

VOLLEYBALL ALBERTA

STRATEGIC PLAN 2018 TO 2022



*UPDATED
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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.

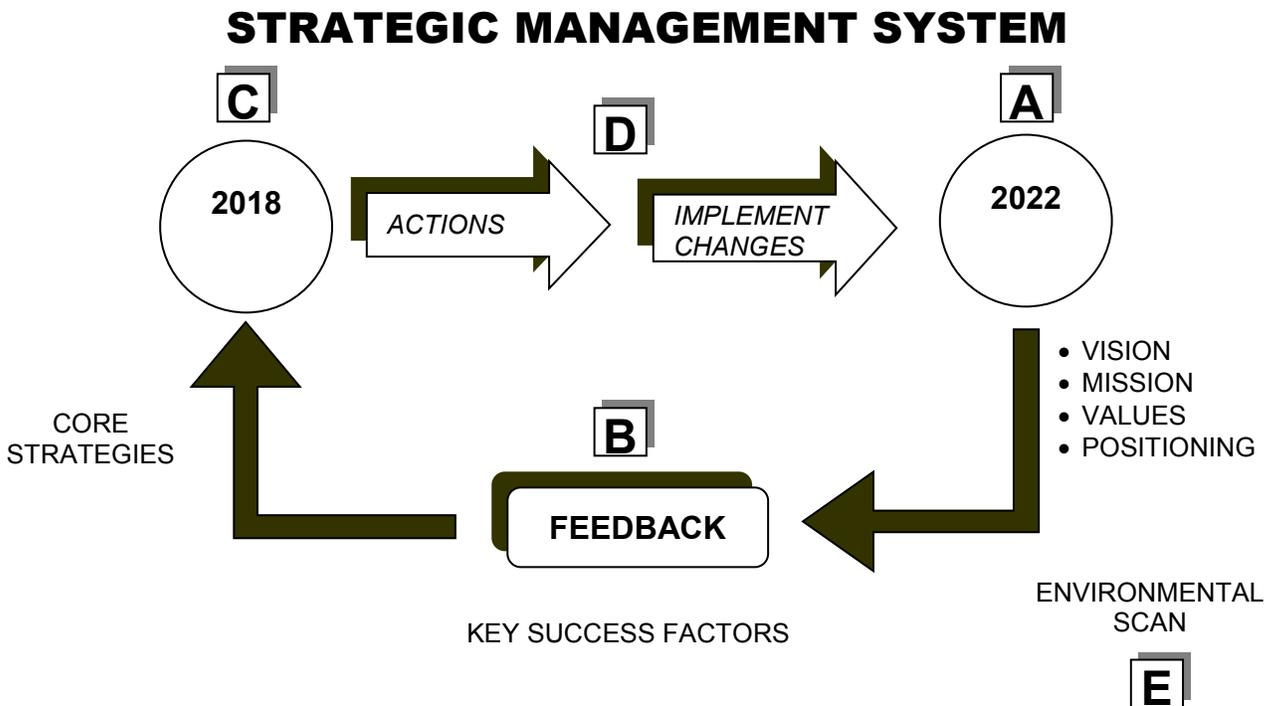
We are very fortunate at Volleyball Alberta as we have a highly qualified and committed staff combined with dedicated, experienced and knowledgeable volunteers who have always acted in the best interests of the association. The future does, indeed, look bright and this plan will be one step in helping 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 2022 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.
- Cost of NCCP certification.

Member/Customer Changes:

- Provincial Sport Associations are not well connected or willing to work together for the betterment of the whole (Active AB Coalition & CS4L 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.
- Increase in Professional services overall.
- 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 was announced & released but no implementation plan.

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 & also wants to be paid for services (lack of volunteerism).
- 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 a direction for sport bodies and families.

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.
- Increase in use of analytics & metrics.

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 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 & working groups).
- **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

- Positive, fun and desirable workplace environment attracts the top people.
- 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.
- Developing & certifying high level referees.
- Integration of referees into the Association’s planning process.
- Financial strength of Association.
- CS4L is very strong in Alberta with Adult leagues and tournaments.
- Benchmark hosting abilities.
- High performance elite athlete development program.

Weaknesses

- Shortage of introductory programs for 6 – 12-year-old age groups in rural areas.
- Large numbers of players & leagues that don’t register with Volleyball Alberta.
- Limited community or house league programs due to facility constraints.
- Recruitment & retention of officials and coaches.

- Small group of committed but busy volunteers & club administrators.
- Lack of skill development in school volleyball & collaboration with ASAA.
- Lack of beach and quality multi-court indoor facilities due to increase in numbers.
- Increased entrepreneur activity with no collaboration & accountability.
- Lack of coaching mentorship with all coaches.
- Lack of staff to continue growth of programs.

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.
- Social media to engage today's youth.
- Access to High Performance level coaches and High Performance athletes for athlete development.
- Volleyball in Canada – PSO's & NSO working together.
- 12U club program development.
- High performance club league development.
- Examine and restructure club program.
- Integration of policies over all programs.
- Expansion of pilot programs and beach leagues
- New Volleyball Alberta staff to expand programs.

Threats/Challenges

- 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 quality 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.

- 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. **Note:** The committees will update their goals and initiatives on the following pages of the Strategic Plan and will update and monitor their action items and detailed plans on a separate PowerPoint which will be the working document.

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.

Initiative & Goals:

1. Grassroots Indoor
 - Increase development & communication in rural areas
 - Provincial implementation of volleyball programs (Elementary Resource Guide)
 - Increase participation in House Leagues (recreational)
 - Increase teacher education support
 - Establish self-sustaining programs in rural Alberta
2. Grassroots Beach
 - Increase participation in youth beach programs
 - Educate clubs to incorporate beach training into yearly plans
 - Establish self-sustaining programs in rural Alberta
3. Male Participation
 - Increase male participation numbers
4. Summer Camps
 - Increase participation of JVC & SLVC
 - Research additional options for 2020 & beyond
5. Multi-Sport Summer Camps
 - Collaborate with other organizations to develop multi-sport programs in Alberta
 - Increase participation of multi-sport camps
 - Establish brand in Edmonton & Calgary
6. Club Accreditation
 - Educate clubs on “Alberta Way”
 - Develop Club accreditation
7. Age Regulations
 - Align all Volleyball Alberta programs, age class regulations and competition structures with the LTAD model
 - Annual review of regulations to align with LTAD
8. Competition Structure
 - Annual review of competition structures to align with LTAD
 - Develop a High Performance Club stream

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.

Initiatives & Goals:

1. To achieve \$180,000 in merchandising revenue.
Promote & develop the online and retail store.
2. To assist beach and indoor facility development in Alberta.
Work with municipalities and private groups in facility development.
3. To develop a risk management strategy for the association.
Review all programs and develop risk management strategy.
4. To expand the multi-sport camp program.
Review Play Sports Alberta camps and explore growth opportunities.
5. To develop a Program Development and Evaluation Model.
Use program development model to evaluate new programs and initiatives.
6. To develop beach leagues throughout Alberta.
Volleyball Alberta to offer youth beach leagues in other location in AB.
7. To pursue Grants & Sponsorship Opportunities
Develop, value and market VA properties to potential sponsors.
Investigate new grant opportunities and foundations.

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.

Initiatives & Goals:

- 1. Indoor Provincial Team: Training Development**
 - a. High Performance Athlete Identification
 - b. Accurate & useful Physical Profile
 - c. Training Model in line with current research
 - d. Appropriate Integrated Support Team
- 2. Indoor Provincial Team Competitive Opportunities**
 - a. Preparation for Canada Games
 - b. Preparation for Western Canada Summer Games
 - c. Preparation for Canada Cup
 - d. Preparation for International Exchange: Korea 2019
- 3. High Performance Coach Development**
 - a. Access to current technology
 - b. Refine Indoor Curriculum
 - c. Create Beach Curriculum
 - d. Develop Year-Round Resource
 - e. Define Mentor Coach Model
 - f. Create Professional Development opportunities
- 4. Beach Provincial Team**
 - a. High Performance Athlete Identification and Selection
 - b. Training Model in line with current research
 - c. Appropriate Integrated Support Team
 - d. Competition Selection to support athlete development

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.

Initiative and Goals:

1. Coaches – Indoor

- Offer coach development opportunities where coaches will be active participants in addition to NCCP sessions at Coaching Symposiums
- Alignment with Volleyball Canada coach credential process
- Regular follow-up with Alberta based coaches regarding current standing in relation to credential requirements
- Increase quantity of certified coaches in Alberta
- Train core Learning Facilitators and Evaluators
- Create and hire for a coach development position within Volleyball Alberta

2. Coaches – Outdoor

- Offer coach development opportunities where coaches will be active participants in addition to NCCP sessions at Coaching Symposiums
- Alignment with Volleyball Canada coach credential process
- Regular follow-up with Alberta based coaches regarding current standing in relation to credential requirements
- Increase quantity of certified coaches in Alberta
- Train core Learning Facilitators and Evaluators
- Create and hire for a coach development position within Volleyball Alberta

3. Referees – Indoor

- Standardization of development processes in all regions of the province
- Alignment with Volleyball Canada development program materials
- Enhancement of current mentorship model
- Develop and implement additional learning opportunities beyond the Rules of the Game
- Increase membership

4. Referee – Beach

- Alignment with Volleyball Canada development program materials
- Increase membership
- Increase opportunities for certified members to referee

5. Leaders and Parents

- Use social media to market opportunities
- Implement mandatory parent education modules prior to participation
- Offer sessions for club directors (conflict management, LTAD, budgeting, season planning, etc.)

6. Nominations and Recruitment

- In conjunction with the Executive Director, create a sub-committee to generate board considerations with backflow into the committees
- In conjunction with the Awards and History sub-committee, develop a rewards and recognition program

Awards & History Sub-Committee:

7. To preserve and display the history of Volleyball in Alberta

- Oversee the Hall of Fame and Awards Banquet event
- Develop processes to manage Hall of Fame and Yearly Award nominations
- Actively seek information, records and resources to archive and ensure that the history of Volleyball in Alberta is preserved for past, present and future generations.