

VOLLEYBALL ALBERTA

STRATEGIC PLAN 2017 TO 2020



*UPDATED
DECEMBER 10, 2016*

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STRATEGIC PLANNING UPDATE

Volleyball Alberta Strategic Planning Update

The following document is the strategic plan for Volleyball Alberta. This plan is meant to serve as a guide for Volleyball Alberta as we move ahead over the next few years. It will give us a specific blueprint to follow in both our daily and long-term activities. Subject to annual review, it will receive input from our many constituents including our volunteers, staff and partners. The plan has been developed through a series of meetings with the Executive Committee and has been adapted from a template provided by Sport Alberta who had worked from a planning framework created by the Centre of Strategic Management. It is our hope that our future endeavours will be directed in a very intentional way by our strategic plan.

Our stated vision is “to be the Premier Volleyball Association in Canada”. This is a very ambitious vision and could have different meanings to our various members. To narrow this down and to provide direction, we have developed core strategies in four areas that have very specific action plans. For us to keep moving ahead as an association and to provide the best leadership possible for our members, we must act strategically in accomplishing our goals. As we endeavour to carry out our mission of “providing services that create quality opportunities for the growth and development of Volleyball in Alberta”, we will be guided by our strategic plan. We will be more focused than ever as we operate our programs and provide services. Organizations that fail to adhere to these types of plans and directions could find themselves left behind. This is even truer with the current economic realities we will be facing in the coming years.

To many people, strategic plans are boring to develop and are rarely if ever referred to after completion. They are quite literally “shelved” and forgotten until the next planning exercise occurs a few years hence. We promise that this will not be the case with this plan. We will use it to determine and evaluate work plans for our staff and we will annually review it at the board level and it will impact the way we run our meetings. It will help us plan our priorities and allocate our resources to those priorities. So rather than being bored with one more planning process, we are excited as we plan to manage our future rather than to merely react to it.

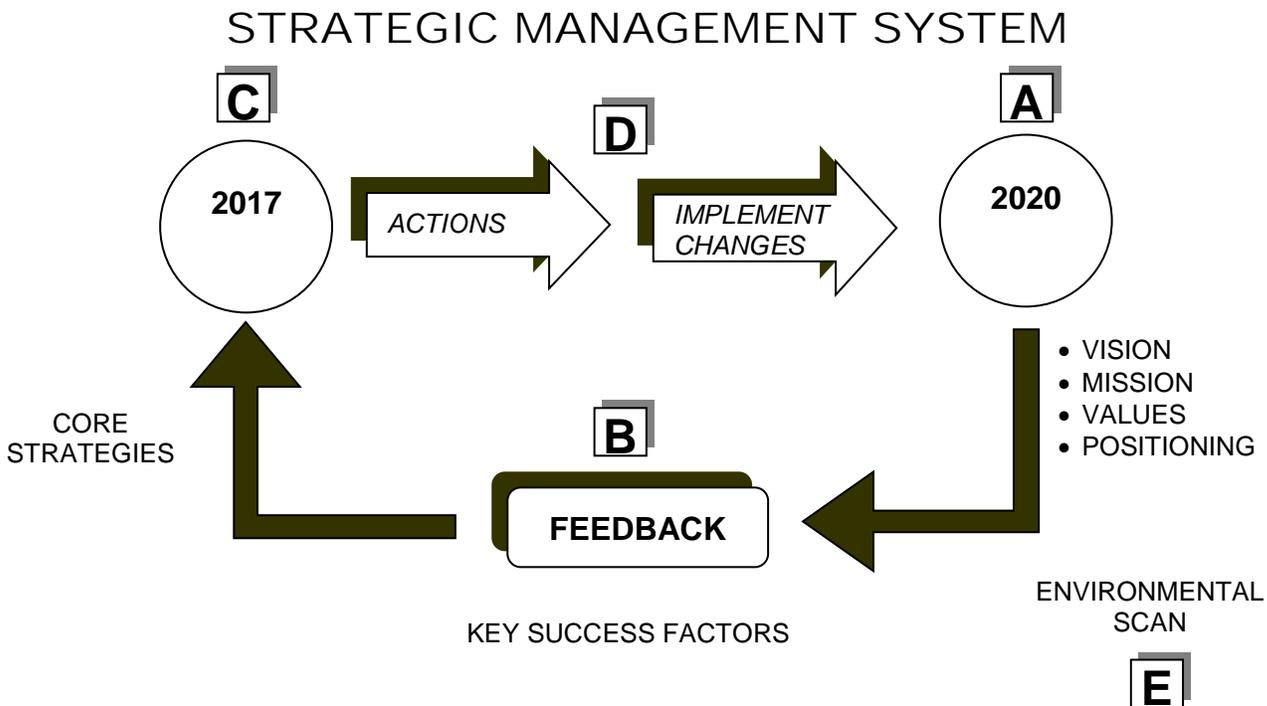
We are very fortunate at Volleyball Alberta as we have a highly qualified and committed staff combined with dedicated, experienced and knowledgeable volunteers who have always acted in the best interests of the association. The future does, indeed, look bright and this plan will be one step in helping us fulfill our goals. We thank everyone for their input and look forward to your future feedback and support.

Leigh Goldie
President
Volleyball Alberta

STRATEGIC MANAGEMENT

Strategic Planning and Change Model

<u>Topic</u>	<u>Four Phases</u>
<i>Environmental Scan</i>	E
<i>Creating Our Ideal Future</i>	A
<i>Measurements of Success</i>	B
<i>Converting Strategies to Actions</i>	C
<i>Successful Implementation/Change</i>	D



ENVIRONMENTAL SCAN

To the Year 2020 and Beyond

Economics:

- Alberta's downward economy – infrastructure challenges throughout the province.
- Professionalization of coaching & integrated support teams (IST's) leading to increased expectations for higher compensation.
- Costs of programs, facilities etc... creating a class system in sport in Canada.
- Competition for revenue generation is increasing & the market is saturated.
- Uncertainty in funding levels related to the state of the economy and change in governments.

Member/Customer Changes:

- Provincial Sport Associations are not well connected or willing to work together for the betterment of the whole (Sport Alberta, CS4L and Team Sport initiative are trying to reverse this trend).
- Challenges in recruiting and retaining sport leaders; coaches, officials and volunteers.
- Expectations of digital content & engagement modes.
- Alberta Sport Development Centres (ASDC) allow access to professional services.
- Size of membership has centralized our programs and events.
- Moving to a professional club model.
- Demand for alternative models of delivery – early stages, afterschool care & home school.
- Demand for beach clubs and programs.
- Parent's willingness to pay for private coaching and extra training camps and at a younger age.

Political climate:

- No long-term commitment to funding in Alberta for Infrastructure and PSO's

and targeted funding at the Federal level (Own the Podium).

- Rollout of Provincial and National sport policy & implementation plan to be announced.

Socio-Cultural Demographics:

- Increased pressures on volunteers, less time for working people to commit to non work activities.
- Reduction in teachers coaching our athletes.
- Today's generation demands higher level of standards, willing to pay for services.
- Lack of focus on preventative health vs. treatment.
- Youth sport diversity is growing with competition for athletes amongst sport bodies especially amongst boys.
- New Canadians and their sporting backgrounds and choices.

Sport Industry in Canada:

- Increased emphasis on excellence over participation at the higher levels (Own the Podium).
- Market driven sports more likely to survive due to need for visibility.
- Entrepreneurs in sport are increasing.
- CS4L/LTAD focus as main direction for sport.

Technology:

- Sport sciences playing a larger role in athlete development.
- Role of PSO's in delivering information changing as technology make access to information more accessible by grassroots.
- Current mediums to engage members – social media.
- Increase of technology when teaching and coaching our athletes.

VISION

Our vision statement describes ideally where and what we want to be. These are the future hopes, dreams, and aspirations for Volleyball Alberta.

Our Vision: To be the Premier Volleyball Association in Canada.

We will:

- Challenge ourselves and others to lead the best system for the athletes of Alberta.
 - Establish benchmarks for excellence in sport development, leadership and athlete stewardship.
 - Encourage volunteers, officials, coaches' and others to contribute towards building a development system that provides for all our athletes at all levels.
 - Focus on activities that will improve upon our programs and provide greater benefit to our members and stakeholders.
 - Show leadership by our commitment to excellence in everything we do.
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MISSION

Our mission statement outlines the purpose towards which we commit our work life. These are the reasons for the existence of Volleyball Alberta and it clearly describes who our customers are and what we produce as outcome benefits for them.

Our Mission: To provide services that create quality opportunities for the growth, development and enjoyment of volleyball in Alberta.

We do this through:

- Developing new programs and services to adapt to the changing needs of our sport.
 - Finding solutions to the challenges that arise from growth in our sport.
 - Focusing on excellence in all aspects of delivering our programs.
 - Learning from the best practices of other sport associations.
 - Working directly with our stakeholders to ensure we focus on programs that are most important to them.
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CORE VALUES

Our core values describe how we should act in order to accomplish the tasks leading to achieving our mission. They create our desired culture, as they are the principles that guide the behaviors of all members of Volleyball Alberta.

Accountability – We will be responsible as individuals and as a group for our actions, decisions and responsibilities in managing the affairs of Volleyball Alberta. We will be open and transparent in our communication with our membership.

“Do what is right...Do it now”

Excellence – We deliver what we promise and add value beyond what is expected.

“Exceed Expectations”

Integrity – We treat people with respect, fairness, honesty, patience, understanding and trust. We are an equal opportunity employer and respect diversity.

“Walk the Talk”

Leadership – We will, through our passion and commitment to volleyball, lead the collective thoughts, ideas and needs of the volleyball community and steward the direction of volleyball in our province.

“Provide Support and Direction”

Participant Centered – Our focus is on our membership, ensuring we strive to ensure their needs are met and their expectations are surpassed.

“Focus on the Participants”



KEY SUCCESS FACTORS (KSF)

Our **Key Success Factors** are our outcome measures of success. They measure how effectively Volleyball Alberta is achieving our vision, mission, and values on a year-by-year basis. It is our scoreboard for continuous improvement of success.

Member/Stakeholder Satisfaction

- Respondents express satisfaction of the programs and services provided by Volleyball Alberta.
- Member engagement forums (summit, president's forum, club meetings).
- **Measurement Tool:** Member/stakeholder surveys.

Growth and Development

- Program growth and financial growth.
- **Measurement Tool:** Enrollment numbers and financial statement.

Organizational and Financial Stability

- Annual assessment of financial support and funding stability.
- **Measurement Tool:** Annual financial report and annual review with Alberta Sport Connection (ASC).

System Improvement and Excellence

- Annual review and update of the Volleyball Alberta Strategic Plan.
- Committee structure works on the Strategic Plan.
- **Measurement Tool:** Annual review in update session and report.

CURRENT STATE ASSESSMENT

Our current state assessment reflects the position at any given time where we are today in terms of our organizational capacity, opportunity and challenges... The current state assessment defines the “from and to” statements under the Core Strategies, which in turn defines the strategic actions that need to be taken.

Strengths

- Recognized as one of the strongest PSO’s in Alberta and in Canada for volleyball.
- Advanced use of information technology for membership, event and program registration.
- Depth of knowledge and experience at the board & staff level.
- Accessible and affordable sport for all, relative to most sports.
- Passion and commitment to make Volleyball better in Alberta.
- Popular school based sport played province wide.
- Well-established and successful programs for youth.
- Operating according to a strategic plan with a direction and focus.
- Long term athlete development model leading to performance success.
- Integration of officials into the Association’s planning process.
- Financial strength of Association.
- CS4L is very strong in Alberta with Adult leagues and tournaments.

Weaknesses

- Shortage of introductory programs for 6 – 12-year-old age groups.
- Large numbers of players & leagues that don’t register with Volleyball Alberta.
- Limited community or house league programs.
- Shortage of officials and coaches.
- Small group of committed but busy volunteers.
- Lack of skill development in school volleyball.
- Lack of beach and quality multi-court indoor facilities.
- Lack of coordination for master’s athletes and programming.

Opportunities

- Earlier start on skill development with Early Stages programs (Mini, Atomic, and for 6-12 year-olds).
- Facility development will enable growth.
- Increased focus on health and activity by our society brings growth.
- Increased leadership training for coaches and officials.
- New programs can be developed for youth.
- Social media to engage today's youth.
- Access to international level coaches and athletes for athlete development.
- Volleyball in Canada – PSO's & NSO working together
- Delivery of multi-sport programming with LTAD emphasis.

Threats

- Conflict between clubs regarding recruitment of athletes.
- Lack of resources to handle the demand for club ball due to success of introductory programs for 6 – 12 year olds.
- Access to facilities and schools suitable to handle the growth.
- Rising costs for programs and escalating club fees affecting access for all.
- Shortages and turnover in leadership – coaching, officials and volunteers.
- Sport funding cuts.
- Private enterprise running volleyball programming.
- Alberta economy.
- Unethical behaviour.

CORE STRATEGIES

Our core strategies are the primary means and methods we “close the gap” between today and our desired Future Vision. The Core Strategies are our organizing Framework that guides our Business Plans and annual operations.

1. Athlete Development

To develop athletes through a long-term athlete development model with a focus on 2 main areas.

1) Introduction and Participation – FUNdamental and Learning to Train phases in LTAD

2) Club – Training to Train and Learning to Compete phases in LTAD.

2. Business Development

To grow the association through the development and application of business plans, equitable policies and sufficient resources that enables Volleyball Alberta to pursue its vision and achieve its mission.

3. High Performance

To develop programs and resources for high performance athletes to train, compete and develop their skills. The Long Term athlete development model will be followed with the focus on the Training to Train, Learning to Compete and Training to Compete phases.

4. Leadership Development

To support and facilitate the development, recruitment and retention of coaches, officials, and volunteers to enable growth and excellence for all volleyball programs and events in Alberta.

CORE STRATEGY #1 – ATHLETE DEVELOPMENT

To develop athletes through a long-term athlete development model with a focus on 2 main areas.

- 1) **Introduction and Participation** – FUNdamental and Learning to Train phases in LTAD
- 2) **Club** – Training to Train and Learning to Compete phases in LTAD.

Goals:

1. To align all Volleyball Alberta programs, age class regulations and competition structures with the LTAD model.
2. To establish self-sustaining introductory programs accessible to all regions of Alberta.
 - Grassroots: 6U - 12U (Circulation, Mini-Volley, Smash Ball, Atomic).
 - Tripleball: 12U – 14U
 - House League Programs: 13U – 18U (VolleyDome, Go Sports).
3. To develop grassroots & elite beach programs accessible to all regions of Alberta.
4. To provide assistance to clubs to develop beach, indoor and introductory programs throughout Alberta.
5. To collaborate with other organizations to develop multi-sport programs in Alberta.
6. To increase male participation throughout Alberta.

Actions:

1. Age Class Regulations & Competition Structures
 - Annual review of regulations & competition structures to align with LTAD.
 - Implementation & Education.
 - Season of play (duration, frequency of competition).
 - Tryouts & tryout periods.
2. Grassroots Programs
 - Identify & create models.
 - Collect & share successful models across the province.
 - Promotion & facilitation to schools by Volleyball Alberta (teacher's conventions and PD).
 - Develop a Smash Ball Program.
3. Beach Club and Grassroots Beach
 - Actions TBD (work with beach programmer and HP Beach Ctte).
 - All Beach clubs & programs registered with Volleyball Alberta.
4. Club Program Development
 - Actions TBD (work with beach programmer, early stages director and Technical Director).
5. Multi-Sport Programs
 - Connect with City of Edmonton to incorporate 6U-12U & Atomic Programs.
 - Develop Volleyball Alberta's own multi-sport model
6. Increase Male Participation across Alberta
 - Develop introductory programs for younger ages appealing to the male population.
 - Review programs from other PSO's implemented to increase male participation.
7. Summer Camps (Jasper, Sylvan Lake & Go)
 - Evaluate and review camp programs.
 - Collaborate with Business Development committee.

CORE STRATEGY #2 – BUSINESS DEVELOPMENT

To grow the association through the development and application of business plans, equitable policies and sufficient resources that enables Volleyball Alberta to pursue its vision and achieve its mission.

Goals:

1. To achieve \$180,000 in merchandising revenue.
2. To assist beach and indoor facility development in Alberta.
3. To develop a risk management strategy for the association.
4. To expand the multi-sport camp program.
5. To develop a Program Development and Evaluation Model.
6. To develop beach leagues throughout Alberta.

Actions:

1. Merchandising Goal = \$180,000 (increase from \$150,000 in 2016)
 - a. Promote and continue development of the online store site.
 - b. Establish a retail booth at Premier and Provincial events in both Calgary and Edmonton.
2. Facility Development
 - a. Continue to assist with Calgary facility owners & new groups developing facilities.
 - b. Liaise with the City of Red Deer in their beach court planning.
 - c. Work with the City of Edmonton to finalize plan at John Fry.
 - d. Design & build new John Fry beach courts.
3. Risk Management
 - a. Review all programs and develop risk management strategy.
4. Multi-Sport Camp Development
 - a. Review trial camp with Basketball Alberta & explore growth opportunities.
 - b. Look at other potential sport associations as well as other locations to expand program.
5. Develop a Program Development and Evaluation Model
 - a. Develop model and test with current activities and programs.
 - b. Test all new initiatives and programs through model.
6. Develop Beach Leagues
 - a. Volleyball Alberta to offer youth beach leagues in other locations.
 - b. Investigate centres with beach facilities and personnel to start new leagues.
 - c. Increase total beach revenue by 20% by 2020 (116,000 in 2016).

CORE STRATEGY #3 – HIGH PERFORMANCE

To develop programs and resources for high performance athletes to train, compete and develop their skills. The Long Term Athlete Development model (LTAD) will be followed with the focus on the Training to Train, Learning to Compete and Training to Compete phases.

Goals:

1. The best High Performance (HP) beach and indoor programs in Canada.
2. An effective, consistent and transparent identification process.
3. Provincial Team (PT) programs (Beach and Indoor) communicated and marketed to HP athletes, coaches, & parents.
4. PT programs (Beach and Indoor) align with VC HP programs.
5. To enable HP athletes to participate in both Indoor and Beach PT.

Actions:

1. Provincial Teams
 - a. Regular review of process for athlete identification and selection.
 - b. Review and evaluate current training model.
 - c. Continue support to Provincial & Canada Games teams (Video Analysis, Athletic Therapy, Mental Training, Strength and Conditioning, Recovery programs).
 - d. Refine curriculums for each age class and gender.
 - e. Review, evaluate & revise physical standards for each age class and gender.
 - f. Develop Annual Training Program for identified HP athletes (strength & conditioning, recovery, hours of technical training).
2. ID Camps
 - a. Review & refine structure of ID Camps
 - b. Educate clubs about identification process.
3. Provincial Team Competitions
 - a. Promotion & education to our members of the importance & significance of the Canada Summer Games.
 - b. Development of a full 3rd and 4th year cycle for CSG - retain records.
 - c. Program advisors as a resource for PT Coaches.
4. Liaise with National Team Programs
 - a. Promotion & education of our National Team programs to our athletes.
 - b. Invite National Team coaches to Provincial Team programs to assist with athlete identification and coaching development as well as increasing the profile of the Provincial Team program.
5. Beach
 - a. Refine program for 16/18U Beach Provincial Team.
 - b. Increase number of athletes involved.
 - c. Increase training opportunities for Provincial Team.
 - d. Increase the number of HP competitions for PT.
 - e. Add support services to PT (Athletic Therapy, Mental Training, Strength and Conditioning, Recovery programs, Video Analysis).

CORE STRATEGY #4 – LEADERSHIP DEVELOPMENT

To support and facilitate the development, recruitment and retention of coaches, officials, and leaders. To promote growth, excellence and recognition for all volleyball programs and events in Alberta.

Goals:

1. To recruit, retain, educate and mentor our coaches, officials and leaders.
2. To develop educational and support services for our leaders and parents.
3. To develop a nominations and recognition strategy.

Actions:

1. Coaches
 - Offer coaching camps where coaches will be active participants in addition to NCCP sessions at Coaching Symposiums.
 - Consistent follow-up with Volleyball Canada Coach credential process.
 - Increase number of certified coaches in Alberta.
 - Train core of Learning Facilitators (LF's) and evaluators.
2. Officials
 - Recruitment - youth clinics, work with athletes.
 - Develop model for education beyond just the rules (conflict management, communication styles).
 - Create partnerships with Jr/Sr Officials.
 - Application of a mentorship model.
3. Leaders and Parents
 - Use social media to market opportunities.
 - Implement mandatory parent education module prior to participation (contains LTAD info, code of conduct, scorekeeper training etc.).
 - Offer sessions for club directors (topics include conflict management, LTAD, budgeting, season planning, how to create club philosophy/missions/values/goals)
 - Offer sessions for club directors that are focused specifically on the club accreditation program.
 - Assist clubs with club accreditation.
4. Nominations and Awards
 - Reward & recognition program – To be developed by the Leadership and Nominations and Awards committees (both committees to work together).
 - Develop a nomination and recruitment strategy for the board and committees.