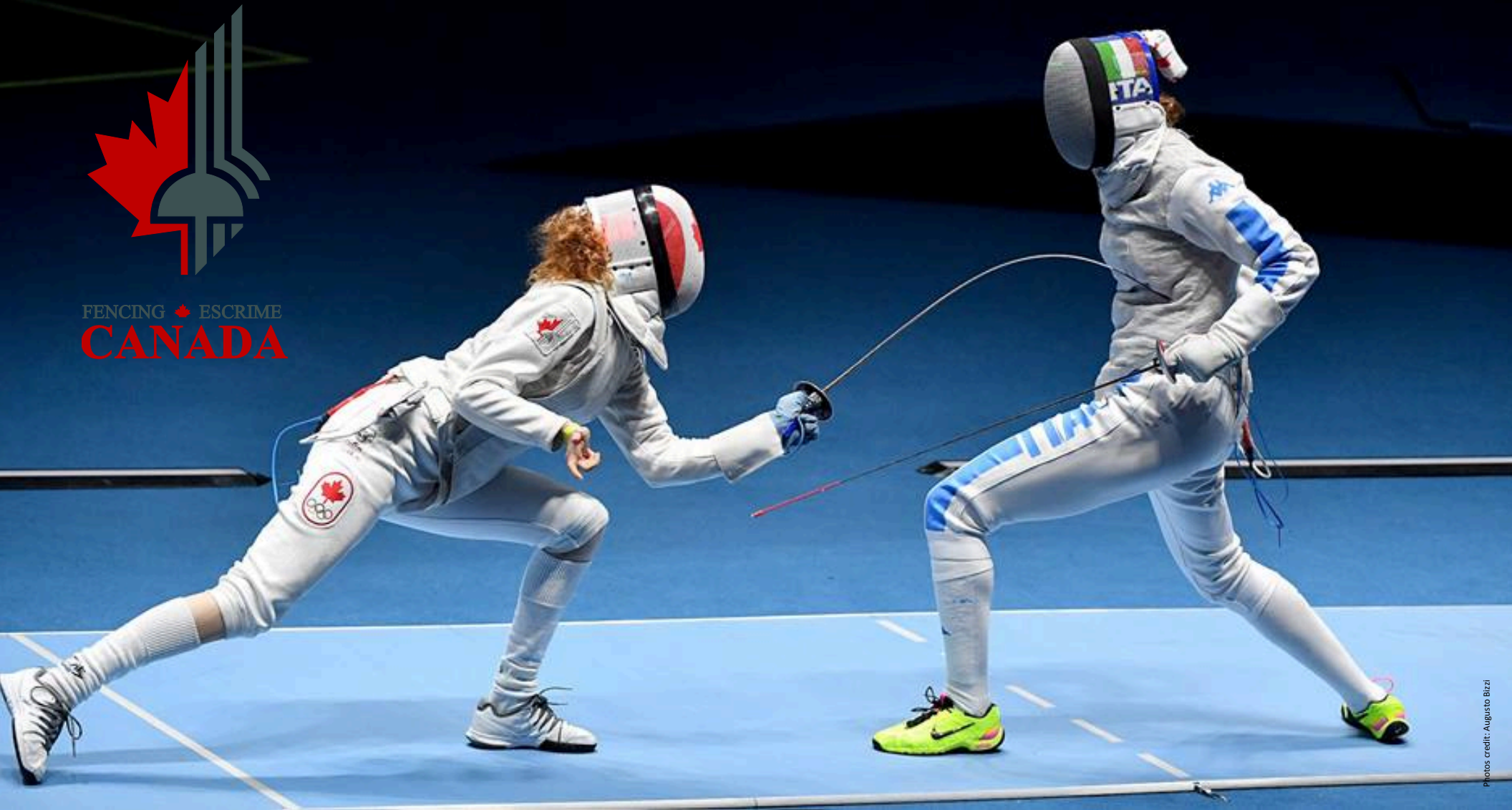




FENCING • ESCRIME
CANADA



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Canadian Fencing Federation

Strategic Plan 2016–2024: *Striving for Excellence*

February 2017

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INTRODUCTION

The Canadian Fencing Federation (CFF) is the national organization that governs the sport of fencing in Canada. Aiming to have Canada recognized as a leading nation in fencing, the CFF continues to build the path to excellence that was initiated in the 2012–2020 Strategic Plan. As a national organisation, the CFF plans and strives for higher levels of



performance and achievements, domestically and internationally, by encouraging the growth of fencing across the spectrum of capabilities in Canada. The CFF aims at being recognized as a best-in-class sport organization that respects the values and interests of its members.

The 2016–2024 Strategic Plan will enable all participants in the sport of fencing to contribute to our collective future.

VISION

The CFF aims at maintaining a sustainable organization that will enable the sport of fencing in Canada.

MISSION

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

We **govern** fencing operations in Canada.

We **promote** the achievement of excellence at all levels in Canada whilst encouraging the growth of the sport of fencing nationally and internationally.

We **foster** a climate of collaboration, performance and excellence in all we do.

OUR CORE VALUES

Athlete–focussed: We support our athletes in achieving their goals at every level.

Excellence: We work to achieve excellence in performance and operations.

Respect: We support a culture of respect and we work together to achieve our objectives.

Professionalism: We conduct ourselves professionally in order to achieve our vision.



ACCOUNTABILITY AND SUSTAINABILITY

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

All of our decisions are made with the on-going sustainability of fencing in Canada in mind.

GOVERNANCE AND ORGANIZATION

The CFF is the national body representing fencing in Canada, and supports, and is supported by, the Provincial and Territorial Sport Organizations (PTSOs). The CFF is responsible for developing policies in line with the guidelines and regulations issued by Sport Canada as well as international fencing and other sports governing bodies. The CFF is also responsible for securing national-level funding for the support of high-performance athletes, developmental programs and day-to-day operations. The PTSOs manage fencing programs at the provincial/territorial levels, and support athletes and local fencing clubs.

The CFF undertakes to provide guidance as necessary to ensure that each level of the organization, as well as all staff, volunteers, athletes, coaches and officials clearly understand their own responsibilities and requirements to respect the CFF policies, including the Code of Conduct, in order to facilitate the delivery of services and programs.



OVERVIEW OF THE STRATEGIC PLAN

The 2016–2024 Strategic Plan of the CFF builds on the plan approved for the period 2016–2020 which guided the organization through a period of reconstruction and reorientation. The updated plan is an evergreen document that will guide the CFF’s operation through the next two Olympic cycles, and will be supported by annual business plans. It will be reviewed annually, and will be updated as required, to reflect changes in the organization or in the sporting context in Canada and internationally.



STRATEGIC COMMITMENTS

The CFF has defined three **Strategic Commitments** as the foundation of the 2016–2024 Strategic Plan. These commitments will define our goals, operations and expectations and which will underpin all operational and athletic activities in order to meet the organizational goals that support the vision of creating a climate of excellence in all our endeavours.

Specific Strategic directions and measurable outcomes have been developed for each of the three Strategic Commitments. They will be reflected in annual operational plans, and will help ensure organisation-wide accountability across all programs and policies.

THE STRATEGIC COMMITMENTS FOR 2016–2024

<p>STRATEGIC COMMITMENT 1</p> <p>TO BE A LEADER IN SPORT FROM PLAYGROUND TO PODIUM...BY...</p>	<p>Strategies</p> <ul style="list-style-type: none"> ✓ Executing Long Term Athlete Development. ✓ Aligning national plans and programmes throughout Canada. ✓ Developing partnerships with national and international sports organisations.
<p>STRATEGIC COMMITMENT 2</p> <p>GROW THE MEMBERSHIP AND SERVICES PROVIDED TO MEMBERS ...BY...</p>	<p>Strategies</p> <ul style="list-style-type: none"> ✓ Increasing public awareness of fencing in Canada. ✓ Attracting new participants of all ages. ✓ Improving our retention rates. ✓ Creating and providing services to all stakeholders.
<p>STRATEGIC COMMITMENT 3</p> <p>SECURE RESOURCES TO ACHIEVE OUR GOALS...BY...</p>	<p>Strategies</p> <ul style="list-style-type: none"> ✓ Securing and stabilizing adequate resources to support current and future programming. ✓ Identifying and leveraging new funding sources to augment and diversify our current funding base. ✓ Strengthening relationships with our funding partners.

IMPLEMENTING THE STRATEGIC PLAN 2016–2024

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.

The implementation of the Strategic Plan will be accompanied by a performance measurement framework which will include measurable objectives based on the defined outcomes. These will be aligned with the CFF annual Business and other operational plans, and will be adjusted as the strategic or operational environment changes.

THE 2016–2024 STRATEGIC PLAN IN BRIEF

OUR VISION

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

MISSION

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

We **govern** fencing operations in Canada.

We **promote** the achievement of excellence at all levels in Canada whilst encouraging the growth of the sport of fencing nationally and internationally.

We **foster** a climate of collaboration, performance and excellence in all we do.

STRATEGIC COMMITMENT 1 TO BE A LEADER IN SPORT FROM PLAYGROUND TO PODIUM

- Executing Long Term Athlete Development.
- Aligning national plans and programmes throughout Canada.
- Developing partnerships with national and international sports organisations.

STRATEGIC COMMITMENT 2 GROW THE MEMBERSHIP AND SERVICES PROVIDED TO MEMBERS

- Increasing public awareness of fencing in Canada.
- Attracting new participants of all ages.
- Improving our retention rates.
- Creating and providing services to all stakeholders.

STRATEGIC COMMITMENT 3 SECURE RESOURCES TO ACHIEVE OUR GOALS

- Securing and stabilizing adequate resources to support current and future programming.
- Identifying and leveraging new funding sources to augment and diversify our current funding base.
- Strengthening relationships with our funding partners.