



# Saskatchewan Fencing Association

*Creating Opportunities within the Sport of Fencing*

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## **MULTI-YEAR PLANNING DOCUMENT July 2019 - June 2023**

The mission of the Saskatchewan Fencing Association is 'Creating Opportunities within the Sport of Fencing'.

The Saskatchewan Fencing Association (SFA) values the contributions and needs of all its members.

- All participants, regardless of age, gender, ability, and background are of value.
- Participants are entitled to programming best-suited to their specific needs.
- Parents of participants bring a multitude of skills into the association. Parents have a right to be informed regarding all aspects of their children's participation in the sport of fencing.
- Coaches are vital to ensure that participants receive quality instruction and training.
- Coaches require access to training appropriate to their needs so that they have the opportunity to achieve whatever level of certification they desire.
- Officials are essential to ensure that competitions are conducted according to the rules, and that updates to the rules are applied correctly. Officials require education and training opportunities to ensure that they are applying the rules in a manner consistent with the rest of the fencing community.
- Administrators are necessary to ensure the smooth operation of the association so that the participants, coaches, and officials can be as successful as possible. Administrators require education, training, and resources so that the association can operate efficiently.

The SFA envisions a future in which there is adequate funding generated internally, from sponsors, and from granting agencies to ensure that programming is available so that all participants (athletes, coaches, officials, and administrators) have the opportunity to excel within the sport of fencing.

The SFA is undergoing a transition phase. Member clubs were involved in a Strategic Direction session. The NSO (Canadian Fencing Federation-CFF) has the goal of increasing grass roots membership across the country. Sask Sport is also requesting that Saskatchewan Fencing Association increase and spread their membership throughout more districts. Taking all this into account, the SFA has adjusted their Multi-year plan to address this goal. Restructuring the governance and staff of the organization will be recommended to the membership at the Spring 2020 meeting.

## AREAS OF EMPHASIS / GOALS / PLANS

### CAPACITY

	2019	2020	2021	2022
<b>Administration</b> <ul style="list-style-type: none"> <li>• Adjust the governance structure of the SFA to better support the goals of the Association.</li> <li>• Update and keep current the SFA Rules and Regulations and Bylaws to support the new governance structure.                             <ul style="list-style-type: none"> <li>○ Update the website to promote and communicate SFA activities. (<i>Board, Office Manager - Ongoing</i>)</li> </ul> </li> <li>• Improved administration of programs                             <ul style="list-style-type: none"> <li>○ Members of Technical Committee to take greater responsibility for monitoring programs. (<i>Technical Committee</i>)</li> <li>○ SFA BOD and HP committee to monitor the Technical Committee by expecting meeting minutes and updates at monthly BOD meetings.</li> <li>○ Increase and encourage committee involvement in establishing and administering programs (less involvement of SFA board)</li> </ul> </li> <li>• Ongoing training of office staff                             <ul style="list-style-type: none"> <li>○ Funds/opportunities to be provided for office staff to access professional development on an ongoing basis - discussed annually with staff. (<i>Board – 2019 and ongoing</i>)</li> </ul> </li> </ul>	√	√	√	√
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<b>Finance</b> <ul style="list-style-type: none"> <li>• Continue maintenance of low accounts receivable                             <ul style="list-style-type: none"> <li>○ Continue to monitor and follow-up on the SFA's accounts receivable to ensure that they remain acceptably low. (<i>V-P Finance / Office Manager</i>)</li> <li>○ <i>Decrease spending and increase revenue in order to increase reserves by 25% of expected each year until reserves at an acceptable Sask Sport level. (VP Finance/Office Manager)</i></li> </ul> </li> <li>• Reporting                             <ul style="list-style-type: none"> <li>○ Statements to continue to be provided on a timely and periodic basis to Board, detailing revenues and expenditures to date. (<i>V-P Finance, Office Manager</i>)                                     <ul style="list-style-type: none"> <li>▪ Material variances to budget need to be managed and reported regularly.</li> <li>▪ Improvements to reconciliation processes to be developed.</li> <li>▪ Develop a streamlined process to quickly process payments with bookkeeping now being completed in Regina.</li> </ul> </li> </ul> </li> </ul>	√	√	√	√
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<ul style="list-style-type: none"> <li>• Annual Audit <ul style="list-style-type: none"> <li>○ Work with Sask Sport to ensure timely gathering and preparation of audit package for auditors. Objective is to have the final report from the auditors available for AGM each September. <i>(VP - Finance, President, Office Manager; Annual.)</i></li> </ul> </li>   <li>• Increase Self-Help Funding <ul style="list-style-type: none"> <li>○ Investigate sources of funding available through National Sports Trust programs <ul style="list-style-type: none"> <li>▪ to increase revenue opportunities to assist clubs and the association with day-to-day operations and</li> <li>▪ to expand participation opportunities for athletes. <i>(Board, Office Manager, clubs - Immediately &amp; on-going.)</i></li> </ul> </li> <li>○ Explore additional fund-raising opportunities for both the SFA and clubs. (eg. SLGA 50-50 ticket opportunity, Fundscrip, Calender Sales .)</li> </ul> </li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> </tr> <tr> <td colspan="4" style="height: 40px;"></td> </tr> <tr> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> </tr> <tr> <td colspan="4" style="height: 40px;"></td> </tr> <tr> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> <td style="width: 25%; text-align: center;">√</td> </tr> </table>	√	√	√	√					√	√	√	√					√	√	√	√
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**INTERACTION**

<p><b>Corporate Sponsorships</b></p> <ul style="list-style-type: none"> <li>• Corporate sponsorship at either the local or provincial level <ul style="list-style-type: none"> <li>○ Corporate sponsorship of at least two competitions in the province. <i>(VP -Marketing / Sponsorship Committee – 2019-20 season)</i></li> <li>○ Corporate sponsorship of at least three competitions in the province. <i>(VP -Marketing / Sponsorship Committee – 2020-21 season)</i></li> <li>○ Corporate sponsorship of all competitions in the province. <i>(VP - Marketing / Sponsorship Committee – 2021-22 season)</i></li> </ul> </li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">2019</th> <th style="width: 25%;">2020</th> <th style="width: 25%;">2021</th> <th style="width: 25%;">2022</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td colspan="4" style="height: 40px;"></td> </tr> <tr> <td></td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td></td> </tr> <tr> <td colspan="4" style="height: 40px;"></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> </tbody> </table>	2019	2020	2021	2022	√	√	√	√						√	√								√	√
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**PARTICIPATION**

<p><b>Long-term Athlete Development</b></p> <ul style="list-style-type: none"> <li>• Continuation of the modification of existing programming as necessary to ensure that it is compatible with the LTAD plan developed by the NSO. <i>(Board / Technical Committee / Provincial Coach)</i></li> <li>• Veterans Participation- The Active for Life stage of LTAD is the final destination of all Canadians. In this stage, athletes and participants enjoy lifelong participation in a variety of competitive and recreational opportunities in sport and physical activity.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">2019</th> <th style="width: 25%;">2020</th> <th style="width: 25%;">2021</th> <th style="width: 25%;">2022</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td colspan="4" style="height: 40px;"></td> </tr> <tr> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> </tbody> </table>	2019	2020	2021	2022	√	√	√	√					√	√	√	√
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<ul style="list-style-type: none"> <li>○ The SFA will continue to provide opportunities for adults to participate in provincial competitions through the addition of a greater number of veteran tournaments in all weapons throughout the season. <i>(V-P Technical - ongoing)</i></li> </ul>	<table border="1"> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	√	√	√	√																				
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<p><b>Development of Regional and Provincial Level Officials</b></p> <ul style="list-style-type: none"> <li>● Provide opportunities for any SFA member to develop officiating skills, with focus on mature athletes. Currently, the limited number of provincial officials results in club coaches often being required to officiate matches, removing the opportunity to ‘coach’ during competitions. Establishing an officiating program will also develop a succession plan for existing officials and establish an additional growth opportunity for mature athletes and other SFA members who may not be focusing on HP development. <ul style="list-style-type: none"> <li>○ Host a full referee clinic with goal of developing a core group of regional referees <i>(V-P Technical – starting with 2019-2020 season)</i></li> <li>○ Continued development of P Level referees to be certified each season. <i>(V-P Technical – starting with 2019-2020 season)</i></li> <li>○ Provide opportunities and support for referees to obtain N certification <i>(V-P Technical- 2022-2023)</i></li> </ul> </li> </ul> <p><b>Development of Club Level Coaches</b></p> <ul style="list-style-type: none"> <li>● Provide opportunities for any SFA member, with a focus on mature athletes and alumni, to develop coaching skills at the community level, to be able to begin coaching lessons in various communities/ districts in the Province.</li> <li>● Provide opportunities for existing club coaches to increase their skills through professional development opportunities.</li> <li>● Develop a coaching program to allow for succession planning for existing coaches, for increased professional development and to allow for future HP athlete development. <ul style="list-style-type: none"> <li>○ Provide existing coaches an opportunity to increase their certification levels and, offer opportunities to become Learning Facilitators and Evaluators in order to lead coaching clinics in the province. <i>(V-P Technical, Provincial Coach – beginning 2019)</i></li> <li>○ Offer annual clinics to certify Instructor Beginner Coaches to be able to coach learn to fence, summer programs and school program participants. <i>(VP Technical, Provincial Coach – 2020)</i></li> <li>○ Partner with the Coaches Association of Saskatchewan (CAS) and neighboring PSO’s, to offer coaching clinic opportunities with the goal of existing club coaches obtaining their Competition Introduction/Competition Development certification.</li> </ul> </li> </ul>	<table border="1"> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td></td> <td></td> <td></td> <td>√</td> </tr> <tr> <td>√</td> <td></td> <td>√</td> <td></td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	√	√	√	√	√	√	√	√				√	√		√			√	√	√	√	√	√	√
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(VP Technical, Provincial Coach – beginning 2019-2020 season)				
<p><b>Club Development</b></p> <ul style="list-style-type: none"> <li>• Work with existing clubs to ensure their continuing viability and to assist with their expansion. (<i>Board and Technical Committee – Sept 2020</i>)</li> <li>• Support to new clubs with coaching from the SFA. (Dev Coach- 2019-2020, 2020-2021 Season)</li> <li>• Ensure mentoring of existing club coaches <ul style="list-style-type: none"> <li>○ Club coaches and athletes from outside Saskatoon to continue to attend Clinics and training camps at Saskatoon Fencing Club in Saskatoon. (<i>V-P Technical</i>)</li> <li>○ Increased involvement of volunteers through improved communications to all clubs <ul style="list-style-type: none"> <li>▪ Invite all clubs to portion of the monthly BOD meetings (through an online platform for financial efficiency) to be given up to date information on the planning for the SFA.</li> <li>▪ Through website improvements and social marketing, welcome more parent and family involvement of volunteers.</li> </ul> </li> </ul> </li> <li>• Membership Expansion <ul style="list-style-type: none"> <li>○ Reach out to two Sports Districts (South East, Parkland Valley) where there is no fencing presence to offer either day camps or a series of “Learn to Fence” sessions. Coaching to come from nearest location. (President, VP Admin-starting 2019-2020 season)</li> <li>○ Reach out to a further two Sports Districts or two other communities in existing Sports Districts to offer “Learn to Fence” or day camps. (President, VP Technical – Starting 2020-2021 season)</li> <li>○ Establish regular club structure in at least one Sport Districts per year not currently represented (President, VP Technical - beginning 2019-2020 season)</li> <li>○ Reach out to school divisions to establish whether fencing is considered a safe sport in their division. (VP Admin- starting 2019-2020 season)</li> <li>○ Capture membership of any school programs currently being offered (other than Home Schoolers). Requires that sessions are being offered which qualify as a membership. Membership category to be established which does not make this financially detrimental.</li> <li>○ School program expansion following other programs being offered by other Fencing PSO’s in the country. (President, VP Technical – beginning 2020-2021 season)</li> </ul> </li> </ul>	2019	2020	2021	2022
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<p><b>Outreach: New Program Development - First Nations / Aboriginal / New Canadians</b></p> <ul style="list-style-type: none"> <li>• Continue to provide self-declaration opportunities for First Nations/Aboriginal/New Canadian athletes. Tracking the information needs to be more automated and included with club reporting. <i>(President, Board, V-P Technical, Registrar - work to continue with 2018-19 season.)</i></li> <li>• Advertising campaign to be continued to ensure that communities are aware of the existence of the Saskatchewan Fencing Association, and our willingness to provide 'Introduction to Fencing' clinics. <i>(Office Manager / President / Club representatives)</i></li> <li>• <i>Identify First Nations communities close enough to existing coaching resources to offer "Learn to Fence" sessions.. (Office Manager, President – starting 2020-2021 season)</i></li> <li>• Organization of 'Introduction to Fencing' clinics as necessary. <i>(V-P Technical)</i></li> </ul>	<table border="1"> <thead> <tr> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	2019	2020	2021	2022	√	√	√	√	√	√	√	√		√	√	√		√	√	√
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<p><b>Outreach: New Program Development - Wheel Chair Fencing</b></p> <ul style="list-style-type: none"> <li>• Continued establishment of Wheel Chair Fencing in Saskatchewan in conjunction with Sask Sport and the Wheel Chair Sports Association. <i>(President, Board, V-P Technical, Provincial Coach - work to begin in 2018-19 season.)</i> <ul style="list-style-type: none"> <li>○ Ongoing promotion and program development</li> </ul> </li> </ul>	<table border="1"> <tbody> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	√	√	√	√																
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## EXCELLENCE

To support the High-Performance goals of the SFA, a detailed multi-year HP plan (HPP) was developed for the 2019-2022 seasons which identified a number of programs to address performance gaps and achieve our targeted goals. These programs are aligned to the strategies of the Canadian Fencing Federation.

A key component of developing our HPP is the incorporation of the CFF's Long Term Athlete Development (LTAD) framework – a system that is aligned to bring together the knowledge and expertise of fencing experts and sports scientists and outlines a developmental pathway for personal achievement for all fencers regardless of age or level. This framework was used by the SFA in the development of our High-Performance Program.

<b>Specific Annual/Seasonal Goals:</b>	2019	2020	2021	2022
<ul style="list-style-type: none"> <li>• Continue to work with the HP athletes with potential for qualification to the Canadian National Team. (Goal = 4 Athletes selected for HPP top 8 ranking each season)</li> </ul>	√	√	√	√
<ul style="list-style-type: none"> <li>• Develop younger athletes for the future by hosting 3 to 6 provincial training camps per year. (<i>Provincial Coach / Development Provincial coach, club coaches</i>)</li> </ul>	√	√	√	√
<ul style="list-style-type: none"> <li>• Canada Cup medallists               <ul style="list-style-type: none"> <li>○ At least eight medals at one Canadian Cup. (<i>Provincial Coach / Development Provincial coach, club coaches</i>)</li> </ul> </li> </ul>	√	√	√	√
<ul style="list-style-type: none"> <li>• National Champions / medallists               <ul style="list-style-type: none"> <li>○ At least two medals at every National Championships. (<i>Provincial Coach / Development Provincial coach, club coaches</i>)</li> </ul> </li> </ul>	√	√	√	√
<ul style="list-style-type: none"> <li>• National Team members               <ul style="list-style-type: none"> <li>○ At least one Saskatchewan member on the National Team (either Cadet, Junior, Senior, or Parafencing) every season. (<i>Provincial Coach / Development Provincial coach, club coaches</i>)</li> </ul> </li> </ul>	√	√	√	√
<ul style="list-style-type: none"> <li>• Hosting of Regional / National-level competitions               <ul style="list-style-type: none"> <li>○ Bid to host a Canada Cup every third season. (<i>Office staff / President / V-P Technical/ Provincial Coach</i>)</li> </ul> </li> </ul>			√	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>○ Bid to host National Championships at every opportunity (once every quad). (<i>Office staff / President / V-P Technical/ Provincial Coach</i>)</li> </ul> </li> </ul>				√
<ul style="list-style-type: none"> <li>• Development of high performance coaches               <ul style="list-style-type: none"> <li>○ Offer one to two formal coaching development clinics for HP coaches to continue to be held at the Saskatoon Fencing club every season. At least one of these clinics will offer development opportunities for advanced coaches. (<i>V-P Technical/ Provincial Coach</i>)</li> </ul> </li> </ul>	√	√	√	√

<ul style="list-style-type: none"> <li>○ Funds to be designated to allow travel for club coaches to develop experience and skills required for major international competitions whenever possible. <i>(V-P Technical/ Provincial Coach)</i></li> </ul>	<table border="1"> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	√	√	√	√								
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<p><b>Medium to Long-Term Goals</b></p> <p>Specialized training and specific national/international competitions are required by HP athletes as per the CFF selection criteria. HP athletes, with Olympic potential will be required to build up their international ranking with minimum top 32 ranking being attained, ideally establishing top 16 by the Spring of 2024. Access and exposure to European training camps is required for higher level athletes (Specific competitions will be identified by the NSO as the selection criteria is established and revised over the timeline associated with the quad).</p> <ul style="list-style-type: none"> <li>• Top 32/16 at World Cup tournaments</li> <li>• Prepare at least one athlete from the HP group for qualification for the 2024 Olympic Games</li> <li>• Strive to have fully trained coaches, up to and including, Competition Development coach in every club, with multi-weapon experience</li> <li>• Canada Games 2023 – bring home at least 3 medals, one in each weapon, individually or by Team.</li> </ul>	<table border="1"> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	√	√	√	√	√	√	√		√	√	√	√
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