAL STATEMENTS

## STATEMENT OF FINANCIAL POSITION

DECEMBER 31	2021	2020
<b>ASSETS</b>		
<b>Current</b>		
Cash	\$ 1,137,879	\$ 3,178,232
Cash - restricted	-	-
Temporary investments	41,332	108,452
Accounts Receivable	865,567	442,908
Grants Receivable	1,463,659	162,438
Inventories	358,410	146,751
Prepaid Expenses	234,911	261,140
Due from controlled organizations	-	-
	<b>4,101,758</b>	<b>4,299,921</b>
<b>Investments in controlled organizations</b>	<b>9,994</b>	<b>380,851</b>
<b>Tangible capital assets &amp; leased tangible capital assets</b>	<b>7,656,629</b>	<b>7,944,069</b>
	<b>\$ 11,768,381</b>	<b>\$ 12,624,841</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
<b>Current</b>		
Bank overdraft and line of credit	\$ -	\$ -
Accounts payable and accrued liabilities	1,923,527	1,830,452
Deferred fees	760,404	539,462
Deferred contributions	961,290	3,085,187
Construction costs payable	591,923	591,923
Note Payable to the City of Langford	-	1,113,501
Current portion of obligations under capital leases	148,110	140,462
Due to controlled organizations	9,305	-
	<b>4,968,846</b>	<b>7,300,987</b>
<b>Note payable to City of Langford</b>	<b>1,139,900</b>	<b>-</b>
<b>Obligations under capital leases</b>	<b>1,382,636</b>	<b>1,531,745</b>
<b>Deferred contributions related to tangible capital assets</b>	<b>3,380,527</b>	<b>3,474,430</b>
<b>Deferred lease inducement</b>	<b>41,492</b>	<b>55,323</b>
	<b>10,913,401</b>	<b>12,362,485</b>
<b>Net assets (deficiency)</b>		
Contribution of Land	290,206	290,206
Internally restricted	48,721	48,721
Unrestricted	516,053	(76,571)
	<b>854,980</b>	<b>262,356</b>
	<b>\$ 11,768,381</b>	<b>\$ 12,624,841</b>





# STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31	2021	2020
<b>REVENUES</b>		
<b>External Funding</b>		
World Rugby Limited	\$ 2,021,793	\$ 1,340,437
Sport Canada	5,358,731	2,012,269
Other Grants	706,836	542,027
	<b>8,087,360</b>	<b>3,894,733</b>
<b>Membership</b>		
National registration & insurance	877,253	1,124,851
<b>Rugby Canada</b>		
Amortization of contributions related to leased tangible capital assets	93,903	93,903
Cost recoveries	-	21,674
Domestic competitions	190,784	6,6000
Donations	155,098	974,714
Fundraising	30,000	38,101
National teams	420,679	78,483
Other income	87,628	58,274
Sales of merchandise	373,674	373,171
Sponsorships	1,190,848	747,438
	<b>2,542,614</b>	<b>1,619,037</b>
<b>Other</b>		
Revenue from controlled organizations	(370,857)	1,575,456
Canada Emergency Wage Subsidy	868,737	1,007,160
	<b>497,880</b>	<b>2,582,616</b>
	<b>12,005,107</b>	<b>9,221,237</b>



FOR THE YEAR ENDED DECEMBER 31	2021	2020
<b>EXPENSES</b>		
Accounting, legal and professional fees	253,777	274,922
Amortization of tangible capital assets & leased tangible capital assets	342,806	363,934
Domestic competitions	86,414	2,775
Exchange loss (gain)	12,074	1,142
National insurance	415,547	475,241
National office & general administration	259,062	288,915
National registration	-	-
National teams	6,829,859	3,405,593
Marketing	358,476	277,365
Program development	6,466	7,681
Cost of sales	343,421	296,684
Interest and bank charges	8,645	31,743
Staff salaries, benefits & commissions	2,095,382	2,445,858
Team costs	50,096	248,628
Travel	350,458	99,859
	<b>11,412,483</b>	<b>8,220,340</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>\$ 592,624</b>	<b>\$ 1,000,897</b>

Rugby Canada has improved its financial position in 2021, with adequate cash balances and a manageable receivables and payables situation. Revenues grew in 2021, with a partial return to rugby facilitating this. Our funding and commercial partners have been key, including the Government of Canada with the Canada Emergency Wage Subsidy and Sport Canada with the COVID Recovery Fund.

We have continued to face difficult decisions within the organization, making changes to ensure that Rugby Canada faces the future in the best position possible. Expenditures rose from 2020, but not in line with Income and there was a surplus over expenditures of \$593k in 2021. That has helped to improve the cashflow position and built Rugby Canada's Unrestricted Reserves to a comfortable position.

As Rugby returns back to full participation, costs will be monitored to ensure spending is in line with revenues received. 2022 however, it looks to be the final year of government assistance for COVID affected businesses and sports organizations. Work is being done internally at Rugby Canada to understand how the organization moves forward as a successful and fiscally responsible program in the coming years, by finding new revenue streams and cutting unnecessary costs.





THANK YOU



# THANK YOU TO OUR PARTNERS & PROVINCIAL UNIONS

## PREMIER PARTNERS



## SIGNATURE PARTNERS



## OFFICIAL PARTNERS







# RUGBY CANADA

## **Langford Office**

3019 Glen Lake Road  
Langford, BC V9B 4B4  
Tel: 250 483-1202

## **Vancouver Office**

375 Water Street, Suite 450  
Vancouver, BC V6B 5C6  
Tel: 778-379-5770

**RUGBY.CA**