



2026/27 Operational Plan

CANADIAN FENCING FEDERATION

November 2025



A Moment of Reflection: What Inspires Us

A Shout-Out to our National Team Athletes



- Julia Yin became the 2025 Junior World Women's Epee Champion!
- Canada won 4 medals and finished top 4 in the medal standings at the 2025 Cadet/Junior World Championships.
- Eleanor Harvey won 5 medals, while Dylan French and Leonora Mackinnon each won 1 medal at senior world cups in 2024-2025.
- Eleanor Harvey is currently ranked #3 in the world
- Our women's foil team is ranked #5 in the world

3 Update Since the Last Plan

- The 2026-2027 Operational Plan has been developed based on the priorities and initiatives outlined in Strategic Plan 2024-2028 and the current realities facing the CFF.
- As a result of conservative budgeting, our national competitions earning profits, and maintaining staffing levels at a minimum, the CFF has been able to eliminate the previous deficit and begin to build a reserve fund for future contingencies and to enable the injection of funds towards the qualification & preparation for the 2028 Olympic & Paralympic Games in Los Angeles.
- To maintain support for our programs, the CFF has continued to operate with minimal 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.
- An additional part-time admin support staff to relieve current staff workload will be added in 2026-2027, provided sufficient funding is available.
- The CFF added a fourth national competition in 2024-2025, with all but one competition earning a profit.
- Membership is at an all-time high, exceeding pre-pandemic levels.
- Participation in our High-Performance Program was at an all-time high in 2024-2025.
- A renewed sponsorship agreement with Absolute Fencing was signed.
- A new sponsorship agreement with Azza Fencing was negotiated.



4 Operational Plan Framework

Strategic Plan Priority	Strategic Plan Initiative	Operational Plan Objective	KPIs
International Performance	High Performance Athlete Development	1. Provide funding to OTP-targeted athletes. 2. Provide coaching support for all weapons.	• Women's foil athletes will receive funding for travel to training camps & designated FIE competitions. • Coach support will be provided for all pan-am & world championships and senior world cups. • Coach support for designated junior & cadet events will be provided if funding available. • Present case for OTP support for other disciplines in 26-27.
International Performance	World Leading Coaching & Technical Leadership	3. Ensure national coaches are identified for each weapon.	• National coach contracts are in place for Sep 2026. • Honoraria for national coaches to be increased in 2026-27 if funding available.
International Performance	Athlete Support	4. Maintain current corporate sponsorships for our national teams. 5. Implement action plan items from the OTP Culture of Excellence project	• Sign new agreement with fencing shoe sponsor for 2026-27 season. • Implement a minimum of 4-5 high priority action plan items in 2026-2027.
International Performance	Integrated Support Team	6. Provide IST support to OTP-targeted athletes. 7. Provide medical support for other senior FIE competitions.	• Medical, S&C, mental performance support provided to WF athletes. • Medical support provided for senior pan-am and world championships. • Medical support will be provided for other programs if funding available.
International Performance	National Team Programs	8. Develop National Team selection policies that are fair, transparent & designed to assist our athletes to achieve international success.	• HP staff to meet to review/revise selection criteria at end of season (May – cadet/junior & August – senior) • Approve & disseminate NT booklets prior to start of season.

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Sport Development	Coach Development & Certification	9. Attain CAC final approval for the Comp-Int coach context revisions. 10. Recruit and train new Learning Facilitators & Evaluators across the country	• Revisions to be completed by May 2026. • Conduct a minimum of one LF & Evaluator training workshop, targeting under-represented regions (Atlantic & Prairie).
Sport Development	Officials Development	11. Develop new national level referees. 12. Support national level referees to become certified at the international level. 13. Provide opportunities for international level referees to gain more experience. 14. Develop training programs for armoury and secretariat officials.	• A minimum of 1 candidate per weapon to be supported for each CFF competition. • Provide funding for up to 2 refs to attend annual FIE examinations. • Select refs to attend designated junior world cups/EFCs when budget permits. • Approve armoury & secretariat certification pathways by Mar 2027.
Sport Development	Event Hosting	15. Host a full slate of national competitions. 16. Upgrade competition equipment. 17. Continue to host the Vancouver Epee World Cup.	• Host 4 profitable competitions to be held in QC, ON, BC & 1 additional region. • Review events to be held per competition at end of season. • Purchase 4 sets of new scoring equipment to accompany new pistes received through Absolute sponsorship by Sep 2026. • Continue partnership with BCFA to host the Vancouver epee world cup.

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Sport Development	Para-Fencing Development	18. Develop materials for para-fencing coach module. 19. Conduct para-fencing demos at CFF competitions. 20. Include para-fencing events at CFF competitions.	• LF Guide & Coach workbook to be developed by Mar 2027. • Para-fencing demo to be held at 1-2 CFF competitions. • Offer para events at 1 CFF competition.
Sport Development	Membership	21. Provide grants to P/TSOs and clubs to offer introductory programs to First Nations youth. 22. Provide increased member benefits to encourage increased CFF membership. 23. Strive for gender equity in all areas of the organization where possible. 24. Approval of transgender & non-binary participants in competition policy.	• Grants to be awarded by end of Oct 2026. • ED to research benefits provided by other NSOs, USA Fencing and other natl fencing federations, & report to BoD on options by Mar 2027. • Majority of committees to have gender parity in their membership by Sep 2027. • Fund female officials to obtain certification at all CFF competitions. • Approve transgender/non-binary policy by Apr 2027
Organizational Excellence	Governance	25. New Nominations Protocol to be utilized for 2026 AGM elections.	• Nominating Committee appointed by Apr 2026. • Candidates to be nominated by Aug 2026.
Organizational Excellence	Safe Sport	26. Continue to reinforce safe sport principles to our community. 27. Provide designated “coach boxes” at CFF competitions. 28. Designate a safe sport official for CFF competitions. 29. Provide access to an ITP for non-UCCMS safe sport complaints.	• Coach/spectator guidelines disseminated to all participants prior to each CFF competition. • Coach boxes to be used at each CFF competition. • Safe Sport official to be in place for each CFF competition. • ITP support is available for our members.

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Organizational Excellence	HR Practices	30. Staff evaluations to be completed annually. 31. Provide increased admin support to relieve current over-worked staff.	- Performance reviews to be provided to all staff/contractors by Sep 2026. - Hire additional admin support staff by May 2026 if funding available.
Organizational Excellence	Communication	32. Continue to promote our sport to our community through our social media.	- Posts to be completed highlighting results at each national competitions. - Social media posts to be completed prior to/post each FIE/IWAS competition. - Social media posts to be completed announcing team selections prior to pan-am and world championships.
Organizational Excellence	Monitoring & Evaluation	33. Monitor/report progress on Op Plan objectives.	ED to report to BoD on progress to meet KPIs on a quarterly basis.
Financial Stability	Revenue Generation	34. Maximize revenue from sales of CFF-branded apparel.	- Open partner-managed online apparel store 2-3 times per year. - Investigate opportunities to collaborate with alternative partners to sell CFF-branded clothing.
Financial Stability	Financial Management	35. Monitor expenditures to identify potential financial risks. 36. Continue to build our reserve fund to be used for emergencies and for future support for Olympic/Paralympic qualification and preparation.	- ED to provide monthly financial statements with actual to budget comparisons to BoD for their review. - A minimum of \$40k is invested in the reserve fund at end of FY 2026-2027.