



Shooting Federation of Canada Operational Plan 2022-2023

The Shooting Federation of Canada (SFC) has faced significant challenges in the past pandemic year realizing its mandate as the officially recognized national sport organization for the governance and development of recreational and competitive target shooting in and for Canada.

The SFC has experienced challenges, amongst other things the closure of shooting ranges and clubs and stops to participation and activities. Despite the hardships, the SFC has put in place plans, programming and policy to help set us up to better serve our athletes, officials and coaches however a lack of expected revenue in 2021 led to a reduction in program delivery which fed back into a further reduction in revenues. The plan in 2022-23 is to reinvigorate the launch of programs and activities to return to the SFC increased membership, target sales, events and revenue.

Our values continue to include:

- Being accountable to, and supportive of, our members and stakeholders
- Performing our roles with integrity and transparency
- Committing to respect, equity, diversity and inclusion
- Cultivating excellence in the target shooting sports

Key outcomes planned for 2022-2023 are in:

GOVERNANCE

- **Alignment of SFC governance with the Canadian Sport Governance Code (CSGC)**

The Board has reviewed and compared current SFC legal documentation to CSGC standards and identified the need to effect adjustments to bylaws, job descriptions as well as several policies for adoption at the September 2022 Annual Meeting of the Members.

- **Improvement of succession leadership planning**

In partnership with the Canadian Olympic Committee, the SFC will offer and encourage participation in leadership training courses to the SFC board, committee members and PTSO leadership. With the guidance of a professional facilitator, the SFC also intends to develop a mentoring program for Executive positions.

- **A common understanding of the Major Games shooting sports system in Canada**

PTSOs and NSO leadership will jointly build a comprehensive picture and narrative of the "new" shooting sport system in Canada that defines pathways for leadership and athletes and the roles of the clubs, PTSOs and NSO within the LTD plan.

The narrative and visuals will be converted to bilingual tools in multiple formats to inform the shooting community over the next decade of the system and how to navigate it effectively.

To further the understanding, a partnership with the firearms industry will be developed and joint projects and initiatives with the PTSOs started to offer mentorship opportunities for officials, coaches and administrators to learn best practises and participate in strong communities of practise.

This will lead to effective and collaborative strategic planning that was identified as weak in our recent 'Sport Canada Funding Framework – Report Card Phase 2' submission.

ADMINISTRATION & COMMUNICATION

Initiatives undertaken in the administrative portfolio in 2021 included the reassignment of staff responsibilities, a streamlining of office efficiencies, and a thorough restructuring of insurance and target sales programs.

With the pandemic still present in the foreseeable future, the SFC intends to strike a Membership Committee and continue to develop programming, the website, web communications and virtual opportunities to connect with members across Canada using video and online networking platforms.

The Federation has initiated a bilingual Facebook and Instagram social media presence to communicate more broadly and effectively with members, Clubs and potential members. The bilingual 'AIM' newsletter is distributed on a quarterly basis and designed to highlight, promote and provide a reminder of upcoming events and activities.

In order to reinvigorate our membership and value to our members post-Covid, the SFC will attempt to secure funds to create a strategic communication plan that will support clubs in recruiting a more diverse population of target shooters, encourage safe sport and coaching, provide information for recreational target shooters to pursue excellence in the Olympic sports, and communicate the value of the SFC to all target shooting disciplines.

All online initiatives are serving well to increase awareness of the SFC, help participants understand the benefits of Federation membership and advertise Federation programs on the world-wide web.

The SFC Policy & Procedures Manual, posted to the website in both official languages, conveys the Federation's mission and values, management plans, rules and intents and serves as the core reference document for business processes. The Manual and several standard operating procedures are reviewed and updated on an ongoing basis as Federation practices, financial and data controls continue to evolve.

SAFETY IN SPORT & GENDER EQUITY

The SFC is committed to safe sport practices, gender equity within its ranks and to developing strategies, programs and initiatives that will increase the participation of underrepresented groups and communities in the shooting sports. To foster a gender equitable organization that upholds dignity, respect and fairness, the Federation and PTSOs will work together on the development of a target shooting system that is welcoming to Canadians of all cultural heritages, gender orientations and physical abilities, and establish a transgender/androgenous policy to promote an open and supportive shooting sports community.

Respect in Sport training and LENS e-learning modules have been mandated for all key SFC members and stakeholders, and a comprehensive sport assessment and evidence-based course of action to create measurable change on identified priorities has been developed for both safe sport and

gender equity mandates.

PARTICIPANT & VOLUNTEER DEVELOPMENT PROGRAMS

The Federation has risen to recent challenges by concentrating on the re-development of domestic shooting programs and moving on-line to deliver coaching programs, “How-to-Shoot” and “Learn-to-Shoot” videos, the Recreational Target Shooting (RTS) program, Community Satellite Events, Coast-to-Coast Championships and awards ceremonies.

A new initiative, the Junior National Championships, is scheduled in 2022 amongst other in person shooting events established to develop volunteers (coaches and officials) and designed specifically to attract beginning and experienced junior age athletes to the Olympic and Paralympic shooting disciplines.

To meet the changing needs of the environment, the SFC has and will continue to improve relationships and channels of communication, and reach-out to its membership, affiliated clubs, stakeholders and organizations such as the Aboriginal Sport Circle, North American Indigenous Games (NAIG), Canadian University Shooting Federation (CUSF), Cadet movement and other organizations to attract those who may be interested but are unsure or unaware of what the SFC has to offer.

“Try it” days will be planned for similar purposes, aimed at promoting, educating and attracting the population at large to the shooting sports.

Long-term planning is structured, despite the costs, around the improvement of the quality of events delivered to Canadians and availability of training and competition equipment and facilities in as many regions as possible across the country.

HIGH PERFORMANCE PLANNING & GOLD MEDAL PROFILE

The High Performance Program (HPP) has continuously instilled concepts of personal excellence in SFC athletes that, in turn, has fueled visibility in SFC programs and inspired the growth of target shooting sports clubs and programs.

In the aftermath of the Tokyo Olympic and Paralympic Games, the SFC High Performance Program and Coaches are focused on ‘raising the bar’ with regards to training and preparation for world class performances and Olympic/Paralympic quotas in the three years leading to Paris.

A minimum of two (2) training camps are planned in each discipline over the course of the season attended by IST specialists (Mental Performance and Strength & Conditioning) contracted to develop strategies and support athletes to improved results, podium performances and potential Major Games quotas at the 2022 Championships of the Americas (CAT).

The SFC Vice President High Performance has participated in Own The Podium (OTP) ‘Enhancement Program for non-targeted sports’ sessions when offered and, with OTP guidance and support, continues to work on the SFC High Performance Plan and Gold Medal Profiles for the Olympic and Paralympic shooting sports both scheduled for completion in 2022.

COACHING PROGRAMS & CONTEXT DEVELOPMENT

Despite the pandemic, the SFC has moved forward with the delivery of innovative on-line training and courses organized through webinars and in-person sessions by the Federation's established network of Provincial/Territorial Coaching Coordinators.

The SFC is making a conscious effort to expand relationships and lines of communication with the PTSOs to better promote a more wide-spread delivery of NCCP Instructor-Beginner and Competition-Development live and virtual coaching courses.

Work continues on the Community Sport context designed to best serve and attract new coaches and athletes out of the recreational and into the Olympic and Paralympic events and shifts in website content have been designed to provide better awareness and incentives for potential coaches.

OFFICIATING PROGRAMS

The SFC recognizes that proper training and the certification of Officials is integral to all stages of quality sport in Canada.

A massive shift in International Shooting Sport Federation (ISSF) programming and the need to make the SFC's system more robust have triggered adjustments to the membership of the National Officials Committee (NOC). An overhaul of the Canadian shooting officials' registry and the development of pathways to clarify needs for program growth and certification standards will improve officials' skill sets and, in turn, elevate match standards in Canada.

LONG TERM DEVELOPMENT & SPORT FOR LIFE

The LTD Framework document has been revised and published to the website in both official languages, and the integration of LTD concepts in SFC coaching materials is ongoing as contexts are developed and approved.

The SFC LTD Activation Plan, designed in collaboration with Sport for Life consultants to advance, align and reinforce all SFC programming with sound LTD concepts (including that for High Performance and the Gold Medal Profile), is destined for completion in 2023.