

CANADIAN FENCING FEDERATION



STRATEGIC PLAN

2012-2020

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INTRODUCTION

The Canadian Fencing Federation (CFF) is the national organization for the sport of fencing in Canada. Aiming to have Canada recognized as a leading nation in fencing, the CFF is moving forward and mapping the road to excellence between now and 2020. The CFF is ready to dream of, and to strive and plan for higher levels of performance and achievements, both nationally and internationally. The CFF will engage its community to lead Canada to athletic and organizational excellence. The CFF aims at being recognized as a best-in-class sport organization.

Our vision and ultimate goals for 2020

By 2020, the CFF will be a world-leading nation in fencing. The CFF therefore will work to ensure that Canadian athletes are competitive with the world's best, and that the CFF is recognized as a model organization in Canada and internationally. Attainment of these goals will require teamwork and engagement as well as unprecedented levels of effort and organizational professionalism from all CFF members and stakeholders.

Process

In order to have a common strategic direction for the fencing community, the CFF embarked on a strategic planning process. Interviews have been conducted with key stakeholders and a retreat was held by the CFF with its community with the help of a facilitator on April 28, 2012. Leaders from the fencing community were able to give their opinions and provide solutions to help improve the sport and the organization. Participants included the National Board, members of provincial Boards and CFF staff, as well as active members from across the fencing community, such as athletes, coaches, and club members.

The Strategic Plan

The Strategic Plan 2012-2020 is the direct result of consultative process. It is intended to be a living document which will guide the operations of the CFF over the next two Olympic cycles, and will be

supported by an annual business plan and a master implementation plan. It will be subject to annual reviews, which may entail a regular reset during the period covered by the Strategic Plan.

How are we going to get there?

In order to achieve its goals, the CFF has defined the following four Strategic Commitments:

Firstly, the CFF strives to be recognized as a **leader in the development of its high performance system**. We will build a strong high performance system based on our culture of excellence that will lead to our international best performances. We will enhance dedicated resources to the high performance system to achieve our vision of excellence for Canada.

Secondly, the CFF strives to be a **performing and collaborative fencing system**. We will lead a strong fencing system that will include the community to work towards the same national vision by developing a structure dedicated to the growth of the sport, supported by the allocation of enhanced resources to grow fencing across Canada.

Thirdly, the CFF strives to be a **leader in stakeholder development**. We will lead a community of educated, dedicated and performing members who will work and communicate their passion for fencing across Canada. We will create programs and services dedicated to improving the growth of our stakeholders.

Fourthly, the CFF strives to be a **leader in organizational effectiveness and performance**. We will manage our budget in accordance with the highest standards, aiming for excellence in financial management and a reduction in our dependency on public funds to better sustain our activities and to achieve our expected targets. We will prioritise the development of partnerships, the promotion of the sport and the professional development of our people whilst enhancing the CFF's organizational effectiveness and performance.

This strategic plan provides the direction the CFF will take to achieve the 2020 Vision.

1. OUR VISION

To ignite passion for fencing in Canada by enabling personal best performances by all members at all levels.

2. OUR MISSION

We **lead** high performance in pursuit of international excellence.

We **govern** the fencing system.

We **develop** and promote a welcoming, collaborative and safe environment that enables the achievement of excellence at all levels as well as the growth of fencing in Canada.

We **drive** performance and excellence across our organization

3. OUR CORE VALUES

Excellence

We work to achieve excellence in performance and operations, and to seize the opportunities to reach higher levels of excellence by building a culture that will be upheld by the Board, staff, officials, volunteers, clubs, provinces and territories.

Respect

We respect each other and our culture. We are proactive listeners, we collaborate and we co-operate in the best interests of the sport of fencing.

Team work

We share best practices to enhance the sport of fencing across Canada. We listen to others, we accept criticism and we work together to achieve our vision.

Professionalism

We will adopt and sustain the highest professional standards as we work in the best interest of fencing in Canada. We conduct ourselves professionally in order to achieve our vision.

Accountability

We are all accountable to the fencing community for our actions and we each take responsibility and live up to our commitments.

Athlete centered

We are fully dedicated to our athletes and on their behalf support coaches, officials, and volunteers.

4. OUR STRATEGIC COMMITMENTS

The four (4) strategic commitments of the CFF for 2013-2020, on all of which the CFF will equally focus its efforts, are the following:

- 1. To be a leader in high performance.**
- 2. To be a performing and collaborative fencing system.**
- 3. To be a leader in stakeholder development.**
- 4. To be a leader in organizational effectiveness and performance.**

5. GOVERNANCE AND ORGANISATION

The CFF is the national body representing fencing in Canada, and supports, and is supported by, Provincial Sport Organisations (PSOs). The CFF is responsible for developing policies in line with the guidelines and regulations issued by Sport Canada, and for securing national-level funding for the support of high-performance athletes, developmental programmes and day-to-day operations of the CFF. The PSOs manage fencing programmes at the provincial/territorial levels, and support athletes and local fencing clubs.

6. OUR PLAN AT A GLANCE

OUR VISION

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STRATEGIC COMMITMENT 1
High Performance

High Performance
Strategy

STRATEGIC COMMITMENT 2
Collaborative Fencing
System

LTAD Implementation
and Sport
Development Strategy

Marketing Strategy

STRATEGIC COMMITMENT 3
Stakeholder
Development

Coaches

Officials

PSO Partnerships

STRATEGIC COMMITMENT 4
Organizational
Excellence

Improved Operational
and Management
Structure

Revenue Diversification
Plan

Strategic Governance
Plan

7. THE COMMITMENTS OF THE STRATEGIC PLAN

Specific Strategic directions and measurable outcomes have been developed for each of the four Strategic Commitments of the 2013-2020 strategic plan. The details of each of the Strategic Commitments will then be expanded in the implementation plan, which will include specific steps, targets and measurable outcomes which will be reviewed on at least an annual basis. They will also be reflected in the annual CFF business plans, and will help ensure organisation-wide accountability across all programmes and policies. Results and recommendations for adjustments will be considered through an annual review process.

Strategic Commitment 1 –

To be a leader in high performance

...Through the development of a robust and sustainable National High Performance Strategy by:

- Developing and finalising our high performance strategy.
- Identifying experts nationally to advise on the future of the High Performance Program.
- Ensuring alignment between provincial and national programmes and standards.
- Securing and stabilising adequate funding for the High Performance Program at the national level.
- Benchmarking with other leading countries through consultation with performance experts and stakeholders.

Strategic Commitment 2 –

To be a performing and collaborative fencing system

...Through strategic marketing and management of fencing in Canada by:

- Increasing our membership and improving our retention rates.
- Facilitating an implementation strategy for the LTAD.
- Developing partnerships with other sports organisations.
- Improving service to members, coaches and officials.
- Working collaboratively with the international fencing community.

Strategic Commitment 3 –

To be a leader in stakeholder development

...Through the development and delivery of programmes that encourage excellence by:

- Developing and supporting a professional development pathway for coaches.
- Developing and implementing programmes to recruit, educate and retain officials.
- Facilitating the delivery of programmes through partnerships with the provinces.
- Developing and implementing programmes to encourage the education and participation of volunteers in the delivery of CFF programming at all levels and in all locations.
- Developing and sustaining a robust communications strategy and plan that encourages participation in fencing from beginner to high performance athletes and which aims at educating stakeholders on the sport of fencing.

Strategic Commitment 4 –

To be a leader in organizational effectiveness and performance

...Maintain the highest standards of excellence in all operations to enhance the reputation of the CFF in Canada and abroad by:

- Adjusting the governance structure to support all fencing programmes and participants in Canada and adapting Rules and Regulations based on a sound policy framework.
- Ensuring that the roles and responsibilities of all staff, volunteers, coaches, officials and athletes are clearly understood and maintained.
- Ensuring that the CFF is placed on, and maintains, a sustainable financial basis so as to support planned and unplanned programming to enhance the sport of fencing in Canada.
- Ensuring that national plans and programmes are aligned with the provinces and territories and therefore with local clubs and organisations.

8. Implementing the Strategic Plan – Measuring our Success

The key to the CFF's success in the years to come will be the timely and sustained adherence to the organisation's strategic goals and priorities. Therefore, a detailed implementation plan will be developed which will set out how each goal will be attained, how our successes will be measured and how we will make any necessary adjustments over the life-time of the Strategic Plan.

The aim will be to ensure that the Strategic Plan will resonate with every participant in fencing in Canada, no matter whether speaking of a high performance athlete, a beginner or recreational fencer, a coach, official a staff member or a volunteer.