



CANADIAN FENCING FEDERATION STRATEGIC PLAN 2024-2028

September 2024

**ELEANOR
HARVEY**

FENCING
ESCRIME
INDIVIDUAL FOIL
FLEURET INDIVIDUEL



teamcanada



TABLE OF CONTENTS

3. OPENING MESSAGE
4. OUR VISION
5. OUR MISSION
6. CORE VALUES
7. OUR PRIORITIES
8. INTERNATIONAL PERFORMANCE
9. SPORT DEVELOPMENT
10. ORGANIZATIONAL EXCELLENCE
11. FINANCIAL SUSTAINABILITY





Dear friends of the Canadian fencing family,

We are pleased to release the Canadian Fencing Federation's 2024-2028 strategic plan.

Thanks to the efforts of many who have been particularly dedicated over the past few years, and whom we can never thank enough, the Federation has now recovered from its financial difficulties and is fully recovered from the aftermath of the Covid-19 pandemic.

Our finances are stable and the number of licensed fencers is at an all-time high. Our athletes qualified for 10 of the 12 events held at the Olympic Games, an impressive and historic achievement in itself that is the envy of many nations. Add to this Eleanor Harvey's feat of winning the very first Olympic medal in our country's history, and the other unforgettable and historic performances under the dome of the Grand Palais!

Thanks to your work, Canada is now a major contender and force to be reckoned with in fencing on the continental and world stage, and what lies ahead in the Olympic cycle leading up to Los Angeles 2028 is even more exciting.

This plan, which will guide our actions for the next four years, reflects the values that drive us and sets out our priorities. Inspired by it, we will continue to nurture our athletes' wildest dreams and pursue our mission to bring fencing to Canadians everywhere.

Our sport, also considered by many to be an art, has always civilized combat, allowing people to confront and surpass themselves in elegance and camaraderie. Fencing must continue to be a welcoming and caring place, where everyone can grow in the dignity that has historically been at the heart of our sport.

I hope you enjoy reading it and wish us all the pleasure that crossing blades can bring.





As the Executive Director of the Canadian Fencing Federation, I am excited to share our strategic plan 2024-2028. Over the past 4+ years since I first took on this role, thanks to the incredible efforts by staff and volunteers, we have rebounded from near financial ruin to a place of stability. We have also seen growth in membership with new clubs being established every year, as well as increased participation in our national competitions.

Our results on the international stage also continue to improve, with the 2023-2024 season seeing our athletes achieve the best results ever in the history of our sport. Eleanor Harvey's historic Olympic medal in Paris, Jessica Guo's multiple world championship titles, and the impressive results achieved by the rest of our cadets and juniors at world championships are all evidence of the upward trajectory of Canadian fencing.

The leadership of Canadian fencing is committed to achieving excellence at all levels while ensuring our sport is safe, inclusive and welcoming. We hope that you will join us in this pursuit!





To be a leading force in fencing, cultivating a thriving community of athletes, coaches, officials and volunteers, while inspiring excellence and passion for the sport across Canada and on the international stage.





The Canadian Fencing Federation (CFF) is dedicated to promoting and developing the sport of fencing at all levels, fostering a culture of inclusivity, sportsmanship, excellence and a lifelong love for our sport. We strive to provide leadership, resources and opportunities that empower athletes, coaches, officials and volunteers to reach their full potential and represent Canada proudly on the international stage.



- **Excellence:** We are committed to upholding the highest standards of performance, coaching, and officiating, and continuously strive for excellence in all aspects of the sport.
- **Inclusivity:** We embrace diversity and create an environment where all individuals, regardless of background or ability, feel welcome, respected, and supported in their fencing journey.
- **Integrity:** We conduct ourselves with honesty, fairness, and transparency, maintaining the integrity of the sport and adhering to ethical conduct on and off the fencing piste.
- **Community:** We foster a sense of community among fencers, coaches, officials, volunteers and supporters, promoting camaraderie, teamwork, and mutual respect within the fencing family.
- **Innovation:** We embrace innovation and continuous improvement, seeking new ways to enhance the sport, engage participants, and adapt to the evolving needs of our community.
- **Sportsmanship:** We promote good sportsmanship, emphasizing respect, discipline, and adherence to the rules of fencing, both in competition and in daily interactions.
- **Commitment:** We are dedicated to the development and promotion of fencing, committing ourselves to the growth of the sport and the success of all those involved, from beginners to elite athletes.



1. ***International Performance*** – We develop and lead innovative programs leading to continued international podium performances.
2. ***Sport Development*** – We create and implement programs to develop highly qualified coaches and officials that support an aligned national/provincial/territorial sport system.
3. ***Organizational Excellence*** – We are an efficient and performance-oriented organization that enables our staff, volunteers and members to contribute to the growth of fencing.
4. ***Financial Sustainability*** – We are focused on increasing revenues and managing expenses to fully support our strategic priorities.



**Expected Results:**

- Sustained podium performances at World Championships, Pan-American Championships, Pan-American Games and Olympic Games.

Strategic Initiatives:

1. *High Performance Athlete Development:* We will identify and support elite athletes with the potential to compete at the highest level, including participation in international competitions and the Olympic Games.
2. *World Leading Coaching & Technical Leadership:* We will identify, develop and support coaches and technical leaders to contribute to improved athlete performances.
3. *Athlete Support:* We will work to establish partnerships with corporate sponsors and private donors to secure additional funding for high-performance programs.
4. *Integrated Support Team:* We will collaborate with sport science and sport medicine experts at Canadian Sport Institutes to support our high performance athletes.
5. *National Team Programs:* We will develop national team policies that are designed to select athletes with the ability to succeed at the international level.



**Expected Results:**

- The CFF, in collaboration with our provincial/territorial partners, supports and develops our coaches and coach developers through the NCCP coaching certification program.
- The CFF, in collaboration with our provincial/territorial partners, supports and develops our officials through a national officials' certification pathway.
- The CFF implements a national competition calendar that provides development opportunities for athletes, coaches, officials and volunteers.
- Para-fencing programs to be implemented in at least 5 provinces/territories.
- Membership to increase by 10% annually.

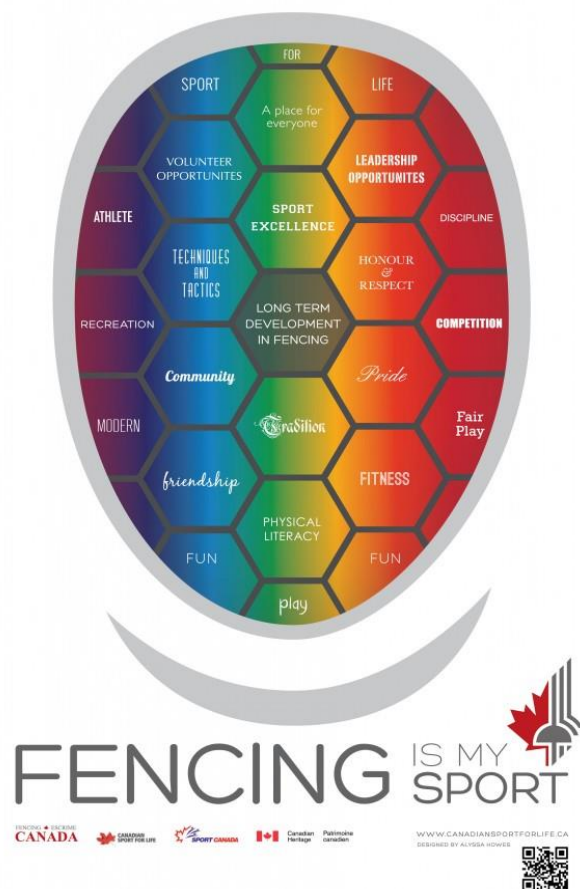




Strategic Initiatives:

1. *Coach Development and Certification:* We will work with provincial/territorial partners to implement a coach development program that includes certification, ongoing education, and mentorship opportunities to support the growth and improvement of fencing coaches across Canada.
2. *Officials Development:* We will work with provincial/territorial partners to implement a national officiating program to recruit, train, and certify fencing officials at various levels and provide opportunities for officials to gain experience at national and international fencing competitions.
3. *Event Hosting:* We will deliver high quality national competitions that contribute to the development of our athletes, coaches, officials and volunteers.
4. *Para-fencing development:* We will work with our provincial/territorial fencing organizations to promote and develop local para-fencing programs.
5. *Membership:* We will work with our funding partners to provide grant opportunities to support to our provincial/territorial fencing organizations and local fencing clubs to encourage outreach and community engagement efforts. We will seek to provide increased membership benefits to our participants to encourage our provincial/territorial fencing organizations and local fencing clubs to register their members with the CFF and their respective P/TSO.





Expected Results:

- The CFF has in place a diverse and skilled board and staff to meet the needs of the organization.
- The CFF provides a safe and inclusive environment for all participants.
- The CFF communicates our successes to our community and the Canadian public.

Strategic Initiatives:

1. **Governance:** We will recruit qualified individuals for our Board of Directors and staff through the implementation of a skills-based recruiting process and the Board will follow governance best practices.
2. **Safe Sport:** We will provide a safe environment for all participants through a Safe Sport program focused on education, prevention and response.
3. **Human Resource Practices:** We will follow best practices to ensure we attract and retain the best people, provide constructive feedback on performance, and recognize high performing staff.
4. **Communication:** We will promote fencing and inspire our community and the public using our social media.
5. **Monitoring and Evaluation:** We will establish key performance indicators (KP|s) to measure the success of the strategic plan in achieving its objectives and conduct regular reviews and assessments to adapt to changing circumstances and ensure alignment with the overall mission and vision of the federation.

**Expected Results:**

- The CFF has the financial resources necessary to support our International Performance, Sport Development, and Organizational Excellence goals.

Strategic Initiatives:

1. *Revenue Generation:* We will work with our current funding partners and seek to establish new corporate/donor relationships to maximize revenue sources.
2. *Expense Management:* We will ensure the most effective use of our financial resources through comprehensive and transparent monitoring and reporting.
3. *Financial Management:* We will follow the highest standard of financial management practices to ensure the long-term viability of the organization

