



2024/25 Operational Plan

CANADIAN FENCING FEDERATION **FÉDÉRATION CANADIENNE D'ESCRIME**

February 2024

A Moment of Reflection: What Inspires Us

A Shout-Out to our National Team Athletes



- The women's foil team won gold at Pan-Am Championships, was 8th at World Championships and is currently ranked #5 in the world.
- Jessica Guo is the 2024 Junior World Champion. She has also won 2 medals at senior world cups this season.
- 16 year old Angel Xiao won bronze at a senior world cup this season.
- Our teams brought home 12 medals from Pan-Am Games including 2 gold.
- Canada had a best-ever result at the 2024 Cadet/Junior World Championships, winning 4 medals and finishing 6th overall in the medal count.
- Canada has qualified 3 teams and 2 individuals to the Paris Olympics, a record number since a qualification system was established.
- Canada has qualified 1 athlete for the Paralympics, with another 1-2 in contention.



Operational Plan

2024-2025 Fiscal Year

February 2024

4 Update Since the Last Plan: Re-Prioritization of Commitments in lieu of new drivers & insights.

- Since this document's last iteration, a number of events have led the CFF to rethink and reprioritize the commitments comprising its Operational Plan:
 - As a result of conservative budgeting, national competitions earning profits, and maintaining staffing levels at a minimum, the CFF has been able to allocate resources to assist our athletes in qualifying and preparing for Paris 2024 and begin to build a reserve fund for future contingencies.
 - The CFF BoD has not yet revisited the current Strategic Plan but intends to do so this fiscal year.
 - In order to maintain support for our programs, the CFF continues to operate with a minimum staff including a full-time Executive Director, a part-time High Performance Director, a part-time HP & Membership Services Coordinator, and national coaches that receive honoraria for their work.
 - The CFF was able to run 3 national competitions in 2023-2024, with each event earning a profit.
 - Membership has now exceeded pre-pandemic numbers.



5 Ops Plan Re-Prioritization: Previous Plan Activities & New Additions through the ERRC (Eliminate - Reduce - Raise - Create) Framework

Operating Plan Objective	Decision re: 2024-2025 Focus (ERRC)	Rationale / Comments
1. Complete CFF Armband Program for all weapons.	No Changes to Priority	Coaching committee to review the program this fiscal year.
2. Complete and Promote new Competition Review Document.	Reduce	Not required at this time. Focus on coordinating with PSOs to create a Nat'l competition schedule.
3. Align CFF Strategic Plan with PSOs.	No Changes to Priority	New Strat Plan delayed until 2024-2025
4. Develop fencing's Gold Medal Profile for Adoption by Club Coaches.	No Changes to Priority	Limited resources due to focus on Olympic qualification and preparation.
5. Implement Coaching Development Programs at all levels.	No Changes to Priority	Coaching Development Committee overseeing program revision/development
6. Implement IT and Social Media tools for better reach of constituents.	No Changes to Priority	Goal is to streamline manual admin overhead
7. Implement a University Committee to work on getting fencing added as a U Sport.	No Changes to Priority	De-prioritized due to current HR limitations
8. Maintain Skills & Enhance Diversity of the Canadian Fencing Referee Cadre.	No Changes to Priority	Develop new Nat'l level refs & provide opportunities for Int'l refs to gain experience
9. Implement a multi-year Fundraising Program.	No Changes to Priority	Focus on continuing to improve financial state
10. Increase revenue opportunities through event hosting.	Raise	Focus on profitable hosting of Nat'l Comps Add one additional competition
11. Increase online sales opportunities.	Raise	Work with new partner to improve service
12. Review Sport Canada Report Card		COC funding received to hire contractor to assist in meeting requirements of Sport Governance Code

6 Ops Plan Re-Prioritization *Cont'd*: Newly Added Activities (Eliminate - Reduce - Raise - Create) Framework

Objective	Decision re: 2024-2025 Focus (ERRC)	Rationale / Comments
13. Universal Code of Conduct Implementation	No change to priority	CFF is an OSIC signatory effective March 31, 2023 Continue to raise awareness of safe sport reporting processes amongst membership Liaise with PSOs regarding Safe Sport mechanisms in each province
14. Complete the AWAD Athlete Development Model & Gold Medal Pathway	No change to priority	Goal is to create/promote opportunities for parafencing
15. Complete & Implement Gender Equity Action Plan	No change to priority	Goal is to improve gender equity in all aspects of Canadian fencing
16. Olympic and Paralympic Qualification	No change to priority	Provide support to all national teams during Olympic and Paralympic qualification period



Objective #2: Complete and Promote new Competition Review

7 Document

Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• Three profitable national competitions were held in 2023-24• A national competition schedule was published to include provincial & club events
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Two regional youth/veteran competitions were held in partnership with PSOs & clubs• Assess feasibility of adding one additional national competition to the schedule• Assess feasibility and appropriateness of including additional age categories as a means to increase participation• Continue to coordinate with PSOs to maintain an up to date national competition calendar• Review/revise
Execution Interdependencies	<ul style="list-style-type: none">• Hosting of competitions is contingent upon the CFF's ability to host national/regional events during the Fiscal Year.
KPIs	<ul style="list-style-type: none">• Continue to host a minimum of 3 profitable national competitions and add one additional competition for 2024-2025.• A national competition calendar is published annually and updated regularly



Objective #5: Implement Coaching Development Programs at all 8 levels

Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none"> • Coaching Foundations Workshop approved by CAC • Intern has been hired to assist with completion of final documents for Instructor-Beginner and Competition-Introduction • Additional Learning Facilitators have been trained
Targeted Activities for 2024/25	<ul style="list-style-type: none"> • Final approval of revised Instructor-Beginner and Competition-Introduction contexts • Continue work on Competition-Development materials • Continue to train LFs & Evaluators for all streams
Execution Interdependencies	<ul style="list-style-type: none"> • PSO ability to conduct in-person workshops is dependent on development of new LFs
KPIs	<ul style="list-style-type: none"> • Support PSOs to conduct in-person coach workshops • Train new LFs & Evaluators for all streams • Final approval of Instructor-Beginner and Competition-Introduction contexts • Translate all approved materials



Objective #8: Maintain Skills & Enhance Diversity of the Canadian

9 Fencing Referee Cadre

Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• A full calendar of national competitions provided our referees with the opportunity to continue to practice and improve their skills• Continued focus on gender equity by providing opportunities for women to gain experience refereeing at the national events• Continued to pair younger referees at National events with experienced referee mentors• Provided support for one referee to attend international license exams• Selected Canadian referees to attend junior world cups as opposed to hiring local referees
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Leverage PSO partners' referee development workshops to help ensure a sufficient number of referees are trained to support all levels of competitions across the country• Provide opportunities for provincial level referees to gain experience and receive mentoring from senior referees at national level events• Provide opportunities for international level referees to gain experience at international competitions
Execution Interdependencies	<ul style="list-style-type: none">• The ability to provide opportunities for our referees to gain international experience is contingent upon the availability of financial resources
KPIs	<ul style="list-style-type: none">• Support a minimum of 1 provincial level referee per weapon to attend national competitions• Support 2-3 international referees to gain experience at international competitions



Objective #10: Increase revenue opportunities through event hosting

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Key Parameters	Discussion
<p>Item Status Since the Last Update</p>	<ul style="list-style-type: none"> • Three national competitions were held in 2023-2024 • Expenses increased due increased cost of airfare, hotels, and shipping of equipment • The receipt of hosting grants for two national competitions assisted in ensuring a profitable event • A new national event funding model was approved
<p>Targeted Activities for 2024/25</p>	<ul style="list-style-type: none"> • Review lessons learned from this season and retain practices that will allow for continued profitable events in the future • Continue to host two national events in the central region to ensure greater participation, increased revenue, and reduced travel expenses for officials • Add one additional national competition as a trial • Assess feasibility of including additional age categories at certain competitions as a means to increase participation
<p>Execution Interdependencies</p>	<ul style="list-style-type: none"> • This is contingent upon the CFF’s ability to identify provincial/club partners to host national events during the Fiscal Year
<p>KPIs</p>	<ul style="list-style-type: none"> • All events hosted by CFF are revenue positive • Participation levels at national events are similar to, or greater than those of past years.



Objective #11: Increase online sales opportunities

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Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• Due to the restructuring of Adidas Canada a one-year contract was signed with a new apparel provider
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Evaluate relationship with new provider• Research alternate options for providing apparel for NT programs and operating the online shop
Execution Interdependencies	<ul style="list-style-type: none">• This success of the online shop is contingent upon establishing an agreement with a new partner
KPIs	<ul style="list-style-type: none">• Sign agreement with a new apparel partner that will also operate the online shop



Objective #12: Review Sport Canada Report Card

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Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• SC Report Card is being reviewed by the governance committee• Funding has been received from COC to assist in meeting the Sport Governance Code by April 2025
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Work with a contractor to ensure CFF can meet the April 2025 deadline to meet the requirements of the Sport Governance Code
Execution Interdependencies	<ul style="list-style-type: none">• This is contingent upon contractor availability and the volunteer effort of the Governance Committee and Board of Directors
KPIs	<ul style="list-style-type: none">• Implement necessary actions to address areas where the CFF does not currently meet the Sport Governance Code



Objective #13: Universal Code of Conduct Implementation

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Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• Safe Sport policies are in place to ensure compliance with UCCMS and OSIC requirements• UCCMS Consent Form has been integrated into the membership system for all UCCMS participants• PSOs have been asked to provide their safe sport policies and procedures
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Continued tracking of Safe Sport requirements in membership system• Enforce/monitor completion of mandatory training and background checks by all stakeholders• Promote Abuse Free Sport and OSIC to our participants• Continue to work with PSOs to ensure alignment of safe sport policies
Execution Interdependencies	<ul style="list-style-type: none">• This is contingent upon continued ability to use the membership system to track requirements and staff workload
KPIs	<ul style="list-style-type: none">• All stakeholders to have met mandatory Safe Sport requirements• All NT athletes and staff to complete training prior to participating in NT activities• Enforcement of Safe Sport training requirements at national events



Objective #15: Complete & Implement Gender Equity Action Plan

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Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• Two women selected as members of the national team coaching staff• Mentorship opportunity for women to become national level officials was provided at national competitions• A woman was selected to be the team manager for junior world championships
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Implement/oversee completion of specific gender equity initiatives to include:<ul style="list-style-type: none">• Provide further opportunities for women coaches to work with the National Teams• Continue to provide mentorship opportunities for new or less experienced women coaches• Provide opportunities for women officials to work at national events• Maintain social media efforts to promote women in fencing
Execution Interdependencies	<ul style="list-style-type: none">• Continued progress towards completion of some initiatives are dependent upon Sport Canada gender equity funding
KPIs	<ul style="list-style-type: none">• 4-6 women selected to work as officials at each national event• Social media coordinator remaining in place for 2024-25



Objective #16: Olympic & Paralympic Qualification

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Key Parameters	Discussion
Item Status Since the Last Update	<ul style="list-style-type: none">• 3 teams and 2 individuals have qualified for the Paris Olympics.• 2-3 athletes are currently in contention for Paralympic qualification• A coach was provided to support the teams at the qualification competitions
Targeted Activities for 2024/25	<ul style="list-style-type: none">• Provide support to the teams & individuals qualified for Paris 2024 to ensure optimal preparation
Execution Interdependencies	<ul style="list-style-type: none">• This is contingent upon sufficient funding being available to support High Performance
KPIs	<ul style="list-style-type: none">• Funding is provided to the teams and individuals qualified for Paris 2024 to enable them to attend preparation camps.

