



# Fencing-Escrime NB

2020-2023 Strategic Plan

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# 1.0 Overview

## 1.1 Executive Summary

This strategic plan will guide Fencing-Escime NB (FENB) over the next three years to support the future of the sport of fencing in New Brunswick. From the strategic plan, an operational plan will be created to meet the goals of FENB and scorecards to keep track of progress.

The focus of this strategic plan is on strengthening Fencing-Escime NB and being more effective in everything that we do. Over the past few years, there has been a lot of change within the organization, making it a challenge to move the sport forward in New Brunswick. To be successful, we need to strengthen our organization, its clubs, and its members.

After conducting the situation analysis, surveying our members, reviewing the strategic plans of organizations that we are affiliated with, and discussing FENB’s future at the last club leader and coaches forum, five themes emerged that seem most important for us to focus on.

Effective...	
<b>Communication</b>	Speak often, clearly, and concisely with our internal and external stakeholders. Change perceptions and be an advocate for the sport.
<b>Athletes</b>	Build successful athletes, both recreationally and competitively.
<b>Leadership</b>	Develop strong leaders to support the sport now and in the future.
<b>Membership</b>	Increase awareness of the sport and look for opportunities to grow our membership base. Maintain what we have.
<b>Capacity</b>	Be innovative in gaining and using the necessary resources to support our initiatives and programs.

This plan will launch at the start of the 2020-2021 fencing season and will cover up to the end of the 2022-2023 fencing season.

## 1.2 Our Mission, Values, and End Statements

### 1.2.1 Mission

*“To encourage people in New Brunswick to participate in and enjoy the sport of fencing, both recreationally and competitively, in a safe environment at a reasonable cost.”*

### 1.2.2 Vision

- ❖ the spirit of **community** that fencing can foster,
- ❖ inclusive **participation**,
- ❖ the tradition of **honour** that respects and fosters the dignity and rights of others through fair play and sportsmanship,
- ❖ **excellence** by inspiring personal achievement,
- ❖ a quality of **experience** through fun, enjoyment, and satisfaction in a safe environment,
- ❖ the growth of **confidence, character**, and increased **self-esteem**.

### 1.2.3 End Statements

As a result of the presence of Fencing-Escime NB (FENB), New Brunswick has:

- ❖ Fencers that possess the knowledge, skills, and attitudes to participate recreationally and/or compete provincially, nationally or internationally.
- ❖ Opportunities for quality, financially accessible, recreational fencing.
- ❖ Qualified coaches and officials to lead and support athletes throughout their fencing experience.
- ❖ A fencing environment that meets recognized quality, safety, technical, and accountability standards.
- ❖ A sustainable and fair not-for-profit fencing community that recognizes the contribution and value of volunteers.
- ❖ An awareness and positive perspective of the sport of fencing.

## 1.3 Background

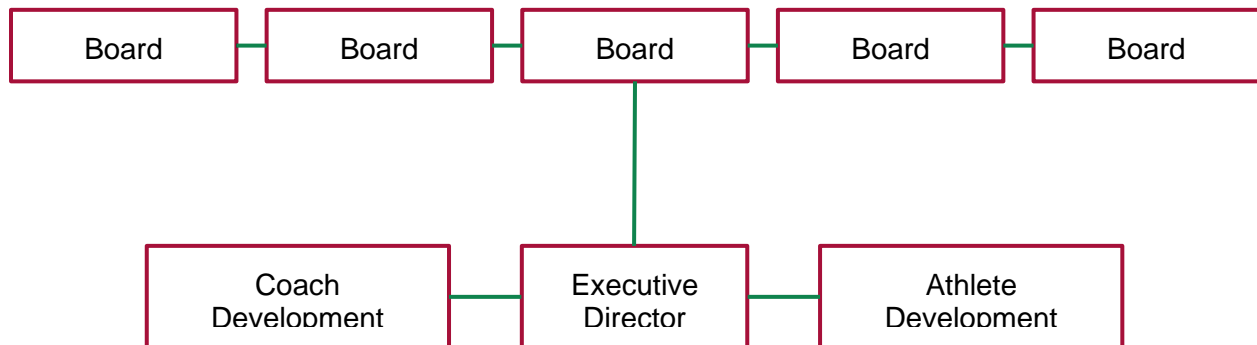
The provincial fencing association was officially established as the New Brunswick Fencing Association in 1969.

The organization is the provincial branch of the [Canadian Fencing Federation](#) with the mandate to govern the sport of fencing in the province of New Brunswick. Our objectives are to promote, develop, regulate, encourage and improve the sport of fencing in New Brunswick as well as to represent and coordinate the interest of New Brunswick fencers.

Attention to the future of the sport has been stepped up in the last decade, with incorporation of Fencing-Escime NB (FENB) in 2006 as a not-for-profit organization. To better focus Board members, the governance model was changed from a Management Board to a Carver Policy Board and an Executive Director was appointed. Bylaws were revised to reflect this.

A five member Board of Directors, elected by individual members, is accountable for the organization's actions and has the responsibility of establishing policies in the collective best interest of its current and future members. Decisions are made within the confines of the [Bylaws](#) of FENB and [Board policies](#) are developed following a Carver policy governance model, guided by a framework of mission and values.

## 1.4 Organizational Design



## 2.0 Situation Analysis

### 2.1 Clubs

There are currently seven registered fencing clubs with FENB. Two in the Saint John area (KV and Fundy), three in the Fredericton area (Beaches Sabre Club East, Damocles, and UNB), one in Moncton (Moncton), and one in Northern New Brunswick (Chaleur). Although which clubs are active may vary year-to-year, it typically has held steady at five or six in the past.

Membership by age and gender (April 2020)

Age Category	Male	Female
0-7	2	1
8-11	52	19
12-15	46	22
16-19	14	5
20+	29	15

Region	Members	Coaches	Club	Members	Coaches
Capital	105	6	BSE	32	2
			DAM	67	3
			UNB	6	2
Chaleur	6	1	CHA	6	1
Fundy	43	6	FFC	17	4
			KV	25	2
South-East	52	3	MFC	52	3

Approximately 50% of fencers are in the capital region across three clubs.

[Damocles](#) (DAM) club has the largest membership and is the most well-established with a Board of Directors and a permanent facility; however, their long-term coach, Barbara Daniel, wishes to retire and finding a full-time replacement is difficult. [UNB](#) club operates out of the Currie Center at the University of New Brunswick and is run by an Executive. Beaches Sabre Club East has a small facility for sabre fencers, as well as runs youth programs through the YMCA.

[Fundy Fencing](#) club (FFC) has several (2-3) new coaches working under the direction of Rick Gosselin, and is in a building phase. The [Escrime KV Fencing](#) club .

After hosting the 2019 provincials, the [Chaleur club](#) (CHA) has become inactive again. The [Moncton](#) Fencing Club (MFC) has seen good growth over the past few years, though coaches and space remain an issue.

## 2.2 Members

	2016-2017	2017-2018	2018-2019	2019-2020
Provincial:	91	85	89	91
First-time:	45	85	75	74
Associate:	11	12	11	11
School	0		4	28
Total:	147	182	179	205

The 2019-2020 season saw the most fencers in recent years, with 205. Much of that growth was as a result of growth in school programs. The number of provincial and first-time fencers remains stable. We expect the COVID-19 pandemic to affect numbers for the 2020-2021 season.

## 2.3 Coaches & Officials

There are currently **17 active fencing coaches** in New Brunswick with various levels of experience and certification - DAM (4), UNB (4), KV (2), FFC (4), BSE (2), CHA (2), and MFC (3). Recent efforts have been made to get coaches certified, particularly at the Community Initiative and Instructor Beginner level.

There are a handful of people who regularly referee at New Brunswick tournaments who have various levels of refereeing experience or who have taken one or more of the FENB-hosted referee clinics. We have made recent efforts to get our referees certified and recruit new referees.

There are not enough available people to referee every event at tournaments, so there have been times where others have been pulled off the floor to referee (only people who can be trusted to referee) or competitors have had to assist with refereeing their own event.

## 2.4 Volunteers

FENB relies on its members and families of members to carry out various volunteer duties. These are typically needed to organize and run tournaments, but may include other duties for the organization. Roles have included: Board member, armourer, secretariat, registrar, floor manager, committee member (i.e. - Technical Committee), referee (unpaid on occasion), canteen operator, web designer, bookkeeper, and tournament setup and takedown. It isn't unusual to see some members carrying out more than one role at a time or have the same people volunteer for the same role multiple times.

## 2.5 Competitor Analysis

New Brunswick is home to many provincial not for profit and provincial sport branches. This makes it challenging when applying for funding and promoting the sport of fencing.

The most popular sports in North America are team sports, such as soccer, basketball, football, baseball, and hockey. The last four listed have national leagues involving teams from Canada and the United States. Watching these national teams has become a regular pastime for many individuals and a multi-million dollar industry. As a result, these sports are usually the most played and receive good funding. Although soccer does not experience the same kind of popularity, it has grown significantly over the past decade as a sport to be played, particularly by youth during the summer months, and receives a good amount of funding. There are numerous other sports available to individuals looking to get in shape, socialize, and have some fun.



2.6 SWOT Analysis. Membership was surveyed and provided the following guidance.

I N T E R N A L	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
	<ul style="list-style-type: none"> <li>❖ Lots of tournaments</li> <li>❖ Strong coaching</li> <li>❖ Variety of approaches and clubs</li> <li>❖ Enthusiasm of fencers, coaches, parents</li> </ul> <p>These answers were repeated frequently by members.</p>	<ul style="list-style-type: none"> <li>❖ Few top competitors, small numbers of competitors</li> <li>❖ Few fencers</li> <li>❖ Club independence undermines a unified provincial plan</li> <li>❖ Fencing has a low profile and is not well known</li> <li>❖ Few recreational-low pressure events</li> </ul>
E X T E R N A L	<b>OPPORTUNITIES</b>	
	<ul style="list-style-type: none"> <li>❖ Increase awareness of fencing in NB</li> <li>❖ Bouting offered by clubs</li> <li>❖ Connections to school programs</li> <li>❖ Invest in club equipment</li> <li>❖ Tournaments and competitions</li> <li>❖ Fencer Development</li> <li>❖ Other regions in NB</li> <li>❖ Growing recreational fencing</li> </ul>	

### 3.0 Our Goals

#### 3.1 Improve awareness and increase promotion of fencing in New Brunswick

Develop a communications plan to promote fencing and grow membership.

## 3.2 Increase the number of recreational and competitive fencers

*Build successful athletes, both recreationally and competitively.*

### 3.2.1 Athlete Development Opportunities: Competitive

- ❖ Continue to strengthen the provincial team; three athlete development training events per year.
- ❖ Encourage athletes to participate in provincial, intra-provincial, national, and international events.
- ❖ Support athletes at national and international events.
- ❖ Provide opportunities for athletes to train together regardless of club.

### 3.2.2 Athlete Development: Recreational

- ❖ Provide opportunities for recreational fencers to build their skills, such as the armband program.
- ❖ Host two tournaments with greater emphasis on recreation (e.g, Knappe).

## 3.3 Effective Leadership

*Develop strong leaders to support the sport now and in the future.*

### 3.3.1 Provide Certification Opportunities

- ❖ Have a recognized learning facilitator in the province to evaluate coaches at the Community Initiation level.
- ❖ Depending on demand, host at least one event per year for coaches to earn certification.
- ❖ Depending on demand, host at least one event per year for referees to be evaluated.
- ❖ Facilitate at least one training opportunity per year for coaches to maintain their current certification.

### 3.3.2 Identify and Develop Referees, Armourers and Secretariat

- ❖ Promote, recruit and identify potential referees, and armourers from among membership and within the community.

- ❖ Coordinate mentors and mentees among the coaches, referees, armourers, secretariat, and any other roles that may benefit from this.

## 3.4 Effective Membership

*Increase awareness of the sport and look for opportunities to grow our membership base. Maintain what we have.*

### 3.4.1 Retain and Grow our Membership

- ❖ Provide information, at minimum, once per year on how members can get more involved with fencing.
- ❖ Connect organizations, event planners, and other contacts requesting an introduction to the sport with local clubs.
- ❖ Work with clubs and the school boards to add fencing into their PE curriculum or after school programs.
- ❖ Grow membership in the clubs that we have.
- ❖ Determine main reasons why members leave fencing and work with clubs to provide solutions.
- ❖ Host annual coaches and club leader forum to discuss challenges, share ideas, and propose solutions.

### 3.5.4 Foster a Safe and Quality Environment

- ❖ Conduct inventory at least once per year of all FENB assets.
- ❖ Establish a maintenance process and replacement schedule for FENB equipment.
- ❖ Ensure that FENB-approved events are held to a high standard and are run in a safe manner.