



RUGBY CANADA

ANNUAL REPORT 2022





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A MESSAGE FROM THE CHAIR

SALLY DENNIS

CHAIR



Although 2022 was the beginning of a return to normal for rugby in Canada in many ways, a key feature of the year was change at Rugby Canada. It was a year of leadership transition as we welcomed Nathan Bombrys as our new Chief Executive Officer. I extend sincere thanks to Jamie Levchuk who served as our interim CEO for over five months and skillfully kept Rugby Canada on a steady course, pending Nathan's arrival mid-year. Nathan hit the ground running and integrated swiftly, while putting his own stamp on his role and the organization. He has familiarized himself swiftly with the Canadian rugby and sports ecosystem and worked tirelessly since joining us to provide strong leadership internally and advance our interests with external stakeholders. Thank you to Nathan and to our amazing staff for all that has been achieved in 2022.

A conspicuous achievement in 2022 was the inspirational performance of our women's 15s team at the World Cup in New Zealand - not only on the pitch but also as magnificent ambassadors for our country. However, less conspicuous but equally inspiring was the continued dedication throughout the year of our coaches and other staff.

As always, Rugby Canada also owed a great deal in 2022 to its huge group of committed volunteers in all areas of its operations. They are too numerous to name but a special shout-out is warranted to Sean Hofstetter, Tim Mathews, Rose Labreche, Maria Gallo, Bill Webb and Ryan Smith who dedicated countless hours and their impressive collective expertise and experience to their review of our high performance programs and environment. The information they gathered and analysis they performed will serve as a solid foundation for the work we are doing in this area. Thanks are also due to the members of the Human Resources Committee who ran the CEO search and hiring process.

I'm pleased to report that the spirit of collaboration with our provincial members has continued post-COVID and that participation numbers have returned close to pre-COVID numbers. Other developments of note include the formal involvement of the Canadian Rugby Players Association in player affairs, vast improvements in the quality and timing of financial reporting, and the inauguration of the Ethics & Integrity Committee.

At the board level, in 2022 we welcomed Lauren Wolman and Sandy Donald as new directors, both of whom have already made strong and valuable contributions to the board and various committees. After six years of dedicated service as a director, Bill Webb left the board in 2022. Bill was a mighty force in many initiatives during his tenure, including the fundraising drive for the Al Charron National Training Centre. I'm pleased that we continue to work with Bill as we pursue various initiatives in alignment with the Arrows.

2023 is already proving challenging and there is always much to do. This year will see the development and roll-out of a new strategic plan for Rugby Canada and continued focus on financial and organizational stability. We continue to work actively to earn the trust and regain the confidence of the rugby community, and retain the support of our loyal funding partners and other stakeholders.

A MESSAGE FROM THE CEO

NATHAN BOMBRYNS

CEO, RUGBY CANADA



I am honoured to address you for the first time as CEO of Rugby Canada since joining the organization in July. I want to express my gratitude to Sally Dennis our Chair, the Board of Directors, our staff, players and the rugby community in general who have welcomed me and my family to Rugby Canada to take on this role.

I was aware coming into the role that there were significant challenges facing both Rugby Canada and the growth of rugby in Canada that we will need to address and overcome. In many ways, the challenges of the past year were even greater than anticipated – navigating out of a global pandemic, restarting rugby in communities, unprecedented cost inflation, travel disruption, changes to the Sevens World Series and our core event, and financial insecurity to name just a few. Through all, we have seen true determination and desire from across our rugby community to restore the pride and confidence of a great rugby nation.

Much work has been done by the board and staff over the past year to navigate Rugby Canada through the challenges and put us into a position to start building new foundations. We must continue to work together as a rugby community to build on these foundations of improved governance, accountability, financial stability and better alignment with our community.

We would like to recognize the work of our Provincial Unions, clubs, players, coaches, volunteers and officials who helped the nation return to playing rugby, with National membership returning to pre-pandemic levels. We are encouraged by the efforts of our community, and now look to support these efforts and enhance values and experiences that our great game delivers to so many people.

Our national teams produced some inspiring moments on the field. Our 7s teams reached the knock-out stages of the Commonwealth Games in Birmingham, with our women running New Zealand so close in the Semi-Finals. Our Pacific Pride National Academy continues to graduate more players to the MLR than any other program. Canada's Women's Rugby Team made the nation proud, reaching the Semi-Finals of the Rugby World Cup in New Zealand and narrowly missing the final after an exemplary effort versus the top seeds from England.

Rugby Canada acknowledged the need to improve in a very public way during the course of the year when it released the High Performance Review – a real statement of the organization's desire to get better and improve. Whilst only the start, we believe significant progress has been made, and this annual report provides information on that progress.

However, we acknowledge that we have a long way to go. We have high aspirations on where we want to see Rugby Canada in the future – our teams competing and winning at the highest level, a vibrant and healthy community game across the country, and regular major events on home soil that showcase the best of Canada and our rugby to the world. We know this journey is going to require effort and compromises. We will need to set priorities. There will be bumps and bruises along the way, and our culture and values will be tested. But as we come together, I believe we can achieve something truly special. This is more than rugby, this is Canada.

I feel privileged to be part of this journey with you.

CORPORATE STRUCTURE

2022 BOARD OF DIRECTORS

Sally Dennis	Chair
Maria Samson	Vice-Chair
Steve Swaffield	Treasurer & Finance/Audit Committee Chair
Kathleen McGinn	Secretary; Governance Committee Chair
David Fortier	Director; HR Committee Chair
Lauren Wolman	Director; Ethics & Integrity Committee Chair
Phil Otto	Director
Sandy Donald	Director
Jim Logan	Director
Karen Paquin	Athlete-Nominated Chair
Jeff Hassler	Athlete-Nominated Chair

APPOINTED REPRESENTATIVES

Doug Campbell	Canadian Olympic Committee Representative
Dr Araba Chintoh	Rugby Americas North Representative
Dr. Patrick Parfrey	World Rugby Council Representative

RUGBY CANADA WOULD LIKE TO ACKNOWLEDGE THE BOARD MEMBERS WHOSE TERMS EXPIRED IN 2022

Bill Webb	Director
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SENIOR LEADERSHIP TEAM AND HEAD COACHES

Nathan Bombrys	Chief Executive Officer
Jamie Levchuk	Managing Director, Revenue & Fan Engagement
Dustin Hopkins	Managing Director, Rugby Operations
Stuart Kirby	Senior Director, Finance & Administration
Paul Hunter	Senior Director, Community Rugby & Development
Kingsley Jones	Director, Men's Performance Rugby & Men's 15s Head Coach
Kevin Rouet	Women's 15s Head Coach (as of March, 2022)
Sean White	Men's 7s Head Coach (Interim)
Jack Hanratty	Women's 7s Head Coach (Interim period concluded August 2022)
Phil Mack	Head Coach, Pacific Pride Academy
Mike Deasy	Head of 15s Athletic Performance
Gareth Rees	Director, Commercial Partnerships & Broadcast
Deanna Cowan	Director, Merchandise & Team Apparel
Sam Carter	Director, Events
Tania Richards	Director, Marketing and Communications



RUGBY CANADA GOVERNANCE

BUILDING ON SOLID FOUNDATIONS

Following a year of firsts, Rugby Canada continued to strengthen its governance by refining and updating several key processes and by making structural updates to various committees. The Rugby Canada Legacy Committee (formerly “Ways and Means” Committee, established the Rugby Canada Hall of Fame Nominations Process) become a formal committee of the board so as to better support its mandate of recognizing and celebrating achievement at the highest levels of our sport. The Nominations Committee composition was updated to focus exclusively on provincial representatives with expertise in executive search, talent ID, recruitment and HR to further establish this committee as professional search agents for the Rugby Canada Board. The committee has made several recommendations to further professionalize the recruitment process and these are slated to be actioned prior to the next search engagement. Supporting the Nominations Committee work is a revised skills matrix, doubling-down on financial acumen and experience in high performance sport and building out desirable skills in “Sport Business” and “Sponsorship”.

BY-LAW AMENDMENTS

The 2022 Governance Amendments also included the following:

- The development of a Board Mandate Document to be approved early in the 2023 cycle.
- The development of a Board Calendar to be approved for use early in the 2023 cycle.
- The development of a Consent Agenda Policy and Implementation Plan for Board Meetings
- Updates to the TORs of the HR Committee, Nominations Committee, Ethics & Integrity Committee & Finance & Audit Committees.
- New TOR for the Rugby Canada Legacy Committee (formerly “Ways & Means”)
- The institution of a two-year formal Board Evaluation Process
- Changes to the current by-laws to reflect current legislation

FUNDING PARTNERS

In addition to corporate sponsors, Rugby Canada is fortunate to receive support from a number of funding partners. Rugby Canada would like to acknowledge World Rugby, the Government of Canada, Own the Podium, the Provinces of British Columbia and Nova Scotia, the cities of Halifax and Langford, and the Greater Victoria Sports Tourism Commission for their program and event funding support in 2022.



HIGH-PERFORMANCE REPORT

NATIONAL SENIOR WOMEN'S SEVENS PROGRAMMING

Canada's Women's Sevens Team went through a rebuild year in 2022, with many players retiring or needing rest post-Olympics. As a result, the centralized program started with only eight senior athletes returning from the 2021 season, with a further four returning with long term injuries and unable to train. These long term injuries to experienced senior players was a challenge for the first half of the season when trying to compete with the more experienced sides on the HSBC World Rugby Sevens Series.

The lack of returning players through retirement or injury provided a great opportunity for some new talent to experience the national team's daily training environment. This included the call-up of six players from the Women's Maple Leaf Academy, five players from the 15s program and one player from U SPORTS. All players ended up playing in 2022 World Rugby tournaments and contributed to an overall seventh place finish on the HSBC World Rugby Sevens Series, a fourth place finish at the Commonwealth Games, and a sixth place finish at the Rugby World Cup Sevens. 2022 opened the door for 13 new debutants to represent Canada on the world sevens stage.

DATE	TOURNAMENT	LOCATION	RECORD (W-D-L)	PLACE
November 26th-27th	HSBC Sevens Series	Dubai	1-0-4	8th
December 3rd-4th	HSBC Sevens Series	Dubai	1-0-4	8th
January 21st -23rd	HSBC Sevens Series	Malaga	1-1-3	6th
January 28th-30th	HSBC Sevens Series	Seville	2-0-3	7th
April 30th – May 1st	HSBC Sevens Series	Langford	4-0-2	5th
May 20th-21st	HSBC Sevens Series	Toulouse	2-0-3	6th
July 29th – 30th	Commonwealth Games	Birmingham	2-0-3	4th
September 9th-11th	Rugby World Cup 7s	South Africa	2-0-2	8th



NATIONAL SENIOR MEN'S SEVENS PROGRAMMING

The knock-on effects of a delayed Olympic Games saw a larger than previously expected number of players retiring from the program. With many experienced players moving to a new life outside of rugby, it created space for a new, but more novice group of players in the centralized high performance sevens program. Rugby Canada hired a full-time assistant coach, Sean White, to support activities in the daily training environment and on the HSBC World Rugby Sevens Series. Sean was appointed into the role, and as a part international sevens player himself, was a positive addition to the support staff before taking over the squad as interim Head Coach later in 2022. Other success and challenges the senior men's sevens team faced included:

- Less Sport Canada carding on offer in 2022 meant a smaller training squad throughout the season. This challenge was intensified with some of the senior players in the squad at crucial points within the season.
- Although consistency for this young squad was a challenge, there were some significant match results during the season. This was most notable on the Malaga leg of the HSBC World Rugby Sevens Series, where the team took the eighth spot. Some very close results (within one score) with quality teams (Great Britain, South Africa, England, Argentina), while frustrating, showed the continual growth of the squad.
- After a very challenging season coming out of the pandemic, the men's sevens team was awarded a place on the 2023 HSBC World Rugby Sevens Series, providing some stability for continued growth in 2023.
- A seventh place finish was a good result for the 2022 program. This result could have been higher, but a two point loss to Samoa ruled the team out of the fifth place final.

DATE	TOURNAMENT	LOCATION	RECORD (W-D-L)	PLACE
November 26th-27th	HSBC Sevens Series	Dubai	1-0-4	11th
December 3rd-4th	HSBC Sevens Series	Dubai	0-0-4	12th
January 21st -23rd	HSBC Sevens Series	Malaga	2-0-3	8th
January 28th-30th	HSBC Sevens Series	Seville	1-0-4	14th
April 9th-10th	HSBC Sevens Series	Singapore	0-0-5	15th
April 16th-17th	HSBC Sevens Series	Vancouver	3-0-3	10th
May 20th-22nd	HSBC Sevens Series	Toulouse	2-0-3	15th
May 28th-29th	HSBC Sevens Series	London	2-0-4	13th
August 27th-28th	HSBC Sevens Series	Los Angeles	0-0-5	15th
July 29th – 30th	Commonwealth Games	Birmingham	3-0-3	7th
September 9th-11th	RWC 7s	South Africa	2-0-2	13th





NATIONAL SENIOR WOMEN'S FIFTEENS PROGRAMMING

Canada's Women's Rugby Team had a successful year in 2022. Leading up to the 2021 Rugby World Cup (played in 2022) the team captured wins over Australia and USA in the 2022 Pacific Four Series in New Zealand in June. Canada hosted their first game on home soil in more than seven years in July against Italy at Starlight Stadium in Langford. In August, Canada hosted Wales before selecting the 32-player roster that would represent Canada at the Rugby World Cup in New Zealand in the fall of 2022. Canada finished fourth at the Rugby World Cup after claiming four straight victories through pool play and the quarter-finals, before falling to the top-ranked England squad in the semi-finals by a score of 26-19. Other successes and challenges in 2022 included:

Successes:

- The Pacific Four Series in June 2022 provided the squad an opportunity to experience some of the game venues well in advance of the Rugby World Cup. The ability to take on teams like USA, Australia, and New Zealand earlier in the year was a significant boost to the Rugby World Cup preparations.
- Although the program had a late change in the Head Coach in 2022 the team came together very quickly with both youth and experienced player creating a new and improved team culture. A high level of trust was formed amongst the staff and players that resulted in strong performances on the field.
- The ability to pick up three quality preparation matches before the Rugby World Cup was a significant boost to the program. Games against Italy and Wales on home soil plus a game against Fiji on route to New Zealand provided valuable game time for all players involved.

Challenges:

- A change in the Head Coach position was a challenge for the program in 2022, with Kevin Rouet being appointed six months out from the Rugby World Cup. A new team structure and philosophy had to be put in place in a short space of time, starting with the 2022 Pacific Four Series.
- With limited external funding available the team had to function with predominantly volunteer staff for the duration of the 2022 season.



CANADA SENIOR WOMEN'S 15s RESULTS

DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
JUNE 2022	PAC 4 SERIES	TAURANGA	USA	WIN – 8-36	CANADA
JUNE 2022	PAC 4 SERIES	AUCKLAND	NEW ZEALAND	LOSS – 28-10	CANADA
JUNE 2022	PAC 4 SERIES	WHANGAREI	AUSTRALIA	WIN – 10-22	CANADA
JULY 2022	SUMMER TEST	LANGFORD	CANADA	WIN – 34-24	ITALY
AUGUST 2022	SUMMER TEST	HALIFAX	CANADA	WIN – 31-3	WALES
SEPTEMBER 2022	Pre-RWC Game	SUVA	FIJI	WIN – 7-24	CANADA
OCTOBER 2022	RWC	WHANGAREI	JAPAN	WIN – 5-41	CANADA
OCTOBER 2022	RWC	AUCKLAND	ITALY	WIN – 12-21	CANADA
OCTOBER 2022	RWC	AUCKLAND	CANADA	WIN – 29-14	USA
OCTOBER 2022	RWC	AUCKLAND	CANADA	WIN – 31-11	USA
NOVEMBER 2022	RWC	AUCKLAND	ENGLAND	LOSS – 26-19	CANADA
NOVEMBER 2022	RWC	AUCKLAND	FRANCE	LOSS – 36-0	CANADA



NATIONAL SENIOR MEN'S FIFTEENS PROGRAMMING

Staffing

The program had consistency in staffing over the last two plus years, in particular with the Head Coach (Kingsley Jones, five years), Backs/Attack Coach (Rob Howley, three years), Scrum Coach (David Butcher, three years), plus both attack coaches (Phil Mack, Attack, two years; Hubert Buydens, Forwards, two years), which has given the team continuity and cohesion. Identifying that defence was a significant area for targeted improvement, the program secured the services of John McFarland, former Super Rugby and Springbok defence coach. We now have a very experienced coaching team with all senior coaches having experience working with tier one teams and coaching at previous Rugby World Cups.

Future Potential & Depth Chart

The men's depth has grown significantly over the last 18 months to five deep, with the ability to now compete at test level across all positions. Many of these players are now of a similar age (22-25 years) and are set to gain more valuable experience through test match rugby as they approach the optimal age of 27-28 years old. We see this as an asset to us over the next two years, as these players mature in professional rugby franchises and gain more test match experience. One of the program's KPIs is to ensure players gain essential test match experience by gaining a minimum 10 caps each leading into the 2025 Rugby World Cup qualification window. During 2022, we closed some significant gaps both on and off the field. We have integrated 12 new caps and introduced a further six players to senior men's rugby exposure through the Americas Pacific Challenge in South America.

Key figures:

- 108 Players in a Daily Training Environment (Top 14, ProD2, MLR, Men's 7s and Pacific Pride Academy)
- 53 Players operating out of the National Training Centre in Langford
- 20 of Canadas top 60 long list are graduates from the Pacific Pride Academy
- 55 Canadian eligible players playing in the MLR
- 27 new players Capped since June 2021 (11 in 2022)



Integrated Centralised Programs & National Academy Graduates

Men's sevens is a priority pathway program that helps underpin the growth of the men's 15s team. Rugby Canada's men's sevens program is now part of the journey to the men's 15s program/the MLR, but still has a targeted focus on Olympic Qualification. Our centralized sevens program is an extension of our National Academy, allowing an additional 19 players to be part of our Daily Training Environment (DTE). These players are subsidized with a monthly training allowance directly from Sport Canada's Athlete Assistance Program (AAP). In 2022, seven players graduated into the men's 15s program, with some also taking MLR contracts in 2023. A further four players graduated from the Pacific Pride Academy to the sevens program, as that program targets Olympic Qualification on home soil.

Both centralized program coaches (Phil Mack, Pacific Pride; Sean White, sevens) regularly cross over and support as skills coaches. In addition, Kingsley Jones, Head of Men's Performance Rugby, attends two Pacific Pride and two sevens sessions per week, providing coach feedback and support to ensure alignment across programs. Michael Deasy, Head of Men's S&C, leads the strength and conditioning programming for the National Academy.

Lack of test matches & coaching exposure to players

Since the 2019 Rugby World Cup, Canada's Men's Rugby Team has played 12 test matches over almost a four year period, plus two senior "A" international (Americas Pacific Challenge). Only three of these games have taken place in Canada. A key priority is ensuring continued improvement in world rankings (world ranking targeted improvements—constantly ranked in Top 20), which becomes almost impossible with minimal test matches per season. Rugby Canada needs a consistent calendar of international matches.

First Cap in 2022

Lindsey Stevens - Belgium
Dawson Fatoric - Belgium
Jack McRogers - Belguim
Matthew Oworu - Belguim

Peirs Von Dadelszen - Spain
Matt Klimchuk - Netherlands
Callum Botchar - Netherlands
Conor Young - Netherlands

Josiah Morra - Namibia
Kyle Steeves - Namibia
Owain Ruttan - Namibia

CANADA SENIOR MEN'S 15s RESULTS					
DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
July 2022	Summer Tests	Ottawa	Canada	Loss – 57-34	Spain
July 2022	Summer Tests	Halifax	Canada	Win – 45-3	Belgium
October 2022	Americas Pacific Challenge	Sau Paulo	Chile	Loss – 36-25	Canada
October 2022	Americas Pacific Challenge	Sau Paulo	Brazil	Won – 31-14	Canada
October 2022	November Test	Amsterdam	Netherlands	Win – 37-25	Canada
November 2022	November Test	Amsterdam	Namibia	Loss – 43-37	Canada



MEN'S NATIONAL ACADEMY (PACIFIC PRIDE)

In 2022, a total of nine players graduated out of the Men's National Academy. Five players graduated into the MLR, and a further four players moved directly into the men's sevens program. Five Pacific Pride players also gained their first 15s caps in 2022. Other highlights and challenges for the Pacific Pride in 2022 included:

- Winning the 2022 Coastal Cup, with wins in five of their six matches.
- Winning the 2022 McKechnie Cup.
- Playing 24 valuable games in BC, with 19 wins and five losses split over two intakes of the program.
- Much improved alignment with Canada's U18 and U20 teams to support the transition of players through the pathway.
- Phil Mack was pulled over to support Canada's Men's Sevens Team on the HSBC World Rugby Sevens Series at the end of 2022 due to some limits on resources. Hubert Buydens led the team at various times of the year while Phil was away.
- A major challenge impacting the success of the program is players graduating mid-season. It has proven hard to pull new players in mid-season to replace players that move over to the men's sevens program or to the MLR.
- Recruitment for the program was a challenge in 2022. A change in Head Coach in the previous cycle created some challenges in commencing with targeted players.



WOMEN'S MAPLE LEAF ACADEMY

A reduction in Own the Podium funding made it a challenge to run the program at the same level as in previous years. This meant a reduction in both staffing and programming. With Kelly Russell taking a new career path, the Maple Leaf Academy was left without a dedicated coach for much of 2022. This was filled by short term contract coaches until a full-time coach was identified in early 2023.

The NextGen tournament was critical to re-engage young players across Canada who had been without performance rugby for three years. The program was able to identify critical players for 2023, with a few of them going on to get senior international games and/or AAP carding (Piper Logan and Lucie Romeo). 2022 provided new opportunities to bring the women's sevens program and the Maple Leaf Academy closer together, including combined training groups that supported player development and program cohesion.

NextGen 7s Tournament - Langford, BC

TOURNAMENT	TEAM (A)	TEAM (B)
NextGen 7s Day 1	USA (5)	CANADA WEST SELECTS (34)
NextGen 7s Day 1	CANADA EAST SELECTS (19)	MAPLE LEAF ACADEMY (17)
NextGen 7s Day 1	USA (10)	CANADA EAST SELECTS (31)
NextGen 7s Day 1	CANADA WEST SELECTS (12)	MAPLE LEAF ACADEMY (19)
NextGen 7s Day 1	CANADA WEST SELECTS (14)	CANADA EAST SELECTS (42)
NextGen 7s Day 1	MAPLE LEAF ACADEMY (28)	USA (14)
NextGen 7s Day 2	CANADA WEST SELECTS (14)	MAPLE LEAF ACADEMY (24)
NextGen 7s Day 2	USA (5)	CANADA WEST SELECTS (12)
NextGen 7s Day 2	USA (5)	CANADA EAST SELECTS (12)
NextGen 7s Day 2	CANADA EAST SELECTS (14)	MAPLE LEAF ACADEMY (19) - GOLD MEDAL



NATIONAL AGE GRADE PROGRAMMING

WOMEN'S AGE GRADE RUGBY

Unfortunately, no national women's age grade programming was run in 2022 coming out of the pandemic. This did allow for some valuable time for 2023 program planning and the selection of team staff for U18 East/West, U20 and U23 programming. As a result, all programs are slated for camps and competitions in 2023.

U18 MEN

Emerging out of the pandemic, it was very tough for this program to find any time to come together. Europe was open for business in terms of youth sport from late 2021, allowing unions to bring their youth players into camps. International competition was also made easier in Europe, with bussing being an option to play other international teams. This was not available in North America. Post pandemic costs were significant for flights, accommodation and meals, challenging what was already a pay to play program.

A success within itself was to get this program up and running in 2022, as the pandemic was still prevalent globally. With some sound risk management strategies in place and the commitment and dedication from both the players and volunteer staff, the Amsterdam tour was made possible.

Providing opportunities for these 17-year-old players who had not played any sport for almost three years was significant. Luckily for this group, much of the planning and SOE funding was in place from March 2020, allowing the tour to go ahead with some ease once restrictions were lifted.

The July tournament provided some critical game time to help players who aspired to play with the U20 men's team in 2023. As a result, six of the 2022 U18 players have now graduated to the U20 squad that will challenge for qualification for the 2023 World Rugby U20 Trophy.

CANADA MEN'S U18 RESULTS					
DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
July 2022	Corendon Invitational	Amsterdam	CANADA	Won – 26-20	BELGIUM
July 2022	Corendon Invitational	Amsterdam	CANADA	Loss – 38-10	USA
July 2022	Corendon Invitational	Amsterdam	CANADA	Loss – 23-15	NETHERLANDS

U20 MEN

Emerging out of the pandemic, it was very tough for this program to find any time to come together. In contrast, for example, Uruguay's U20 men's team had multiple opportunities to come together for camps and play matches in the eight months preceding the tournament.

With no World Rugby U20 Trophy since 2019, World Rugby provided significant financial support for Canada to host a U20 tournament with Zimbabwe, Chile and Uruguay on home soil in Guelph. The competition was named the Canada Conference and was played over 10 days at the university. This was a fantastic way to kick start the U20 program after a long layoff.

The re-engagement of this age group was significant coming out of the pandemic. It was also an opportunity to engage and connect with coaches across Canada to update a wider audience on the program objectives and further pathway opportunities.

The re-start of the U20 program in 2022 supported the connection of the Pacific Pride Academy, Toronto Arrows Academy, and key rugby hubs across the country to identify quality players.

CANADA MEN'S U20 RESULTS					
DATE	TOURNAMENT	LOCATION	HOME TEAM	SCORE	AWAY TEAM
August 2022	Canada Conference	Guelph	CANADA	Loss – 24-32	ZIMBABWE
August 2022	Canada Conference	Guelph	CANADA	Won – 25-24	CHILE
August 2022	Canada Conference	Guelph	CANADA	Loss – 28-45	URUGUAY

HIGH PERFORMANCE REVIEW

In the fall of 2021, Rugby Canada's Board of Directors commissioned an independent review of Rugby Canada's high performance programs. Released in March 2022, the results of the review identified 12 recommendations.

In June 2022, Rugby Canada struck a High Performance Committee with a principal mandate to gather information to support the prioritization of Rugby Canada's high performance programs. The committee conducted over 20 internal and external stakeholder interviews and invested over 400 hours towards its mandate. With their work now concluded, the findings of the High Performance Committee will be used as Rugby Canada enters a strategic planning process in 2023.

In 2022, Rugby Canada made numerous steps that address the 12 recommendations made by the initial independent review, including:

- Embarking on the process of hiring a High Performance Director.
- The hiring of a Human Resources Manager and a Finance Director.
- Improved financial statement delivery and a revamping of internal finance processes.
- Ongoing internal high performance program alignment.
- The formation of an MOU with the Canadian Rugby Players Association, and discussion on communications channels and methods.
- A commitment to conducting tour reviews.
- Improved alignment between the 15s and 7s programs.
- Investment into the Marcomms team to improve public and internal communications.
- Signing an MOA with Canadian Rugby Foundation.
- A commitment to host events across the country as venues are available.

A summary of the action taken throughout 2022 and early 2023 can be viewed in Appendix A by clicking [HERE](#).

NATIONAL RECOGNITION PROGRAM

HALL OF FAME

On February 22, 2023, Rugby Canada announced the class of 2022 Hall of Fame Inductees. All inductees were honoured on-field during the 2023 HSBC Canada Sevens in Vancouver.

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 seven Canadian rugby icons and one outstanding team join the 27 individuals and two other teams enshrined since 2016.

2022 INDUCTEES INCLUDE:

- George Gadjovich** - *Builder*
- Davie Graham** - *Builder*
- Gord MacKinnon** - *Player*
- Kelly McCallum** - *Player*
- Kelly Russell** - *Player*
- Ryan Smith** - *Player*
- Sherri Sparling** - *Player*
- Canada's 1991 Men's Rugby World Cup Team**

The process to nominate an individual for Hall of Fame consideration follows [approved guidelines](#). More information can be obtained from Rugby Canada's Hall of Fame [Terms of Reference](#).

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 2022, Rugby Canada continued to collaborate with provincial unions to bolster the number of individuals who deliver rugby to schools, clubs, and community organizations. Rugby Canada renewed partnerships with Rugby Alberta, Saskatchewan Rugby, Rugby Manitoba, and New Brunswick Rugby. Furthermore, we created new positions with Rugby Ontario and Rugby Quebec to hire jointly funded development officers. We also expanded our sessional coach network in BC Rugby and continued to work with Newfoundland Rugby Union.

British Columbia	Sessional Coaches
Alberta	Full-time RDO
Saskatchewan	Full-time RDO
Manitoba	Full-time RDO
Ontario	Full-time RDO (New in 2022)
Quebec	Full-time RDO (New in 2022)
New Brunswick	Full-time RDO
Nova Scotia	Full-time RDO coming in 2023
PEI	Sessional Coaches
Newfoundland	Sessional Coaches

HSBC ROOKIE RUGBY

HSBC Rookie Rugby remained a vital program in 2022, supporting the widespread participation of rugby in schools, clubs, and community organizations. We extended our in-person delivery of Rookie Rugby in each province, and introduced the Rookie Rugby Coach Training program for club coaches, along with an updated coach workbook, in our continued commitment to the growth and development of youth rugby in Canada. The 2022 HSBC Rookie Rugby program included:

- 3299 sessions delivered
- 36,734 male participants
- 34,944 female participants
- Total of 101 instructors trained
- Eight instructor training sessions delivered



LET'S PLAY RUGBY PRESENTED BY NFP

Rugby Canada is committed to developing the game and engaging young players across the country. In 2022, we launched the [Let's Play Rugby program](#), an innovative non-contact introduction to rugby for girls and non-gendered youth aged 13 to 16. This program was led by our newly appointed Women and Girls Rugby Project Coordinator and piloted in Chilliwack and Langley, British Columbia.

The Let's Play Rugby program has been a tremendous success, with over 600 girls introduced to rugby through more than 70 sessions held at four schools and two rugby clubs. Not only has this program helped to increase participation in the sport, but it has also introduced the values of rugby to a new audience.

Building on this success, we are excited to announce our plans to expand the Let's Play Rugby program in 2023. We will be bringing the program to Quebec and Alberta, while expanding our pilots in British Columbia. We look forward to introducing even more young players to the game and fostering a love for rugby across Canada.



HSBC BANK COMMUNITY RUGBY FUND

In 2022, HSBC Bank was proud to launch the [second annual HSBC Bank Community Rugby Fund](#), a program that aims to support the development, sustainability, and growth of rugby across Canada. With a wide range of grants available, registered rugby clubs, schools, and community organizations were invited to apply for funding to help cultivate, develop, or protect rugby in their local environments. The program specifically aimed to support projects that enhanced the Inclusion, Diversity, Equity and Accessibility (IDEA) of rugby within a club, school, or community organization, supported the development of coaches and match officials within the rugby community, and introduced new youth programs in the rugby community that did not previously exist.

We were thrilled to receive a large number of applications from the rugby community, which highlights the enthusiasm and dedication of the rugby community in Canada. After careful review, we are pleased to announce that eight successful applications were selected from five provinces. These successful projects range from new youth programming and coach and match official development, to projects focused on IDEA (Inclusion, Diversity, Equity & Accessibility) initiatives.

The following rugby clubs were successful in their applications for funding:

- BC Grassroots Rugby Foundation (British Columbia): New Youth Programming and IDEA
- Charlottetown RFC (Prince Edward Island): New Youth Programming and IDEA
- Chilliwack Crusaders Rugby Club (British Columbia): New Youth Programming and IDEA
- Club de rugby Rabaska (Quebec): Coach and Match Official Development and IDEA
- Halifax Rugby Club (Nova Scotia): IDEA (Inclusion, Diversity, Equity & Accessibility)
- Nanaimo Hornets (British Columbia): New Youth Programming, Coach & Match Official Development and IDEA
- Niagara Wasps Rugby Club (Ontario): New Youth Programming
- Sarnia Rugby Club (Ontario): New Youth Programming

We are extremely proud to have supported these initiatives, and we look forward to launching the third annual HSBC Bank Community Rugby Fund in April 2023. For more information, please visit the HSBC Bank Community Rugby Fund page on the Rugby Canada website.



AGE GRADE LAW VARIATIONS

In 2018, Rugby Canada, in collaboration with the Provincial Unions and the Age Grade Law Variations Committee, implemented new Age Grade Law Variations for U7-U19 rugby. Since then, the Variations have been reviewed annually by the Age Grade Law Variation Working Group, taking input from the rugby community and making necessary amendments.

The Age Grade Law Variations serve to establish a standardized, national set of age-appropriate variations of rugby with a key focus on enjoyment, player development, and player welfare. In 2022, the Variations were further developed and enhanced to include detailed laws of the game for each age group with significant variations. We believe that these changes will have a positive impact on the development of young players and the future of Canadian rugby.

We are committed to continually reviewing and improving the [Age Grade Law Variations](#) to ensure they remain relevant, effective, and in line with the needs of the rugby community.

BLUE CARD

Rugby Canada and the provincial unions remain committed to the safety and welfare of all players. In 2022, Rugby Canada rolled out the Blue Card program in Ontario, which provides a streamlined process to identify and manage suspected concussions on and off the field of play. The Blue Card is a crucial tool in ensuring that all athletes are removed from the field of play safely and receive the appropriate follow-up care.

To support the pilot program, Rugby Canada developed an E-Learning Module and a standardized training module for Match Officials. Seven Blue Card training sessions were delivered to 75 Rugby Ontario Match Officials during pre-season, ensuring that they were fully equipped to manage the process during games. Over the course of the 2022 season, 113 Blue Cards were issued, providing peace of mind to players, coaches, and parents alike.

The success of the Blue Card program has led to its expansion, with club Blue Card Leads now able to directly input Blue Cards on behalf of their organization into SportLoMo. This expansion increases the autonomy of the clubs and decreases the administrative burden on the provincial unions, while still providing the necessary support to players throughout the return to play process.

As Rugby Canada and the provincial unions continue to prioritize player safety and game welfare, The Blue Card program is just one of the many initiatives that Rugby Canada is proud to have implemented. More information on the Blue Card can be found [HERE](#)



LEGACY EVENTS

Rugby Canada is proud to have continued its tradition of community engagement in 2022 through a series of successful legacy events held during our national team events. These events provided an opportunity for our national 7s and 15s players, as well as visiting nations, to connect with thousands of youth from local schools, community groups, and rugby clubs.

During these engagement sessions, the Rugby Canada Development Team facilitated a range of activities designed to introduce and advance the rugby skills of the participants. The sessions were led by experienced coaches and players, who shared their knowledge and passion for the game.

In total, we hosted over 50 engagement sessions across Canada, which were attended by more than 7,000 participants. These sessions included mini rugby games, skills clinics, and interactive demonstrations. Participants were also given the opportunity to meet and interact with our national team players, who provided valuable insight into the opportunities rugby can offer should they choose to join the game.



Through these legacy events, Rugby Canada was able to promote the growth and development of rugby across the country, while also fostering a sense of community and connection between our national team players and the next generation of rugby stars. We look forward to continuing these important engagement sessions at future events, and to furthering our commitment to the development of rugby in Canada.

Community Visits Program

Number of events: 26
 Number of participants: 3000+
 Profile of participants: Community youth with little to no rugby experience
 Total hours of activity: 40+ hours

Youth Festivals

Number of events: 6
 Number of participants: 1000+
 Profile of participants: New and existing youth under the age of 12 / Girls between the ages of 13-16
 Total hours of activity: 10 hours

On Field Activations

Number of events: 6
 Number of participants: 500
 Profile of participants: Existing rugby players under the age of 16 with some rugby experience
 Total hours of activity: 3 hours

Guard of Honor / Anthems

Number of events: 4
 Number of participants: 600
 Profile of participants: Existing rugby players under the age of 16 with some rugby experience
 Total hours of activity: 40 minutes

Coach & Match Official Professional Development

Number of events: 6
 Number of participants: 80 in person, 100+ online
 Profile of participants: Existing rugby coaches and match officials in the rugby community
 Total hours of activity: 9 hours



RUGBY TRAINING & EDUCATION

In 2022, Rugby Canada's Training and Education sector was highlighted by the conditional approval of NCCP Rookie Rugby training course. The four hour, in-person course is designed to teach people how to introduce fundamental movement skills through the game of rugby in a non-contact, safe and fun environment. Other important information from training and education in 2022 included the following:

- Jennifer Lemon (BC), Keegan Brantner (AB), Alyx Paulson (SK), Jane Addeo (ON), Petra Woods (ON) and Melanie Angeli (ON) were selected as this years recipients of the Women in Leadership Fund.
- Hired a new Training and Education Coordinator in July to help coordinate the creation of the new Learning Management System
- Nine Rugby Development Officers gathered in Montreal in May of 2022 for professional development which included World Rugby Activate and the new NCCP Rookie Rugby course
- Hosted Coach and Match Official professional development sessions online as part of Canada Sevens in Vancouver and Langford as well as the summer fixtures in Ottawa, Langford and Halifax
- Hosted professional training and education sessions at the 2022 Bingham Cup in Ottawa for players, coaches and match officials

DOMESTIC COURSE DELIVERY

CATEGORY	COURSE	# OF COURSES	# OF TRAINEES
Coach Development	NCCP Rookie Rugby	4	37
Coach Development	NCCP Community Initiation/WR Level 1 courses	29	310
Coach Development	NCCP Competition Introduction/WR Level 2 courses	12	121
Coach Development	NCCP Competition Development/WR Level 3 courses	1	14
Coach Development	WR Activate	5	40
Match Official Development	WR Level 1 Introduction to Match Officiating	33	249
Match Official Development	WR Level 2 Developing Match Officials	3	13
General Development	WR Immediate Care in Rugby Level 2	3	27

WORLD RUGBY E-COURSE DELIVERY

COURSE	# OF PARTICIPANTS
Rugby Ready	1906
Concussion Management for the General Public	1954
Introduction to the Blue Card	478
WR First Aid in Rugby	673



RUGBY SERVICES

REGISTRATION

2022 was another successful year for Rugby Canada's registration numbers. We saw a 22% increase to the membership participation from 2021.

Over the past three years, COVID-19 has had a large impact on registration numbers across Canada. We are happy to report that as of 2022, we've seen an 8% increase since 2019, the year before the pandemic. This has all been made possible by our Return to Play working group, provincial unions, Rugby Canada's board of directors, and all 38,000 members across Canada.

UNION	MINOR	JUNIOR	SENIOR	OTHER	VISITOR	GRAND TOTAL
AB	1,115	1,613	1,724	279	950	5,681
BC	1,205	1,985	3,388	1,197	868	8,643
MB	18	396	317	4	546	1,281
NB	187	247	150	33	99	716
NL	392	435	640	50	199	1,716
NS	-	101	105	6	112	324
ON	2,728	4,304	4,209	1,187	1,197	13,625
PEI	53	106	416	35	491	1,101
PQ	590	621	1,596	427	248	3,482
SK	133	189	537	95	227	1,181
RC	-	-	442	-	-	442
TOTAL	6,421	9,997	13,524	3,313	4,937	38,192

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 continues to update, improve, and streamline the online sanctioning application process for events, which is integrated into the national registration platform, SportLoMo, for most applications. Rugby Canada is working to also move and add new sanctioning applications, including the Outbound Tour applications, online to the platform.

A National Sanctioning Policy Steering Group was assembled inclusive of Rugby Canada staff and board members and provincial union staff. Regular meetings were held between the months of June to August of 2022 to develop a new sanctioning policy that is still on-going to be finalized. Updates to the Online Sanctioning process on SportLoMo are being made to support the new policy for when it is introduced and implemented.

INSURANCE

Marsh Canada Ltd. continued to serve as Rugby Canada's broker.

Sutton Special Risk continued to administer personal accident claims for Rugby Canada's members. Rugby Canada has a dedicated claims specialist at Sutton Special Risk to ensure faster communication between all involved parties. All emergency Travel Medical Claims are still processed by On Call International.





COMMERCIAL OPERATIONS

SPONSORSHIP

Rugby Canada continued to have relationships with valued and dedicated partners in 2022, and the return of live rugby events hosted in Canada was welcomed by all. We thank our sponsorship family for their continued support of rugby in Canada from community to club to country! The following are key highlights in 2022 for the sponsorship department:

- A continued excellent relationship with our Premier Partner, [Macron](#). Despite continuing global challenges coming out of the pandemic, Macron delivered excellence for both our technical and retail needs.
- Long-time Premier Partner [DHL](#) Express Canada was the presenting partner of four international matches played across our country in 2022.
- In April, Rugby Canada welcomed [new Signature Partner NFP](#) as the official insurance partner for the Union. NFP also became the official team partner of the Women's 15s Senior Program, while collaborating on a new community program to provide girls across Canada with opportunities to get involved in the sport and engage with Rugby Canada teams.
- Signature partner [Velocity Trade](#) enjoyed their first full season as official partner of both the Men's and Women's Sevens Teams.
- Presented by Signature Partner HSBC Bank, the "[Community Rugby Fund](#)" grew in 2022 and provided further assistance to Clubs and programs across Canada.
- Continued relationships with long-time official partners [The Butchart Gardens](#), [Langara Fishing Adventures](#) and [Helijet International](#). All these companies continue to invest in rugby and support the growth of the game.

The Sponsorship team closed the year assessing and implementing more sophisticated tools and systems to support future commercial efforts. These updates included beginning the implementation of a new CRM system, securing industry-leading research tools and lead-generators, and utilizing agencies to enhance select projects.

TELEVISION BROADCAST

Rugby Canada continued its partnership with CBC Sports for live streaming and broadcast coverage of the 2022 HSBC World Rugby Sevens Series. Twenty-size TV broadcasts augmented full live coverage of every Series event via the CBC Sports website, app and CBC Gem. The multiple platform coverage was highly valuable in ensuring Canadian rugby supporters and new fans alike could access both live and on-demand sevens action. Over 3M Canadians sampled sevens programming in 2022, with the average viewer tuning in for over 30 minutes. Toronto/Hamilton and Vancouver/Victoria were the two lead markets, combining to account for one third of all viewership.

Rugby Canada was also happy to sign with TSN (Bell Media) as an official broadcaster. TSN and Dome Productions brought live 15s rugby back to Canadian television by broadcasting both men's and women's fixtures. The unprecedented two-year partnership agreement allowed for increased linear TV opportunities for matches in Canada, quality match production and promotion of Rugby Canada games, and consistent on-site technical match services that had proved problematic in the past in North American markets. The year culminated with TSN obtaining the rights to showcase Rugby World Cup 2021 (played in 2022) and cover Canada's Women's Rugby Team's run to the semi-finals of the global event. Rugby Canada thanks both CBC and TSN for their commitment to showcasing rugby to all Canadians!

FUND DEVELOPMENT

2022 proved a challenging year for fundraising as the world continued to emerge from the COVID-19 pandemic. Although operating with limited resources, Rugby Canada undertook several initiatives which included policy updates, two key fundraising programs and a historic memorandum of agreement with the Canadian Rugby Foundation.

FUNDRAISING

Our New Zealand bound Senior Women’s Rugby World Cup team was the star attraction at the premier fundraising dinner of the year in Vancouver on September 14. Hosted at The Vancouver Club, ‘Journey to the Rugby World Cup’ was an evening of celebration and inspiration for all who attended. The team was recognized and introduced, and guests included many notable alumni who had tread the Rugby World Cup path in previous generations. The team was dressed in their new post match attire, kindly provided by Aritzia and a donation from Brian Hill, a long-time supporter of Rugby Canada. The evening was an overwhelming success with net proceeds benefitting the Senior Women’s 15s program. Rugby Canada would like to recognize volunteer event committee members Steph White and Davine Brown for their contributions.

Golf for Kids continues to be a powerful partner for Rugby Canada and the general community on Vancouver Island. Through their event and online auction, Dale Douglas and Murray Stewart generate significant funds that are invested in youth programming and creating opportunities for athletes to stay involved in rugby.

CANADIAN RUGBY FOUNDATION

In May, Rugby Canada and the Canadian Rugby Foundation were pleased to announce a new memorandum of agreement which focused on increased collaboration and co-operation, communication, and joint fundraising efforts between the two organizations. At its core, the agreement recognizes the two organizations common purpose to grow and develop the sport across the country for those of all ages, genders, races, cultures, ethnic groups and socio-economic circumstances.

A key element of the collaboration continued to be the operation of Rugby Canada-related Funds. The Senior Women’s National team was able to secure substantial grant funding from the Monty Heald Fund to support their program as they continued their preparations for RWC.

Rugby Canada would like to recognize and thank the Canadian Rugby Foundation for their continued support.

INDIVIDUAL CHAMPIONS & DONORS

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

- Sherlynn Akitt & Joe Curran
- Pat and Linda Aldous
- Rob Ash & Family
- Erik Blachford
- Robin and Barnabas Clarke
- Brian Hill
- Bill Webb
- Duncan McNaughton
- Dr. Pat Parfrey
- Rick Powers
- Tim Powers
- Andrew Purdey
- Kevin Reid
- Andy Wright

MERCHANDISING & TEAM UNIFORMS

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

Macron is the Official Uniform & Team Apparel Partner for Rugby Canada. This exciting long-term partnership with Macron allows Rugby Canada to invest into developing high quality uniforms and team apparel to elevate performance. The merchandise department is responsible for all national team apparel across all national programs. In 2022, custom uniforms and apparel were developed for Canada’s Women’s Rugby 15s team competing at the Rugby World Cup in New Zealand, and both Canada’s sevens teams competing at the Rugby World Cup Sevens in South Africa.

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 difficult start to the year with limitations and delays on product selection due to supply chain. Once inventory was secured, sales stabilized for the remainder of the year. Many new items were showcased in 2022, including the new northern lights training range and the Official Women’s Rugby World Cup Replica Jersey.

1,600 online purchases were picked, packed, and shipped domestically and internationally throughout the year, with 800 shipped over the holiday season. The Online Store increased revenue by 20% for the holiday season, with 60% of orders processed coming from first-time purchasers. The Shopify platform streamlines the shopping experience, providing insight and analytics on customer purchasing trends to better assist in planning promotional campaigns.

HSBC ROOKIE RUGBY 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.

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

EVENT	LOCATION	DATE	PER CAP
HSBC Canada Sevens	Vancouver	April 16/17	\$5.86
HSBC Canada Sevens	Langford	April 30/May 1	\$6.84
Men's 15s Canada v Belgium	Halifax	July 2	\$7.65
Men's 15s Canada v Spain	Ottawa	July 10	\$6.16
Women's 15s Canada v Italy	Langford	July 24	\$5.83
** Women's 15s Canada v Wales	Halifax	Aug 27	\$0.00

**As a result of an extensive cost analysis, the merchandise department did not attend the Women's 15s Canada v Wales match in Halifax.



MARKETING & COMMUNICATIONS

As pandemic restrictions loosened further across the country throughout 2022, the Marketing and Communications department resumed working with a full slate of events and competitions across Canada and internationally.

In the spring, the Marcomms department was restructured with the hiring of three new employees in the roles of Communications Manager; Senior Coordinator, Marketing and Communications; and Senior Coordinator, Marketing and Promotions. As in 2021, the department continued to be pushed to full capacity, and will continue to grow and develop in order to properly support our unique marketing and communications needs as a national sport organization.

Along with developing promotional campaigns to support internal departments such as merchandise and apparel, commercial partners, and rugby development, concentration was directed towards marketing and ticket sales for the multiple international events held in Canada in 2022. This included the first full Canada Sevens tournaments hosted without pandemic restrictions since the Vancouver men's event in 2020 and the Langford women's event in 2019, as well as summer women's and men's 15s fixtures hosted in Ottawa, Halifax and Langford.



With our rugby teams competing outside of Canada in the Rugby World Cup, Commonwealth Games, HSBC World Rugby Sevens Series, and more, the Marcomms team focused on supporting Canadian players and teams by driving promotion, awareness, and coverage through our digital content and communications channels. The fall proved to be one of the busiest times of the year for the Marcomms team in regards to traditional communications demands, with the start of the 2023 HSBC World Rugby Sevens Series, a number of fixtures for Canada's Men's Rugby Team in South America and the Netherlands, and members of the Marcomms department travelling to New Zealand to support at the 2021 Rugby World Cup (played in 2022), all within the months of October and November.

Throughout the year, the Marcomms team also focused on expanding storytelling and digital content for community and development projects, including HSBC Rookie Rugby, HSBC Bank Community Rugby Fund, the Women in Leadership Program, Let's Play Rugby Presented by NFP, Rowan's Law, and Coaches Week. The department strived to elevate and improve Rugby Canada's DEI initiatives, developing and enhancing content for Pride Month, Indigenous History Month, the International Mixed-Ability Rugby Tournament, and the Bingham

SOCIAL MEDIA

With the addition of three new members to the Marcomms team in 2022, combined with many international events, **Rugby Canada published more than twice the amount of posts on our social channels in 2022 compared to 2021. 5668 total posts were made across all four of our social media platforms compared to the 2357 in 2021.** Our Instagram, Twitter and LinkedIn accounts all increased their followers by at least 851, highlighted by Instagram which grew by 5023. 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 an increase in average engagement per post.

2022

FOLLOWERS	ENGAGEMENTS
TOTAL	TOTAL
98.1K	741.4K
70.6K	141.5K
91.1K	629.3K
11.2K	66.6K
IMPRESSIONS	PUBLISHED POSTS
36.7M	5.7K

RUGBY.CA

USERS: 266.2K

SESSIONS: 393.9K

PAGEVIEWS: 850.1K

NEWSLETTER

EMAILS SENT: 150

EMAILS DELIVERED: 903.7K



DIGITAL CONTENT

The Marketing and Communications department embraced a high amount of events and competition across Canadian rugby communities in 2022. From a digital content standpoint, the Marcomms team focused on creating content for the six international events that were hosted in Vancouver, Langford, Halifax and Ottawa. The Rugby World Cup in New Zealand also required a high amount of digital content. The department was also able to increase content creation for Rugby Development programs including the HSBC Community Rugby Fund, Women in Leadership Fund, Let's Play Rugby presented by NFP and several more. Diversity, Equity and Inclusive initiatives were also elevated and enhanced in this area.

The collage features several digital content assets:

- Match Posters:**
 - "CANADA SUMMER 15s" vs. SPANISH RUGBY UNION, 07.10.22, THE STADIUM AT TD PLACE • OTTAWA, ON, KICK OFF AT 4PM EST.
 - "CELEBRATING BLACK HISTORY MONTH" graphic.
 - "SEMI FINAL" for the RUGBY WORLD CUP 2023, CANADA VS ENGLAND, EDEN PARK • AUCKLAND, NEW ZEALAND, 11.4.22 - KICK OFF AT 8.30PM PT/11.30PM ET.
- Scoreboard:** "FULL-TIME" showing CANADA 31 - 14 BRAZIL.
- Promotional Graphics:**
 - "LET THE SHOPPING BEGIN" for BOXING WEEK Blowout Sale, DECEMBER 26 - JANUARY 1, 30% OFF ENTIRE STORE.
 - "COOPER COATS" featuring a quote: "To be able to score, to be able to play the whole game in front of my family and friends, and just hear them in the stands the whole time, is just absolutely incredible."
- Player Photos:** Various images of players in action and celebrating.



EVENTS & COMPETITIONS

INTERNATIONAL EVENTS & NATIONAL / DOMESTIC COMPETITIONS

NSM15s Canada vs Belgium - July 2, 2022

The Canadian men's 15s team beat Belgium on their tour of Europe in 2021, and this re-match sealed a comfortable back-to-back victory with a dominant performance by Canada. This was also the first time since 2018 that Rugby Canada has hosted at the Wanderers Ground in Halifax.

Location: Halifax, NS
 Venue: Wanderers Ground
 Attendance: 2,391
 Result: Canada 45 – 0 Belgium

NSM15s Canada vs Spain - July 10, 2022

This was the first international test match ever played at the Stadium at TD Place, which proved to be a world-class host venue. Despite originally being scheduled to play the French Barbarians in Montreal in July 2022, we were able to secure Spain at TD Place at short notice. It was a tough day out for the Canadian team with a loss to Spain.

Location: Ottawa, ON
 Venue: TD Place
 Attendance: 3,385
 Result: Canada 34 – 57 Spain



NSW15s Canada vs Italy - July 24, 2022

This fixture was significant in that it was the first time that Rugby Canada has hosted a National Senior Women's 15s match in Canada since 2015, when we narrowly lost to England in Edmonton. Arranged as a 2021 (played in 2022) Rugby World cup warm-up match and following a long training camp, the Canadian women hit their stride with a convincing win over Italy.

Location: Langford, BC
 Venue: Starlight Stadium
 Attendance: 1,453
 Result: Canada 34 – 24 Italy

NSW15s Canada vs Wales - August 27, 2022

The fixture against Wales was the team's final warm-up match prior to travelling to New Zealand for the 2021 (played in 2022) Rugby World cup. After an extended training camp on the ground in Halifax involving some impactful and meaningful engagement with the local rugby community, Canada put on a show for the 2,500 fans at the Wanderers Ground with a dominant performance over Wales.

Location: Halifax, NS
 Venue: Wanderers Ground
 Attendance: 2,571
 Result: Canada 31 – 3 Wales





HSBC CANADA SEVENS

HSBC Canada Sevens Vancouver

With the impacts of COVID still lingering in early 2022, the decision was made in January to postpone the 2022 event from its original scheduled date of February 26-27 to April 16-17 to allow more time for COVID restrictions to lift. The revised date paired us with the Singapore Sevens, which took place the week before Vancouver and had teams flying into Canada on a charter flight. All the regular men's Sevens Series teams were back competing after several missed out on the 2021 stops in Canada.

The 2022 event saw stronger attendance numbers than in 2021, however, with the challenges of hosting only eight months after the September 2021 back-to-back stops (Vancouver and Edmonton), the re-scheduling of the event to fall over the Easter weekend, and unease in the market due to COVID, ticket sales were impacted and not back to pre-COVID levels.

Operationally the event was another great success with Vancouver ranked as the joint best stop on the Series, based on the World Rugby post event feedback surveys from players, managers, and World Rugby staff. The Canadian men's team placed 10th whilst Argentina took home the gold medal for the first time in Vancouver by beating Fiji in the final.

DATE	LOCATION	VENUE	ATTENDANCE	WINNERS
2022-04-16 to 2022-04-17	Vancouver, BC	BC Place Stadium	25,154	Argentina

- Series Principal Partner:** HSBC
- Series Global Partners:** DHL, Capgemini
- Technical Partner:** Gilbert
- Premier Partners:** Sport Hosting Vancouver, Grosvenor
- Event Partners:** BC Place, StayVancouverHotels.com
- Funding Partners:** The Government of Canada, The Province of British Columbia, World Rugby Sevens Series
- Suppliers:** Guardteck, Showtime/SW Event Technology, Hotel Belmont, Legacies Health Centre, Ride Cycle Club
- Media Partners:** Daily Hive, Global BC, The Globe & Mail, CFOX, 980 CKNW
- Official Partners:** The Butchart Gardens, Stanley Park Brewing, Yes Guy Iced Tea, Helijet, Langara Fishing Adventures, Wheaton Precious Metals, Vancouver Club
- Signature Partners:** BCLC



HSBC Canada Sevens Langford

After a three-year hiatus due to COVID, we were excited to bring the HSBC Canada Women's Sevens tournament back to Starlight Stadium in Langford in front of a home crowd. With the rescheduling of the Vancouver event to mid-April, the Langford tournament took place only two weeks later. Whilst challenging to plan and deliver two Sevens Series events back-to-back, the event was executed brilliantly by the team. The Canadian women's team had a strong performance on home soil and ended their tournament on a high after beating the USA in their final match to claim fifth place.

DATE	LOCATION	VENUE	ATTENDANCE	WINNERS
2022-04-30 to 2022-05-01	Langford, BC	Starlight Stadium	5,801	Australia

- Series Principal Partner:** HSBC
- Series Global Partners:** DHL, Capgemini
- Technical Partner:** Gilbert
- Premier Partners:** City of Langford, Butchart Gardens
- Event Partners:** Starlight Stadium
- Funding Partners:** The Government of Canada, The Province of British Columbia, Greater Victoria Sport Tourism, World Rugby Sevens Series, Showtime/SW Event Technology, Legacies Health Centre, Paladin Security
- Suppliers:**
- Official Partners:** Stanley Park Brewing, Yes Guy Iced Tea, Helijet, Langara Fishing Adventures, Shawnigan Lake School





FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

DECEMBER 31	2022	2021
ASSETS		
Current		
Cash	\$ 1,930,717	\$ 1,137,879
Cash - restricted	-	-
Temporary investments	-	41,332
Accounts Receivable	288,163	865,567
Grants Receivable	281,497	1,463,659
Inventories	544,539	358,410
Prepaid Expenses	304,219	234,911
Due from controlled organizations	-	-
	3,349,135	4,101,758
Investments in controlled organizations	184,907	9,994
Tangible capital assets & leased tangible capital assets	7,426,927	7,656,629
	\$ 10,960,969	\$ 11,768,381
LIABILITIES & NET ASSETS		
Current		
Bank overdraft and line of credit	\$ -	\$ -
Accounts payable and accrued liabilities	963,037	1,923,527
Deferred fees	1,030,222	760,404
Deferred contributions	912,881	961,290
Construction costs payable	591,923	591,923
Note Payable to the City of Langford	1,166,915	-
Current portion of obligations under capital leases	29,260	148,110
Due to controlled organizations	30,959	9,305
	5,299,484	4,968,846
Note payable to City of Langford	-	1,139,900
Obligations under capital leases	1,353,009	1,382,636
Deferred contributions related to tangible capital assets	3,286,624	3,380,527
Deferred lease inducement	27,661	41,492
	9,966,778	10,913,401
Net assets (deficiency)		
Contribution of Land	290,206	290,206
Internally restricted	48,721	48,721
Unrestricted	655,264	516,053
	994,191	854,980
	\$ 10,960,969	\$ 11,768,381



STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31	2022	2021
REVENUES		
External Funding		
World Rugby Limited	\$ 3,162,879	\$ 2,021,793
Sport Canada	3,719,485	5,358,731
Other Grants	345,930	706,836
	7,228,294	8,087,360
Membership		
National registration & insurance	2,345,806	877,253
Rugby Canada		
Amortization of contributions related to leased tangible capital assets	93,903	93,903
Cost recoveries	-	-
Domestic competitions	303,857	190,784
Donations	172,146	155,098
Fundraising	89,855	30,000
National teams	1,008,360	420,679
Other income	282,998	87,628
Sales of merchandise	323,202	373,674
Sponsorships	1,423,721	1,190,848
	3,698,042	2,542,614
Other		
Revenue from controlled organizations	488,933	(370,857)
Canada Emergency Wage Subsidy	-	868,737
	488,933	497,880
	13,761,075	12,005,107



FOR THE YEAR ENDED DECEMBER 31	2022	2021
EXPENSES		
Accounting, legal and professional fees	111,525	253,777
Amortization of tangible capital assets & leased tangible capital assets	306,344	342,806
Domestic competitions	24,433	86,414
Exchange loss (gain)	4,208	12,074
National insurance	592,603	415,547
National office & general administration	357,719	259,062
National registration	-	-
National teams	7,712,017	6,829,859
Marketing	871,527	358,476
Program development	17,568	6,466
Cost of sales	365,105	343,421
Interest and bank charges	16,552	8,645
Staff salaries, benefits & commissions	1,328,156	2,095,382
Team costs	286,950	50,096
Travel	1,627,157	350,458
	13,621,864	11,412,483
Excess (deficiency) of revenues over expenses	\$ 139,211	\$ 592,624

Rugby Canada has improved its financial position in 2022, with an increase in cash, alongside a reduction in receivables and payables for the financial year. Revenues continued to grow during 2022, as we returned to a full playing schedule domestically. Our funding from Sport Canada, World Rugby, Own the Podium and the Canadian Olympic Committee has also been key.

There was a surplus of Income over Expenditure in 2022 of \$139,211. This has therefore increased our unrestricted reserve to a total of \$655,264. Rugby Canada has received funding from Sport Canada through the COVID Recovery Fund, however this stream of funding ends in March 2023. We are committed to improving our cashflow and unrestricted reserve in the upcoming years by exploring new revenue streams whilst finding efficiencies to reduce costs.



THANK YOU



THANK YOU TO OUR PARTNERS & PROVINCIAL UNIONS

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