

**Alberta Fencing Association
Strategic Planning Framework
2023 – 2028**

VALUES:

As a fencing community, we value: Excellence, Community, Innovation, Respect & Safety.

Excellence: AFA is deeply committed to fostering excellence within our fencing community. This commitment is exemplified through robust support for athletes, coaches, and participants at every level of the sport. By offering quality camps, training programs, and meaningful competitions, we ensure a pathway for growth from recreational to performance and veterans categories. Additionally, a strong focus on the development of coaches and officials creates an environment where every individual can strive for their personal best.

Community: AFA places great importance on fostering collaboration within the fencing community. This involves establishing open channels of communication and promoting effective cooperation among individuals (including athletes, coaches, officials, board members, and staff) and organizations (AFA and affiliated clubs). Through this collective effort, AFA seeks to create a strong sense of belonging for all members. Additionally, AFA acknowledges its wider role in the community, actively working to advocate for the broader benefits of fencing.

Innovation: AFA recognizes to create a thriving fencing community, we must be forward thinking, progressive, and be open to continuous learning to be agile in rapidly changing environments and circumstances.

Respect & Safety: AFA prioritizes fair play and ethical conduct in all activities, from training to competitions. We are dedicated to fostering a secure and inclusive environment, ensuring that every participant, official, coach, staff member, and volunteer feels a profound sense of belonging in the world of fencing. AFA maintains a steadfast focus on consistency, whether in equipment standards, governance, or program implementation, to uphold the highest levels of respect and safety throughout the community.

VISION:

“A thriving fencing community championing an environment for every participant to reach their full potential”

MISSION:

“Supporting the development of fencing through governance, advocacy, and resources.”

The mission statement for AFA recognizes the important role that AFA has in supporting the entire provincial fencing community — clubs, athletes, coaches, officials, and volunteers — through ensuring fair and effective governance of the sport of fencing, advocating on behalf of the fencing membership to the broader community, and providing resources for clubs, athletes, coaches, officials, and volunteers to succeed in the sport.

STRATEGIC DIRECTIONS:

Over the next 4 – 5 years, AFA will focus on the following Strategic Directions:

1. Supporting the Continued Development of the Sport of Fencing
2. Creating Partnerships and Collaborating with the Community
3. Fostering Safe and Inclusive Environments that support Growth of the Sport
4. Developing Strong Organizational Systems to Support a Stable Foundation for AFA

STRATEGIC PRIORITIES

Strategic Direction: Supporting the Continued Development of the Sport of Fencing

Priorities:

1. Provide and support athlete development opportunities from recreational through to performance and veterans either directly or in collaboration with clubs
2. Support and provide the education, training and ongoing development of coaches to align with all levels of athletes
3. Support and provide the education, training and ongoing development of officials to align with all levels
4. Develop and implement an event hosting strategy, including relevant policies, standards and guidelines that incorporates developmental, provincial, and national events
5. Establish key policies to support sport development

Strategic Direction: Creating Partnerships and Collaborating with the Community

Priorities:

1. Develop and implement a communications strategy that encompasses all internal and identified external partners
2. Create strategies to celebrate the achievements and successes of affiliated clubs, participants, coaches and officials as well as the AFA
3. Create new opportunities to connect with the membership and facilitate opportunities for the membership to connect with each other
4. Create opportunities to connect, engage, and collaborate with external organizations/partners, such as other PSO's, funders, sponsors

Strategic Direction: Fostering Safe and Inclusive Environments that support Growth of the Sport

Priorities:

1. Continue to enhance processes and review & implement policies that create and support a safe and welcoming environment for all members of the fencing community
2. Explore ways to provide exposure to the sport of fencing to individuals who are not currently involved in the sport
3. Establish and maintain minimum standards for the education, training, and certification of coaches and officials

Strategic Direction: Creating Durable Organizational Structures to Establish a Solid Foundation for AFA

Priorities:

1. An informed governance structure that exemplifies and practices good governance
2. Deliberate planning that integrates strategic, operational, and risk management approaches
3. Financial processes, practices and controls with an identified accountability structure
4. Implementation of a human resource plan, featuring established and sanctioned policies for both paid staff and volunteers
5. Approved policies and procedures that enhance and sustain organizational effectiveness