



Shooting Federation of Canada

Annual Reports

Chair of the Board, CEO, Diversity, Committees and Councils

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Chair of the Board Report

Dr. Sandra Honour, DVM., MSc

I would like to begin by acknowledging the work the staff, committee volunteers and the board have put in over the year. We have a small but mighty crew and progress is steady. Although I aim to avoid repeating what others have already included in their reports, it is important to highlight key areas and activities.

Governance and Oversight

A well-structured Board of Directors is essential for SFC's governance. The Board provides oversight to guarantee that legal and financial obligations are met, collaborates with the CEO to set strategic directions and priorities, and throughout the year reviews progress on those priorities. The CEO is responsible for operationalizing these priorities, managing legal and financial obligations, and ensuring staff are equipped with the resources and capacity to deliver necessary operations. Our Board convenes a minimum of four but usually 6 times a year to receive progress reports and support the CEO's decisions regarding operational realities.

Role of the Chair

As Chair, my responsibilities include ensuring that meetings have appropriate agenda items, facilitating respectful discussions within our scope, and overseeing motions and votes. I routinely check in with the CEO to discuss matters that may refine or distract from our priorities. I act as a conduit for communication between the board and the CEO between meetings and, as a fellow board member, participate in discussions and share my opinions.

While the Chair holds significant responsibilities, it is truly the staff, board, and committees who should be credited for SFC's successes. Their dedication and hard work drive the organization forward.

Strategic plan review and priority setting

Terry has worked with the board to help us review and hone our strategic plan and set priorities for the staff and committees to focus on. SFC shares pillars of focus that are common across all sports however as a sport, we are less developed in some areas and find ourselves with some fundamental gaps that limit our development. An example of this is our lack of solid foundational domestic competitions of which we are working towards filling the gaps for improvement. The board and Terry will be finalizing this strategic plan in the coming weeks and sharing it with membership.

Funding and Project Management

From time to time, SFC is eligible for additional, non-baseline funding for specific projects from agencies such as Sport Canada, the Canadian Olympic Committee, Own the Podium, and ISSF grants. When the priorities of these agencies align with SFC's strategic plans, we pursue these extra funds to resource projects. As a small sport with limited members and

staff, balancing ongoing operations with new projects is challenging. Each new initiative often requires reallocating existing resources and additional supervision and mentoring to secure and report on funding. Those involved in provincial associations understand the administrative effort this entails. Despite the abundance of critics and limited available resources, our volunteer board members and committees are committed to understanding this balancing act and striving for achievable wins as a national sport governing body.

Financial Sustainability

Our annual audit, supported by our employees, contractors, and Finance Committee, confirms that SFC is financially sustainable and legally compliant. The audit process also highlights areas for continuous improvement.

Coaching and Officials Development

Our employees, Coaches Committee, and dedicated volunteers aim to create and offer our coaching programs to support safe environments for members to enjoy the sport. We have recognized the need for improvements in our Officials Development Program to support robust domestic event hosting. Staff and the National Officials Committee are working to establish clear pathways and training for officials, particularly in key locations for event hosting.

High Performance and Athlete Development

Providing a supportive environment for athletes is central to our High Performance agenda. The CEO and High Performance Committee oversee fair and equitable selection processes, foster appropriate athlete development, and focus on identifying talent and performance.

Compliance and Member Support

Beyond the resource intensive sustaining of daily operations, addressing concerns and requests from members demands unpredictable resources. In partnership with Sport Integrity Canada, provincial organizations, and third-party partners, we strive to keep SFC compliant with the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS).

Community Support and Infrastructure

Clubs and provincial associations across Canada play a vital role in ensuring resources and infrastructure are available for athlete participation and development. I extend sincere thanks to everyone volunteering at this level for our sport

My additional roles and international engagement

In addition to my SFC role, I have served as Chair of the ISSF Sustainability Committee for the past two terms, supporting our sport's alignment with International Olympic Committee sustainability goals. I am also an elected member of the Executive Committee of the continental shooting confederation, known as *Confederación Americana de Tiro* (CAT), which aims to strengthen connections between South, Central, North American, and

Caribbean member federations and the ISSF. While I do not speak for either organization individually, I am available to provide official information upon request.

Why We Volunteer

We need to value and support our volunteers. Our motivations for volunteering vary widely: supporting a participating child or relative, seeking meaningful engagement in retirement, valuing fairness in sport and contributing as an official, wanting to offer others the opportunity to represent the province or country, enjoying the inclusivity of the sport, or simply appreciating the sense of community among like-minded individuals. I hope many of you discover your personal reason to volunteer at local, provincial, and national levels. Our staff relies on your efforts to operationalize the SFC and ensure the governance needed for our sports to thrive.

CEO Report

Terry Dillon, OLY

It continues to be a privilege and a pleasure to serve as Chief Executive Officer of the Shooting Federation of Canada.

Last year was largely about stabilizing the organization, strengthening governance and key relationships, and establishing a foundation from which SFC could move forward. This year has been one of consolidation: building upon that work, putting improved systems and structures into practice, and beginning to see tangible progress across sport development, domestic competition and high performance.

Consolidating a Stronger Organization

Working with the Board and its committees, we have continued to refine SFC's strategic priorities and strengthen the policies, governance processes and financial oversight required of a modern National Sport Organization. Council terms of reference have been clarified, a formal Diversity Policy has been adopted, and work continues to ensure that the Board and committees have the competencies, representation and accountability necessary to serve the sport effectively.

The transition to a new website with integrated membership and event-registration systems was another important step. It replaced a fragmented collection of online systems with a more cohesive platform for member services, information, communications and transactions. The transition presented challenges, as significant technology changes inevitably do, but the result is a stronger foundation for improving the member experience and communicating the value and opportunities associated with target shooting.

We have also continued to build constructive relationships with Sport Canada, Own the Podium, the Canadian Olympic and Paralympic Committees, the ISSF and the Shooting Confederation of the Americas. Closer relationships with provincial and territorial organizations, clubs and ranges remain an important priority. These organizations provide the facilities, volunteers and local leadership upon which participation and athlete development depend.

Developing Participation and Domestic Capacity

There have been encouraging signs of growth. The 2026 Canadian Junior National Air Gun Championships attracted more than 180 athletes—the largest participation in the event's recent history—through provincially hosted competitions across Canada. This illustrates both the appeal of the sport to young Canadians and what can be achieved when SFC, provincial organizations, clubs, coaches, officials and volunteers work together.

We also launched the new Community Coach program, initially for rifle and pistol, with shotgun to follow. The program provides an accessible entry point for parents, club volunteers, new participants and others interested in developing the knowledge needed to introduce and support athletes safely and effectively. Across the year, approximately 60

members completed sport-specific coach training, while Canada now has more than 40 coaches holding ISSF coaching certifications at various levels.

Our officials are equally important. The National Officials Committee has updated its national records, supported officials pursuing higher levels of qualification, created opportunities for emerging officials to work alongside experienced mentors and facilitated Canadian representation at international competitions, including the Junior World Championships.

More domestic competitions have been sanctioned, particularly in Trap and Skeet, creating additional opportunities for athletes to achieve recognized scores in Canada. This is an important development. A stronger domestic competition system reduces cost and travel barriers, supports clubs and officials, and provides athletes with more meaningful opportunities to develop and demonstrate performance.

As this report is finalized, we are heading into the National Championships this month with record entries across Rifle, Pistol, Trap and Skeet. This is an encouraging indication of the commitment and momentum within the community. It also reflects the considerable work of the Saskatchewan Target Shooting Association and the Alberta Handgun Association, as well as the Ontario Olympic Trapshooting Association and the Toronto International Trap & Skeet Club, our organizing committees, officials, volunteers and staff.

Strengthening the Athlete Pathway

Within High Performance, we have moved toward clearer National, Development, Junior and Identified Athlete pathways. A new percentile-based national ranking model provides a more evidence-based means of comparing performances across disciplines and assessing international competitiveness. Selection criteria have also been revised so that National and Development Team candidates generally require only one competition outside Canada, while Identified Athletes may submit scores achieved entirely within Canada.

These changes respond directly to athlete feedback and recognize the substantial cost of international competition. The objective is not to lower performance expectations, but to provide clearer, fairer and more financially realistic pathways through which athletes can demonstrate their potential.

Athlete input has become more deliberately integrated into high-performance decisions. The Athlete Council Executive contributed to ranking and selection-policy development, reviewed criteria for the 2026 Championships of the Americas and the 2027 Pan American Games and provided input into the selection of new national-team uniforms. Yearly Training Plan materials were also revised to make them more practical and useful for athletes and coaches.

Canada was represented by 17 young Rifle, Pistol and Shotgun athletes at the 2026 ISSF Junior World Championships in Suhl. Competing against the strongest junior fields in the world provided important experience for athletes who may form part of future senior national teams and the Brisbane 2032 pathway.

We also continued to recognize significant international performances achieved during the reporting period, including Claire McCarthy's silver medal at the World Shooting Para Sport Grand Prix in Novi Sad, Doug Blessin's qualifying performance in Al Ain and Madeleine

Boyd's historic top 15 finish in Women's Skeet at the ISSF World Championships. These achievements demonstrate what Canadian athletes can accomplish despite the limited resources available to them.

Our immediate attention now turns to the 2026 Shooting Championships of the Americas in Lima, which provide important qualification opportunities for the 2027 Pan American Games and form part of the longer pathway toward the Los Angeles 2028 Olympic and Paralympic Games.

A Generational Opportunity

The Government of Canada's proposed incremental investment of \$755 million over five years, beginning in 2026–27, together with \$118 million in ongoing annual funding, has the potential to represent a generational change for Canadian sport. The proposal includes \$660 million over five years for sport organizations and participation, \$45 million for athlete performance and related support, and \$50 million for international event hosting.

There remains uncertainty regarding how these resources will be allocated, what expectations will accompany them and what share may ultimately reach SFC. We must therefore be both optimistic and realistic. This is an opportunity, but not yet a funding outcome that we can assume.

Even a modest increase in SFC's capacity could have a transformative effect. It could allow us to provide more consistent national leadership, expand participation and youth pathways, develop partnerships with Cadet, Scout and Guide programs, improve opportunities for athletes with disabilities, strengthen coaching and officiating, create more domestic competitions and provide better-planned support to athletes seeking to represent Canada internationally.

The federal investment is also expected to bring higher standards for governance, safe sport, accountability, measurable outcomes and collaboration. The organizational work undertaken over the past two years places SFC in a stronger position to respond, but we must continue demonstrating that we have a credible plan and the capacity to turn additional resources into meaningful results.

Looking Ahead

Much work remains. We need to continue improving relationships with clubs and provincial and territorial organizations, strengthen our domestic competition structure, modernize coach and officials' pathways, diversify revenue, improve bilingual communications and more clearly articulate the value of SFC membership.

Nevertheless, we should recognize the progress that has been made. SFC is more stable, its direction is clearer, athlete pathways are more transparent, participation is showing encouraging signs of growth and important organizational systems are now in place.

I would like to thank our athletes, coaches, officials, volunteers, clubs, provincial and territorial organizations, staff, committees, Board members and partners. Their commitment, expertise and considerable personal investment make everything we do possible.

Together, we are building SFC's capacity to deliver its mandate: to develop target shooting in Canada and create opportunities for Canadians to represent their country successfully on the world stage.

Diversity Report

Dr. Sandra Honour, DVM., MSc

Focus on Gender Representation

The Shooting Federation of Canada has a commitment to diversity. In SFC's Diversity Policy it reflects a belief that diversity, and the potential for diversity, in the composition of the Board and various organizational committees is vital to advance the best interests of the organization.

The year 2026 marked the third year of operation for the new governance structure. Councils now all have Terms of Reference that clarify their purpose, and focus. A formal Diversity Policy has been adopted, reinforcing the organization's commitment to inclusive leadership diversity and inclusion remain key considerations in governance practices. This report outlines the present state of gender equity and recognizes ongoing efforts to responsibly collect ethnicity-related data and performance measurement in future years.

The Board Nomination Committee based its recruitment for the 2026 membership meeting on principles including relevant experience, knowledge of the sport, independence (Directors at large), and specific competencies identified as areas for development in board recruitment, such as communications and Human Resources knowledge. The Nomination committee has a primary focus on recruiting candidates with the competencies needed to support effective governance. Gender equity has decreased on the board and increase in other committees.

Current State of Gender Identity Equity in the SFC Board and standing committees.

2028 goal: No more than 60% of members in any group identify as the same gender

Group	Female	Male	Other*	Total
Board of Directors	3	7		10
Coaches Committee	3	5		8
National Team Coaches	2	4		6
Finance Committee	1	3		4
National Officials Committee	4	6		10
Athletes' Council	3	3		6

* "Other" included individuals who identify as non-binary, transgender, or who chose not to disclose gender identity.

Athletes' Council Report

Sharon Bowes

Updates

- A new ranking model for team selection was introduced to athletes early in 2026 and will be in effect as we select the 2027 team. This criterion was developed in consultation with an independent sports consultant and with input from both the High-Performance Committee and the Athlete's Council Executive. [See Ranking Criteria](#)
- Major games criteria for both the 2026 CAT Games and the 2027 Pan Am Games was reviewed. Both criterium included a pathway for performance on demand and merit-based selection. [See Selection Criteria.](#)
- Team uniforms were selected based on survey input from the athletes and made available to athletes, coaches, support personal (Thank you to Lindsey and the SFC office for all your time and effort).
- Team selection criteria have been updated so that only one international competition is required to be considered for the National and Development team with the identified team being able to submit matches all from Canada. Additionally, the SFC overall is working to provide more cut score opportunities inside of Canada to encourage the development of the sport and help with the financial burden of qualifying for the team.
- Yearly Training Plan template was updated to help simplify the process for preparing and to help make them a better training tool.

ISSF News:

- The number of quotas available for shooting remain the same for LA 2028
- New rule changes for rifle, pistol and shotgun came into effect as of the 2026 world cup season. These rules affected time limits for some events, the structure of the finals and new clothing and equipment rules.
- Minimum qualifying scores have been set again for the 2028 LA Olympics and athletes must achieve designated MQS scores in qualifying events before May 1, 2028

IOC News

On March 26th, 2026, the International Olympic Committee (IOC) announced a new (returning) policy that mandates that eligibility for the female category is restricted to biological females only, verified through a one-time gene screening program. This policy requires biological females to undergo testing via cheek swab, saliva, or blood sample, and bans transgender women and most DSD athletes from women's events. One exception is athletes with the SRY gene who have a diagnosis of Complete Androgen Insensitivity Syndrome (CAIS).

This gender policy would affect the Olympic and the Youth Olympic Games but does not appear to currently apply to ISSF competitions such as world cups and world championship which would follow the ISSF gender policy. The ISSF policy allows for transgender athletes to compete in the category that is consistent with their gender identity.

Thanks

Thank you to the members of the athlete's council that provided their time and expertise to the committee over the last year.

Sharon Bowes - Chair

Cynthia Meyer- Vice Chair

Doug Blessin – Para Team

Lindsay Boddez – Shotgun

Jesse Olsen, - Pistol

Greg Sych- Rifle

Pistol Council Report

Brian LaGroix

Over the year, the Pistol Council held two council meetings. Pleased to offer a summary of updates from the meetings and other activities.

Council Updates

Canada fielded three pistol athletes at the 2026 ISSF Junior World Championships in Suhl, Germany this June — Angela Zhao, Sun Xi Han, and Aidan Duan. They faced the strongest junior fields in the world, with well over 100 competitors in some events, and undoubtedly came away with valuable international experience to build on. Supporting our juniors through these formative competitions is central to developing the next generation of shooters.

I'm excited that the SFC is offering a community coaching course. This has the potential to really support our clubs and grassroots coaches.

At the time of writing, the 2026 Nationals are slated to take place in August in Saskatchewan. Knowing when and where our Nationals will be held so early on truly helps our athletes plan and prepare appropriately.

Looking to the Future

As I enter the third and final year of my term as Pistol Council Director, I want to highlight the importance of transferring knowledge to individuals who may be interested in assuming the role next year. This position is incredibly important organizationally, as it represents a large proportion of the SFC membership and continues to navigate challenging times. I'd strongly encourage anyone with interest in the role to reach out to me— understanding the responsibilities now will make for a much smoother transition when my term concludes. I continue to advocate that at World Championships and CAT Games — for events not part of the Olympic program (centre fire, standard pistol, 50M) — Canada should field our best available athletes in those disciplines. This remains a priority I'll keep raising on the membership's behalf.

Looking ahead, I would also like to continue promoting ISSF-supported pistol and rifle shooting, and to keep building the pathways for our senior shooters to remain active in the sport.

Notes of Appreciation

A sincere thank you to the Canadian importers who continue to bring target pistols into the country in support of our community.

Moreover, to the SFC staff, particularly Lisa, for the quick and thorough turnaround on exemption letters. As many of you are not aware, when auctions come up in Canada with target pistols, multiple members often seek exemption letters for the same firearm. Lisa

does fantastic work to keep those requests moving in a timely manner, and it is important her efforts do not go unnoticed.

To the 2026 Nationals organizers — thank you for taking on this important event as we move closer and closer to the 2028 Olympics.

Best of luck to everyone competing at the 2026 ISSF World Championships.

Rifle Council Report

Elaine Brown

I would like to thank the organizers of the various events and the operators, officials and volunteers. Your efforts are key to the opportunities for rifle athletes to compete and develop their skill and achieve success.

2025 Rifle Nationals were held August at Cookstown, ON. Attendance was quite good including an increase in ISSF event entries. Participation in the non-ISSF events was also quite good including in Sporting Rifle 3-P.

2026 Canadian Junior National Championships (Airgun) took place in-province this year. The number of participants is a testament to the effort of provincial organizers and their team of volunteers.

ISSF Rules – changes effective January 1, 2026, have certainly been a focus for all disciplines. As part of Rifle Council meeting in January, an overview of the changes was provided and discussed including implementation events and timelines. Changes included clothing rules, match timing, finals format, etc. Thank you of the SFC National Officials Committee for the Q & A sessions they later provided for each discipline.

2026 National Championships were announced in a very timely manner, and we were able to share an overview with Rifle Council as part of the January meeting. Rifle and Pistol Nationals will be held jointly Aug. 8 – 15 at Saskatoon Wildlife Federation.

Shotgun Council Report

Colin Grover

There were two Shotgun Council meetings in 2026; February 4, 2026, and June 29, 2026. These meetings provided an opportunity for Shotgun Council members to receive and discuss updates and issues pertaining to the shotgun disciplines.

Items discussed at the Council meetings included: 2025 SFC Award recipients, ISSF rule changes for 2026, such as the new 8 person finals format, upcoming calendar of both domestic and international competitions, Olympic qualification process, the potential for training camps, Canadian National Championship planning and progress, domestic SFC sanctioned events and SFC Strategic Updates.

Further to the Council meetings relevant updates including competition opportunities were circulated to the council members.

Richard McBride and Susan Nattrass, the Canadian National Skeet Coach and the Canadian National Trap Coach respectively carried on into their second year of tenure.

Both the 2026 Canadian National Trap and 2026 Canadian National Skeet championships are to be held at the Toronto International Trap & Skeet Club in Cookstown, Ontario. The program and schedule of events have been circulated to the registrants. The Skeet match has a record number of participants registered. The championships organizing committee has updated the computer software and will be running the new 8 person finals format.

Domestic event sanctioning has been a focus for this year. The SFC has sanctioned numerous domestic Trap and Skeet matches such as Saskatchewan International Skeet Provincial Championships, Manitoba International Skeet Provincial Championships, BC International Skeet Provincial Championships, Alberta International Trap Provincial Championships and Ontario OOTA International Trap Provincial Championships. These sanctioned events will provide more domestic qualifying score opportunities for athletes. The SFC Strategic Updates consisted of emphasis on Sport Development, High Performance and Organizational Sustainability.

The continuous need for Shotgun coaching and officiating was emphasized and relayed to council members.

The one-year tenure (remainder of the three-year tenure) for the Shotgun Council Director expires this year. Notifications encouraging potential director nominations were circulated to members.

Nationals Officials Committee Report

Kathy Litwin

The NOC has had another productive year. With monthly meetings except for the month of Dec. May, July and Aug. Meetings take place on the 4th Monday of the month.

We have updated the officials list and now have a working document. We are encouraging people who officiate at the club and provincial level to reach out to the NOC through Lisa Roddie, to let us know if you are interested in furthering your officiating path to the next level.

The NOC is here to support you to get to the next level. Be it for National or International opportunities.

Several of the officials have gone to the ISSF courses and we commend them on their efforts and welcome them to the International crew.

Applications were sent in for several officials to attend international events. Jr. World Championships, World cups and South American competitions. Kathy Litwin, Pat Bouley and Sandra Honour were honoured to represent Canada at the Jr. World Championships in Suhl, Germany in June.

The NOC has organized the officiating for the National Championships and are looking forward to some great events. Shotgun in Toronto, and Rifle, Pistol in Saskatoon. There are many up and coming officials that will try their hand at running these events, under the directions of well qualified mentors.

Terms of Reference for the NOC were reviewed and updated. Just a few housekeeping and verbiage updates.

Unfortunately, one of our members has had to resign from the committee. I would like to thank Dr. Bernie Harrison for his mentorship, time and commitment to fostering officials. He has contributed greatly to this committee and our sport. His long history with the SFC and commitment to educating officials has not gone unnoticed.

Coaching Committee Report

Chantel Spicer

The Coaching Committee operates as a subcommittee within the Sport Development portfolio and serves as a coaching liaison between the Shooting Federation of Canada (SFC) and Provincial and Territorial Sport Organizations (PTSOs). Its primary purpose is to share information on coaching programs and coach development while promoting collaboration on coach recruitment, development, and retention across Canada.

The committee currently includes voluntary Provincial Coaching Coordinators from seven provinces, each appointed by their respective PTSO to serve as the primary coaching liaison with SFC. Meetings are held regularly from September through June. SFC continues to seek representatives from New Brunswick, Newfoundland and Labrador, Prince Edward Island, Yukon, the Northwest Territories, and Nunavut to achieve full national representation and further strengthen coaching collaboration across the country.

Since the 2025 Annual Meeting, the Shooting Federation of Canada (SFC) participated in its first Coaches Week, a national initiative led by the Coaches Association of Canada (CAC) that celebrates the important role coaches play in creating positive sport experiences and strengthening communities. The initiative was well supported, with 30 SFC members completing sport-specific coach training and beginning their pathway toward coach certification. An additional 30 members completed coach training throughout the remainder of the year. Coaches Week 2026 will be held September 14–20, and members are encouraged to watch the SFC calendar for upcoming training opportunities.

During the year, SFC also launched the long-awaited Community Sport Program for rifle and pistol, with the shotgun module expected to be available in September 2026. Designed for individuals interested in coaching at the club level, the program provides foundational training in one or more Olympic shooting disciplines. Additional information is available through the Coaches section of the SFC website.

Looking ahead, SFC will be working with the Coaches Association of Canada to modernize the Instructor Beginner coach education program. The revised program will allow SFC to place greater emphasis on sport-specific technical instruction while the CAC focuses on the broader principles of coach development. The update will ensure the program reflects current coaching practices and the evolving needs of the sport.

The International Shooting Sport Federation (ISSF) Coaching Academy continues to provide valuable coach education opportunities for Canadian coaches seeking to expand their technical knowledge and enhance their ability to support athletes at higher levels of development. Interest in the program remains strong, and SFC now has more than 40 coaches who hold an ISSF coaching certification at various levels. This growing number of

internationally trained coaches strengthens Canada's coaching capacity and supports the continued development of athletes across all Olympic shooting disciplines.